INGHAMS' SUSTAINABILITY GOVERNANCE AND MANAGEMENT APPROACH

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1 INTRODUCTION

This document outlines our approach to sustainability governance and management of material topics identified and included in our 2030 Sustainability Roadmap 2030.

This document has been developed with reference to the Global Reporting Initiative (GRI) reporting requirements as outlined in GRI3 Material Topics 2021.

This document is supported by a comprehensive FY26 sustainability reporting suite on our website, which includes:

- Inghams Annual Report, which includes:
  - Sustainability highlights, documenting our progress towards our sustainability targets;
  - Climate-related financial disclosure ('Sustainability Report' under Corporations Act 2001 Sect 292A, prepared in compliance with Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures). This is contained within the Financial Report;
- FY26 Sustainability Data Book;
- FY26 Sustainability Governance and Management Approach (this document); and
- FY26 Modern Slavery Statement.

For further information on this sustainability reporting, please contact sustainability@inghams.com.au.

2 OUR STAKEHOLDERS



The materiality assessment was refined through an internal review that included surveys and feedback from employees, investors, and customers, with findings shown in Table 1. This assessment was completed in FY25. Inghams engages key stakeholders through multiple channels to understand priorities and ensure their interests inform the company's approach.

TABLE 1: OUR STAKEHOLDERS AND ENGAGEMENT METHODS AND PRIORITIES

Stakeholder	How we engage	Engagement priorities
Our customers	Inghams has approximately 8,200 people who work together to deliver the best quality food and service to our customers across retail, quick service restaurants, foodservice distributors, wholesale and export channels. Our customers are the reason we exist, and their expectations regarding their experience and broader sustainability issues are critical to us. How we address our customers' concerns is vital to maintaining these relationships. Our teams have regular discussions about areas of common interest. We obtain feedback directly through our quarterly customer catch ups, and annual business reviews, and periodic trade updates. We communicate progress and work on joint initiatives to advance sustainability. Naturally, many customer priorities reflect consumer priorities.	• Animal health and welfare • Greenhouse gas and Scope 3 emissions • Sustainable packaging • Recycling and waste • Sustainable agriculture including sourcing of feed and deforestation • Healthy products
Our people	We communicate with employees through Workvivo, our internal two-way communications app, that enables unfiltered feedback and regular polling on employee topics. Other engagement includes quarterly livestreamed Town Halls to all employees and senior leadership calls providing strategy updates to team leaders. Inghams conducted our second Organisational Culture Inventory or Organisational Effectiveness Inventory (OCI/OEI) in September 2023. We conduct regular and smaller surveys with employees across Australia and New Zealand. Inghams uses the results to continue to refine our culture action plans.	• Employee benefits • Employee engagement and career development • Giving • Waste and recycling • Inclusion, equity and diversity • Innovation • Health, safety and wellbeing • Remuneration • Sustainable business practices
Our shareholders	Investors may consider sustainability and its potential impact on financial returns when analysing Inghams. Regular engagement with key investors is taken into consideration when identifying our sustainability priorities. Inghams maintains year-round investor engagement through roadshows, broker conferences, the AGM, and individual meetings.	• Animal health and welfare • Product Safety • Climate mitigation and risk • Cybersecurity and data privacy • Executive remuneration • Financial performance • Water security
Consumers	We interact directly with consumers through educational and marketing campaigns, particularly online. We invest in various sources of consumer data to help us understand their needs. On an annual basis we also undertake focused research on priority products or categories to better understand our buyers and consumers.	• Animal health and welfare • Cost of living • Easy, quick, and healthy options for dinner • Social connection through food
Our communities	The communities in which we operate are a key to Inghams' success. Our business and employees are all part of the communities in which we operate. As rural areas become more populated, we work to ensure that we minimise any impact on our communities through our operations. We also aim to foster good relationships through supporting community investment aligned with Inghams' business and values.	• Cost of living • Environmental impacts (e.g. odour, noise, water quality, traffic) • Employment and economic opportunities • Support for the communities in which we work

