



Benchmark®



Driving sustainability in aquaculture

Benchmark Holdings plc
Sustainability Report 2023



Sustainability Strategy



Ivonne Cantu
Head of the Sustainability Working Group

At Benchmark, we recognise that the future of aquaculture lies in sustainability.

As a proactive industry leader, we acknowledge both the need to feed a growing global population and to preserve and protect the planet's resources. Bridging this gap is what motivates us and, driven by committed people with a desire to make a difference, our sustainability strategy is designed to align the aquaculture industry towards a more sustainable future.

Our sustainability strategy is set by the Board's Sustainability Committee and the Sustainability Working Group (SWG). Our strategy covers two key areas; bringing sustainable products and solutions to market and, as a responsible operator, taking action to minimise our impact on the environment and on the communities in which we are present. We aim to embed sustainability across our business and into our value chain - from our suppliers to our customers - and in that way, create a bigger positive impact in the industry.

We implement our strategy through a sustainability programme set annually by the Sustainability Working Group, which is reviewed by the Board's Sustainability Committee. The programme is aligned to our long term goals including our Net Zero Commitment, and is informed by the dialogue with our key stakeholders and sustainability experts. Specific areas within our programme are defined based on a materiality assessment presented on page 42.

Our network of environmental representatives at every site enables us to implement our programme across the Group, taking into consideration local priorities and circumstances. In this way we ensure that our effort results in a real positive impact in our local communities.

I am proud of the progress we have made which is recognised by external certification and rating agencies. In FY23 we achieved ISO 14001 certification for our facilities in Norway and Iceland, Global G.A.P. Chain of Custody Certification for Compound Feed and MSC certification for our GSL Artemia. Our MSCI ESG Rating improved to AA.

Green Bond Report

In FY23 we published our first Green Bond Allocation and Impact Report following the issuance of our first Green Bond in FY22 raising NOK 750 m. In the first 12 months since issuing the Green Bond we allocated the full proceeds to Green Projects including our genetics facility in Salten and development and infrastructure associated with our sea lice solution Ectosan® Vet and CleanTreat®. You can find the Green Bond Allocation and Impact Report on our website.



“ At Benchmark, we believe that collaboration and coordinated action underpinned by transparent reporting are critical to achieve long term sustainability improvements. This philosophy drives our strategy and our actions as we strive to create a sustainable future.”

Ivonne Cantu



Site level improvements

We have an Environmental Representative at each of our sites who champions local initiatives

With the aim of continually improving, our local teams review the environmental performance of their operations, share best practices and implement site level improvements - big and small. This year, projects included:

- Improvements to the CleanTreat® process have resulted in a reduction of emissions of 82%.
- At our Genetics site in Fellsmere the use of LED lights reduced energy consumption by 68% and enabled a four-fold increase in algae production. In addition the implementation of Variable Frequency Drives in pumps reduced energy use by 21%.
- In Thailand we encouraged the local community to collect waste for biofuel by exchanging waste for food products. In excess of two tonnes of waste was collected and sent to a Refuse Derived Fuel facility.
- In Belgium, our Dendermonde team participated in a reforestation project near our facilities.
- To encourage a reduction in single use materials from packed lunches, our team in Thailand were given lunchboxes manufactured from wheat straw.
- Data obtained from electric car chargers at the Genetics Salten site show that electric vehicles consumed 11.3 MWh of electricity saving 5tCO₂e over fossil-fuelled vehicles.

Materiality assessment

Materiality assessment - defining our focus areas

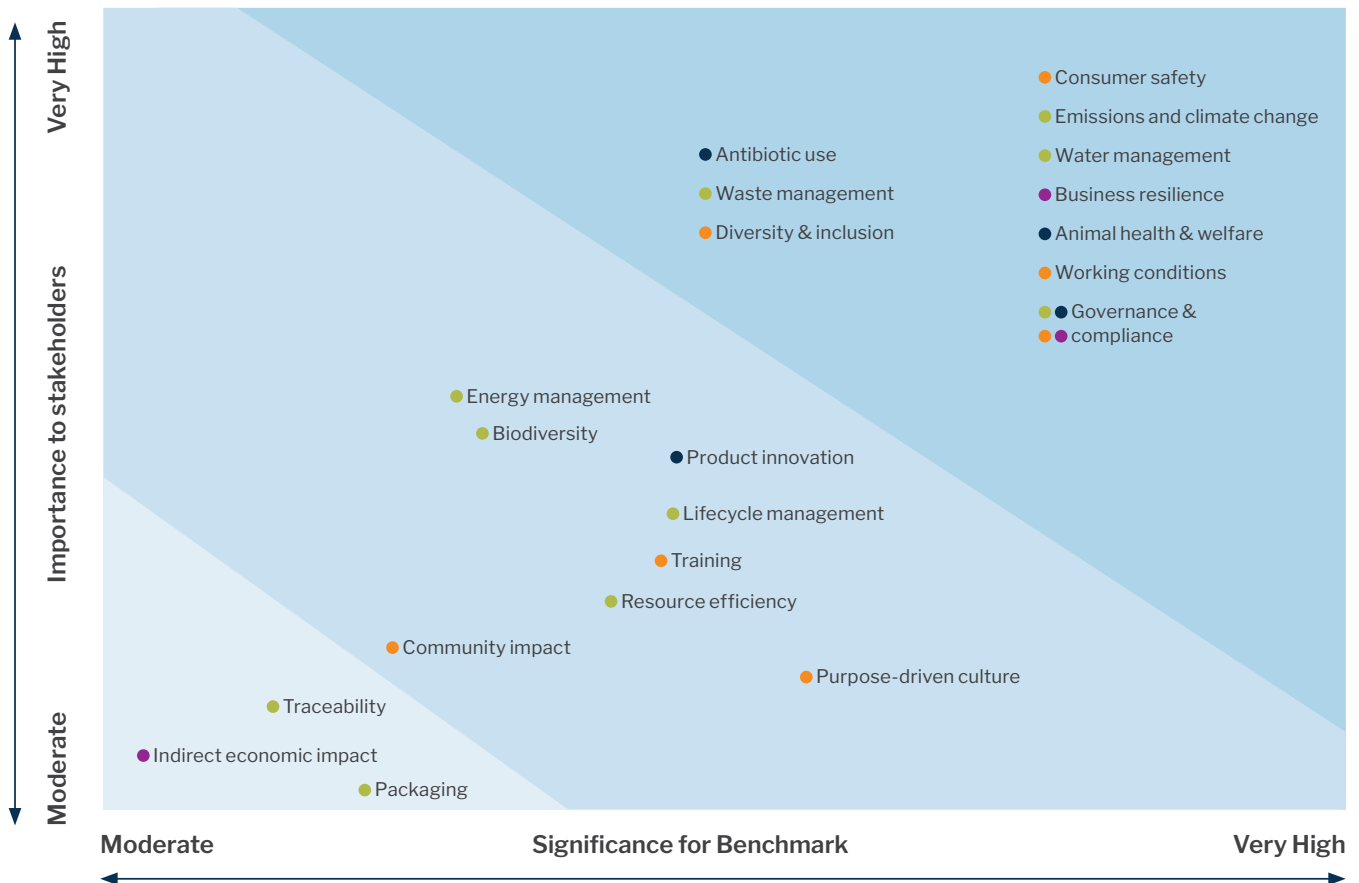
Every year we conduct a materiality assessment to identify and prioritise sustainability issues that affect our business and our stakeholders.

