



Sustainability Report



▶ 2023





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Message from Our Executive Chairman



When reporting on our sustainability progress for 2023, I note that the well-being of our people and the communities we proudly serve is at the core of our Corporate Purpose: Feeding People, Enriching Lives.

This purpose and our collective commitment to excellence is a guiding principle that fuels every aspect of our operations. As we deliver quality Australian beef products around the world, we understand that our success is woven into the fabric of a sustainable planet and thriving communities.

I am pleased to present the Teys Australia Pty Ltd (Tey's) 2023 Sustainability Report and would like to acknowledge the entire Teys team for their effort and continued focus as we work towards building a stronger business for stronger communities. Our achievements, and collective commitment to sustainability, are only made possible through the passion and dedication of our hardworking people.

Our sustainability principles ensure that across our operations we always take a pragmatic approach towards brighter futures through sustainable growth. From reducing our environmental footprint to championing animal welfare, supporting the development of our people, and fostering inclusive communities, and promoting the societal value of eating beef - these priorities serve as a blueprint for responsible progress. Each step we take reflects not only our values but a genuine commitment to creating a sustainable future for generations to come.

2023 year in review

At Teys, we remain a resilient global business. Our people, our greatest resource, proactively managing the challenging trading conditions that come with this sector from increased production costs, labour and supply shortages, and impacts on our export costs due to global shipping constraints and high inflation pressures.

- **Our people** - Workplace safety remains our highest priority and we continuously aim for an environment where our employees, and their families feel confident that they will return home the way they arrived - SAFELY. Nothing we do is worth getting hurt for. We stay closely connected with our people, through targeted learning and career development opportunities and health and financial well-being programs. We have pay parity across our workforce and our Annual Modern Slavery Statement outlines our approach to managing risks of modern slavery across the business and our supply chain.
- **Our communities** - Through our presence in Australian agricultural communities, as a major employer, supporter of local suppliers and primary producers, we are proud of our continued contribution to building strong and resilient

regional communities across the four states we operate in.

- **Food safety and animal welfare** - We strive for best practice animal welfare and food safety processes in our supply and value chain through our Quality Assurance program and by working closely with industry, primary producers, and regulators. We measure the effectiveness of our practices and look for improvement opportunities through internal and external audits recognising global best practice standards.
- **Environmental stewardship** - We take our responsibility to manage our environmental footprint seriously and recognise the importance of this to our local communities. Using best practice environmental stewardship and ethical management practices for the responsible use and protection of natural resources.
- **Climate action** - Climate impacts are the biggest individual driver of production variability in agriculture and our industry continues to adapt management practices to reflect this. We focused on progressing on our 2023 energy and carbon intensity reduction targets, through investing in energy efficiency and renewable projects.

Looking ahead

As we move through the cattle cycle and manage external impact on the sector and our business, our focus will remain on the wellbeing of our people, community and customers, the success of our business operations, whilst growing an economically resilient business through our long-term strategic partnerships and vertically integrated business model.

By remaining focused meeting our corporate, social and environmental obligations, compliance with local, state and federal laws and regulations, we will continue to deliver on our promise of **creating sustainable and brighter futures**.

As I reflect on our sustainability journey in 2023, the road ahead is both challenging and promising. Teys is committed to navigating this path with our partners, people, customers, and the communities in which we live and work. Together, we will continue to shape a future where more sustainable practices ensure that our legacy is one of responsible growth and enduring prosperity.

(GRI 2-1; GRI 2-22; GRI 3-3)



Brad Teys

Executive Chairman, Teys Australia

Our Purpose



Teys is a business with true family values at our core, built by four generations of the Teys family, with the family remaining closely involved with day-to-day operations. This connection with our heritage and strong family values underpins the culture of the organisation and drives our purpose, objectives and how we work towards our vision of Feeding People and Enriching Lives.

Our values are an integral part of our people programs to this day and were formalised in 2017 with the launch of the Teys Legacy Program, defining our core values, and their corresponding set of behaviours and expectations for our people. Humility, Integrity, Loyalty, Resilience, Trust and Co-operation are displayed actively in our day-to-day dealings with each other and with our stakeholders. (GRI 2-1; GRI 2-6)

Our Vision

Feeding People, Enriching Lives

Our Mission

To be the leading provider of innovative animal protein supply chain solutions, linking Australian producers with global customers.

Our Promise

Creating sustainable and brighter futures

Our Values

Humility | Integrity | Loyalty
Resilience | Trust & Co-operation

KEY HIGHLIGHTS FY22-23

Creating sustainable and brighter futures

People and Community

- Zero fatalities.
- Workplace Health and Safety Audits.
- Employing 4,613 people.
- Investing over \$2.3m in training.
- Supporting more than 14,000 additional jobs in rural and regional Australia.
- 66 nationalities represented in workforce.
- 9th consecutive year of compliant Workplace Gender Equality Agency (WGEA) reporting.

Planet

- 2023 carbon intensity target: In 2023 there was a 14.3% reduction in carbon intensity for reported primary processing compared to the baseline year.
- 2023 energy intensity target: reduced throughput during the period impacted progress on energy intensity goal, 2023 was 4.47% above the baseline year.
- 2023 renewable energy target: 18.9% of our energy needs are coming from internal (behind the meter) investment in renewable infrastructure.
- 2023 water intensity target: reduced throughput during the period impacted progress on water intensity, 2023 was 8.3% above baseline year.

Performance

- Equivalent of 1.7 billion beef meals delivered globally.
- Reinvesting Capital into sustainable initiatives covering:
 - Workplace Health and Safety.
 - Food Safety.
 - Innovation for – Energy savings, packaging initiatives.
- Product Awards
 - 36 Degrees South.
 - Riverine.
 - Teys Certified Angus.
 - Grasslands.

Governance

- Governance Risk Compliance Framework.
- Cyber Security and Privacy Policies.
- Annual Modern Slavery Statement published.
- SEDEX Members Ethical Trade Audits (SMETA) – Four Pillar (People, WHS, Environment & Business Ethic).
- Brand Reputation Compliance Global Standards (BRCGS) Audit.
- Accredited Trusted Trader.
- National Feedlot Accreditation Scheme (NFAS).

Our Company Overview



Teys is a global meat processing and food production business, built by four generations of the Teys family since 1946, best known for providing our customers with a broad range of quality protein products. We offer a wide range of fresh beef, multi-protein value-add product and co-product solutions to our customers around the world.

For generations, our people have worked with our primary producers, suppliers, and customers, and together, we're focused on creating brighter, better and more sustainable futures for our employees, communities and the planet – something we'll keep doing for generations to come.

We operate at 14 locations strategically located along the eastern seaboard of Australia, with three feedlots, six beef processing plants, two food manufacturing facilities, a hide processing site and a centralised cold store distribution facility. Our Group Shared Services function is headquartered at Eight Mile Plains in Brisbane, Queensland.

We are proud partners to more than 7000 Aussie beef producers and have more than 4600 people across our locations and four states.

Every year, we produce and distribute the equivalent of approximately 1.7 billion beef meals, exporting to more than 60 countries. (GRI 2-1; GRI 2-6)

This report is for our financial year ended 31 May 2023 (FY23) and provides a summary of our material environmental, social, and economic sustainability impacts for the year, with reference to Global Reporting Initiative (GRI) Universal Standards 2022. GRI's mission is to enable organisations to be

transparent and take responsibility for their impacts through world standards for sustainability reporting and enable stakeholders to make informed decisions. (GRI 2-3)

There have been no significant changes in our activities, sectors, value chain and other business relationships compared with our previous reporting period. (GRI 2-6)

Our Strategy

Our vision 'Feeding People, Enriching Lives' drives everything we do, and our people work hard on our mission to be the leading provider of innovative animal protein supply chain solutions and linking Australian producers with global customers.

We collaborate with our producers, suppliers, and customers to make positive changes across all our operations while supporting change across our whole industry, to make sure that every part of the journey from paddock to plate is safe, responsibly sourced, and sustainable.

Sustainable and responsible business practices are core competencies underpinning the successful delivery of our



strategic and operational plans and to delivering on our promise of **creating sustainable and brighter futures** for our people, our communities, and our planet. (GRI 2-23)

Our Capabilities

How we continue to deliver on our promise

Daily, we procure goods and services from a wide range of businesses locally, nationally and internationally. We remain focused on long-term and strategic partnerships that enable us to maintain our stringent environmental, quality and safety standards, to consistently deliver a secure supply of products to our customers whilst acting lawfully, ethically and responsibly.

Our Governance and Leadership

Governance at Teys encompasses all our business segments, with our Board, guided by the family values of the four founding Teys brothers, setting the direction for our vision, purpose and business strategy and our promise of creating sustainable and brighter futures, with responsibilities cascading through the business senior leadership team.

Our Governance Risk and Compliance Framework outline the overall corporate governance principles for the business. Each of our core operational areas maintains strong operating processes and controls to support and enable Teys to reliably achieve its objectives, address uncertainties and act with integrity.

With our enterprise risk management framework and a philosophy of continuous improvement, supporting this framework, we use audit, assessments, due diligence, effective grievance mechanisms

and remediation framework, and stakeholder engagement to continually monitor how we are managing the delivery of our promise and maintaining a culture of acting lawfully, ethically and responsibly.

Support for our promise of **creating sustainable and brighter futures**, is entity-wide with support from our board and senior leadership team for ongoing building of our capabilities. (GRI 2-9)

Our People

Our people. At Teys, our people come first. We are a global business working across three continents, and our team of diverse and passionate people bring different skills and experiences to our company. We all work together to feed people and enrich lives while continuing our contribution to the wider community.

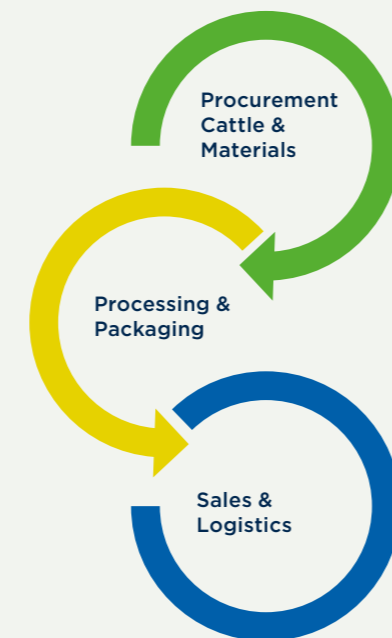
Human Rights. Our human resource policies and procedures framework aligns with the United Nations Guiding Principles on Business and Human Rights. The effectiveness of controls is assessed via our internal and external audit processes and for compliance by customer social accountability audits. We annually publish our board approved Modern Slavery Statement.

Our Communities

Our local partners, people and communities are integral to what sets us apart. We are always looking for opportunities to give back. We currently support numerous local communities through sponsorships, dollar-matching, food donations and many other initiatives. If it's important to our community, it's important to us. We respect and care for the communities we operate in as well as the journey we're all taking together.

Our Operations, Supply Chain and Markets Served

Our vertically integrated operations include beef processing, feedlots, value added food solutions, wholesale joint ventures and hide processing. We have six beef processing facilities along Australia's Eastern Seaboard, with each location chosen specifically for its proximity to prime cattle producing regions. This minimises transportation times and means we can confidently meet quality and animal welfare requirements while delivering the freshest beef to our customers. (GRI2-6)



Our Production, Processing and Packaging

Workplace Health and Safety.

To us, safety at work is more than a list of checkboxes. We do everything we can to make sure our people are working in the safest and healthiest environment – every day. We have put in place industry-leading health and safety systems, and practices, while always striving to make our procedures even better.

Food Safety. We know that it is critical to provide safe products to consumers, so we are focused on being a partner our customers can trust. We have always been – and always will be – obsessed with food safety and quality. Our compliance and adherence to QA, QC policies and Third-Party audits and certifications is our commitment to the delivery of safe, quality protein to all our customers.

Our Procurement of Cattle

Our Livestock team sources more than 90% of cattle for beef processing and lot feeding directly from cattle producers, with the remainder being purchased through the saleyard system. By closely managing our cattle sourcing process, we can ensure cattle are eligible for our premium brands and markets, enabling us to assure claims relating to production methods, authenticity and transparency.

Our Producers. The best beef begins with the best producers. Over four generations, we have been working with the best producers across Australia. We have built strong, long-term relationships with our producers, proudly working with some of the same families for generations.

Our Animal Welfare Practices. We work together with our producers and partners across the entire supply chain to make sure that our stringent animal welfare standards are upheld.

- At Teys, best practice animal welfare is part of our DNA. Across our operations, our animal experts and dedicated livestock teams are leading the way to ensure that the standards of welfare for the cattle we handle are not only met but exceeded.

- We and our producers are committed to respecting the cattle they raise. We share the same care and compassion for animals, and respect for the land, that we do. Our Australian producers nurture and raise their cattle to the highest animal welfare standards, while also looking for new ways to improve and evolve their practices. They are focused on creating the best environments possible for cattle to thrive. Together, we're proud to bring the best Australian beef to the world.

Our Procurement of Materials

Our supply chain is comprised mostly of products sourced within Australia, such as raw materials, packaging, cleaning products, and maintenance services. Prospective suppliers are put through a rigorous supplier approval process to ensure our confidence in their compliance to statutory regulations and Teys Standard Supplier Terms and Conditions.

- The supply of all packaging and consumables is overseen by our corporate Purchasing and Quality Assurance department, who are responsible for the evaluation, selection and contracting of suppliers, ongoing contract administration and performance management, in line with our quality and safety business guidelines.
- Teys has locations in regional towns in Queensland, New South Wales, Victoria and South Australia. Our definition of "local" would be classed as these regional locations outside metropolitan (capital city) areas. Each Teys primary processing location

in these regional areas plus our Beenleigh processing plant would be classed as a "significant location of operation" to the communities they operate in, the suppliers they engage, and to the Australian Food chain. (GRI 204)

Our Customers and Markets Served

We have a global network that delivers safe, consistent and quality supply to our customers, both locally and around the world. Our website provides more information on our products and brands.

<https://au.teysgroup.com/solutions/our-brands/>

We distribute wholesale, retail and foodservice products to more than 60 countries around the globe, we produce and distribute the equivalent of approximately 1.7 billion meals.

We have dedicated local and international teams managing our complex supply chain, and helping our customers navigate global transport and market requirements.

Our Cold Store at the Port of Brisbane in Queensland is an industry leading investment in our business and the long-term viability of the beef industry for Australia. The new facility uses state of the art technology with automation and robotics to manage product handling, and together with the new automatic storage and retrieval system (ASRS) at Wagga Wagga facility we are achieving efficiencies and productivity gains for the business.

(GRI 2-1; GRI 2-6; GRI 2-7; GRI 2-8)

Our Approach to Sustainability and Reporting



We refer to the GRI Universal Standards for guidelines on reporting practices, our approach to sustainability reporting and the general disclosures about our organisation. Stakeholder Engagement and GRI Sector Standard 13 Agriculture, Aquaculture and Fishing Sectors 2022 and risk assessments are used to identify material topics and the relevant GRI Topic Standards. (GRI 1)

Our Stakeholder Engagement

We define a “stakeholder” as an individual or group that has an interest that is affected or could be affected by Teys activities.

Stakeholder Engagement strengthens our ability to balance business needs and interests whilst managing impacts of our activities on the economy, environment, and people, including impacts on their human rights. It helps to prioritise impacts based on significance, or severity in the case of negative impacts, and determine material topics for reporting. It informs how we manage material topics through policy, prioritising initiatives and actions needed to prevent, mitigate or remediate negative impacts, whilst also taking opportunities to create value in a sustainable way.

Through ongoing tracking we measure the effectiveness of our management approaches.

Teys

- Shareholders
- Board & SLT
- Employees

People & Community

- Local business
- Local council
- Local organisations

Industry, Regulators & Government

- Industry association
- NGOs
- Unions

Customers

- Domestic & Export
- Logistics

Suppliers

- Goods & Services providers
- RTOs
- Employment agencies
- Cattle Producers
- Livestock buyers

Media

Stakeholder engagement helps us identify shared sustainability issues and opportunities where we can collaborate with our stakeholders to achieve long-term progress for a substantial positive impact. Regular engagement informs how we best deliver on our business promise, ‘**Creating sustainable and brighter futures**’.

Our stakeholder engagement includes collaboration in various forms including webinars, group discussions and one-on-one meetings and plays an important part in our strategy to deliver our business promise for our employees, customers, external stakeholders, business partners and the wider community.

An extensive summary of our stakeholders is provided later as the appendix to the report.

(GRI 1-2; GRI 2-29; GRI 3-3)

Our Sustainability Principles



Best practice animal welfare

- Responsible livestock sourcing
- Ethical animal handling
- Positive influence on animal health outcomes



Safe, healthy and affordable food

- Champion protein as part of balanced diet
- Advocate for red meat (beef) quality and integrity



Collaborative environmental stewardship

- Energy and emissions efficiency
- Responsible production
- Promote sustainable agriculture



Economically resilient business

- Disciplined management
- Sustainable value chain
- Robust governance and decision making



Thriving people and communities

- Safe places to work
- Career development pathways
- Strength from diversity
- Build strong communities

Our Material Topics

Our sustainability strategy and action planning focus on the key areas and the initiatives that will best place us to continue to address sustainability impacts (both positive and negative) and these are managed through our Sustainability Initiatives Portfolio.

Our **materiality assessment** includes stakeholder engagement, reviewing the GRI Sector Standard, and risk assessments to identify material topics for reporting. The assessment of a topic for materiality considers internal and external factors, concerns expressed by stakeholders through engagement processes, reviews of our compliance systems, audits, and third-party inspections undertaken, as well as with feedback through our grievance mechanisms and our enterprise risk management system.

Material Topics identified focus on Teys activities that have significant impact on economic, environmental, and people, including impacts on their human rights. We report information about the most significant impacts (positive and negative) of activities and business relationships, both actual and potential. Where Teys activities have negative impacts, we outline if Teys activities may be the cause, contribute to or are linked to the impact. (GRI 1-3; GRI 1-4; GRI 2-25; GRI 3-1; GRI 3-2)

Best Practice Animal Welfare

- Animal Health and Welfare

Thriving People & Communities

- Workplace Health & Safety
- Employment Practices, Social Accountability and Employee Relations
- Training and Education

Collaborative Environmental Stewardship

- Environmental Compliance
- Energy and Emissions
- Water, Effluent and Waste Management

Safe, Healthy & Affordable Foods

- Customer Health and Safety

Economically Resilient Business

- Responsible Business Conduct and Human Rights

We also report on our sustainability impacts and our management approach for the following related topics:

- Responsible & Ethical Sourcing and traceability across the supply chain
- Local Communities
- Diversity, Equal Opportunities, Non-discrimination
- Climate Adaption & Resilience - climate related risks and opportunities
- Food Security - Safe, Healthy & Affordable Foods

Our Sustainability Portfolio

We manage our investment in sustainable business practices through our Sustainability Initiatives Portfolio using established criteria and due diligence for prioritising initiatives.

Our portfolio outlines our plan for delivery of the initiatives that best supports ongoing business resilience through a balanced approach to prioritising initiatives for prioritising actions to prevent, mitigate or remediate negative impacts and still take advantage of opportunities for positive impacts.

Benefits of managing initiatives through a portfolio:

- ✓ **Doing the right initiative, at the right time:** portfolio view drives effective prioritisation, ensuring we continue to progress on sustainability initiatives to achieve long-term progress and create sustainable value outcomes.
- ✓ **Better decision making around initiatives:** using our project delivery process strengthens our ability to effectively balance business needs and interests with social and environmental impacts and allows better decisions on prioritisation.
- ✓ **Better Results through effective management and execution:** each key focus area has a program of sustainability initiatives, and a team assigned who are responsible for managing, delivering and managing outcomes.

Reviewing our sustainability strategy and portfolio of initiatives ensures our plans will deliver on objectives and goals, continue to effectively manage impacts on Material Topics appropriately, and ensures we perform appropriate due diligence to keep abreast of any impacts around emerging topics that may become material. (GRI 1; GRI 2; GRI 3-3)

Our Sustainability Initiatives

The business environment we operate in, and the expectations of stakeholders are constantly evolving, through our sustainability strategy and review of our material and emerging topics, for impacts identified, we have established key goals for addressing issues and realising opportunities to further develop

a sustainable supply and value chain, including:

- ✓ supporting and developing our people and our local communities,
- ✓ working with industry to support and continually refine the industry's approach to delivering a sustainable future.
- ✓ reducing our carbon, energy and water intensity, and take advantage where possible to increase renewable sources as a proportion of energy use,
- ✓ best practice animal welfare and food safety standards, and
- ✓ growing an economically resilient business through our long-term strategic partnerships and vertically integrated business model.

An update on our progress on our sustainability initiatives by focus area is available in the appendix to this report. (GRI 2-25)

Our Work with Industry

To advance a sustainable future, we value the importance of partnerships with business and industry associations.

The partnerships we've built with leading industry bodies and universities in Australia and around the world enable us to help shape the future of our industry and to give back to the people within it. As an active member, we do our part to help better understand, and support moving our industry forward through opportunities to develop and promote responsible practices, innovation and taking appropriate actions to create sustainable outcomes for our business, industry, people and communities.

We are represented by senior management during the reporting period as follows:

- Member of the Australian Beef Sustainability Framework (ABSF) steering group, helping lead improvements established through ABSF steering committee to set new animal welfare benchmarks across Australia and other industry sustainability metrics.
- Vice President on the Australian Lot Feeders Association (ALFA) Board, and Chair of the ALFA Research & Development Committee.
- Member of the Export Meat Industry Advisory Committee and its sub-committees on animal welfare, meat safety and animal health, and finances.
- Working with federal and state government working groups to improve our readiness to respond to an exotic disease incursion in terms of both biosecurity and food security.
- Representative on Australian Meat Processor Corporation (AMPC) board.