Stakeholder	How we engage	Engagement priorities
Our growers	Our contract growers provide the critical role of growing our birds from one-day-old to processing age. They are responsible for the health and welfare and efficient growth of the birds, including compliance with third party welfare standards and our facility and husbandry standards. We hold regular workshops regarding expectations on animal husbandry and farming practices, and frequent dialogue with grower representatives to work together on key issues.	• Animal health and welfare • Modern slavery and workplace relations • Productivity of farming footprint • Efficient use of utilities
Our suppliers	Our suppliers have an important role in providing us with a wide range of products and services that we need to function effectively and build a sustainable business. We engage with our suppliers through regular meetings, onboarding questionnaires, and contract negotiations (both initial and renewal).	• Modern slavery • Sustainability approach and performance • Deforestation and land conversion
Governments and regulators	Governments and regulators set the rules under which our company operates. Inghams engages regularly with federal, state and local government representatives (elected representatives and departmental staff), state EPAs, state animal health and welfare liaison groups, and complies with all animal health and welfare requirements.	• Animal health and welfare • ASX regulatory compliance • Environmental compliance • Health and safety • Modern slavery • Risk management and mitigation

3 GOVERNING FOR SUSTAINABLE OUTCOMES

Our sustainability governance framework is led by the Board and driven by Management, who are accountable for advancing sustainability and climate-related risks and opportunities (CRROs) in our business.

BOARD

The Risk and Sustainability Committee (RSC) has oversight of sustainability and climate-related risks and opportunities (CRROs), including:

- Material and emerging risks.
- Inghams' sustainability roadmap, material topics, strategies and policies and reviewing progress.
- The development and content of sustainability and climate-related financial disclosures.
- Reviewing and recommending the climate-related disclosures to the Board. The RSC meets quarterly.

The Finance and Audit Committee (FAC) will review climate-related disclosures and recommend to the Board for their approval, considering compliance and adequacy in relation to AASB S2. The FAC meets quarterly.

The People and Remuneration Committee (PRC) is responsible for the inclusion of sustainability KPIs and targets in incentive plans. The PRC meets quarterly.

The Committee Charters can be found on the Company website.

EXECUTIVE LEADERSHIP TEAM (ELT)

The ELT is responsible for the monitoring and oversight of:

- Alignment of sustainability and CRROs with Inghams' business strategy.
- CRROs and sustainability strategy, targets, monitoring and reporting.
- Resourcing and investment in our CRROs and sustainability initiatives, including considering trade-offs.

These functions are delivered through the:

- Risk and Compliance (RAC) Committee meets quarterly.
- The Capital Committee meets monthly.
- Enterprise Risk Management Framework.

ASRS STEERING COMMITTEE

ELT and leadership team responsible for finance, risk, sustainability and strategy guide the development of Inghams' response to AASB S2. Coordinated by the Sustainability Team. Meets quarterly or as required.

ASRS WORKING GROUP

Key stakeholders from finance, legal, risk, and strategy drive the climate-related disclosures work plan. Coordinated by the Sustainability Team. Meets quarterly or as required.

SUSTAINABILITY TEAM

The Sustainability Team coordinates the development and delivery of the Sustainability Roadmap, in particular:

- Developing strategy for approval.
- Engagement with internal and external stakeholders.
- Supporting operations.
- Coordination of annual sustainability reporting, climate-related disclosures and assurance.
- Overseeing and facilitating climate risk assessments.

FUNCTIONS & OPERATIONS

General Managers for operations and functions are responsible for:

- Implementing the sustainability and CRRO commitments in their business area.
- Monitoring and reporting to improve performance.
- Integrating sustainability into key performance indicators (KPIs).
- Empowering our people to act on sustainability.
- Collaborating with suppliers, customers, and partners.

These functions are delivered through the:

- Planet KPI dashboard for Operations functional areas reported monthly.
- Quarterly busines unit and function meetings.

SITE LEVEL

Site management is responsible for:

- Implementation of sustainability strategies, policies, and commitments.
- Maintenance of an Environment Management Plan (EMP) aligned to ISO14001. The EMP includes energy, water and waste targets.
- Resourcing a Site Sustainability team on most sites.

These functions are delivered through the:

- Annual site Planet KPI targets.
- Planet KPI dashboard reported monthly.
- Quarterly sustainability team meetings.

POLICIES AND FRAMEWORKS

Inghams uses internal policies and external frameworks to guide our approach, drive action and manage risks.

