



SELECT HARVESTS

SUSTAINABILITY REPORT
AS AT SEPTEMBER 2020

**Protect
& Grow**

People

Planet

Profit



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“ ..we set our goals and targets with a long-term lens as we operate in an industry that requires up to 25 years of foresight... ”

Superfood

- ✓ PROTEIN
- ✓ VITAMIN E
- ✓ FIBRE
- ✓ MONOUNSATURATED FATS



ABOUT THIS REPORT

This sustainability report for Select Harvests Limited's ("Select Harvests") covers the period 1 October 2019 to 30 September 2020. Unless otherwise stated, references to Select Harvests refers to all our subsidiaries and the information in this report covers all sites wholly owned, leased and joint venture orchards and facilities operated by Select Harvests. The report does not cover investment entities where we do not have operational control.

This is the second sustainability report we have released, with the previous reporting period being the financial year 1 July 2016 to 30 June 2017.¹ The business transitioned from a financial year reporting period to better align with the almond crop cycle. The annual reporting period is now 1 October to 30 September. We are committed to reporting our sustainability performance biennially, with annual snapshots on progress and consistently improving our data and information collection processes to ensure better quality data and insights.

This report has been prepared in accordance with the Global Reporting Initiative Standards Core option. For more information about the Standards, please see www.globalreporting.org For ease of reference, a GRI Standards Content Index is located on pages 33-36. External assurance has not been sought over the content of this report. We will look to seek assurance in the future as our sustainability reporting matures. The currency used throughout this report is Australian Dollars, unless otherwise stated.

Please see 'Our approach to sustainability' on page 6 of this report, our website and accompanying Annual Report available at <https://selectharvests.com.au/annual-reports/> for more information about our company activities and operational performance.

After the reporting period but before the publication of this report, Select Harvests, along with all Australian businesses have been required to address the impacts of the COVID-19 pandemic on our operations and people. Our priority is to keep our people safe and comply with all recommendations and requirements from the Government.



FOREWORD FROM THE CHAIR AND MANAGING DIRECTOR

There is an increasing demand for healthy food globally. As a grower and marketer of plant-based food products, Select Harvests is well positioned to help meet this growing demand. Our strategic goals and objectives have been set with a long-term lens as we operate in an industry that requires commitment over the 25 to 30-year life cycle of an almond orchard.

Sustainability is embedded into everything we do. The 2020 Sustainability Report outlines our key focus areas, 2020 performance and outlook in our three sustainability platforms: Planet, People and Profit.

These three sustainability platforms underpin our approach to planning and operating our business and are essential to delivering on our key strategic objectives:

- **Optimise the almond base.**
- **Grow our brands; and**
- **Expand strategically.**

This year we have looked to build on the communication, performance reporting and transparency of our sustainability strategy. We have aligned our reporting with the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs). This decision was made to provide a global framework for our goals and objectives.

Select Harvests manages its resources efficiently and sustainably. Since our last sustainability report in 2017, expectations have continued to increase around managing complex global social and environmental challenges, including climate change, human rights and safe working conditions.

KEY FOCUS AREA

• **SAFETY:** Ensuring the safety of our people, by preventing injuries before they occur. The aim of the Select Harvests Zero Harm Safety and Wellbeing strategy is to improve our safety performance by 15% per annum until we operate in a zero-harm environment.

- In 2020 we recorded a 23% reduction in Total Recordable Incidents

• **WATER MANAGEMENT:** Our goal is to optimise our yield per megalitre of water. We manage our water efficiency through best practice water delivery systems, water optimisation technology such as soil water monitoring, tree based monitoring and high-resolution imagery.

- In 2020, 100% of our orchards use drip irrigation tree and soil monitoring systems

• **ENVIRONMENTAL IMPACT:** We aim to reduce our impact on the environment across all aspects of the business by reducing, recycling, and re-using, as we transition to greener value chain.

- In 2020, we have decreased our Scope 2 emissions by 27.5%

• **FINANCIAL PERFORMANCE:** Strong financial performance underpins the viability of our business and allows us to deliver value to all our stakeholders.

- In 2020 we delivered a Net Profit After Tax (NPAT) of \$25.0m.

LOOKING AHEAD

We are cognisant of the potential impact we have on our environment and our local communities. We will continue to invest in our monitoring and reporting systems, to ensure that we have the right sustainability measures in place to address the key focus areas of our stakeholders.

We will continue to mitigate known risks in each of our sustainability platforms. To achieve this, we are:

- Participating and supporting the Murray Darling Basin Plan to bring the Basin back to a healthier and sustainable level.
- Increased focus on recycling and the use of renewable energy sources.
- Investigating ways to improve the value of our co-waste in low carbon environment.
- Maintaining a strong financial performance.
- Execute our ZERO HARM Safety and Wellbeing strategy.

We will publish a Sustainability Report biennially and provide regular progress reports on our sustainability performance, including in our Annual Report.

We welcome your interest in our 2020 Sustainability Report and value your feedback.



ABOVE: Michael Iwaniw, Chair (left) and Paul Thompson, Managing Director of Select Harvests.
BELOW: Our triple bottom line focus.





FY20 HIGHLIGHTS

In a Nutshell

PLANET



100% of our orchards use **drip irrigation** tree and soil monitoring systems



51% of energy sourced from **renewables**



H2E co-generation plant delivered approximately 27.5% reduction of **Scope 2 emissions**



Produced 31,179Mt of **compost** for FY2020 season

PEOPLE



20% reduction in lost time **injury severity rate**



23% reduction in total **recordable incidents**



Completed externally assessed **culture survey**



100% of labour providers have **ethical sourcing** policy

PROFIT



Almond Crop
23,250Mt
up 560Mt



Net Profit After Tax (**NPAT**) of \$25.0m



Earnings per Share (Basic) 26 cents



Net Debt (excluding lease liabilities) to Equity 14.2%

PROJECTS



- Repatriation and management of wet areas
- Upgrade dripper lines with low friction tape
- Composting to increase irrigation efficiency
- Recycle Carina West waste water into compost



- On orchard solar energy generation
- Increase renewables purchases
- Change over to energy efficient driers and motors



Launch of probiotic muesli range with low sugar content under the Sunsol brand



Re-development of 145 Ha (358 acres) of almonds in July 2019

Our Sustainability Priorities

Approach to Sustainability

We are Australia’s second largest almond producer and one of the largest integrated marketer of nuts, seeds and pulses with core capabilities across horticulture, orchard management, nut processing, sales and marketing.¹ These capabilities enable us to add value throughout our operations and provide us with the opportunity to execute on our strategic priorities; optimise the almond base, grow our brands and expand strategically.

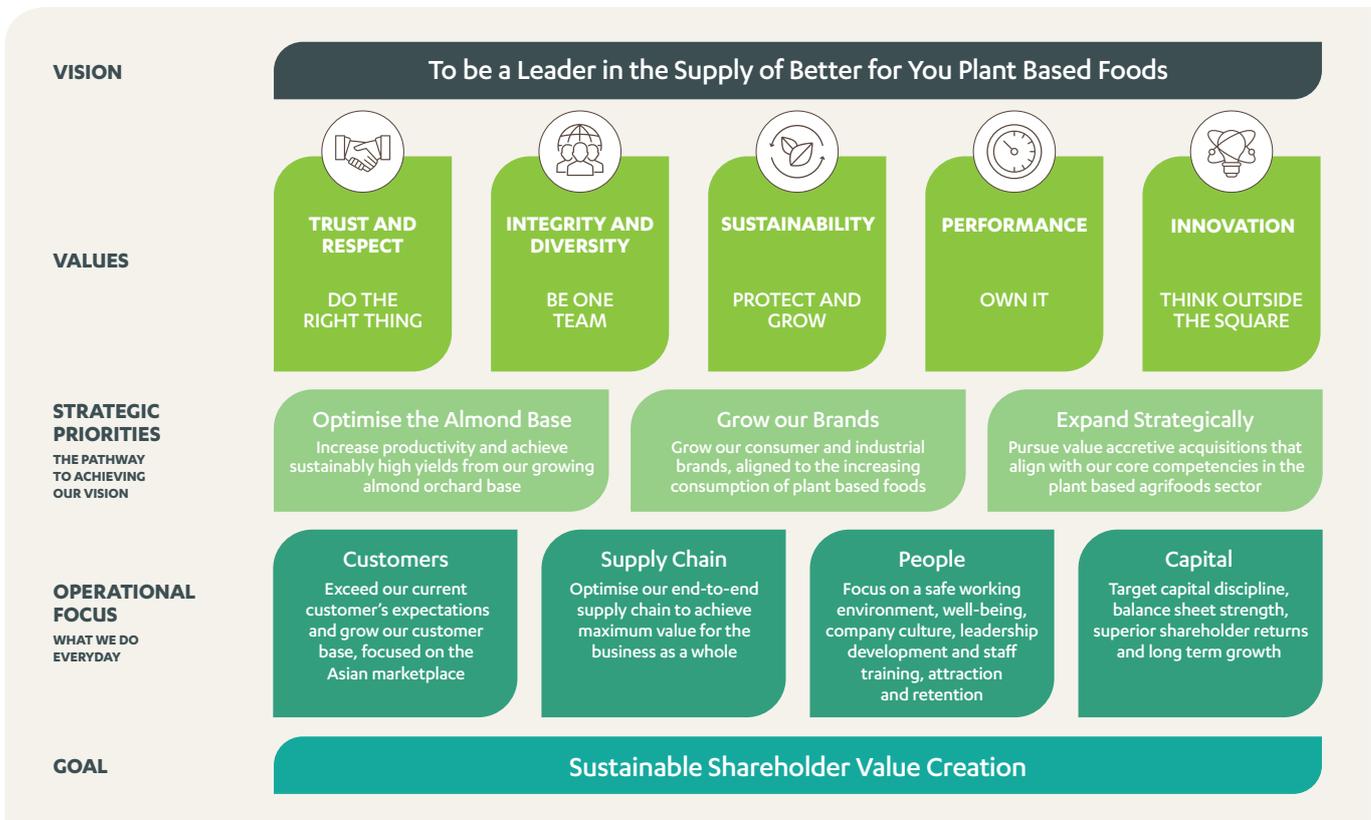
Our approach to sustainability is a core value underpinning our business strategy and centres across three platforms; Planet, People and Profit. When making decisions at Select Harvests, we seek to ensure a balance between creating value for our shareholders and broader stakeholder groups (See *Engaging Stakeholders* section).

We are committed to tracking our performance, delivering on environmental, social and economic best practices, & providing continual improvement

by setting objectives, measuring progress and communicating our results.

We have identified the key SDG goals that we are contributing to and have aligned them with our material issues (See *Materiality* section).

We look to continually build on our disclosure against the SDGs and continue to develop initiatives and metrics that align directly with the detailed targets supporting goals.



GRI 102-16-a



The green November orchard at Carina West.

1 GRI 102-2-a



Our Sustainability Priorities continued

Optimise the Almond Base

Select Harvests is one of the worlds largest almond growers, with a geographically diverse 9,262 hectare orchard portfolio located in Victoria (central region), South Australia (southern region) and New South Wales (northern region).¹²

These orchards, plus other independent orchards, supply our state-of-the-art primary processing facility at Carina West in north-west Victoria and our value-add processing facility at Thomastown in the northern suburbs of Melbourne.

Our Carina West facility has the capacity to process 30,000Mt of almonds a season and can meet the ever-increasing demand for both in-shell and kernel product. Our processing plant in Thomastown processes over 10,000Mt of product per annum.