Our long-term partnership with the Australian Intercollegiate Meat Judging Association (ICMJ) allows us to promote the many career opportunities within the meat industry to Charles Sturt University and Central Queensland University students. As part of this partnership, we also host the Association's annual tertiary judging competition in Wagga Wagga, as well as fund the Northern ICMJ program in Rockhampton as principal sponsor with Meat & Livestock Australia. These events attract university students from around Australia and the world.

Teys is an Approved Employer Association, the peak body for Pacific Australian Labour Mobility Scheme (PALM) and lobby to government (agriculture). Working with key stakeholder – e.g., PALM, National Meat Industry Training Advisory Council Limited (MINTRAC), Department of Employment and Workplace Relations (DEWR), and work with Australian Meat Industry Council and our Registered Training Organisation (RTO).

More broadly, Teys participates in industry via a broad range of partnerships and memberships through ALFA, ABSF, AMPC, Red Meat Advisory Council, Meat and Livestock Australia, Cattle Australia and ICMJ as well as university, school and local education groups. Our partnerships with universities and industry on Initiatives and other projects we are working on are outlined in appendix, and information is also available on our website. Visit <https://au.teysgroup.com/our-partnerships/> (GRI 2-28; GRI2-29; GRI 3-3; GRI 13.10; GRI13.24; GRI 415)

Following is background of industry organisations and some of their key initiatives and projects we support relating to:

- > climate impacts and environmental management,
- > animal health and welfare,
- > workplace health and safety,
- > employment practices, and
- > food safety and food security.

(GRI 2-29; GRI 3-3; GRI 416)

Meat and Livestock Australia (MLA)

MLA is an independent company which regulates standards for meat and livestock management in Australian and international markets. MLA's purpose is to

foster the long-term prosperity of the Australian red meat and livestock industry by investing in research and marketing activities. Some key initiatives developed with other industry organisations include:

- Red Meat 2030 Roadmap.
- Red Meat Green Facts, published by MLA, Australian Good Meat, ABSF and ASSF – Provides evidence-based messages about Australia's red meat industry. <https://www.redmeatgreenfacts.com.au/>
- Expanding MSA to cover cattle transported by rail.
- Assessing the effect of time off feed of grain fed cattle.

Red Meat Advisory Council (RMAC)

RMAC is Australia's only policy leadership and advisory forum made up of producers, lot feeders, manufacturers, retailers and livestock exporters. It represents Australian beef, goatmeat and sheepmeat businesses and their interests to the community, industry and government.

Biosecurity is a risk to Australian agriculture, and the recent Lumpy Skin Disease (LSD) and Foot and Mouth Disease (FMD) outbreaks in Indonesia is a concern for the industry and an emerging threat. ALFA together with RMAC is working with government and industry stakeholders to both prevent LSD and FMD being transmitted to Australia and prepare for potential outbreaks – Australian Veterinary Emergency Plan (AUSVETPLAN) contains a nationally agreed approach to the response to emergency animal disease (EAD) incidents in Australia, and there is a robust system in place to respond. All livestock producers play an incredibly important role in

animal disease preparedness, and early detection is critical for an effective response.

Australian Beef Sustainability Framework (ABSF)

The ABSF is an initiative of the Red Meat Advisory Council (RMAC) and together set out a clear path for the industry and key indicators of performance in sustainability for the beef industry. It enables success to be recognised through evidence-based metrics and empowers the industry to continually improve and demonstrate its values to customers, investors and stakeholders.

MLA act as the secretariat of the ABSF, our involvement with the ABSF steering group, has given us an active voice for our industry. The ABSF defines what sustainable beef production looks like and tracks industry performance. ABSF commits the Australian beef industry to a sustainable pathway of best practices, and tracks progress across four themes of:

- Animal welfare
- Economic resilience
- Environmental stewardship
- People and the community

The ABSF has identified the following six key priority areas of focus:

- Animal husbandry techniques
- Balance of tree and grass cover
- Managing climate change risk
- Profitability across value chain
- Antimicrobial stewardship
- Health and safety of people in the industry

For more information: <https://www.sustainableaustralianbeef.com.au/>

Australian Meat Processor Corporation (AMPC)

AMPC is the red meat processing industry's trusted partner in innovation and its purpose is to invest in research and development and marketing initiatives that improve the competitiveness, profitability and sustainability of the industry. Teys are engaged in projects covering Advanced Manufacturing, Sustainability, People and Culture, Technical Market Access and Markets, and Product and Process Integrity.

Australian Lot Feeders' Association (ALFA)

ALFA is the peak national body representing the Australian cattle feedlot industry. The Australian feedlot sector has an active commitment to environmental stewardship and supports the wider industry sustainability initiatives.

ALFA and MLA through R&D funding are working to identify best practice measures to assist feedlots in defining, and where appropriate, reducing their carbon footprint. A resource to assist ALFA members has been provided through its dedicated Feedlot Carbon Neutral Hub <http://www.feedlots.com.au/carbon>

ALFA has also developed the National Feedlot Accreditation Scheme (NFAS) quality assurance program (animal welfare, environmental, and food safety legislation) which requires accredited feedlots to be independently audited on an annual basis.

ALFA and MLA developed and provides to all accredited feedlots the Handbook of best practice guidelines for the Australian feedlot industry which provides a concise reference

document for feedlot operators and their employees to promote improved management practices in the Australian feedlot industry.

Feedlot Industry Initiatives

ALFA partners with MLA on Feedlot Research and Development for the betterment of Grain Fed Levy Payers. The MLA's Research & Development Feedlot Program is funded from grain fed levies, with a matching contribution from the Australian Government, and addresses the specific research, development and adoption of the cattle sector. Guided by Red Meat 2030 priority areas of 'Our Livestock' and 'Our Environment', the Feedlot Program is also aligned with MLA's strategic initiatives to enable the Australian feedlot industry to be world leaders in animal health, welfare and production practices.

Guidance and support provided through ALFA include:

- Antimicrobial Stewardship Guidelines
- Heat Load Management
- ALFA Shade Initiative
- Feedlot Industry's contribution to achieving Carbon Neutrality by 2030
- ALFA Disease Preparedness and Engagement

Tey's operates three feedlots across Eastern Australia and contributes via Grain Fed Levy toward funding for industry initiatives.

National Meat Industry Training Advisory Council (MINTRAC)

MINTRAC (National Meat Industry Training Advisory Council Limited) is a company which represents the industry on training matters. MINTRAC's role is to improve the skills of

workers in the industry through the provision of recognised and accredited training from entry level through to senior management. MINTRAC provides services to the red meat, pork, poultry and game meat industries.

Tey's is involved with the Essential Meat Processing Skills project, funded by the Australian Government. This project is being managed by MINTRAC as part of their collaborative partnership with Skills Insight. Members of the Essential Meat Processing Skills Project Technical Committee have been identified as someone with in-depth knowledge of their field, who is willing to volunteer as a participant in a project to review and develop training package products in the AMP Australian Meat Processing Training Package.

Some of our key industry initiatives

- Addressing labour shortages - Pacific Labour Scheme.
- Food security, safety and reducing food and packaging waste.
- Working with federal and state governments as well as various industry groups to improve our readiness to respond to an exotic disease incursion in terms of both biosecurity and food security.
- Fostering the careers of those entering our industry - Intercollegiate Meat Judging Association (ICMJ).



Best Practice Animal Welfare



ALIGNMENT TO SDGs



The care and raising of healthy animals is part of our DNA and at the forefront of everything we do – it not only improves our outcomes, but those of our Producer community, and the animals we process.

Our Policy

Teys Animal Welfare Policy is committed to the humane treatment of cattle throughout the supply chain. We meet customer and community expectations for animal welfare by giving welfare the highest priority and work with our supply chain partners with the aim of improving animal welfare throughout the supply chain.

We work hard to ensure every animal in our care is treated with respect and have zero tolerance for animal mistreatment of any kind across our entire supply chain. We understand the importance of continuous review and improvement of our welfare practices and know when we raise the bar within our own company, we're helping raise the bar for our industry.

We are committed to follow all animal welfare protection laws and regulations and enhance our animal welfare practices and utilise the knowledge of animal welfare experts in designing our animal handling systems. Animal Welfare Officers have been appointed to oversee animal handling practices and we ensure that all animal handlers are adhering to our best practices.

Our animal welfare practices are audited both internally and externally by third party certifying organisations where our performance is scored against animal welfare criteria used to benchmark our performance. Through this strong commitment to animal welfare, all our processing establishments are certified and we report significant animal health conditions back to producers. (GRI 3-3; GRI 13.11)

Teys ensures all facilities have trained animal welfare officers that follow strict procedures, with video monitoring of all critical animal welfare points.

- All Teys processing facilities have animal welfare procedures (SOPs) which comply with the State and Territory legislation, customer requirements and industry best practice standards and guidelines.
- All Teys processing facilities have appointed fully trained Animal Welfare Officers, who oversee animal handling best practices and ensure that the legislation, standards and best practices are adhered to.
- All animal handlers receive intensive animal handling training to ensure appropriate stress-free techniques are used and holding yards are specifically designed to facilitate this.
- Teys training is conducted by a registered training organization to the National Meat Industry Training Advisory Council's nationally recognised units of competency.
- Video surveillance occurs in all Teys feedlots and processing facilities at all critical animal welfare points.

Our Livestock People

Our company has always been filled with people who genuinely care about animals, starting with the founding Teys brothers, and to this day, we always act with animal welfare front of mind. We strive to continually improve our animal welfare handling, practices and promote leadership on animal

welfare and provide certified animal welfare training to our people, and they in turn bring our animal welfare standards to life.

We have animal experts across our operations. They lead the way for our business from our senior registered veterinarian, who oversees our animal welfare program, to our teams of consulting vets, who provide expert care and treatment to animals that need it across our facilities. Our consulting vets provide ongoing training to our feedlot staff to make sure our hospital teams are always up to date with the latest animal treatment techniques.

Our livestock team have strong agricultural, animal and vet science backgrounds, all united by their passion for animal welfare. At our sites, animal welfare officers and experienced stock persons are on hand every step of the way to make sure animals are always treated with dignity, respect and care. Whether performing health checks on arrival, monitoring cattle in their yards or moving cattle for transport, we always use low stress stock handling techniques. For our people, it's not just about meeting regulatory requirements and customer expectations, it's about striving for the best care possible, because it's the right thing to do.

Our Animal Welfare Standards and Certifications

Australia's animal welfare standards are some of the most stringent in the world, covering animal needs including feed and water, handling and management, and humane processing. They also include a strict national standard and Land Transport of Livestock codes to ensure livestock are well looked after during transport and are "Fit to Load".

We require our cattle suppliers to commit to national standards and best practice for handling, loading and transporting of cattle.

Cattle sourced for our Grasslands brand are grassfed cattle from producers and properties that comply with the Teys Grassland Pasturefed Standard which has an independently verified Animal Welfare component.

Our feedlots all operate under the National Feedlot Accreditation Scheme (NFAS) and our high animal welfare standards are assured by our rigorous and regular auditing, welfare monitoring programs, and industry accreditations through the Australian Livestock Feedlot Association (ALFA). We pioneered feedlot shading in Australia - being the first business to introduce shade solutions to help with heat-load management, animal comfort and welfare.

Our beef processing facilities are accredited under the third-party verified Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) - an independently certified animal welfare system that ensures livestock under our control, from receipt to humane processing, are managed by best practice animal welfare standards. We proactively work with our suppliers to improve the welfare of animals under our care. (GRI 3-3; GRI 13.11)

The Australian beef industry is working towards 100% use of pain relief by 2030; Teys supports this industry initiative through extension back to our suppliers, particularly within our branded programs. We also support the adoption of "poll" genetics (no horns), with about 70% of Australian cattle now naturally hornless.

Our Animal Health Surveillance and Reporting

Through our own initiative, we provide detailed animal health reports back to all producers. We also offer backup support for producers to assist with their understanding of this information. The aim is to assist producers in improving their on-farm welfare and productivity through improvements in the overall health of their herds. Where appropriate, we share our consolidated animal health data in a de-identified form with research scientists to assist them with their animal health and welfare related projects.

Our Quality Assurance and Quality Control teams manage food safety and quality across our facilities and work closing with our Livestock teams. (GRI 13.11; GRI 416)

Our Management of Antimicrobial Resistance and Antibiotics

Australia has developed a strong position and conservative approach to the registration of antimicrobials. As a country, there have only been limited new generation anti-microbials registered for use in food processing animals, which is not the case throughout Europe and America. Antimicrobials that are highly valued in human clinical medicine, such as fluoroquinolones and gentamicin, have never been allowed for use in food-producing animals, and only one third or fourth generation cephalosporin (ceftiofur) has been registered. No antibiotic in Australia is registered for use as a growth promotent.

Antimicrobial Stewardship Guidelines for Australian cattle feedlot industry were published jointly by ALFA and MLA and became a mandatory requirement under NFAS. Teys

feedlots have implemented antimicrobial stewardship programs. Antibiotics can only be administered to animals under the supervision of a registered veterinary surgeon as a treatment for a disease. Veterinarians and producers (through the Livestock Production Assurance (LPA) Scheme) have a legal requirement that records are kept of the diagnosis and any treatment provided by the treating vet and the animal owner (if they provided any treatment).

Teys believes that animal welfare is a significant consideration when determining if an animal has a condition where the appropriate use of antibiotics would alleviate or eliminate suffering. We require that cattle are purchased from producers who participate in the LPA Scheme.

Our Investment in Animal Welfare

Investment in animal health and welfare initiatives during the reporting period included;

- ✓ continued funding for shading, CCTV infrastructure,
- ✓ animal handling equipment upgrades, and
- ✓ completion of the development of shedding infrastructure and trialling at Charlton.

KEY STATISTICS

100% completion of shedding infrastructure at Charlton Feedlot - industry first

100% of livestock sourced from LPA or NFAS accredited facilities

100% transporters engaged by Teys under Livestock Transport Contracts are truck safe accredited

CASE STUDY

Charlton Shedding Project

In an industry first, Teys has installed feedlot shedding at its Charlton Feedlot that provides permanent roofing shade, protection and warmth to cattle in winter, (and cooling/sun protection in summer). Early indications are that cattle under the shed have a higher feed intake than their outside equivalents. The roofing and straw bedding also protects cattle from rain to reduce mud on the cattle and improve animal comfort. The inspiration for permanent roofing cover was the focus on continuous improvement from the Teys team on the ground, who are always looking for ways to better manage the cattle in their care.



Collaborative Environmental Stewardship



ALIGNMENT TO SDGs



Our commitment to environmental leadership means not only making positive changes within our business, but also enabling change across our entire value chain through collaborative partnerships with our customers and suppliers.

Our Environmental Policy

Teys Environmental Policy objective is to build better futures for our people, our local communities, and the planet, by focusing on strong environmental stewardship, commitment to protecting natural ecosystems and minimising negative environmental impacts. We have a strong environmental focus and apply a precautionary principle across our operations. (GRI 2-23)

Our policy commits to protecting both the environment in which we operate and the natural ecosystems in surrounding areas from harm arising from our operations. We aim to create sustainable value for our stakeholders and wider community through fulfilling our compliance obligations, legal requirements, and continuously improving our strategies to reduce pollution and waste.

Our Commitment to Our Planet - Enriching Lives for Generations to Come.

As we deliver on our vision, we are continuously improving our sustainability practices and we know minimising negative environmental impacts is not only important to our stakeholders, our industry and the future - **it is the right thing to do.**

We demonstrate our commitment to collaborative environmental stewardship by:

- Conducting operations in compliance with all applicable legal requirements.
- Allocating resources to maintain and improve environmental performance, by maintaining an Environmental Management System that effectively manage environmental risks and processes, and by monitoring and evaluating our environmental performance to ensure continuous improvement.
- Engaging with stakeholders, our people, customers, suppliers and communities, regarding both positive and negative environmental impacts and working with them to create environmentally sustainable outcomes.
- Setting environmental objectives and targets for significant environmental impacts identified, and addressing through our Sustainability Strategy, Resource Efficiency Targets (RET) and Utilities Reduction Program (URP).
- Participating in industry and community programs and partnering with organisations that share our values for environmental protection and sustainability.

We participate in benchmarking across the industry through performance ratings based on relative industry data with the Australian Meat Processor Corporation (AMPC) and the Australian Beef Sustainability Framework (ABSF).

Our policy and environmental management activities are directed by our Board and cascade through the business to our CEO and Senior Leadership Team and our Sustainability and Environmental teams through Key Performance Indicators (KPIs).

Environmental Compliance

We effectively manage compliance through having a detailed understanding of our operations effective risk management practices. Applying our Environmental Policy and Environmental Management System across our operations helps us align our efforts and track our performance beyond our legislative obligations, so we're transparent in our environmental monitoring, auditing and sustainability reporting. No enforcement actions were recorded during the reporting period. (GRI 2-27)

Our Investments in Environmental Stewardship

Capital investment in environmental initiatives during the reporting period included the Solar PV installation at our Tamworth facility.

Climate Change Impacts – Delivering Sustainable Outcomes

As the biggest individual driver of production variability in agriculture, we aim to fully understand the risks of climate impacts on our business, our stakeholders, and the supply chain. We manage measuring and addressing risks and opportunities posed by climate through our Enterprise Risk

Management Framework. This risk assessment of potential impacts and likelihoods informs how we prioritise actions to address climate operational and financial impacts on our business. The Appendix to this report provides an update of goals, initiatives and our progress on delivery of our targets. The beef industry is adapting management practices to reflect changing conditions and ensure long-term industry prosperity. (GRI201)

MLA's update report on Greenhouse Gas Footprint of the Australian Red Meat Production and Processing Sectors 2020 (published September 2020), found in 2020 that the red meat sector has reduced CO2e emissions by 64.9% since the 2005 baseline. This represents a reduction of the industry's proportion of national greenhouse gas (GHG) emissions from 23.5% in 2005 to 10.3% in 2020.

As a means of addressing GHG emissions, in 2017 the Australian red meat industry committed to achieving Carbon Neutrality by 2030 (CN30). CN30 will be achieved when total emissions are counteracted or balanced by the volume of carbon stored in trees and soils within the red meat industry or offset through purchased credits. We support this target from the red meat industry, and in 2018 we were the first large red meat processor to make public commitments to reduce GHG emissions and the use of other natural resources.

Our Goals and Progress

Teys remained focused on progressing on our energy, carbon, and water intensity reduction targets, and reducing Scope 1 and Scope 2 greenhouse gas emissions through investments in projects with energy efficiency and renewable outcomes. Following targets for 2023 were set in 2018:

- Reduce carbon intensity by 20% over five years to 2023, baseline FY2017
- At least 30% of our portfolio energy needs come from renewables by 2023.
- Focus on our primary processing portfolio by 2023:
 - o Reduce energy intensity by 6% (measured in GJ/t Hot Standard Carcase Weight (HSCW)).
 - o Reduce water intensity (measured in kL/t HSCW) by 10%
- Reduce energy and water intensity in our feedlots (measured in GJ or kL/Head/Head Day).
- Manage emissions within our value add (measured in GJ or kL/kg finished product) and hide processing businesses (measured in GJ or kL/hide).

We also recognise the GHG emission accounting practices for agricultural production systems are an evolving area, with more accurate methodologies being developed to help improve accuracy. (GRI 3-3)

Our progress year on year on our environmental goals is provided in the appendix to this report, with commentary on challenges during the period. The progress of our goals is regularly communicated to our internal and external key stakeholders.

We acknowledge the work to come and the challenges in achieving our targets which were impacted by difficult trading conditions over the last few years with throughput below the long-run average.

Although we did not reach our targets, we are pleased with progress we have made and are committed to continuing our data monitoring and to look for opportunities to further reduce our energy, carbon and water intensity and GHG emissions.

- **Impacts on % reduction in energy intensity:** Energy intensity for primary processing had a 4.47% increase compared to baseline year due to a decrease in throughput and varying shifts across operations.
- **Impacts on reduction in GHG emissions:** During the period there was 14.3% reduction in reported primary processing emissions intensity compared to the baseline year. There have been some identified challenges with the accuracy of emission data contained within the FY17 baseline NGRS reporting including changes to emissions factors and wastewater emissions reporting accuracy. Overtime, Teys has significantly improved reporting accuracy through the support of external engagements and experience, resulting in alterations to previous reporting years. This has created challenges in providing like for like comparisons with previous reporting years. Teys maintains using National Greenhouse and Energy Reporting as our source of truth on emissions, regardless of previous report discrepancies. Teys have identified opportunities to increase the accuracy of reported emissions under the National Greenhouse and Energy Reporting Scheme for FY2024. Improved reporting accuracy will account for the tangible emissions reductions achieved from covering our anaerobic lagoons across five of our six operating sites.
- **Energy from renewables:** Generated from our internal investments in renewable infrastructure behind the meter for the period was 18.9%. During the year we commissioned the Solar PV at our Tamworth facility,

supporting both our and our customer's renewable target.

- **Impacts on water intensity:** We set a stretch target in 2018 for reducing water intensity, our baseline year (FY2017) was 11.2% below industry averages (based on AMPC industry benchmarking data) and reducing our water intensity further remains a key challenge and focus area. With recent reduced plant throughput below the long-run average and some project delays there have been challenges to meeting our water intensity reduction target, as some facility processes, including cleaning, required fixed volumes and therefore with lower throughput there is a negative impact on % reductions. During the period 8.3% over the baseline year – off target.

