



Sustainable  
Land Use



## OUR PURPOSE

Optimising the sustainable use of land through integrated solutions.

## OUR VISION

To be the leading and trusted partner of choice to growers and professionals in agriculture, amenity, landscaping and ecology markets.

## WHAT WE DO

We support growers and other professionals in the agriculture, amenity, landscaping and ecology markets. We enable our customers to optimise land use and nurture sustainable food systems, based on healthy soils. We focus on climate action, reducing our environmental footprint, and respecting society, through collaboration and innovation.

## OUR VALUES



people



partnerships



innovation



integrity



community

## Highlights

Carbon Emissions  
(Scope 1 and 2)

# 17.3KTs

Total Scope 1 and 2 carbon emissions expressed in kilotonnes (kts) of CO<sub>2</sub>

# -27%

reduction in Group FY23 Scope 1 & 2 absolute emissions vs. 2019 baseline

Near-term greenhouse gas emission reduction

## targets validated

by the Science Based Targets initiative\*

Carbon Transition Plan to 2032 agreed

# 56%

of Group's purchased electricity supplied from verified renewable sources

# 25%

female representation at leadership and management level

Health and Safety

# RIR score at 2.91

(6.41 in 2022)

# 89%

Sustainable Engagement Index score (89% 2022)

## At a Glance

A leading agronomy group with a growing presence in the ecology and environmental sectors.

We deliver independent and innovative advice, inputs and related services to our customers in agriculture, amenity, landscaping and ecology markets. We enable them to optimise land use and economic returns on a sustainable basis.

### Business-to-Business Agri-Inputs

Provide inputs and supply chain solutions to the Irish, UK and Brazilian customers in the primary food production sectors covering the macro inputs that drive on-farm efficiency, i.e. prescription blended fertilisers, speciality nutrition and animal feed ingredients.

### Integrated Agronomy and On-Farm Services

Provide agronomy advice, services and inputs directly to arable, fruit and vegetable growers in the UK, Poland, Romania and Ukraine. Our customised solutions ensure the delivery of crop production systems that adhere to the highest safety, quality, environmental and sustainability standards.

### Amenity, Ecology and Environment

Provide a diverse range of consultancy, inputs and technical solutions in sports turf management, landscaping, and environmental conservation. These businesses primarily cater to the growing demand from consumers and industries seeking to incorporate sustainable inputs and practices into their operations and day-to-day lives.

## Our Segments



## Our Brands



# Business Model

## Our external environment

What we do and how we do it are influenced by a number of factors external to our business, all of which must be considered and managed. We proactively monitor developments and trends in our external environment.

### The natural world

We must be resilient to changes such as climate change and population growth, and ensure our impact on the natural environment is positive while being mindful of the role we play in our response to global food security.

### The political environment

We understand the key policy issues affecting our industry. These include national and global politics as well as policymakers across the globe.

### Our economic environment

The economic impacts on our financing costs through market rate movements such as interest rates and inflation, and our customers' ability to respond to price changes.

### Technology and innovation

New technology and innovations can create opportunities for improvements in our products and services, and in our efficiency in delivering them to our customers.

### Our stakeholders

Our work impacts a wide variety of stakeholders and we regularly consult them to help develop and execute our plans.

## Key inputs and capabilities

We are reliant on key resources and capabilities to deliver our purpose, and we strive to have a positive impact on those resources through our activities to support our ongoing relationship with them for mutual benefit in the long term.

### People

Origin's strategy and success are dependent on the shared talent, diversity, innovation and values of the people we employ. We rely on skilled and engaged colleagues, supported through training and development, to deliver our services.

### Suppliers and customer relationships

Origin relies on a healthy supply chain and strong relationships with its customers. Together with the strength of our brands, services and solutions, these provide a competitive advantage.

### Government and regulators

The constructive relationships we have built with governments, regulators, suppliers and other stakeholders are fundamental to our ability to deliver our purpose.

### Nature, communities & society

We rely on natural resources, healthy soils, and vibrant ecosystems. We are fortunate to enjoy the support of the communities in which we work and the backing of civil society in pursuit of a just transition to net zero.

### Financial

The Group has a strong balance sheet, which enables us to react quickly to long-term capital investment projects or strategically aligned opportunities.

### Intellectual

Innovation helps us to continually improve and understand performance trends in our industry. This helps us to be agile and proactive in delivering new products and services.

## What makes us different

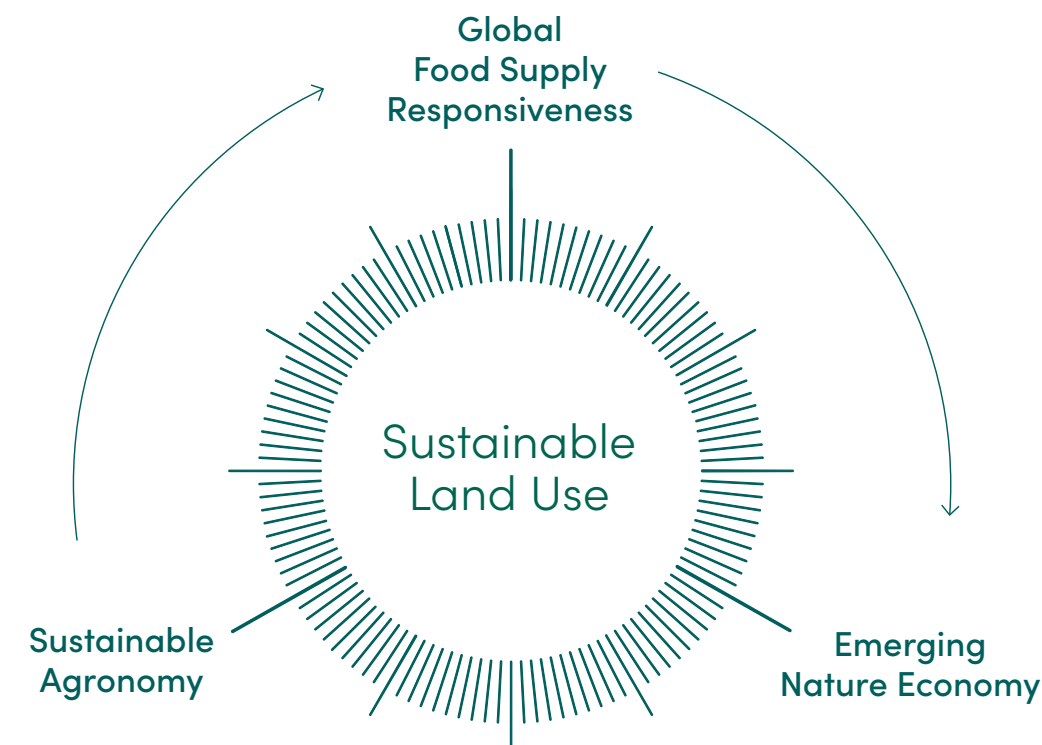
We sell complex products and services as integrated solutions that address the needs of customers in the agriculture, amenity, environment, and ecology sectors.

Our integrated solutions enable us to respond swiftly, adopt new positions in our customers' value chains, and offer a wide range of technologies and capabilities that deliver results throughout the service or product life cycle. Our integrated solutions model is a key competitive advantage for Origin, enabling the synergetic transfer of innovation, R&D and intellectual property across the entire organisation.

For example, Agrii, a part of the Origin Group, leverages the power of skilled agronomists and top-tier insights to provide unparalleled expertise and support for sustainable, profitable farming systems across the UK, Romania and Poland. Marrying excellence and innovation with the latest R&D, Agrii equips customers to confidently navigate modern agricultural challenges. Employing comprehensive research and integrated pest management principles, we scrutinise every facet of sustainable food production systems. Collaboration within Origin's B2B fertiliser division has yielded enhanced-efficiency fertilisers, promoting environmental consciousness in nutrient application. These products bolster yields, minimise environmental impact and benefit soil biology.

## Our commitment to ESG

We operate in an environmentally and socially conscious manner and uphold the highest standards of corporate governance. We actively participate in a broad range of global ESG ratings, indices and frameworks to benchmark our approach against best practice and emerging sustainability challenges.



Value delivered for our stakeholders			
<b>People:</b> <b>c.2,800</b> employees	<b>Customers:</b> <b>c.50,000</b> customers	<b>Shareholders:</b> <b>€38m</b> returned to shareholders through dividends and buybacks	
<b>Communities &amp; Society:</b> <b>€19.6m</b> corporation tax paid		<b>Natural Environment:</b> <b>4</b> acquisitions in the Amenity, Ecology and Environmental segment	

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## Message from our CEO

Our company purpose of 'Optimising the sustainable use of land through innovation and integrated solutions' has never been more pertinent.

Geopolitics, including the conflict in Ukraine and the redrawing of international supply chains, together with irregular weather patterns, are threatening the global food system and food security, which are already in a precarious position.

Meanwhile, the global transition to net zero has rightly thrown the spotlight on how greenhouse gas emissions are impacting the health of the environment through climate change. This momentum is also driving a greater awareness of the role the rest of nature plays across the economy in a shift that explicitly values environmental factors such as 'nature capital' on the balance sheet.

Both food security and the emerging nature economy are critical elements of Origin's updated strategic vision as set out in our FY22 Capital Markets Day. These drive our ESG ambition and act as a roadmap for delivering value creation for all our stakeholders.

As a Group we constantly strive to optimise food production within a nature-rich environment. Our integrated approach promotes species diversity in crop rotation and offers environmentally sustainable, economically sound solutions for crop nutrition, soil health and farm productivity.

Beyond agriculture, we apply ecological expertise in urban, infrastructure construction and amenity settings, recognising nature's role in essential ecosystem services.

I am proud of the progress we have made as a leader in sustainable agronomy but I know we must do more. I also know that solving our shared challenges will require working in broad global coalitions and sharing our combined knowledge and expertise for the betterment of all.

### Targets

In FY23, we continued the implementation of our sustainability strategy, Nurturing Growth and its associated targets. While we have made progress to date, we are constantly challenging ourselves and have set ourselves ambitious targets that will guide our leadership in promoting a sustainable future through responsible land use.

- Reduce absolute Scope 1 and 2 GHG emissions 54.9% by 2032 from a 2019 base year.
- Reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% within the same time frame.

- Establish a business division centred on amenity, environmental and ecology, which will inform how we support biodiversity across all of our activities.
- Improve biodiversity – support the creation of 1,000 miles of wildlife corridors.
- Enhance soil health – benchmark all soil analysis, through our Soil Resilience Strategy.
- Optimise productivity – Increase Nitrogen Use Efficiency (NUE) of crops by 20% by 2030.
- Fast-track the development of BioSolutions.
- Reduce the % of waste sent to landfill.

In this Sustainability Report, together with our Annual Report, we are transparently sharing our progress, our performance, the challenges and the opportunities to deliver our purpose in the most sustainable manner possible.

Over the course of the year the Group:

- Set Science Based Targets, across Scope 1, 2 and 3 emissions.
- Focused on sustainable land use, through integrated solutions, and sought to optimise food production within a nature-rich environment.
- Continued our commitment to diversity, equality and inclusion.
- Reduced our health & safety reportable incident rate from 6.41 in 2022 to 2.91.
- Improved Employee Sentiment, achieving a consistent 89% Sustainable Engagement Index Score year-on-year.
- Achieved 25% female representation in leadership and management positions (+7% since 2018).

Now, more than ever, it is incumbent on organisations like Origin to lead with purpose and act as a force for good. Our strategy is aligned with the environment that we depend on, and the customers and communities we serve.

As CEO, I believe it is our responsibility not only to reduce our carbon footprint but also to embrace and champion this broader perspective, acknowledging that our success is intrinsically tied to the wellbeing of our planet. By doing so, we not only protect the environment but also secure a sustainable and prosperous future for our business and society as a whole.



**Sean Coyle**  
Chief Executive Officer



**Our people are the driving force behind the delivery of our ESG strategy and targets and, indeed the delivery of our overall strategy. Thanks to their hard work, commitment and expertise, I am confident of Origin's continued growth and success.**

# Our Sustainability Strategy

Origin is a leader in sustainable agronomy and global food supply responsiveness, embracing the nature economy. Our approach to achieving sustainable land use and food production is to employ levers to Nurture Our Environment and Our Society.

## Nurturing Our Environment

## Nurturing Our Society

Our approach

Holistic, innovative and collaborative approach to sustainable land use

Positive environmental impact and resource efficiency

Empowering our people and our communities

Conducting business with integrity

Governance and reporting

Levers

### Products

- Enhanced efficiency fertilisers
- BioSolutions
- Micro-nutrients
- Seeds
- Green infrastructure solutions

### Services

- Advanced agricultural software
- Soil health and resilience
- Crop spraying
- Lime application
- Field trials
- Ecology consultancy

### Advisory

- Sustainable agronomy
- Integrated nutrient management planning
- Integrated pest management
- Precision agriculture

### Climate Change

- Scope 1-3 GHG emissions
- Net zero emissions by 2050

### Water

- Protect water quality
- Reduce consumption

### Waste

- Reduce use of virgin plastics
- Divert waste from landfill

### Operational excellence

- Environmental Management System

### Embedding our Values through Six Strategic Pillars

- Living our values
- Employee engagement
- Learning and development
- Health, safety and wellbeing
- Equality, diversity and inclusion
- Community impact

### Code of Conduct

- Anti-bribery and corruption
- People
- Human rights and labour
- Wage and hour practices
- Discrimination and harassment
- Freedom of association
- Data protection
- Community relations

### Supplier Code of Conduct

- Stakeholder engagement
- ESG committee
- Sustainability steering committee
- Measurement
- Targets - SBTi etc.

### External rating

- Sustainalytics
- MSCI
- CDP

01

# STAKEHOLDER ENGAGEMENT





# Stakeholder Engagement

In 2023, we continued our unwavering commitment to continuous stakeholder engagement, reinforcing the significance of our enduring relationships, which lie at the heart of our vision to become the preferred partner of choice across our entire value chain. Strengthening these relationships through partnerships and ongoing engagement remains pivotal in identifying and evaluating future risks and opportunities vital to the success of our businesses.

Additionally, in 2023, as part of our ongoing commitment to transparency and sustainability, we undertook a significant step in reviewing our processes. We commissioned our inaugural Double Materiality exercise, marking a critical milestone in our journey towards comprehensive sustainability reporting. This exercise allows us to evaluate and prioritise both external impacts affecting our organisation and internal impacts we have on society and the environment.

Our commitment extends to building a more sustainable future and generating value for all our stakeholders. This diverse group includes employees, customers, suppliers, farmers, researchers, policymakers, NGOs, consumers and shareholders. By deepening our connections with these stakeholders through partnerships and sustained engagement, we acknowledge our responsibility to advance sustainability and maximise value.

Collaboration with growers and professionals in agriculture, amenity, landscaping, and ecology markets is an essential aspect of our approach. Together, we integrate criteria into their purchase, sale and production processes, addressing social, ethical and environmental concerns.

## Governance

The Board shoulders the responsibility of ensuring effective engagement with stakeholders across economic, environmental and social dimensions. Lesley Williams, our Non-Executive Director, serves as the Chair of the ESG Committee, overseeing our sustainability and stakeholder engagement initiatives. This committee plays a pivotal role in guiding our actions, informed by stakeholder engagement, and directs the incorporation of feedback from this process into our strategic business priorities.

## How Origin Engages Stakeholders

Our stakeholder relationships are firmly grounded in a continuous dialogue framework. This encompasses timely corporate disclosures, direct communication with key stakeholder groups and the systematic collection and integration of feedback into our strategic business priorities. This comprehensive approach ensures that we remain responsive and accountable to the expectations and concerns of our valued stakeholders, reaffirming our commitment to sustainability and responsible business practices.



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○ Stakeholder Engagement

Double Materiality

UN Sustainable Development Goals

Our Most Material Goals and KPIs

## 02 Nurturing Our Environment

## 03 Nurturing Our society

## 04 Governance

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## 2023 stakeholder engagement

	Employees	Customers	Consumers	Policymakers / Regulators	Civil Society	Academia	Investors	Industry Partners	Suppliers
<b>Our Stakeholders</b>									
	We believe in empowering our 2,800 employees and strive to create a culture that cultivates an open, collaborative, diverse and inclusive workplace.	We have developed long-term partnerships as trusted advisors and input providers to over 50,000 customers in six countries. This includes farmers, agri-businesses, growers, landscapers and amenity professionals.	In addition to the amenity, farming, environmental, ecology and horticultural sectors, we are conscious of the wide-ranging number of end consumers for our products and services.	Origin liaises with relevant policymakers and regulators as well as government agencies and ratings agencies on all matters ESG relating to our ESG agenda.	We respect the views of all stakeholders in the private realm with whom we interact - community groups, non-governmental organisations [NGOs], labour unions, charitable and professional associations.	We partner with leading academics and research institutes, serving as important drivers of innovation for our business. These enduring partnerships are integral to our R&D strategy, contributing to both foundational knowledge for future crop solutions and serving as an extended 'workbench' to solve short-term problems facing the wider agricultural sector.	We are committed to sustainable shared value creation for our investors and providers of capital.	Origin is conscious of the growing demand for new models of multi-stakeholder collaboration to achieve food security, sustainable development and other global goals outlined in the UN SDGs.  We are committed to working collaboratively with other industry partners.	We recognise that our suppliers also have a major role to play in delivering our Nurturing Growth strategy.
<b>Our Approach</b>									
	We continue to invest in our people and in fostering a Nurturing Growth culture.  Our employee engagement strategy 'Let's Talk' continued with Town Hall meetings, etc.  We also included a sample number of employees from different geographies in the 2023 materiality process.	Through our agronomist and technical sales teams, we listen to our customers and ensure regular engagement. We included a sample of customers in the 2023 materiality process.  We expanded virtual iFarm events and trial tours and created a crowd-sourcing programme for innovation sharing with customers.	We monitor and respond to the fast-changing expectations of consumers worldwide, by delivering sustainable agronomy, amenity, environmental and ecology products and services. We adhere to responsible communication in our marketing and brand programmes.	During 2023, Origin submitted responses to CDP, MSCI and Sustainalytics.  We have commenced implementing the recommendations outlined by the Task Force on Climate-related Financial Disclosures (TCFD), as well as the EU Taxonomy and GRI reporting standards.	We continued to engage with development partners and farmers' groups, in raising awareness of resource-smart techniques. Our business units continued to support local and community projects through local volunteering and financial contributions.	Origin actively participates in various research programmes, including the EU-funded 'Innovar', enhancing European crop testing with integrated genomics and machine learning. We are also engaged in the Marie Curie programme 'Rooted' for soil microbiome innovation and we collaborate on multiple Innovate UK projects promoting sustainable farming practices.	We maintain investor relationships through multiple avenues, including extensive one-on-one meetings, participation in roadshows and engagement at equity conferences.  Throughout FY23, we held meetings with 142 institutional investors, with our Chairman actively involved in several one-on-one sessions. These interactions occurred through a combination of face-to-face meetings and virtual connections, including conferences and video calls.	Origin is engaged in shaping the future of sustainable land use through its participation in industry fora like the Agricultural Industries Confederation (AIC), The Amenity Forum and the UK Business and Biodiversity Forum. Within these fora, Origin, through its representative business units, plays a role in advancing initiatives to promote biodiversity, circular practices and the reduction of greenhouse gas emissions within the realm of land use.	We foster a partnership approach with our suppliers and, through our Code of Conduct, we clearly communicate how our suppliers should operate as partners.

# Double Materiality

## Introduction

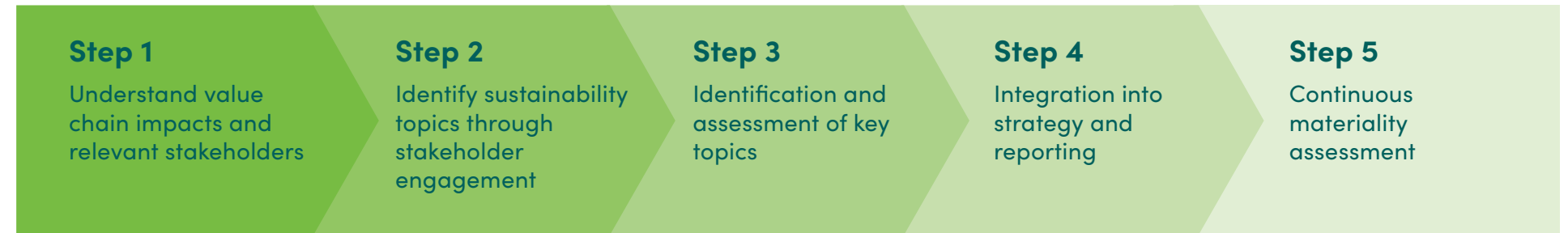
This year, Origin revised and updated our materiality assessment and underlying processes by undertaking our first 'double materiality' assessment to identify what topics – out of the myriad of possible environmental, social and governance issues – are most important and meaningful for Origin to cover in depth in this report.

We endeavoured to establish the foundations of Origin's approach to double materiality with a view to learning from the process ahead of mandatory requirements under the new EU Corporate Sustainability Reporting Directive (CSRD).

The results of the assessment will enable Origin to focus on the highest priority challenges, confirm the direction of our sustainability strategy and provide a transparent depiction of our prioritisation process to our stakeholders.

We undertook this double materiality assessment with the support of Sancroft, in conjunction with our Sustainability Steering Committee.

## Methodology



**We used a five-step approach to conduct our double materiality assessment and to inform our ongoing approach:**

1. defining the sustainability themes to be considered;
2. engaging with stakeholders to explore the risks and opportunities associated with these themes;
3. prioritising the key themes based on the findings from our stakeholder engagement;
4. integration into strategy and reporting; and
5. continuous materiality assessment.

### Defining the Sustainability Themes (Identification)

Desk-based research and a benchmarking exercise produced a list of distinct sustainability factors that we considered to have a significant impact on us as a Group and the factors that affect our own longevity and profitability as a business. Desk-based research, using the following sources, informed an initial prioritisation of these factors:

- international frameworks including GRI, the Sustainability Accounting Standards Board (SASB), the Sustainable Development Goals (SDGs), UN Global Compact (UNGC), the Science Based Targets initiative (SBTi) and CDP;
- regulations such as CSRD, Taskforce on Climate-related Financial Disclosures (TCFD), Taskforce on Nature-related Financial Disclosures (TNFD), EU Taxonomy and UK Sustainability Disclosure Requirements (SDR);
- European and UK legislation from The Department of Agriculture, Food and the Marine, The Department for Environment, Food and Rural Affairs, The European Green Deal and the UK Farm to Fork Strategy;

- key investor and customer research (based on publicly available information);
- peer benchmarking in sectors applicable to the Group; and
- industry groups including The International Fertilizer Industry Association, The Agricultural Industries Confederation and The Amenity Forum.

To ensure the greatest breadth of environmental, social and governance factors, we grouped key sustainability themes within broader topic definitions. We are conscious it will be necessary to explore each of these in detail to embed the results of our double materiality assessment in a tangible way. This is an ongoing process for the Group and one that we aim to improve upon each year.

### Engaging with Stakeholders

Continuous stakeholder engagement and the development of long-term relationships are central to our values. Therefore, we consulted with our key stakeholders in our double materiality assessment to build trust and make informed decisions.

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## Our Approach

We used three different engagement channels – a digital survey, interviews and roundtables – to get feedback from our key stakeholder groups. Through each channel we asked our stakeholders to identify the Group's most significant impacts on people and the environment, and the most significant sustainability risks and opportunities for the Group and its business prospects.

Led by the survey findings, the interviews and roundtables yielded qualitative insight into the emerging priorities as identified by various stakeholder groups. This was a vital aspect of the process as it enabled us to build a case for the prioritisation of a sustainability factor based on its severity – scale, scope and irremediability – and the urgency of action needed, as derived from public policy and planetary boundaries.

### Prioritising the Key Themes

Findings from both our desk-based research and stakeholder engagement were used to prioritise our long-list of priority sustainability factors. We then assigned two key scores for each sustainability factor:

- impact materiality – where the Group has a significant impact (positive or negative) on people and the environment;
- financial materiality – where people and the environment have a significant impact (positive or negative) on the Group.