Central to the success of this strategic priority is the optimisation of the inputs that support our products. Since FY2017, we have invested heavily in water efficiency technology and infrastructure which has dramtcially improved the use of water across our orchards.

The Carina West facility is home to our largest energy saving initiative, the Hull to Energy (H2E) co-generation plant which generates electricity from almond by-product (hull, shell and orchard waste).

The H2E facility powers the Carina West processing facility, irrigation pumps at the nearby orchard as well as exports excess power to the grid.

In addition to this, the vegetative waste from the electricity generation process creates a phosphate rich compost which is recycled back to our orchards.

Since FY2017, we have introduced new varieties and increased trees per hectare of almond trees with the aim to provide higher yields, using a similar level of resources to our historical plantings.. We are regularly reviewing our almond growing process for opportunities to implement a more sustainable method of achieving better yeilds, quality products and value for our stakeholders.

OUR ORCHARDS ARE LOCATED IN 3 DISTINCT GEOGRAPHIC AREAS



9,262 HA
(22,886 ACRES)

TOTAL
PLANTED AREA

2,670 HA
(6,597 ACRES)

SOUTHERN REGION
PLANTED AREA

4,644 HA
(11,475 ACRES)

CENTRAL REGION
PLANTED AREA

1,948 HA
(4,814 ACRES)

NORTHERN REGION
PLANTED AREA

1 GRI-102-4-a

2 GRI 102-7-a-ii

Our Sustainability Impacts

Grow Our Brands

Our food division provides a capability and route to markets domestically and around the world for processed almonds and other natural products.³ We supply both branded and private label products to the key retailers, distributors and industrial users.

Our market leading retail brands are Lucky and Sunsol. Our wholesale/industrial brands are Renshaw and Allinga Farms.⁴

Our products are achieving recognition in the market with Sunsol's PRO-biotic toasted muesli range products winning Product of the Year 2020 within the Health Food Cereal Category, while our Lucky Smart Snax Protein product won the Healthy Food Guide Awards 2019 within the Best Packaged Savoury Snack category.

Since 2017 we have enhanced our capacity and capability to supply the global ingredients market by investing in an allergen free, value add facility at Carina West. This facility has the capability to slice, dice, sliver, roast and paste almonds.



Expand Strategically

We continue to explore opportunities for expansion into new markets, crops, brands and greenfield developments. We are one of Australia's largest almond exporters and continue to build strong relationships in the fast-growing markets of India and China, whilst also growing established routes to other markets in Asia, Europe and the Middle East.⁵

Within the Australian market we are well established and have developed strong brand equity and trust, which has driven the growth opportunities in these international markets. This is supported by the recent success of our Industrial and Consumer Divisions in South East Asia and China, resulting in us winning the Governor of Victoria's Export award for FY2019 in the Agribusiness Food and Beverages Category.

Governance Structure

The Board of Select Harvests is responsible for the overall corporate governance of the Company. The Board guides and monitors the business and affairs of Select Harvests on behalf of the shareholders by whom they are elected and to whom they are accountable.

Our corporate governance arrangements are consistent with the ASX principles of corporate governance. Details of the Board's Charter are located on the corporate governance section of the Company's website:

selectharvests.com.au/governance⁶

The General Manager of People, Safety & Sustainability reports on sustainability progress to the Board monthly.⁷

Approach to Risk Management

We have a risk management process in place to identify, analyse, assess, manage and monitor risks throughout all parts of the business. The Precautionary Principle is an intrinsic component of our operational risk management approach and is applied in our treatment of climate risk.⁸

The governance of risk is managed by the Audit and Risk Committee. The Company maintains and refreshes our detailed risk register annually.

The register provides a framework and benchmark against which risks are reported at different levels in the business. Each month one major risk is reviewed by Senior Management and the Board. They include:

- Safety Risks (employee safety, fire prevention and plant operation);
- Horticultural Risks (climatic, disease, water management, pollination and quality)
- Food Safety Risks (product quality, utilities supply, major equipment failure); and
- Financial Risks (currency, customer concentration and market pricing)

External Memberships

We support the global efforts towards achieving the United Nations Sustainable Development Goals. We use the SDGs as a guide for the programs and initiatives we plan in support of our future sustainability reporting.⁹

We uphold the standards established by several industry groups to which we belong. We are a members and active participants of the following bodies:

- Almond Board of Australia
- Agri Business Australia
- Horticulture Innovation Australia
- Signatory of the National Packaging Industry Covenant
- Australian Industry Group
- Victorian Chamber of Commerce
- National Irrigators Council
- International Fruit and Nut Council
- SEDEX¹⁰

“ We have a structured risk management process in place throughout all parts of the business. ”

3 GRI 102-6-a-ii

4 GRI 102-2-b

5 GRI 102-6-a-i

6 GRI 102-18-a

7 GRI 102-18-b

8 GRI 102-11-a

9 GRI 102-12-a

10 GRI 102-13-a



Our Sustainability Impacts continued

Materiality

Our assessment of material issues has been progressively evolving since our first sustainability report in 2017. Understanding the issues that matter most to our business and stakeholders and where we have the most impact allows us to focus our effort on the strategic objectives that drive the most value for our stakeholders.

Our Materiality Assessment Process

We followed the GRI Reporting Principles of sustainability context, materiality, completeness and stakeholder inclusiveness to identify, prioritise and validate our material issues.¹

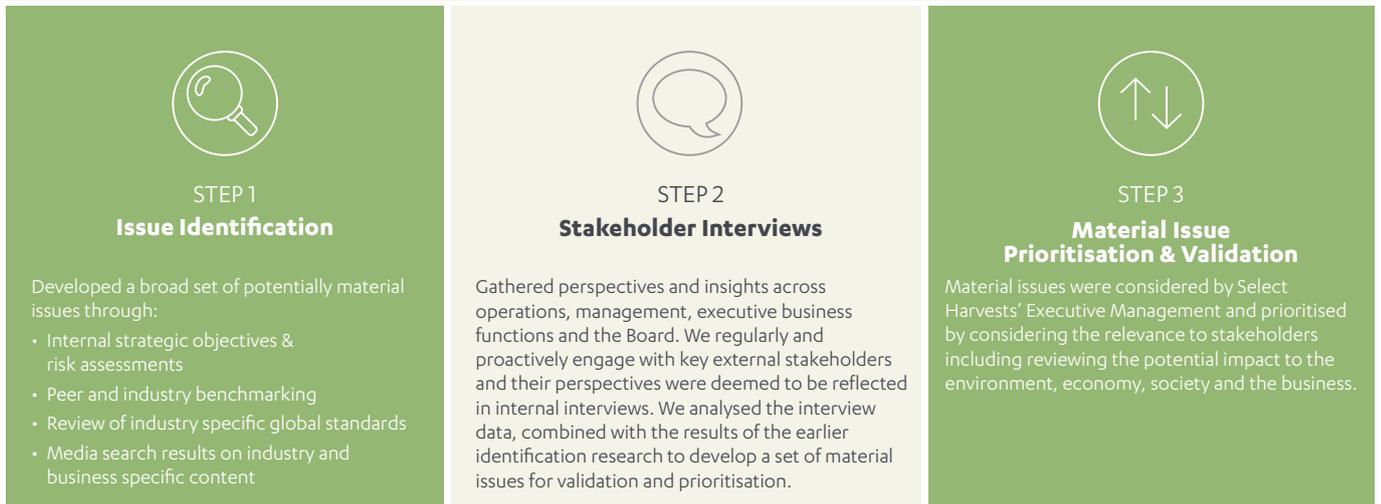
We engaged internally to help us identify issues of importance, and we plan to engage more directly with external stakeholders to develop our future reports.

We draw on the definition of materiality from the GRI – the world’s most widely-used sustainability reporting standards. Material issues are the topics that reflect our significant economic, environmental, and social impacts across the short, medium and long term; and that could substantively influence the assessments and decisions of our stakeholders.

To define topic boundaries, we considered where the impacts occur, and which stakeholders are most affected and where relevant we place our performance in the context of broader sustainability trends.²

Our reporting focusses on the seven issues we identified as most material. We actively manage all our material issues, including those we believe may be more significant for us in the future.

We took a three-step approach to identifying our material issues



This process was facilitated by the project steering committee which consisted of the Managing Director, the General Manager of People, Safety & Sustainability³ and the senior executive team. The outcome was a list of validated material issues that represent the greatest risks and opportunities for the organisation.



1 GRI 102-46-b 2 GRI 102-46-b 3 GRI 102-46-a 4 GRI 102-49-a

Priority Topics

This report will primarily focus on the priority topics as follows:⁵

Water Management and Stewardship

The effective management of existing processes and systems to ensure the efficient use and consistent supply of water across all sites.

Stakeholders impacted:

Shareholders, customers and consumers, Government, industry, media and employee associations and communities and special interest groups.

Impact occurs: At water sources above and below the surface at our current operations, future developments and local communities.

GRI Link: GRI 103, GRI 303



Food Safety, Product Labelling and Quality

Traceability, quality and labelling. It goes beyond product safety and compliance, linking to being a leader in the supply of 'Better for You' plant-based foods:

Stakeholders impacted:

Shareholders, suppliers and business partners, customers and consumers, Government and industry.

Impact occurs: At our current operations and to downstream consumers of our products.

GRI Link: GRI 103, GRI 416, GRI 417



Financial Performance and Business Strategy

Sustainable organisational growth strategy that prioritises our almond base optimisation, brand, geographic and category expansion, enduring customer relations and the efficient use of resources to maximise corporate value for our stakeholders.

Stakeholders impacted:

Shareholders, employees, suppliers and business partners, Government, customers and consumers, other financial stakeholders.

Impact occurs: To our local communities, suppliers, employees, customers and consumers of our products in Australia and globally.

GRI Link: GRI 103, GRI 201



Climate Change

Recognising the impacts of climate change on our business in our strategic and operational planning.

Stakeholders impacted:

Shareholders, employees, suppliers and business partners, customers and consumers, industry, media and employee associations and communities and special interest groups.

Impact occurs: At our current operations & future developments.

GRI Link: GRI 103



Labour Practices, Human Rights, Anti-Corruption, Ethics and Integrity

Ensuring that the organisation, our supply chain & customers, engage in fair & ethical practices across all operations and geographies.

Stakeholders impacted:

Shareholders, employees, suppliers and business partners, customers and consumers, other financial stakeholders, Government, media and employee associations and Communities and special interest groups.

Impact occurs: In our supply chain, operations and local communities.

GRI Link: GRI 103, GRI 205



Occupational Health and Safety (OHS)

Select Harvests' policies and management systems to ensure the workplace health and safety of employees and contractors.

Stakeholders impacted:

Employees, suppliers and business partners, Government and media and employee associations.

Impact occurs: To our employees, contractors, seasonal workers at our current operations and future developments.

GRI Link: GRI 103, GRI 403



Environmental Impact

Environmental management systems to effectively identify and manage our environmental impact include carbon emissions, change of land use and chemical management.

Stakeholders impacted:

Shareholders, employees, suppliers and business partners, customers and consumers, Government, industry, media and employee associations and communities and special interest groups.

Impact occurs: In water systems, orchards, neighbouring communities and farms and future operations.