Energy

Primary processing business units are measured on 't HSCW' as an organisation-specific metric. We measure reduction in energy as an intensity factor – GJ/t HSCW and emissions as an intensity factor – tCO2-e/t HSCW as the organisation-specific metrics. The reason for selecting this metric, instead of the number of animals processed, is to rationalise red meat yield coming from various plants and carcase weights, and to account for differing geographical locations, species and conditions on the east coast. This approach rationalises changes in production over different years.

Energy intensity

We report on energy in accordance with National Greenhouse and Energy Reporting Act 2007 (NGER). Reported energy intensity considers all consumption, whether it is from an internal or external generation source.

When reporting on the energy intensity, sources such as electricity, natural gas, biogas, LNG, LPG, black coal, gasoline, diesel, petroleum-based oil and ethanol are included.

FY2023 energy intensity of our primary processing business unit, was 3.470 GJ/t HSCW, a decrease of 4.19% on FY2022 (3.622 GJ/t HSCW), and 4.47% above our baseline year (FY2017) 3.321 GJ/t HSCW. This was largely due to an increase efficiency with higher throughput. Energy intensity year on year trend is available in the Appendix to this report.

Energy Consumption

We consume energy that is both self-generated and procured, with 18.9% coming from renewables.

Energy consumption year on year trend and breakdown of energy usage by business unit is available in the Appendix. (GRI3-3; GRI 302)

Emissions

Emissions intensity

Total Emission intensity for the period was 0.568 t CO2e/tHSCW (FY2022 0.571 t CO2e/tHSCW). (Scope 1 + Scope 2 Emissions / tHSCW)

Emissions intensity across our Primary Processing slightly increased from 0.510 to 0.514 t CO2e/tHSCW between FY2022 and FY2023. Emissions intensity year on year trend is available in the Appendix to this report.

Emissions associated wastewater treatment processes increased by 33% from FY2022 to FY2023. This was mainly as a result of increased production combined with challenges with treatment performance at one of our facilities. Emissions associated with wastewater treatment process at that facility increased by 105% from FY2022 to FY2023,

increasing Teys' overall intensity by an estimated 10%. Teys is investing in upgrading the facilities wastewater treatment system to have two operational covered anaerobic lagoons. Teys expects this to result in improved treatment performance and a reduction in reported emissions. Teys is also investigating reporting our Industrial wastewater emissions under Method 2, which will significantly improve the accuracy of our emissions associated with wastewater treatment processes.

Emissions Discharges

Emissions are discharges of substances from sources into the atmosphere and include greenhouse gas (GHG), among other significant air emissions. Some GHGs, including methane, are also air pollutants that have significant negative impacts on ecosystems, air quality, agriculture, human and animal health. Emissions are reported from information sourced from our annual National Energy Regulator report. Our reporting covers Scope 1 and Scope 2 emissions, which are defined as:

- Scope 1 – Direct (or point-source) GHG emissions within the organisation's boundary.
- Scope 2 – Indirect GHG emission: emissions released into the atmosphere from indirect consumption through grid electricity supply.
- GHG emissions intensity Teys Australia Primary Processing Portfolio: Total Scope 1 + Total Scope 2 / total tonnes HSCW).

A table outlining trends in Scope 1 and 2 emissions is provided in the appendix to this report, compared to the baseline year FY2017, and uses a consolidated approach based on operational control and National Greenhouse and NGER requirements.

Emissions during the current reporting period were:

- Scope 1 – 132,305 t CO₂-e, increase on FY2022 110,827 t CO₂e
- Scope 2 – 88,791 t CO₂-e, decrease on FY2022 97,193 t CO₂e

Increases in absolute emissions are mostly related to challenges with wastewater treatment performance and production throughout the various business units, but our long-term position is positive.

It should also be noted that under method 1 NGER Wastewater accounting, emissions reductions associated with implementing covered anaerobic lagoons are not fully realised within the reported emissions. Teys plan to transition to method 2 wastewater reporting which will improve accuracy of emissions data from wastewater.

(GRI 3-3; GRI 13.1; GRI 305)

Water and Effluents

Water is a key natural resource that is essential to our business. It is an integral component of our operations and the safety of our product, so it is a focus of our long-term sustainability strategy. We set an ambitious target of a 10% reduction in water intensity by 2023 and although we did not meet this target our teams remain focused on water reduction programs and projects to achieve improved water efficiency at each of our facilities.

Water intensity was 8.36% above the baseline year, this is down on FY2022 13.2% result with efficiency improving by 4.3% from last year. Trends in our Water Withdrawal, Consumption and Discharge is available in a table in the Appendix to this report.

Water Withdrawal and Consumption

Water withdrawal for FY2023 was 4,082.032 Megalitres (ML) an increase from FY2022 of 4,077.697 ML, based on water consumption and discharge outlined below.

Our total Water Consumption during the period was 1,471.377 ML (FY2022 1494.757 ML) of this 306.1 ML was in Water stress area. Water consumption excluding irrigation was 915.487 ML. There was no significant change in water storage across our facilities including areas with water stress.

We have invested in industry-leading renewable energy and wastewater treatment systems, and now have biogas systems fitted across five of our six processing plants. Secondary treatment of wastewater occurs through the process of anaerobic digestion of wastewater. Anaerobic digestion removes up to 90% of organic material and produces energy-rich biogas as a by-product of the treatment process. We have an opportunity for Biogas generated from these facilities to offset on-site thermal energy requirements by 30-40%. This significantly reduces our environmental impact by capturing emissions, offsetting fossil fuel use and improving water quality for the receiving environment.

Our primary wastewater treatment technology across the primary processing facilities is relatively consistent. The primary screening of wastewater occurs to remove suspended solids within the waste stream, the suspended solids can then be either rendered into saleable products or transported off-site for composting. After screening, wastewater is treated via a dissolved air floatation process

to remove further solids and significant volumes of fats, oils and grease from the wastewater.

Odour generation has been identified as a potential area of significant impact for Collaborative Environmental Stewardship. We have installed advanced odour treatment technology at sensitive processing facilities to treat odour emissions from rendering processes that occur on site. We have also installed Covered Anaerobic Lagoons at five meat processing facilities across the country to capture biogas produced by the anaerobic digestion process. This technology has significantly improved odour impacts at all sites.

Priority discharge contaminants are determined by either the state environmental regulator or local council. The relevant state environmental regulator is responsible for the approval of any concentration and load-based limits for specific substances to be discharged to surface waters or salt water. Substances that are a primary focus for environmental release are nutrients, organic loading and oxygen concentration. All land application of wastewater, groundwater and soil is monitored to ensure ongoing irrigation occurs sustainably.

Water Discharge

Our water discharge standards vary across our operations. However, the minimum company requirements align with environmental licensing and trade waste agreements, which contain periodic monitoring of discharged water quality. For facilities with absent local discharge, environmental assessments are submitted for approval for the land application of treated water.

For wastewater discharge to third parties, the quantity limits are approved by environmental regulators. In conjunction with industry practice, we have outlined internal wastewater treatment standards, which include minimum testing requirements. Our environmental management process ensures we undertake periodic and systematic reviews of all aspects and impacts associated with our site operations, and that we focus on continuous improvement.

Our Total Water Discharge for 2023, excluding Irrigation, was 2055.034 ML (FY2022 1882.202 ML) (Seawater 548.739 ML and Third-party water 1506.296 ML). Irrigation during the reporting period was 555.890 ML. (GRI 3-3; GRI 13.7; GRI 303)

Waste

Waste is generated as part of Teys activities, for example, during the production of our products and delivery of services. It is also generated by entities upstream and downstream in our value chain, for example, when suppliers process materials that are later used or procured, or when consumers use products and discard the materials that Teys sells to them.

Teys is working with key suppliers and customers to better understand waste impacts on the environment, human health and economic performance, and is developing management strategies. Additionally, we are investigating how to measure and track waste, and understand where waste is currently being recycled through circularity measures or where there may be opportunities to increase recycling and reduce waste. This data will be collected and reviewed for future reporting periods. We want to make sure that we are acting sustainably

and preventing waste wherever we can.

There were no significant spills of chemicals, oils, fuels or other substances that could potentially affect soil, water, air, biodiversity and human health.

Our Packaging Approach

We know the difference that great packaging can make for our customers. Quality, considered packaging maintains product integrity, preserves shelf life and delivers greater convenience. While we work closely with our customers to give them tailored packaging solutions, we're also actively looking for ways to reduce packaging and replace conventional materials with sustainable alternatives where possible.

Management of Significant Waste-related Impacts

Waste diverted from disposal / Future opportunities:

- Diversion of waste streams away from Landfill, especially organics where achievable. Tamworth doesn't have a composter in the region and therefore are still sending Paunch to Landfill (as are all businesses in Tamworth).
- Waste to Profits Program- Teys Beenleigh are hosting a trial Anaerobic Digestion Plant under the Waste to Profits Program. The goal of the pilot is to further contribute to industry understanding and experiences in maximising the feasibility of waste to energy projects.

Waste diverted from disposal

- Composting – Paunch, waste from Covered Anaerobic Lagoons and sludge from ponds are diverted to composting where possible.

- Cardboard – We invest in cardboard recycling.
- Participating in the Waste to Profits program – supported by MLA and the Department of Agriculture and Water Resources (DAWR) to capture potential market opportunity for the livestock sector by converting waste into valuable products.
- Opportunity for the livestock sector by converting waste into valuable products (GRI 102-12).
- Plastic pallets – reuse plastic crates and plastic bulk bins (non single-use packaging).
- Co-products – animal waste converted into products for other industries:
 - o Rendering and hides processing.
 - o Animal Feed – some of the co-products we produce across our processing operations are saved and used to create a variety of animal feed, including stock feed, aqua feed and pet food.

Future opportunities

- Other packaging – issues with how we can recycle spoiled plastics-non recycle - Investigate opportunities to increase end user recycling of spoiled plastics.
- Working with suppliers on opportunities to eliminate single use plastics where possible.
- Continued support and participation in the Waste to Profits Program.
- Teys also participates in Queensland’s End of Waste Code Framework which

classifies waste materials as resources when materials are produced and used in compliance with the framework. Teys continues to support these frameworks that embrace resource recovery and circular economy principles in waste management.

Waste Generation and Significant Waste-Related Impacts

Recovered/Recycled (t) – Organics, Waste Oil, Cardboard –FY2023 131,335.957 = 97% (FY2022 102759.789 = 97%)

Recovered or Recycled / tHSCW –FY2023 337kg/t HSCW (FY2022 282kg/t HSCW)

Waste to Landfill – General Waste, Some organics –FY2023 3,401.98 = 3% (FY2022 3314.44 = 3%)

Waste to Landfill / tHSCW –FY2023 8.73 kg/ t HSCW (FY2022 9.1kg/ tHSCW)

A table detailing the following is available in the appendix to this report. (GRI 3-3; GRI 13.8; GRI 306)

KEY STATISTICS

12.7% reduction in carbon intensity compared to baseline year.

8.3% increase in water intensity above baseline year – result impacted by reduced throughput in reporting period.

18.9% of our energy needs from our renewable infrastructure behind the meter.

Energy intensity result for 2023 was **4.47%** above the baseline year – result impacted by reduced throughput in reporting period.

Packaging improvements remove **3 million** cartons from Teys operations per annum, with more work underway.

CASE STUDY

Tamworth Solar Installation

Across our facilities, the Teys team continue to look for ways to ensure a sustainable future for our business operations.

As part of our focus on efficient energy use and reduced consumption through the delivery of pragmatic operational solutions, in July 2023, the Teys processing facility at Tamworth commissioned a 2MW solar installation. The installation has met expectations to date

through reducing electricity consumption by approximately 30% for this Teys facility.

Since project commissioning, the solar installation has generated enough electricity to power 510 homes and has reduced CO2 emissions for our Tamworth site by 2100 tonnes.



Thriving People & Communities

ALIGNMENT TO SDGs



Our people and the communities in which we operate are the life blood of our business. We are always looking for ways to give back and create brighter and sustainable futures for our people and our communities.

Our People

We recognise our people are a vital resource in our ability to deliver on our stakeholder expectations, by bringing our values to life, and through their beliefs they drive the Teys culture. We foster a culture that celebrates differences in our employees, our suppliers and our communities and know our diversity and inclusion is a source of strength. Through our people and workplace health and safety practices we strive to ensure their well-being.

To help our employees fulfil our combined ambitions of creating sustainable futures, we provide lifelong learning experience from entry level to senior management roles across our business, with personal development and professional growth of our people valued as we know this aligns to the needs of our complex business.

Our Respectful Workplace Policy and supporting procedures together with our Safety Management System establish Teys policy toward our people.

Talent management underpins the success of our business and is the cornerstone of our succession planning. As the red meat industry transforms, we continue to evolve our global talent management practices to keep pace with the capabilities and competencies required for the future. Our workforce of more than 4,600 employees works in a sustainable, inclusive and safe working environment. Our commitment to safety, training and talent development programs

enables our people to grow both professionally and personally.

Our compliance and certifications

Our policy frameworks are maintained to be in line with the latest employment and workplace health and safety legislative requirements. Compliance is our minimum business practice, and we strive to be an employer of choice. Teys is committed to ensuring regulatory and legal compliance in all people management practices including safety, ethical and responsible business practices such as equal employment opportunity, gender equity, remuneration and all related business processes related.

- ✓ Annual Modern Slavery Statement
- ✓ Workplace Gender Equality Agency (WGEA) report
- ✓ Compliance with employment laws and regulations
- ✓ Workplace Health and Safety laws and regulations

Our investment in people initiatives

We have invested in an onsite Contractor Management System to track visitors on our sites and a Lone Worker system to enhance safety for our workers. We also have eLearning platforms under development that will be rolled out across the business to assist employees to further develop their skills, manage risk and safety. (GRI 3-3; GRI 401)

Employment

We employed a workforce of 4,613 in FY2023 (FY2022 4,562) based on head count at the end of the reporting period. Represented by:

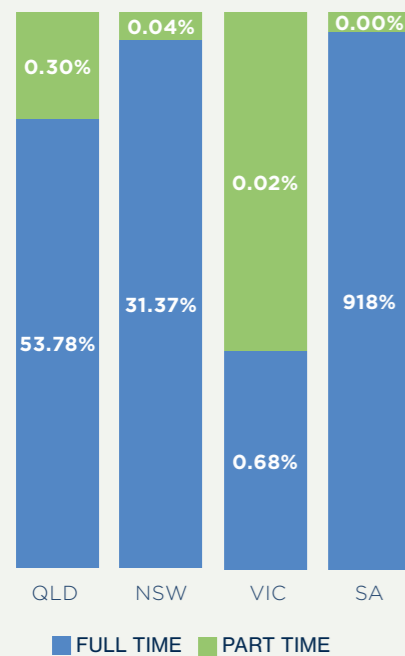
- White-collar 12.81% (FY2022 13.98%) and our blue-collar 87.19% (FY2022 86.02%)
- Male 74% (FY2022 78%) and Female 26% (FY2022 22%)

Our workforce is dispersed over eastern Australia, as follows:

- Queensland 2614
- New South Wales 1501
- Victoria 37
- South Australia 461

Details of Permanent / temporary / non-guaranteed hours employees - (by gender and by region) for 2023 and for the full time / part-time employees - (by gender / by region) are available in the appendix to this report.

Full-time vs Part-time by State 2023



Our mix across permanent, temporary and non-guarantee allows flexibility to meet production needs and seasonal impacts and help with labour shortage constraints.

Prior year workforce information is available in the Appendix to this document. Fluctuations in the number of employees during the reporting period and between reporting periods, occurred with increase generally related to the impacts of increasing throughput and availability of overseas labour to meet shortfalls in local labour supply due to low unemployment. (GRI2-7)

Workers who are not employees

We engage with a specialised outsourced recruitment partner, Regional Workforce Management (RWM), to source prospective employees nationwide. In 2023, our RWM workforce of 1,616 (FY2022 1562) contributed 35.03 % (FY 2022 34.24 %) of total workforce employed under their EBA, based on head count at the end of the reporting period.

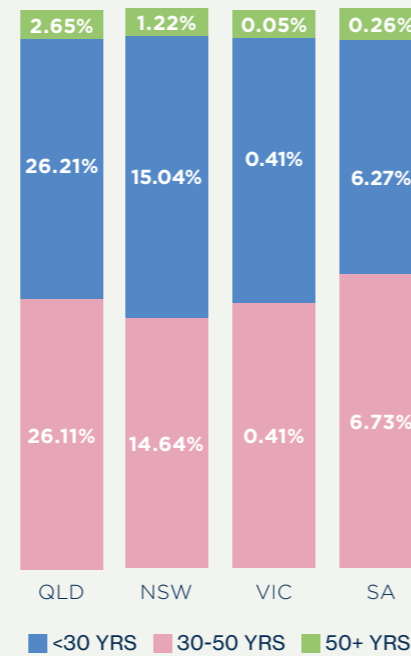
Workers engaged by RWM are able to access a range of career pathways and opportunities to transition into other parts of our business and we introduced pay parity across our workforce. Work performed relates to production and livestock operations.

As highlighted above the fluctuations in the number of workers who are not employees during the reporting period and between reporting periods generally related to increase availability overseas labour, in particular workers through the PALM scheme and skilled migration to meet local availability shortfalls. (GRI2-8)

Our Employment Practices

We use KPIs to monitor, report and evaluate talent portfolio each week, including safety, turnover, absenteeism, recruitment, onboarding, training and community engagement. We strive to use this data to implement continuous improvement initiatives, which aim to enhance the well-being of our employees.

New Hires FY2023



Talent Acquisition and Workforce Management

At Teys, everything starts with our people. The growth of our people is as important as the growth of our business, and as we look forward, we continue to invest in the future leaders of our business.

In FY2023 new employees directly hired was 1,022 (FY2022 747) across the business. (GRI 401)

Tey's have added resources to its internal recruitment team with the long term aim to move indirect hires in house across the PALM scheme.

Our career paths are supported by traineeships, apprenticeships, school-based learning programs, a graduate program and leadership development. Since 2011 we have had 74 graduates join our business, with 4 new graduates starting during this year and working across several departments including Primary Processing, Environment, Asset Management, Quality Assurance/Quality Control, Safety and Feedlots/Livestock. Our graduate program is a structured process, which covers:

- ✓ Personal development
- ✓ Real work employment
- ✓ 'On the job' training
- ✓ Network building, coaching and mentoring
- ✓ External courses
- ✓ AUS-MEAT and Meat Standards Australia (MSA) training
- ✓ Strategic projects
- ✓ Work assignment

We also support the Intercollegiate Meat Judging (ICMJ) industry program and recruit talent from this arena.

Our General Manager - People and Culture, alongside our HR Group Shared Services team, oversees the talent strategy that supports our ethical and responsible business practices. Our talent portfolio is managed within our facilities by our onsite Human Resource (HR) teams. Our HR teams are committed to maintaining our people programs as well as facilitating the well-being and work-life balance of all our employees. Our onsite HR teams also consider the well-being of our wider community members and with the support of our Group Shared Services teams strive to give back to our local communities.

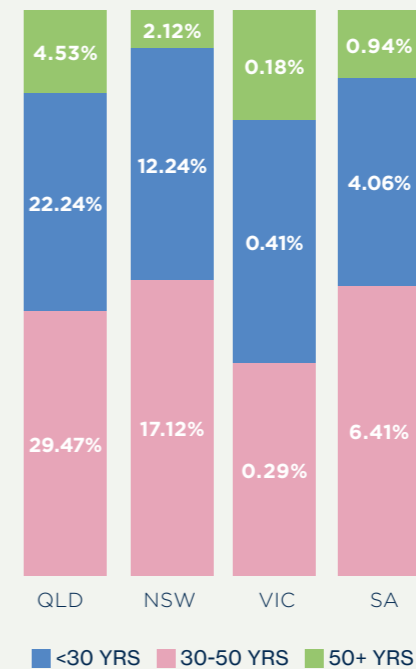
Our employees are protected through compliance with Fair Work Act 2009, relevant labour and migration laws, approved Enterprise Bargaining Agreements (EBAs) and Australian Fair Work Ombudsman guidelines. (GRI2-30; GRI 3-3; GRI 401)

Labour Management - Employee Relations

We currently have 18 Enterprise Bargaining Agreements (EBA) that cover our processing, maintenance and feedlot operations. We undertake several benchmarking assessments to determine remuneration and benefits packages, in line with relevant Awards, the National Employment Standards and market data.

For unforeseen changes in operations, we strive to provide as much notice as possible. At the very minimum, we provide seven days' notice to operational changes on-site, as outlined in the applicable EBA. (GRI 3-3; GRI 2-30; GRI 13.18; GRI407)

Turnover FY2023



Employee Transitions

Treating our people with dignity and respect is our priority. We comply with the notice requirements of relevant employment laws and our EBAs. When practical, we provide impacted employees advance notice of staff reductions and significant operational changes. Where possible we go above and beyond regulatory requirements, including the Employee Assistance Program (EAP) and outplacement services.

In instances where we cannot provide any advance notice, employees receive pay in lieu of notice, consistent with our termination policies.

In the event of a transitioning employee, we have various processes that can be

implemented to facilitate the off-boarding process, and for employees who have flagged their intention of retiring, the training department helps to facilitate a tailored pre-retirement plan. (GRI 2-7; GRI 3-3; GRI 401)

Non-Discrimination

We are committed to providing a safe, flexible and respectful working environment for all our workers. There is zero tolerance for discrimination, harassment, bullying or victimisation, and we are committed to creating a culture of inclusion, diversity, honesty and respect. Our corporate values are critical to supporting respectful workplaces.