We apply the Global Reporting Initiative (GRI) materiality analysis recommendations and Sustainability Accounting Standards Board (SASB) Materiality Map and, in the course of our stakeholder engagement, we obtain feedback from internal and external

stakeholders. Internally, this includes discussions within our Sustainability Working Group and the Sustainability Committee. Externally, we obtain input from shareholders and other stakeholders including customers, industry associations, and rating agencies.

We are active members of industry associations promoting sustainability including the Global Salmon Initiative (GSI) and the Sustainable Shrimp Partnership (SSP). Further information on how we engage with our key stakeholders can be found on pages 37-39.

We have conducted a review of the newly introduced GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022 standard against our materiality assessment. We identified that the material topics within the standard were consistent with those within our own assessment and covered by the focus areas in our sustainability programme.



Key

- Animal Health & Welfare
- Environment
- People & Community
- Governance

Through our materiality assessment we have defined the three pillars in our sustainability programme: Animal Health and Welfare, Environment and People and Communities. Material aspects related to governance are dealt with through our Group governance framework and policies.

Our ESG Governance Framework



Our sustainability programme

Our pillars



Environment

Overall commitment

As a responsible operator, Benchmark is committed to a programme of continuous improvement across all our operations to achieve our Net Zero Goals and reduce our overall environmental impact.

Focus areas:

- Climate change
- Energy management
- Water resources
- Waste
- Biodiversity

Goals

- Achieve Net Zero Scope 1 and 2 by 2030 and Scope 3 by 2050
- Operate using only energy from renewable sources by 2030
- Reduce energy intensity by 5% every year
- Zero waste to landfill by 2030

Relevant SDGs



Animal health and welfare

Overall commitment

We are committed to protecting and promoting animal health and welfare both in our own operations and in the development of new products and solutions. We are guided by the Five Freedoms Principle (FAWC).

Focus areas:

- Training
- Operate facilities that promote animal health and welfare
- Implement health plans that adhere to best standards
- Incorporate animal health and welfare considerations in product development

Goals

- 100% trained staff
- 100% compliance with health plans

Relevant SDGs



People and communities

Overall commitment

We are committed to promoting the wellbeing of our people, the people in the communities where we operate and the people that work in our supply chain.

Focus areas:

- Making Benchmark 'A Great Place to Work'
- Supplier code of conduct
- 'Benchmark for Better' community programmes
- Health and safety and wellbeing

Goals

- Above industry average engagement scores
- Training and development
- Diversity and inclusion
- Supplier engagement - 100% adherence to policy

Relevant SDGs



Environment

Highlights

- MSC certification granted for our artemia products harvested from the Great Salt Lakes
- 100% sustainable certified soy used in our feeds and breeding facilities
- We have identified and tested novel feed ingredients for inclusion in our feeds
- ISO 14001 certification obtained in our Norway and Iceland facilities
- The installation of solar panels in our Thailand facility was completed post-period end significantly contributing to our Net Zero targets
- Roll-out of supplier code of conduct completed

As a responsible operator, Benchmark is committed to a programme of continuous improvement to minimise our environmental footprint.

This means focusing our efforts on energy consumption, greenhouse gas emissions, waste reduction and resource management in all aspects of our operations. We do this through our Group environmental policy and report on our progress through voluntary disclosures and in compliance with mandatory reporting requirements.

Programme Milestones



Task Force on Climate-Related Financial Disclosures (TCFD)

Benchmark acknowledges the importance of providing transparent disclosure which enables its stakeholders to address the material sustainability factors affecting its business including climate risk. TCFD provides a framework and recommendations which enable companies and investors to measure and assess the risks and opportunities associated with climate change in a transparent way and to promote effective risk management. We are not required nor intend to comply fully with TCFD; however, we have used that framework as guidance for our disclosures.

Pillar	Governance	Strategy	Risk Management	Metrics and Targets
Summary	Ensuring we have oversight and management of climate-related risks and opportunities	Understanding the impacts from climate change and planning accordingly for a range of climate scenarios	Setting in place a methodology for identifying climate risks and mitigate them accordingly	Disclosure of metrics and targets used to assess and manage relevant climate-related risks and opportunities

Streamlined Energy and Carbon Reporting

We report in compliance with the Streamlined Energy and Carbon Reporting (SECR) framework. The reporting period is from 1 October 2022 to 30 September 2023. We report total Scope 1 and 2 emissions along with those Scope 3 emissions for which data is available. We report for all sites in the Benchmark Holdings Group. Our environmental footprint and SECR disclosures are managed through the governance framework below:

Governance

Governance Overview	Responsibility
We have an environmental programme in place led by the Group Health, Safety and Environmental (HSE) Manager and managed locally through Environmental Representatives at each site. Performance and progress are reported through the Sustainability Working Group to the PLC Board Sustainability Committee.	<p>The Group HSE Manager is responsible for collating environmental data monthly. Data is collected from each site using a standard spreadsheet template and is centrally collated.</p> <p>Wherever possible, data is directly measured, with estimates made where a team is in shared premises and direct measurements are not available. These estimates represent less than 1% of our total emissions.</p>

Board's oversight of climate-related risks and opportunities.