INTERNAL POLICIES

Our Animals and Products

- Animal Welfare Policy
- Antibiotic Stewardship Policy
- Food Safety and Quality Policy
- Inghams' Food Safety and Quality Management System
- HACCP Plans
- Product Pride: Food Safety and Quality Culture

Our Environment

- 2030 Sustainability Roadmap
- Environmental Policy

Our Communities

- Inclusion, Equity & Diversity Policy
- Recruitment & Selection Policy
- Reconciliation Action Plan
- Work Health and Safety and Injury Management Policy

Governance

- Board and Board Committee Charters
- Code of Conduct
- Sustainability Reporting Basis of Preparation FY26
- Anti-bribery and Anti-Corruption Policy
- Whistleblower Policy
- Supplier Code of Conduct
- Social Accountability Policy

EXTERNAL FRAMEWORKS & PARTNERSHIPS

Our Animals and Products

- RSPCA Certified program (AU)
- SPCA Certified program (NZ)
- Australian Chicken Meat Federation
- Poultry Industry Association of New Zealand (PIANZ)
- AgriFutures Australia
- Australasian Veterinary Poultry Association
- Australian and New Zealand College of Veterinary Scientists
- Poultry Research Foundation
- Health Star Rating System
- Global Food Standards Initiative (GFSI)
- Brand Reputation through Compliance Global Standard (BRCGS)
- Customer standards
- Regulatory requirements

Our Environment

- Global Reporting Initiative (GRI)
- The Paris Agreement
- International Sustainability Standards Board (ISSB)
- Australian Sustainability Reporting Standards (ASRS) (AASB S1 + S2)
- Climate Active
- Toitū net carbonzero certification
- Sustainable Agriculture Initiative

Our People and Communities

- Workplace Gender Equality Agency (WGEA)
- Modern Slavery Act
- UN Global Principles on Business & Human Rights
- YarnnUp First Nations Consultation
- ACON Health Ltd.
- CareerTrackers
- FoodBank (AU)

4 MANAGEMENT APPROACH TO OUR MATERIAL TOPICS

4.1 Overview

Inghams refined its materiality assessment through an internal review conducted in FY25, which included surveys and feedback from our people, investors, and customers. Based on these insights, we refined our materiality in the 2030 Sustainability Roadmap from 14 to nine areas. This enables us to intensify efforts on material topics and opportunities that align with stakeholder expectations and establish clear metrics and targets. While this year's sustainability reporting is structured to these refined topics, the full refreshed 2030 Sustainability Roadmap will be released during FY27. Materiality in this report is based on the Global Reporting Initiative (GRI) and reflects the impacts of our business activities on the economy, environment and people.

4.2 Material topics

Our material topics are listed below and detailed in the following sections 5 to 7.

OUR ANIMALS AND PRODUCTS
Animal health and welfare
Product safety
OUR ENVIRONMENT
Climate action
Sustainable agriculture and biodiversity
Water stewardship
Waste and sustainable packaging
OUR PEOPLE AND COMMUNITIES
Keeping our people safe
Growing our people
Supporting our local communities

5 OUR ANIMALS AND PRODUCTS



5.1 Animal health and welfare

Our definition

Applying scientifically validated animal health and welfare outcomes across our operations ensures we are protecting the health and welfare of the animals in our care and providing what is best for the bird.

Why is it important

At Inghams, animal health and welfare is a core aspect of our business. We strive for global industry leadership to ensure the optimal health and welfare of every animal in our care, across all facets of our operations.

Policies and commitments

Our *Animal Welfare Policy* outlines our commitment to the continuous improvement of the health and welfare of the birds we care for.

Our *Antibiotic Stewardship Policy* provides information on our commitments to the judicious and appropriate use of antibiotics in our operations to minimise the likelihood that our farming practices could contribute to the development of antibiotic resistance.

Our Animal Health and Welfare Strategy was redefined during FY24, building on our strategic objectives with a more ambitious scope. We want to go beyond global alignment to achieve global best practice in animal health and welfare on scientifically validated health and welfare outcomes. We want what is best for the bird.

Underpinning this ***Best for Bird strategy*** is:

- Building understanding and transparency;
- Aligning and connecting to the operating model and resourcing; and
- Continuously improving to maintain our animal health and welfare leadership.

Our 2030 *Sustainability Roadmap* includes the following target in FY26:

Maintain 100% RSPCA Certified in Australia and SPCA Certified in New Zealand across our chicken broiler farming facilities.

Governance and resources

Our Animal Health and Welfare team includes highly experienced, in-house veterinarians, nutritionists and animal welfare specialists. Inghams has the largest and most experienced in-house veterinary team in the Australasian meat chicken industry.