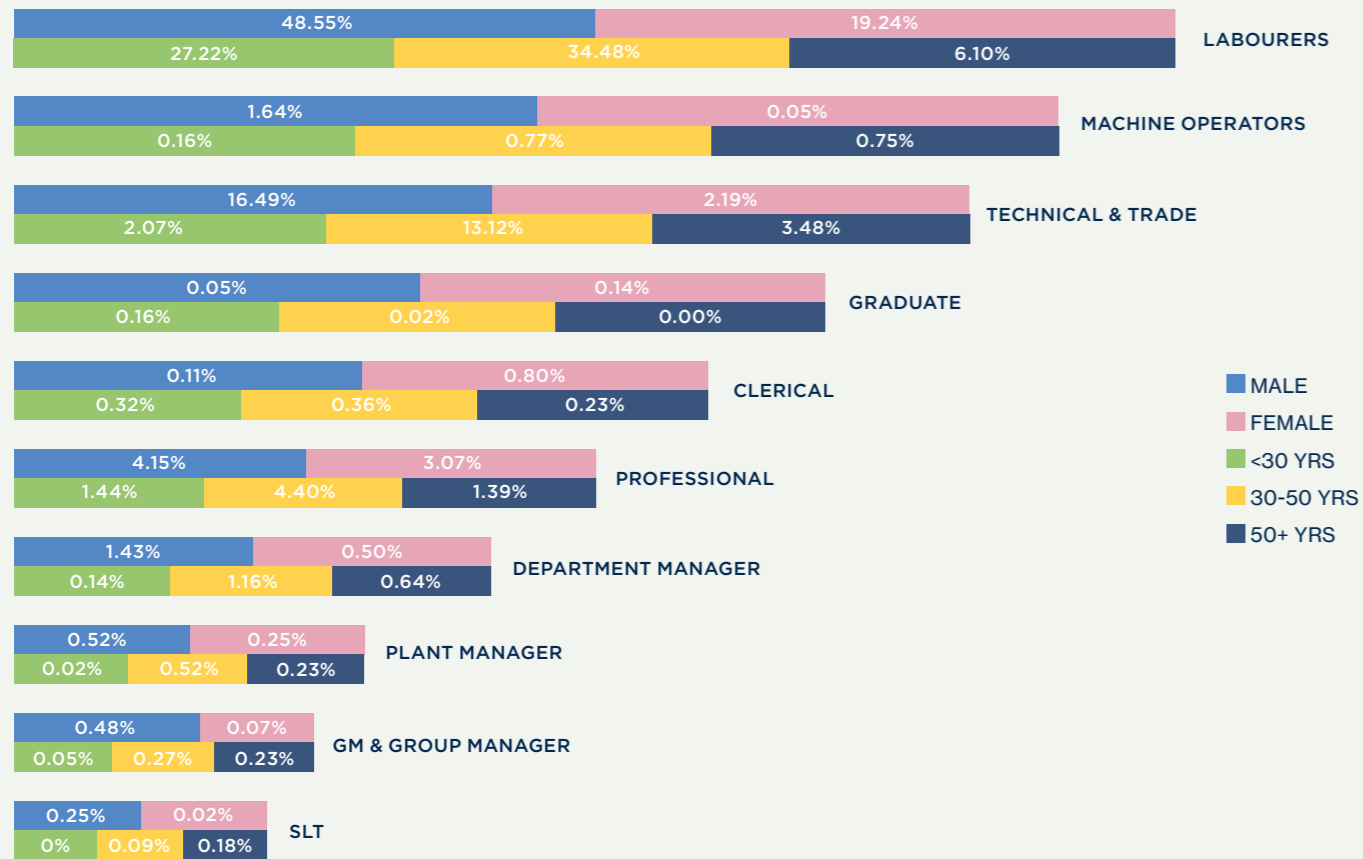
Our Respectful Workplace Policy and corresponding grievance mechanisms, including a Whistleblower Policy and Hotline are in place to protect our people. Any suspected infringements of our Respectful Workplace standards are diligently investigated, with any confirmed infringements escalated to senior leaders to ensure appropriate outcomes and plans are initiated. (GRI 3-3; GRI 406)

Diversity and Equal Opportunity

We are committed to encouraging diversity in our business by providing a safe, inclusive and accessible environment where everyone can realise their full potential. Each employee contributes a unique set of experiences, skills and cultural backgrounds that enables us to better serve our customers around the globe. We celebrate this by embracing diversity and valuing differences among our people.

Our sites continue to promote and support cross-cultural events, which encourages our diverse workforce to build connections with the local communities in which we operate. (GRI 3-3; GRI 405)

Gender Distribution 2023



Employee Gender and Age Breakdown

We have participated in the Workplace Gender Equality Agency (WGEA) report since 2013, administrated by the Australian Government to promote and improve industry standards in workplace gender equality. We remain compliant for our 9th consecutive year.

Details of gender breakdown and trends are available in the appendix to this report.

The following represents the range of experience and knowledge distributed across management levels during 2023.

Employee Ethnicity (top 10)

We are pleased to report that for FY 2023 our workforce was made up of 66 different nationalities (FY2022 65) with 31.66% Australian.

Our Safety Management System (SMS) incorporates 'Non-English-Speaking Background (NESB)' risk assessments to identify language needs at each of the sites and to implement controls and support measures to assist with day-to-day work life. This includes ensuring the translation of training documents and workplace policies and making sure that translators are readily available to support discussions. Safety assessments, along with support measures, are also implemented for those in our workforce who have recognised disabilities.

We trialled the introduction of support officers at Teys Beenleigh plant for workers to contact for assistance with matters (both inside and outside of work) and provide support, and subsequent to the trial have introduced support officers to our other processing plants.

Cultural awareness training for our staff and leaders to support the different ethnic groups within our business from the Pacifica Global region (PALM workers). (GRI 3-3; GRI 403)

Employee Housing

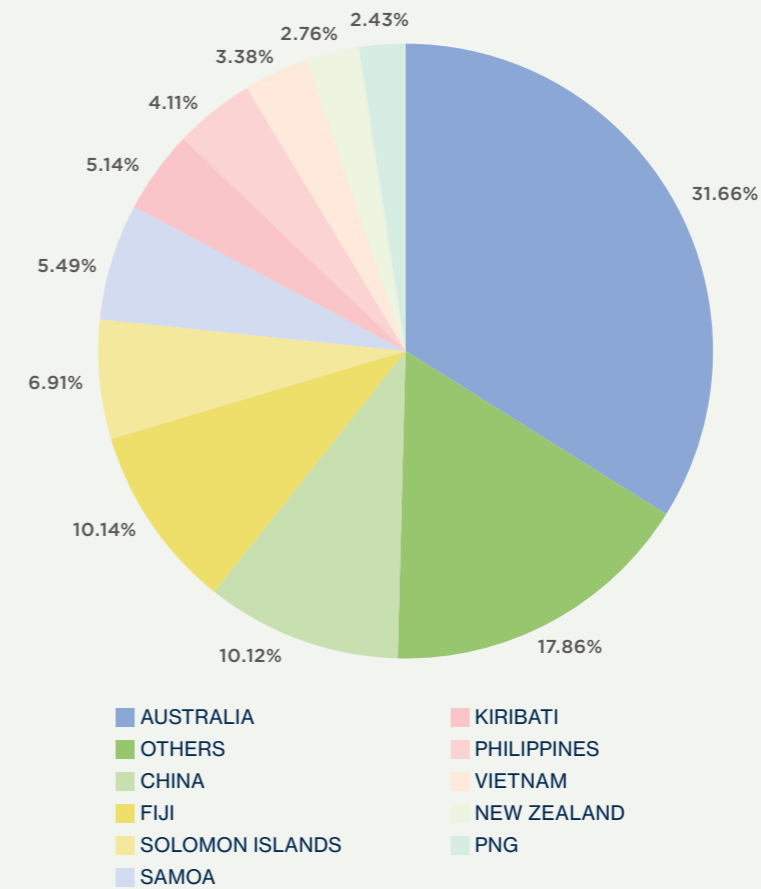
To help improve housing availability for our workers and improve retention Teys has invested in strategic worker accommodation.

Training and Education

Employee training and education is a high priority for us, which is why we continue to promote employee career development paths through appropriate educational pathways and promoting from within.

We are committed to promoting training opportunities that include on-the-job accredited training, internal and external training, short courses, tertiary

Employee Ethnicity 2023



studies, conferences, and mentoring, and foster a learning environment that promotes knowledge transfer across our functional areas.

Our Group Training Manager oversees the training portfolio at our sites, while also ensuring clear alignment to the broader business strategy. Training documentation and processes are subject to regular audits and reviews by external parties such as On Plant Vets (OPVs), and internal audits from our WHS team. Our Group Manager Learning and Development oversees our internal Learning and Development Hub and e-Learning Platform.

Each of our sites has designated training managers who are responsible for enhancing employees' skills, performance, productivity and quality of work. This also includes ensuring each employee receives the appropriate training to be fully equipped to complete their job requirements and do so safely.

Every six months we hold a Teys Leadership Roundtable to give our new generation of leaders an opportunity to collaborate and hear from guest speakers.

In partnership with AMPC and Response Learning International, Teys has commenced Ethical Skilled Worker Pathway programme between Vietnam and Australia.

Skilled pathways are in place for PALM scheme workers to move from 403 visa to a 482 TSS.

In addition to the employment of our on-site trainers we invested \$2,361,856 (FY 2022 \$1,109,545) in training.

Compliance

All our training programs and standards comply with the Australian Qualifications Framework (AQF) and the Australian Meat Processing (AMP) training programs. These are nationally accredited training programs that are endorsed by the

National Meat Industry Training Advisory Council. Our commitment is to establish a positive training culture that leads to career development pathways.

We have a national agreement with a registered training organisation (RTO) to facilitate learning and development opportunities including nationally accredited programs. This guarantees quality training outcomes for all employees. (GRI 3-3; GRI 13.20; GRI 401; GRI 404; GRI 407)

Our Training supports our Safety

Training and safety co-exist within our business. We endeavour to educate our employees on safety practices and working safely. Each of our sites complies with the Australian Quality Training Framework, and all our employees participate in a WHS Induction module during their onboarding.

Each job and task has a corresponding work instruction and Job Safety Analysis (JSA) training document, which captures all safety-related aspects including identified hazards and control measures. For employees who require further training for high-risk jobs, such as machine operators or forklift drivers, there is Standard Operating Procedure (SOP) to ensure an in-depth process and risk assessment training is provided.

Compliance training is provided to all employees who require mandatory, regulated training to perform their roles. It is a requirement for all employees performing a high-risk role to maintain current qualifications or they are not permitted to work in that role until they are deemed competent. All employees are required to participate in JSA refresher training when changes are made via the Safety Management System. (GRI3-3; GRI 13.20; GRI 401; GRI 404; GRI 407)



CASE STUDY

Teys shine at Young Lot Feeder Awards

The 2023 Young Lot Feeder Awards, run by ALFA, are recognition and reward for the industry's young achievers who are demonstrating their passion, leadership, and vision for the future of lot feeding.

With congratulations to the overall winner, Tim Brennan, Teys was hugely honoured to have one of our own among the three grand finalists. Named as grand finalists alongside

Tim this year were Teys' own Jacob Leak from our Jindalee Feedlot, and Maddison Fryer from Rangers Valley Feedlot. It is a huge honour for all grand finalists, and the Award holds great value within the grain fed beef industry as a marker of future leaders in the sector.

We are proud of the contribution of our young people and encourage their career journeys and further development across our business.

sites. There is a minimum of one representative at each of our sites. Our larger primary processing sites have a safety team made up of the WHS Manager and WHS Officers to ensure the successful implementation of the SMS, risk management and operational learning.

All employees are strongly encouraged to report all work-related hazards and hazardous situations of any level, as soon as reasonably practicable, with the most direct way being verbal. Our WHS teams encourage learning by having conversations with our people, and being curious about the work they are doing. This provides us with a good understanding of the challenges faced by our workers- learning from the people doing the work. Our sites Health and Safety committees promote and foster a 'speak up for safety' culture, and at monthly meetings discuss safety concerns and issues. This committee consists of a representative (who has completed WHS training and has been elected using a democratic process) from each department and area; the WHS team; department leads and the site's General Manager (committee chair).

Key objectives of our Health and Safety committees:

- Encourage and maintain an active interest in WHS across the site.
- Facilitate co-operation between management and employees in developing and implementing measures to ensure WHS.
- Advise employees about the formulation, review, and distribution of standards, rules and procedures regarding WHS.
- Provide updates and facilitate consultation regarding the site WHS plan and critical element programs.
- Review the circumstances surrounding work injuries, work-caused illnesses and dangerous events referred to the committee for review.

Our Work Health and Safety Management System

Keeping our workforce and contractors safe is, and always has been, our most important commitment. Regardless of where our people work or what they do, we strive to create an environment where our employees, and their families, should feel confident that they will return home the way they arrived – SAFELY, because **'Nothing We Do Is Worth Getting Hurt For'**.

We believe that safety practices are upheld through collective responsibility, embracing the idea that everyone plays a crucial role in ensuring a safe working environment. Our Board drives our safety agenda, and our CEO oversees the safety strategy, which is managed by our Group General Manager Operations and Group WHS Manager.

All safety representatives complete Health and Safety Representative training and form part our WHS teams at our

KEY STATISTICS

4,600+ employees

66 nationalities

\$2.3M+ in training and skills programs

Zero workplace fatalities

Work Health and Safety

Our commitment to the health, safety and well-being of all people is paramount, and our highest priority. We are committed to achieving the highest standards of health, safety and welfare practices, and maintaining our values within the communities in which we work and live. We pride ourselves on our safety record, and regard our health & safety standards, culture and performance as industry "Best Practice".

- Help in the resolution of issues around WHS.
- Provide feedback to employees on the outcome of WHS issues discussed at the meetings.

Feedback is encouraged as it helps drive improvement in everything we do. Each of the sites is consulted every two years upon the revision of the SMS system to provide their input for changes and improvements to the system. For our employees without computer access, we have created accessible platforms to communicate work-related hazards and hazardous situations.

Using our data and metrics to improve safety

We have developed metrics that allow us to look more deeply into complex safety risks and find ways to proactively guard against them. We invested in "myosh", an online WHS platform in FY2018, to assist in the management of safety data and metrics resulting in more accurate and factual data. Along with the systems data and metrics functions, 'myosh' also records other beneficial data and information that in the past would not have been captured. This now enables us to delve deeper into other aspects of safety data and statistics, allowing us to learn, grow and develop in this key area.

All our work-related incidents and near-misses are investigated by our WHS representatives. The 'myosh' system utilised during the investigation will prompt identified risks, hazards, and corrective actions to be implemented, and keeps a record of what action has been assigned to which representative.

Monitoring and improving our safety

To ensure the consistency and quality of the implemented practices all safety representatives are required to participate in independent external and internal (annual) auditing processes. Our internal processes help

identify any outstanding issues or concerns. If an issue is identified, an assessment is made as to whether it would also affect other sites. If this is the case the information is shared more broadly to implement required controls. During the auditing process, our WHS training procedure and strategy is also evaluated to assess the effectiveness of the training methods, record keeping and training matrix.

WHS initiatives

- ✓ WHS Leadership Program
- ✓ Safety Management System
- ✓ Injury and Incident Management

2023 year in review

The primary WHS challenge lies in effectively managing sprains and strains in joints and adjacent muscles, often resulting from labor-intensive tasks requiring both fine and gross motor skills, coupled with repetitive movements. To address this, early intervention strategies have been deployed across all plants, leveraging on-site physiotherapists to manage musculoskeletal injuries. Additionally, manual hazardous risk assessments of tasks are aiding in identifying opportunities for more ergonomic practices, facilitating the review and implementation of necessary resources. Our ongoing commitment includes exploring avenues for integrating semi or fully automatic technology into our operations, with a steadfast focus on enhancing workplace safety.

During the reporting period, we had zero fatalities. Detailed data is provided in the Appendix to this report.

Our focus continues to be to learn from past experiences and fundamentally prevent future incidents from happening. That is why every High Potential Incident (HPI) undergoes a thorough investigation. Each investigation is shared among the WHS group to discuss findings, lessons learned

and implementation of any required controls. Sharing with our teams across the group creates a forum of open communication to revisit similar incidents on-site and conduct analysis of other methods or implementation of safety controls.

Our key WHS components continue to include:

CLASSIFICATION	2022	2023
High Potential Injuries (Frequency Rate per 1,000,000 hours)	4.67	4.63
Work-Related Injuries Frequency Rate per 1,000,000 hours worked)	23.61	27.25

- Maintaining a fully functioning Safety Management System
- Utilising the 'myosh' system for recording WHS related information and data (i.e. reporting, risk assessing, document control, training, internal auditing and inspections).
- Reporting and investigation of all incidents and illnesses, especially those that are HPIs where a Full Cause Analysis (FCA) is completed.
- Relevant WHS training of our supervisors and managers (both external and internal).
- Injury and illness prevention and management procedures, risk management procedures, and workplace health and safety training procedures.
- Understanding the principals of Human and Organisational Performance to embed this philosophy in our day-to-day activities.
- Creating a learning culture by being curious to understand the gap between how work is being done and how we expect it to be done. (GRI 3-3; GRI 13.19; GRI 403)

Our Communities



As a global food business, we feel privileged to be a part of local communities all around the world; something we do not take for granted. From the very beginning, our business has been about helping people and enriching lives wherever we can, and as we have grown, we have held onto those values, dedicating time to creating brighter futures. Everything we do in our local communities is driven by the family values passed on by the four founding Teys brothers.

Our commitment to supporting our local and global communities

We respect the local communities we belong across our 14 locations located along the eastern seaboard of Australia, they are where we work, live and raise our families. Our company strives to enrich our communities through our people and business investments and linking Australian producers to global customers. Our commitment:

- To understand and accept that we are a key member of our local communities and carry responsibilities in our broader global community.
- To invest in and be accountable to communities where we have operations.
- To appreciate and accept a shared responsibility to constantly and effectively manage any challenges that may arise as we invest in and grow our business.
- Where possible, to source business inputs locally and employ people from our immediate local communities.
- To partner with local people and organisations that share our sense of environmental and social responsibility and give back to the communities that support and sustain our business activities.
- To support those organisations and causes nominated by the business through donations and sponsorship that are aligned with our values and aspirations.

Our contribution to the economy of our local communities

During the reporting period, we employed more than 4600 people across Australia and contributed to the economic stability of local communities by supporting more than 14,000 jobs in rural and regional areas.

In 2022-2023 it is estimated that Teys primary processing and head office continued to contribute over \$700m annually to household incomes in regional areas and over \$1,900m annually in value-added contribution to the economy.

These figures are based on the AMPC Project 2016 -1031 and its update paper 2020-1067 which estimated contribution for FY2021 of \$716m annually to household incomes in regional areas and \$1,974m annually in value-added contribution to the economy. The report established, that for every \$1 our industry generates, it is estimated that an additional \$2.60 is supported across the entire economy. (Information on the background of this report is available in the Appendix to this report)

The Regional Feedlot Investment study (2018), conducted by the MLA, found in 2017, the sum of direct and indirect (total) economic contribution of the national feedlot industry to gross domestic product was \$4.4 billion and approximately 31,000 full time equivalent jobs. Teys operates three feedlots

across Eastern Australia directly employing 105 in FY2023 (FY2022). (GRI 3.3; GRI 13.22; GRI 201; GRI 203)

Working with our local communities to create brighter futures

Our local partners, people and communities play a big role in what makes Teys special, and we are always looking for ways to give back and support the people who are supporting us. The agricultural industry is the number one employer in Tamworth, Naracoorte and Biloela, and is the second largest employer in Rockhampton and Wagga Wagga. We strive to support these communities by sourcing local employees and promoting local school traineeships.

We are constantly looking to strengthen our relationships with local communities by:

- ✓ employing people from the local communities where we operate;
- ✓ building partnerships with local businesses;
- ✓ supporting local organisations and causes with financial and in-kind support;
- ✓ creating and supporting opportunities for our employees to give back;
- ✓ supporting our producers, customers and industry, as well as future agribusiness and food leaders, to help them achieve their goals; and
- ✓ making sure we are always accountable to our local communities.

Our Charitable Donations and Sponsorship

Our community involvement does not stop with employment opportunities. Teys wants brighter futures for our people, our partners, and our local communities and charitable giving is an important part of this commitment. Our Strategic Donations and Sponsorship Committee is responsible for oversight of charitable giving,

with four focus areas adopted for charitable giving programs:

- ✓ Nutrition/health;
- ✓ Education;
- ✓ Environment; and
- ✓ Diversity.

The communities we are part of are important to us in so many ways, so we take every opportunity to support organisations that make a positive impact. Some organisations we have supported include R U OK?, Rural Aid, RSPCA, Ronald McDonald Foundation, Cancer Council, Meals on Wheels, Drought Angels, Salvation Army and Share the Dignity. We are proud to play a small part in helping these amazing groups continue to make a real difference.

Throughout FY2023, we contributed more than \$87,000 in further monetary donations to community initiatives and charities, with many of our people volunteering their time in the community.

If it is important to our local communities, it is important to us. We are always looking to assist whenever and wherever we can. We take the time to understand local challenges and opportunities, so we can find the best way to lend a helping hand.

We regularly support local sporting clubs, events, community festivals, health initiatives, emergency services and crisis relief, just to name a few.

Other initiatives

In addition to our process around COVID-19 we have a flu and Q fever vaccination program to help ensure the safety of our people.

As outlined earlier in Our Work With Industry, we continue to work with industry groups to improve safety across our supply chain and in the local community. Our safety, logistics, sales, livestock

and operations teams work collaboratively with our suppliers and customers around Chain of Responsibility (COR) in order to take all reasonably practical steps to keep transport movement safe on our roads.