We have a well-established governance framework including a PLC Board Sustainability Committee, a Sustainability Working Group with representation from each business area, and an embedded team of environmental representatives at each of our locations. This framework enables the Group to consider climate issues through a Group-wide process to identify climate-related risks and opportunities, and metrics and targets as set out in this report. This governance framework has been effective in guiding our sustainability strategy, establishing priorities, directing resources, and promoting transparency.

Our PLC Board and the PLC Sustainability Committee oversee and take overall responsibility for risk management, including risks related to climate change, and for integrating these into the Group strategy. The committees provide approval and guidance on all ESG goals and targets across the business. The committee includes our CEO and executive board member Trond Williksen. The Board is updated regularly on the Sustainability working programme, ambitions and targets through verbal and written reports from both the Director of Investor Relations and the Group HSE Manager. The Board reviews the Company's climate-related risk assessment at least annually, including progress against our roadmap to Net Zero (Scope 1 and 2 Emissions) and associated actions.

Management's role in assessing and managing climate-related risks and opportunities.

Our governance structure runs from Board level across the entire organisation, as represented in the diagram on page 42. Our executive management team (EMT) includes leadership representatives from all business areas and key functions, and is responsible, for assessing the materiality of climate-related risks and opportunities and developing a strategy to manage these. This is incorporated in the Company's annual strategy review process overseen by the Board.

Our Group HSE manager is responsible for identifying, assessing, and reviewing climate-related risks and opportunities, alongside our site managers and environmental representatives through workshops and 1-1 discussions. The output from this process is reported to EMT and the SWG, and form our Climate Change risk assessment. The Group HSE Manager is responsible for developing the Group roadmap to achieve its Net Zero targets, monitoring progress, and communicating to the EMT and PLC Sustainability Committee through regular verbal and written reports.



New energy plant and equipment at Benchmark Genetics Norway in Lønningdal

Early in 2023, Benchmark Genetics Norway invested in new energy plant and equipment which doubled the number of heat exchangers and compressors and introduced frequency controls to optimise pump operation. In addition, the pipework and filters were upgraded to prevent leaks and reduce maintenance frequencies.

The new plant has increased water heating capacity by 50% significantly reducing the overall energy demand. The heat exchangers extract energy from used water enabling fresh water to be heated to within 1-2°C of the specified temperature, minimising additional heating requirements.

Increasing the number of compressors has reduced the demands on each unit and enhanced operational resilience against failure.

The project has, so far, contributed to an energy consumption reduction of an average of 35,000 kWh per month and has saved more than one tonne of greenhouse gas emissions this financial year.

Environment continued

Strategy: understanding the impacts of climate change and planning accordingly

In FY2022, for the first time, we conducted a top-level climate-related risk assessment and identified key material risk areas for disclosure. Throughout FY2023 we have evolved this work into a scenario-based assessment of the material risks and their financial impact.

The assessment has been incorporated in our annual strategy review and development. This in turn has led us to consider the adequacy of our business continuity and actions required to mitigate climate risks.

We consider the following timeframes when assessing climate-related risks and opportunities:

Short term	Present – 2030
Medium term	2030 – 2050
Long term	2050 – 2100

The selected timeframes are aligned with key global temperature increase landmarks and the scenarios applied to our disclosures.

Our analysis indicated that there are no significant individual risks expected to materialise in the short term. Over the medium and long-term timeframes, we have identified several potential risks and opportunities relating to the physical effects of climate change, and transitional risks relating to transition towards a low carbon economy including increasing regulation and energy supply.

Assessment of potentially material risks

Risk:			
Extreme weather		Risk: (physical, acute)	
Description	Impact(s)	Mitigation	Timeframe
Increase in frequency or severity of weather and extreme events including winter storms, coastal erosion, hurricanes and flooding; potential disruption to our operations.	Thailand: storm-related flooding. Iceland: asset damage from winter storms. Florida: asset damage from hurricanes.	Site level contingency plans to address disruptions due to extreme weather events; such as securing additional resources or transport alternatives. Maintenance and asset integrity programmes to ensure our buildings and equipment are robust. Additional weather defences including storm walls and draining channels for proactive protection of our facilities.	2030 – 2100
Potential financial impact	Explanation	Risk after mitigation	Current risk level
<£1,000,000	The potential costs relate to property repairs, weather defences and raw material/energy storage installations.	Risk mitigated. No further action expected within 0-5 years.	Expected to remain at current levels in the short term.

Risk:			
Freshwater availability		Risk (physical, chronic)	
Description	Impact(s)	Mitigation	Timeframe
As air temperatures increase, water evaporation also increases, intensifying hydrological cycle variability and increasing risk to water supply and quality, which would impact our production capability.	Norway: seasonal freshwater availability from local groundwater source disrupted.	Group Water risk assessment using the WRI Aqueduct Tool, which identified no key operational sites are in water stressed areas. Maintenance and asset integrity programmes to ensure water supply infrastructure is robust.	2030 – 2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
£3,000,000	The cost relates to the construction of a dam on the local freshwater source (lake) and supporting infrastructure to deliver a consistent freshwater supply of improved quality.	Risk mitigated. No further action expected within 0-5 years.	Risk is not expected to materialise before implementation of mitigation.

Risk:			
Great Salt Lake water levels and salinity		Risk: (physical, chronic)	
Description	Impact(s)	Mitigation	Timeframe
Current reduced water levels are thought to be predominantly due to a 70% rise in population (since 1982) and industrial and agriculture users together consuming >63% of water in the Great Salt Lake Basin. Potential contributions due to climate change must be acknowledged.	In a RCP4.5 scenario resilience of the Great Salt Lake to climate change reduces by 30% jeopardising reliable artemia supplies.	Working closely with the GSL Co-Operative group to monitor the situation, and support mitigation and novel research projects. The state of Utah has increased water quality and management regulations for communities and industry local to the GSL.	2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
Unknown	Unable to quantify due to timeframe of potential impacts and uncertainty of climate-related impacts.	Risk mitigated. No further action expected within 0-5 years.	Climate-related risk not expected to materialise until 2050.