Our Animal Health and Welfare and Antibiotic Stewardship Councils are formed from our Executive Leadership Team and internal subject matter experts. They provide regular oversight and accountability for our bird health and welfare measures.

More detail on our Governance can be found in our *Animal Welfare Policy*.

How do we monitor effectiveness of our work in this area?

We monitor key animal welfare indicators, which we report to our customers, use for global best practice benchmarking and leverage to inform our continuous improvement. Key areas for monitoring and reporting include mortality, disease and injury, antibiotic usage and production.

In addition to the minimum regulatory requirements and supplementary Company minimum standards, we hold external accreditation under the following animal welfare standards:

- All meat chicken growing farms and primary processing sites in Australia are independently assessed and certified by RSPCA Certified program.
- All meat chicken growing farms and the primary processing site in New Zealand undergo independent assessment under the SPCA Certified program.

Stakeholder engagement

All employees and contractors across farming and processing operations involved in the handling of live animals are required to be trained in our *Animal Welfare Policy* and procedures.



Inghams employees make a significant contribution to the wider poultry industry, holding membership, leadership and advisory positions with the Australasian Veterinary Poultry Association, Australian Chicken Meat Federation, Poultry Industry Association of New Zealand, Poultry Research Foundation, AgriFutures Australia, Australian New Zealand College of Veterinary Scientists and McDonald's Chicken Sustainability Advisory Council, among others.

We are at the forefront of research and innovation and participate in animal welfare research projects with Australian and New Zealand-based research organisations and universities.

Third party and second party animal health and welfare audits continue to measure and assess our compliance to Australian and New Zealand standards, beyond minimum regulatory requirements. In FY26, this included more than 250 audits across our operations.

5.2 Product safety

Our definition

Ensuring world class food safety practices across production, complying with all relevant certifications and standards.

Why is it important?

At Inghams, we are proud of our commitment to the highest product standards, a culture of continuous improvement, and a passion for working in the best way — from farm to table.

Inghams' ambition is to be Australia and New Zealand's first choice for poultry, reinforced by our purpose to produce deliciously good food in the best way. To achieve this, quality must go beyond formal regulations — it must live within the culture of the organisation.

We are committed to delivering value for customers and consumers through our quality products. Quality excellence is essential for consumer health and trust, as well as for our employees, stakeholders, and the broader community.

Policies and commitments

Inghams is committed to the continual development and implementation of food safety and quality systems, standards, and procedures to produce safe, and authentic products across our operations, including storage and distribution. Our commitment is outlined in our *Food Safety and Quality Policy*.

Our 2030 *Sustainability Roadmap* includes the following commitments:

- Maintain an average A rating for Brand Reputation through Compliance Global Standard (BRCGS) annual audits.
- Maintain a Product Pride (food safety and quality culture program) completion target of 90%.

Governance and resources

Inghams' Food Safety and Quality Management System is implemented and certified against Global Food Safety Initiative (GFSI) standards. We use Minimum Standard Procedures across all operations.

Food safety policies and procedures are regularly reviewed to manage risks associated with changes in products, processes, and technologies. An Operations Quality Council meets quarterly to share quality metrics and support continuous improvement and accountability. Each processing and distribution facility has a dedicated quality team, working alongside the operations team to maintaining site quality requirements.

How do we monitor effectiveness of our work in this area?

We meet or exceed all domestic and export statutory and regulatory food safety requirements.

Our performance is measured using global industry standards, including Brand Reputation through Compliance Global Standard (BRCGS) — a leading Global Food Safety Initiative (GFSI) recognised globally.

All Inghams sites are regularly audited under:

- GFSI schemes (including BRCGS);
- Regulatory requirements; and
- Customer-specific audit programs.

All operations commit to continuous improvement, which is assessed through:

- Business key performance indicators (KPIs) specific to food safety and quality;
- Annual measurable objectives for each operation; and
- Inclusion of a Quality KPI in Inghams' Short-Term Incentive Plan (STIP)

Stakeholder engagement (internal and external)

Internal: Product Pride

How our food is processed, prepared, sold and served is reliant on every person in our food supply chain 'making the right decisions'. These decisions are highly influenced by the culture of each individual operation and business unit along that chain.

Product Pride is our food safety and quality culture program. Inghams is dedicated to creating a culture of food safety and quality awareness across the organisation to encourage and promote food safety and quality leadership.