KEY STATISTICS

- 100+** community events and grassroots sponsorships
- 14,000+** jobs flow on in regional areas
- \$700M** contributed to household incomes in regional areas

CASE STUDY

Grass roots support for local communities

Our people have a community passion and with their commitment, we are able to regularly support local sporting clubs, events, schools, community festivals, health initiatives, emergency services and crisis relief, just to name a few. We are proud to play a small part in helping charitable and community groups continue to make a real difference.

Whether it is a local touch football team, club sports for kids, charitable BBQs cook out, regional ball, a fishing competition, the local rural fire service or outback camp drafts - if it is important to our local communities, it is important to us.

On top of this community connection, it is estimated that in 2022-23 Teys continued to contribute over \$700m annually to household incomes

in regional areas and over \$1,900m annually in value-added contribution to the economy. (Source: AMPC Project 2016, 2020, projections), As we are often the largest single employer in the regional towns in which we operate. We are honoured to play a role that contributes to the economic stability of local communities by supporting more than 14,000 jobs in rural and regional Australia.



Safe, Healthy & Affordable Foods



ALIGNMENT TO SDGs



By holding ourselves to the highest safety standards, every step of the journey from paddock to your plate, you can be confident that the food safety, nutritional value, quality, and traceability of our product is unmatched.

Customer Health and Food Safety

With more than 1.7 billion beef meals produced for people across Australia and around the world every year, it is critical we ensure that we meet the highest quality standards. We know how important it is to provide safe products to customers. Playing our part in the value chain to provide trusted safe products has always been and remains one of our top priorities.

We are committed to providing safe and nutritious food for our customers - it is at the centre of our business and is an area in which we are not prepared to compromise. Our customer's health and their confidence in the brands we produce are of paramount importance, and every effort is made to ensure that the food we produce is of the highest standard of food safety and quality. **(GRI 416)**

Our responsibility for producing safe and nutritious food spans our value chain to avoid foodborne illnesses, product recalls and risks to our brand reputation. When processing cattle and converting carcasses into various cuts of beef, our focus is to prevent cross-contamination with bacteria.

Our Food Safety Practices

Producing safe food is a critical business function for which there is no compromise. Our food safety programs are based on internationally recognised standards and best practices which are independently audited and certified, ensuring the food

we produce is of the highest standards of food safety and quality and that we will continually improve our food safety practices.

Food Safety and Quality objectives have been established for key areas of the business which are regularly reviewed, assessed and updated to facilitate continuous improvement.

Our food safety processes are based on industry best practices and adhere to the most rigorous Australian and global standards. This starts with our Quality Management System (QMS). Our QMS makes sure our Food Safety Plan is being effectively monitored, verified and documented. We have a comprehensive product assessment and testing program to verify that our products and labelling meet compliance standards and regulatory requirements. **(GRI 3-3; GRI 416; GRI 417)**

The effectiveness of our processes are continually assessed to ensure we are implementing best practices. Teys uses the international food safety management system Hazard Analysis and Critical Control Point (HACCP), which identifies hazards and assesses the risk of affected products, as well as the precautionary measures needed to eradicate the risk. We continue to work with our partners along our value chain to ensure risk is mitigated outside of our controlled environment.

We have dedicated Quality Assurance (QA) and Quality Control (QC) teams and managers at each of our processing sites.

All teams are responsible for ensuring our meat and offal products are of top quality. During the reporting period, there was no critical non-compliance with regulation or voluntary codes by our teams. Any concerns or questions raised regarding our products are managed by both the Group QA Manager and Group QC Manager. We use Key Performance Indicators (KPIs) to measure food safety management.

Each of our export processing facilities has an independent government-employed veterinarian stationed alongside authorised government inspectors. These plants are subject to independent government and third-party audits to ensure that they remain fully compliant with regulations and customer specifications.

Our Supplier Approval Process manages the procurement of product to meet food safety standards and ensure Teys is a trusted food partner.

Our quality management systems comply with the accreditation standards and certification requirements of:

- The Australian Government Department of Agriculture
- State authorities and regulators
- Codex HACCP
- AUS-MEAT
- Brand Reputation Compliance Global Standards (BRCGS)
- FSANZ Food Standards Code
- Meat Standards Australia
- The Australian Renderers Association
- Customer specific programs

(GRI 3-3; GRI 416)

CASE STUDY

Brands that resonate

Our brands are known, loved, and trusted by our retail, foodservice, and manufacturing customers all around the world. With a dedicated focus on quality, and meeting customer needs, it is an absolute honour to see our brands recognised on the world stage. Our flagship beef brands have consistently won medals at the Prestigious Sydney Royal Fine Food Show and the World Steak Challenge.

36 Degrees South

Riverine

Teys Certified Angus

Grasslands

From our livestock buyers to our load-out operators – congratulations for the role you play in bringing our great Aussie beef to the world. Read more about our brands at <https://au.teysgroup.com/solutions/our-brands/>

KEY STATISTICS

1.7 billion beef meals produced for families around the world

10 Teys beef brands in-market recognised for quality and consistency

Zero critical code or regulatory non-compliance for Food Safety



Economically Resilient Business



ALIGNMENT TO SDGs



We know that in order to grow, thrive and prosper over the long term, we must make informed business decisions that support our sustainability goals.

Our Economic Performance

Growing our economically resilient business

Our consolidated revenues for 2023 for the business units outlined in the Appendix to this report was \$3,096m (FY2022 \$2,756m).

As mentioned earlier in our section on community, for every \$1 our industry generates, it is estimated that an additional \$2.60 is supported across the entire economy.

Our initiatives continued to focus on opportunities to improve efficiencies and reduce total manufacturing costs by enhancing the capabilities of our plants and creating sustainable business outcomes, some of these were:

- Consumables and Packaging Inventory Management and Reporting – optimise usage and reducing consumable, packaging and plastic waste. Business continued to manage the impact of COVID-19 Personal Protective Equipment (PPE) availability to ensure we were able to supply appropriate PPE to keep our people safe.
- Meat Inventory Management and Reporting – ongoing aim to reduce food waste by using data to manage the age of product.
- Working with suppliers to investigate new meat and packaging technologies, together with effective management of production to reduce rework, and optimise product shelf life.

- Asset Capabilities – capital portfolio management proactively planning for end-of-life equipment and deliver ongoing safety improvements. Utilising data analytics to make our operations more efficient and sustainable by providing a better understanding of downtime, and effectively manage maintenance spares to reduce costs and waste.

- Scorecard Reporting – through understanding our data our scorecards allow us to take advantage of opportunities to reduce our Total Manufacturing Cost (TMC).

- Balance across our customer mix – improving the security of supply through a period of consistent demand, supporting local supermarkets and as a result, delivering improved job security and reduction of fixed cost/kg.

- Revenue optimisation through Yield improvements to maximise revenue using production planning data to track how we have performed and to identify opportunities for improving yield and new product development initiatives and branding.

Responsible and Sustainable Sourcing and Consumption

Teys recognises that as a large purchaser of livestock, goods and services, our responsibility extends to the management of our supply chain. We engage with suppliers to share and encourage responsible and sustainable practices and ensure that the practices of our businesses are fair, responsible, and sensitive to the needs of a diverse range of stakeholders.

Teys is committed to supporting suppliers who demonstrate a commitment through their practices to take account of their ethics, labour rights, health and safety and the environmental responsibilities when conducting business. Through our procurement policies and procedures, we endeavour to support local business and support the economic development of their businesses and our communities.

Aligned with our strategic plan, our supply chain model is based on a culture of partnership and collaboration which makes it possible for us to link our cattle suppliers to our global customers.

We encourage education and communication as important tools for informing our customers and local communities on the importance of product end of life use and consumption habits. Through engagement we can foster behavioural change and demonstrate the importance of proper disposal of products at the end of their useful life.

Annual Statutory Accounts and Tax Compliance

Each year independent external auditors perform a statutory audit of our annual financial statement in accordance with recognised accounting standards, Corporations Act (Cth) 2001 and other relevant laws and regulations. We lodge annual taxation returns and comply with Australian Taxation Laws. (GRI 3-3; GRI 13.22; GRI 201; GRI 207)



Robust Governance Framework



Responsible Business Conduct

Our Leadership

Our Board set the direction through our vision, mission, promise, and the values of the business. They oversight the business strategy and which drives the delivery of our promise of creating sustainable and brighter futures. Responsibilities cascade through the business senior leadership team who reports monthly to the Board, including updates on sustainability aspects impacting the business and its stakeholders. In addition, the Board may be consulted where a matter of critical concern arises between the reporting cycle. There were no such matters arising during the reporting period. (GRI 2-16; GRI 2-17)

For more information on the composition of our board visit our website.

The Board Audit Committee (BAC) is a sub-committee of the Board of Directors and meets every four months. The BAC is focused on the management of the responsible business processes, risk framework, internal audit, external statutory audit, financial risk management and internal controls.

The Executive Senior Leadership Team (ESLT), led by the Executive Chairman and Chief Executive Officer (CEO), is responsible for managing the overall performance of the business and take a hands-on approach to the business, working closely with our people to empower them to deliver on our promise of feeding people and enriching lives around the world. For more information on our SLT refer to our website.

Sustainability Reporting and Corporate Social Responsibility (CSR) fall within the portfolio of the Company Secretary.

This includes overall efforts in corporate citizenship, the annual review of progress against the organisation's sustainability goals and the production and review of this report. This role also oversees the legal and risk function within the business and is a member of the SLT, reporting directly to the CEO.

Under the leadership of the SLT, the business places a strong emphasis on ensuring that sustainability principles are embedded in all aspects of our business and department leads are responsible for managing and reporting on material sustainability matters to the ESLT, including:

- > Working with industry to develop programs to support the long-term sustainability of the Australian beef industry.
- > Supporting and developing our people and our local communities.
- > Aligning ourselves with like-minded partners across the value chain to encourage responsible sourcing and consumption, including leveraging customer and consumer insights to understand how we can create better products, including opportunities to reduce waste.
- > Environmental stewardship across our business, including:
 - o managing impacts on local communities,
 - o reducing our carbon, energy and water intensity, and where possible increase energy use from renewable sources.
- > Best practice workplace health and safety, animal welfare and food safety standards.
- > Growing an economically resilient business through efficient and effective operational and financial management practices.

Our commitment to building a successful, sustainable business is shared by every one of our employees, and through their contributions we are able to make steady progress towards our commitment to continual improvement in Teys sustainability metrics.

(GRI 2-9; GRI 2-11; GRI 2-12; GRI 2-13; GRI 2-14)

Our Governance Risk and Compliance Framework

We are firmly committed to conducting our business with the highest integrity through compliance with all laws and we take our other ethical standards and corporate social responsibilities seriously. We operate in a world where rules that govern business conduct are more complex and demanding than ever and our Governance Risk and Compliance Framework provides a set of corporate governance principles to guide the decisions we make.

Our framework enables Teys to reliably achieve objectives, address uncertainty and act with integrity. It supports our values and promise of our Corporate Governance Principles which engender a culture of **acting lawfully, ethically and responsibly**.

Our Enterprise Risk Management Framework, which includes including a philosophy of continuous improvement, support this framework. This is strengthened through audit, assessments, due diligence, grievance mechanisms and remediation processes. Through our stakeholder engagement we are continually monitoring how we are managing the delivery of our promise.

We are committed to working with our suppliers and other stakeholders to understand potential areas of risk and to increase transparency.

The framework includes a broad umbrella of policies and procedures that extend to all relationships between Teys and our stakeholders, customers, suppliers and our people. Each of our core operational areas maintains strong operating processes and controls to support and enable Teys to reliably achieve its objectives, address uncertainties and act with integrity.

Our Corporate Social Responsibility

Our approach to Corporate Social Responsibility underpins our Corporate Governance Principles of acting lawfully, ethically and responsibly. It is inherent in our culture and supported by our deep commitment to our Business Conduct Principles.

This commitment to remain recognise as an organisation where corporate social responsibility is ingrained in our culture, is communicated to our people, stakeholders, suppliers and customer through our policies, procedures and our standard terms and conditions.

Teys invests in its commitment to Corporate Social Responsibility through responsible business practices within our major sustainability focus areas:

- ✓ Health, safety and wellbeing of our workforce, measured by various global standard safety metrics and innovative safety programs such as Workplace Health and Safety (LEADership Program and SMETA Sedex Members Ethical Trade Audit).
- ✓ Best practice animal welfare as measured by internal and external audits against recognised global best practice standards.
- ✓ Providing healthy, safe and affordable food to our customers, measured by our

strong food safety and quality processes, third party audits, and managing responsible consumption and costs of materials used in production.

- ✓ Reducing our environmental impact, measured by water and energy use, greenhouse gas emissions and waste management and environmental compliance.

Regular training is conducted with our people to ensure an understanding of our obligations as a business, and as individuals, with regard to compliance, business ethics and responsible business practices, where risk may lie in our operations and supply chain, and what we can do to mitigate or eliminate those risks.

Training and communication with our stakeholders, and application of our standard terms and conditions with suppliers and customers ensures we embed our policy commitments for responsible business conduct throughout our activities and business relationships.

(GRI 2-23; GRI 2-24)

Compliance

In 2023 we were not subjected to fines or sanctions for non-compliance with the law or regulations in any country. Our Enterprise Risk Management Framework is used to manage risk of non-compliance.

(GRI 2-27)

Key laws and regulations we comply with as part of our day to day operations, are:

Human Rights and Workplace

- Protecting our employees and workers through compliance with:

- Australian employment, workplace health and safety and other relevant laws and regulations, including:
 - o Fair Work Act 2009 and guidance from the Australian Fair Work Ombudsman

around compliance with labour and immigration laws and approval of Enterprise Bargaining Agreements (EBAs)

- o WHS laws and regulations
- o Workplace Gender Equality Act (2012)
- o National Employment Standards (NES)
- o Meat Industry Labour Agreements (MILA)
- o Labour Hire Licensing Act (2017)
- o Heavy Vehicle National Law and Regulations - Chain of Responsibility
- Modern Slavery Act 2018 (Cth) - our Board approved Annual Modern Slavery Statement addresses how we identify and manage risks of modern slavery and is published on our website and the Australian Home Affairs register. There are no operations and suppliers at significant risk for incidents of child labour, forced or compulsory labour.

(GRI 2-23; GRI 3-3, GRI 13.17; GRI 13.16; GRI 408; GRI 409)

Animal Welfare and Food Safety

- Quality Assurance through compliance with Food Safety and Animal Welfare laws and regulations as outlined earlier in the report.

Environment Stewardship - through compliance with the Environment Protection and Biodiversity Conservation Act 1999

Corporate Compliance - good corporate and financial governance in accordance with:

- Corporations Act 2001 (Cth) and ASIC regulations - Directors Duties and compliance with the Act are managed through our policies and procedures including our fraud and whistleblower policies.

- Privacy Act 1988 (Cth) -our Privacy Policy is available on our website. We have a Data Breach Response Plan Procedure as required by Office of Australian Information Commission (OAIC). There were no breaches of employee, customer, or supplier data during the reporting period. (GRI 418)

- Payment Times Reporting Act (Cth) 2020. (GRI 204)

- Australian taxation laws and regulations, managed through our Tax Risk Management and Governance Policy. (GRI 207)

- Autonomous Sanctions Act 2011 (Cth). Australian sanctions law risk managed through our Sanctions Policy and Procedures.

- Competition and Consumer Act 2010 (Cth). Compliance with competition and consumer laws relating to Anti-Competitive Behaviour is managed through biannual training.

(GRI 3-3; GRI 13.25; GRI 206)

Our suite of policies and procedures (refer below) are in place to ensure ongoing compliance, with their effectiveness being measured through audits and our grievance mechanisms.

Business Ethics

Our approach to business ethics is guided by global standards, including:

- The UN Global Compact which aligns strategies and operations with 10 universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.
- The UN Guiding Principles on Business and Human Rights (UNGPs), a global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activities under a

'Protect, Respect and Remedy' framework.

- International Labour Organisation (ILO) - International labour standards are legal instruments drawn up by the ILO's constituents (employers and workers) and setting out basic principles and rights at work.

- Ethical Trading Initiative (ETI) - is founded on the conventions of the ILO and is an internationally recognised code of labour practices. ETI members include global companies (with thousands of suppliers), international trade union bodies, specialised labour rights organisations and development charities.

- OECD Due Diligence Guidelines for Responsible Business Conduct - guide to support entities to implement the OECD Guidelines for Multinational Enterprises Social Accountability Audits of our processing plants through the SEDEX 4 pillar audit framework cover People, Safety, Environment and Business Ethics, and refer to the ETI Base code and ILO conventions and UN Global compact help inform our progress and identify continuous improvement opportunities.

(GRI 2-23)

Our Business Conduct Principles

Are considered in all aspects of our organisations and are essential to our decision-making process, and to achieving our growth and service strategy, whilst maintaining the highest ethical standards and compliance throughout the business. They outline expectations of employee conduct relating to each other, our business partners, clients, competitors, our corporate resources, and our communities and include:

- compliance with the laws of all countries and not assisting any third party to violate these laws,
- acting ethically and not accepting bribes or taking part in any fraudulent or corrupt practices,
- honouring all obligations with integrity,
- maintaining accurate business records,
- ensuring employees, consultants and contract workers comply with these principles,
- not be involved in situations that create a conflict of interest.

Our principles are approved by our ESLT and are the focal point of our culture of ethics. They are supported by our suite of corporate policies and procedures. All employees are required to read, understand and comply with our Business Conduct Principles, and we measure effectiveness through audits and grievance mechanisms which are available for concerns to be raised through. (GRI 2-23; GRI 2-26)

Conflict of Interest matters are managed via the above Business Conduct Principles and Corporations Act 2001 (Cth) with board and senior management required to disclose if a conflict may arise, and this is registered and minuted. (GRI 2-15)

Anti-corruption is material to us. Our business is built on trust and integrity with our suppliers and customers, and our reputation for fair and ethical business dealings, and we know that whilst this reputation has been built over 75 years of doing business, it can be harmed by just one unethical act.

All parts of our business are assessed for risk, including corruption risk on a yearly basis. The risk assessment reviews the risk of a violation against the

mitigation of the anti-corruption program and determines what further improvements can be made.

We are committed to maintaining proactive policies, controls, audit systems and training programs to prevent anti-corruption violations. We are continuously improve our monitoring processes to identify and review our transactions and behaviours to ensure the integrity of our business transactions. In 2022, we did not receive any fines or penalties in relation to corruption. (GRI 3-3; GRI 13.26; GRI 205)

Anti-Competitive Behaviour – eliminating Anti-Competitive Behaviour in Australia and internationally, is a priority and we manage this through our policies, procedures and annual training. No legal actions for anti-competitive or anti-trust behaviour were filed against the company in 2023. (GRI 3-3; GRI 13.25; GRI 206)

Responsible Business Practices

Our responsible business practices include:

Sustainable and responsible sourcing means ensuring we take a wider view of our transactions. This includes contemplation of the net benefits for both Teys and the wider world by considering the impact of environmental, economic and social factors, along with price and quality. It guides how we conduct our relationship with suppliers, including the due diligence performed and contract negotiations especially if sourcing globally with unfamiliar cultures.

- **Our Supplier Approval Process** encourages sustainability policies that drive improvements in practices and aim to ensure we are aware of and lookout

for signs of unacceptable practices in our supply chain. These include fraud, corruption, modern slavery, human trafficking and child labour. (GRI 2-23)

- Through our annual **Modern Slavery Statement**, we identify and manage risks of modern slavery, with a view to continuous improvement. We work with our suppliers to address the risks of modern slavery in our supply chain and to improve our knowledge and traceability of goods and services in our supply chain. (GRI 2-23; GRI 3-3, GRI 13.17; GRI 13.16; GRI 408; GRI 409)

- **Grievance mechanisms** are in place for operational, employment and business code of conduct matters. These include an independent whistleblower hotline. (GRI 2-26)

- **The Board and Board Audit Committee** has oversight via reporting on responsible business conduct, risk management and audit updates.

Risk Management & Continuous Improvement

We use our Enterprise Risk Management Framework to manage Corporate Social Responsibility obligations relating to compliance, business ethics and responsible business practices. Our Enterprise Risk Management Framework underpins how we identify, manage and treat risks, and with identifying continuous improvement opportunities.

By understanding and managing our risks, we provide greater protection to our workforce and increased certainty and confidence for our shareholders, customers, suppliers and the communities in which we operate. We believe effective management of risk and

opportunities are vital to the continued growth and success of Teys. We manage, monitor and report on risk as follows:

- Business Strategy Planning
- Operational and Strategic risks registers maintained and managed by our ESLT and reported to Board Audit Committee.
- Departmental and site – each facility management team maintain risk registers for their workstreams which are reported up to Group Shared Services.
- Business Continuity and Resilience Planning.

Policies and Procedures

We practice corporate and social responsibility through our framework of policies, procedures and standard terms and conditions which guide us 'In what we do', and "In how we approach our work", including to:

- ✓ follow our Corporate Governance Principles
- ✓ keep people safe in the workplace;
- ✓ have best practice animal welfare standards and produce safe, healthy and affordable food;
- ✓ create opportunities for people and for our communities;
- ✓ conserve energy and water and better protect the environment;
- ✓ maintain a strong resilient business and manage our risks; and
- ✓ to be aware of and keep a lookout for signs of unacceptable practices in our supply and value chains such as fraud, corruption, anti-competitive behaviour, modern slavery risks.

We aim to be transparent and accountable and report on our progress while governing ourselves with stringent values and behaviours of honesty, integrity, loyalty, leadership and humility. The effectiveness of our policies and procedures are reviewed through our audit and assurance process.