Risk:			
Fish feed availability		Risk: (physical, chronic)	
Description	Impact(s)	Mitigation	Timeframe
Supply of marine and non-marine ingredients for our fish feed is a concern, as population growth and climate change influence availability. Ocean acidification due to atmospheric CO ₂ uptake and subsequent declining pH is projected to have an adverse impact on abundance of aquatic species.	Scarcity of marine ingredients would impact our existing feed regime in Genetics production facilities. Currently the only material impact to us relates to giant squid, which is a very small proportion of our ingredients.	Best practices for feeding, including use of auto feed instrumentation, to ensure a low feed conversion ratio and minimal wastage. Responsible sourcing of marine and non-marine (soy) feed ingredients through robust supply chain management. Working closely with our key stakeholders to identify viable alternatives for marine based feeds.	2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
Increased marine ingredient (feed) cost.	Unable to provide a cost estimate currently.	Risk mitigated. No further action expected within 0-5 years.	There are no expected short-term impacts to feed supply.

Risk:			
Seawater temperature rise		Risk: (physical, chronic)	
Description	Impact	Mitigation	Timeframe
As global temperatures increase, our oceans warm and biological risks including increased disease, algae blooms, and lower oxygen concentration can be expected.	Risk to our sea farm customers intensifies, with potential detrimental effects to production including lower harvest weight and increased mortality. Some (smaller) customers may be unable to adapt their business models to the changes.	Working closely with customers to support and explore new opportunities, including shifting geographies and land-based production.	2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
Unknown	Unable to quantify due to timeframe of potential impacts.	Risk mitigated. No further action expected within 0-5 years.	There are no expected short-term impacts.

Environment continued

Assessment of potentially material risks continued

Risk:			
Transitional		Risk (new or increasing climate change regulation)	
Description	Impact(s)	Mitigation	Timeframe
Emerging or tighter restrictions to greenhouse gas emissions, pollution control and energy supply, at international, national, regional and local level, may present financial and operational risks. There may be reputational risk if we are not seen to be acting in a climate-compliant manner.	<p>Increased regulation and/or taxation of carbon could risk our products and services becoming less competitive in the market, as higher operational costs materialise. Technological investment may be required to comply with new requirements.</p> <p>Geographical limitations may arise for our customers as new restrictions emerge.</p> <p>Mandated movement towards renewable energy sources may materialise, with interim financial implications to operational cost and/or the technological investment required to achieve.</p>	<p>ESG strategy aligned with achieving the UN SDGs, including monitoring and reporting of material impacts in line with regulatory and voluntary disclosures.</p> <p>A science-based target approach and group road map to Net Zero; a climate change risk assessment aligned with TCFD framework.</p> <p>Third party certifications including GlobalGap, and ISO management systems; to address and continually improve our environmental impact.</p>	2030 – 2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
£20,000 – £320,000 (carbon credits).	Carbon tax considers RCP2.6 and RCP6.0; elimination of Scope 1&2 emissions (except gas), achieving our target GHG reduction of 42%.	Risk mitigated. No further action expected within 0-5 years.	Low risk
£400,000 (emissions reduction projects).			
£500,000 (solar installations).			
Risk:			
Opportunity		Risk (increased demand for products and services)	
Description	Impact(s)	Opportunity response	Timeframe
<p>Changing consumer preferences towards more environmentally friendly production practices and protein sources may affect the competitive environment.</p> <p>The physical effects of climate change may present increased or new risks to global food production.</p>	Market opportunity, increased demand for our products and services as we help our customers grow sustainable businesses and respond to physical changes such as rising seawater temperatures and increased disease.	<p>Strong commercial marketing campaigns for our products and services, and promotion of the benefits of blue food diets (affordable nutrition, sustainable production).</p> <p>Optimising CleanTreat® for efficiency and availability, to support healthy oceans and maximise financial gains.</p>	2030 – 2050
Potential financial impact	Explanation	Risk after mitigation	Current risk level
Increased revenues, business growth.	Increased demand and sales of our products and services.	Risk mitigated. No further action expected within 0-5 years.	Opportunity

Climate strategy resilience

During 2023, we have analysed and evaluated the possible climate change impacts on our business under three high-level scenarios shown in the table below. We used the following models as guidance:

IEA Global Energy and Climate Model (GEC)

Representative Concentration Pathways (RCP) from the IPCC Assessment Report 5

Network for Greening the Finance System (NGFS)

Scenario	Alignment	Estimated temperature increase (year)	Description
Scenario 1 Low carbon	GEC Net Zero RCP2.6 NGFS Net Zero 2050	1.5°C (2030 – 2050)	Very low greenhouse gas concentration levels, through stringent climate policies and innovation, reaching Net Zero CO ₂ emissions around 2050
Scenario 2 Late action	GEC Announced pledges RCP4.5	2.1°C (2050 – 2100)	Intermediate scenario; CO ₂ emissions declining from 2045
Scenario 3 Continued reliance on fossil fuels	GEC Stated policies RCP6.0 NGFS NDCs	3°C (2100)	Limited intervention resulting in high likelihood of physical risks materialising

Based on our scenario-based assessment as set out in the table above, we believe our strategy and business model to be resilient to climate-related risks and have identified no material short-term risks.

Risk Management

Process for identifying and assessing climate-related risks

In 2022, for the first time we conducted a top-level, qualitative climate-related risk assessment and identified key material risk areas for disclosure. Our climate-related risks and opportunities were identified through a series of company-wide workshops. Stakeholders from across the business, including site managers and environmental representatives, came together to specifically to discuss climate change. The output was validated against published national risk assessments and in line with TCFD recommendations. Six climate-related risk and opportunity categories were identified, as well as current controls and potential mitigations; Physical: extreme weather, freshwater availability, Great Salt Lake, fish feed availability and seawater temperature; Transitional: emerging regulation, emission restrictions, energy source and availability and market competition.

Throughout 2023 we have developed this foundation further into a quantitative, scenario-based assessment of the material risks, relevant to specific operational geographies and stakeholders, and their estimated financial impact. The output of this can be seen in our Material Risks Assessment on pages 46-48. We first assessed each of our geographies under the six categories identified in 2022. Those which presented a potential material risk were assessed further against recognised climate change scenarios, under our three-scenario model described above and our three-timeframe model on page 46. The following data sources and climate predictions were used to assess and validate the risks:

- Data sources World Bank Climate Knowledge Portal
- NGFS (Network for Greening the Financial System)
- Climate Analytics
- Climate Action Tracker
- WRI Aqueduct
- WWF Water Risk Filter

We identified six climate-related risks and one climate-related opportunity relating to our direct operations and wider value chain including suppliers and customers. We have identified the specific vulnerable geographical regions for the risks where possible and included mitigation commentary. From this we determined the potential financial impact and validated the materiality of these risks and opportunities with our Executive Management Team (EMT) and Group Head of Finance.