GRI Link: GRI 103, GRI 307-1, GRI 305



	Shareholders	Industry	Employees	Suppliers, business partners	Customers & consumers	Other financial stakeholders	Government	Media & employee associations	Communities & special interest groups	Sustainable Development Goals
Water Management & Stewardship	●	●			●		●	●	●	6
Environmental Impact	●	●	●	●	●			●	●	3, 7, 12, 13, 15
Occupational Health and Safety (OHS)			●	●			●	●		3, 8
Financial Performance and Business Strategy	●		●	●	●	●	●			7, 8, 9
Climate Change	●	●	●	●	●		●	●		11, 13
Labour Practices, Human Rights, Anti-Corruption, Ethics and Integrity	●		●	●	●	●	●	●	●	3, 8, 16
Food Safety, Product Labelling and Quality	●	●	●	●	●	●	●	●	●	12, 16

⁵ GRI 102-47a



Engaging Stakeholders

Our business activities and decisions impact a wide variety of stakeholders both directly and indirectly. Knowing this, we proactively engage our stakeholders through a range of strategies and communication channels which have been developed and refined over

many years of feedback, changing regulatory environments and business development.

When assessing which stakeholders to engage, we consider the following criteria:

- Proximity – people who live in or close to our growing and operating sites
- Dependency – people who depend on us and on whom we depend for our business success
- Responsibility – people and organisations we are linked to through laws or contracts¹

Stakeholder ²	Stakeholder Groups ³	Areas of Interest ⁴	Response to Key Areas of Interest ⁵	Engagement Strategies (frequency) ⁶
Shareholders	Institutional and Retail shareholders	<ul style="list-style-type: none"> • Return on investment • Strategy for long term growth • Supply chain management and security • Development of new products and new markets • Environmental, Social and corporate governance 	<ul style="list-style-type: none"> • 2020 Annual Report* • Our approach to sustainability (Pg. 6) • Labour practices, human rights, anti-corruption, ethics and integrity (Pg. 27-28) • Expand strategically (Pg. 8) 	<ul style="list-style-type: none"> • ASX announcements (<i>ad hoc</i>) • Annual General Meeting • Annual Report and interim and quarterly financial reports (<i>annual & bi-annual</i>) • Regular investor meeting and updates (<i>ad hoc</i>) • Investor relations, roadshows and site visits (<i>ad hoc</i>) • Shareholder written communications (<i>ad hoc</i>) and website
Employees	All direct employees of Select Harvests and our contractors	<ul style="list-style-type: none"> • OHS and wellbeing • Employee benefits • Overall company performance • Training and career development (e.g. building horticulture capacity in irrigation, agronomy awareness, OH&S and management training). • Employee performance 	<ul style="list-style-type: none"> • 2020 Annual Report* • Occupational health and safety (OHS) (Pg. 24-26) • Financial performance & business management (Pg. 31) 	<ul style="list-style-type: none"> • Executive Team & Board presentations (<i>monthly</i>) • Team briefing updates (<i>weekly</i>) • 1:1 Managers & employee discussions (<i>ad hoc</i>) • Safety committee meetings (<i>monthly</i>) • Emails and written updates (<i>weekly</i>) • Training programs (<i>annual, bi-annual & ad hoc</i>)
Suppliers & business partners	Suppliers of Goods & Services including raw materials, packaging, and consulting services	<ul style="list-style-type: none"> • Processing and Manufacturing • Plant Equipment and Engineering • Orchard development and management • OHS & Wellbeing • Overall company performance • Training and career development • Ethical sourcing policies 	<ul style="list-style-type: none"> • 2020 Annual Report* • Occupational health and safety (OHS) (Pg. 24-26) • Financial performance & business management (Pg. 31) • Labour practices, human rights, anti-corruption, ethics and integrity (Pg. 27-28) • Environmental impact (Pg. 19-21) 	<ul style="list-style-type: none"> • Regular meetings and updates (<i>ad hoc</i>) • Audits (<i>ad hoc</i>) • Supply contracts (<i>ad hoc</i>)
Customers and consumers	All Select Harvests customers and consumers	<ul style="list-style-type: none"> • Compliance with requirements and specifications • Food safety and quality • Customer questionnaires and relationships 	<ul style="list-style-type: none"> • Food safety, product labelling and quality (Pg. 29) 	<ul style="list-style-type: none"> • Communication from Executive Team (<i>ad hoc</i>) • Customer relations and business development (<i>weekly</i>) • Brand communications (<i>ad hoc</i>) • Customer audits throughout the year • Supply contracts (<i>ad hoc</i>)

¹ GRI 102-42-a

² GRI 102-40-a

³ GRI 102-40-a

⁴ GRI 102-44-a-i

⁵ GRI 102-44-a-ii

⁶ GRI 102-43-a

Stakeholder ²	Stakeholder Groups ³	Areas of Interest ⁴	Response to Key Areas of Interest ⁵	Engagement Strategies (frequency) ⁶
Other financial stakeholders	<ul style="list-style-type: none"> • Banks • Analysts • Ratings agencies • Corporate governance groups • Auditors 	<ul style="list-style-type: none"> • Select Harvests financial performance • Strategy to 2025 and our business model • Board membership and governance structure • Environmental sustainability (e.g. water security, energy security, bees & pollination) and impact on costs • Ethical sourcing policies 	<ul style="list-style-type: none"> • 2020 Annual Report* • Financial performance & business management (Pg. 31) • Our approach to sustainability (Pg. 6) • Governance structure (Pg. 8) • External memberships (Pg. 9) • Labour practices, human rights, anti-corruption, ethics and integrity (Pg. 27-28) 	<ul style="list-style-type: none"> • ASX announcements (<i>ad hoc</i>) • Annual General Meeting (<i>annual</i>) • Annual Report and interim and quarterly financial reports (<i>annual & bi-annual</i>) • Regular meeting & updates (<i>ad hoc</i>) • Investor roadshows and site visits (<i>ad hoc</i>) • Select Harvests website (<i>ad hoc</i>) • Contracts (<i>ad hoc</i>)
Government	<ul style="list-style-type: none"> • Local, state and federal government representatives • Regulators and other authorities 	<ul style="list-style-type: none"> • Environmental compliance (e.g. EPA) • Safety management & performance • Food safety 	<ul style="list-style-type: none"> • Environmental impact (Pg. 19-21) • Occupational health and safety (OHS) (Pg. 24-26) • Food safety, product labelling and quality (Pg. 29) 	<ul style="list-style-type: none"> • Written communication (<i>ad hoc</i>) • Meetings and briefings (<i>ad hoc</i>) • Statutory reporting (<i>monthly, quarterly and annually</i>)
Industry	<ul style="list-style-type: none"> • Industry associations • Other food businesses 	<ul style="list-style-type: none"> • Domestic and export market development • Economic outcomes for the overall industry • Regulation – existing and potential • Select Harvests performance compared to our peers • Market positioning of the industry relative to other food sources • Collaborate to address complex industry challenges 	<ul style="list-style-type: none"> • 2020 Annual Report* • Expand strategically (Pg. 8) • External memberships (Pg. 9) • Publicly available information 	<ul style="list-style-type: none"> • Representation on executive and working group committees (<i>ad hoc</i>) • Membership of international, national and regional industry groups (<i>refer External memberships</i>)
Media and employee associations	<ul style="list-style-type: none"> • Print, broadcast and online journalists and editors • Australian Workers Union (AWU) • National Union of Workers (NUW) 	<ul style="list-style-type: none"> • Overall company performance – financial, forward strategy, governance & new market development • Local operational impacts • Industrial relations • Collective bargaining • Employee representation 	<ul style="list-style-type: none"> • 2020 Annual Report • Financial performance & business management (Pg. 31) • Our approach to sustainability (Pg. 6) • Occupational health and safety (OHS) (Pg. 24-26) 	<ul style="list-style-type: none"> • Media releases (<i>ad hoc</i>) • Select Harvests website (<i>ad hoc</i>) • Briefings and interviews (<i>ad hoc</i>) • Face-to-face interactions (<i>ad hoc</i>)
Communities and special interest groups	<ul style="list-style-type: none"> • Local towns and communities where Select Harvests operates 	<ul style="list-style-type: none"> • Local environmental impacts (e.g. noise, dust) • Contribution to communities • Indigenous heritage and land management • Climate change 	<ul style="list-style-type: none"> • Environmental impact (Pg. 19-21) • Financial performance & business management (Pg. 31) • Climate change (Pg. 22) 	<ul style="list-style-type: none"> • Local media (<i>ad hoc</i>) • Community meetings and briefings (<i>ad hoc</i>) • Partnerships and sponsorships (<i>annual & ad hoc</i>) • Dialogue with grant recipients (<i>ad hoc</i>) • Donations (<i>ad hoc</i>)

* Annual Reports: selectharvests.com.au/annual-reports/



Planet





Water Management & Stewardship

Effective water management and stewardship is critical to Select Harvests. Water is one of our single biggest inputs and a shared resource, helping to sustain many communities and ecosystems within the Murray-Darling Basin.¹ As such we seek to use water as efficiently as possible, exploring avenues to reduce water use, improve productivity whilst maintaining and improving yields.²

We actively engage with all relevant water authorities, community groups, industry bodies, environmental organisations and broader government authorities to address water related impacts and promote sustainable use of water, now and into the future.³ During this year no significant water impacts were sustained.⁴

A Responsible and Efficient Water User

To manage water effectively on our farms, we measure, and record volumes extracted from each water source through authority pattern-approved water meters. The recorded water meter readings are either directly reported to the relevant Water Authority via telemetry, or readings are manually recorded into Government online registers via a self-reporting process.

All extracted use is monitored by the relevant water authority or government body to ensure that our extracted use is compliant with set licensing conditions. This ensures that water extracted is within the sustainable levels of each water source.⁵ In FY2020, we were fully compliant with our licensing conditions.⁶

Water applied to farms is emitted through a drip irrigation system with a calculated extraction rate measured in millimetres per hour. Soils are surveyed to determine soil types and textures, potential rootzone depths, and the information also enables a determination of the soil moisture holding capacity of the various soil layers.

The design of the irrigation system closely matches the soils and with the calculated irrigation application rate, we are able to calculate total hours and volume of irrigation required to fill the soil profile without causing drainage past the rootzone.⁷

The application of water is also closely monitored using soil capacitance probes that measure moisture content of the soil at various depths and soil infiltration rates within the crop rootzone. We use direct plant sensing technology to assist in determining when to irrigate through closely monitoring micro changes in trunk diameter during the day and night.⁸

In our processing sites, we achieve water efficiency through sequencing runs of same product to minimize machine washes, whilst maintain food safety standards.

Monitoring our impact

We use various methods to identify water related impacts. The first is via a comprehensive soil survey. The soil survey will identify any existing water logging issues and soil types with impervious layers that are susceptible to drainage problems. These identified areas will either be excluded from development or on-farm drainage will be installed to divert excess water to storages on farm to be recirculated in the irrigation system.

We measure any water impacts through groundwater monitoring bores, soil capacitance probes and trunk density monitoring systems. Field staff also conduct regular onsite inspections to identify any affected areas.⁹ External consultants may be engaged to identify water impacted areas using aerial photography and on-site verification.

Native woodlots are developed to assist in removing the presence of water logging, provide a natural habitat for local wildlife and mitigate against soil erosion through rootzone stabilisation.

We plant native trees that can tolerate moderate levels of water logging and salinity in affected areas.¹⁰

Our water use

Water is withdrawn from the below water sources for consumption across our 15 orchards and production facilities.