Our policies and procedures cover the following:

- ✓ Respectful Workplace
- ✓ Delegation of Authority
- ✓ Procurement and Tendering
- ✓ Modern Slavery Annual Statement
- ✓ Business Conduct Principles
- ✓ Contract Management
- ✓ Whistleblower
- ✓ Risk Management
- ✓ Asset and Investment Management
- ✓ Complaints Resolution
- ✓ Business Resilience Planning
- ✓ Capital Expenditure
- ✓ Young Worker Protection
- ✓ Internal Audit
- ✓ Donations and Sponsorship
- ✓ Human Resources and Payroll
- ✓ Financial Management and Controls
- ✓ Political Donations
- ✓ Employment Awards and EBAs
- ✓ Fraud
- ✓ Tax Risk Management and Governance
- ✓ Privacy
- ✓ Environmental Management
- ✓ Treasury Management
- ✓ Workplace Health and Safety
- ✓ Competition and Consumer Law
- ✓ Corporate Credit Card

- ✓ Food Safety and Quality
- ✓ Livestock Procurement
- ✓ IT and Cyber Security
- ✓ Animal Health and Welfare
- ✓ Supplier Approval
- ✓ Ransomware
- ✓ Logistics and Chain of Responsibility
- ✓ Sanctions
- ✓ Data Breach Response Plan

Our Grievance Mechanisms

We have a range of operational grievance mechanism, including a Whistleblower Policy and Hotline, available to raise matters relating to business conduct, product, environment, animal welfare and employment matters. These mechanisms are in place to encourage affected people and communities to report any wrongdoing, including but not limited to unethical and dishonest behaviour, breaches of our Business Conduct Principles and where it is identified that actions of supply partners have caused or contributed to adverse impacts.

Our whistleblower mechanism encourage workers, contractors and other stakeholder to speak up via a confidential and secure process either internally or through an independent Whistleblower Service Provider.

Our grievance mechanisms align to the UN Guiding Principles on Business and Human Rights to ensure mechanisms are effective: Legitimate, Accessible, Predictable, Equitable, Transparent, Right-compatible, a source of learning and are based on engagement and dialogue.

The effectiveness of our grievance mechanisms is also reviewed through our audit and assurance process to ensure they operate to support our culture of acting lawfully, ethically and responsibly. (GRI 2-25; GRI 2-26)

Audits and Assurance and Corrective Actions

Independent Internal Audit and External Statutory Audit programs are in place, including our Annual Statutory Financial Statements and Cyber Security Testing.

Social Accountability Audits
- SEDEX is a membership organisation that provides companies with an online platform to manage and improve working conditions in the global supply chain through the SEDEX Members Ethical Trade Audit (it is the most widely used social audit in the world). Our SEDEX audits are undertaken by third party auditors as a formal review of our endeavours, procedures and conduct regarding social responsibilities and our impacts. They are an assessment of how well we are achieving our goals and provide benchmarks for social responsibility and behaviour towards employees, society and the environment. Our processing plants are audited under the SEDEX 4 pillar audit framework covering People, Safety, Environment and Business Ethics, which also aligns to the ETI Base code, ILO conventions and UN Global compact. The audits help inform us of our progress and identify continuous improvement opportunities.

In addition, the following Third-Party Audits are undertaken:

- ✓ Brand Reputation Compliance Global Standards (BRCGS).
- ✓ McDonald’s Social Audits Supplier Workplace Accountability (SWA).
- ✓ Pacific Australia Labor Mobility (PALM) program administered through Pacific Labour Facility (PLF) on behalf of Home Affairs.

Audit and review findings and management actions are tracked to ensure timely close out of findings and implementation of corrective actions.

Monitoring and Reporting - By monitoring and reporting on our audits and reviews to the SLT and as required the Board Audit Committee we drive timely and effective improvement across the business.

SEDEX audits are reported in the SEDEX platform and findings are also monitored here.

Our Accreditation and Audits

Quality and Food Safety Standards Accreditations

- ✓ The Australian Department of Agriculture, Water and Environment
- ✓ AUS-MEAT
- ✓ Brand Reputation Compliance Global Standards (BRCGS)
- ✓ Australian Trusted Trader
- ✓ Known Consignor

Animal Welfare Accreditations

- ✓ Australian Livestock Processing Industry Animal Welfare Certification System
- ✓ National Feedlot Accreditation Scheme

Third-Party Audits - during FY2023 the following were performed:

- SEDEX Members Ethical Trade Audit (SMETA)
- National Feedlot Accreditation Scheme
- Brand Reputation Compliance Global Standards (BRCGS)
- Woolworths Quality Assurance Standard (WQA)
- Halal

Corporate Audits - during FY2023 the following independent internal audit and external financial audits were undertaken:

- Annual Statutory External Audit

- Cyber Security
- Risk Management

Membership Associations and Public Policy

At Teys we engage in public policy issues that are important to the industry, the business and our stakeholders, and we conduct these activities in an accountable and transparent manner. Some examples of this include:

- Our animal health and welfare initiatives, including MLA’s Livestock Data Link project.
- Employment, including meeting with local representatives around promotion of the business and employment networks in the local area and district, and the Department of Foreign Affairs and Trade over the PALM program.
- WHS, including attending state department meat industry workplace safety committees and attending state health department COVID-19 preparedness workshops. Additionally, throughout the COVID-19 pandemic we have worked closely with government agencies to ensure the safety of our employees and mitigate risk to the business.

As outlined earlier in Our Work with Industry section, Teys is involved with various industry associations, and through our associations, governance bodies and associations. Through these we provide additional support beyond routine membership dues. Our involvement includes the following organisations (GRI 2-28):

- Australian Meat Processor Corporation (AMPC)
- Australian Lot Feeders’ Association (ALFA)
- Australian Renderers Association

- Australian Hide Skin and Leather Exporters Association
- Meat and Livestock Australia, Red Meat Advisory Council and Australian Beef Sustainability Steering Committee
- National Meat Industry Training Advisory Council

In addition, following are some of the organisations we are members of and support as a resource for our people:

- Chartered Secretaries Australia

- Australian Institute of Company Directors (AICD)
- Australian Human Resources Institute (AHRI)
- Industrial Relations Society of Queensland
- Self-Insurance Associations – Queensland and South Australia
- Chartered Accountants Australia and New Zealand (CA ANZ)

- Certified Practising Accountants (CPA) Australia
- Chamber of Commerce & Industry Queensland (CCIQ)
- Strategic Industry Research Foundation (SIRF) Roundtables – Queensland and NSW
- Australian Sustainable Business Group

CASE STUDY

Social Audits to support Ethical Trade

SEDEX is a membership organisation that provides companies an online platform to manage and improve working conditions in the global supply chain. SEDEX Members Ethical Trade Audit (SMETA) is the most widely used social audit in the world.

Teys facilities are audited in accordance with SEDEX 4 pillar framework that covers People,

Safety, Environment, and Business Ethics and supports us assessing our performance across this framework.

During 2023, the SMETA was performed across Teys facilities, with positive results from the audit for our operations and commitment to driving continuous improvement.

REPORTING



About the Report

Teys Australia Pty Ltd (Teys) is a global meat processing and food production business, headquartered at Eight Miles Plains Brisbane, Queensland, Australia. The enterprise is a privately owned 50/50 partnership between the Teys family and Cargill Inc and is the second largest meat processor and exporter in Australia.

(GRI 2-1)

This is the ninth consecutive annual sustainability report of Teys, outlining the core initiatives, challenges, and performance during the reporting period 1 June 2022–31 May 2023, which aligns with Teys financial reporting period. This document, published annually in PDF for download on www.teysaust.com.au, seeks to reflect the transformation process that Teys is currently experiencing. In addition to reporting concisely and objectively, we seek to balance the positive aspects and the points for improvement of the economic, social, and environmental aspects addressed and human rights impacts.

(GRI2-3)

Teys has considered the Global Reporting Initiative (GRI) framework in this report to help ensure that disclosures provide relevant and comparable information on its sustainability performance to stakeholders. The GRI Standards framework benchmarks global and multisector practices for reporting economic, social,

and environmental information. The report also identifies and links the relevant Sustainable Development Goals to Teys business operations.

There have been no significant changes to the organisation and its supply chain, and there are no significant changes to the information published in previous reports.

(GRI 2-4)

This report has not been externally assured, however, independent third-party audits occur annually on all financial, operational, safety and food quality departments.

(GRI 2-5)

If there are any questions regarding the report, please contact our Company Secretary at sustainability@teysaust.com.au.

(GRI 2-3)

Defining report content

Stakeholder Inclusiveness: The report's content reflects topics raised by key stakeholders through continued engagement during the period and review of results of previous materiality assessment.

Sustainability Context: We have presented sustainability information through an agricultural supply chain context on a local, national and international scale.

Materiality: Engagement across our stakeholder groups, together with desktop reviews of industry information and from time-to-

time materiality assessments, to determine material topics to report on.

Completeness: All information relates to Teys operations and supply chain, and the material topics identified by materiality assessment processes.

Materiality

This report provides an overview on our management of our material topics. In identifying Teys material topics and emerging topics we have considered GRI Sector Standards and GRI 3 standards, as well as considering:

- desktop reviews of a range of relevant information in the public space, including the Australian Beef Sustainability Framework,
- engaging with our SLT and managers, reviewing our sustainability impacts and prioritising with our stakeholders in mind,
- Human Right impacts assessed through our annual modern slavery risk management review, and stakeholder engagement, and
- Materiality Assessment Survey (MAS) completed from time-to-time of shortlisted GRI topics to review and update our materiality assessments. Following on from our surveys in prior years we reached out to 296 stakeholders. The 2020 MAS was completed by 111 stakeholders, out of a possible 296 stakeholders, representing

a 37.5% completion rate. Respondents represented the following stakeholder categories: SLT, customers, suppliers, partners, and employees. The responding employees came from the following departments: Operations, HR, Asset Management, QA and QC, Purchasing, Finance, Livestock, IT, Sales and Marketing, Strategy, Logistics, Legal, and Administration.

When developing this document, we welcomed the opinion of our Senior Leadership Team and department leads. These stakeholders were selected according to three criteria: extensive knowledge of our business, extensive industry knowledge, and relationship with the organisation. In a consultation process, we discussed the aspects that they consider most important for Teys sustainability.

(GRI 2-2; GRI 2-29; GRI 3)



APPENDIX



Our Progress on Sustainability Initiatives

We have developed goals to progress addressing risks and opportunities for a sustainable supply and value chain. The following is an update on our progress. (GRI 2-25)

CREATING SUSTAINABLE AND BRIGHTER FUTURES

BEST PRACTICE ANIMAL WELFARE	ISSUE / OPPORTUNITY	PROGRESS
<p>Responsible livestock sourcing</p>	<p>Opportunities to influence improving the welfare of livestock throughout the supply chain.</p>	<p>Collaborating with industry bodies, universities, and regulators.</p> <p>100% of livestock are sourced from LPA accredited properties or saleyards (this also recognises NFAS).</p> <p>Ongoing development of internal systems to track data and assurance to verify cattle sourced.</p> <p><i>Notes: Industry Progress - Industry funded red meat integrity system is in place:</i></p> <ul style="list-style-type: none"> ✓ Identification & Traceability - National Livestock Identification System (NLIS) ✓ On-Farm Assurance - Livestock Production Assurance (LPA) Program ✓ National Feedlot Accreditation Scheme (NFAS) <p><i>Industry indicator - Processed through accredited establishment 97% (97.49% 2021)</i></p>
	<ul style="list-style-type: none"> • Reduce incidents from cattle purchased at saleyards - goal to have zero. 	<p>Data is gathered for all saleyard purchases and all livestock are assessed on arrival at the plants. Metrics are tracked and incidents are investigate back through the supply chain and corrective actions are tracked. Minimal matters have arisen.- with incidents from cattle purchased at saleyards now < 5 incidents per year and approximately only 8% of cattle purchased are from saleyards.</p>
	<ul style="list-style-type: none"> • Safe livestock movements. 	<p>Transportation of livestock</p> <ul style="list-style-type: none"> ✓ Chain of Responsibility procedures in place. ✓ Teys follows 'Fit to Load' standards. ✓ 100% of transporters engaged under Teys Livestock Transport Contracts are TruckSafe accredited. <p><i>Notes: Industry indicator - Work underway in the industry to track mortality rate of domestic transport of cattle and the regulator (Department of Agriculture -Federal) has a project underway to produce a general report for Live Transport issues to improve transparency of what occurs between the farm gate and the processor. AMPC is conducting research into stress levels of animals during road transport.</i></p>

CREATING SUSTAINABLE AND BRIGHTER FUTURES

BEST PRACTICE ANIMAL WELFARE	ISSUE / OPPORTUNITY	PROGRESS
	<ul style="list-style-type: none"> Our Animal Welfare Policy drives continuous improvement. 	<p>Teys Animal Welfare Policy published on our website.</p> <p><i>Notes: Industry progress:</i></p> <p>ABSF - deep dive on animal husbandry techniques, and other scientific developments. RSPCA Australia represented on the ABSF Consultative Committee.</p> <p>MLA - Low stress livestock handling project.</p> <p>CSIRO - investigating Lifetime Animal Welfare Index (LAWI).</p> <p>Teys is pushing development of a regulated national animal welfare standard, through our meetings with state and federal agriculture departments.</p>
<p>Ethical Handling</p>	<ul style="list-style-type: none"> On-plant practices. Innovation and continuous improvements. 	<ul style="list-style-type: none"> ✓ Delivered animal welfare training (industry accredited) to employees. ✓ Independent site vets. ✓ Daily welfare checks on horseback to monitor animal health and wellbeing. ✓ Shading at feedlots and processing plants. ✓ New Shedding Trial at Charlton to improve welfare and productivity, with the commercial results from the roof trial under review. ✓ Animal welfare - responsible use of antibiotics. ✓ CCTV monitoring at all feedlots and processing plants. ✓ Project underway at Teys Naracoorte plant on animal handling and reducing dark cutters, including seasonal impacts on livestock. ✓ Capital investment at Teys Naracoorte implemented a new restraining device and yards to reduce stress and improve animal welfare on plant. <p><i>Notes: Industry progress:</i></p> <p>Industry working on development of Australian Animal Welfare Standards and Guidelines for Livestock at Processing Establishments. Teys supports the development of a national standard by industry and government.</p> <p>Reducing risk of heat stress - industry Heat Stress Risk Assessment (HSRA) tool.</p> <p>ALFA - Feedlot Shading initiative.</p>
<p>Positive influence on animal health outcomes</p>	<ul style="list-style-type: none"> Animal health feedback to producers to influence improvements in animal health outcomes. 	<ul style="list-style-type: none"> ✓ Providing animal health feedback to producers ✓ Working with MLA on parasitic burdens in livestock and cost to the producers <p><i>Notes: Industry progress:</i></p> <p>"My Feedback" Livestock health plan project (underway in 2023) in addition to MSA feedback will include health data.</p>

COLLABORATIVE ENVIRONMENTAL STEWARDSHIP

ISSUE / OPPORTUNITY

PROGRESS

Energy and emission efficiency

- Energy and emissions reduction planning:
- 2017 set energy and GHG intensity reduction targets by 2023.
 - Set targets to increase renewable energy sources by 2023.
 - Maximise utilisation of biogas generation for renewable energy purposes.
 - Climate action and resilience planning to reduce negative impacts.

- ✓ Management plan for performance.
 - ✓ Implement multiple programs to continue to aim to achieve targets.
 - ✓ Supported industry projects and research to reduce methane.
 - ✓ National Greenhouse and Energy Reporting Scheme (NGERS).
- Notes: Industry progress:*
 MLA - *The Australian Red Meat Industry's Carbon Neutral by 2030 Roadmap.*
 MLA report - *Greenhouse Gas Footprint of the Australian Red Meat Production and Processing Sectors 2020 - found Australian red meat and livestock industry has reduced its net greenhouse emissions by 64.9% since 2005.*
 Methane reduction research.

Responsible production

- Environmental compliance - Continuous improvement through environment risk reduction.

- ✓ Environmental representatives at processing plants.
- ✓ Performance KPI implemented for compliance.
- ✓ Environmental Internal Audit program.
- ✓ Advanced wastewater treatment systems.
- ✓ No critical code or regulatory non-compliance during the reporting period.

Reduce waste to landfill

- Environmental waste reduction through development of a waste reduction plan that includes responsible disposal, options for diverting organic waste materials to energy projects within our operations.
- Waste management systems - improve waste management, in addition to opportunities around packaging material recycling.
- Investigate opportunities to reduce waste from consumable and protective clothing by recycling.

- ✓ Commenced gathering of metrics around waste generated and how we can convert to products.
 - ✓ Progressing projects to convert organic wastes to resources under QLD and NSW frameworks.
- Notes: Industry progress:*
 Meat and Livestock Australia (MLA) *Wastes to Profits research project.*
 Opportunity to recycle some brands of gumboots project kicked off in FY2023.

Sustainable packaging

- Develop sustainable packaging plan and integrate sustainability direction in procurement processes.
- Identify opportunities through understanding materials cycle for packaging and consumables usage, waste versus needs to minimise food waste:
- Opportunities to reduce packaging waste and increase recycling - circular economy.
 - Opportunities for labelling packaging so end user can make decisions around recycling.
 - Shelf life - maintain shelf life while using recyclable packaging and reducing food waste.

- ✓ Worked with key suppliers to understand metrics around waste and recycling.
 - ✓ All our cartons are made from recycled materials.
 - ✓ Preferred supplier program and established criteria to measure performance of suppliers.
 - ✓ Ongoing innovation in production processes -with research and development through trialling recyclable MAP trays with major retailer.
 - ✓ Conventional vacuum packaging, thermoform and vacuum skin packaging to optimise shelf life.
 - ✓ Value-Add section of the business jointed APCO.
 - ✓ Removal of polystyrene batons from containers and replaced with recyclable cardboard.
- Notes: Industry progress:*
 During the period the reduction of food plastic waste was impacted by the closure of RedCycle plants. Teys has labelling indicating the process for recycling of plastic ready but is not able to action until a location becomes available for end customers to return these plastics to.

COLLABORATIVE ENVIRONMENTAL STEWARDSHIP

ISSUE / OPPORTUNITY

PROGRESS

Every drop counts

Water usage and effluent management:

- 2017 set targets for water intensity reduction by 2023.
- Improve water efficiency through minimising spills and releases, and increase on-site reuse and recycling.

- ✓ Benchmarking against industry for environmental compliance and odour performance, we continue to work with industry in this area through AMPC.
- ✓ Projects underway to continue to reduce water intensity.
- ✓ Wastewater treatment systems across 5 of our 6 processing facilities.

Promote sustainable agriculture practices

Sustainable beef – livestock production systems through improving livestock grazing and beef production food system;

- Continue to map inputs into our production systems as part of our ongoing responsible sourcing initiatives and supplier approval processes and influence change.
- Traceability systems through supply chain that:
 - Support natural ecosystems and wildlife through biodiversity and habitat management.
 - Improving soil health and storage of carbon in both above and below ground biomass.
 - Opportunities to support industry and government with initiatives to develop deforestation strategies.
 - Investigate opportunities for Nature Positive brands.

- ✓ Grasslands and other brands encouraging improved knowledge of on-farm practices through verification programs.
- ✓ 80% of beef raised on grass, helps manage on-farm environment. Industry is investigating ways to measure benefits.
- ✓ Collaborated with industry bodies, the Australian Beef Sustainability Framework, universities and regulators.

Notes: Government Industry progress:

Australian laws and regulations on land clearing in place and tracking systems in place on changes in Tree cover.

ABSF & MLA – “Balance of Tree and Grass Cover” (BOTGC) tool will have the capacity to measure and report on Australia net national forest and woodland gain and loss annually as reported through the Australian Beef Sustainability Framework.