The assessment has been incorporated into our annual strategy review and development. This in turn has led us to consider the adequacy of our business continuity and actions required to mitigate climate risks and will continue to do so as this work evolves.







Environment continued

Metrics and Targets

Metrics used to assess climate-related risks and opportunities.

Our key environmental impacts have been identified as: electricity consumption, gas consumption, vehicle travel, disposable water outputs, and potable water consumption. We have developed our environmental policy with a suite of targets and metrics to measure and improve our performance and reduce impact and risk. We continue to develop the metrics and targets as certification of management systems to ISO 14001 evolves across the business.

Target	Metric	GRI ref	UN SDG
Climate change			
Achieve Net Zero Scope 1 and 2 carbon emissions by 2030	Direct (Scope 1) emissions	305-1-a	
	Energy indirect (Scope 2) emissions	305-2-a	
Achieve Net Zero Scope 3 emissions by 2050	Other indirect (Scope 3) emissions	305-3-a	
	Total energy consumption	302-1-e	
Energy			
Operate using energy only from renewable sources by 2030	Total energy consumption	302-1-e	
Reduce our energy consumption/£m revenue by 5% year on year	Energy consumption per £m revenue	302-3-a	
	Percentage of total consumption from renewable sources	302-1-b	
Water resources			
We aim to use freshwater efficiently and take all practicable steps to prevent uncontrolled loss	Water consumption by source	303-3-a	
	Water withdrawal by source by operations in water stressed areas	303-3-b	
	Number of times that discharges exceed limits	303-4-d	
	Volume of water recycled and reused	303-1	
Sustainable materials			
Increase % of raw materials that come from certified sources	Weight of packaging materials used	301-1	
Reduce the quantity of product packaging per £m revenue	Type of packaging materials used -% recyclable, % sustainable	301-2	
Increase the percentage of recyclable or sustainable packaging	% of raw materials from certified sources	301-1	

Target	Metric	GRI ref	UN SDG
Waste			
We aim to have zero disposal of waste to landfill by 2030	Quantity of waste by waste stream	306-2	
Increase percentage of waste that is recycled or reused	Quantity of waste to landfill	306-2	
Company-operated vehicles			
All company operated vehicles to be zero emissions by 2035	Percentage of company vehicles that produce zero emissions		 
Business travel			
Reduce travel-related greenhouse gas emissions by 5% year on year	Business travel carbon footprint	305-3-d	
	Business travel carbon footprint per employee	305-3-d	
Biodiversity			
When undertaking projects and maintenance schemes likely to result in disturbance or other impact to land and/or water, endeavour to avoid damaging wild species and their habitats	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by our operations	304-4	
Collect and use significant biodiversity information, to inform planning and operational activities	Nature of significant direct and indirect impacts on biodiversity	304-2-a	

Environment continued

Disclosure of Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions.

We continue to report on our energy consumption and carbon emissions. During 2023 the suite of metrics has been developed to provide more granularity and understanding of our impacts; we have extended the measurement of our Scope 3 emissions and plan to add further categories to our disclosures in future.

Scope 1 and 2 Emissions

The calculations are aligned with the Greenhouse Gas Protocol and the Global Reporting Initiative Disclosure Standards. The approach covers Scope 1 and Scope 2 emissions, and Scope 3 emissions for which data is available.

Electricity emissions have been calculated using location-based emissions factors.

For calculations of carbon equivalents, the following data sources have been used:

• Electricity-related emissions	International Energy Agency Emission Factors 2023
• Scope 1 and 3 emissions	UK Government GHG Conversion Factors 2023
• Scope 3 hotel emissions	Hotel footprint calculator (www.hotelfootprints.org)
• CleanTreat® emissions	Supplier specific data
• GWP 100 values	IPCC Fifth and Sixth Assessment Reports (AR5 and AR6)

Intensity measurement - We have chosen the metrics gross Scope 1 and 2 emissions in tonnes of CO₂e per £million revenue and gross Scope 1 and 2 energy use in MWh per £million revenue. These are commonly used intensity metrics and enable benchmarking with similar organisations. Our FY23 revenue of £169.5m was used for intensity measurements.

	Emissions (tCO ₂ e)											
	FY23			FY22			FY21			FY20		
	UK	Global (ex UK)	total	UK	Global (ex UK)	total	UK	Global (ex UK)	total	UK	Global (ex UK)	total
Scope 1	2	2497	2499	3	2,598	2,601	4	2,424	2,428	15	2,525	2,540
Scope 2	6	4961	4967	8	4,611	4,619	6	4,213	4,219	19	3,710	3,729
Total Scope 1&2	8	7458	7466	11	7,209	7,220	10	6,637	6,647	34	6,235	6,269
Intensity ratio per £m revenue			43.78			45.47			52.84			64.52
	Energy (MWh)											
Total renewable electricity	3	23,239	23,242	15	26,638	26,653	0	20,882	20,882	0	20,643	20,643
Total non-renewable electricity	25	12,611	12,636	21	6,918	6,939	31	9,827	9,858	72	8,847	8,919
Total gas	12	5,787	5,799	12	6,385	6,397	20	5,650	5,670	100	6,042	6,142
Vehicle transport	4	2,487	2,491	4	2,370	2,374	24	2,433	2,457	4	2,416	2,420
Other fuels	0	487	487	0	589	589	0	560	560	20	905	925
Total energy consumption			44,655			42,952	75	39,352	39,427	196	38,853	39,049
Intensity ratio per £m revenue			263			281			313			326

Greenhouse gas emissions for FY23 are 7466 tCO₂e an increase of 246 tCO₂e (3.4%) over FY22. Set against the context of business growth the intensity ratio of 43.78 tCO₂e/£m revenue is 3.7% lower than the previous financial year. The absolute increase in emissions is attributable to our Scope 2 emissions following growth in our Chile and Thailand sites as well as an increase in some the IEA's most recent emissions factors.