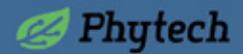
Our orchards operate in several irrigation regions within the Murray Darling Basin and have a mix of owned permanent water entitlements, medium term water leases and allocation water purchased in the spot market. We use a mix of ground and river water which is all classified as freshwater.¹¹

If water is discharged offsite it is compliant with EPA licensing conditions.¹² All onsite wastewater treatment systems are designed and constructed to EPA standards.¹³

State	Water Source ¹⁴
NSW	<ul style="list-style-type: none"> • Lachlan River • Lower Lachlan Deep Aquifer System • Murrumbidgee Regulated River • Lower Murrumbidgee Deep Aquifer System • NSW Murray Regulated River
VIC	<ul style="list-style-type: none"> • VIC River Murray • Goulburn System • Yarra Valley Water
SA	<ul style="list-style-type: none"> • SA River Murray

To manage water effectively on our farms, we measure and record volumes extracted from each water source.

1 GRI 103-1-a,b 2 GRI 103-2-b 3 GRI 303-1-c 4 GRI 103-3-ii 5 GRI 303-1-a-ii 6 GRI 103-2-a 7 GRI 103-2-a 8 GRI 103-2-a
 9 GRI 303-1-b 10 GRI 103-3-i 11 GRI 303-3-c 12 GRI 303-1-a 13 GRI 303-2-a 14 GRI 303-1-a 15 GRI 303-1-d



CASE STUDY

Using Technology to Improve Water Efficiency

For Select Harvests, making the best use of the water available to our orchards is vital for productivity and cost-efficiency. Technology to help us achieve this has been evolving rapidly. All of our orchards are using latest technology to assist in determining when to irrigate and how much to apply, without causing drainage past the rootzone.

Amaroo Farm

At one farm alone, Amaroo in South Australia, the use of latest irrigation technology has saved over 600 megalitres of water a year, amounting to cost savings of more than \$250,000. This outcome has been achieved through the use of a combination of technologies including soil capacitance, direct plant sensing, aerial imagery, and direct soil auger sampling.

Soil capacitance technology

Soil capacitance technology provides detailed information about soil moisture content and irrigation infiltration rates within the rootzone of the crop. This in combination with precise irrigation application through the use of drip irrigation systems enables the right amount of water to be applied at the right times. Sensors are spaced at 20cm intervals within the soil profile of the crop zone and are designed to measure moisture content at each interval.

Plant sensing technology

Sensors have been installed on a large number of selected trees within each irrigation block throughout the Amaroo Orchard. These sensors continuously monitor micro-variations in trunk diameter which can determine levels of water stress. This provides a very good indication of when to next irrigate. Positive results from the use of this technology have already been observed across all of the orchards.

Data collected through both soil capacitance and plant sensing is transmitted to central data servers where the information can be analysed and used to effectively develop an accurate irrigation scheduling program.

The two systems described above have enhanced our existing approach to soil and irrigation management to deliver greater benefits to our orchards, the environment and our business.



BELOW: Amaroo farm data transmitter locations

ABOVE: Probe equipment





Water Management & Stewardship continued

Looking ahead

Being a leader in water use efficiency is a high priority for the company and each season a water strategy is developed by the Water Portfolio Manager in consultation with the Water Committee¹ and approved by the Executive Team and the Board.

Select Harvests have made several investments across the business to improve water use efficiency:



Installing state of the art **irrigation technology and systems** to monitor and enable the efficient use of water (i.e. soil moisture probes & trunk density technology)



Dedicated resources on each farm to optimise water use which includes a full-time irrigation manager who has the responsibility of reviewing and applying the irrigation and fertigation application.

Several innovative technology solutions have been deployed to improve orchard management:



Soil moisture monitoring probes



Plant-based water stress monitoring sensors (i.e. Phyttech)



Pressure bomb leaf analysis



Nitrogen density mapping



Vegetative index imagery collected by drones that identifies differing tree health

Select Harvests is a key contributor on the Stakeholder Advisory Committee - Central of the Victorian Murray Floodplain Restoration Project (VMFRP). This project is being implemented as part of Victoria's obligations under the Murray Darling Basin Plan in partnership with Lower Murray, Goulburn Murray Water, Mallee CMA, North Central CMA, Parks Victoria and the Department of Environment, Land, Water and Planning (DEWLP).

The project aims to return a more natural wetting and drying cycle covering approximately 14,000 hectares of high ecological-value Murray River floodplain. This will be achieved through the construction of new infrastructure and utilisation of existing infrastructure, including a Select Harvests main pump station that feeds Narcooyia Creek linked to the Belsar-Yungera Floodplain Management Project.

The Belsar-Yungera project intends to restore and enhance the habitat links between the river and Narcooyia Creek enabling improved movement of native fish species. It also intends to improve the wetland and habitat that are home for species like the Growling Grass Frog, Lignum shrubland, carpet pythons, bats and waterbirds.

The project is scheduled to be completed by 2024 with preliminary site investigations and approvals already underway.



Trees are drip fed into the root zone.

Environmental Impact

At Select Harvests we are the custodians of the environment within the communities that we operate. We take this responsibility seriously and strive to achieve our business objectives alongside the effective management of our environmental impact. The areas of focus are; carbon and energy management, change of land use and chemical management.

Carbon & Energy Management

We operate in an emissions intensive industry, with energy consumption one of the most significant inputs into growing and processing almonds.² Our farming operations are responsible for the majority of our carbon footprint, this prompted us to perform an assessment to help us identify and quantify our emission profile at each of our orchards.³ We are using the results of this assessment to inform our emissions reduction strategy at an orchard level.⁴ This has resulted in more awareness of our emission profile and has encouraged us to consult broadly with industry and form partnerships with well recognised research bodies focused on improving soil and farming efficiencies.⁵

Our greatest energy consumption is through:

- Water pumping infrastructure
- Orchard machinery
- Packaging and processing machinery

We have aimed to reduce energy use and carbon emissions in line with stakeholder expectations and our own operational targets to reduce input costs along with our impact on the environment.⁶

Our electricity consumption

Based on scope 1, 2 & 3 emission in calendar year 2015 (CAL2015), SHV's carbon emissions were 76.66Mt CO₂-e, with electricity consumption representing 56.04Mt CO₂-e (or 53%) of the total footprint.⁷ Our focus since the 2015 base year has been to improve the mix of renewables when sourcing electricity with the aim to reduce our overall footprint through addressing our most material contribution.

In FY2020 we sourced 51% of our net electricity consumption from renewables (excluding grid mix renewables) through self-generation and targeted Wind Power Purchase Agreements (PPAs). As a result, our total scope 2 emissions have reduced from 28.48Mt CO₂-e in FY2019 to 20.64Mt CO₂-e in FY2020, which represents a 27.5% decrease. A breakdown is provided in the following tables:

Description	Utilisation (GWh)
Total Power Consumed	55.5
Total Power Generated	20.8
Total Power Exported	5.9
Power Purchased through Wind PPAs	13.1

Electricity Purchase from the Grid	Utilisation (GWh)	Scope 2 Emissions (Mt CO ₂ -e) ^{8,9}
Total	40.6	20.64 ⁸

Our progress

In FY2020 the Hull-to-Energy (H2E) co-generation facility located at Carina West continued to provide energy to the Carina West operations facility and the neighbouring Carina orchard, with excess renewable energy supplied into the local grid. The H2E facility has delivered an approximate 23% reduction in scope 2 emissions.

Looking ahead

We are committed to continuing to transition our electricity consumption mix, to increase our volume of renewable electricity by exploring PPAs, H2E efficiency upgrades and Greenpower.

Carbon Management

We are exploring the possibility of re-calculating our organisation wide carbon emission footprint to capture our current impact on the environment and to help develop emissions intensity and reduction targets for our future emissions.

In excess of 26,000Mt of H2E compost was spread throughout our orchards.



Compost rows at Carina West.

* All methods Global Warming Potentials from the NGER Determination as applicable for the relevant reporting year: legislation.gov.au/Details/F2019C00553/Download⁹

[†] Gases included in the Scope 2 GHG emission calculation include CO₂¹⁰

[‡] The approach for calculating emissions includes those under operational control¹¹

² GRI 103-1-a ³ GRI 103-3a-i ⁴ GRI 103-2-a ⁵ GRI 103-3a-ii ⁶ GRI 103-2-b ⁷ GRI 305-2-d-i,ii ⁸ GRI 305-2-a
⁹ GRI 305-2-e,g ¹⁰ GRI 305-2-c ¹¹ GRI 305-2-f

CASE STUDY

H2E Co-Generation Power Station



Power Station

The co-generation power station is an integral link, bringing together several sustainability initiatives through waste recycling, compost generation as well as carbon neutral power.

The biomass power station produced its first power in June 2018, with ongoing commissioning and upgrade works continuing until December 2019.

Almond hull waste from production is transported to the station and burnt at high temperature, producing 3.3MWe of power. A bag filter captures and removes the high levels of fine ash produced from the combustion of almond hulls.

The power station has also created further employment opportunities at Select Harvests for the local community, with additional roles dedicated to the operation of this facility.

Waste Recycling

Waste skins and organic matter from the Parboil facility are recovered and provide additional organic matter for compost production. This avoids up to 300tpa of organic matter being sent to landfill.

Composting

The waste ash generated by the co-generation plant is used, along with waste skins and other organic matter, to create compost to recycle and return potassium to the Select Harvests orchards. The production of our own high potassium ash gives Select Harvests a strong competitive advantage over other compost producers as well as the ability to produce at a cost significantly below that of the market. This allows greater areas of Select Harvests orchards to be serviced, with reduction in external fertigation and improved soil quality across a larger area.

Electricity

The Carina West Processing Facility is linked to the local grid, allowing export of excess power and import of power if the power station is offline. This allows Select Harvests to provide low carbon energy to the main grid.



The cogeneration power station is an integral link, bringing together several sustainability initiatives through waste recycling, compost generation as well as carbon neutral power.



Dan Wilson
OPERATIONS MANAGER, CARINA WEST

“The filter removes all emissions visibility from the ground. It’s a very clean process.”

CASE STUDY

Carbon Based Fertilizer Sustainable Almond Production



Select Harvests is using a waste product from its almond production to replace expensive chemical fertilisers in its orchards, increasing soil nutrient balance and carbon level and reducing our carbon footprint.

More than 70% of the almond fruit we harvest is hull (the hard outer shell), which is inedible for humans and when stored can become a fire risk. While some of this waste has traditionally been sold as cattle feed, demand for this varies considerably and we wanted to find a more sustainable solution.

Co-Gen Power Plant

In 2018, commissioning was completed on our co-generation plant to power our operations by burning the hull waste. We quickly realised that there could be other benefits as well - a by-product of the co-generation process is considerable quantities of ash, which contains a high percentage of potassium as well as other nutrients.

High Grade Ash

We developed a process to convert the ash into a high-grade carbon based fertiliser that could be used on our almond orchards. Working with our South Australia partners, Rash Engineering, our technical team developed a method to deliver this fertiliser direct to the rootzone of the almond trees.

Research findings have confirmed that the application of soil carbon significantly improve the soil health, which in turn improves the almond quality and yield, reduces the aging process of the crop and suppresses various soil borne disease organisms.

Key benefits include:

- (a) Replacement of 25-30% of expensive imported chemical fertilisers with recycled nutrients
- (b) Moderates soil structure, through retention of nutrients, soil moisture & temperature
- (c) Is reducing erosion
- (d) Increases soil carbon level
- (e) Eliminates almond waste into land fill
- (f) Significant reduction in the carbon footprint of almond production
- (g) Improved soil health, root biology & crop health
- (h) Improved Select Harvests long term asset value

Our work to date has demonstrated that carbon-based fertiliser is able to be used at scale in our orchards and has the potential to recycle most of our hull waste. At present it has enabled us to significantly improve soil health, root biology and crop health. At the same time, it has been cost-neutral – a real win-win for our business and the environment!