MLA – industry working to secure an economically and environmentally sustainable future:

- *Setting a goal of achieving carbon neutrality by 2030.*
- *Continuing to support a net positive annual net change in national woody cover figure that recognises vegetation gain as well as loss.*
- *Continuing investment to provide a highly nutritious and environmentally sustainable product.*
- *MLA – Opportunities to increase carbon storage on farms – ie in soils, and lower costs to measure this, develop practices to include trees on farms in ways that benefit livestock production.*
- *Methodologies to verify beef is not coming from areas of deforestation (similar to requirements in supply of coffee, soy, fibre, palm oil etc).*
- *GRI Sector standard – section Managing Natural Conversion Impacts (13-4).*
- *MLA Feedback Special edition October 2021 the Green facts about red meat.*

PROGRESS ON OUR 2023 TARGETS

Goal	Progress 2019	Progress 2020	Progress 2021	Progress 2022	Progress 2023
6% reduction in energy intensity in our primary processing by 2023	-3.17% reduction on baseline year	2.77% increase on baseline year	2.84% increase on baseline year	9.04% increase on baseline year	4.47% increase on baseline Target not met
10% reduction in water intensity in our primary processing by 2023	No change	No change	3.7% above the baseline year	13.2% above the baseline year	8.3% increase on baseline year Target not met
20% reduction on carbon intensity (GHG emissions) by 2023 - primary processing results	12.51% reduction on baseline year	6.04% decrease on baseline year	4.52% decrease on baseline year	14.91% decrease on baseline year	14.29% reduction on baseline year Target not met
At least 30% of our energy needs come from renewables by 2023	11.8%	14.7%	16.1%	15.3%	18.9% Target not met
Challenges and opportunities	<p>Impacts on % reduction in energy intensity: We are pleased with the efforts our teams have made to progress on our refrigeration efficiency initiatives, LED lighting upgrades, and thermal and biogas utilisation aimed at reducing energy intensity. We are committed to ongoing efforts to reduce our energy intensity.</p> <p>(Note: we have restated the energy intensity figures for prior year following review of our methodology for calculations)</p> <p>Challenges due to impacts of trading conditions of the last few years causing throughput to below the long-run average, have resulted in us falling short on our energy and emissions intensity reduction targets. Impact on achieving our targets:</p> <ul style="list-style-type: none"> • Decrease in throughput and varying shifts across operations, • A decrease in the quality of thermal coal for our two northern plants in FY2022 led to an increase in coal consumption and indirectly LPG usage to make up for the shortfall which impacted our ability to reduce energy and emission intensity. • Challenges have driven continued focus on biogas utilisation which has a big impact on our energy intensity performance, however biogas utilisation remains an ongoing challenge with delays in execution of some large renewable energy projects while more suitable technology options are investigated. Effective biogas utilisation remains an opportunity with Teys producing more if ways found to utilise this renewable resource effectively. <p>Impacts on % reductions in water efficiency: We set a stretch target in 2018 for reducing water intensity, with our baseline year (FY2017) 11.2% below industry averages (based on AMPC industry benchmarking data) and reducing our water intensity further remains a key challenge and focus area. Plant cleaning processes required fixed volumes, therefore with recent reduced plant throughput below the long-run average and some project delays there have been challenges to meeting our reduction of water intensity target.</p> <p>Impacts on reduction in GHG emissions: as above, challenges with biogas utilisation at both Rockhampton and Wagga, and quality of thermal coal contributed to increased emissions.</p> <p>Energy from renewables: we measure for energy generated from our internal investments in renewable infrastructure behind the meter. During the year we commissioned the of a Solar PV at our Tamworth facility to support both our and our customer's renewable target. (Note: % from renewables for prior year have been amended following review of calculation)</p> <p>Challenges – Automating measurements and reporting remains a challenging implementation process across multiple locations, particularly for natural gas and bulk delivered fuels. We continue to invest in smart metering systems where possible.</p> <p>Note: a reporting error was discovered for baseline year 2017 emission reporting which resulted in the Scope 1 emissions under reported for two of our processing facilities and their associated wastewater treatment emissions.</p>				

THRIVING PEOPLE & COMMUNITIES	ISSUE / OPPORTUNITY	PROGRESS
<p>Career development pathways</p>	<ul style="list-style-type: none"> • Ensure our people are appropriately trained to carry out their jobs effectively. • Succession planning. 	<ul style="list-style-type: none"> ✓ Implemented training management plans – Teys Learning Programs – eLearning and Teys Leadership Academy. ✓ On the job training, job shadowing and cross functional training. ✓ Graduate program expanded. ✓ Support individual accreditations, e.g. Australian Institute of Company Directors. <p><i>Notes: Industry progress:</i></p> <p><i>Mintrac –represent meat industry (Certificate 2/3 training ANZCO standards).</i></p> <p><i>University and post-graduate study.</i></p> <p><i>Short courses / master classes – AIM/GAP course/ Queensland University of Technology.</i></p>
<p>Strength from Diversity</p>	<ul style="list-style-type: none"> • Responsible sourcing and social accountability in our recruitment processes, employee engagement and retention. • Diversity and inclusion policies. • Sustainable workforce planning. 	<ul style="list-style-type: none"> ✓ Respectful Workplace policies and procedures – managing our diversity, inclusion. ✓ Employee wellness and welfare officers. ✓ EAP. ✓ Annual WGEA reporting. ✓ Annual statement on managing Modern Slavery risk published. ✓ Use of specialised outsourced recruitment services. ✓ All workers including labour hire have pay parity. ✓ Pulse surveys across our sites. ✓ Employee housing, ongoing expansion to improve access to housing in rural and remote areas.
<p>Safe places to work</p>	<ul style="list-style-type: none"> • Safety leadership and culture aimed at reduction of workplace injuries and near misses. • Employee health and wellbeing initiatives. 	<ul style="list-style-type: none"> ✓ Implemented the Safety Leadership Program. ✓ Internal Audit program. ✓ Adopted improved WHS investigation methodology. ✓ Improved measurement of safety performance data. ✓ Data-driven safety strategies. ✓ Upskilled WHS staff. ✓ Invested in safety plant and infrastructure. ✓ Chain of Responsibility system. ✓ Contractor Management and Lone worker systems.
<p>Build strong communities</p>	<ul style="list-style-type: none"> • Measure social impacts and investigate opportunities. • Community engagement policies. 	<ul style="list-style-type: none"> ✓ Socio-economic impacts measured for industry by AMPC (processing) and MLA (feedlot) and additional work done internally to extrapolate for our sites. ✓ Charitable donations and sponsorship programs in place.

CREATING SUSTAINABLE AND BRIGHTER FUTURES

SAFE, HEALTHY & AFFORDABLE FOODS

ISSUE / OPPORTUNITY

PROGRESS

Champion protein as part of a balanced diet, and advocate for red meat

- Support industry work on educating consumers on the benefits of beef for good health and wellbeing.
- Produce a product our customers trust, and a range of brands and product lines that meet the expectations of consumers.
- Facilities are audited and certified by independent third parties using recognised global food safety criteria.

- ✓ Brands that support safe, healthy and affordable food options.
- ✓ Awards received for branded product.
- ✓ New Product Development process in place = leveraging supply security and value-add capabilities to deliver affordable, high quality food products.
- ✓ International food safety process standards – Hazard Analysis and Critical Control Point (HACCP).
- ✓ Food Quality Management System to meet food safety standards.
- ✓ Third Party Audits.
- ✓ No critical code or regulatory non-compliance during the reporting period.

Notes: Industry progress:

MLA – functional foods and Red Meat, Green Facts website.

CREATING SUSTAINABLE AND BRIGHTER FUTURES

ECONOMICALLY RESILIENT BUSINESS

ISSUE / OPPORTUNITY

PROGRESS

Disciplined management

- Risk and financial management processes address needs of managing difficult trading conditions.
- Take advantage of revenue optimisation opportunities.
- Shift patterns in the cattle supply chain (supply and demand).
- Take advantage of opportunities to reduce Total Manufacturing Costs (TMC) through innovation and data analysis.

- ✓ Brand management to optimise revenue.
- ✓ Balanced customer mix across the organisation resulting in securing supply and consistency to improve job security and reduction of fixed cost/kg.
- ✓ Daily scorecard measuring performance and costs.
- ✓ Inventory Management System.
- ✓ Capital Asset Management System.
- ✓ Ongoing plant innovation and efficiency programs.

Sustainable value chain

- Develop an understanding of opportunities to measure and promote sustainable product opportunities.

Notes: Industry progress:

Industry and government investigating standards that can be used for certifying use of sustainable in brands.

Robust governance and decision making

- Corporate Governance Risk and Compliance Framework.
- Risk management policies and procedures.
- Monitoring and continuous improvement.
- Sustainability strategy.
- Managing reporting requirements and measurement of financial implications due to climate change through scenario analysis.

- ✓ Governance Risk and Compliance Framework.
- ✓ Third Party Audits and Certifications.
- ✓ Independent Internal and External (Statutory) Audits.
- ✓ Sustainability Strategy and portfolio of initiatives in place.

Scenario Analysis – industry working on various projects to analyse impacts of climate. Teys supports industry initiatives and is planning to undertake internal scenario analyse. **(GRI 201)**

APPENDIX



Stakeholder Engagement

Our Stakeholders

We identify our stakeholders as those individuals or groups that have an interest, financially or otherwise, that is or could be affected by the activities of Teys. An extensive summary of our stakeholders is provided below.

Our Stakeholder Engagement

As a diverse, global business we regularly engage with numerous stakeholder groups at a local, national and international level, including cattle producers, suppliers, customers, consumers, our employees and shareholders. We also routinely engage with federal, state and local governments, and community organisations to advance our vision. Such engagement is essential to building successful

business strategies and delivering the best products and services.

Our engagement with stakeholders takes various forms including webinars, group discussion and collaboration, and as needed remotely to keep in contact with our stakeholders.

The long-term relationships we cultivate with our stakeholders are a vital part of our business and our sustainability approach. Each engagement presents an

opportunity for us to learn about the issues of top concern and priority for the many individuals, communities and organisations we serve, and those with which we interact, in the course of conducting our business.

Stakeholder engagement occurs at all levels of our organisation, from our employees to the Executive Senior Leadership Team and Board of Directors. Information gained through these interactions is communicated

through line management and, as appropriate, to senior management. For stakeholder engagement related to key business segments and functions, we leverage a customer relationship management system to ensure follow-up as appropriate.

In determining with whom to engage and how we respond to expectations and interests, we take into consideration a variety of factors including:

- the possible alignment of our goals and values with those of the stakeholder group,
- our ability to improve because of this engagement, and
- the opportunity for mutual learning.

(GRI 2-12, GRI 2-16 GRI 2-29)

STAKEHOLDER GROUP	INTERESTS	FREQ. OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	TEYS AUSTRALIA'S ACTIONS
CUSTOMERS					
Small and large, domestic, and international businesses	Typically focused on product quality and supply reliability. Long-term relationships are important to our collaborative customers.	High	<ul style="list-style-type: none"> • Satisfaction surveys • Study tours • Market visits • Educational workshops • Product development • Periodic communication (collaborative customers) 	<ul style="list-style-type: none"> • Quality consistency • Price • Delivered In Full, On Time (DIFOT) • Relationship building • Supply security • Community/public perception of Teys 	<ul style="list-style-type: none"> • Collaborative projects • Customer auditing • Internal auditing • Sharing updates • Sharing information for common understanding
WORKFORCE					
Our diverse workforce comprises of more than 4600 employees and contractors located in four states of Australia	Matters concerning workplace health and safety, career development, and culture.	High	<ul style="list-style-type: none"> • Teys Australia Intranet • Teys Australia social media pages • Meetings • Satisfaction surveys • Workplace Improvement and Innovation Committee 	<ul style="list-style-type: none"> • Career development • Safe working conditions • Equal opportunity • Pay, conditions and/or profit share • Business sustainability 	<ul style="list-style-type: none"> • Joint Consultative Committee meetings • Noticeboards • Email • Direct engagement • Committees

STAKEHOLDER GROUP	INTERESTS	FREQ. OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	TEYS AUSTRALIA'S ACTIONS
SHAREHOLDERS					
A diverse group with significant representation in Australia and the US	A diverse group with significant representation in Australia and the US The creation of long-term shareholder value through a combination of consistent financial return and high-quality governance.	High	<ul style="list-style-type: none"> • Board meetings • Shareholder meetings • Annual reporting 	<ul style="list-style-type: none"> • Legal compliance • Ethical business performance • Strategic governance and long-term issues 	<ul style="list-style-type: none"> • Board Audit Committee • Risk management • Internal audit • Corporate governance • Compliance
BOARD OF DIRECTORS					
A diverse group with significant representation in Australia and the US	Directors' duties.	High	<ul style="list-style-type: none"> • Strategy meetings • Strategic and Operational Risk Register • Board meetings • Board reporting • Site visits • Communication via the CEO 	<ul style="list-style-type: none"> • Legal compliance • Ethical business performance • Strategic governance and long-term issues 	<ul style="list-style-type: none"> • Board Audit Committee • Risk management • Internal audit • Corporate governance • Compliance
INDUSTRY ASSOCIATION					
Includes political/lobbying associations as well as levy associations at the state and national level	Look at services that improve the sustainability and efficiency of the sector. Representing the sector to government.	High	<p>We engage with the industry association (Australian Meat Industry Council) by engaging with their various policy consultation groups, their subject matter experts and engagement during specific projects.</p> <p>We also engage during specific projects with industry associations, such as the Australian Food and Grocery Council, and Australian Meat Processor Corporation.</p>	<ul style="list-style-type: none"> • Manufacturing operating conditions in Australia • Regulatory framework • Level playing field against other industry sectors 	<ul style="list-style-type: none"> • Input into submissions • Attendance at events • Provision of industry and company information • Collaborative working arrangement
PROFESSIONAL MEMBERSHIP					
Working within multi-stakeholder and multi-industry groups to share best practice on sustainability topics	Key issues that impact food and beverage production in Australia	Medium	<ul style="list-style-type: none"> • Participation in working groups • General meetings • Input to joint working streams • Participate in subject matter work streams 	<ul style="list-style-type: none"> • Relevance to stakeholder changing interests 	<ul style="list-style-type: none"> • Attend events • Support with membership dues • Provide information/input

STAKEHOLDER GROUP	INTERESTS	FREQ. OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	TEYS AUSTRALIA'S ACTIONS
CATTLE PRODUCERS					
A diverse group spread across Qld, NSW, SA, NT and Vic	Cattle genetics, animal welfare, feedback on livestock performance, equitable returns for livestock and industry sustainability.	High	<ul style="list-style-type: none"> Saleyards Direct engagement via our Cattle Buyers Supply chain capability workshops Producer portal 	<ul style="list-style-type: none"> Grading system output Price Bruising and issues associated with livestock transport Transparency of pricing 	Concerns are raised through livestock managers and then our Executive Chairman (as required). If there is any doubt that it could be our fault, we amend contracts to their favour, in addition to implementing an independent complaint panel.
SUPPLIERS					
Includes businesses local to our operations, and large multinational and international suppliers	Provision of goods and services and engagement through commercial contracting arrangements.	High	<ul style="list-style-type: none"> Local business support and consultation Competitive procurement Tendering for individual work items Contracting As a partner in charitable exercises/fundraising 	<ul style="list-style-type: none"> Long-term partnerships Securing business Understanding our business needs 	<ul style="list-style-type: none"> Development and implementation of equitable and transparent procurement procedures Contract management Continuous improvement through supplier feedback and internal audit
GOVERNMENT AND REGULATORS					
Includes governments and regulators at a local, state, national and international level	<p>Operating in compliance with the law.</p> <p>Contributing to various government jurisdictions (taxation, industrial relations, environmental performance etc).</p>	Medium	<ul style="list-style-type: none"> Direct meetings Through department contact Via state and federal MPs Routine and ongoing communication for technical and day-to-day issues 	<ul style="list-style-type: none"> Regulatory compliance Economic growth and operating conditions 	<ul style="list-style-type: none"> On an as required basis Through periodic mandatory reporting Via voluntary updates, meetings and information events
LOCAL COMMUNITIES					
A diverse group who are identified as those surrounding our locations of operation	<p>Living free from impacts associated with our operations.</p> <p>Community support by the business.</p>	Medium	<ul style="list-style-type: none"> Letterbox drops Community engagement evenings and events Community support initiatives 	<ul style="list-style-type: none"> Impacts to the local environment and the economic impact of our presence in the community 	<ul style="list-style-type: none"> Direct engagement Via mail-outs During site visits as/when held

STAKEHOLDER GROUP	INTERESTS	FREQ. OF ENGAGEMENT	ENGAGEMENT METHODS	CONCERNS RAISED	TEYS AUSTRALIA'S ACTIONS
NON-GOVERNMENT ORGANISATIONS (NGOS)					
Includes environmental, animal welfare and social organisations – at a local, state and national level	Specific to their interest area.	Medium	<ul style="list-style-type: none"> Via industry bodies or government Respond to issues as they arise in the media Supporting/recognising the industry's contribution to society 	<ul style="list-style-type: none"> Industry performance against NGO views Issues with food production systems as they relate to various subject matters 	<ul style="list-style-type: none"> On an as required basis Via voluntary updates, meetings and information events
UNIONS					
Labour unions are represented at many of our operations, and while all employees have the right to membership, it is unknown to Tey's who participates in such memberships as it is not monitored. And while unions have members at each of our sites, membership is estimated as low	Employment-related matters concerning their members at Tey's sites.	Low	<p>We engage in direct communication with unions as required. Prospective employees are made aware of employment arrangements prior to joining Tey's.</p> <p>We focus our attention on engaging directly with our employees through open dialogue and two-way communication, as well as building strong relationships and trust.</p> <p>We take a respectful and lawful approach when communicating with all third parties.</p>	<ul style="list-style-type: none"> Enterprise Bargaining Agreement disputes Employment-related concerns 	<ul style="list-style-type: none"> When required by law and/or via a third-party representative Our goal is to always resolve the issues or concerns of our workforce at a grassroots level. To do this we support numerous committees and annual engagement surveys These practices allow us to understand the pulse of the business, respond quickly to concerns and reduce conflict
REGISTERED TRAINING ORGANISATIONS (RTO)					
An RTO is an organisation accredited by the Australian Skills Quality Authority (ASQA), which is the national regulator for Australia's vocational education and training sector	The RTOs in each state assist with delivering and assessing the Certificate II and III of Meat Processing.	Medium	<ul style="list-style-type: none"> Employee training 	<ul style="list-style-type: none"> Ability to access people during on-the-job reviews Government legislation 	<ul style="list-style-type: none"> Frequent meetings
EMPLOYMENT AGENCIES AND EMPLOYMENT SERVICES PROVIDERS					
We regularly seek assistance from employment agencies to employ people in our business	Indigenous groups, local recruitment, Pacific Australia Labour Mobility program.	Medium	<ul style="list-style-type: none"> Direct engagement, email or telephone 	<ul style="list-style-type: none"> Sourcing and selection of new recruits. 	Partnering with agencies and providers to improve their understanding of the labour needs of our business
MEDIA					
Includes representatives from print, online and broadcast media	Newsworthy stories and publicising local stories and events.	Medium	<ul style="list-style-type: none"> Media releases Media conferences Media interviews Briefings 	<ul style="list-style-type: none"> NGO stories Controversial or topical issues 	<ul style="list-style-type: none"> Issues on a case-by-case basis Via direct media engagement/media releases

Appendix Metrics

Our People

	2019	2020	2021	2022	2023
Total Workforce	4758	4661	4138	4562	4613
Queensland	2586	2576	2272	2576	2614
New South Wales	1608	1529	1428	1514	1501
Victoria	31	31	29	34	461
South Australia	533	525	409	438	37
Male(M) %	74%	72%	75%	78%	67%
Female (F) %	26%	28%	25%	22%	33%
White collar %	12%	13%	14%	14%	13%
Blue collar %	88%	87%	86%	86%	87%
Permanent / temporary / non-guaranteed hours					
Direct Hire - Full-time / temporary	3796	3688	3290	3000	2997
Labour Hire - Non-guaranteed	924	973	848	1562	1616
Permanent (Full-time + Part-time) / temporary (casual) / non-guaranteed hours - FY23 (GRI 2-7 b.i,ii,ii)	Total M / F	Permanent M / F	Temporary M/F	Non-guaranteed M/F	
Queensland	1893 / 683	1315 / 563	21 / 36	558 / 8	-
New South Wales	1169 / 345	714 / 241	19 / 7	436 / 97	-
Victoria	22 / 12	13 / 11	6 / 1	3 / 0	-
South Australia	345 / 93	239 / 78	7 / 7	99 / 8	-
	2019	2020	2021	2022	2023
Permanent (Full-time (FT) / Part-time (PT)) by region	FT / PT	FT / PT	FT / PT	FT / PT	FT / PT
Queensland	47% / 8%	55% / 2%	58% / 1%	57% / 1%	54% / 1%
New South Wales	28% / 5%	31% / 1%	29% / 1%	32% / 0%	31% / 0%
Victoria	1% / 0%	1% / 0%	1% / 0%	1% / 0%	1% / 0%
South Australia	8% / 3%	10% / 0%	9% / 0%	9% / 0%	9% / 0%
Full-time (FT) / Part-time (PT) by gender					
Male	72% / 2%	71% / 1%	67% / 1%	72% / 0%	73% / 2%
Female	25% / 1%	27% / 1%	26% / 1%	28% / 0%	24% / 2%
Permanent (Full time / part time) - by gender & region FY23 (GRI 2-7 iv)	Full Time Total %	Full Time M/F %	Part Time Total %	Part Time M/F	
Queensland	40.22%	27.89% / 12.3%	0.40%	0.19% / 0.21%	-
New South Wales	20.35%	15.26% / 5.09%	0.07%	0.02% / 0.05%	-
Victoria	0.56%	0.30% / 0.26%	0.02%	0% / 0.02%	-
South Australia	6.58%	5.07% / 1.51%	0.00%	0% / 0%	-

	2019	2020	2021	2022	2023
Nationalities	59	66	64	65	66
% Australian	44%	42%	42%	34%	32%
Talent Acquisition					
Direct Hire	589	738	605	747	1022
Outsourced recruitment	0	1483	1257	1360	939
New Graduates joining the business	56	11	3	4	2
New Hires % by region					
Queensland	54%	53%	53%	64%	55%
New South Wales	34%	31%	35%	26%	31%
Victoria	10%	2%	1%	1%	1%
South Australia	2%	14%	11%	9%	13%
Turnover % by region					
Queensland	52%	57%	55%	58%	56%
New South Wales	33%	31%	31%	31%	31%
Victoria	13%	1%	1%	1%	1%
South Australia	2%	11%	13%	10%	11%
WHS - Classification					
	2019	2020	2021	2022	2023
High Potential Incidents (Frequency Rate per 1,000,000 hours)	2.12	2.09	5.45	4.67	4.63
Work-Related Incidents (Frequency Rate per 1,000,000 hours worked)	47.61	30.92	28.30	23.61	27.25

Energy and Emission Data

Source: 2023 National Greenhouse and Energy Reporting (NGER).