Relevant greenhouse gases

This year our emissions inventories have been extended to include the accounting of Carbon Dioxide (CO₂), Methane (CH₄) and Nitrous Oxide (N₂O) from the 2020 baseline. The accounting includes Scope 1 and 2 emissions and Scope 3 emissions relating to business travel only.

Emissions (t)				
Greenhouse gas	FY23	FY22	FY21	FY20
Carbon Dioxide (CO ₂)	7388	7553	6339	6432
Methane (CH ₄)	0.56	0.50	0.45	0.44
Nitrous Oxide (N ₂ O)	0.19	0.17	0.15	0.14

Scope 3 emissions

Throughout the year we have continued to develop our Scope 3 Greenhouse Gas Emissions inventory by accounting for emissions in Category 3 (fuel and energy-related activities), Category 7 (employee commuting) and Category 9 (downstream transportation and distribution). This has been done using the Greenhouse Gas Protocol, Technical Guidance for Calculating Scope 3 Emissions. The material categories are shown in the following table along with the related emissions where we have established data sources.

Four categories are excluded for the following reasons: Category 8 (upstream leased assets) and Category 13 (downstream leased assets) emissions as we do not lease any assets; Category 14 (franchises) as we do not have any franchises and Category 15 (investments) as it is applicable to financial institutions only.

We will continue to build the inventory and an accurate picture of our Scope 3 emissions.

Scope 3 emissions (tCO ₂ e)					
Emissions category	FY23	FY22	FY21	Methodology	Comments
1 Purchased goods and materials	-	-	-		Data capture process to be established
2 Capital goods	-	-	-		Data capture process to be established
3 Fuel and energy-related activities	845	822	705	Average data method using UK government conversion factors	Well-to-Tank (fuels), Transmission and distribution (electricity)
4 Upstream transportation and distribution	6244	6486	1838	Supplier data	CleanTreat® emissions only
5 Waste generated in operations	203	346	198	Average data method using UK government conversion factors	
6 Business travel	762	965	104	Distance based method using UK government conversion factors	Air and rail travel, taxi journeys and hotel stays
7 Employee commuting	1075	12	12	Average data method using UK government conversion factors	Calculated from survey of 52% employees
9 Downstream transportation and distribution	677	-	-	Distance based method using UK government conversion factors	Data from Advanced Nutrition intercompany freight only
10 Processing of sold products	-	-	-		Data capture process to be established
11 Use of sold products	-	-	-		Data capture process to be established
12 End of life treatment of sold products	-	-	-		Data capture process to be established

Environment continued

Energy use by source

Using data from the International Energy Agency Country and World Profile Key Energy Statistics the electricity that we consume is derived from the following sources:

	Source				Renewable sources			
	nuclear	coal	oil	gas	biofuel	geothermal	hydro	wind/solar
% consumption FY22	1	5	20	12	7	44	10	1
% consumption FY23	1	4	21	13	8	42	10	1

During the year 61% of the electricity we consumed came from renewable sources. This slight decrease over the previous year is related to the growth of our facility in Chile where a high proportion of electricity is produced from fossil fuel sources.

A project to install solar panels at our production facility in Phichit, Thailand has been delayed following delays in the permitting process. Completion is scheduled for the end of November 2023 and once fully operational it is expected to provide 30% of their electricity requirements.

CleanTreat®

	CleanTreat®		
	FY23	FY22	FY21
Emissions (tCO ₂ e)	6244	6486	1838
Volume of water purified (m ³)	809,354	717,696	
Intensity ratio (kgCO ₂ e/m ³)	7.71	9.03	

Note: CleanTreat® operations began during May 2021

Water use

	Water use by source (m ³)			
	FY23	FY22	FY21	FY20
Mains water	78,004	85,656	67,378	66,834
Intensity ratio per £m revenue	460	560	539	633
Freshwater – surface	22,493,360	20,501,347	19,872,697	16,502,408
Intensity ratio per £m revenue	132,704	133,996	201,505	156,273
Freshwater – groundwater	20,629,445	20,218,183	21,500,034	23,928,522
Intensity ratio per £m revenue	121,708	132,121	171,863	226,596
Total freshwater	43,200,809	40,805,186	41,440,109	40,497,764
Intensity ratio per £m revenue	254,872	266,677	373,906	383,502
Seawater	52,018,259	52,526,103	63,165,056	47,358,665
Grey water	948	938	1465	2502

Freshwater inventory

Of the freshwater used 72.5% is taken from groundwater, 27% from surface sources and 0.5% from mains water. The majority of our freshwater use is in providing water for our tanks and ponds with 98% used for this purpose. The remaining 2% is used for our site facilities such as cleaning, welfare and steam with some also included in our products.

Freshwater use (m ³)		
	FY23	FY22
Steam production	21,097	23,596
Welfare (drinking, hygiene)	16,666	13,854
Product	8,315	8,546
Safety (sprinkler)	90	97
Cleaning	432,844	412,481
Tanks	42,721,480	21,346,638

Water stress

Using the World Resource Institute's Aqueduct tool our water stress risk assessment has been reviewed. The review has identified that our sites in Italy, Belgium, Turkey and Mexico are in areas assessed as 'Extremely High' whilst our sites in Brazil, Greece and United States (Fellsmere) are considered to be 'High'. In total these sites use a total of 3192 m³ of freshwater which is 0.01% of the total Group freshwater use.

The risk assessment has been further developed to include scenario assessments of future water stress. Using the worst case, a 2040 pessimistic (RCP8.5/SSP3) scenario, the assessment predicts an increasing risk in Mexico, Italy and Turkey whilst there will be an improvement in Brazil and Fellsmere. None of these sites are reliant on freshwater supply for their operations nor do they use water in quantities that will deplete local resources as detailed here:

freshwater consumption (m ³)				
Location	Site	Type	FY23	FY22
Italy	INVE Aquaculture Research Centre	seawater facility	860	3025
Belgium	INVE Technologies	commercial office	1296	1296
Türkiye	INVE Eurasia	commercial office	86	85
Mexico	INVE Aquaculture Mexico	commercial office	60	60
Brazil	INVE Do Brazil	commercial office	48	38
Greece	INVE Hellas	commercial office	29	33
United States	Benchmark Genetics USA	seawater facility	813	1369

Waste

We aim to divert as much waste from landfill as practicably possible by segregating waste streams where we can. Wherever possible, waste is recycled, used in biodigestion processes or incinerated at authorised waste incinerator sites to produce energy.