A sustainability factor is deemed a high priority if it has a high impact or financial materiality score or, indeed, high scores in both.



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# The Results

## 2023 Materiality Themes

- **Biodiversity** – Biodiversity is an essential enabler of agriculture and we recognise the impacts of agriculture on the natural environment. Through our environmental products and tailored soil nutrition services, we consider how our activities contribute to nature-related risks and opportunities, habitat creation and the safe use of plant protection products to ensure we positively contribute to the environment and related social and economic activities.
- **Soil health** – Soil health is a key enabler of agriculture and plays an important role in sustaining crop yields, promoting crop health and maintaining or enhancing water and air quality. Our products and services are designed to nurture crop and soil health and to optimise biodiversity and other ecosystem services provided by healthy soil (such as water regulation and nutrient cycling carbon sequestration and storage).
- **Sustainable food systems** – Sustainable food systems require widespread use of sustainable farming practices and efforts to strengthen food security while considering land use and farm management to reconcile the needs of a growing population with the impacts of agriculture. Supporting farmers and sharing best practice throughout the ecosystem of food production also plays an important role in developing sustainable food systems.
- **Climate change resilience** – Origin's ability to anticipate, prepare for and respond to climate-related trends and events is crucial to our future operations and our clients' success. Climate change brings risks and opportunities, and we continue to assess our activities with climate adaptation in mind.
- **Energy efficiency and GHG emissions** – Origin has made good progress managing our direct and indirect energy use and we have set SBTi approved carbon emissions targets for Scope 1, 2 and 3, to 2032.

- **Protecting human rights across value chain** – Origin is committed to upholding human rights and ensuring the protection of human rights issues within our organisation and across our value chain.
- **Product research and innovation** – Our product research and innovation focus is about delivering integrated management programmes to support growers through the adoption of best practice and product innovation, and, more recently, by applying digital solutions, including nutrient management, to benefit growers, consumers and the natural environment.
- **Water stewardship** – Origin is committed to maintaining or improving water quality and to reducing water usage and water stress within our business and throughout our value chain. Our innovative products support drought tolerance and improve soil structure and percolation.
- **Health safety and wellbeing** – Origin is committed to keeping all our employees, contractors, customers, suppliers and communities safe from physical and mental harm, promoting workers' health, and ensuring minimal exposure to risks generated by our processes.
- **Data governance** – Origin understands that successful use of digital technologies involves data integration, interoperability and sharing of best practice across all areas of our business to improve products and agronomy services while acknowledging cybersecurity, the protection of data and the right to privacy.
- **Sustainable procurement and supply chain traceability** – Origin endeavours to trace the source and production conditions of materials and products as a key enabler of long-term relationships and to collectively manage and improve environmental, social and economic impacts in the value chain.
- **Business integrity** – 'Integrity' is one of our values and is consistent with ethical standards, compliance and financial propriety at the heart of the Group. It represents our commitment to our values, to doing the right thing, personally and professionally.

- **Facilitating healthy and sustainable diets** – Healthy and sustainable diets promote all dimensions of an individual's health and wellbeing. Origin supports this.
- **Fair and inclusive work environment** – Origin believes in a work environment with equal opportunities and development for all those within our organisation and across our value chain.
- **A circular economy** – Through our innovation, products and tailored soil nutrition and advisory services, we are supporting the transition towards a Circular Economy – designing products with materials and end-of-life in mind, and ensuring the correct processes are in place to safely manage harmful waste.
- **Enabling people and communities** – Origin is committed to developing and empowering its people and to supporting the communities where we operate, especially farming communities and the areas where our employees and customers are based.

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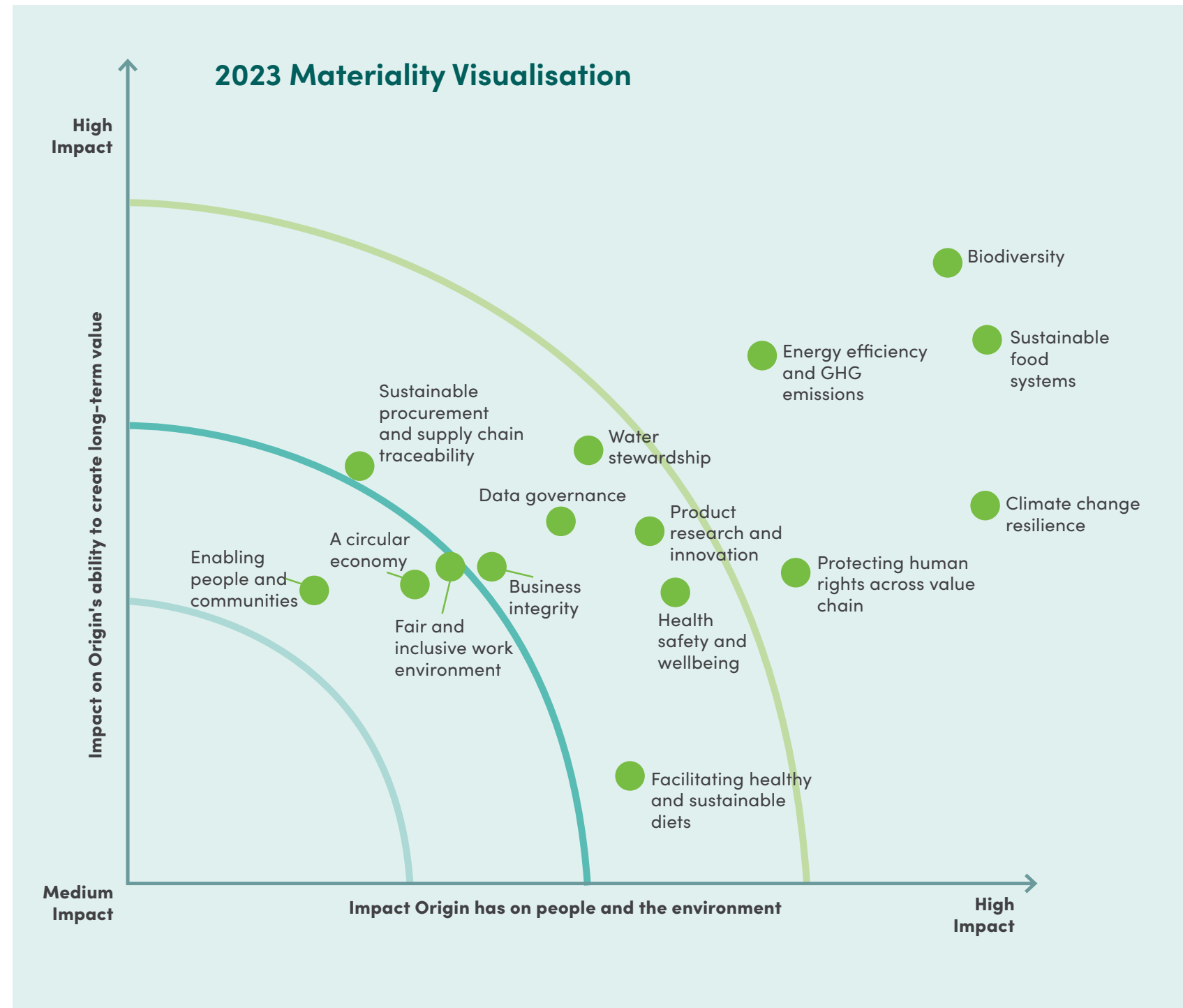
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## 2023 Materiality Visualisation



## Commentary on the Results

This year’s double materiality assessment is well aligned to our existing strategy focused on a model of sustainable land use that underpins food security, combats climate change and restores biodiversity and ecosystem services.

Five key topics remain as a high priorities for our business:

- biodiversity;
- soil health;
- sustainable food systems;
- energy efficiency and GHG emissions;
- climate change resilience.

Sustainable food systems needs a particular call-out here as there was significant discussion within our stakeholder groups as to the definition. We believe that we have a role to play in supporting the widespread use of sustainable farming practices. By supporting our network of farmers and sharing best practice we can ensure that efforts are made to increase food security through sustainable land use and farm management, reconciling the needs of a growing population with the impacts of agriculture on people and planet.

This year we have pulled out ‘protecting human rights across the value chain’ as a stand-alone topic of increasing importance. We are embracing the more active role that regulators and investors are taking in effectively managing risks to people and see it as critical to ensuring we remain a productive and resilient business.

During our double materiality process, we reflected on ‘impact on the natural environment’ as a sustainability factor for consideration. Through further discussion with our stakeholders, it became apparent that within this topic a distinction had to be made between ‘soil health’ and ‘biodiversity’. It is for this reason that ‘soil health’ does not feature on our materiality visualisation but is still deemed a highly important sustainability factor for Origin. Soil health is a key enabler of agriculture and plays an important role in sustaining crop yields, promoting crop health, and maintaining or enhancing water and air quality. It is therefore vital to our own resilience and the resilience of our customers.

# UN Sustainable Development Goals

The United Nations' 17 Sustainable Development Goals (SDGs) provide a universally recognised framework for addressing pressing global economic, environmental and social challenges. Achieving these goals by 2030 necessitates widespread participation, and businesses play a central role in this endeavour.

In collaboration with our business units, we have identified and prioritised the SDGs most relevant to Origin, where we can make the most significant impact. Achieving these goals will entail partnering with both private and public entities, sharing our knowledge, skills and expertise to effect lasting change.

Our approach involved a comprehensive examination of the detailed sub-goals associated with each SDG to align them with our business strategy and sustainability initiatives.

**We have determined that the greatest opportunities for impact lie within SDGs 2 (Zero Hunger), 5 (Gender Equality), 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production), 13 (Climate Action) and 15 (Life on Land). These goals serve as our focal points as we work diligently toward a more sustainable and equitable future.**



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## 2. Zero Hunger



Until such time as eating habits shift or food waste is eliminated, Sustainable Intensification will remain the predominant food production model. We recognise the necessity to adopt new technologies and innovative tools and practices, in order to meet the growing global demand for food in the coming decades. Our approach focuses on closing yield gaps and creating efficiencies within agricultural production systems that support the goal to eradicate hunger and food insecurity.

**Macro-growth driver: global food supply responsiveness**

## 5. Gender Equality



Gender-specific obstacles – such as lack of access to land, financing, education and equal treatment – put females working in agriculture at a significant disadvantage. This experience translates into the broader agricultural supply chain, which is traditionally a male-dominated field, with just 14% of management positions in the agricultural sector held by women. Diversity, inclusion and equality (including gender) is championed at the highest level in Origin by our Chief Executive and the Board.

## 8. Decent Work and Economic Growth



Our top priority is the health, safety and wellbeing of our employees. We are an organisation where diverse talents come together and work hard to ensure all our colleagues feel valued, included and have a sense of belonging. We are committed to paying employees fairly for the work they perform, regardless of personal beliefs or any individual characteristics.

We equally strive to be the trusted partner of choice across our value chain, believing that relationships built on trust, integrity and shared values will be sustainable and beneficial for all.

## 12. Responsible Consumption and Production



Land degradation, declining soil fertility and unsustainable water use are all lessening the ability of the natural resource base to supply food.

Through the adoption of innovative technologies, data collection and knowledge transfer, we are working to reduce pre-harvest and nutrient losses, while optimising input efficiency.

**Macro-growth driver: sustainable agronomy**

## 13. Climate Action



It is still possible, using a wide array of technological measures and changes in behaviour, to limit the increase in global mean temperature to two degrees Celsius above pre-industrial levels.

We are looking to play our role in limiting global warming to 1.5°C, by focusing on reducing greenhouse gas emissions from our operations, working with our supply chain and supporting our customers to provide solutions to deliver the collective goal.

**Macro-growth driver: sustainable agronomy**

## 15. Life on Land














Micro-organisms and invertebrates are key to ecosystem services. We understand their important contributions and are actively working to encourage habitat creation on lands not used for food production.

Operating across multiple land-use platforms, we are adopting an approach to promoting sustainable land management that aims to leave the natural environment in a measurably better state than it was beforehand.

**Macro-growth driver: emerging nature economy**

# Our Most Material Goals and KPIs

After completing the double materiality exercise, we redefined our ESG priorities, reviewed the objectives related to our top six priorities and established the necessary Key Performance Indicators (KPIs) to measure our progress towards achieving them.

Material Impacts	Origin KPI Target	Sustainable Development Goal
Biodiversity	<ul style="list-style-type: none"> <li>– Develop a new Amenity, Environmental and Ecology division contributing to meeting all environmental KPIs and 25% of Group operating profit by 2030.</li> <li>– Help create 1,000 miles of biodiverse wildlife corridor by 2030.</li> </ul>	
Soil health	<ul style="list-style-type: none"> <li>– Benchmark all soil analysis, using health indices, through our Soil Resilience Strategy, across the Group by 2025.</li> </ul>	
Sustainable food systems	<ul style="list-style-type: none"> <li>– Fast-track the development of biologicals.</li> <li>– Protect water quality through training completed for 75% of all spray operators in our CE markets.</li> </ul>	  
Energy efficiency and GHG emissions	<ul style="list-style-type: none"> <li>– Path to reduce Scope 1 and 2 GHG emissions by 54.9% by 2032, from a 2019 baseline, aligned with 1.5°C target.</li> <li>– Path to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% within the same time frame.</li> <li>– Increase Nitrogen Use Efficiency (NUE) of crops by 20% by 2030.</li> </ul>	
Climate change resilience	<ul style="list-style-type: none"> <li>– Commitment to SBTi within our Nurturing Growth strategy.</li> </ul>	  
Protecting human rights across value chain	<ul style="list-style-type: none"> <li>– Target RIR (reportable incident rate) for FY24 of &lt;4.5.</li> <li>– 30% female representation in leadership and management positions by 2030.</li> <li>– Code of Conduct: Uphold the principles set out in the United Nations Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Global Compact.</li> </ul>	 

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# 02 | NURTURING OUR ENVIRONMENT

Origin is committed to efficient resource management to meet the growing need for healthy food worldwide, while safeguarding our environment.



# Sustainable Food Production and Land Use

## Our Approach

As a leader in sustainable agronomy, Origin continues to optimise sustainable land use across our agri-businesses, whilst deepening our resilience and expanding our impact, through acquiring new businesses in the amenity, environmental and ecology sectors.

At the core of our operations, we are dedicated to managing sustainability impacts responsibly. We adhere to industry best practices, legal, regulatory and other business obligations, as required per geographical location, to responsibly source and use natural resources, to prevent pollution and to continually improve our environmental performance.

## Science Based Targets

In pursuit of our commitment to climate action, we are resolute in reducing our direct and indirect emissions, as well as the emissions from the use of our products. To achieve these ambitions, we submitted our targets for Science-Based Targets (SBTi) validation, across Scope 1, 2 and 3 emissions which were approved in October 2023. These targets are anchored in Key Performance Indicators (KPIs) within our Carbon Transition Plan to 2032.

## Suppliers and Contractors Codes

With a steadfast dedication to environmental stewardship, we expect our suppliers and contractors to adhere to good environmental practices and continue to outline our expectations through our Code of Conduct - see [page 77](#).



## Carbon Transition Plan

In addition, our Carbon Transition Plan places a renewed emphasis on addressing Scope 3 emissions from purchased goods and services.

Our ambitions extend beyond the realm of climate action to include the conservation of biodiversity and natural capital.

Our approach is aligned with the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI) Guidelines and our most Material Themes.

## Environmental Management System

In order to provide demonstrable, audited, internationally recognised certification, for the quantification, monitoring and control of the environmental impacts of our operations, and to inform our future activities, we are in the process of developing an Environmental Management System (EMS) to an ISO14001 standard, which we are rolling out across the Group. Our EMS is an important enabler of our transition towards Zero C for Scope 1 and 2 emissions and the protection of natural capital (biodiversity, water usage, waste reduction), as a Group and within our businesses.



**Our strategy is to create systems across all of our businesses, to meet food production and amenity land use needs, whilst addressing climate change, protecting natural capital and securing our operations.**

## Digital Innovation

Origin is moving towards transforming decision making for growers through digital innovation, which will deliver a step change in efficiency, productivity and sustainability, at the farm level and across the value chain. Our digital tools, near-market R&D and data analytics are already making a big impact on input optimisation, environmental audit and land use.

## New Ecological and Environmental Division

We are continually improving our environmental skillset and have established an Ecological and Environmental Division, drawing on expertise within our new acquisitions, not only to provide new ecological and environmental services but also to further embed a holistic and integrated approach to our agronomy advisory services.

## Strategic Partnerships Driving a Holistic Approach

As strategic partners rather than landowners ourselves, we place great emphasis on nurturing strong relationships with farmers, growers, and the broader land management professional sector. Through these collaborations, we aim to achieve the full impact of our Nurturing Growth sustainability strategy, focusing on a holistic approach to improved nitrogen use efficiency, soil resilience and integrated pest management, supported by world leading digital innovation.

In recognition of the complexity and interconnectedness of sustainability challenges, we deeply value collaboration. We firmly believe that driving innovation and achieving a holistic approach require joint efforts and partnerships. As such, we actively participate in various collaborations that bring together diverse expertise and perspectives including representation on the Agricultural Industries Confederation (AIC), the UK Business & Biodiversity Forum and the Amenity Forum committees, in addition to participation in initiatives such as YEN Zero and Nitrogen Use Efficiency (NUE) collaborative research projects.

# Climate Action

## Targets

- To reduce Origin's GHG emissions, Scope 1 and 2, by 54.9% by 2032, from a 2019 baseline, aligned with 1.5°C target;
- To reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% within the same time frame.

Material impacts: Energy efficiency and GHG emissions

KPI	Innovation examples	2019 Baseline	Achieved			
			2021	2022	2023	2032
<b>Commitment to SBTi</b>	<b>Carbon Transition Plan.</b>		Commenced work.	Applied relevant protocols.	Carbon Transition Plan prepared.	SBTi targets met.
				Undertook inventory.	SBTi targets set, submitted and approved.	
<b>Scope 1 emissions</b>	<b>Reduce Group fleet emissions by changing from fossil fuels to hybrid / electric and alternative fuels.</b>	19,346	17,220	17,678	14,424	-36.9%
<b>Scope 2 emissions</b>	<b>Switch to renewable electricity throughout Origin's Ireland, UK, Poland and Romanian business units.</b>	4,386	3,065	2,972	2,879	-18%
<b>Scope 1 &amp; 2 emissions</b>		<b>23,732</b>	<b>20,285</b>	<b>20,649</b>	<b>17,302</b>	<b>-54.9%</b>
<b>Scope 3 emissions</b>	<b>Increase Nitrogen Use Efficiency (NUE) in crops.</b>	9,247,217	n/a	n/a	11,695,661	-32.5%
	<b>Shift to enhanced efficiency fertiliser/inclusion of urease inhibitor products.</b>					
	<b>Supply chain collaborations with tier 1 suppliers.</b>					
	<b>Adopt zero/low emission fertiliser alternatives.</b>					

Carbon Emissions Targets and Performance expressed as CO<sub>2</sub>e tonnes (%)

\* 2023 first year to report Scope 3 emissions

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## Developing Origin’s Near-Term Carbon Transition Plan

Origin is committed to Nurturing Our Environment by reducing our direct and indirect emissions, as well as the emissions from the use of our products.

In FY23 we undertook a scope 1, 2 and 3 GHG emissions inventory and used it to establish a solid baseline of FY19 for our carbon emissions reduction targets and to identify the most important elements to address in our Carbon Transition Plan.

We undertook this work with the support of Davy Horizons, in conjunction with our Sustainability Steering Committee.

We set Science Based Targets across Scopes 1, 2 and 3, aligning our GHG emissions targets with the commitments of the Paris Agreement. These targets have been agreed under the SBTi - see table above.

To enable the transition to SBT, we applied the following protocols;

- the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard;
- the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard;
- Version 5.0 of the SBTi criteria (valid from July 2022);
- Version 2.0 of the How-to Guide for Setting Near-Term Targets (valid from Dec 2022) ; and
- Science-based Target setting tool v1.2.1.

## A collaborative process

While our efforts to reduce Scope 1 and Scope 2 emissions within our own operations remain robust, it is crucial to acknowledge that a substantial portion of our emissions lie throughout our supply chain.

Through our inventory we have found that Scope 3 ‘supply chain’ emissions accounted for 99.8% of Origin’s total (Scope 1, 2 and 3) 2019 base year emissions and amounted to 9,247,217 tonnes CO<sub>2</sub>-eq.

A noteworthy majority of these emissions stem from the application of products we distribute. In response, we are steadfast in our commitment to curbing emissions linked to the use of these products, driving sustainability across our customer base and the broader landscape.

Central to our approach are sustainable land use KPIs to increase NUE and adoption of more efficient fertilisers such as those containing urease inhibitors in our portfolio.

Collaborating with supply chain partners, we aim to reduce the footprint of purchased goods, with many of our top tier suppliers already working towards, or having made, their own SBTi commitments.

Furthermore, we will actively explore alternative solutions to mitigate and remove GHG emissions, while continuously monitoring emerging technologies such as green ammonia-derived fertilisers as an alternative to fossil fuels. Such technologies will remain subject to broader industry initiatives across our supplier base and adequate investment.

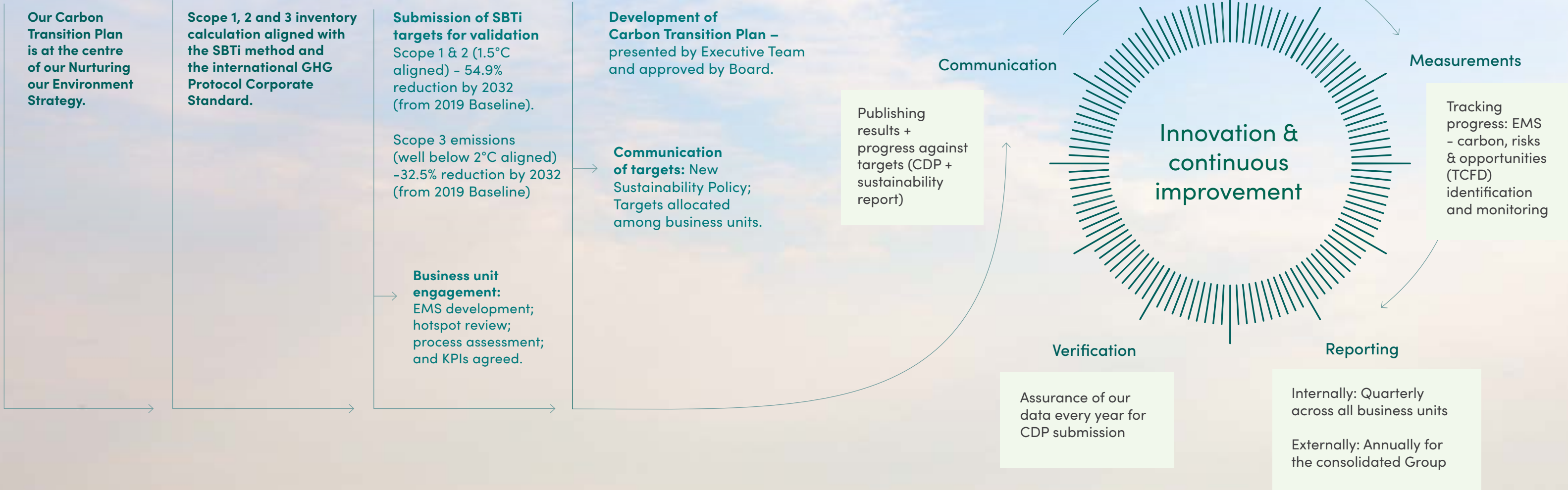


**October 2023:** The Science Based Targets initiative has validated that the science-based greenhouse gas emissions reductions target(s) submitted by Origin Enterprises plc confirm with the SBTi Criteria and Recommendations (Criteria version 5.0)

# Carbon Transition Plan: Developing Origin's transition through a collaborative process

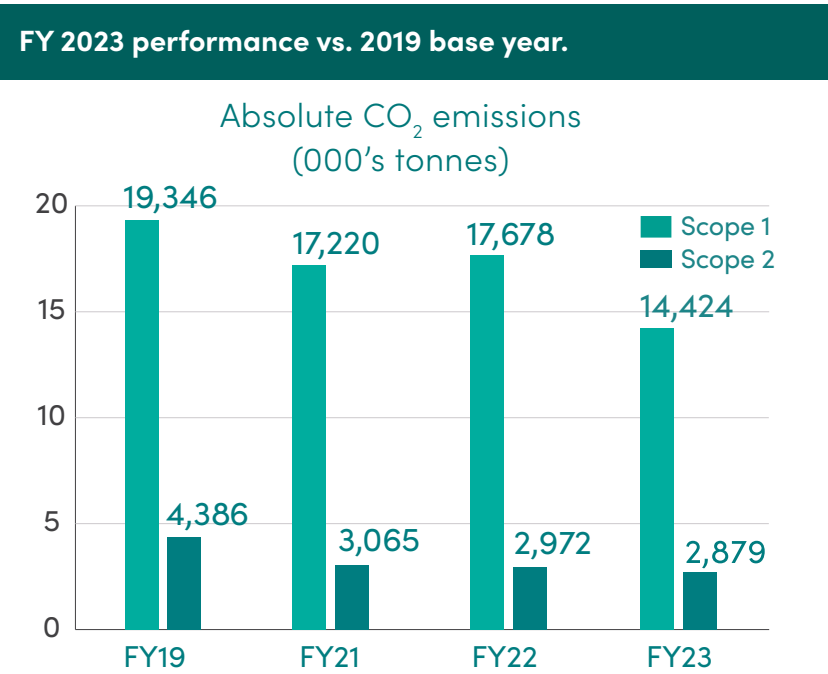
Our Carbon Transition Plan (CTP) frames how we have developed KPIs relevant to our agreed Science Based Targets and the cycle of innovation and continuous improvement we will use to achieve our Targets.