ENERGY CONSUMPTION		2019	2020	2021	2022	2023
Renewable Energy (GJ)		212,227	291,677	277,635	276,556	294,942
Non-Renewable Energy (GJ)		1,587,067	1,691,504	1,436,919	1,521,696	1,264,608
Total Consumed Energy (GJ)		1,799,294	1,983,181	1,714,554	1,798,252	1,559,550
Electricity (kWh)		136,079,578	137,303,926	119,811,426	127,448,552	128,312,657

ENERGY INTENSITY		2019	2020	2021	2022	2023
Energy intensity ratio for primary processing	GH/t HSCW 2017 Base 3.322	3.216	3.414	3.416	3.622	3.470
Electricity consumption usage by operational units	kWh	136,079,578	137,303,926	119,811,426	127,448,552	128,312,657
Primary Processing						
Primary Processing		125,351,636	123,326,453	109,067,823	111,160,806	111,028,230
Hide Processing						
Hide Processing		1,923,587	1,948,124	1,918,872	1,954,690	2,036,987
Feedlot						
Feedlot		2,009,943	2,512,293	1,369,661	2,076,539	2,051,884
Value Add						
Value Add		5,328,436	6,298,563	4,170,476	4,154,388	3,894,784
Logistics (FY2022 - new Coldstore brought online)						
Logistics (FY2022 - new Coldstore brought online)		1,201,103	2,939,847	3,025,125	7,845,052	9,048,436
Office						
Office		264,873	278,646	259,469	257,077	252,336

Energy intensity (Primary Processing) Baseline 2017 has been recalculated and updated from 3.512 to 3.322, based on this the results for subsequent years have been updated.

Emissions Intensity

The following table outlines Scope 1 and 2 emissions during the reporting period, compared to the baseline year, using a consolidated approach based on operational control and National Greenhouse and NGER requirements.

Source	Emissions	Quantity FY2017	Quantity FY2019	Quantity FY2020	Quantity FY2021	Quantity FY2022	Quantity FY2023
Scope 1	CO2, CH4, N2O, HFCs, PFCs, SF6, NF3	143,253 tCO2-e	111,341 tCO2-e	126,680 tCO2-e	107,347 tCO2-e	110,827 tCO2-e	132,305 tCO2-e
Scope 2	CO2, CH4, N2O, HFCs, PFCs, SF6, NF3	94,598 tCO2-e	108,419 tCO2-e	106,279 tCO2-e	93,054 tCO2-e	97,193 tCO2-e	88,791 tCO2-e
GHG emissions intensity							
Scope 1 + Scope 2 /t HSCW	CO2, CH4, N2O, HFCs, PFCs, SF6, NF3	0.651 tCO2-e	0.500 tCO2-e	0.530 tCo2-e	0.543 tCo2-e	0.571 tCO2-e	0.568 tCO2-e

2017 baseline was recalculated and updated due to change in WWTP calculation methods.

Emissions Data by Business Unit FY23

Sub totals - by business unit	# of sites	Scope 1 emissions (t Co2-e)	Scope 2 emissions (t Co2-e)	Energy consumed total (GJ)	Energy consumed net (GJ)	Energy produced (GJ)
Primary processing	6	123,975	76,093	1,351,810	1,345,122	293,916
Head office	1	316	184	5,469	5,469	0
Hides processing	1	1,727	1,487	40,541	40,541	0
Feedlots	3	5,267	1,578	95,328	94,302	1026
Logistics (FY22 - includes new Coldstore)	2	0	6,605	32,575	32,575	0
Value Add	2	1,020	2,844	33,827	33,827	0
Total	16	132,305	88,791	1,559,558	1,551,836	294,942

Summary of acronyms - energy and emissions

GJ - Gigajoule	kL - Kilolitre
CO2 - Carbon dioxide	N2O - Nitrous oxide
PFCs - Perfluorocarbons	NF3 - Nitrogen trifluoride
kWh - Kilowatt	tCo2-e/t -tonnes (t) of carbon dioxide (CO2) equivalent
CH4 - Methane	HFC-s - Hydrofluorocarbons
SF6 - Sulphur hexafluoride	

Water and Waste Data

Water Consumption	All areas -FY2019	All areas -FY2020	All areas -FY2021	All areas -FY2022	All areas -FY2023
Total (ML)	2373.76 ML	2320.012 ML	1,570.627 ML	1494.757 ML	1471.377 ML
Total excluding irrigation	1958.96 ML	1790.032 ML	1275.653 ML	794.019 ML	915.487 ML
Change in water storage (where water storage has been identified as having a significant water-related impact)	No change	No change	No change	No Change	No Change

Water Consumption (Water stress areas)	Area with water stress – FY2019	Area with water stress – FY2020	Area with water stress – FY2021	Area with water stress – FY2022	Area with water stress – FY2023
Total (ML)	326ML	322ML	320ML	300ML	306.1 ML
	No change	No change	No change	No change	No change

Water Discharge – All Areas		FY2019	FY2020	FY2021	FY2022	FY2023
By destination	Seawater	644.59ML	623.76ML	387.90ML	515.75ML	548.739 ML
	Third-party water	1553.07ML	1439.65ML	1549.56ML	1366.46ML	1506.295 ML
Total	Seawater + third-party water	2197.66ML	2063.41ML	1937.46ML	1882.20ML	2610.924 ML
By freshwater and other water	Irrigation	414.80ML	529.98ML	294.97ML	700.74ML	555.89 ML
	Freshwater	1553.07ML	1439.65ML	1549.56ML	1366.46ML	1506.295 ML
	Other water	644.59ML	623.76ML	387.90ML	515.75ML	548.739 ML

Waste Generation and significant waste- related impacts

Waste material	2021 Total Waste	2022 Total Waste	2023 Total Waste
Organic WWTP Composted	11524.36	11127.909	12557.92
Organic Paunch Composted	27967.45	20998.82	27292.647
Coal Ash (Biloela End of Waste Code)	317.1	0	0
Feedlot Manure Reused	52454.53	69945.83	89691.54
Steel Recycled	3070.146	23.3	65.12
Cardboard Recycled	1383.977	336.43	601.63
Carboard Landfill	54.68	0	0
Oil Recycled	9000	7.5	25.02
Murgon – Hair	20.22	320	522.82
General Waste	2440.874	2607.86	44.32
Tamworth paunch to Landfill	1943.21	687.86	2669.92
TOTAL	110176.547	106074.229	134737.937
Recovered/Recycled (t) – Organics, Waste Oil, Carboard	105717.563	102759.789	131,335.957
	96%	97%	97%
Recovered or Recycled / tHSCW	284 kg/HSCW	282kg/HSCW	337kg/t HSCW
Waste to Landfill – General Waste, Some organics	4458.984	3314.44	3401.98
	4%	3%	3%
Waste to Landfill / tHSCW	12kg/ tHSCW	9.1kg/ tHSCW	8.73kg / t HSCW

Industry Projects and Initiatives

Primary researcher	Topic
Murdoch University/MLA (ALMTech)	Validation of Dual Energy X-Ray Absorptiometry (DEXA) as a yield prediction tool.
Teys	Development of predictive carcase yield tool using an E+V Hot carcase camera (integrating with DEXA work).
MLA/CSIRO	Identification of Biomarkers in saliva to determine dark cutters.
MLA	Benchmarking livestock disease prevalence.
Charles Sturt University	Use of CCTV and AI to provide lung scores to producers.
Charles Sturt University	Use of hyperspectral camera to conduct post-mortem inspection on offal.
NSW DPI	Use of Raman probe to detect fatty acid composition of muscles indicating grass or grain-fed animals.
Central Qld University	Identification of the lifetime stress of an animal and methods to measure/verify it.
Deakin University	Red meat supply chain traceability, identification of Critical Tracking Events and Key Data Elements.
Teys	Validation of E+V cold carcase grading cameras measured against the Australian grading standards and in line with Australian approvals.
Teys/MLA/AMPC	Development of robotic technology to improve the safety and consistency of beef boning.

See Teys website <https://au.teysgroup.com/our-partnerships/>

APPENDIX



Business Entities covered in this report

Teys Australia Distribution Pty Ltd	Consolidated Meat Holdings Unit Trust
Teys Australia Beenleigh Pty Ltd	Consolidated Meat Processors Unit Trust
Teys Australia Biloela Pty Ltd	Teys Australia Property Pty Ltd
Teys Australia Naracoorte Pty Ltd	Teys Financial Services Pty Ltd
Teys Australia Condamine Pty Ltd (51% ownership)	Teys Australia Murgon Pty Ltd
Teys Australia Management Pty Ltd	Teys Australia Southern Property Pty Ltd
Teys Australia Central Queensland Pty Ltd	Teys Australia Southern Pty Ltd
Teys Australia Food Solutions Pty Ltd	Teys Australia Trading Pty Ltd
Teys Australia Holdings Pty Ltd	Teys is responsible for day-to-day operations of the above entities and this report includes their operational sustainability data (GRI 2-2)
Teys Australia Meat Group Pty Ltd	

Joint ventures with Melrina Pty Ltd and Adams Food Group Pty Ltd are included in our consolidated financial reports for the reporting period. Melrina and Adams Food Group operations are not covered in sustainability metrics of this report (GRI 2-2)

Important notices

Photographs and diagrams: Photographs used in this document which do not have descriptions are for illustration only and should not be interpreted to mean that any person shown endorses the document or its contents or that the assets shown in them are owned by Teys. Diagrams used in this document are illustrative only and may not be drawn to scale. Unless otherwise stated, all data contained in charts, graphs and tables is based on information available at the date of this document.

Website: Teys maintains a website at www.teysaust.com.au. Any references to documents included on Teys' website are for convenience only, and information contained in or otherwise accessible through this or a related website is not a part of this document.

References

Teys Website - <https://au.teysgroup.com/>

MLA – State of Industry Report 2020 (published September 2020)
<https://www.mla.com.au/globalassets/mla-corporate/prices--markets/documents/trends--analysis/soti-report/mla-state-of-industry-report-2020.pdf>

MLA – The Australian Red Meat Industry's Carbon Neutral by 2030 Roadmap (published November 2020)
https://www.mla.com.au/contentassets/e501cd2919064183b57372897a0e1954/2689-mla-cn30-roadmap_d7.pdf

MLA – Wastes to Profits Project
<https://research.qut.edu.au/biorefining/projects/wastes-to-profits/>

MLA – Red Meat Green Facts - online resource (published May 2021)
<https://www.redmeatgreenfacts.com.au/about/>

MLA – Regional feedlot investment study (published October 2018)
<https://www.mla.com.au/research-and-development/reports/2018/regional-feedlot-investment-study-update/>

MLA – Red meat industry makes huge headway in reducing greenhouse gas emissions (published 27 June 2023)
<https://www.mla.com.au/news-and-events/industry-news/red-meat-industry-makes-huge-headway-in-reducing-greenhouse-gas-emissions/>

MLA – Greenhouse Gas Footprint of the Australian Red Meat Production and Processing Sector 2020 (published 6 September 2022)
<https://www.mla.com.au/>

Red Meat Advisory Council – RedMeat2030 (published October 2019)
<https://rmac.com.au/>

AMPC Annual Report 2019-2020 (published September 2020)
<https://www.ampc.com.au/getmedia/c6cf0aad-b2b8-4ab9-bc72-76cadc7b92b3/AMPC-Annual-Report-2019-2020.pdf>

AMPC Project 2020-1067 – Evaluating the Socio-economics benefits of the Red Meat Industry in regional Australia (published September 2020)
<https://www.ampc.com.au/2021/06/Evaluating-the-socio-economic-benefit-of-the-red-meat-processing-industry-in-regional-Australia>

https://www.ampc.com.au/getmedia/84a40ca5-f7b5-4007-b76b-13179adec19a/AMPC_

AMPC Project 2016 –1031 – Evaluating the Socio-economics benefits of the Red Meat Industry in regional Australia (published December 2016)
https://www.ampc.com.au/getmedia/ccf61e59-bbec-4257-a3b4-f1ba6d190803/AMPC_

The Australian Beef Sustainability Framework <https://www.sustainableaustralianbeef.com.au/>

Australian Government Department of the Environment and Energy, National Greenhouse Accounts Factors, Australian National Greenhouse Accounts (from 1 July 2022 - Department of Climate Change, Energy, the Environment and Water)
<https://www.dcceew.gov.au/climate-change/emissions-reporting/national-greenhouse-energy-reporting-scheme>

More supporting information - AMPC Project 2016 –1031 and its update paper 2020-1067

The updated report evaluates the socio-economics benefits of the red meat industry in regional Australia and reports on the industry's contribution to the Australian economy. It analysed the economic impact of Teys primary processing plants and its Head Office on their local region for 2020-21, with data supplied by the facility and updates the similar analysis undertaken using data for 2014-15.

The base input output tables used in this analysis were derived from the latest national input output table published by the Australian Bureau of Statistics (2018-19), updated to 2020-21 utilising a range of secondary data including the Labour Force Survey and National Accounts for that year. The economic measures utilised incorporate flow-on or multiplier effects based on local expenditure. Expenditure made outside the immediate local region is treated as imports and therefore has no direct economic benefit locally but does impact on both the State and national economy. Teys provided information regarding income, expenditure (including capital expenditure) and employment for 2020-21. The expenditure data was allocated by the facility to that made within the local region, elsewhere in the State, in other States in Australia and overseas. In assessing the economic impact of the red meat processing facility, it should be noted that, by convention, the impact of any given operation measures the employment of full-time equivalent (FTE) staff by place of employment rather than by place of residence. Further summary details regarding the methodology used in developing the economic impact assessment are provided at the end of this report.

GRI Index

Statement of use

Teys Australia Pty Ltd has reported the information cited in this GRI content index for the period for the period 1 June 2022 to 31 May 2023, with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

Applicable GRI Sector Standard(s)

GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Company Overview / Reporting
	2-2 Entities included in the organization's sustainability reporting	Reporting / Appendix
	2-3 Reporting period, frequency and contact point	Reporting
	2-4 Restatements of information	Reporting
	2-5 External assurance	Reporting
	2-6 Activities, value chain and other business relationships	Our Company Overview
	2-7 Employees	Our People
	2-8 Workers who are not employees	Our People
	2-9 Governance structure and composition	Robust Governance Framework / Teys Website
	2-10 Nomination and selection of the highest governance body	Robust Governance Framework / Teys Website
	2-11 Chair of the highest governance body	Robust Governance Framework - Bradley Teys
	2-12 Role of the highest governance body in overseeing the management of impacts	Robust Governance Framework - Teys Australia Pty Ltd Board
	2-13 Delegation of responsibility for managing impacts	Robust Governance Framework - Senior Leadership Team

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION
	2-14 Role of the highest governance body in sustainability reporting	Teys Australia Board
	2-15 Conflicts of interest	Robust Governance Framework
	2-16 Communication of critical concerns	Robust Governance Framework
	2-17 Collective knowledge of the highest governance body	Teys Website
	2-18 Evaluation of the performance of the highest governance body	N/A - confidential
	2-19 Remuneration policies	N/A - confidential
	2-20 Process to determine remuneration	N/A - confidential
	2-21 Annual total compensation ratio	N/A - confidential
	2-22 Statement on sustainable development strategy	Message from Our Chairman
	2-23 Policy commitments	Robust Governance Framework
	2-24 Embedding policy commitments	Robust Governance Framework
	2-25 Processes to remediate negative impacts	Robust Governance Framework
	2-26 Mechanisms for seeking advice and raising concerns	Robust Governance Framework
	2-27 Compliance with laws and regulations	Robust Governance Framework
	2-28 Membership associations	Working with Industry / Robust Governance Framework
	2-29 Approach to stakeholder engagement	Our Approach to Sustainability and Reporting / Appendix
	2-30 Collective bargaining agreements	Our People
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Approach to Sustainability and Reporting
	3-2 List of material topics	Our Approach to Sustainability and Reporting
	3-3 Management of material topics	Throughout the report

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.
GRI 201: Economic Performance 2016	3-3 Management of material topics	Economically Resilient Business / Robust Governance Framework	13.2.1 / 13.22.1
	201-1 Direct economic value generated and distributed	Our Communities / Economically Resilient Business	13.22.1
	201-2 Financial implications and other risks and opportunities due to climate change	Collaborative Environmental Stewardship / Appendix	13.2.2
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	Our Communities	13.22.1
	203-1 Infrastructure investments and services supported	Our Communities	13.22.3
	203-2 Significant indirect economic impacts	Our Communities	13.22.3
GRI 204: Procurement Practices 2016	3-3 Management of material topics	Our Company Overview / Robust Governance Framework	13.23.1
	204-1 Proportion of spending on local suppliers	Our Company Overview / Our Communities	
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Robust Governance Framework	13.26.1
	205-1 Operations assessed for risks related to corruption	Robust Governance Framework	13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Robust Governance Framework	13.26.3
	205-3 Confirmed incidents of corruption and actions taken	Robust Governance Framework	13.26.4
GRI 206: Anti-competitive Behaviour 2016	3-3 Management of material topics	Robust Governance Framework	13.25.1
	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Robust Governance Framework	13.25.2
GRI 207: Tax 2019	3-3 Management of material topics	Economic Resilient Business	
	207-1 Approach to tax	Robust Governance Framework	
	207-2 Tax governance, control, and risk management	Robust Governance Framework	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.
GRI 302: Energy 2016	3-3 Management of material topics	Collaborative Environmental Stewardship	
	302-1 Energy consumption within the organization	Collaborative Environmental Stewardship / Appendix	
	302-3 Energy intensity	Collaborative Environmental Stewardship / Appendix	
	302-4 Reduction of energy consumption	Collaborative Environmental Stewardship	
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Collaborative Environmental Stewardship	13.7.1
	303-1 Interactions with water as a shared resource	Collaborative Environmental Stewardship	13.7.2
	303-2 Management of water discharge-related impacts	Collaborative Environmental Stewardship	13.7.3
	303-3 Water withdrawal	Collaborative Environmental Stewardship / Appendix	13.7.4
	303-4 Water discharge	Collaborative Environmental Stewardship / Appendix	13.7.5
	303-5 Water consumption	Collaborative Environmental Stewardship / Appendix	13.7.6
GRI 305: Emissions 2016	3-3 Management of material topics	Collaborative Environmental Stewardship	13.1.1
	305-1 Direct (Scope 1) GHG emissions	Collaborative Environmental Stewardship / Appendix	13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Collaborative Environmental Stewardship / Appendix	13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	N/A	13.1.4
	305-4 GHG emissions intensity	Collaborative Environmental Stewardship / Appendix	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	13.1.5
	305-5 Reduction of GHG emissions	Collaborative Environmental Stewardship	13.1.6
	305-6 Emissions of ozone-depleting substances (ODS)	N/A	13.1.7
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A	13.1.8
GRI 306: Waste 2020	3-3 Management of material topics	Collaborative Environmental Stewardship	13.8.1
	306-1 Waste generation and significant waste-related impacts	Collaborative Environmental Stewardship / Appendix	13.8.2
	306-2 Management of significant waste-related impacts	Collaborative Environmental Stewardship	13.8.3
	306-3 Waste generated	Collaborative Environmental Stewardship / Appendix	13.8.4
	306-4 Waste diverted from disposal	Collaborative Environmental Stewardship / Appendix	13.8.5
	306-5 Waste directed to disposal	Collaborative Environmental Stewardship / Appendix	13.8.6
GRI 401: Employment 2016	3-3 Management of material topics	Our People	13.20.1
	401-1 New employee hires and employee turnover	Our People	
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Workplace Health and Safety	13.19.1
	403-1 Occupational health and safety management system	Workplace Health and Safety	13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	Workplace Health and Safety	13.19.3
	403-3 Occupational health services	Workplace Health and Safety	13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Workplace Health and Safety	13.19.5
403-5 Worker training on occupational health and safety	Workplace Health and Safety / Our People	13.19.6	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.
	403-6 Promotion of worker health	Workplace Health and Safety / Our People	13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		13.19.8
	403-8 Workers covered by an occupational health and safety management system	Workplace Health and Safety	13.19.9
	403-9 Work-related injuries	Workplace Health and Safety	13.19.10
	403-10 Work-related ill health	N/A	13.19.11
GRI 404: Training and Education 2016	3-3 Management of material topics	Our People	
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People	
GRI 405: Diversity and Equal	3-3 Management of material topics	Our People	13.15.1
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People	13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	Australian Government WGEA reporting	13.15.3
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Our People	13.15.1
	406-1 Incidents of discrimination and corrective actions taken	Our People	13.15.4
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	Our People	13.18.1
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our People	13.18.2
GRI 408: Child Labour 2016	3-3 Management of material topics	Our People / Robust Governance Framework	13.17.1
	408-1 Operations and suppliers at significant risk for incidents of child labour	N/A	13.17.2
GRI 409: Forced or Compulsory Labour 2016	3-3 Management of material topics	Our People / Robust Governance Framework	13.16.1
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	N/A	13.16.2

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	GRI SECTOR STANDARD REF. NO.
GRI 413: Local Communities 2016	3-3 Management of material topics	Our Communities	13.12.1
	413-1 Operations with local community engagement, impact assessments, and development programs	Our Communities	13.12.2
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Robust Governance Framework	
	414-1 New suppliers that were screened using social criteria	Robust Governance Framework	
GRI 415: Public Policy 2016	3-3 Management of material topics	Robust Governance Framework	13.24.1
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Safe, Healthy and Affordable Food	13.10.1
	416-1 Assessment of the health and safety impacts of product and service categories	Safe, Healthy and Affordable Food / Best Practice Animal Welfare	13.10.2
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Safe, Healthy and Affordable Food / Best Practice Animal Welfare	13.10.3
GRI 417: Marketing and Labelling 2016	3-3 Management of material topics	Safe, Healthy and Affordable Food	
	417-1 Requirements for product and service information and labelling	Safe, Healthy and Affordable Food	
	417-2 Incidents of non-compliance concerning product and service information and labelling	Safe, Healthy and Affordable Food	
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Robust Governance Framework	
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Robust Governance Framework	
GRI 13.11: Animal Health and Welfare	3-3 Management of material topics	Best practice animal Welfare	13.11.1

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