The Product Pride program addresses the five dimensions of quality culture as defined by the GFSI position paper:

- Dimension 1: Company Values, Vision and Mission
- Dimension 2 People: Commitment, Empowerment and Accountability
- Dimension 3: Hazard and Risk Awareness
- Dimension 4: Consistence for food safety
- Dimension 5: Adaptability, change and continuous improvement.

The program builds food safety and quality capability through structured programs that develop technical skills, increase awareness, manage risk, and drive excellence.

External

Inghams ensures that suppliers and contractors embrace the same food safety and quality commitments and monitors the materials and services they supply through audits and inspections.

We communicate our food safety and quality strategies and performance with relevant stakeholders, including customers.

Inghams works collaboratively with customers on continuous improvement and regularly participates in customer requested quality audits.

6 OUR ENVIRONMENT



6.1 Climate action

Our definition

Adapting and responding to the physical impacts of climate and identifying opportunities to reduce emissions generated through operations and our supply chain.

Why is it important

Inghams is committed to reducing its greenhouse gas (GHG) emissions to play our part to limit global warming to 1.5°C from pre-industrial levels, in line with the Paris Agreement. Our business relies on healthy ecosystems to bring food to our communities. As a vertically integrated agribusiness that has always needed to respond to drought, fire and flood, we have already taken steps to understand our exposure to physical climate risks. The transition to a low carbon economy presents opportunities and risks for our business, our people, communities and environments where we work. We recognise some climate-related impacts are unavoidable, but by identifying and managing climate risks and opportunities across our business and supply chain, we will ensure our business continues to be sustainable.

Policies and commitments

Our 2030 *Sustainability Roadmap* includes the following commitments:

- Reduce Scope 1 and 2 absolute GHG emissions by 46.2% by 2030 against the FY19 baseline; and
- Develop a Scope 3 GHG emissions target by 2030.

Governance and resources

We are taking steps to assess and manage our risks, informed by science, to continue to strengthen our ability to effectively navigate the future consequences of global warming. Our climate governance process is managed in line with Section 3. Our first FY26 Climate-related disclosure (Sustainability Report in line with AASB S2) reports our climate-related risks and opportunities, presents FY26 emissions performance, and outlines Inghams' method of measuring greenhouse gas emissions.

How do we monitor effectiveness of our work in this area?

Inghams sets annual site-level targets for energy use, water use, and waste to landfill, aligned with our 2030 Sustainability Roadmap. These site-level targets are approved by management.

We collect utilities and resource use data through our central online platform and monitor performance via internal Planet KPI dashboards, which enable benchmarking at the site, business unit, and company-wide levels.
Each site implements an Environmental Management Plan to guide sustainability actions and support continuous improvement in energy, water, and waste management.

We are currently developing our Scope 3 data collection and reporting capability and have completed the Scope 3 footprint for FY24. We are developing processes to streamline data collection in preparation for public disclosure in FY27.

Stakeholder engagement (internal and external)

Internally, each operational site sets electricity and gas reduction targets annually. Progress towards these targets is updated monthly. This is tracked during operational meetings to measure progress and effectiveness of energy efficiency projects. Performance against the GHG emissions reduction target is reported quarterly to the Executive Leadership Team (ELT) Risk and Audit Committee (RAC) and the Board Risk and Sustainability Committee (RSC).

We provide regular updates to our customers on our GHG reduction progress and discuss shared challenges in reducing GHG in our supply chain.

6.2 Sustainable agriculture and biodiversity

Our definition

Protecting and preserving biodiversity on land on which we operate and from where we source raw materials.

Why is it important?

Fostering biodiversity and implementing sustainable agriculture practices are foundational to supporting a healthy, regenerative environment. As an integrated agricultural business, we rely on nature and its ecosystems. At the same time, our significant land footprint across our operations and supply chain gives us the opportunity to promote sustainable agriculture and protect and enhance biodiversity across our sites and supply chain.

Policies and commitments

Our 2030 *Sustainability Roadmap* includes the following commitment:

- 100% Deforestation-free soymeal in feed.

This commitment is outlined in our publicly released *Deforestation Free Statement Soymeal* (March 2025).

Governance and resources

Inghams is committed to supporting biodiversity and health of ecosystems by understanding and addressing the impacts of our operations and supply chain and supporting sustainable agriculture practices.

Sustainable procurement of feed ingredients is managed by our specialist Commodities Team. Management of commodities procurement is overseen by the Executive Leadership Team and Board.