We are resolutely committed to curbing our Scope 1 and 2 emissions. However, Scope 3 emissions, originating from our supply chain, contribute 99.8% of our total and we are, therefore, also focused on engagement to reduce emissions tied to purchase and use of products. As trusted advisers we promote the adoption of best practice climate change mitigation in our customer base and beyond.



# Scope 1-2 Emissions

Absolute Scope 1 and 2 emissions decreased by 16.2% in FY23, with the Group recording a 20.1% reduction in carbon intensity over the same period (a 46.6% decrease from the 2019 baseline). The decrease was primarily driven by the lowering of emissions from our fleet in the Agrii UK division and reduced gas consumption in our Amenity processing facilities. Furthermore, the adoption of renewable grid electricity in Origin's operations in Ireland and the UK played a significant role in this reduction.



## Scope 1 and 2

Carbon Transition Plan to deliver a 54.9% reduction in Scope 1 & 2 emissions by 2032 compared to the 2019 baseline.

**-27%**

Absolute emissions reduction in Group FY23 Scope 1 & 2 absolute emission vs. FY19 baseline.

**-47%**

Reduction in Group FY23 Scope 1 & 2 emission intensity vs. FY19 baseline.

## Scope 1

To reduce Origin's Scope 1 and 2 GHG emissions by 54.9% by 2032, from a 2019 baseline, aligned with 1.5°C target.

### Scope 1 FY23 Performance

In FY23, Scope 1 emissions decreased by 18.4% compared to the previous year and by 25.4% from the 2019 baseline. These figures underscore the Group's persistent commitment to reducing dependence on fossil fuel-related activities.

Our primary emphasis within Scope 1 emissions is centred on achieving a 36.7% reduction in our Group fleet emissions by 2032. This goal is being pursued through measures such as optimising energy and resource utilisation in our offices and business operations.

Logistics and the Group's car fleet account for 63% of Scope 1 emissions. This weighting reflects the service nature of Origin's on-farm business model. For example, the Group is aiming to shift a substantial portion of its car and operational fleet away from traditional fossil fuels and towards electric and alternative fuels. During the past year, the pace of the roll-out of charging points continues to add some constraints but we are working closely with local network providers to make continued progress.

FY24 will see us commence programmes to reduce our diesel usage and cut CO2 emissions with HVO being introduced into fleets, working towards 80% of our heavy fleet by 2032.



### Electric Vehicle Integration

In 2023, Agrii UK made significant progress within EV integration through driver knowledge of local network chargers and optimised route planning, enabling us to log more than 400,000 EV miles.

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## Scope 2

Path to deliver 18% reduction in Group emissions by 2032.

### Scope 2 FY23 Performance

For Scope 2, our Carbon Transition Plan will see us moving to 100% renewable grid electricity throughout Origin’s Ireland, UK and European business units. In addition, we are exploring deploying solar panels in Brazil where it is more challenging to obtain renewable certification of grid-sourced electricity.

In FY23, we purchased 12,314 MWh of electricity for use throughout our Group operations, of which 56.3% was certified low carbon. Within our Ireland and UK operations, the Group achieved 83% renewable electricity (against a target of 100% by 2023). The shortfall relates to timing associated with the recent acquisitions by the Group as they transition to renewable sources over the coming 12 months, in addition to some port-side locations in our B2B operations where the Group does not control the direct grid contracts.

One notable achievement in FY23 was the successful completion of a 240kW solar PV installation at the Goulding fertiliser facility located in Askeaton, Ireland.

# 56%

of the Group’s purchased electricity supplied from verified renewable sources.



We aim to switch all EU and UK sites to guaranteed renewable energy aligned with our SBTi target commitments.

# Scope 3 Emissions

2023 is our first year to report on Scope 3 emissions. While conducting our GHG inventory analysis review, it was found that Scope 3 'supply chain' emissions accounted for 99.8% of Origin's total (Scope 1, 2 and 3) 2019 base year emissions and amounted to 9.3 million tonnes CO<sub>2</sub>-eq.

With a strong commitment to improve our Scope 3 footprint, the Group has established a target to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% by 2032 from an FY2019 base year.

As an international agronomy group, our business model is designed to provide innovative advice, inputs and related services to customers in diverse sectors, including agriculture, amenity, landscaping and ecology markets. It is, therefore, not surprising that a significant portion (>94%) of our Scope 3 emissions can be attributed to two primary categories: purchased goods and services, as well as the use of sold products.

Upon conducting a thorough analysis, we have identified that our B2B agri-inputs businesses are accountable for more than 40% of emissions within the produced goods category. Furthermore, an additional 14% of our inventory is associated with indirect emissions related to the application of fertilisers at the farm level. These factors collectively contribute to a carbon intensity that exceeds 6 kilograms of CO<sub>2</sub>-equivalent emissions per euro of FY19 revenue within our fertiliser operations.

We recognise crop nutrition as an area where we can make the most significant contribution to reducing our Scope 3 emissions. Origin's expertise as a fertiliser blender, combined with our market leading position in providing agronomy advice, creates exciting avenues to facilitate impactful initiatives. These initiatives encompass a range of strategies including but not limited to improving soil health to promote carbon sequestration and enhancing NUE at the farm level to mitigate greenhouse gas emissions.

It is worth noting that the use of urease inhibitors also holds good potential, as it can result in a c.73% reduction in N<sub>2</sub>O emissions when compared to ammonium nitrate. Additionally, these inhibitors contribute to the reduction of indirect emissions

such as leaching and volatilisation. As part of our commitment to reducing our scope 3 emissions, we are also proactively exploring emerging technologies like green ammonia. However, considering the nascent stage of commercialisation for some of these solutions, it is essential to recognise that obstacles exist to their widespread adoption at the farm level in the short term, notably concerning affordability and product availability. Nevertheless, we are committed to our ongoing assessment of alternatives to inputs that currently depend on fossil fuels, actively striving to incorporate them into our product offerings wherever both feasible and practical.

In addition to our emphasis on fertiliser-related emissions, we are seeking to collaborate with our extended supply chain partners, many of whom have established their own Science-Based Targets (SBTi). Based on an initial review we believe that collaborations with non-fertiliser suppliers can deliver an additional 3% reduction in our Scope 3 emissions.

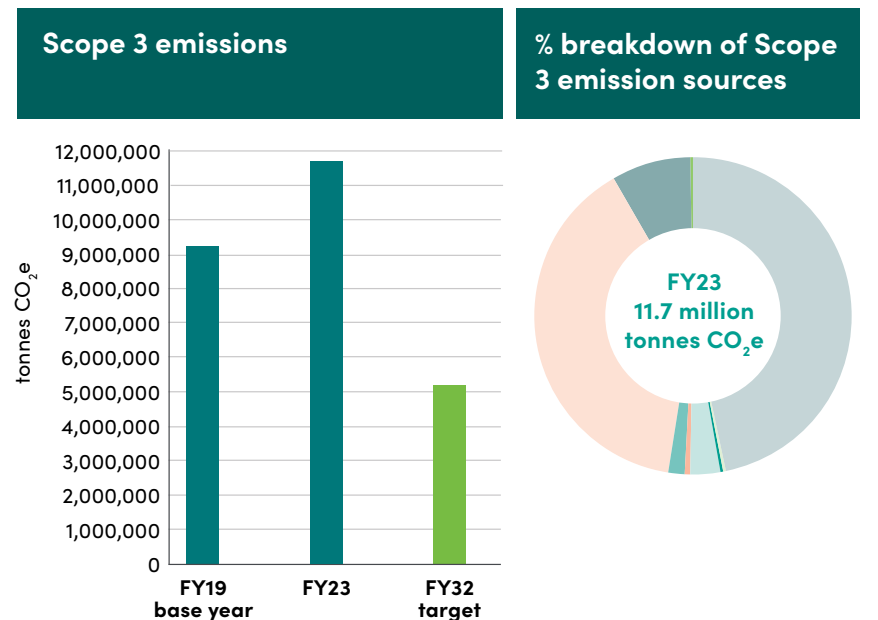
## FY23 performance

In FY23, despite a decrease in the volume of fertilisers, the Group recorded a 24% increase in our Scope 3 emissions. This rise can be attributed, in part, to recent acquisitions within our product based business units and increased product sales in other categories compared to FY19. Furthermore, elevated emissions from inbound logistics contributed to this increase, as the Group had to source products from entities in more distant locations due to sanctions placed on persons with ownership or control over previous suppliers.

### Scope 3 - pathway to delivering 2032 targets:

- 20% increase in NUE - 11% of target emissions reduction;
- shift to enhanced efficiency fertiliser/inclusion of urease inhibitors products- c.10% of target emissions reduction;
- supply chain (purchased goods and services) collaborations - c.3% of target emissions reduction;
- adopt zero/low emission fertiliser including but not limited to green ammonia within fertiliser blends where feasible.

However, as a result of collaborative efforts aimed at emission reduction throughout our supply chain, and a move towards the collection of primary data from our supply chain partners, we expect to see reported emissions reduce over the near term. These collective actions are pivotal to our overarching sustainability objectives.



Commitment to reduce absolute Scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution and use of sold products by 32.5% by FY32 from a FY19 base year.

Scope 3 Category Emissions source	% Scope 3
3.1 Purchased goods and services	46.8%
3.2 Capital goods	0.4%
3.3 Fuel and energy related activities	0.1%
3.4 Upstream transport & distribution	3.3%
3.5 Waste generated in operations	0.0%
3.6 Business travel	0.0%
3.7 Employee commute	0.0%
3.8 Upstream leased assets	0.5%
3.9 Downstream transport & distribution	1.6%
3.11 Use of sold products	39.1%
3.12 End-of-life treatment of sold products	8.2%
3.15 Investments	0.1%

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### Reducing the GHG intensity of crop production

The agriculture, forestry and land use sector contributes to approximately 22%\* of the Global GHG emissions.

There are many factors that contribute to farm emissions but, when breaking it down by gas type, Nitrous Oxide (N2O) is the focus point for food production. The main source of Nitrous Oxide emissions in agriculture is the application of synthetic nitrogen fertiliser, making up approximately 45% of UK arable systems' emissions.

Our approach to net zero at farm level is to invest in new technologies and innovations that can help to reduce the GHG emissions of our supply chain. Whilst the science behind carbon offsetting evolves, our approach is twofold:

- 1. Adaptation** – we help growers to maximise farm resilience to cope with the extremes in weather, through improved soil health, crop choice and targeting of inputs. Through our digital solutions, we aim to enable farmers to calculate crop GHG emissions and establish mitigation strategies by working with existing toolkits on the market.
- 2. Mitigation** – we help the food sector to reduce the carbon footprint of products used and adopt more innovative solutions to improve efficiency. Agriculture also has a unique opportunity to sequester carbon from the atmosphere through good soil management, therefore creating a 'closed loop' system to GHG emissions.

As the carbon market landscape continues to evolve, we remain committed to supporting growers in their quest to maximise the opportunities. Our focus remains on enhancing carbon sequestration and reducing emissions. We prioritise scientific integrity in identifying market prospects and ensuring that expert advice is provided.

\* Source: The Organisation for Economic Co-operation and Development (OECD)

## Yen Zero Network Farm at Bishop Burton

Our work at farm level has been enhanced, since 2021, by the Yen Zero\*\* project, which has started the process of benchmarking UK crop GHG emissions, working with ADAS through our fertiliser and Agrii business units.

A recent review of the carbon footprint at the 355ha Bishop Burton farm in East Riding, Yorkshire, has shown a carbon emissions reduction of 2,441 tonnes of CO<sub>2</sub>-eq between 2020 and 2022 and below the UK average emissions per tonne of feed wheat at 340kg CO<sub>2</sub>-eq/tonne.

James employed a targeted and integrated approach which involved:

- Developing alternative feed sources for livestock – reducing reliance on soya.
- Reducing the time to slaughter through better nutrition management and also some stock reduction.
- Reduced diesel usage as a result of a move to strip till (-13t CO<sub>2</sub>-eq).
- Variable rate seed and nutrient application – improving efficiency.
- Focus on improving Nitrogen Use Efficiency.

Nitrogen inhibitors reduced carbon emissions and increased crop available nitrogen, mitigating the risk of environmental losses.

In 2022, replacing straight AN for Enhanced Urea reduced the carbon footprint of applied nitrogen by 1kg CO<sub>2</sub>-eq per kg of nitrogen. This equates to a 23.75t CO<sub>2</sub>-eq reduction across the farm without reducing yield.

The Yield Enhancement Network (YEN) is an ADAS initiative that connects agricultural organisations and farmers who are striving to improve crop performance.



James Richardson, Farm Manager Bishop Burton.



For me, good soil management is a long-term project, says James Richardson, the Farm Manager at Bishop Burton. "Working closely with Agrii's agronomist, through an integrated approach, I am pleased to report that our farm's carbon footprint has significantly reduced across the site within the two-year period, putting us in a stronger position towards meeting our goal of net zero."



# Ecological Services and Outdoor Space Regeneration

## Targets

- Develop a new amenity, environmental and ecology division contributing to meeting all environmental KPIs and >25% of Group operating profit by 2030;
- Help create 1,000 miles of biodiverse wildlife corridor by 2030.

**Material Impacts:** Biodiversity, sustainable food systems

KPI	Innovation examples	2023	2030
<b>Establish a Core 2 business division centred on amenity, environmental and ecology</b>	Accelerating investment in products and services that enhance environmental and ecological benefits in sustainable land use.	Completion of five acquisitions driving the business unit's contribution to Group operating profit from 7% in FY22 to 12% in FY23.	Contribution to all environmental KPIs. Contributing >25% of Group operating profit.
<b>Improve biodiversity</b>	Contribute digital innovation and ecological services to wildlife corridor project.	Commitment to set year-on-year targets to 2030.	1,000 miles of interconnected habitat / wildlife corridor created.



**We are committed to nature-positive land use and we will work with landowners to identify the best potential habitat and nurture robust, interconnected ecosystems.**

## Enhancing Biodiversity and Protecting Natural Capital

For Origin, protecting and enhancing biodiversity is an important step towards building long-term resilience and future-proofing the food, agricultural and amenity sectors and our own businesses. From a regulatory, reputational and market-opportunity point of view, biodiversity has become a material sustainability topic for Origin.

Biodiversity is the foundation that enables natural assets to be resilient, productive and adaptable and it contributes to natural capital. Successful plant growth and food production depends on natural capital in the form of ecosystem services such as pollination, flood control, clean air, climate stability and fertile soils.

In response to the UN Biodiversity Conference (COP15) agreement guiding global action on nature until 2030, Origin is committed to supporting two key aims: halting biodiversity loss and ensuring the provision of vital ecosystem services.

Origin also supports the aims of the EU's 2030 Biodiversity Strategy under the EU Green Deal, the Nature Restoration Law and the first ever Soil Health Law, which reflect significant progress in addressing climate and biodiversity crises.

As an influencer in sustainable land use we are aligning with the global framework for nature-related risk and opportunity management and disclosure, being developed by the Taskforce for Nature-related Financial Disclosure (TNFD). Final TNFD recommendations were published in in September 2023 which will inform our future strategy.

Human induced climate change is currently the single greatest threat to biodiversity and through the Science Based Targets initiative we have set targets to reduce Scope 1, 2 and 3 GHG emissions (see pages 22-25), which will help to stabilise our climate and also improve soil and water ecosystems.

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Our focus is sustainable land use, through integrated solutions, and we seek to optimise food production within a nature-rich environment. We assist producers to conserve biodiversity mainly through our integrated strategy, providing products, digital innovation and advisory services to enable them to take climate action, improve soil health and resilience and nitrogen use efficiency (see p 37), find nature-positive alternatives to Plant Protection Products (PPPs) (see pages 41-43), conserve water and improve its quality and reduce waste (see pages 44-45).

We encourage growers to increase the diversity of species in the crop rotation to support a better diversity of habitats. A broader rotation can also help reduce pest and disease pressure on crops, reducing reliance on PPPs.

Furthermore, the utilisation of soil zonal maps and yield maps through our digital platform can help to identify underperforming areas of the farm that may be more suitable for habitat creation and improvement in the form of wildflowers margins, winter bird food and hedgerows.

Concurrent with the establishment of our Ecology and Environmental Division, our Agrii UK farm operations are evolving to meet the growing environmental needs on-farm. This evolution includes the formation of a dedicated Natural Capital Services team. Central to this service will be our Agri-environment Grant Advisors, Ecology Consultancy, Soil Conservation and Management teams, alongside Natural Capital Advisors encompassing experts in Biodiversity Net Gain and Carbon Credit advisory roles.

Our company reach is broader than agricultural land, and we also seek to lever our growing ecological and environmental expertise in urban and amenity settings, where nature provides critical ecosystem services. Not least of these is the way in which spending time in nature can boost our health and wellbeing.

Ecology and Environment Division

We are continually improving our environmental skillset and have established an Ecology and Environment Division, drawing on expertise within our new acquisitions, not only to provide new ecological and environmental services but also to further embed a holistic and integrated approach to our agronomy advisory services.

The acquisition of Keystone Environmental in October 2022 was boosted by a second acquisition, that of Neo Environmental in March 2023.

The Vision for the Ecology and Environment Division is:

- To create a significant and future-focused ecology and environmental business that combines advisory services and practical delivery.
- To leverage this capability across the wider Origin Enterprises Group, specifically in the amenity and agriculture sectors.
- Through a combination of organic and acquisitive growth we expect to grow the division in order to help guide the wider Group with its sustainability and biodiversity initiatives.



**Keystone Environmental** is an ecology business whose primary focus is on the design and build of nature-based solutions. Approximately 65% of its revenue comes from practical ecological contracting carried out by its habitats team, including building or maintaining habitats for mitigation or conservation purposes via biodiversity inseting or offsetting. The other 35% of its revenue comes from providing expert ecological advice to clients and projects, often designing and monitoring the nature-based solutions work of the habitats team.



**Neo Environmental** is a multi-disciplinary planning and environmental consultancy that specialises in designing, consenting and monitoring renewable energy schemes, particularly but not exclusively relating to onshore wind, solar and battery storage. To that extent, its work is facilitating the green energy transition, supporting net zero action across the British Isles (Republic of Ireland, Northern Ireland, England, Scotland and Wales).

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## 1,000 Miles

Our agronomists, supported by our new Environmental and Ecology Division, are developing important new initiatives, with landowners, to increase biodiversity across the UK.



One of these is the 1,000 Miles Project, which aims to create a network of 1,000 miles of connected habitat, through which we are providing practical support, advice and communication tools to farmers, growers and amenity businesses.

Habitat connectivity is critical for maintaining healthy populations of wildlife, as it promotes biological diversity and also allows animals, in particular, to use the wildlife corridor to respond in the face of environmental changes.

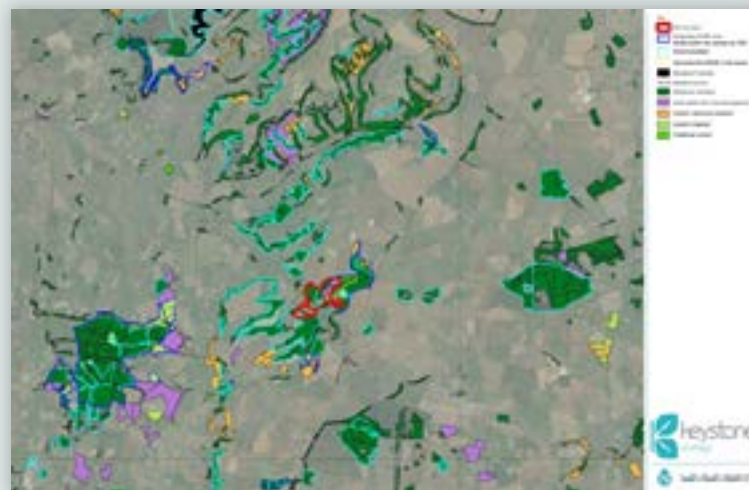
By facilitating the creation of a 1,000-mile wildlife corridor, we will provide and enhance ecologically significant habitats above standard compliance requirements. In particular, we will maximise connectivity between existing ecologically valuable habitat areas, such as designated sites, nature reserves and farmland managed under Higher Level Stewardship (HLS) or the Countryside Bird Survey (CBS).

Our team of ecologists will be involved in the design and verification of the corridor to ensure that the Project helps to achieve significant benefit for both food production and the environment.

So far, in FY2023, we have developed protocols for the establishment of corridors and this work will continue into FY2024. The corridor's development encompasses the mapping of pre-existing high-value habitat areas (e.g. designated sites, nature reserves and HLS/CSS areas). These will be overlaid onto areas targeted for conservation (including Local Authority 'Nature Recovery Strategy Areas') and habitat maps, to identify opportunities. As the project successfully facilitates new habitat connections, these will be added to the map to illustrate our progress towards our 1,000-mile target.

We will work collaboratively over the coming years to support the linking of corridors throughout the UK.

Origin's agronomists and amenity team are our first point of contact with farmers and land managers. As such, we will be working closely with the agronomy and amenity teams to help promote environmental and ecology services to clients and direct them to the relevant service provider in the team, who in turn will assist in the development of a wildlife corridor strategy and, where appropriate, provide support in obtaining funding to achieve this.



### Sample Map

- This Nature Wildlife map includes sites designated for their nature conservation value and Priority Habitats. We will identify potential opportunities to enhance / create habitat to connect existing designated sites, priority habitats and other areas already managed in an ecologically favourable way, to contribute towards the 1,000 mile corridor.



To this end we have recently joined the UK Business and Biodiversity Forum and we contribute to its Nature Positive Working Group.