Upul Gunawardena

TECHNICAL OFFICER,
CARINA WEST

“We have created a closed loop by using the waste hull ash from the CoGen plant, which is high in potassium, as an important ingredient to our fertiliser program. All natural, recycled and low cost, our fertiliser program is the only project of it's kind in the almond industry, world wide.”





Environmental Impact continued

Change of Land Use

We own several agricultural properties where we have converted land to almond orchards and we expect to continue to acquire properties as opportunities arise. Our acquisition strategy for new irrigation land in the Murray–Darling Basin is integral for the long-term viability of the business and is focused on identifying greenfield development opportunities with secure water access, appropriate soil, climate and located near a stable workforce enabling a profitable enterprise and generating a positive cash flow.¹

Our decision-making process for new irrigation land or Greenfield Almond properties in the Murray–Darling Basin considers a range of factors, with risk mitigation forming each criterion.² The table below shows our initial desktop review.³

Desktop Process ⁴	Process Description
Water Security & Deliverability risk assessment	A review of water security ⁵ & deliverability risk ⁶ is the first decision made regarding any new irrigation of greenfield almond developments. Both elements are considered critical decision-making criteria.
Project Budget and Profitability Modelling	The budget looks at all associated costs with the establishment of the development including, land purchase, planning, infrastructure and development costs.

Once we have completed a water security and deliverability risk assessment and confirmed project viability, we undertake a comprehensive due diligence process to further understand the social, environmental and economic impact of the investment. See the table below:⁷

Due Diligence Process ⁶	Process Description
Climate assessment and review	A review is undertaken to determine climate suitability including frost and flood risk of any potential development
Planning	A review of relevant planning schemes is undertaken to determine any applicable planning matters
Aboriginal cultural heritage	A review of the property, pump station locations and mainline routes for Aboriginal cultural heritage is undertaken. Detailed Aboriginal Cultural Heritage plans may also be completed at this stage subject to the outcome of the review.
Hydrogeological study	A Hydrogeological study is undertaken to confirm the suitability of the site for almond production and identify any potential impacts an irrigation or greenfield development may have on regional water systems.
Soils assessment and review	A detailed soils analysis of a property is undertaken, which involves several processes including an EM38 survey and soil pit review and analysis. The review determines if the property is suitable to produce almonds and determines any actions that would need to be undertaken to maximize the potential.
Vegetation and Ecological assessment	A vegetation and ecological assessment are completed on the property and any mainline routes to determine the significance of onsite vegetation and the ecological value of the property.

Our progress

Since 2012 we have applied the above decision-making process to 29 properties and following a rigorous due diligence process, 24% of these properties were developed.⁷

Looking ahead

We continue with this comprehensive evaluation for every greenfield opportunity acknowledging the potential risks outlined above. We are committed to expanding our operations sustainably and will continue to apply our decision-making process with rigor and integrity.

⁴ Water security is the ability to secure adequate and reliable water for our orchards

⁵ Deliverability is being able to get the secured water onto our orchards at the required time

¹ GRI 103-1-a

² GRI 103-2-a

³ GRI 103-2-c-vii

⁴ GRI 103-3-a-i

⁵ GRI 103-2-c-vii

⁶ GRI 103-3-a-i

⁷ GRI 103-3-a-ii

Chemical Management

The use of chemicals are essential in our horticultural and processing operations to ensure we maintain sanitisation, protect our crops from various pests and diseases, maximise yields and prolong the tree life.⁸

A responsible user of chemicals

We are aware of the impact that our chemicals could have on the neighbouring farms, bee populations, native vegetation, wildlife, waterways and our communities.⁹

To safeguard our chemical use we manage chemical spraying based on wind conditions to ensure that spray drift onto other crops does not occur and that we are using our chemicals efficiently. To protect bees we have a strict protocol of not spraying herbicides or insecticides whilst bees are foraging. Bees are a critical element to our growing process, therefore regular consultation with bee keepers occurs prior to spraying and when new chemical products are being considered.¹⁰

Monitoring our impact

Our Safety Management System contains a Chemical Safety component which outlines the expectations of how chemicals are to be handled, used, transported and stored at all Select Harvests locations. All our employees responsible for mixing and handling are trained and certified under the AusChem program at the time of induction. Chemical usage and spray records are kept for every spray event and chemicals are stored and banded according to regulatory requirements.¹¹ In our orchards the annual yield results are the ultimate gauge of effective chemical management and a post harvest review is undertaken to determine any areas for improvement.¹²

Our progress

We pride ourselves on managing our facilities in line with all relevant legislation, as well as the mandate of our local communities within which we operate. In FY2020, we have not received any fines or non-monetary sanctions relating to our interaction with the environment.

We did receive a Pollution Abatement Notice (PAN) from the Environmental Protection Agency (EPA) requesting that controls and procedures be put in place to ensure that effective monitoring of air, land and surface water discharge for the H2E facility occurs in line with our licensing agreement. This was complied with and reassessed by the EPA and we were found to not be in breach of any EPA rules or regulations.¹³

Our facilities and orchards have Hazard Analysis and Critical Control Point (HACCP) accreditation and are audited annually against methodology to ensure compliance.

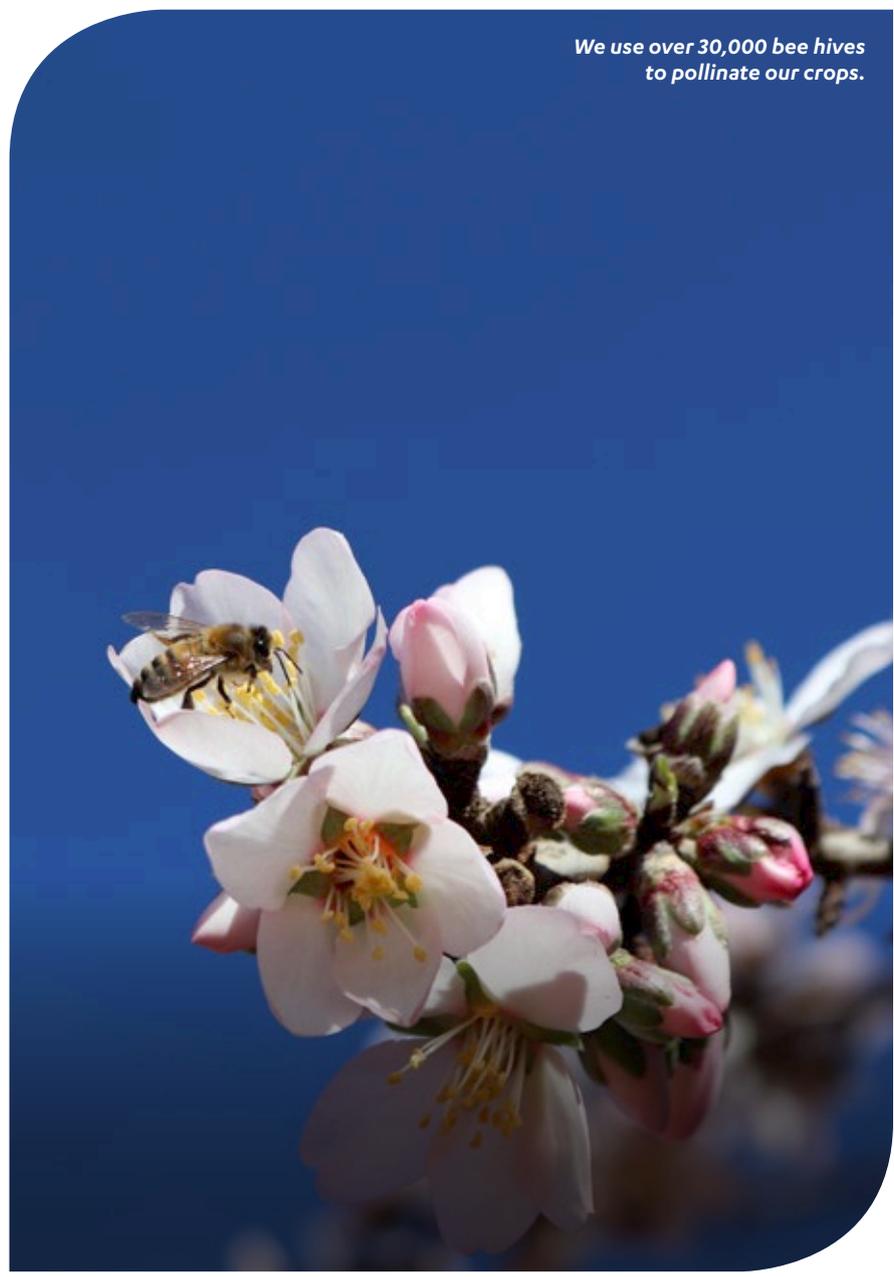
Looking ahead

We commenced a project in 2020 that explores an integrated pest management system, which considers a more holistic view of how we manage pests and is aimed at reducing the use of chemicals.

We currently have two collaborative trials in progress with the CSIRO (Adelaide) and Ag Victoria with the objectives of the trials to;

1. Develop better waste management and waste recycling strategies in almond growing
2. Improve nitrogen management strategies in almond growing.

To protect bees we have a strict protocol not to spray herbicides or insecticides whilst bees are foraging.



We use over 30,000 bee hives to pollinate our crops.



Climate Change

We continue to recognise the risks, challenges and opportunities that climate change is likely to present for our business. Operating in the agriculture sector primarily, we are both a contributor to, and affected by, the physical and transitional impacts of climate change.¹ We accept the science of climate change and the Paris Agreement which commits to hold the increase in the global average temperature to well below 2°C, relative to the pre-industrial period.²

While the issue of climate change is worldwide, the impact is felt by people in the communities where we live and work in the form of severe weather (i.e. frost or drought), rising temperatures, water supply shortages, water demand increases and cost of water - all of which affect our operations, employees, communities and human health.³

Our progress

We aim to manage these risks through:

- Increasing the levels of carbon in the soil through compost applications for greater irrigation and nutrient efficiency.
- Developing new orchards with appropriate irrigation system capacity to meet greater peak demands.
- Investing heavily in all aspects of water management (refer to water management & stewardship)
- Utilising hybrid vigour rootstock genetics that are more efficient and productive.
- Exploring geographic diversification of orchards to reduce exposure to climate events, issues around water availability and water deliverability.
- Diversifying our water portfolio to increase exposure to a greater portion of Murray-Darling Basin inflows and associated allocations.
- Installing frost fans to mitigate frost impacts.
- Actively engaging with the bee industry and having a remuneration structure that incentivises quality bee hives to enable a lower hive stocking rate.⁴

Looking ahead

We are looking to explore the financial implications of climate change on the business in future periods as our awareness and maturity of understanding develops on this topic.⁵ As a step in this process we are reviewing our governance, strategy and risk management objectives that will support our future disclosure of the impacts of climate change.

Minimising the impact of frost through the installation of frost fans which protect the crop during the critical flowering and nut development stage of the almond.



¹ GRI 103-1-a

² GRI 103-2-c-ii

³ GRI 103-1-b-i,ii

⁴ GRI 103-2-a

⁵ GRI 103-2-b

People



People

Planet

Profit



Occupational Health & Safety (OHS)

Occupational Health & Safety

The agriculture and manufacturing industries present unique risks which must be carefully managed. Inherent risks include hazards such as operating plant and equipment, chemicals, noise, dust, climate exposure, wildlife and remote and isolated work, manual handling, slips, trips and falls.¹

Our zero harm OH&S and wellbeing strategy objective is to prevent injuries before they occur and improve our safety performance by 15% each year.² To meet our objectives, we focus on five priority areas: compliance; a safety culture; education; process improvement and performance measurement; and employee wellness.