Waste (tonnes)				
	FY23	FY22	FY21	FY20
Recycle	141	131	169	107
Landfill	186	178	145	232
Energy from waste	711	684	747	421
Refuse Derived Fuel	31	30	-	-
Total	1069	1023	1061	760
% waste to landfill	17.4%	17.4%	13.7%	30.5%

In 2022 we began diverting some of the waste from our Thailand production facility away from landfill to a Refuse Derived Fuel facility. Whilst it can still be considered an energy from waste process we are disclosing this waste as a separate waste stream.

Environment continued

Travel

Modes of transportation

These emissions are related to the data currently collected for Scope 1, 2 and measured 3 emissions and include the related Well-To-Tank fuel emissions.

Mode	Emissions (tCO ₂ e)	
	FY23	FY22
Air	810	1364
Sea	6244	7087
Rail	2	1
Road	1125	1559

It is our policy to distribute our products by sea rather than air or road. Air transportation is only used to meet exceptionally urgent customer requirements. It accounts for 10% of our shipments and each shipment requires senior management approval.

Vehicle emissions

The UK car fuel data is taken from mileage declarations, fuel records and business mileage expense records. For operations outside the UK, car fuel data is taken from mileage declarations. We are implementing a vehicle policy to transition our existing fleet to electric vehicles where these are available and within their replacement cycle.

	Vehicle emissions (tCO ₂ e)			
	FY23	FY22	FY21	FY20
UK car fuel	10	11	6	17
Total Group vehicle emissions	1151	1007	988	893

Group vehicle-related emissions have increased as a consequence of business growth and a consequential increase in deliveries. The total has been partially offset by the introduction of additional electric and hybrid vehicles.

Environmental compliance

Compliance with all relevant environmental legislation in countries where the Group operates is the baseline from which we drive our improvements.

There have been no breaches of environmental legislation during the reporting period.

	Environmental fines (£)					
	FY23	FY22	FY21	FY20	FY19	FY18
Total cost of environmental fines	0	0	0	0	0	0

Targets used to manage climate-related risks and opportunities and performance against targets

Our roadmap to Net Zero

Our drive to achieve Net Zero emissions is based on science-based targets of absolute contraction following the 1.5°C scenario, with our policies centred around the UNSDG's and the Paris Agreement. We adopt the following definition of Net Zero: 'A net zero organisation will set and pursue an ambitious 1.5°C aligned science-based target for its full value-chain emissions. Any remaining hard-to-decarbonise emissions can be compensated using certified greenhouse gas removal.' Our Net Zero commitments are to 1) achieve Net Zero Scope 1 and Scope 2 emissions by 2030 and 2) Net Zero Scope 3 emissions by 2050.

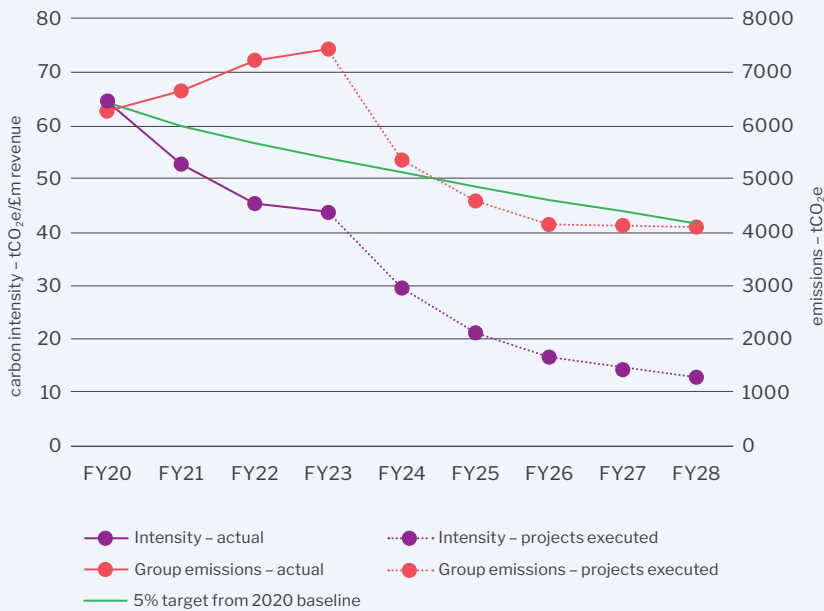
Using a science-based target approach, our Net Zero target is to achieve an absolute reduction of our gross Scope 1 and 2 emissions by 42% from the FY20 baseline year to 2030. We will develop targets for Scope 3 once our inventory is fully established.

Decarbonisation strategy

Our strategy is to develop local decarbonisation plans for our top contributing sites in order to build a Group roadmap to Net Zero for Scope 1 and 2 emissions, in line with our target. As the Group's largest contributor, we have focused primarily on our site in Thailand identifying viable projects including the installation of solar panels. This work enabled us to produce our first roadmap to Net Zero Scope 1 and 2 emissions:



Scope 1 & 2 greenhouse gas emissions reduction roadmap



FY23 progress

We made good progress on a number of initiatives towards our Net Zero targets and we expect the impact to come through in FY24. Projects in the year included:

- Replacement of chillers in Thailand - Since completion in March 2023 there has been a 40% reduction in related energy consumption.
- Installation of solar panels in Thailand which became operational post period-end and supply 30% of the site's energy requirements.
- Installation of a new energy plant and equipment at Genetics facility in Lønningdal, Norway. The project has, so far, contributed to an energy consumption reduction of an average 35,000 kWh per month and has saved more than one tonne of greenhouse gas emissions.

We have a number of projects in the pipeline which will further contribute to our goals including:

- Installation of solar panels at our facility in Colombia with anticipated savings of 60 tCO₂e.
- Compressor and condenser replacement at our plant in Thailand with potential emissions reduction of 300 tCO₂e.
- Procurement of energy from renewable sources for night-time supply at our Thailand facility.
- We are also investigating the transfer from lpg to electricity for spray drier operation at our Thailand facility (planned for FY26).

Environmental Management System certification

In FY23 our Benchmark Genetics sites in Norway and Iceland joined our production facility in Thailand in successfully completing certification to ISO 14001.