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**New member of the Origin Group: British Hardwood Tree Nursery Limited “BHT”.**

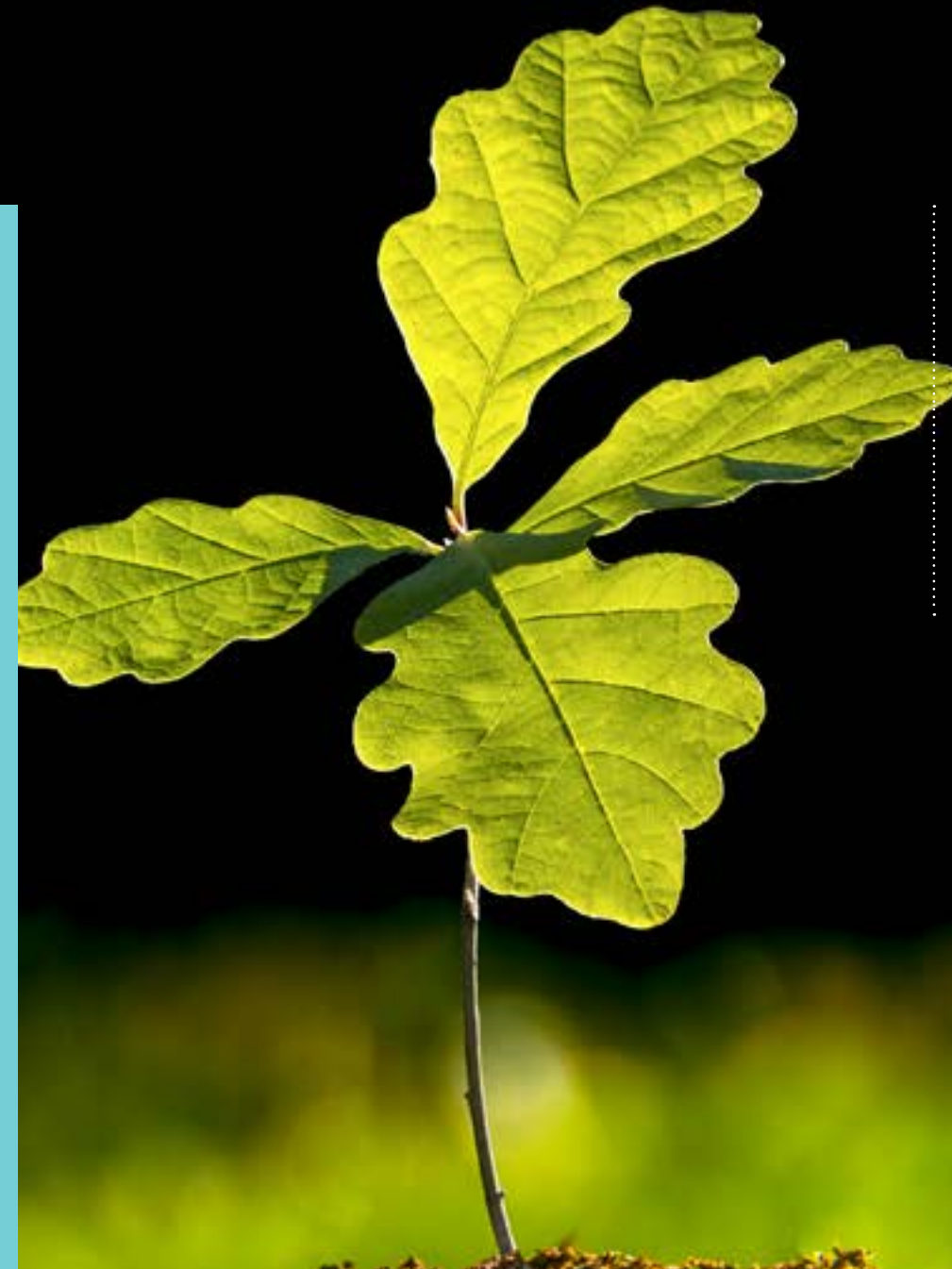
In June 2023, BHT became a part of the Origin Group. BHT is one of the UK’s leading specialist wholesale suppliers of bare root trees, shrubs, hedgerow plants and planting accessories to the forestry, farming, estate management, corporate and landscaping sectors.

Committed to supporting British nurseries, its bare root trees, shrubs and hedging plants are contract grown by select UK growers, using seed with a UK provenance where available.

Testament to its industry leadership, BHT holds certification for issuing plant passports and maintains robust affiliations with prominent organisations such as Grown In Britain, Confor, Forestry Commission, Defra and HTA.

**+11,000,000**

Within the past 12 months, Origin-owned operations have helped protect over ten million newly planted trees.



# Sustainable Land Use for Food Production

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## Targets

- Benchmark all soil analysis, using health indices, through our Soil Resilience Strategy, across the Group by 2025;
- Increase NUE of crops by 20% by 2030; and
- Fast-track the development of BioSolutions.

**Material Impacts:** Sustainable food systems, climate change resilience, soil health

KPI	Innovation examples	2021 Baseline	2022	2023	2024	2025	2030
<b>Benchmark all soil analysis, using health indices</b>	<b>From our 2021 baseline, increase the numbers of farm customers benchmarked using Soil Health Indices.</b>	<b>Baseline established and a farm specific action plan to 2030 developed.</b>	Work commenced to benchmark customers in the UK.	Increased the number of soil indices and increased organic matter tests on farms by 50% since 2021.	Improved accuracy of indices and continue to benchmark analyses.	Soil health indices will be used to benchmark all soil analysis across the Group.	Linear increase with a more diverse set of indices to 2030.
<b>Increase NUE of crops by 20%</b>	<b>Enhanced efficiency crop nutrition products and precision agricultural tools.</b>  <b>Agronomist skills development.</b>		Working with the AIC, NFU, CLA and DEFRA to agree an industry-wide definition of NUE.  Fertiliser Advisers Certification and Training (FACTS) provided to agronomists.	Industry definition agreed.  Benchmarking protocols developed.  Scoping of digital tool development to increase adoption of precision agriculture tools to support NUE.	Digital NUE tool to aid measurement will be developed.  Benchmarking will be undertaken to provide accurate baseline data.	Glasshouse trials will be used to identify the effect of enhanced efficiency fertilisers on NUE.	Demonstrate a 20% increase in NUE in crops.
<b>Fast-track the development of BioSolutions</b>	<b>Prioritise the development and market introduction of the most reliable BioSolutions, using fast-track / fast-fail techniques, in order to become market leader.</b>	<b>Gap analysis completed across the Group to identify key sectors where BioSolutions may assist.</b>	Identified and liaised with suppliers of technology to fill those gaps and prioritise the best BioSolutions for testing.	117 products and concepts tested in field trials. Review testing procedures and agree best approach. Construction of state-of-the-art glasshouse approved.	Further farm testing of top 40 performers.  Glasshouse to be constructed to reduce testing time.	Field trials, lab tests and glasshouse test results reviewed.  Best products gain traction on the market.	Origin recognised as leading distributor and innovator of BioSolutions.

+ NUE Nitrogen Use Efficiency

++ AIC Agricultural Industries Confederation

+++ NFU National Farmers Union

++++ CLA Country, Land and Business Association

+++++ DEFRA UK Department for Environment Food and Rural Affairs



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## Soil Resilience Strategy (SRS)

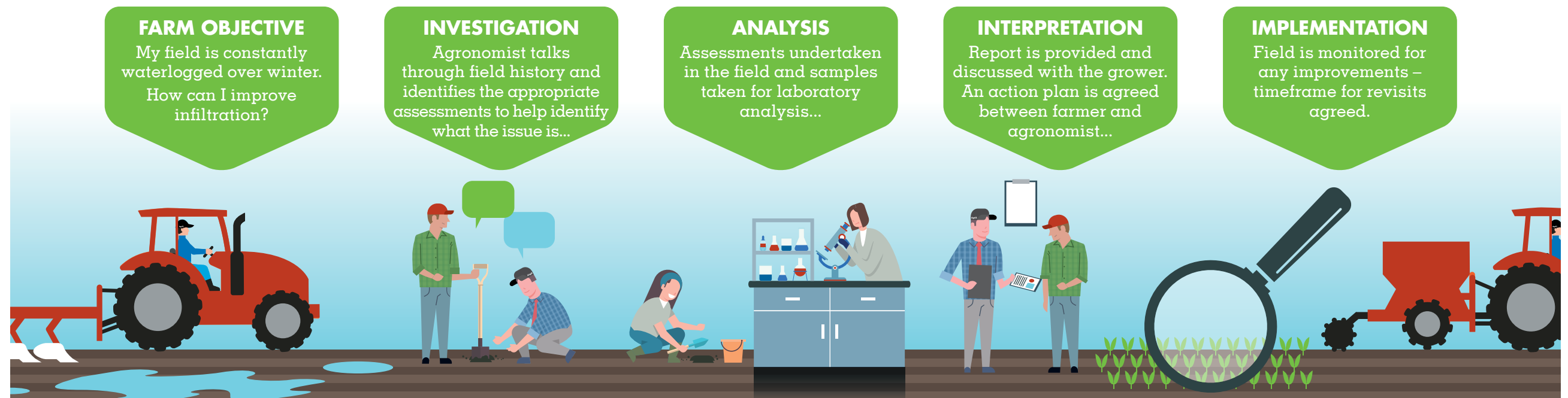
Origin has a leading capacity to manage our fragile soils and improve their resilience and we have developed our SRS to achieve this through an integrated approach, involving our products, innovative digital support services and agronomic advice to growers.

We specialise in managing soils at farm level, improving fertility while reducing risk from compaction, erosion, flooding and drought episodes. By fostering the growing interest in soil health and sustainable management, our SRS prevents further degradation and helps regenerate soil ecosystems, supporting positive climate action, improved water quality and increased biodiversity.

We value our long-standing, trusted partnerships with our growers, which in turn enables deeper analysis of soil management over time. Overall, our approach supports growers in working towards net zero emissions, reducing environmental losses, maximising productivity and ultimately increasing soil resilience.

Recognising, through research, that the most appropriate system varies with soil type, we customise the most sustainable solution for each farming business.

- Our growers benefit from making informed business decisions, based on reliable evidence and with a tailored agronomist advisory service.
- We support farmers and other growers to strategically improve their soil's resilience through our physical, chemical and biological soil assessments, laboratory analysis and scientific interpretation.
- We use qualitative measure questionnaires to understand the opportunities and limitations in specific farming systems.
- We help growers manage their soils by increasing soil carbon levels, improving structure and maximising water drainage and retention.
- Our digital services make soil analyses more timely, engaging and interactive, enabling farmers to get the best use out of their data.



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## Soil Health Indices

In order to improve the state of our soils, Origin is helping growers to first understand their productivity and environmental health. Our soil health indices allow us to achieve this using a blend of measures spanning physical, chemical and biological components. Traditionally, UK farmers have only been required to measure the chemical components of soil but, through a more diverse range of soil health indices, we help farmers to make better informed management decisions, to optimise both crop production and the environment. We also ensure that we embrace the emergence of new indices as our knowledge of soil evolves within the industry.

The Intergovernmental Technical Panel on Soils (ITPS) defines soil health as “the ability of the soil to sustain the productivity, diversity, and environmental services of terrestrial ecosystems”.

Our approach is strategic, pragmatic and multi-faceted, as the task of improving soils is complex and varies from one area to the next. Assessing the different components together is vital for determining soil health, as no single measure can encapsulate all aspects comprehensively.



**In order to improve the state of our soils, Origin is helping growers to understand their productivity potential and environmental health challenges.**

## Our targets

By 2030, we aim to include a more diverse set of soil health indices across all of our soil analyses so that farmers can effectively benchmark themselves against the industry and make more informed management choices.

Our preliminary focus is on indices that have been proven to be directly related to crop performance, such as soil organic matter and active carbon.

Increasing the amount of carbon in the soil has a number of environmental and cropping benefits:

- Maximising crop production by retaining nutrients and preventing environmental losses.
- Flood mitigation by increasing the capacity of the soil to hold water.
- Climate regulation by storing carbon away from the atmosphere.

We will continue to explore the benefits of other, more recent, indices for informing management decisions and enhancing ecosystem services.

## What we have achieved towards our KPI

We are helping farmers to increase the amount of soil organic matter on their land, recognising that soil organic matter takes a long time to change. We are promoting the active carbon test, a more recent soil health index test, which measures the soil’s biological health and therefore strongly indicates the trajectory of soil organic matter in the short term. The active carbon test has become commercially available to farmers in the UK.

Since 2019, we have increased the number of soil organic matter tests on farms by 253%. This has partially been driven by a desire to understand soil health as part of the government’s new sustainable farming incentive. However, many farmers are eager to attain a baseline for making informed management decisions.



## Active carbon testing



We have been using active carbon testing on fields where we have changed cultivation techniques. It is a great metric for understanding the short-term changes to soil health, particularly soil biology and carbon, as a result of our management practices.

Robert Bowes, Agrii Agronomist



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## Nitrogen Use Efficiency - Optimising Productivity

As a leader in nutrient management, Origin is playing an important role at farm level, across industry and at national levels, to increase the efficiency of nitrogen use, which improves productivity but is a source of the greenhouse gas N2O and, in excess, can leach into water systems, where it disrupts and pollutes water system ecology.

We promote the efficient use of nitrogen as an important parameter in balancing profitable, productive agriculture with environmental protection, which is the pivot of sustainable land use.

Increasing Nitrogen Use Efficiency (NUE) means a crop has recovered a higher proportion of its available nitrogen, leading to the potential for higher yields and returns for the grower. Concurrently, increasing NUE results in less nitrogen being lost to the environment as greenhouse gases and air and water pollutants. By measuring NUE and adopting practical steps to increase it, farmers can demonstrate genuine environmental enhancement whilst improving their own financial sustainability.

In 2022 Origin collaborated across industry and with the UK government to establish a definitive framework for defining and calculating Nitrogen Use Efficiency (NUE). This consensus defines NUE as the proportion of available nitrogen from the soil, fertilisers and manures that is removed by the harvested crop, expressed as a percentage.

Nitrogen outputs	Nitrogen inputs	
N in harvested crop, the amount of N removed in grain, oilseed, grass, etc.	N in the soil, N from manures, slurries, digestates, etc. N from fertilisers.	$\frac{\text{N outputs}}{\text{N Inputs}} \times 100 = \text{NUE \%}$



Our ambition of increasing Nitrogen Use Efficiency by 20% by 2030 gives a win/win for growers and long-term sustainability. Origin Fertilisers' nutrition agronomists can help farmers measure NUE and we have products aimed at specifically increasing it.

Toby Ward, Nutrition Agronomist, Origin Fertilisers

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### Our target and performance

Using the above Nitrogen Use Efficiency industry consensus definition, (see page 33) Origin has embarked on achieving a target of growers in enhancing NUE by 20% by 2030, through a long-term, iterative process.

To ensure the highest skills are applied to this process, our agronomists have passed an online FACTS assessment on NUE run by BASIS and accredited by Harper Adams University. From 2023 to 2025, they will work with customers to measure NUE and create benchmark data on a field or crop basis.

Agriculture is an ‘open-ended’ biological system and so climatic variabilities outside our control can impact on NUE in any given season. However, there are several practical actions farmers can take which can increase NUE in the long term.

In 2023 we have worked with farmers to set out some of the practical, early steps that can be taken towards achieving this longer-term target using our Soil Resilience Strategy, based on soil health indices, nutrient management planning and making sound fertiliser choices.

**Soil:**

- Through our Soil Resilience Strategy, we are creating a Soil Health Index. This will help farmers measure and manage soil parameters that play a vital role in optimizing NUE - soil pH, fertility, structure, organic matter and health.
- The soil health indices will support decisions on cultivation, nutrition, agronomy and cropping, all of which affect NUE.

**Nutrition:**

- The ‘4Rs’ of right product, right amount, right place, right time, are key to increasing NUE.
- Nutrient management planning is central to determining the ‘4Rs’.

**Fertiliser choice:**

- Several other nutrients work in synergy to optimise the availability and uptake of nitrogen - balanced nutrition is therefore key to increasing NUE.
- Protecting nitrogen fertilisers from losses using inhibitors can increase efficiency.
- Some fertilisers have a lower carbon footprint than others.

	On-farm Actions	Origin support
Soil	Broad-spectrum and soil-health analyses	Soil Resilience Strategy
	Soil management plans	Digital Tools
	Apply lime where soil pH is sub-optimal	Origin’s R&T Liming service
Nutrition	Integrated broad-spectrum analyses of soil, crop tissue and harvested crop, e.g. grain and forage	Analysis service and advice
	Nutrient management plans	Digital Tools
	Fertiliser spreader calibration	Independent calibration service
Fertiliser	Switch to prescription nutrition	NUTRI-MATCH®
	Use urease inhibitors and other enhanced efficiency fertilisers	OEN, SUSTAIN®, ENHANCE, LIQUISAFE, NUE-TRITION®
	Request a fertiliser carbon footprint	NUTRI-CO <sub>2</sub> OL®

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## Innovation

At Origin, we believe that digital innovation and integrated solutions are key to developing sustainable, profitable farming ecosystems.

We work continuously to integrate our agronomic research and expertise into scalable digital products that deliver value to farmers and the organisations that partner with them.

For farmers, this means providing tools and services that help them make straightforward, evidenced decisions that reduce risk and increase profitability. While for our retail business, it means helping prove the value of the products and services to the farmers they serve, to retain and grow their customer base and margin.

Origin is now an established leader in providing advanced agronomy decision-support software and ground-breaking remote field performance insight to deliver this value, providing our customers with solutions that are environmentally sustainable and economically viable.

Our approach is to integrate technology solutions that link grower need and the retail business offering. By thoroughly and holistically testing the interactions between all elements of crop production and management, we can effectively support advice and decision-making on land stewardship, compliance, risk management and margin optimisation. In addition, strategic relationships with input manufacturers, plant breeders and technology suppliers facilitate early access to chemistry, genetics and technologies and provide a competitive edge to our digital offering.

Incorporating and providing scalable predictive analytics have become a powerful tool for analysing in-field response to crop, weather, soil and inputs. Providing these insights to our agronomists enhances their advisory service and long-term relationships with growers.

## Digital innovation supporting climate action

Our digital innovation supports Scope 3, Net Zero and sustainability targets by supporting decision-making on sustainable land use. The key focus areas for Origin include:

- improving soil health through both portfolio soil health indices and analysis, reporting, and management plans for farm customers;
- increasing farm productivity and viability through increased adoption of precision planning and climate-smart products that facilitate sustainable practices to reduce GHG emissions and sequester carbon;
- protecting and enhancing biodiversity by supporting 1,000 miles of wildlife corridors;
- optimising growth with sustainable nutrition to increase average Nitrogen Use Efficiency on serviced farms by 20%;
- empowering a market-leading agronomist network with next-gen mobile apps and targeted support on key yield drivers in-field to strengthen and simplify on-farm sustainability conversations;
- developing predictive analytics built on trusted data to accelerate stronger climate R&D partnerships;
- supporting food production traceability and farm practice evidence;
- enhancing Integrated Pest Management services through disease risk alerts and remote crop monitoring technologies such as drones and satellite imagery, which help scale agronomist advisory capability;
- informing land management decisions, identifying opportunities for less productive areas and supporting environmental audit schemes such as SFI.

## Digital innovation supporting NUE

There is significant potential to improve the sensitivity and accuracy of nitrogen fertiliser recommendations, both in the UK and globally. This will help increase nitrogen use efficiency and reduce nitrate leaching to water, ammonia pollution and GHG emissions.

Accelerating collaboration across Origin Group and with external partners, we are in the process of designing a research programme to identify more sophisticated methods of optimising nitrogen applications and maintain or increase yield while reducing wastage, run-off and emissions. The objective is to increase NUE by 20% over current baselines at scale across our entire customer base. We are doing this by combining in-field data collection, collating at scale nitrogen application information and evaluating in-field crop response using satellite imagery and deep learning algorithms.

Deploying such a service across 500K/HA in the UK would equate to a reduction of 130kT CO<sub>2</sub>e, while simultaneously increasing grower profitability.

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Our expertise in digital agronomy enables enhanced resource use efficiency, through, for example, using known field criteria for geospatial variation in Variable Rate Nitrogen (VRN) application.

### Aligning retail and farmer goals



### Sustainable, Profitable Land

Field & sub-field analysis & evidence



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#### Product Sales & Advice

- Rotation Planning and Variety Choice
- Seed (Planning and Applications)
- Soil (Health, Sampling and Scanning)
- Nutrition (Planning and Applications)
- Crop Protection Integrated Pest Management (IPM)

#### Farm Outcomes

- Enhanced Profitability
- Improved Soil Fertility
- Optimal Variety Selection and Quality
- Increased Crop Yield and Quality
- Efficient Resource Utilisation
- Reduced Crop Losses
- Sustainable Farming Practices



## Sustainable Grassland Farming from Space

With two thirds of the world’s agricultural land area consisting of meadows and pastures for grazing livestock, managing grassland sustainably is crucial for the planet’s future.

In 2023, Origin Digital announced a world-first technology breakthrough that enables farmers to accurately measure the height of their grass from space, offering ground-breaking insight for increasing farm productivity and profitability while also enabling organisations and businesses to verify sustainability practices in the livestock supply chain.

Launched in Ireland in 2023 as part of Origin’s GrassMax service, the new technology uses advanced generative geospatial AI to determine the height of the grass in each field to an accuracy of just 1.5cm using satellites 700km away, unimpeded by cloud cover.

This reliable and simple measurement of the quantity of grass in a field enables farmers to make better-informed decisions regarding grazing schedules, animal nutrition and silage cuts.

Understanding when the grass in each paddock is at the optimal height enables it to be grazed at the growth stage, which provides the best fuel for the animal. This not only influences how much milk and meat each animal produces, having a substantive impact on farmer profit, but also, because the animal is not having to work so hard to digest the grass, it reduces methane emissions.



GrassMax receiving the award for Overall Winner at this year’s Enterprise Ireland Innovation Arena Awards.

Left to Right: Jennifer Melia, Executive Director, Enterprise Ireland; Carol Gibbons, Head of Regions and Local Enterprise, Enterprise Ireland; Simon Coveney TD, Minister for Enterprise, Trade and Employment; Anna May McHugh, National Ploughing Association Chief; Kieran Holden, Origin Enterprises; Dan Wood, Origin Digital; Devlyn Hardwick, Origin Digital; Leo Clancy, CEO.

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## Innovative and Integrated Plant Protection – BioSolutions

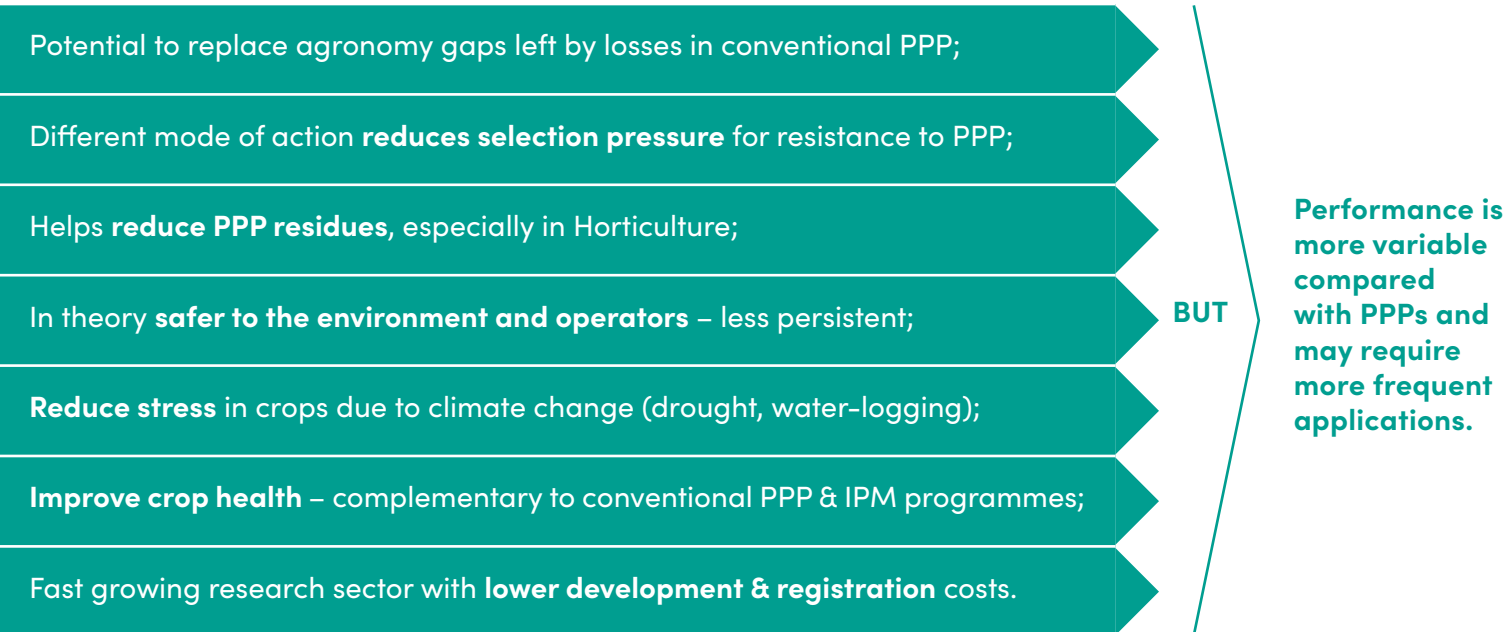
Our co-ordinated and planned Integrated Pest Management ‘IPM’ strategy for the prevention, detection and suppression of pests, weeds and disease, is increasingly innovative in avoiding unintended negative environmental effects.