Occupational Health and Safety is reported at:

- daily facility toolbox meeting
- weekly Executive meeting
- monthly Executive meetings
- monthly Board meetings

Safety culture and management

Our Safety Management System (SMS) incorporates our processes to manage safety effectively. These include identifying hazards, standard operating procedures and processes to assess and manage risk. The SMS applies across the full scope of our operations and people.³ To complement our SMS, we implemented a comprehensive Safety Manual in 2018, outlining our safety strategy and policy, roles and responsibilities, key risks, reporting mechanisms, legislation and other standards.

We maintain a strong focus on supervision and our safety onboarding program is well established, particularly for casual and seasonal workers. We are implementing compliance management technology to support real time reporting of hazards and risk assessments, as well as ensuring training requirements are met and certifications are current.

We encourage active participation in our SMS, running regular toolbox safety meetings where we discuss key incidents and near misses. These meetings provide an opportunity for our people to raise concerns, discuss issues and call out examples of good practice. All sites have an active Occupational Health and Safety Committee in place.

Each key area of the business has a health and safety representative (HSR) elected by peers to represent them in quarterly discussions with management on occupational health and safety matters. Training on their roles and responsibilities is undertaken when HSRs are appointed. HSRs do not have decision making authority but are able to go through the delegated authority process as required.⁴

We provide training for our people to ensure they are equipped with the knowledge and skills to carry out their roles safely. Training includes on-site safety inductions, standard operating procedure training and toolbox meetings on topical areas and legislative changes. We run skill accreditation for machine operation in production areas and sighted competency assessments by a trained instructor for farm operations. During peak harvest periods translators are provided for migrant labour through the Seasonal Worker Program.⁵

Risk and hazard management

Identifying and mitigating hazards and risks is a core element of our Safety Management System. Processes in place to systematically identify and assess work related hazards include safety walks, inspections, audits, review of operating procedures and incident investigations. All risk assessments are conducted with Safety Officers or HR representatives,⁶ using a severity vs likelihood matrix. We apply the hierarchy of controls in our approach to hazards and risk mitigation.⁷

We measure the effectiveness of our processes through reviews of hazard reports, number of incidents and further hazards identified once management plans are put in place. Any gaps identified are used to drive improvements in our processes.⁸

All employees have access to hazard identification forms and can submit these to supervisors, safety officers or HR representatives. We encourage our people to speak up if they notice a hazard and our code of conduct, equal opportunity and discrimination policies enable employees to remove themselves from hazardous situations if needed while providing protection from reprisal.⁹

Incident reporting and analysis is key to our ability to continuously improve our safety practices. By recording and investigating incidents and 'near misses' we can establish the root causes of the incidents, communicate these learnings and implement necessary responses across all of our sites.

In 2020 our OH&S system processes and reporting was moved to the ManGo Information Management System.

Health and wellbeing

We strive to create a workplace culture in which our people can bring their best selves to work. All employees, contractors and their immediate family members have access to our Employee Assistance Program (EAP), a confidential service that supports, guides and counsels people to manage their mental health.

Workers have access to personal and carer's leave and leave without pay in order to access non work-related medical services. We fund flu vaccinations for all employees.¹⁰

We participate in the Virgin Pulse Global Challenge, as a key wellbeing initiative that all our employees can participate in, across our geographically dispersed business. It supports our employees to build healthy habits around exercise, nutrition, maintaining work life balance and sleep. It is also a way of promoting team work and connectedness across the business.¹¹

To gauge the success of our approach to promoting safety and mental health we monitor incidents and conduct an annual culture survey. Safety culture is consistently the highest rated section in the survey with FY2020 returning a strong result of 74%. We monitor the level of participation in health and safety initiatives and surveys, which consistently indicate strong employee interest and engagement.¹²



Safety Performance

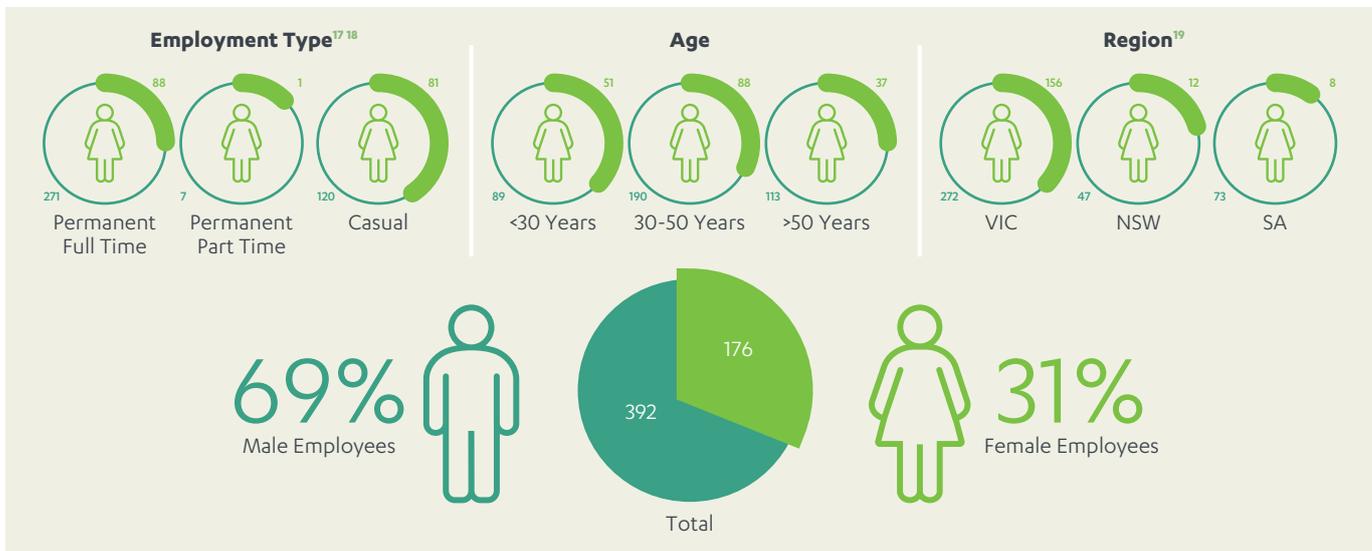
This year our total recordable incidents reduced from 88 to 68, a 23% decrease. We experienced a 50% increase in lost time injuries (LTI). This improvement was driven by significant increase in focus and commitment to working towards a Zero Harm workplace. We were pleased to have exceeded our overall target of 15% improvement for FY2020.

There were no work-related fatalities and one high consequence work-related injury. The most common types of injury sustained were muscle and tendon injuries, wounds and lacerations.¹³ These were mainly caused by slips, trips, falls. We are working to address this by further promoting a Zero Harm culture as well as regular training and education programs focused on identifying potential hazard before they cause harm.

		FY2019	FY2020	Variance FY2019 vs FY2020
Total Recordable Incidents	Number	88	68	-23%
	Frequency Rate	58.2	53	-9%
Hazards	Number	631	627	-0.6%
Medical Treatment Injuries	Number	19	13	-32%
	Frequency Rate	20.9	14	-35%
Lost Time Injuries Severity	Days Lost	404	374	-8%
	Severity Rate	11.2	9	-20%
Lost Time Injuries	Number	7	14	+50%
	Frequency Rate	7.7	16	+60%

Our workforce

We employ over 550 full time equivalent employees including executive, permanent, contractor and seasonal (casual and labour agency hire) personnel throughout regional and metropolitan Australia.¹⁴ 53% of these employees are covered by an Enterprise Bargaining Agreement (EBA).¹⁵ In any given year, around 20-30% of the SHV workforce is casual, either employed by SHV directly, or through labour hire agencies, including through the government Seasonal Worker Scheme. The casual work arrangements apply both to the agricultural activities, which are seasonal.¹⁶



The figures represented above have been extracted from the Women Gender Equality Agency (WGEA) Report for the 2019/20 period and represents the workforce as at 31 March 2020.

Looking ahead

We value the importance of the safety of our people above all else at Select Harvests and despite measurable improvements in our safety culture, we recognise that there is still more to be done. We are aiming to;

- Perform an OH&S compliance review across the business to ensure we comply with all national and state legislatives requirements.
- We plan to fully implement our safety and environment modules of the compliance management system (ManGO) to enable real time reporting of incidents, hazards and risk assessments, drive efficiencies through workflows and enable better reporting and analysis.
- We will be investigating the roll out a safety behavioural program as part of the next phase towards ZERO HARM.
- Focus on more targeted wellbeing initiatives, including personal health and mental wellness.



Labour Practices, Human Rights, Anti-Corruption, Ethics & Integrity

We have a complex global supply chain with a long-standing commitment to a large number of domestic and international suppliers. We engage with approximately 1,543 suppliers across 21 countries, with most suppliers based in Australia and supporting the sourcing of raw material, packaging and logistics segments of the business.

Country	No. of Suppliers
Australia	1,448
Other	95

A key operational focus for the business is to optimise our end-to-end supply chain to achieve maximum value for the business. We aim to achieve this by the continually improving efficiencies across the five supply chain elements below.¹



Labour Practices & Human Rights

Our supply chain and distribution networks import and export a significant volume of product to and from developing countries. We acknowledge the associated risks in those markets with regards to; child labour, forced labour and other potential human rights violations. As a seasonal agricultural business, we rely heavily on the casual workforce, sourced both directly and through, local labour hire agencies. We employ casuals from overseas annually, through the government sponsored Seasonal Workers Program.

We treat all our workers in a manner which is compliant with the relevant legislation as well as protecting and preserving each individual's basic human rights. To address any risks, we require all of our labour hire agencies to confirm compliance with our ethical sourcing policy. This process identified one potential underpayment issue through a labour hire agency, which was promptly acknowledged and rectified in FY2019.²

Our commitment to upholding human rights is reflected in a suite of policies that includes our Ethical Sourcing, Code of Conduct, Workplace Fair Treatment, Equal Employment Opportunity, Anti-Discrimination, Harassment and Bullying, OHS, Whistleblower, Recruitment and Environment and Sustainability.³

Our progress

We want to be recognised as a leader in the industry for effective management of labour practices and human rights related issues. We are a SEDEX member*, which we achieved through the SEDEX Members Ethical Trade Audit (SMETA). We continue to encourage our supply chain and broader operations to explore the benefits of this accreditation.

We monitor our performance by conducting audits of our supply chain at random as well as adhering to audit requests from our key customers and other external stakeholders. All our current labour providers have confirmed compliance with our ethical sourcing policy.⁴

Looking ahead

We plan to undertake a more thorough risk assessment of our supply chain and operations with the goal of identifying those areas that have a higher risk profile. We are required to disclose the actions taken to assess and address the risk of modern slavery in line with the Commonwealth Modern Slavery Act 2018 from March 2021.

“ We want to be recognised as a leader in the industry for effective management of labour practices and human rights issues. ”

Anti-corruption, Ethics and Integrity

Our culture of strong ethics and integrity drive the behaviors of the business and support our social license to operate within the market and form part of our Values. These behaviors are central to everything we do and allow us to build and sustain enduring relationships with our broad set of stakeholders. We have Fraud, Anti-Bribery and Corruption Policy in place and adherence to the policy is within the scope of internal and external audit reviews, as they are undertaken.⁵

Our progress

We are committed to conducting business in compliance with all applicable anti-corruption laws in the countries in which the business operates. In FY2020, there were no confirmed incidents of corruption or identified material breaches of the code of conduct.⁶ We endeavour to support local business where we can.