Inghams employs a packaging specialist that oversees packaging projects to meet our sustainability packaging targets. This resource is responsible for the sustainable sourcing of timber and paper products, as well as other packaging.

How do we monitor effectiveness of our work in this area?

We monitor our deforestation-free soymeal commitment through a robust certification process outlined in our Deforestation Free Statement Soymeal (March 2025). This includes:

- Supplier Certification: Our soymeal suppliers provide certificates verifying that our soymeal purchases are deforestation- and conversion-free, in line with a mass balance certification model.
- Traceability Program: Our soymeal suppliers from Argentina have adopted a technology-enabled traceability system to monitor compliance with our deforestation-free commitment. This system is independently audited and assured by Control Union.

Stakeholder engagement (internal and external)

Inghams continues to participate in initiatives supported by the Sustainable Agriculture Initiative (SAI) Platform, promoting responsible sourcing and sustainable farming practices.

We have also collaborated with the Australian Chicken Meat Federation (ACMF), including participation in their Sustainability Committee and Steering Committee. In FY26 we supported the commencement of reporting against the new ACMF Chicken Meat Sustainability Framework.

Regular engagement and transparent reporting with key customers and suppliers help us share information and collaborate to reduce risks related to deforestation, biodiversity loss, and Scope 3 emissions within our feed supply chain.

6.3 Water stewardship

Our definition

Optimising water use in operations while maximising recycling to reduce environmental water withdrawals.

Why is it important

At Inghams, we recognise water as a shared and essential natural resource, critical to our operations, the environment, and the communities in which we operate. Water is vital for the health of our birds and for maintaining hygiene standards in processing, cleaning and sanitation.

Policies and commitments

Our 2030 *Sustainability Roadmap* includes the following commitments:

- Reduce water withdrawn intensity (kL/T) by 20% by 2030 against a FY19 baseline.
- Reduce total water intensity (kL/T) by 20% by 2030 against a FY19 baseline.

Governance and resources

Through site Environmental Management Plans and adherence to trade waste agreements, we seek to prevent contamination of the local environment and responsible effluent management at our sites.

Each primary processing site with an advanced wastewater treatment plant has an allocated resource to manage its operation.

How do we monitor effectiveness of our work in this area?

Inghams sets annual site-level targets for greenhouse gas emissions, water use, and waste to landfill, aligned with our 2030 Sustainability Roadmap.

We collect utilities and resource use data through our central online platform and monitor performance via internal Planet KPI dashboards, which enable benchmarking at the site, business unit, and company-wide level.
Each site implements an Environmental Management Plan to guide sustainability actions and support continuous improvement in energy, water, and waste management.

In FY26, our performance was used as an input into the following performance measures:

- Inghams' Short Term Incentive Plan (STIP), which includes an annual water withdrawn KPI; and
- A sustainability linked loan (agreed in FY24), which ties annual performance targets to our FY30 water withdrawn intensity target.

Stakeholder engagement (internal and external)

Internally, water efficiency is a regular focus in operational reviews.

Externally, we engage customers and investors through transparent meetings and reporting, reinforcing our commitment to sustainable water stewardship.

6.4 Waste and sustainable packaging

Our definition

Embedding circular economy principles by using resources responsibly, minimising waste, increasing recycling opportunities across our supply chain, and developing sustainable packaging.

Why is it important

Waste and packaging are important focus areas due to their impact on resource use, environment and operating costs. It is also a key focus area for our customers and consumers.

Policies and commitments

Our 2030 *Sustainability Roadmap* includes the following commitments:

- Reduce waste sent to landfill intensity (kg/T) by 20% by 2030 against a FY20 baseline
- 100% reusable, recyclable or compostable packaging[1]
- 50% average recycled content included in packaging[2]

Governance and resources

Inghams aims to progressively move towards a circular economy by using resources responsibly, minimising waste and increasing recycling opportunities across our supply chain.

Our Product Development team includes a packaging specialist who considers Inghams' sustainable packaging targets along with key requirements for safe and secure food distribution.

To ensure our product packaging has minimal impact on the environment, we are working to eliminate unnecessary packaging and include disposal instructions on our packaging to encourage consumers to recycle.

How do we monitor effectiveness of our work in this area?

Inghams sets annual site-level targets for energy use, water use, and waste to landfill, aligned with our 2030 Sustainability Roadmap.