By taking a holistic approach to plant protection we enable growers to produce healthy crops sustainably, with optimum yield and profitability, which minimises the reliance on synthetic Plant Protection Products (PPPs) and reduces any unintended consequences for the environment or the operator.

We advocate taking appropriate actions using a combination of cultural, biological or chemical measures appropriate for the situation, while ensuring the resulting produce is profitable.

We promote cultural control methods, such as the use of resistant plant varieties and crop rotations to break pest, weed and disease life cycles, as the first line of defence, alongside a blend of synthetic Plant Protection Products and naturally derived products called BioSolutions.

Our view is that BioSolutions will play an increasing role in global agriculture, horticulture and amenity solutions because:



However, in practice, BioSolutions tend to be less reliable than synthetic PPPs. In addition, they are being introduced onto the market rapidly and in great numbers. The challenge is to identify those that offer the best chance of delivering. Currently, BioSolutions are more widely adopted in horticulture than agriculture.

## Origin approach to Biological (and EEF) development – focus on agronomy gaps and sustainability goals



Increasingly, Origin is proactively developing novel ideas in collaboration with suppliers to embrace emerging technologies and practices that will maximise yields efficiently, whilst reducing dependency on PPPs. Plant breeding developments and precision agriculture deliver positive to strongly positive impacts across areas of importance to growers. Techniques such as gene-editing (as opposed to GMOs) have been recently approved in the UK for scientific development, and will cut breeding cycles for more resistant varieties in half – to six years – and allow specific healthy food traits to be introduced.



**Origin has tested a multitude of BioSolutions over the decades and in general terms they are more variable and less reliable than traditional PPP. However, increasingly we are looking at their use alongside PPP, with much better results. This enables our customers to reduce the amount of PPP applied but still achieve a profitable outcome.**

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### Complementing our integrated approach

BioSolutions are used alongside traditional Plant Protection Products 'PPPs' and other IPM systems, allowing greater tailoring of dose rates and better resistance management. Our ongoing trials continue to push PPPs in a more environmentally sustainable way, while driving yield.

Our digital platform uses the latest soil scanning and imagery software to provide a detailed plan of live in-field variations and how this can be targeted through variable rate fertiliser, seed and in-field operations (see pages 27 and 40).

Agrii's sustainable varietal scoring in wheat, barley and oilseed rape crops helps customers to select positive environmental and productivity attributes, while managing risk and expectations.

### Focus on Agrii

Agrii, part of the Origin Group, harnesses the power of skilled agronomists and the best intelligence to deliver unrivalled expertise and support for sustainable and profitable farming systems in the UK, Romania and Poland.

Agrii combines excellence and innovation with the latest research and development to ensure our customers can meet today's farming challenges with knowledge and confidence.

Agrii extensively researches every aspect of sustainable and profitable food production through trials conducted with integrated pest management principles at their core.

Agrii has developed a variety sustainability rating to test how technically robust varieties are, which varieties offer consistent yields and quality, reduce agronomic risk and provide the flexibility to use crop protection products more efficiently. This provides growers with increased environmental and financial benefits. Additionally, buying certified seed free from disease inoculum and weed seeds ensures the crop has the best start.

### Variety sustainability ratings (VSR)

Proportion of varieties rated	High	Medium	Low
2020 (33)	21%	43%	36%
2022 (39)	62%	23%	15%

Agrii offers a range of enhanced efficiency fertilisers to help us to be more environmentally conscious when applying nutrients. Agrii-Start Liqui-safe, for example, is a urease and nitrification inhibitor for liquid fertiliser that has proven yield enhancement whilst reducing environmental impact and benefiting soil biology. Leaf tissue testing throughout the growing season can also ensure any changes in nutrient availability can be remedied proactively, enhancing crop yield.



### The Principles of IPM

1. The prevention and/or suppression of harmful organisms using cultural /non-chemical means.
2. Monitoring of harmful organisms through DSS and agronomist's visits.
3. Sustainable biological, physical and other non-chemical methods are preferred to PPP if they provide effective control.
4. Decisions on whether, and when, to apply plant protection measures should be made using appropriate scientific thresholds where they exist.
5. The PPPs applied shall be as specific as possible to the target with least side effects on human health and the environment.
6. Keep the use of PPPs and other forms of intervention to levels that are necessary.
7. Use anti-resistance strategies.
8. Check the success of the applied methods and any plant protection measures.



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## A Fully Integrated Agronomist Advice Service

Our agronomists are central to Origin’s contribution to climate action and the transition to a nature based economy. We are therefore delighted that our Agrii agronomist, Todd Jex, based in Wiltshire, South-West England, has been awarded the prestigious *Farmers Weekly Arable Adviser of the Year Award*.



We provide fully integrated agronomic advice, including bi-weekly field walking, advice on rotations, establishment systems, nutrient inputs, cultural management and machinery.

The *Farmers Weekly* judges were impressed with Todd’s regenerative, minimum-till/no-till strategies, which he employs to help his clients minimise their costs, using extensive soil analysis and benchmarking to aid crop performance across about 10,000 ha.

Todd has been with Agrii for 12 years where he has built up great technical knowledge around soil health and monitoring. He graduated from Harper Adams University, holds a BASIS Diploma in Agronomy and is on the BASIS Environmental Advisers register.

Some 60% of Todd’s clients are now applying no-till farming in regenerative-type farming systems and the rest are using minimum till.

“I saw first-hand from pioneers of regenerative farming techniques how they had improved soil structure, lowered reliance on synthetic inputs and significantly reduced blackgrass levels, compared with neighbouring farms.”

However, Todd is flexible in his regenerative approach, working closely with farmers to ensure profitability as well as environmental sustainability. He also gives consideration to crop residue levels and carbon-to-nitrogen ratios and how these will impact establishment.

Todd is acutely aware of the cost pressures his clients face with the regression of the Basic Payment Scheme and increasing production costs. So he is trying to make savings on their agrochemical bill, while still providing consistent crop yields and quality. He is reducing their use of synthetic fertilisers and replacing this with organic manures in growing crops. His customers make full use of Agrii’s long-standing Maximising Arable Performance (MAP) benchmarking project.

Todd backs up his crop walking service and reports with quarterly educational open days involving 200-plus farmers, a range of on-farm field-scale and tramline trials, farm walks and a local farmer discussion group.

In recent years, Todd has used drone technology with Drone Ag’s Skippy Scout software alongside a handheld Yara N-tester to improve nitrogen-use efficiency. This technology-based decision-making is backed up through the use of satellite imagery.



Most of my clients no longer use insecticides or only apply them for early drilled winter cereals. They will be able to bank this opportunity under Defra’s Sustainable Farming Incentive.

# Collaboration and Comprehensive Research

As a leader in sustainable land use we view industry and academic research partnerships as an opportunity to accelerate innovation and meet current and future land use needs. We monitor new development work in collaboration, sharing our expertise with industry, academia and government to advance policy, knowledge and technology applications.

Through the ADAS Yield Enhancement Network (YEN) we have engaged in the YEN Zero Project, working with our farmers and key players across our industry to meet our shared target of achieving net zero emissions by 2040. [See pages 18 and 25.](#)

We have joined the UK Business and Biodiversity Forum (UKBFF) and are keen to contribute to a holistic and integrated approach to complex global sustainability issues. [See pages 11 \(Industry Partners\), 18 and 28\).](#)

We collaborate across the Group and with external partners on accelerating Nitrogen Use Efficiency. This collaboration spans initiatives from the integration of multiple data sources to machine learning modelling techniques, in-field nitrogen measurement and farmer-agronomist engagement. The outcome is more efficient variable rate algorithms and improved nitrogen efficiency.

## External participation



**Aspia Space**  
**Cloud-free**  
**Earth observation.**  
**AI + human eye.**

## Aspia Space

As part of our ongoing commitment to driving sustainable, profitable farming through innovation and integrated solutions, Origin has forged a collaborative partnership with Earth observation start-up Aspia Space. Aspia's expertise in combining geospatial data and ground-truth data with predictive AI accelerates the value delivered through Origin's digital offering and exemplifies our proactive approach to fostering change and realising our sustainability goals.

We first partnered with Aspia in 2022, pioneering a world-first cloud-free imagery service, ClearSky, that takes satellite radar data into a deep neural network to create views of a field that a satellite would see if there were no clouds blocking its optical sensors. By making the agricultural satellite imagery that farmers depend on for scouting and input planning, regular and dependable, this technology gives them a substantial advantage in timely planning of input use and advisory services.

Our collaboration continued in 2023 with another world-first technology breakthrough, using similar technology to ClearSky to determine the height of grass in farm fields to within 1.5cm. This offers ground-breaking insight to increasing livestock farming productivity and profitability, while also enabling organisations and businesses to verify sustainability practices in their supply chain.

Today, our partnership continues with a research collaboration on NUE. Aspia's ethos and expertise resonate deeply with Origin's sustainability values. The collaboration underscores our vision to shape the future of agriculture by embracing technological advancements, driving positive change and nurturing a greener planet for generations to come.

We look forward to the continued growth of our collaboration with Aspia, as we collectively strive to advance sustainability, foster innovation and contribute to a more resilient and sustainable agricultural ecosystem.

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# Reducing Water Usage and Water Stress

## Targets

- Protect water quality through training completed for 75% of all spray operators in our CE markets;
- Set a target for reducing water usage pending further analysis.

**Material Impacts:** Water stewardship, sustainable food systems, climate change resilience

KPI	Innovation examples	2022 baseline	2023	2030
<b>Protect water quality through improved spray targeting</b>	<b>Operator training on latest legislation, maximising PPP performance and reducing risk to water and on-target organisms.</b>	100 sprayer operator workshops held.	Rolled out to Central European market.	75% of all operators in our CE markets will be trained.
<b>Reduce water usage</b>	<b>Water usage decrease measured in million litres.</b>	22.3 million litres.	22.2 million litres	To be confirmed pending further analysis.

\* FY22 water usage data has been restated following enhanced accuracy compared to previous estimates. Nevertheless, approximately 25% of the usage remains estimated due to remote locations and the absence of metered services. Further analysis is essential before the Group can establish water usage targets with confidence.

At Origin, we acknowledge the critical importance of implementing purposeful measures to protect and conserve high-quality fresh water, an integral element of our natural capital. This resource plays a crucial role in upholding biodiversity, global food supplies, human health and amenity. As part of our commitment, we are actively evaluating our water management practices within our own operations and promoting water use efficiency among growers and amenity professionals.

Overuse of water in agriculture can lead to environmental issues such as water pollution, loss of aquatic ecosystems and soil degradation. Additionally, excessive water extraction from rivers and aquifers can harm aquatic habitats and disrupt ecosystems.

## Reducing our total water usage

In FY23, Origin achieved a marginal 1% reduction in overall water consumption compared to the previous year, amounting to 22.1 million litres. This decrease primarily resulted from production efficiencies in our linemark sports turf paint operations, although it was partially offset by increased usage in our business unit in Poland.

Origin's position as consultants and value-added distributors means that the majority of our influence on water usage relates to our ability to support end users in choosing suitable products and implementing best practices in application methods to reduce water losses and pollution. In our wholly owned operations, the most substantial water usage is primarily associated with our agricultural contract spraying activities and in the manufacturing process for our Linemark grass paint manufacturing operation.

The Group's original intention was to unveil water reduction targets in 2023. However, due to the remote locations of specific facilities and complexities in accurately measuring water usage from non-metered sources, we are currently engaged in an ongoing data collection effort to enhance the accuracy of our information on water usage within our operations. This process is aimed at enabling us to establish a target by 2024.

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### Technological Solutions for Water Use Efficiency

Origin remains committed to investing in technical solutions that we believe can drive advancements in agricultural practices while effectively addressing key challenges related to water usage and stress in the agricultural sector. This includes the following examples:

- **Products that can aid soil wetting** and moisture availability to crops, reducing run-off when rain falls onto soils that have become so dry they ‘shrug off’ water, rather than allowing it to penetrate.
- **Products based on polymers that absorb water naturally** into a polymer structure, thus increasing a soil’s water-holding capacity and making it available to crops when they need it.
- **Agronomic approaches to combating drought such as:**
  - better variety choice via the Variety Sustainability Rating;
  - the use of Biostimulants and Growth Regulators to enhance root development so crops can better exploit moisture at depth;
  - foliar nutrition to promote green leaf area to maximise photosynthesis.
- **Efficient use of water during spray application.** Diluted plant protection products applied with field sprayers can use vast amounts of water. In the UK, comprehensive sprayer operator training has helped promote water use efficiencies, but in other parts of Europe there is a need to upskill our farmer customers.

### Sprayer Operator Training - Spray Application and Water Protection Workshops



In FY23, aligning with our sustainability commitments, Agrii expanded its sprayer operator training workshops beyond the UK to encompass Poland and Romania. Over the year, in Central Europe, we organised two pilot sprayer operator workshops and 15 sprayer demonstrations, imparting best-practice techniques to 1,280 participants, which included guidelines on methods to mitigate drift and safeguard watercourses.

In the UK we are working to go beyond the standard course produced by the City and Guilds Land-Based Services, to offer additional information, derived from our extensive R&D programme. The training covers areas related to environmental protection and maximising cost and time efficiencies in the field. During the year 133 courses were run and 2,325 sprayer operators were trained.

In addition to ensuring that our products are applied correctly, the training ensures that operators are protecting water courses and reducing water use. Elements of the course include:

- how to reduce drift and protect water courses;
- how to typically halve water use;
- how to optimise pesticide dose rate, minimising any negative effects on non-target species;
- specific advice on farmyard spray filling areas and the use of biobeds and biofilters to treat tank washings, minimising point source contamination that might find its way to a water course; and
- how to use grass and wildflower strips around fields, as a buffer and to protect water courses around the edges.

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### Water Conservation in amenity sports turf

Water scarcity is a material concern for amenity turfgrass managers, given its essential role in creating high-performing and visually stunning surfaces. Climate change has seen extreme wet periods followed by extreme dry periods. Sports surfaces must drain well to avoid competition cancellations and therefore sand-based constructions have become the norm in the sector, the implication being that during dry periods it is very difficult to maintain moisture content in the profile.

Working with industry partners Rain Bird, we are installing accurate and efficient irrigation systems to ensure we do not waste this valuable resource. We will see continued investment into irrigation systems over the coming years.

Through its R&D capability, Origin Amenity Solutions (OAS) works across the Group businesses to provide innovative solutions for water management. We currently have surfactant technologies on trial, designed within the business, to reduce the risk of surface runoff and reduce water requirements. Last year's trial results indicated that using a surfactant can reduce water usage by 33% whilst still providing surfaces that perform well. These results have been shared with the industry through educational visits and seminars. Over the last 12 months we have seen over 500 people through the doors at Throws technology centre and offered seminars around the country. Educating and promoting sustainable practices has never been more predominant in our industry and Origin is driving this vision forward.

## Linemark - THE IMPACT™ SYSTEM

The Impact™ System, developed by Origin's Linemark business unit, is a world leader in sports line marking. It combines ground-breaking, ready-to-use paint formulations with state-of-the-art marking machines – that include GPS – using precision engineered, proprietary spray nozzles.

The Impact™ system uses 89% less water than traditional line marking paints and typically costs 48% less to purchase. Its high whiteness has become a standard feature of many of the world's most prestigious sports arenas and can be used on all surfaces – grass, hard surface and synthetics.

Applying Impact paint using one of the iGO spray marking machines is quick and trouble free. The combination of the formulation techniques, the pump and the unique nozzles makes it possible to overmark a standard size football (soccer) field with as little as 1.6 litres (0.42 gallons) of paint. This means that it is possible to overmark more than six standard size football (soccer) fields with a canister of 10 litres (2.64 gallons).

Based on research trials conducted with local authorities in the UK, for every 100 standard football pitches, the use of the Impact paint system consumed 5,600 liters of water (including the water in the Impact Formulation) weekly over a typical 35-week season, as opposed to the traditional method, which would require 31,500 liters (including the water in a Concentrate product) to mark the same number of pitches.



# Waste Reduction

## Targets

- Zero waste to landfill in UK and Ireland by 2025;
- To have waste recycling programmes in place across the rest of our world operations by 2025; and
- Increase the use of recycled content in our own packaging.

**Material impacts:** Management of waste; sustainable food systems; material use and innovation

## KPI

	Innovation	2021	2022	2023	2025
<b>% Waste to landfill in UK and Ireland</b>		66%	59%	50%	Zero
<b>Waste recycling programmes</b>			Waste recycling programme launched in Brazil.	95% of waste generated in Origin's Brazilian operations sent for recycling.	To have waste recycling programmes in place across all of our world operations.
<b>% recycled content in our own packaging</b>			Origin fertiliser UK launched its new bags made from 30% recycled plastics.	All Agrii UK and Origin fertiliser UK bags contain 30% recycled material.	Ongoing assessment for group-wide recycled material packaging target.

Origin's agronomy operations strive to enhance efficiency throughout the crop growth cycle, aiming to optimise systems and reduce waste at the field level.

Within our own facilities, our goal is to divert as much non-hazardous waste as possible from landfill, and ensure all hazardous waste is treated appropriately and, as a minimum, in accordance with all regulations concerning the safe and responsible management of waste materials.

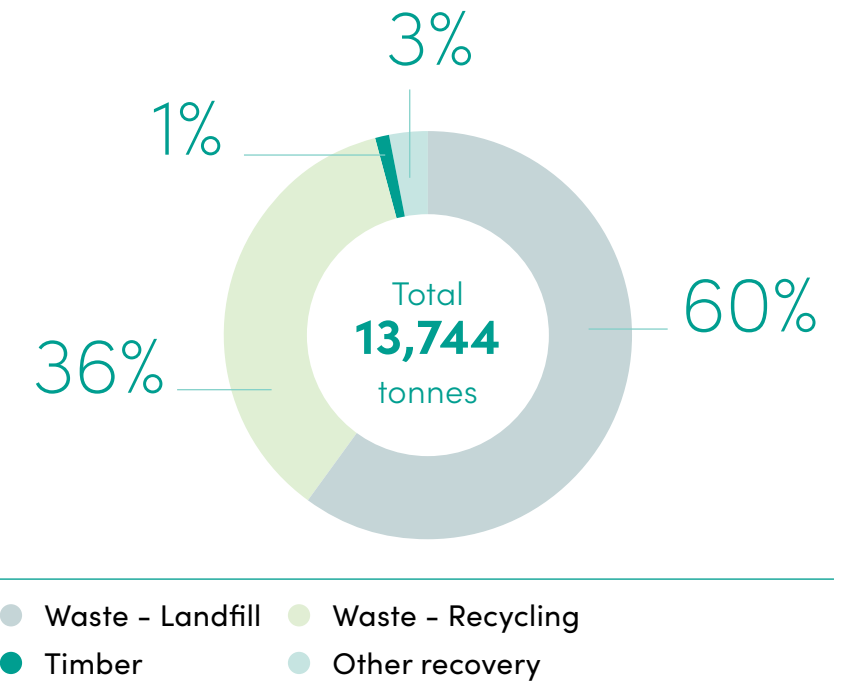
In FY 2023, the Group's total waste generation decreased by approximately 1% compared to the previous year, partly influenced by reduced volumes in markets like Ukraine. With a sustained commitment to recycling, the Group notably reduced landfill waste from 59% in FY2022 to 50% in FY2023 within our Ireland and UK operations.

We are committed to embedding circular principles and adopting best practice to effectively manage waste streams within our own operations. Encouragingly, we continue to see local initiatives to prevent, reuse and recycle waste materials with a 2% increase in the amount of waste diverted from landfill.

Notably, over the past 12 months we have introduced additional balers to process waste cardboard and plastic across multiple warehouses, with ongoing projects to explore baler implementation at various sites.

Work to improve the quality of waste data remains ongoing as part of the Group's overall drive to improve our environmental reporting.

## % breakdown of waste sources



We recognise that certain sites face limitations in boosting recycling due to space or waste contractor constraints. To ensure the Group's progress aligns correctly, several business units in our Ireland and UK operations are transitioning from local to national waste service providers. This shift aims to attain zero landfill collections as we look to meet our commitment to achieve Zero Waste to Landfill by 2025.

As part of our broader objective to reduce waste throughout all Group operations, we have set a target to have waste recycling programmes in place across the our global operations by 2025. We will support the implementation of this approach through our group-wide environmental policy, targeted local initiatives and promotional onsite awareness campaigns.



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## Packaging

Origin is dedicated to advocating responsible plastic waste management and actively engaging in collaborative initiatives with stakeholders to realise this objective. We continue to contribute to the collection and recycling of both agricultural plastics and product packaging materials. In our Irish operations, our Goulding fertiliser business is a member of the Irish National Plastic Packaging Group. Furthermore, during FY23, our UK agricultural operations took an additional step by joining the Green Tractor Scheme. This growing alliance of environmentally committed enterprises is focused on fostering beneficial change within UK agriculture. By advocating for change and promoting innovation in farm plastic recycling, our goal is to play a role in reshaping the environmental footprint of the industry.

The removal of virgin plastics in packaging is also a focus for Origin, considering the Worldwide Responsible Accredited Production (WRAP) requirements and changing regulations. We understand the growing global concern with single-use plastics and we are actively investigating avenues to diminish plastic packaging or enhance its reusability and recyclability. In our UK fertiliser and seed operations, our bags are fabricated using 30% recycled plastics. In the upcoming year, we are actively considering opportunities to expand this initiative to our operations beyond the UK.



**Our UK fertiliser and seed operations bags are made from 30% recycled plastics.**



In 2023, Agrii and Origin Fertiliser UK became ambassadors for The Green Tractor Scheme to support the farming industry to dispose of plastic waste in the most efficient and sustainable way. By working with Green Tractor, Agrii UK are subsidising the cost of recycling on farm, offering a 5% discount to the recycling of waste associated with product bought from Agrii. As ambassadors of this scheme, we aim to help the industry work towards the recycling of all farm plastics by 2030.

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# NURTURING OUR SOCIETY

**Healthy soil supports a healthy society.**

We work alongside our employees, growers, customers and communities to optimise land use, through integrated solutions.



# Our Approach

Through partnerships between our people, our customers, industry colleagues and community, we work together to deliver our purpose of optimising sustainable use of land through integrated solutions.

In 2023, we deepened our approach through a double materiality exercise, to ensure we prioritise and consistently manage the topics that matter to our success and to our stakeholders.



**Values and leadership emerged as a tier one topic alongside people - specifically fair and inclusive working conditions as well as health and safety.**

Under Nurturing Our Society, we are committed to doing business in pursuit of the principles of the United Nations (UN) Global Compact and to advancing the broader development goals of the UN, particularly the Sustainable Development Goals (SDGs). We see the greatest opportunity for impact with SDGs 2, 5, 8 and 12 within our societal programme.