Looking ahead

To ensure we continue to develop and improve our employee's awareness of the importance of acting ethically and with integrity, we are exploring potential eLearning platforms to support a suite of online learning programs customised to address key outcomes and objectives for the business.

* SEDEX is one of the world's leading ethical trade service providers, working to improve working conditions in global supply chains: sedex.com

1 GRI 102-9-a 2 GRI 103-1-a; 103-2-b & GRI 103-3-a-i 3 GRI 103-2-c 4 GRI 103-3-ii 5 GRI 103-1-a 6 GRI 205-3-a,b,c,d

Food Safety, Product Labelling & Quality

Food Safety & Quality

Food safety and quality is the cornerstone of our production processes at Carina West, Thomastown and in our orchards to protect our consumers, and our reputation. We know that mismanagement of food safety and quality could damage the trust that consumers and Business to Business customers have in our products and in extreme cases could threaten our business viability.⁷

Food safety and quality is seen as the responsibility of everyone at Select Harvests. We are committed to supplying products that consistently meet our customers' expectations, as well as all our regulatory compliance requirements.⁸ Our Food Safety Plan has been developed using HACCP principles to manage and control food safety, regulatory and quality risks through all stages of our operations.⁹

We pride ourselves on the traceability of our products as a fundamental step in protecting our consumers, particularly when a product recall is required.¹⁰ As a vertically integrated business we can closely monitor almond traceability from the farm to the end customer. Implementing the JD Edwards (JDE) system in conjunction with manual recording of traceability provides the foundation to our robust food safety and quality process.¹¹

Our progress

Both production sites are certified through the Safe Quality Food (SQF) program, which is recognised internationally by food service providers. In addition, all our facilities, including farms, are certified against Hazard Analysis Critical Control Point (HACCP) requirements and audited annually for compliance. We monitor our food safety and traceability performance by microbiological and chemical product testing, audit performance and regulatory compliance. We monitor our product quality through internal screening and customer complaints.¹² In FY2020, there were no incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of our products.¹³

Looking ahead

A proactive approach to food safety and quality has led to investment in the online control management and compliance system; ManGO, which is currently being rolled out across the business. We will continue to upskill our employees through structured training on the Food Safety System.

Product labelling

We aim to be transparent and clear in our product labelling. Incorrect product labelling can lead to health risks for consumers, regulatory breaches, associated product recalls, investigations from regulatory bodies and losses of customer/consumer confidence.¹⁴

We have a Product Development, Specifications and Labelling procedure which outlines the roles and key responsibilities of staff. Throughout the label creation process, Quality Assurance and New Product Developers business units are required to sign off on product labelling for compliance with relevant internal and external requirements.¹⁵

Our progress

At both the Thomastown and Carina West facilities label compliance checks are conducted at regular intervals by quality assurance or production staff. We measure success of our labelling protocols by requiring no withdrawals or recalls for label related issues. In FY2020, there were no incidents of non-compliance with regulations and voluntary codes concerning product information and labeling, resulting in no withdrawals or recalls.¹⁶



Food safety and quality is seen as the responsibility of everyone at Select Harvests.

7 GRI 103-1-a
14 GRI 103-1-a

8 GRI 103-2-b
15 GRI 103-2-a,c,iv

9 GRI 103-2-c-i
16 GRI 417-2-b

10 GRI 103-1-a

11 GRI 103-2-c-vii

12 GRI 103-3-a

13 GRI 416-2-b; GRI 103-3-b

kids PRO-biotic

Cereal for happy tummies

new

SELECT HARVESTS



CASE STUDY

Food Labelling That Supports Kids' Health

Food labelling can be confusing and a particular challenge for parents wanting to provide good nutrition for their children. Recognising that, our approach has been to formulate products for children based on what consumers say they want and to provide clear, nutrition-driven labelling to make choices easier for those on a quick visit to the supermarket.

Sunsol Kids PRO-biotic Cereals

For example, to develop our Sunsol Kids PRO-biotic Cereals we conducted consumer research to understand what parents and kids wanted in a cereal. We then formulated our product and developed a set of clear messages for the packaging which aligned with the research results.

We support food safety through:

- Use of a clip seal packaging which assures optimal product quality up to the Best Before Date printed on pack.
- Providing an allergen declaration on the back of pack
- Formulating these products with low sugar levels and no artificial colours or flavours
- Using preservative free fruit in the products.

Our products have been nutritionally verified by external laboratories and our labelling messages were verified against Food Standards Australia & New Zealand.





Profit



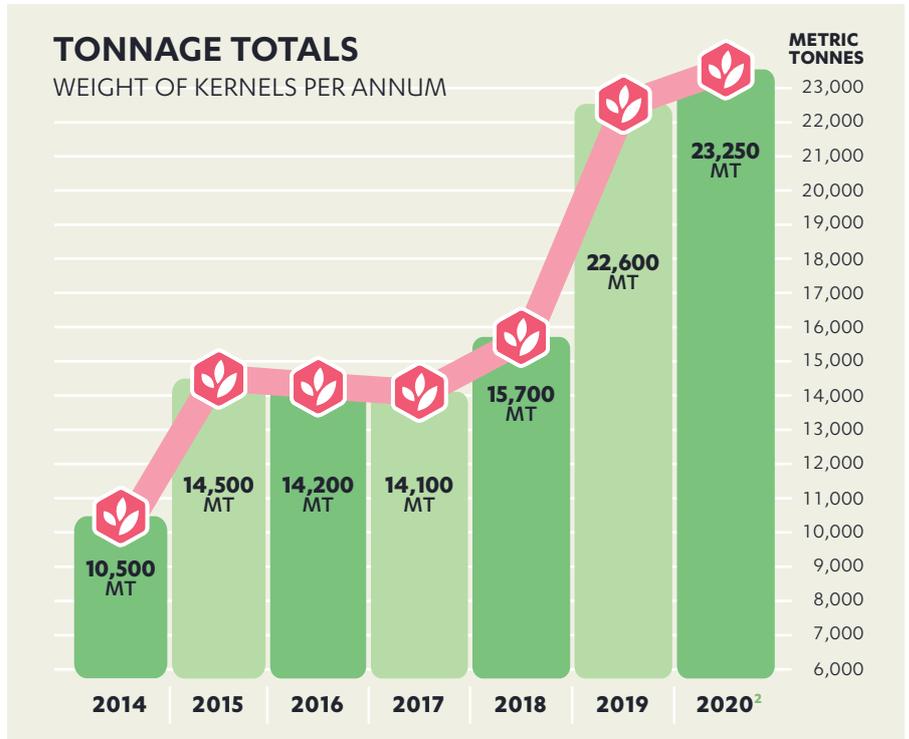


Financial Performance & Business Strategy

Financial Performance

FY2020 was a positive year on many fronts and led to the delivery of a strong profit result and greater operational efficiencies. A Net Profit After Tax (NPAT) of \$25.0 million, Earnings per Share (EPS) of 26 cents per share (CPS) in FY2020 and a very strong operating cash flow of \$13.3 million, was reported. Our financial performance underpins the viability of our business and allows us to deliver value to all our stakeholders.¹ Our multi-year greenfield development strategy is now yielding results as our investments mature into productive orchards, significantly contributing to the increase in almond volume growth. In the processing side of the business, results were reflective of strong demand for value added Industrial product into the China market offset by the continuing challenging environment in the domestic consumer branded market.

We strive to keep improving the efficiency of our operations which is why we opted to change our financial year end to September in FY18. This has allowed us to align our financial performance with the almond crop cycle, enabling us to better estimate the full year crop and allowing us to better plan and manage our financial performance throughout the year.



Our Economic Contribution

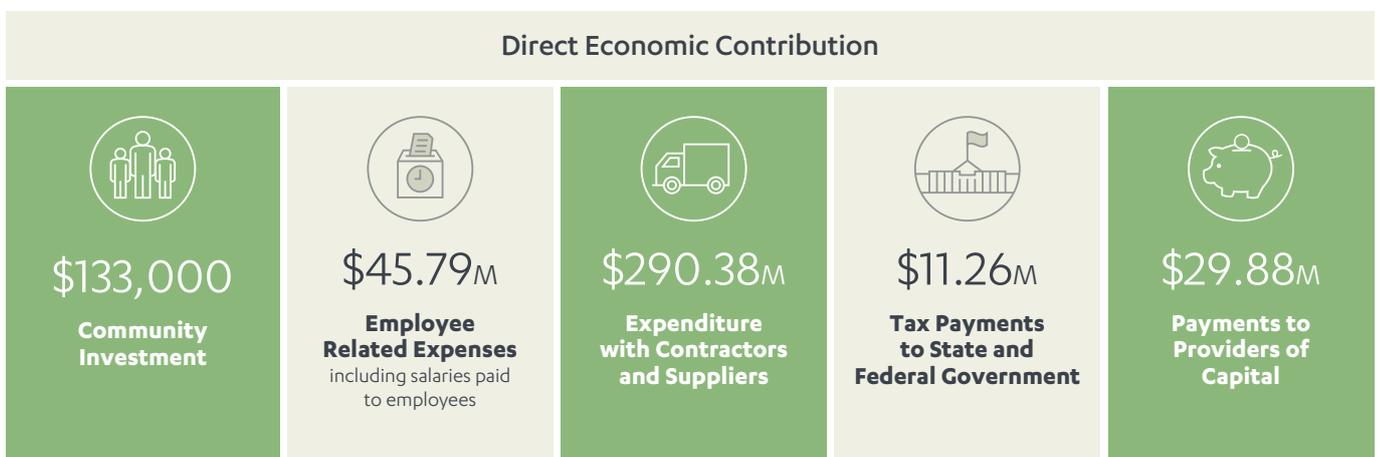
Our success as a business is determined not only by our financial performance, but by the number of staff we employ, the suppliers whose businesses we support and the social and economic outcomes in our local communities.³

Our orchards and major processing capacity are in regional Victoria, South Australia and New South Wales.

In all these areas, we positively impact local and regional economies and contribute to economic development through a variety of methods. These include taxes and other payments to governments at local, state and federal level, local procurement, employment and investing in programs and projects that benefit local communities.

Our values of ‘protect and grow’ encourage regular stakeholder engagement which allows us to assess and modify our approach to supporting regional economic development.