We collect utilities and resource use data through our central online platform and monitor performance via internal Planet KPI dashboards, which enable benchmarking at the site, business unit, and company-wide level.
Each site implements an Environmental Management Plan to guide sustainability actions and support continuous improvement in energy, water, and waste management.

The tracking of packaging performance is undertaken through the annual Australian Packaging Covenant Organisation (APCO) reporting. Although New Zealand is not required to report to APCO, the NZ business has commenced tracking packaging using the same methodology in FY26.

Stakeholder engagement (internal and external)

Inghams continues to work towards the National Packaging Targets (NPTs), set by the Australian Packaging Covenant Organisation (APCO).

[1] In line with the National Packaging Targets (NPTs) through Australian Packaging Covenant Organisation (APCO). At the time of writing this report, a revised target date had not yet been established.

[2] In line with APCO Targets.

7 OUR PEOPLE AND COMMUNITIES



7.1 Keeping our people safe

At Inghams, ensuring the health, safety, and wellbeing of our people, contractors, and visitors is fundamental to how we operate. People are our number one asset.

Our definition

Supporting and enhancing the health, safety and wellbeing of our people and contractors across our operations.

Why is it important

The health, safety and wellbeing of our people, contractors and visitors is paramount to our success. Inghams recognises it has a duty of care to ensure the health, safety and wellbeing of our people, contractors, visitors and any other stakeholders impacted by our operations.

Policies and commitments

Our *Work Health, Safety and Injury Management Policy*, publicly available on our website, outlines our commitment to a proactive safety culture. This commitment is embedded through our Work Health, Safety and Injury Management Systems (WHSIMS), which help us identify and control hazards, manage risk, ensure regulatory compliance, and drive continuous improvement.

Supporting this framework are our Golden Safety Rules, Safety Case Handbooks, and our company-wide Safety for Life program, which foster engagement, accountability, and safe systems of work at all levels.

Our 2030 *Sustainability Roadmap* includes the following health and safety commitments:

- Achieve at least 95% compliance with the Safety for Life program each year (two-year rolling strategies)
- The Sustainability Roadmap's annual Total recordable injury frequency rate (TRIFR) target aligns with the TRIFR target established by the Board and embedded in the Short-Term Incentive Plan. The Board reviews and adjusts this target annually at year-end in preparation for the new financial year. The FY26 target was: Reduce Total Recordable Injury Frequency Rate (TRIFR) by 2% from FY25 (TRIFR of 4.17). The FY27 target is to maintain TRIFR within the range of 4.2 - 4.5.

Governance and resources

The Board's Risk and Sustainability Committee (RSC) oversees our health and safety governance.

Our WHSIMS support us to identify and control hazards, conduct effective risk management, drive continuous improvement and manage chain of responsibility for injury prevention and health preservation. These systems meet or exceed regulatory requirements and compliance.

The successful implementation of Inghams' WHSIMS is delivered through the Safety for Life program.

We invest in safer operations through technology, automation, and improved systems that reduce risks, including manual handling risks and traffic management. These investments contribute to improved safety performance.

We promote worker health and wellbeing through initiatives including Mental Health First Aid training and ongoing wellbeing activities.

How do we monitor effectiveness of our work in this area?

We continuously monitor and evaluate our approach through:

- Assessing compliance and system effectiveness through internal, external, and regulatory audits, with further assessments forming part of quality and social accountability audits.
- Measuring the delivery of the Safety for Life program.
- Inspecting compliance with the Safety for Life program and embedding in critical controls defined by our WHSI Management Systems.
- Monitoring lead and lag safety indicators and regularly reporting these to regulators.
- Including safety metrics, such as our Total Recordable Injury Frequency Rate (TRIFR), within our Short Term Incentive Program (STIP).
- Benchmarking our safety performance, including TRIFR, against relevant industry best practice performance.
- Reporting progress against these targets in the Sustainability Data Pack on our *website*.

Stakeholder engagement (internal and external)

Employee engagement is central to our health and safety culture. We consult with our teams through site-based Safety Committees, which include union representatives where available. Each site has elected Health and Safety Representatives.

The Safety for Life program is a key mechanism for frontline participation and ownership.

We also engage externally through regulatory partnerships and active participation in industry safety forums, including those convened by the Australian Chicken Meat Federation (ACMF) and other manufacturing groups.



7.2 Growing our people

Our definition

Supporting the development of our people by providing an inclusive and constructive culture, training and development opportunities and empowering them as sustainability leaders in their role.