## Our People

The personal commitment and expertise of our people are central drivers of success for Origin. In order to attract and retain the best people, we must have the ability to inspire, build trust, help people achieve their potential, and be agile and innovative in the market.

Through our Integrated Group People strategy and programmes, we are committed to offering a broad range of future-oriented jobs with attractive conditions and the opportunity for personal development. In total, 468 new people joined the Group in 2023 and we wish to welcome these new colleagues.

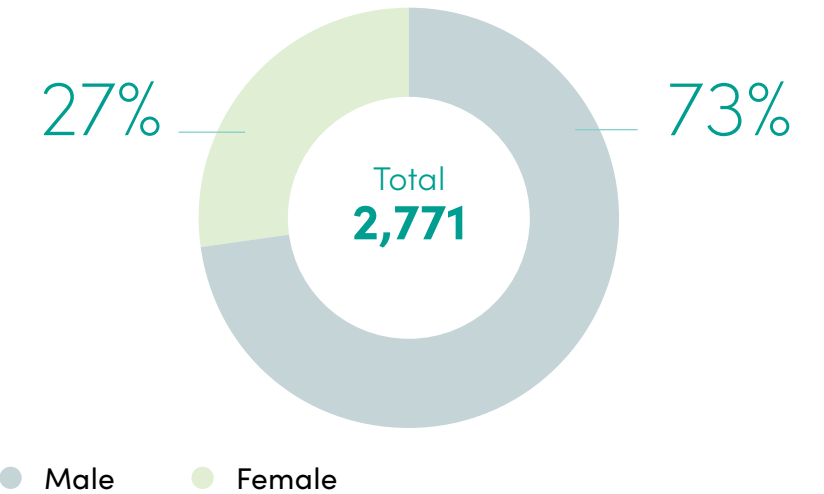
Regrettably, this year, the Board made the difficult decision to cease operations under the Agrii brand in Ukraine due to the challenging trading conditions brought about by the ongoing conflict. Throughout the duration of the conflict in Ukraine, our paramount concern has been the safety and welfare of our local team and their families. We are very grateful to our colleagues in Poland, Romania and the UK for their swift and generous response in providing refuge to those seeking shelter from the conflict.

We wish to express our sincere appreciation to our 147 Agrii Ukraine colleagues for their dedicated hard work and significant contributions over the years. We have closely collaborated with our Ukrainian counterparts, prioritising their wellbeing and, more recently, assisting them in transitioning to new opportunities, both within Ukraine and abroad. We have successfully secured positions for a small number of our Ukrainian colleagues within other businesses across the Group.

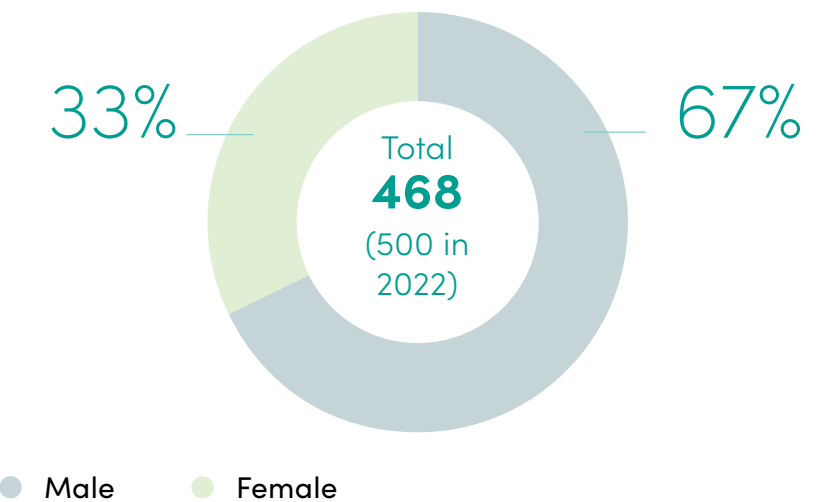


**17%**  
Annual Labour Turnover

### % Headcount 1 August 2022 to 31 July 2023



### % New Starters 2023



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# Our Integrated People Strategy



## The Origin Way Living our Values

What we say is what we do.  
  
Origin is committed to living our five core values.



## Employee Engagement (Let's Talk)

We aim to continuously improve the employee experience at Origin.  
  
Core to this is a culture of open engagement.



## Learning and Development (Origin IQ and LEEP)

We encourage all employees to further their careers through professional development and offer them the tools and opportunities to do so.



## Health, Safety and Wellbeing

We are committed to protecting our employees and all in our supply chains, as well as ensuring our products meet rigorous safety and quality standards.



## Equality, Diversity and Inclusion

We are developing a diverse workforce and driving a culture of inclusion and belonging within Origin.



## Community Impact

We work with our growers and partners in the supply chain as we strive to improve livelihoods and build a more equitable and resilient food system.  
  
We also seek to enrich our local communities through active partnerships.



\*In the following pages we report the Group performance against select KPIs and the consolidated Group results of our 2023 annual employee survey, measured against the sector norm for Global Agricultural/Crop Science Companies. The data has been provided to us by our external survey providers.



# Living our Values

## The Origin Way - Living our Values.

### Ambition

- To align the personal values of employees with those of Origin.

Material Impacts: Protecting human rights across value chain.

Ensuring values are more than words on a wall requires daily effort. To reinforce our values as part of everyday business practices, we are committed to:

- Encouraging our Leaders to lead by example and act as a visible role model for our values.
- Continuing with our Group-wide employee voice and engagement programme 'Let's Talk'.
- Ensuring the wellbeing of our colleagues.
- Frequently communicating our core values to all stakeholders.
- Recognising employees for demonstrating our core values.



Our five core values, which make up 'The Origin Way', define who we are as an organisation and are the guiding principles informing our commitment to nurturing our society in a safe, responsible and sustainable way.



## Our Values in Practice Awards 2023

Our 'Values in Practice' awards continued to be rolled out across the Group in 2023. These Awards were developed to recognise individuals who demonstrated excellence and our values in action. Employees can nominate a colleague for an award that recognises excellence and their commitment to living our values.



**At Agrii Romania, we received more than 269 nominations for 208 of our colleagues who have exemplified our values in action, underscoring that our culture truly defines us.**



Examples of our Romanian colleagues who demonstrate excellence and our values in action in support of colleagues, customers, business partners or our local communities.



# Employee Engagement (Let's Talk)

## Ambition

- To continuously improve the employee experience at Origin.

Material Impacts: Protecting human rights across value chain.

KPI	2021	2022	2023	Sector Norm
Employee Survey Response Rate	80%	74%	74%	n/a
Employee Engagement Index	87%	89%	89%	85%
Employees who recommend Origin as a good place to work	87%	87%	89%	74%
Communication Index	74%	77%	77%	74%
Empowerment Index	75%	78%	79%	77%

\* (% Scores shown are the total percent favourable responses from the employee survey)

Employee engagement is critical to our success.

We encourage a culture of open communication and ensure that we have engagement right across the business units, from every level of the workforce. We continually review our employee experience and identify where we can improve. We also measure and benchmark against the Global Agricultural/Crop Science norm and track our progress against the Global High Performance Companies norm (GHP). The data is provided to us by our external survey providers.

In 2023, against a backdrop of ongoing global disruption, we continued our Group-wide employee voice and engagement programme 'Let's Talk'. This programme ensures that we have input from across the Group and from every level of the workforce, enabling business decisions to take account of employee views.

To continually enhance the employee experience, we have established a structured approach involving Group and Local actions each year. Our Let's Talk initiative revolves around three key goals: connecting, engaging, and fostering meaningful two-way dialogue with all our employees. This dialogue covers critical topics such as our strategic direction, organisational culture, key initiatives, challenges, and the work environment.

Our leaders have been diligently working on the 2023 action plans and are currently in the process of delivering their actions. We are pleased to see the positive impact of this work reflected in our survey results, which at a consolidated Group level have consistently improved year after year in most areas.

## 2023 Highlights

**89%**

**Sustainable Engagement Index**

Maintained our strong employee engagement score

On track – ahead of sector norm and in line with global high performance norm

**91%**

**Favourable Survey Score**

'I am proud to be associated with this Company.'

On track – in line with sector norm

**89%**

**Favourable Survey Score**

'I would recommend the Company as a good place to work' (+2 against 2022 and improved scores since 2019)

On track – ahead of the sector norm

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We strive to ensure that our employees are well informed about our organisational priorities. This approach not only builds trust but also aligns our team with our purpose and values.

Moreover, we encourage employees to provide honest and constructive feedback, which is invaluable in shaping our actions and strategies. Our Let's Talk initiative serves as a feedback loop, allowing us to address employee concerns and needs effectively.

### Minimum Standards Scorecard



Green = progressed Yellow = work in progress

### Let's Talk Visits

Since 2019, the Executive team and members of the Origin Board conduct Let's Talk events and visit sites across the Origin Group. In 2023 Greentech, Linemark and PB Kent hosted successful Let's Talk visits.

The Chairman and CEO both participated in a 2023 Let's Talk visit with employees during the Origin Amenity Solutions conference "Future Focus" at Throws Farm Technology Centre, in the UK.



Gary Britton, Chairman, with Lesley Spence, Communications Manager



Sean Coyle, CEO, with Kate Humes, Marketing Director

## Employee survey

The 2023 Origin Group Employee Engagement study surveyed over 1,905 employees, across five countries, to determine the average employee experience around the Group. Communicating in four languages, we measured the employee experience by asking 60 questions and assessing 13 topics, including our strategic direction, culture, key initiatives, challenges, the work environment and wellbeing of our colleagues. The survey had a response rate of 74% among all eligible employees. Sentiment continued to improve year-on-year, with scores remaining stable and once again the results show that many employees are proud to work at Origin, are engaged, and would recommend Origin as an employer.

Our sustainable employee engagement index remained strong (89%), in line with 2022 and we have increased our score by 3% since 2019. We are pleased to see our overall sustainable engagement score is now level with the GHP norm, a benchmark that we have been working towards since 2019.

In 2023 we are significantly ahead (+15%) in respect of the sector norm when asking our colleagues, who responded to the survey, if they would recommend the Group as a good place to work. Most employees are proud to work at Origin, with a score of 91% favourable, maintaining our position against 2022, in line with the sector norm and representing a 3% increase against 2019.

Across the 13 categories we evaluate, our overall Group scores now surpass our sector norm in all but one category, Development and Growth, where we are on par with the sector. Furthermore, we are closing the gap with global high-performance standards across all categories, a key objective since the inception of our survey. Encouragingly, results indicate notable improvements in seven categories, including Diversity and Inclusion, Leadership, Reward, and Customer Focus. In the remaining categories, we have sustained our strong position compared to 2022.

Origin employees have a clearer sense of how their careers can develop in the company, the resources that are available to support their wellbeing and a greater understanding of the Group goals and values.

In addition to employee engagement, we also measure our employee enablement based on access to the resources to undertake the role effectively and ensuring the role utilises employees' skills and abilities effectively. Our employees reported strong scores here (all questions scoring over 80%), in particular, employees feeling that they had the resources to undertake their roles effectively, which is ahead of the sector nom.

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- The overall 2023 Employee Engagement score remains very strong and stable at 89% favorable.
- Our engagement score is significantly ahead of our sector norm and in line with the global high-performance norm.
- Across all 13 categories we have made significant improvements since 2019.
- Areas for improvement were identified in each of our businesses and we continue to work on these aspects across the Group.
- In association with our employees, comprehensive post-survey action plans have been developed in each business to address areas for improvement.



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Our ambition is to maintain our engagement scores at a consistent level, specifically aiming to achieve and sustain a score within the Global High-Performance norm. We will achieve this through a strategic approach that involves actively listening to our employees, continuous monitoring, and building on our progress through post-survey action planning.

**Our strategy includes:**

- Gathering employee feedback through various channels and initiatives.
- Implementing concrete post-survey action plans to address areas of improvement.
- Enhancing our work environment, feedback mechanisms, and the people management skills of our managers.
- Elevating the overall employee experience across all organisational levels.

To maintain alignment across our businesses within the Group, we have identified key drivers of engagement at Origin, which are in the following three categories, Wellbeing, Leadership and Development and Growth. In 2024, we will continue to prioritise and focus on these key drivers to ensure consistency and foster a culture of high engagement.

As we move forward, we remain dedicated to the principles of continuous improvement. We will use survey results and employee feedback to identify areas for growth and development, both at the Group and local levels. Together, we are committed to fostering a work environment where our employees thrive and contribute to our shared success.



Agrii Romania: Annual team building activity and conference

# Learning and Development (Origin IQ and LEEP)

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**Ambition**  
 To empower individuals to harness their full potential and ensure equitable access to opportunities as we build capabilities across the Group.

KPI	2021	2022	2023	Sector norm
Development and Growth Index Score	71%	75%	75%	75%
Employee Survey Favourable Score – "My manager develops people's abilities."	74%	80%	80%	78%

\* (% Scores shown are the total percent favourable responses from the employee survey)

“**Learning and development are the cornerstones of our talent management strategy. Origin is committed to having the right talent in place to drive our growth ambitions forward.**”

## 2023 Highlights

<b>730</b> Training Days delivered in 2023	<b>75%</b> Favourable Score in the Development and Growth category	Maintained our position against 2022
<b>10</b> Leadership Programmes delivered	<b>73%</b> Favourable Score "This Company does a good job in developing people to their full potential."	+1% ahead of 2022
<b>7,640+</b> Online training courses completed	<b>80%</b> Favourable Score "My manager develops people's abilities."	Maintained our position against 2022



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## Our Approach

Our approach to employee development, leadership development, and technical and functional skills development is comprehensive. Offering a wide range of development opportunities to our people at a local level enables them to contribute to the achievement of our strategic objectives and achieve their career aspirations within Origin.

To meet the varied needs of our employees, we engage in an annual performance review process. This not only aligns individual goals with company priorities but also fosters meaningful career conversations for all our employees. We are making progress in this area and which is reflected in our 2023 achievement of an 80% favourable score for the question 'My manager develops people's abilities,' maintaining our 2022 position and surpassing sector norms. However, we still have work to do across the group and this will be a continued area of focus in 2024.



**At Origin, we are unwavering in our commitment to fostering the growth, development and potential realisation of all our employees.**

Each of our businesses conduct several Group-level, regional and local training activities. These include mandatory online training, Leadership Enhancement Programmes (LEEP) and local technical training (IQ). Employees have access to a variety of live, online and face-to-face learning experiences and eLearning modules designed to support them in their journey of continuous learning and development.

Our learning solutions stimulate peer discussions and encourage collaboration across the business. The programmes are largely delivered locally to ensure we take into account

local cultures, learning styles, development needs, ensuring we deliver capability building in the right way to targeted audiences. Post-training support from subject matter experts, peer discussions, and feedback ensure that the new skills and knowledge are transferred on the job and have an impact on business performance.

In our holistic approach to talent management, we measure employee engagement outcomes as a result of capability

building initiatives, aimed at enhancing our Employee Value Proposition and facilitating attraction and retention of the best talent in the marketplace. Thus, we put a lot of emphasis on our anonymous annual Employee Engagement survey, which zooms into specific leadership skills. In 2023, we saw growing confidence among employees that they can develop and grow and an improved understanding of potential career paths.



Team members from Agrii Polska Maria Kaniewska - Product Administrator – and Agata Radzikowska - Logistics Specialist – who took part in a training day during 2023.

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## Leadership Development

We place high expectations on our people managers as we believe that a direct manager is a key factor that defines employees' experiences. Hence, we invest in future leaders, first-time managers and in developing the skills of seasoned managers.

Our local Leadership Enhancement and Empowerment Programmes (LEEP) have been effective, as have our management development initiatives like Agrii Leader, MDP (Management Development Programmes) and Managing for Today and Tomorrow. During 2023 we delivered a number of these programmes.

As a result of our investment in strengthening and expanding people management and leadership skills, in 2023 our Employee Engagement Survey saw strong results in the following areas:

- "My manager develops people's abilities." 80%;
- "My manager does a good job of building teamwork." 83%;
- "My manager gives me regular feedback on my performance." 78%;
- "My manager communicates effectively." 87% (a 2% increase compared to 2022)
- "I believe I have the opportunity for personal development and growth in this Company." 76% (a 1% increase compared to 2022); and
- "This Company does a good job developing people to their full potential." 73% (a 1% increase compared to 2022).

We will continue to focus on these areas in 2024.





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### Technical Skills Development

Additionally, we recognise the significance of building technical capabilities. Our development programmes cater to employees at all levels, from newcomers to seasoned experts. Our key technical capabilities include those within our Commercial, Research and Development, Digital and Technical developments areas. Programmes delivered during the year provided development opportunities at introductory level for new starters (BASIS, FACTs), ongoing initiatives to build our strategic capabilities, and training for Agronomists across the wider Group, in order to facilitate knowledge transfer and share best practice, including through our annual Origin Academy.

The Origin Academy, in its second year, is a testament to our dedication to cultivating expertise in agronomists. It equips them with the knowledge and skills needed to build deep, value-adding customer relationships that make valuable contributions to our own business.

The Origin Academy is an intensive four-day programme consisting of:

- Understanding agriculture and farmers across the countries we operate in;
- Building 'Trusted Advisor' capabilities that identify customer needs and add value to the farms we serve;
- Visiting trials demonstrations to build technical stories that solve complex agronomic challenges; and
- Integrating commercial and technical skills to deepen customer relationships and drive business performance.



**The Origin Academy has helped me realise that every customer has different needs and it has given me the confidence and skills to deepen my customer relationships.**



**A very good experience together with Agrii colleagues from other countries - it was great to have the opportunity to learn and share knowledge.**



**We are proud of our commitment to fostering growth and development in our employees and ensuring that they are well-equipped to excel in their roles and contribute to our shared success.**

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During my time at Agrii, I had the privilege of participating in the Agrii Leadership Academy. This experience included a series of one-on-one coaching sessions.

I began my journey with Agrii Romania in March 2020, a time when the world was grappling with the challenges of the pandemic, including social distancing. Despite the circumstances, I was pleasantly surprised to find a warm and welcoming community of individuals who were eager to share their knowledge and adapt to the new conditions.

From March 2020 until February 2022, I served as a transport dispatcher, contributing to the smooth operations of the organisation during a particularly challenging period.

During my time at Agrii, I had the privilege of participating in the Agrii Leadership Academy. This experience included a series of one-on-one coaching sessions, which not only aided in my personal and professional growth but also helped me uncover my career aspirations and goals.

Shortly after, I was presented with a new and exciting challenge: a promotion to the role of Transport Manager. In this capacity, I am now responsible for leading a team with two primary objectives. First, we aim to enhance the speed of our transport operations, a factor that can set us apart in the competitive Romanian agribusiness market. Second, we are working diligently to reduce our carbon footprint (and our transport costs), optimising our efficiency and ensuring cost-effective operations.

This journey within Agrii has been marked by personal and professional development, highlighting the organisation's commitment to nurturing talent and providing opportunities for growth. I am enthusiastic about the path ahead as we strive to achieve these significant objectives in the transport department.

Cucu Catalin, Agrii Romania, Transport Manager



Participating in Fortgreen's Leadership and Development programme (LEEP) provided me with valuable insights and skills that have been instrumental in my career progression.

My journey in the professional world began with Fortgreen back in 2019 when I joined as a researcher. I started my career working in the laboratory, focusing on the development of our agronomic interns. It was an exciting time, and I was motivated by the opportunity to contribute to the growth of both the interns and the organisation as a whole.

In 2021, I received a significant promotion and took on the role of Co-ordinator of New Technologies. In this capacity, my responsibilities expanded considerably and I found myself at the forefront of integrating innovative technologies into our operations. It was a thrilling challenge, and it allowed me to play a part in keeping Fortgreen at the cutting edge of the agriculture industry.

Fast forward to today, and I have embarked on a new chapter in my career. I am currently working at First Agbiotech in the Latin American region (LATAM), actively supporting the Technical Director.

Throughout my journey, I have had the privilege of participating in Fortgreen's Leadership and Development programme (LEEP), which provided me with valuable insights and skills that have been instrumental in my career progression. Additionally, I have had the guidance and support of mentors and one-on-one coaching, which have played a pivotal role in shaping my professional path.

My story is a testament to the importance of mentorship, continuous learning, and seizing opportunities for growth. I am proud to have been a part of Fortgreen's commitment to nurturing talent and providing a platform for employees like me to excel and evolve in our careers. I look forward to the exciting challenges and achievements that lie ahead in my professional journey.

Taise Bijora, First Agbiotech, New Technology Manager

# Health, Safety and Wellbeing

## Ambition

To prioritise safety, wellbeing, and quality at every level of our organisation, ensuring that all individuals return home unharmed each day, while upholding product compliance and positively impacting employee health and the wider community.

## 2030 Target

RIR (reportable incident rate) FY24 target for <4.5

Material Impacts: Health, safety and wellbeing of all employees and consumers.

KPI *	2021	2022	2023
<b>Health and Safety</b>			
Reportable Incident Rate (RIR)	6.12	6.41	2.91
Fatality Rate	0	0	0
Lost Time Injury Rate (LTI)	11.10	13.80	8.73
Total Number of Days Lost	547	409	382
Near Miss Rate (UK and NI)	41.64	46.78	42.6
Near Miss Rate (global)	N/A	N/A	24.8
<b>Wellbeing</b>			
Favourable Wellbeing Index Score	83%	83%	84%

\*All incidence rates are calculated as total number of incidents per 1,000 employees.

## Our Approach

The health, safety and wellbeing of our employees, as well as the quality of our products and services, are our top priorities.

Increased collaboration throughout the Group has had a tangible impact on our ability to ensure that every member of our workforce returns home safely at the end of their working day. One of our most significant achievements has been the successful reduction in our reportable injury rate. Through the dedication and hard work of every individual in our organisation, we have managed to halve this rate. This achievement reflects not only our commitment to safety but also the tangible results of the changes we have implemented, specifically:

- Strengthening our Health and Safety Expertise: the expansion of our Group Health and Safety teams across key business units.
- EcoOnline Platform Implementation: The system continues to make a significant difference to our safety culture across the Group – with additional modules added in 2023.
- Expansion of EcoOnline Access: Expansion of access to the EcoOnline Platform in Central Europe (CE) and Latin America (LATAM) businesses.
- Roadmap Progress: Significant progress was made in implementing the three-year Roadmap outlined in the Group Health, Safety and Wellbeing Standards. By the end of 2023, 16 out of 21 elements had been completed, with four more in progress. The final element yet to be addressed was the introduction of a safety leadership programme for senior managers.
- Bespoke Training Package: Recognising the importance of safety leadership, efforts began to develop a bespoke safety leadership training package for the Group. While no suitable Group-wide programme was identified, some businesses started implementing business-specific programmes.

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Compliance with relevant national risk management requirements, as well as voluntary accreditation schemes, where applicable, means we can evidence the highest standards in our products and services, in our advice to customers, and in our safety and quality standards.

In UK and Ireland, for example, this includes:

- Compliance with Control of Major Accident Hazards (COMAH) requirements, which relate to risks from dangerous substances. Across the UK and Ireland businesses, we have two top tier and 15 lower tier COMAH sites.
- BASIS (awarding body) accreditation for our agronomists and for our chemical stores and storekeepers.
- Fertiliser Industry Assurance Scheme (FIA) compliance for production, storage, supply and transportation of fertilisers.
- Seed assurance schemes such as the European Seed Treatment Assurance (ESTA) and the Trade Assurance Scheme for Combinable Crops (TASCC).

Our commitment to health and safety includes a focus on ensuring each employee has a healthy work-life balance. We also continued to support mental wellbeing through initiatives such as employee assistance, and others aimed at reducing workplace stress and improving mental wellbeing.



One of our most significant achievements has been the successful reduction of our reportable injury rate. Through the dedication and hard work of every individual in our organisation, we have managed to halve this rate.