In FY2020 our direct economic contribution consisted of:⁴



¹ GRI103-1-a

² GRI102-7-a-v

³ GRI103-3-a-i

⁴ GRI201-1-ii

Historical Summary

Select Harvests consolidated results for years ended 30 September/June

\$'000 (except where indicated)	2009	2010	2011	2012	2013	2014*	2015	2016	2017	2018	2018* (3 mths)	2019	2020
Year/period ended	30 june	30 sept*	30 sept	30 sept									
Total sales	248,581	238,376	248,316	246,766	190,918	188,088	223,474	285,917	242,142	210,238	67,581	298,474	248,262
Earnings before interest and tax	26,827	26,032	22,612	(2,495)	5,241	31,288	85,845	49,785	16,979	34,869	(1,052)	80,065	38,726
Operating profit before tax	23,047	23,603	18,473	(8,743)	198	26,833	80,514	44,290	11,978	29,464	(2,089)	76,108	36,662
Net profit after tax	16,712	17,253	17,674	(4,469)	2,872	21,643	56,766	33,796	9,249	20,371	(1,536)	53,022	25,001
Earnings per share (Basic) (cents)	42.6	43.3	33.7	(7.9)	5.0	37.5	82.9	46.7	12.6	23.2	(1.6)	55.5	26.0
Return on shareholders' equity (%)	16.6	15.2	10.5	(2.8)	1.8	12.3	19.8	11.6	3.3	127.5		12.7	6.2
Dividend per ordinary share (cents)	12	21	13	8	12	20	50	46	10	12	0	28	13
Dividend franking (%)	100	100	100	100	100	55	-	54	100	100	N/A	100	100
Dividend payout ratio (%)	28.2	48.5	38.6	(101.3)	239.8	53.5	62.8	99.1	79.4	51.7	N/A	50.0	50.0
Financial ratios													
Net tangible assets per share (\$)	1.56	1.87	2.17	2.19	2.14	2.38	3.35	3.22	2.95	3.34	0.00	3.60	3.46
Net interest cover (times)	7.10	10.70	6.70	(0.4)	1.0	6.9	15.9	9.0	3.4	6.4	N/A	20.0	18.7
Net debt/equity ratio (%)	51.9	39.6	43.3	41.7	49.6	54.0	38.2	23.1	52.5	18.7	15.9	6.6	79.6*
Current asset ratio (times)	0.79	1.44	1.96	1.42	1.61	4.02	3.36	1.90	1.05	4.49	3.23	2.74	2.39
Balance sheet data as at 30 September/June													
Current assets	81,075	83,993	91,228	76,936	123,303	136,639	207,782	155,521	136,610	162,118	159,721	173,667	217,397
Non-current assets	133,884	145,612	214,352	202,371	180,542	194,080	280,130	294,251	343,081	354,435	362,900	379,190	607,497
Total assets	214,959	229,605	305,580	279,307	303,845	330,719	487,912	449,772	479,691	516,553	522,621	552,858	824,894
Current liabilities	102,348	58,469	46,454	54,369	76,800	33,988	61,893	81,783	130,371	36,104	49,412	63,457	91,062
Non-current liabilities	11,735	57,515	90,311	64,608	67,540	121,325	138,632	77,088	71,701	101,809	102,570	73,398	328,822
Total liabilities	114,083	115,984	136,765	118,977	144,340	155,313	200,525	158,871	202,072	137,913	151,982	136,854	419,884
Net assets	100,876	113,621	168,815	160,330	159,505	175,406	287,387	290,901	277,619	378,640	370,639	416,003	405,010
Shareholders' equity													
Share capital	46,433	47,470	95,066	95,957	97,007	99,750	170,198	178,553	181,164	268,567	268,567	271,750	279,096
Reserves	12,949	11,327	11,201	10,472	9,144	12,190	12,818	11,168	11,602	9,601	9,802	10,417	14,280
Retained profits	41,494	54,824	62,548	53,901	53,354	63,466	104,371	101,180	84,853	100,472	92,270	133,836	111,634
Total shareholders' equity	100,876	113,621	168,815	160,330	159,505	175,406	287,387	290,901	277,619	378,640	370,639	416,003	405,010
Other data as at 30 September/June													
Fully paid shares ('000)	39,519	39,779	56,227	56,813	57,463	57,999	71,436	72,919	73,607	95,226	95,226	95,737	96,637
Number of shareholders	3,296	3,039	3,227	3,359	3,065	3,779	4,328	8,908	11,461	11,943	11,884	10,331	11,258
Select Harvests' share price													
- close (\$)	2.16	3.46	1.84	1.30	3.27	5.14	11.00	6.74	4.90	6.90	5.32	7.69	5.57
Market capitalisation	85,361	137,635	103,458	73,857	187,904	298,115	785,796	491,474	360,674	657,059	506,602	736,218	538,268

* The 2014 result has been restated due to the early adoption of changes to Accounting Standards, AASB 116 Property, Plant and Equipment, and AASB 141 Agriculture, impacting 'bearer plants'.

* 3 month transition period * As a result of implementation of AASB16 Leases on 1 October 2019, the Company recognised Right-of-use assets and lease liabilities in its books



GRI Content Index^{1 2}

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
102-1	Name of the organisation	Page 2	
102-2	Activities, brands, products, and services	Page 2 & 7	
102-3	Location of headquarters	Page 35	
102-4	Location of operations	Page 6	
102-5	Ownership and legal form	Refer to pg. 42 of FY2020 annual report at selectharvests.com.au/annual-reports	
102-6	Markets served	Page 7	
102-7	Scale of the organisation	Page 6, 25, 30	
102-8	Information on employees and other workers	Page 25	
102-9	Supply chain	Page 26	
102-10	Significant changes to the organization and its supply chain	No significant changes	
102-11	Precautionary Principle or approach	Page 7	
102-12	External initiatives	Page 7	
102-13	Membership of associations	Page 7	
102-14	Statement from senior decision-maker	Page 3	
102-16	Values, principles, standards, and norms of behaviour	Page 5 Refer to code of conduct policy on website: selectharvests.com.au/governance	
102-18	Governance structure	Page 7 Refer to website selectharvests.com.au/governance	
102-40	List of stakeholder groups	Page 10-11	
102-41	Collective bargaining agreements	Page 25	
102-42	Identifying and selecting stakeholders	Page 10	
102-43	Approach to stakeholder engagement	Page 10-11	
102-44	Key topics and concerns raised from stakeholder engagement	Page 10-11	
102-45	Entities included in the consolidated financial statements	Page 2 Refer to pg. 73 of FY2020 annual report at selectharvests.com.au/annual-reports	
102-46	Defining report content and topic Boundaries	Page 8	
102-47	List of material topics	Page 9	
102-48	Restatements of information	Page 3	
102-49	Changes in reporting	Page 2	
102-50	Reporting period	Page 2	
102-51	Date of most recent report	Page 2	
102-52	Reporting cycle	Page 2	
102-53	Contact point for questions regarding the report	Page 35	
102-54	Claims of reporting in accordance with the GRI Standards	Page 2	
102-55	GRI content index	Page 32-35	
102-56	External assurance	Page 2 We have engaged a third party to perform assurance readiness over selected data streams which support material issues.	

¹ GRI 102-55-a

² GRI 102-55-b-i,ii,iii

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
Material Topic - Water Management & Stewardship			
103-1	Explanation of the material topic and its Boundary	Page 9, 14-16	
103-2	The management approach and its components	Page 14	
103-3	Evaluation of the management approach	Page 17	
303-1	Interactions with water as a shared resource	Page 16	
303-2	Management of water discharge-related impacts	Page 14	
303-3	Water withdrawal		Confidentiality constraints: Volumes by stress ratings is commercial in confidence.
Material Topic - Environmental Impact			
103-1	Explanation of the material topic and its Boundary	Page 9, 17-21	
103-2	The management approach and its components	Page 17, 20-21	
103-3	Evaluation of the management approach	Page 17, 20-21	
305-2	Energy indirect (Scope 2) GHG emissions	Page 17	
307-1	Non-compliance with environmental laws and regulations	Page 21	
Material Topic - Climate Change			
103-1	Explanation of the material topic and its Boundary	Page 9, 22	
103-2	The management approach and its components	Page 22	
103-3	Evaluation of the management approach	Page 22	We will continue to work on designing a framework for evaluating our approach to climate change and disclose our progress in our next report.
201-2	Financial implications and other risks and opportunities due to climate change		Information unavailable: We will perform a risk and opportunities assessment to understand the financial implications of climate change and work to mitigate these risks.



GRI Content Index continued

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
Material Topic - Occupational Health and Safety (OHS)			
103-1	Explanation of the material topic and its Boundary	Page 9, 24-25	
103-2	The management approach and its components	Page 24	
103-3	Evaluation of the management approach	Page 24	
403-1	Occupational health and safety management system	Page 24	
403-2	Hazard identification, risk assessment, and incident investigation	Page 24	
403-3	Occupational health services	Our Safety Officers oversee the provision of occupational health services including workplace safety surveillance, advice on health, safety and hygiene, workplace ergonomics and organisation of first aid and emergency treatment.	
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 24	
403-5	Worker training on occupational health and safety	Page 24	
403-6	Promotion of worker health	Page 25	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SHV's business relationships do not cause significant negative OHS impacts.	
403-9	Work-related injuries	Page 26	Information on hours worked by casuals is not available as casual workers are sourced through labour hire agencies. More detailed information is expected on this in our next report
Material Topic - Labour Practices, Human Rights, Anti-Corruption, Ethics and Integrity			
103-1	Explanation of the material topic and its Boundary	Page 9, 26	
103-2	The management approach and its components	Page 26	
103-3	Evaluation of the management approach	Page 26	
205-3	Confirmed incidents of corruption and actions taken	Page 26	
Material Topic - Food Safety, Product Labelling and Quality			
103-1	Explanation of the material topic and its Boundary	Page 9, 27	
103-2	The management approach and its components	Page 27	
103-3	Evaluation of the management approach	Page 27	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 27	
417-2	Incidents of non-compliance concerning product and service information and labelling	Page 27	

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Omission
Material Topic - Financial Performance and Business Strategy			
103-1	Explanation of the material topic and its Boundary	Page 9, 30	
103-2	The management approach and its components	Refer to pg. 8 & 22 of the FY2020 annual report for the approach to managing business strategy and financial performance respectively at selectharvests.com.au/annual-reports	
103-3	Evaluation of the management approach	Page 30	
201-1	Direct economic value generated and distributed	Page 3, 30 Refer to pg. 43 of the FY2020 annual report for revenue and operating costs at selectharvests.com.au/annual-reports	

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Company LinkedIn Page

au.linkedin.com/company/select-harvests-pty-ltd

Company Websites

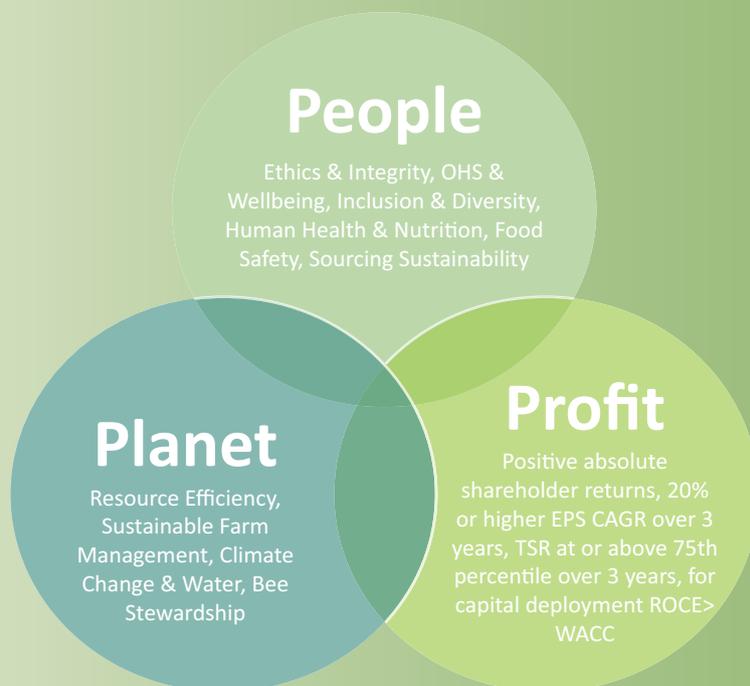
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sunsol.com.au

nuvitality.com.au

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Our Triple Bottom Line Focus



SELECT HARVESTS

SUSTAINABILITY REPORT

AS AT SEPTEMBER 2020

www.selectharvests.com.au