Why is it important?

We continue to foster an inclusive and constructive culture by supporting our people with career development to ensure a robust succession pipeline and connecting them to the benefits provided as part of our employee value proposition.

Inclusion ensures that our people feel valued and confident. They have the psychological safety to speak up to stay safe or suggest ideas for continuous improvement and can bring their best selves to work to foster a high-performing team.

Policies and commitments

Our Inclusion, Equity and Diversity (IED) Policy outlines our commitment to equality and providing a place of work that recognises an inclusive and diverse environment.

Our 2030 *Sustainability Roadmap* includes the following commitments:

- 40% of women in leadership roles by 2030
- To progress the company's Reconciliation Action Plan journey from Reflect (the first phase) through to Innovate (second phase) and Stretch (third phase) by 2030
- At least 50% of leadership roles filled by internal candidates
- Year-on-year reductions in turnover

Governance and resources

Growing our people is overseen by the People and Remuneration Committee and led by the Executive Leadership Team.

Training and development

Our leadership programs aim to drive leadership awareness and capability, individual purpose, communication and recognition to uplift people's leadership experience at Inghams.

The Thrive program began in 2021 to enhance senior leadership effectiveness, self-awareness, and strategic alignment to build a more inclusive and constructive culture to improve Inghams' business performance. The senior leadership team completed this program in FY25.

The Grow program began in 2021 and continues to focus on developing our 900 frontline leaders to constructively lead and positively contribute to building an inclusive and constructive culture.

The Connect program is targeted at our frontline people (approximately 6,500 employees) to connect them to the Inghams Way values and behaviours, enhancing self-leadership, enterprise thinking, and wellbeing, and ultimately positively impact our culture. This year, the goal is to implement Connect at designated sites and achieve 10% completion year on year by new attendees to the program.

How do we monitor effectiveness of our work in this area?

As part of our annual performance calendar, this year ELMO was introduced digitising our Success Profiles process. Moving forward this provides increased visibility of our Performance, Behaviour and Development goals across our salaried workforce in Australia and New Zealand. Our established Performance routines such as a focus on individuals' development plan in coaching conversations continues, with new routines added including Quarterly Check In's.

All employees across Australia and New Zealand now have the opportunity to complete regular survey check-ins, which help to direct leadership focus on a variety of areas, such as our focus on customer as part of our achievement of an inclusive and constructive culture.

In FY26, we ran regular culture check-in surveys across the business. Inghams uses the results to continue to refine our culture action plans.

A separate Inclusion survey was run in FY25. The inclusion survey asked our people to confirm their gender, culture and languages spoken.

Learning content is frequently reviewed to ensure it meets current objectives. These activities are designed to embed leadership skills and provide a supportive framework for our frontline leaders to build confidence in creating a high-performance, constructive culture.

7.3 Supporting our local communities

Our definition

Deliver partnerships, programs and initiatives that make a positive impact on our local communities.

Why is it important

At Inghams, we support the communities where we live and work through partnerships, programs and initiatives that deliver meaningful, local impact. Our approach to community investment reflects our commitment to be *Always Good* to our community and includes sponsorships, donations and volunteering. As a food company, we believe it is our responsibility to donate unsold chicken products to help nourish and support our community.

Policy and commitments

Our 2030 *Sustainability Roadmap* includes the following target:

- Deliver partnerships, programs and initiatives that make a positive impact on our local communities.

Governance and resources

While we do not have a formal policy, our community investment activities are guided by Inghams' broader sustainability framework and values.

Community support is coordinated at the site and functional levels, with leaders identifying opportunities where our involvement can make a difference.

We support charities that are aligned with our customers. Our support is delivered through product and financial donations and volunteering.

How do we monitor effectiveness of our work in this area?

We have systems in place across the business to monitor food donations and measure progress.

We track the types of initiatives delivered and assess alignment with our 2030 Sustainability Roadmap.

We share these initiatives on internal and external communication platforms.

Stakeholder engagement (internal and external)

We consult with site-based leadership, People and Performance teams and the Customer teams to identify priorities that align with both local needs and our values.

Externally, we collaborate with customers and community groups to ensure our contributions are meaningful and welcomed. We have a partnership with Foodbank in Australia to support streamlined collection of food donations across the country. In New Zealand, we work directly with local frontline food distribution charities to donate products to communities in need.