The primary risk areas that demand our focus include:

1. Operational hazards

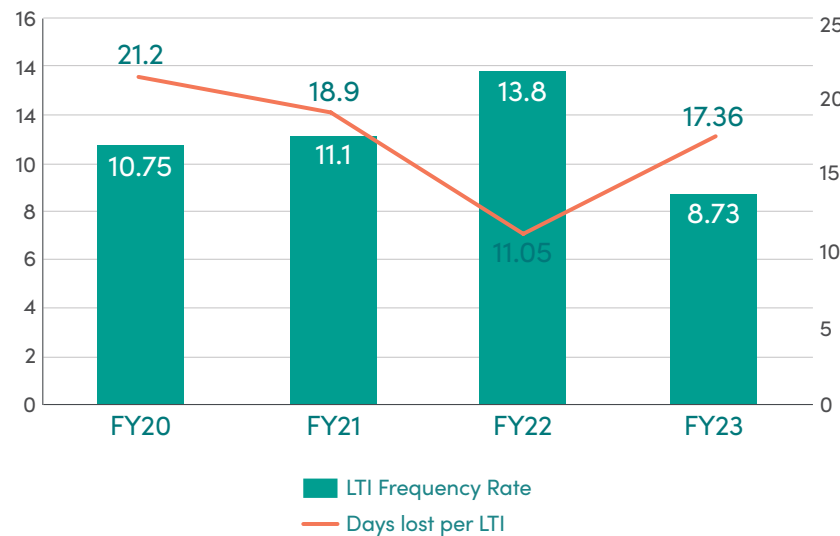
working around delivery vehicles and forklift trucks machinery and production lines

2. Lone working in agricultural environments

3. Road safety

Group Lost Time Injuries (LTI)

There were 22 LTIs reported across the Group resulting in an LTI Frequency Rate of 8.73, which is a significant decrease on the previous three reporting years. LTI Frequency Rate is calculated as number of LTIs per 1,000 employees. Total number of days lost (382) was also a reduction on the previous three years (636 in FY20, 547 in FY21, and 409 in FY22). There was, however, an increase in number of days lost per LTI to an average of 17.36 days per incident.



We operate in an industry known for its health and safety risks to employees, primarily related to machinery, production lines and delivery vehicles. Through our strong governance and workplace safety culture, we are committed to the highest standards of workforce health and safety.



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### High Consequence Incidents - Analysis

Our risk reduction strategies focus on key risk areas as identified through analysis of our work activities and incident data. In 2021 we introduced a reporting criterion to identify 'high potential' incidents (incidents that may not have caused significant injury but had the potential to do so). Identification and analysis of these incidents ensure a suitable response and appropriate preventative action. In FY23 we recorded 14 high potential incidents across the Group (none of these were classified as legally reportable incidents); each was fully investigated and appropriate remedial action identified to prevent similar incidents in the future.

The chart below identifies the immediate causes of our 'high-consequence' incidents during FY23. This includes all reportable injuries and all high potential incidents. The top two direct causes were identified as moving vehicles and slip/trip/fall on same level. Risk control and mitigation strategies have been implemented in each business relevant to their specific risk profile.

### Safety Observations and Near Miss Reports

We have continued to see a steady rise in the total number of Safety Observations and Near Miss Incidents being reported. With a total of 71 near miss incidents, 200 hazards, 85 improvement suggestions and 17 positive recognitions being reported, this shows an improving proactive reporting culture, enabling all businesses to remedy or mitigate hazards before they cause an injury.

### Strengthening our Health, Safety and Wellbeing Expertise

In June 2022 we appointed a Group Head of Health and Safety, a new role that has been instrumental in sharing best practice, ensuring comparable standards across all our business units, improving our safety culture, and ensuring compliance globally.

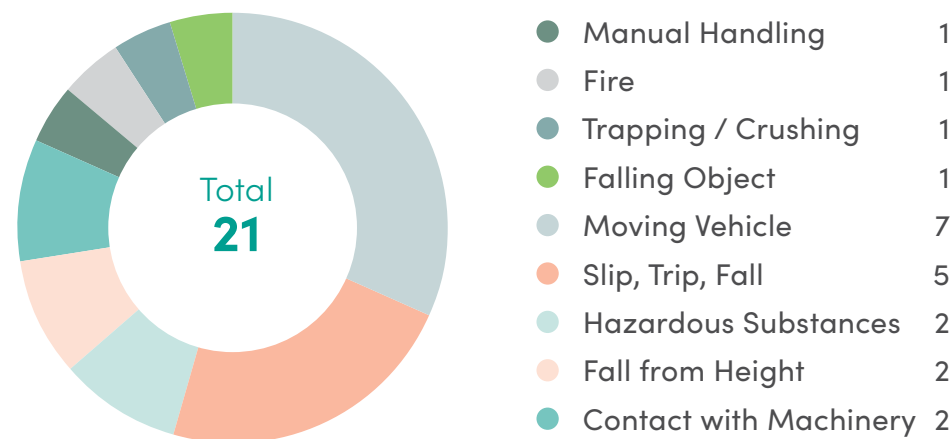
In 2023 we expanded our Group Health and Safety teams across key business units. Notably, Agrii Polska and Agrii Romania have welcomed internal Health and Safety professionals for the first time, transitioning from reliance on external consultants for technical expertise.

As we continue to strengthen our internal professional competence, it is evident that this is a critical element of our Health, Safety and Wellbeing (HSW) improvement strategy. This enhancement empowers both the Group and each individual business unit to make substantial strides in HSW management.

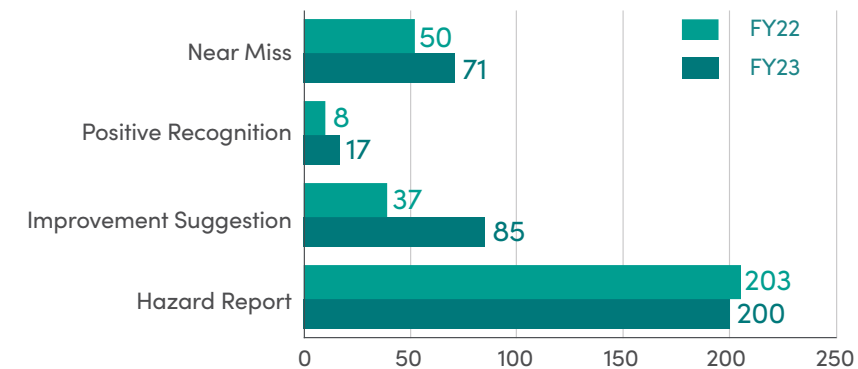
### Embedding EcoOnline EHS Platform

The introduction of the EcoOnline EHS Safety Software platform in September 2021 continued to play a pivotal role in improving incident reporting, data analysis, and engagement at all levels of the organisation. Using the platform enables us to drive better reporting of incidents and gain much improved data analysis as well as improving engagement at all levels of the organisation. In 2023 we added Permit to Work and, most recently, Control of Contractors, which will be rolled out in 2024. This system continues to make a significant difference to our safety culture across the Group and during the year we expanded access to the system in CE and LATAM businesses.

Reportable and High Potential Incidents by Immediate Cause



Safety Observations and Near Miss Reports



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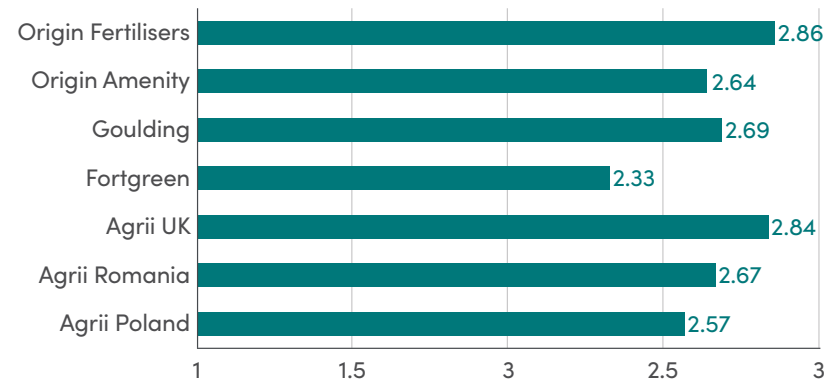
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## Group-wide Health and Safety Management System Audits

Another priority on our HSW Roadmap was to complete an internal review of how we are performing against a common standard, so we can ensure we are focusing on the right 'next steps' and measuring our improvements.

The audit was designed internally so that the process was unique to Origin and related directly to our HSW Standards. However, the audit matrix was structured to correlate strongly to the ISO 45001 H&S standard. Importantly, this was not designed to be a compliance audit. The lower end of the scores start from a position of compliance (with relevant local legislation) and measure performance from that point up to a defined 'Excellence'. This ensures we can use the audit process as a tool to measure our journey over a number of years. A simplified version of the audit has also been used with our small businesses; Origin NI, Origin Digital and Keystone Environmental were audited in FY23 and Neo Environmental is scheduled for an audit visit early FY24.

The overall Group score for FY23 came out at 2.66 out of a possible 5. The average score for each business unit shows minimal variance between the businesses - see chart below.



The audit was split into nine Audit Categories aligned to Origin's HSW Standards. This identified that the businesses that were performing well in one area, e.g. Leadership, were performing at the lower end in other categories, and vice versa. This enables us to identify opportunities for business units to learn from each other, looking at the high scores and seeing if initiatives/approaches applied in those businesses could be duplicated elsewhere.

## Improving Communication between Business Units

To foster a culture of continuous improvement and knowledge sharing within our organisation, we introduced two key initiatives:

### Quarterly HSW Newsletter

To improve sharing of best practice and lessons learnt across the Group, we introduced a quarterly newsletter-style health and safety briefing. The target audience of this is Senior Leadership Teams in each business and the newsletter complements existing quarterly H&S reports, which focus mainly on logging data and performance indicators.

### Safety Alerts

To ensure we can quickly share lessons from high potential incidents we have implemented a 'Safety Alert' system. When an alert is raised within an individual business unit that is relevant to other business units, this is cascaded across the Group via the Group Head of H&S. This allows post-incident learning to be shared widely and quickly so each business can review its own procedures in relation to the specific risk, as well as use the incident scenario as a 'live' case study to engage the workforce.



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## Wellbeing

Our Wellbeing goal is to deliver a long-term, sustainable approach to Wellbeing through the implementation and delivery of our six Wellbeing Pillars.



Throughout the year, each business within the Group took proactive measures to support our employees' wellbeing by offering a range of regular activities, materials, workshops, webinars, and community initiatives. These initiatives encompass various aspects of wellbeing, including healthy lifestyles, mental wellness, physical health, emotional wellbeing, financial advice and support, and social activities, all tailored to meet local needs.

Our 2023 employee survey index score for the 'Wellbeing' category surpassed previous levels, with respondents reporting a better understanding of the available wellbeing resources, reflecting our strong commitment to employee wellness.

We continue to invest in the development of skills within our HR and Management teams with over 50 Mental Health First Aiders and Ambassadors spread across the Group, and we are committed to further expanding this vital network.

To ensure comprehensive support, we offer Employee Assistance Programmes that grant access to professional support for employees in most locations.

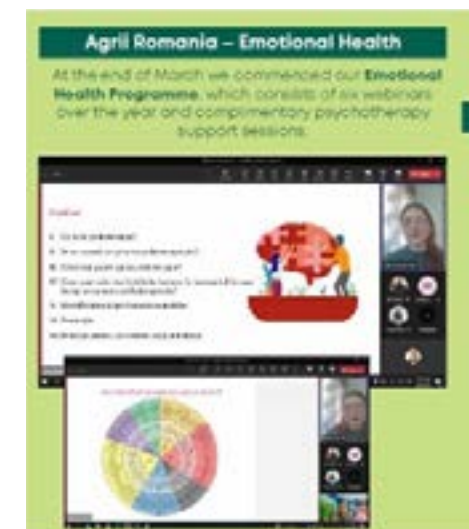
We also continue to work on the establishment of key policies that bolster our focus on wellbeing. This includes policies related to Flexible Working and Hybrid Working, where relevant. Our commitment to 'Balance' Hybrid working principles continues to be implemented across the Group, emphasising flexibility where it is appropriate and operationally possible.

## Minimum Standards Scorecard

1	Ensure the six wellbeing pillars and associated actions are implemented in each business unit.	●
2	Ensure mental health and wellbeing training for managers is in place in each Business Unit.	●
3	Ensure a trained mental health and first aider network in place in each business unit across the Group.	●
4	Employee Assistance Programmes in place in each business across the Group.	●
5	Ensure key underpinning policies are in place that support our wellbeing focus, such as flexible working and hybrid working, where possible.	●
6	Maintain regular initiatives throughout the year in line with our wellbeing calendar.	●
7	Develop the skills of our leadership, HR and Management teams, so they are equipped to fully support their workforce.	●

Green = progressed Yellow = work in progress

## Agrii Romania – Emotional Health Programme



Susie Hart and Sarah Metcalfe (Green-tech) running 5k in support of the Dublin Pride Run

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# Agrii UK– Health, Safety and Wellbeing



In February 2023 a new Health, Safety and Wellbeing (HSW) Recognition Award was launched in Agrii UK. This gives all employees the opportunity to nominate a colleague for an award that recognises their commitment to improving health, safety and wellbeing.

This award was developed specifically to recognise people in the business who go above and beyond to improve the health, safety or wellbeing of colleagues, customers, or the agricultural communities we work within. It is linked closely to Agrii's five values and is run in a similar way to our Values in Practice (VIP) award scheme. All employees are eligible to be considered and an Award Panel decides who should receive the recognition award. Each award winner receives a gift voucher to the value of £250 and a trophy. The January 2023 Award was presented to Ann Osborne. Ann received the award for being a huge advocate of wellbeing within the business and for personally supporting many people with their individual mental health and wellbeing experiences. Ann is a true wellbeing hero, constantly going beyond what is expected of her role and making a positive difference to so many. In keeping with her ethos of helping others, Ann chose to donate her award to wellbeing and mental health charities.

As we transition into 2024, our focus will be on completing the remaining Group Health, Safety and Wellbeing Roadmap objectives. Our aim is to achieve all outlined milestones and ensure that our health, safety and wellbeing initiatives are firmly embedded within our organisational culture.

We are also committed to embarking on the development of a new Group Health, Safety and Wellbeing Strategy. This strategy will extend beyond the initial three-year Roadmap, encompassing our aspirations and objectives for the next three to five years. It will provide a comprehensive framework for advancing our health, safety and wellbeing, ensuring that we continue to evolve and adapt to new challenges and opportunities. We thank every member of our organisation for their hard work and commitment to safety, and we look forward to further collaboration to ensure that safety remains our top priority.



Group-wide monthly awareness activities. 'Movember' and 'Pink October' (Here are the teams from Agrii Polska and Agrii Romania)



# Diversity and Inclusion

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## Target – Fair and inclusive work environment

2030 target – 30% female representation in leadership and management positions.

Material Impacts: Protecting human rights across value chain.

KPI	2021	2022	2023
Diversity and Inclusion Index Score	77%	82%	84%
Gender balance	27%	27%	27%
Female Board membership	38%	38%	33%
Females in leadership and management roles	23%	24%	25%

\* (% Scores shown are the total percent favourable responses from the employee survey)

## Our Approach

We believe that diversity of thought contributes to maximising the collective potential of our people, and brings value to the organisation. Our aim is to foster an inclusive culture that attracts diverse talent and creates a workforce that mirrors society and understands its diverse needs. We support diversity, inclusion and equal opportunity and our ambition is for our people, customers, suppliers, partners and communities to feel included and treated fairly.

Diversity, inclusion and equality are championed at the highest level in the organisation by the Chief Executive and the Board. In 2019 we initiated the 'You Make Our Difference' initiative, setting out our policy and commitment to increase the representation of under-represented groups in the organisation. Today, we continue to place particular emphasis on increasing our gender diversity and ensuring we provide the leadership and infrastructure to support diversity access and inclusiveness throughout the Group.

Gender-specific obstacles – such as lack of access to land, financing, education and equal treatment – put females working in agriculture at a significant disadvantage. This experience translates into the broader agricultural supply chain, which is traditionally a male-dominated field.



Origin recognises the importance and value of diversity in all its forms and continues to promote a culture of diversity and inclusion across the organisation.



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## 2023 Highlights

# 25%

Female representation in management/leadership positions

On track to achieve 30% by 2030

# 89%

Favourable

"This Company supports diversity in the workplace." +3% ahead of 2022 score

On track – ahead of sector norm and global high performance norm

# 84%

Favourable

Diversity and Inclusion Index score

On track – in line with sector norm



**Our aim is to foster an inclusive culture that attracts diverse talent and creates a workforce that mirrors society and understands its diverse needs.**

## Performance

In 2022 we introduced a validated measure of inclusion in our Diversity and Inclusion index covering Belonging, Opportunity and Impartiality.

In 2023, we improved or maintained our position across all questions, with the most improved question being:

"This Company supports diversity in the workplace" which is +3 ahead of our 2022 position and ahead of the sector norm and GHP norm.

In 2023, the Diversity and Inclusion Index remained high with an 84% favourable score. The lowest scoring area in the index compared to 2022 was in relation to equal opportunity.

Origin is committed to providing all employees with a respectful and inclusive workplace. We are working hard to foster a culture that embraces diversity, inclusiveness and equal opportunities and are intent on continuing to remove barriers from processes and practices.



## Validated measure of inclusion

Our survey contains a validated measure of inclusion

### Accepting and respecting all

- > The work environment in this Company is **accepting of everyone**.
- > People at this Company **treat each other with dignity and respect** regardless of who they are.
- > This Company **supports diversity** in the workplace.

Belonging

Impartiality

Opportunity



Inclusion

### Ensuring full contribution to success

- > In our team, we **give each other a fair chance** to demonstrate our talent and capabilities.
- > This Company provides a working environment **free of discrimination and harassment**.

### Providing equal access to what is valued

- > This Company **supports equal opportunities** for all employees.
- > Everyone has the **same opportunity to advance** in this Company regardless of who they are.

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## 2023 Priorities

During the year we continued to ensure that Equality, Diversity and Inclusion are embedded into all HR policies and practices, (recruiting, onboarding, training, development, succession planning and reward). The following initiatives were implemented to support our aims:

**Policies:**

- A 'Code of Conduct' was implemented throughout the Group.
- Updated our Whistleblowing Policy. This included web and mobile channels for reporting and work done to raise awareness on how to report a concern.
- Grievance procedures and associated policies in each business unit.

**Defined set of Company Values:**

Detailing the behaviours expected from our employees and leaders:

- All new starters receive our Diversity and Inclusion policy and online training as part of their onboarding programme.
- 'Behaviours Charter' being rolled out across Group, which outlines expectations/standards of behaviour.

**Training and development:**

- All employees receive Diversity, Inclusion and Equal Opportunities training and are required to renew the training every two years.
- Inclusive Leadership Workshops have taken place to support leaders in adapting their leadership style to different groups and live situations.
- All leaders and managers undergo Unconscious Bias training and are required to renew the training every two years.

**Local level programmes:**

- Each business has an annual awareness calendar to promote visibility and awareness, specifically covering Diversity, Inclusion, Wellbeing and Community.

**Equitable compensation:**

- We continued to review our approach to worker compensation to ensure both a fair wage and equal pay for equal work (gender pay equity).

**Speak Up mechanism:**

- Our 'See Something. Say Something' is available 24/7.

These initiatives collectively underscore our unwavering commitment to fostering a workplace that is free from discrimination and harassment, where every individual is treated with dignity and respect.

We continue to increase the visibility of our female role models.

## Developing an Inclusive Culture

Examples of development initiatives include the launch of the 'Woman2Woman' development and mentoring programme for female leaders in Agrii Romania, which was launched in 2022. The programme is designed to enable and empower future leaders to increase development, self-confidence and key professional skills and set a clear career vision for the future. Some of the topics covered included Career Vision, Personal Brand, Finance for Non-Financial Managers, Innovation, Negotiation Skills and Networking. The programme has been well received and we will continue to focus on development programmes such as this across the Group in 2024.

The "Woman2Woman" programme left an extremely positive impression on me and had a significant impact. The modules helped me develop my skills and build a clearer perspective on the direction I want to go. Besides the practical aspects, the programme has also created a strong community where women support each other in their career development and share their experiences. We had the opportunity to participate in unique activities and experiences, which allowed us to get to know each other better and to inspire each other. In conclusion, the programme was a particularly valuable experience, offering me the necessary tools to set my goals. I'm glad that I was able to meet my colleagues outside of work and that we shared experiences together.

Oana Tabacu, Customer Service Specialist E-commerce

I am glad that I was part of this programme. I believe that I had something to learn from every course I attended, and I enjoyed the negotiation course the most. Each course adds value to the person I am today.

Florentina Burduja, CPP Commercial Coordinator



"In 2020 I started working with Agrii Romania. It was one of the best decisions I made for my professional development.

I started at the position of Commercial Credit Controller and in January 2023 I was promoted to Credit Control Co-ordinator.

The company training programme 'Woman2Woman' helped me to boost my self-confidence and improve my skills in teamwork, people management, interdepartmental communication at all levels and risk management. It also helped me develop my macro thinking and long-term strategy."

Claudia Chiran, Credit Control Co-ordinator, Agrii Romania

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### Dublin Pride Run #DublinPrideRun

Origin sponsored the 2023 Dublin Pride Run. Over 100 colleagues from Ireland, Poland and Romania took part in the run, virtually and in person, supporting LGBTQ+ and raised funds for HIV Ireland, Trans Equality and Shout Out.



### Origin Awareness Days

During 2023, the various business units ran a number of initiatives to promote visibility, a safe environment, and improve employee's experiences.

In 2023 we focused on diversity and inclusion in our Recruitment Programme - to attract more diverse talent and widen the pool of candidates. Below are Origin team members at the Fortgreen Open Day and Agrii Romania taking part in career fairs.



### Female Role Models

Agrii Polska and Agrii Romania launched a campaign on social media #IamAgrii in 2023. This featured podcasts and videos with female employees, customers and agronomists to promote role models and career opportunities within the agriculture sector - sharing their inspirational stories and the challenges and support they received to advance their skills and promote their careers.



# Community

## Ambition

To support our local communities and promote sustainable food production.

## Our Approach

Origin recognises the necessity to adopt new technologies and innovative tools and practices, in order to meet the growing global demand for food in the coming decades. Our approach focuses on closing yield gaps and creating efficiencies within agricultural production systems that support the goal to eradicate hunger and food insecurity.

Farmers, growers and amenity professionals are critical partners in our focus on sustainable land use. During 2023, the Group worked with over 48,000 farmers and amenity professionals, to engage and train our customers in best practice to achieve both environmental impact reductions and sustainable yield increases. Farm visits with agronomists are central to this programme of engagement [\(see page 39\)](#).

We are also conscious that the future wellbeing of billions of rural people is interconnected with transforming food systems for equity, nutrition, environmental sustainability and resilience. While policymakers are grappling with the challenges of driving an inclusive food systems transformation, we in Origin are conscious that our agronomists are uniquely positioned to support and signpost farmers on environmental and economic sustainability. They also support the health and prosperity of rural communities which are essential components of a sustainable and equitable food system.

## Local Community Engagement

Throughout the Group, Origin representatives participate in community-based groups such as industry associations, Chambers of Commerce, Community Advisory Panels, charitable and non-profit organisations and other community organisations.

During 2023, local business units continued to partner and support organisations fulfilling social purposes.

Some examples during the year were:

- green-tech maintenance of public open spaces, tree planting in woodlands, creating urban landscapes and planting biodiverse wildflower meadows;
- Agrii Romania partnership with World Vision on a school's sponsorship; and
- Group-wide support for rural mental health charities.



**Healthy soil, which has a clear link to human health, is key to creating a more resilient food system.**

**As we seek to shape a more sustainable future, through balanced land use, we are conscious of our societal responsibility and strive to be the trusted partner of choice across our value chain, believing that relationships built on trust, integrity and shared values will be sustainable and beneficial for all.**



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## Creating Positive Change within Our Communities

Our teams from across our organisation came together in 2023, embarking on a mission to make a difference, all with the goal of promoting mental health awareness, stress awareness and wellbeing.

In Agrii UK, throughout May, they engaged in a variety of activities, including running, walking, cycling and swimming. Fundraising was for the Farming Community Network, Mind your Head (YellowWellies.org), Irish Community Air Ambulance and RSABI (Supporting People in Scottish Agriculture). Their collective efforts were truly inspiring. In their pursuit of better mental health and wellbeing, these teams collectively covered an impressive 2,536 miles.



## Fundraising Beneficiaries



## Supporting our Farmer Wellbeing

As part of our commitment to a holistic approach, we are proud to announce our 'Tramlines Podcast'. Launched in August 2023, this podcast, hosted by Tony Smith, delves into the world of agriculture, the environment and the latest trial news. In one episode, we addressed a critical issue that affects farming communities deeply – loneliness and isolation. Through these discussions, we aim to shed light on the challenges faced by farmers and offer insights and solutions that contribute to their overall wellbeing.

At Origin, we understand that the health and prosperity of rural communities are essential components of a sustainable and equitable food system. We remain dedicated to playing our part in achieving this transformative vision.



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**'Spring into Action'**

Other areas of the Group took part in 'Spring into Action' over April and May. Fundraising was for Focus Ireland, The Greenkeepers Benevolent Fund and Perennial (helping people in horticulture).



**These initiatives not only reflect our dedication to fostering a culture of wellbeing but also demonstrate the power of collective action in creating positive change within our farming community and beyond.**

# 03 | GOVERNANCE





# Environmental, Social and Governance Framework

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Origin is dedicated to embedding sustainability throughout its operations and decision-making processes by implementing rigorous governance and transparent reporting practices. Strong governance serves as the cornerstone of Origin Enterprises plc's sustainability strategy, facilitating goal-setting, enhancing reporting procedures, fostering relationships with external stakeholders and upholding overall accountability.

## ESG Governance Structure

The Board has overall responsibility for the management of financial and non-financial risks and opportunities, including climate change.

To instil a culture of environmental, social and governance (ESG) best practices and facilitate the delivery of Nurturing Growth, the Origin Board has tasked the Company's ESG Committee to represent the Board in defining the Company's ESG strategy and to support, challenge and oversee the Company's development, implementation and long-term evolution of policies, programmes, practices, targets and initiatives relating to ESG matters.

The ESG Committee comprises four independent Non-Executive Directors (Refer to the Board of Directors within the 2023 Annual Report for directors' backgrounds and experience):

- Lesley Williams (Non-Executive Director, Chair of the ESG Committee);
- Aidan Connolly (Non-Executive Director);
- Pam Powell (Non-Executive Director);
- Christopher Richards (Non-Executive Director).

The ESG Committee meets at least three times a year when committee meetings are also attended by the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and the Head of IR and Group Planning (with Chief Sustainability Officer responsibilities).

## Duties and Responsibilities

The principal duties and responsibilities of the ESG Committee include:

- oversee and make recommendations regarding the Group's ESG strategy in line with the Company's culture, purpose and values;
- oversee the development and implementation of policies, codes of practice and targets relating to ESG matters and monitor and review their ongoing relevance, effectiveness and further development over time;
- support the development of metrics for target setting and tracking performance of ESG matters and oversee the ongoing measurement and reporting of the performance of the Group against KPIs;
- oversee, review and make recommendations to the Board on external disclosures and reporting on ESG matters including the annual Sustainability Report and in the Company's Annual Report;
- support and keep under review the Company's progress in the development and promotion of a culture of diversity, inclusion and equal opportunity in the workplace;
- ensure that the Company monitors and keeps under review developments in ESG matters and emerging ESG trends, industry standards and legal requirements that may impact the Group with a view to determining how such developments are reflected in the Group's ESG strategy, policies and objectives;
- oversee the Company's engagement with stakeholders relating to ESG matters; and
- review annually the Committee's Terms of Reference and conduct a performance evaluation of the ESG Committee.

## Executive Directors

The Chief Executive Officer (CEO) holds overall responsibility for the leadership, strategic direction and for managing overall operations including monitoring and management of climate related risks and responsibilities.

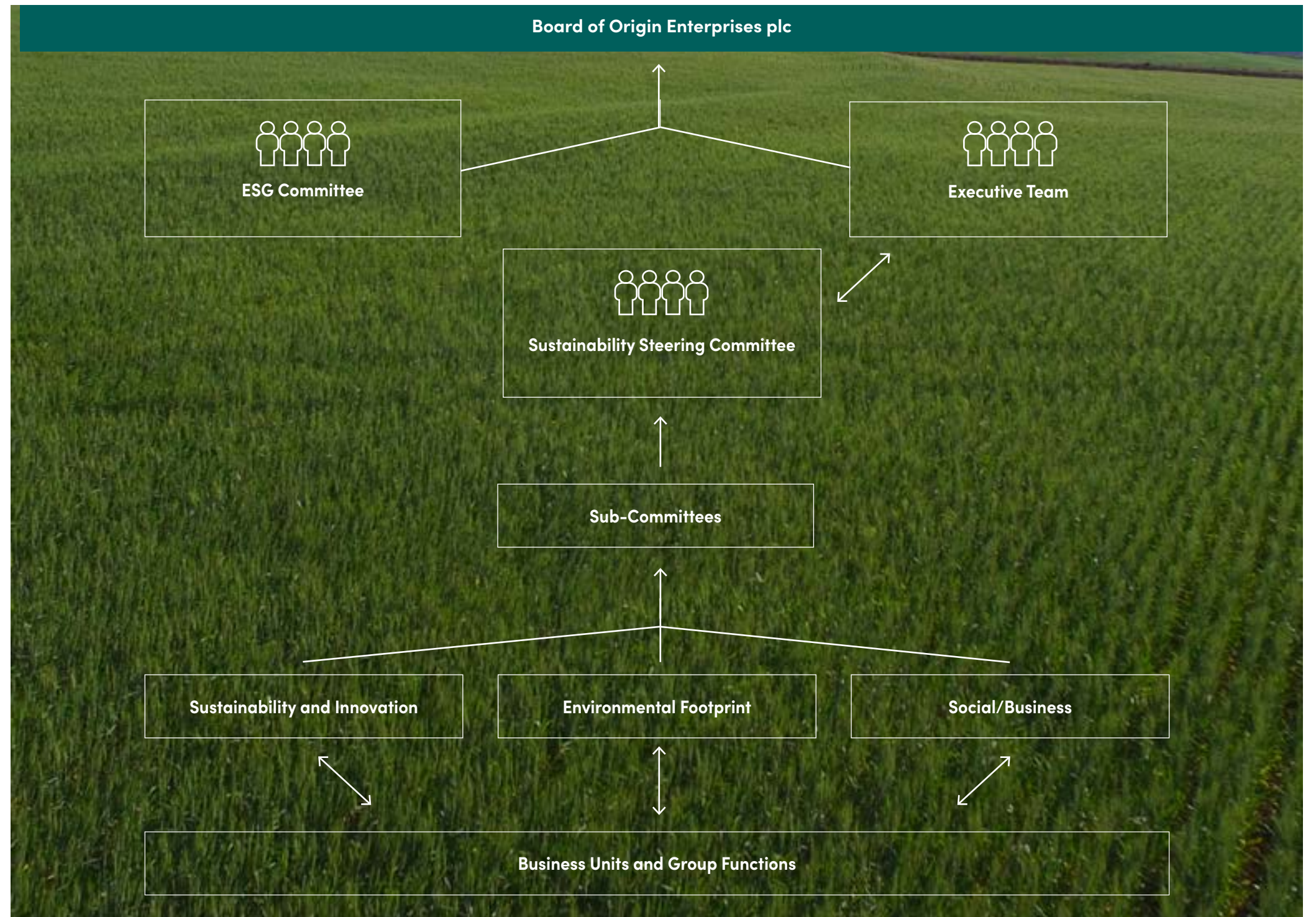
The Chief Financial Officer (CFO) oversees all climate-related matters associated with capital expenditure, business risks and M&A activity aligned with the development of low carbon plans to meet Science Based Targets ('SBTi') and wider sustainability objectives. The CFO operates alongside the CEO in driving the pace of ESG initiatives, helping shape the areas of focus to ensure an enterprise-wide alignment on ESG priorities and strategic direction.

Executive Compensation continues to be linked to advancing the Company's sustainability agenda and embedding sustainability as an underlying foundation of the Group's strategy. As part of the Company's strategy, a link continues between Executive Directors' remuneration and sustainability targets. (Refer to the Remuneration Report within the 2023 Annual Report Page 96 for more details.)

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## Sustainability Steering Committee

The Group’s development and implementation of policies, codes of practice, targets and external reporting on ESG matters is led by a cross-functional Sustainability Steering Committee comprising senior management across various departments and business units, with Finance, Human Resources, Audit & Risk, Legal, Health & Safety, Commercial, IT, Operations and R&D all represented, along with some Board members. This Committee meets monthly and is accountable to the executive team. The Sustainability Steering Committee is supported by three sub-committees focused on implementing Origin’s Nurturing Growth Framework.



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### Sustainability and Innovation Group (SIG)

Created in FY22, the SIG consists of multidisciplinary teams across all business units. Its remit is to identify innovations that will accelerate the wide adoption of sustainable agronomy practices, built on an integrated solutions-based model.

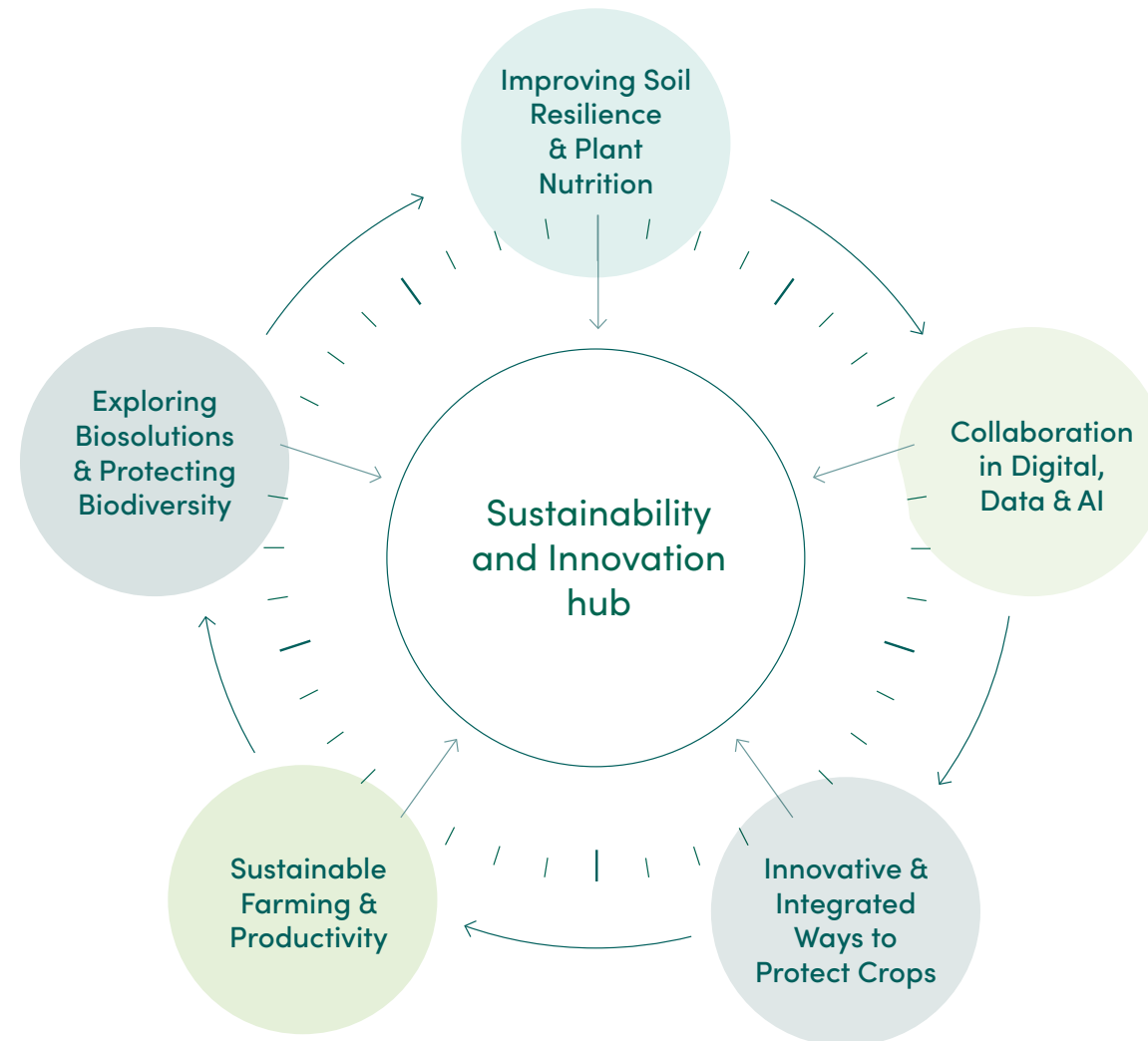
### Environmental Footprint Group

This group leads the assessment of our resource efficiency performance, including the implementation of an Environmental Management System to an ISO14001 standard and the development of Origin's plan for reducing GHG emissions, aligned with science-based targets

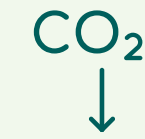
### Social / Business Group

This group is tasked with embedding the ten principles of the UN Global Compact, supporting Group-wide objectives related to the physical, mental and social health of employees and the adoption and implementation of best practice governance and reporting requirements, into Group strategy/risk/opportunity analysis.

## Sustainability and Innovation Hub



### FY23 Achievements



Creation of Carbon Transition Plan to 2032



Setting of Science Based Targets ('SBTi')



Development of the Company's Sustainability/ Environmental Policy



Creation of the Company's Environmental Management System (EMS)



Improvement in CDP rating



Improvement in Sustainalytics and MSCI rating



Development of the Environmental and Ecology Division of the Group

# Ethics

Origin is committed to applying the highest standards of ethical conduct and integrity in our business activities across all the geographies in which we operate. Origin Enterprises plc's Code of Conduct and the Group policies supporting it define business conduct standards for everyone who works within Origin, in all areas of the organisation, in every function, geography and role.

We hold ourselves to the internationally recognised environmental, social and governance standards that are based on the ten principles of the UN Universal Declaration of Human Rights, the UN Global Compact initiative, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work. Our Code is informed by these principles.

The Group's five core values – integrity, community, innovation, people and partnership – are supported by the Origin Code of Conduct. 'Integrity' is consistent with the ethical standards that are at the heart of the Group. It represents Origin's commitment to its values in doing the right thing, personally and professionally, and the standards by which Origin leaders and employees should operate on a range of important and relevant issues. It also provides guidelines for Origin's conduct.



**Origin is committed to applying the highest standards of ethical conduct and integrity in our business activities across all the geographies in which we operate.**

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## Governance Policies

### Anti-Bribery and Corruption

Origin operates a zero-tolerance approach to bribery, money laundering, fraud and corruption, in any form.

### People

Origin is committed to promoting equal opportunities, attracting and retaining diverse talent and sustaining an inclusive working environment for all employees throughout their career with the Company.

### Human Rights and Labour

Origin is committed at all times to upholding international human rights. This commitment is embedded in the cultural values that define the organisation and is reflected in policies and actions towards employees, suppliers, clients, communities and the countries in which the Company operates.

### Wage and Hour Practices

Origin is committed to paying employees fairly for the work they perform, regardless of personal beliefs or any individual characteristics. The Company abides by all international and national laws regarding pay and hours practices.

### Discrimination and Harassment

Origin will not tolerate any form of discrimination, bullying or harassment or those who engage in it, facilitate it or allow it to happen.

### Freedom of Association

While Origin believes that direct dialogue with employees is an effective way to develop an engaged workforce, Origin recognises and respects the rights of employees to associate freely and bargain collectively and is committed to fostering open and inclusive workplaces that is based on recognised workplace human rights. Employees' representatives are not discriminated against and have the ability to carry out their representative duties in the workplace.



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## Employee Data Protection

Origin respects the privacy of its employees by protecting sensitive and private information and complying with relevant data protection legislation. The Company is committed to collecting and processing personal data in a transparent and lawful manner, which is specific and relevant for the purposes for which it was collected.

## Community Relations

Origin is committed to making a positive contribution in the societies and communities in which the company operates. Origin encourages active participation by Group companies and employees in initiatives that support local communities, through social, educational and charitable activities.

## Supplier Code of Conduct

Business relationships and engagements with suppliers play a key role in contributing to the success of this commitment and Origin enlists suppliers to support, embrace and adhere to the standards set out in this Code. In return, Origin strives to be the trusted partner of choice across the value chain, believing that relationships built on trust, integrity and shared values will be sustainable and beneficial for all.

The Supplier Code of Conduct sets out the minimum standards that Origin holds suppliers to across the areas of people and labour, business ethics and compliance, and health, safety and environment. Suppliers are expected to have the appropriate processes, policies and systems - commensurate with the size and nature of their business - to comply with the standards and to have mechanisms in place to determine and control risks in all areas addressed by this Code.

Origin is committed to continuous improvement in its supply chain and similarly encourages suppliers to adhere to the highest industry and international standards and promotes best practices throughout their operations. Suppliers are encouraged to promote open and transparent communications in their organisations and offer employees appropriate avenues for raising concerns about wrongdoing without fear of retaliation. Origin's independent whistleblowing hotline is also open to suppliers for the confidential reporting of concerns about misconduct, unethical or illegal behaviour and is available 24 hours a day, seven days a week



**Origin Enterprises plc's Code of Conduct and the Group policies supporting it define business conduct standards for everyone who works within Origin, in all areas of the organisation, in every function, geography and role.**



# Reporting and Transparency

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Origin commenced formal sustainability reporting in 2019 (looking at our impacts at an aggregate level) and published our inaugural Sustainability Report, *Nurturing Growth*, in 2021. The Origin Sustainability Report is published annually to coincide with the publication of the Annual Report and is subsequently available on the Group website [www.originenterprises.com](http://www.originenterprises.com)

The Global Reporting Initiative (GRI) guidelines have determined our focus on key material aspects, boundaries and measures. We have also mapped our plans against the United Nations SDGs. See Key Performance Indicators. [See page 16](#)

## Report Boundaries

We follow the operational control approach in our non-financial reporting. We define operational control as 'an Origin employee being the CEO (or manager, or similar) of a business unit'. Consolidated data within this report covers the reporting year 2023, and reporting boundaries mainly reflect IFRS accounting principles, unless otherwise noted. For a full account of entities included in Origin's consolidated financial statements, please refer to Origin's Annual report 2023, note page 110 - 197.

## Restatements

Notifications of restatements of information from previous reports are provided where relevant in this report.

## Materiality

This year, for the first time, Origin has undertaken a 'double materiality' assessment to identify what topics - out of the myriad possible environmental, social and governance issues - are most important and meaningful for Origin to cover in depth in this report.

We endeavoured to establish the foundations of Origin's approach to double materiality with a view to learning from the process ahead of mandatory requirements under the new EU Corporate Sustainability Reporting Directive (CSRD). We undertook this double materiality assessment with the support of one of our third party sustainability partners, in conjunction with our Sustainability Steering Committee. For full details of our material topics and our approach please refer to [page 10-14](#).

## Task Force on Climate-Related Financial Disclosures (TCFD)

In order to be proactive and resilient in the face of climate change, in 2022 we started a climate risk and opportunity analysis, based on the framework of the TCFD. This is a holistic approach with the aim of broadening our understanding of the climate-related risks and opportunities we are facing as a company and addressing stakeholders' expectations regarding climate risk mitigation and adaptation. We have mapped climate risks and opportunities across our value chain and global activities and assessed the climate scenarios to ascertain their future materiality for us.

Our Climate Scenario Analysis takes the following into consideration:

- Physical risks such as extreme weather events and sustained high temperatures and rising sea levels. These could damage farmland and cropping areas, cause water stress and affect production and distribution facilities.

- Transitional risks such as industry regulation and change in market conditions or consumer expectations. Complying with laws can require an increase in associated costs and investments and changes in consumer preferences could result in lower demand for traditional agricultural products. Origin needs to adapt to this new context, to avoid a reduction in sales volumes.

Scenarios have been developed from a qualitative point of view.

In 2023, we started a quantification exercise for physical risks, considering three different climate pathways, in line with the Representative Concentration Pathways (RCPs) from the Intergovernmental Panel on Climate Change (IPCC). These pathways vary from the Paris Agreement targets (low emission path limiting global warming below 1.5C by year 2100) to a very high emissions scenario, which considers associated risks of heatwaves, water scarcity, flood and drought.

When preparing physical risks scenarios, we are considering elements such as our global operational footprint and historical weather data for temperatures and precipitation by region. Acute and chronic weather changes have an effect on real estate, infrastructure, business continuity, people and food systems.

The financial impact model covers the time horizon until 2050. It is based on detailed analysis and estimations made for our five-year plan, and projections reaching into 2030 and 2050. We are calculating the impact of the referred physical risks on our main warehouses and production sites, in order to quantify the financial consequences (e.g. impact on volumes sold, margins, OPEX and CAPEX).

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## EU Taxonomy

The EU Taxonomy is a classification system for environmentally sustainable economic activities, providing companies, investors and policymakers with appropriate definitions for environmentally sustainable economic activities. To be classified as a sustainable economic activity according to this regulation, a company must substantially contribute to at least one of the six environmental objectives, whilst not doing any significant harm to the remaining five and meeting minimum social safeguards. Currently, classification criteria are only available for two of the environmental objectives - activities that substantially contribute to Climate Change Mitigation and Climate Change Adaptation.


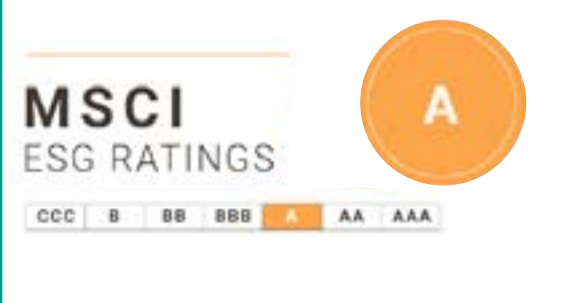

Following consideration of the EU Taxonomy Compass, and detailed review of the 'economic activities' descriptions and NACE code definitions as referenced within the EU Taxonomy Climate Delegated Act (Delegated Act), the Group's assessment reveals that the majority of Origin's core economic activities, including the sale of agricultural inputs, agronomy services, and amenity solutions, do not currently fall within the scope of the current iteration of the EU Taxonomy regulation. We are currently undertaking an evaluation of activities carried out by our digital business and our newly established ecology and environmental businesses, namely Neo Environmental, Keystone and British Hardwood trees, to ascertain if their activities are Taxonomy eligible or aligned. The findings of this assessment will be disclosed in our FY24 annual report.

## Sustainable Financing

Origin holds Environmental, Social, and Governance-linked €400 million Revolving Credit Facility (ESG-linked RCF) linked debt facility with the Group's banking syndicate. This facility is directly linked to Origin's ESG Management Score, subject to annual validation by the external rating agency, Sustainalytics. In FY23, Origin achieved its target ESG covenant during the second year of the five-year facility, resulting in the full margin benefit awarded by the banking group syndicate.

## External Recognition and Benchmarks

The EU Taxonomy is a classification system for environmentally sustainable economic activities, providing companies, investors and policymakers with appropriate definitions for environmentally sustainable economic activities.

Benchmark	FY 2023	FY 2022	FY 2021	FY 2020
	Low Risk 13.4	Low Risk 14.7	Low Risk 15.4	Severe 52.5
	A	BBB	BBB	BB
	B	C	C	D-



**In FY23, Origin achieved its target ESG covenant during the second year of the five-year facility, resulting in the full margin benefit awarded by the banking group syndicate.**



# Sustainable Land Use

Origin is an international agronomy group, headquartered in Ireland, providing specialist advice, inputs and digital solutions to optimise the sustainable use of land