We now have our top three sites which contribute most to our environmental impacts, and employ over 50% of our people covered by this internationally recognised environmental management system standard increasing the robustness of our environmental system.

Additionally, our facility in Thailand achieved certification to ISO 22000:2018 Food Management System.



Animal Health and Welfare

Highlights

- **100%** of relevant employees completed animal welfare training with 40 new training modules developed in the year across multiple languages.
- **100% compliance with** antibiotic promoting the reduction in antibiotic use at our facilities and amongst our customers.
- **0%** use of ablated female shrimp continued in our facilities.
- Participated in ASC's Technical Working Group, collaborating with scientific experts and other stakeholders in setting improvement frameworks for animal welfare standards in shrimp production.
- **Nine scientific papers** published in international peer-reviewed journals with seven submitted for peer review on aspects of fish and shrimp health, welfare, biosecurity and sustainability.



Benchmark is committed to managing our operations in a way that promotes animal health and welfare.

We have a dedicated Animal Welfare Committee which forms part of our Sustainability Working Group and has representatives from our three business areas: Genetics, Advanced Nutrition and Health. The Animal Welfare Committee identifies opportunities to enhance our animal welfare standards, leads our animal welfare training programme, develops Group positions on emerging issues and establishes collaborative relationships with research institutions, customers and other external stakeholders.

Our goal is to achieve optimal conditions for all animals under our care and promote the same standards in our supply chain.

Why it matters?

In addition to its intrinsic importance, animal health and welfare are critical drivers of productivity and sustainability. Healthier fish and shrimp lead to more efficient and sustainable aquaculture systems, enabling producers to meet consumer expectations, international trade standards and regulatory frameworks.

Areas of focus

To promote animal health and welfare, we focus on three key areas: training, operating protocols and health plans, including antibiotic use. In addition, we engage with industry players to promote animal health and welfare across the supply chain through collaborative research initiatives, training and technical support.

Training

We believe that good animal health and welfare outcomes depend on the dedicated commitment of skilled teams around the world. They handle fish and shrimp, observe and monitor welfare indicators and take action. Tailored training is critical. We aim to deliver annual training for all relevant employees including technical and practical elements tailored to each species and site. In FY23 we developed new in-house training materials creating permanent accessible resources for our teams.

- We delivered training to 100% of our people who handle fish and shrimp.
- We created a new animal welfare training platform with 40 new modules in multiple languages, significantly enhancing our training resources tailored to our operations.
- Beyond our own operations our technical services teams deliver training to our customers extending the reach of our ambition for improved animal welfare in the industry.
- We continued our role as approved training partner for UK retailer Tesco, contributing to raised awareness on animal health and welfare across the supply chain.



Industry leadership and collaboration

At Benchmark, we believe that collaboration and coordinated action are critical to innovation and sustainable improvement. We have a broad and deep network of industry participants, research institutions and entrepreneurs through which we gather ideas, identify challenges and promote our desire to collectively commit to continuous improvement in animal welfare. Our approach has led to an increasing adoption of a non-ablation practice in shrimp, improvements in husbandry and handling practices and ongoing development of a stunner for harvesting shrimp.

In recognition of Benchmark's expertise, in 2023 we were invited to participate in the Aquaculture Stewardship Council (ASC)'s Technical Working Group, collaborating with scientific experts and other stakeholders in setting improvement frameworks for animal welfare standards in shrimp production through the development of species-specific welfare indicators, allowing producers to evaluate the impact of their protocols and operations.

Our work with the ASC Technical Working Group further strengthens our ability to support our customers in the adoption of best practice standards and in addressing animal welfare challenges.

Prof. Andy Shinn

"Acknowledging the unique needs of shrimp, the Aquaculture Stewardship Council (ASC) has adjusted the health and welfare criteria proposed for the ASC Farm Standard to encompass shrimp-specific considerations. New indicators, the Shrimp Health and Welfare Draft Indicators (SHWDIs), have received recent approval from the Technical Advisory Group (TAG), signifying a notable achievement by the Technical Working Group. The proposal covers health and welfare monitoring, disease susceptibility, eyestalk ablation, handling, slaughter, and veterinary treatments, in addition to other topics.

Regularly assessing evolving welfare practices enables us to incorporate these into the codes of best practice both within the Company and in our daily dealings with clients."

Health plans

- A well-developed aquaculture production health plan is crucial for maintaining the health and productivity of aquatic organisms, minimising the risk of disease outbreaks and helping to protect the surrounding aquatic ecosystem from potential contamination and disease spread. Our health plans, tailored to each of our facilities and species outline strategies and measures to maintain the health and welfare of fish and shrimp under our care. Our aim is to reflect the highest standards whilst meeting regulatory requirements.
- Our health plans include biosecurity measures, health monitoring and criteria for diagnosing disease, disease prevention strategies, consideration of environmental impacts, water quality management, quarantine procedures, nutrition and feeding practices, record keeping and emergency response amongst many others.
- A centralised fish health register enables us to track and monitor our performance against agreed KPI's.
- In alignment with our antibiotic policy, we promoted the reduction in antibiotic use in our operations and amongst our customers.

Operating protocols

We operate under a philosophy of continuous improvement identifying opportunities to improve our processes in ways that promote animal welfare. Our protocols are subject to local regulatory oversight including from the USDA APHIS Animal Welfare. In 2022 we conducted in-person workshops in our operations around the world, modified shrimp sampling protocols and are working on improving shrimp harvesting.

Industry impact and collaboration

Through global collaboration and research we aim to make improvements across the industry. In FY23 we continued our work with existing partners and established new collaborations to drive industry progress in animal welfare.

- We are working on two projects funded by Open Philanthropy, their aim is to support improvement in the lives of animals: 'Perceptions and attitudes towards fish vaccination in Thailand' and 'Stakeholder mapping: welfare hotspots and gap analyses in Thai and Vietnamese aquaculture'.
- We participated in the FAO Regional Aquatic Organism Health Strategy initiative and its Progressive Management Pathway for Aquaculture Biosecurity, influencing improvement in health and production in South-East Asia.
- We continued our work with leading retailer Tesco as a recognised global trainer in animal welfare working with producers and suppliers to achieve high animal welfare standards in order to supply aquatic products.

People and Communities



Corina Holmes
Group Head of People

Our people are the key to our success, everything we do is aimed at creating the right environment in which they can be successful.

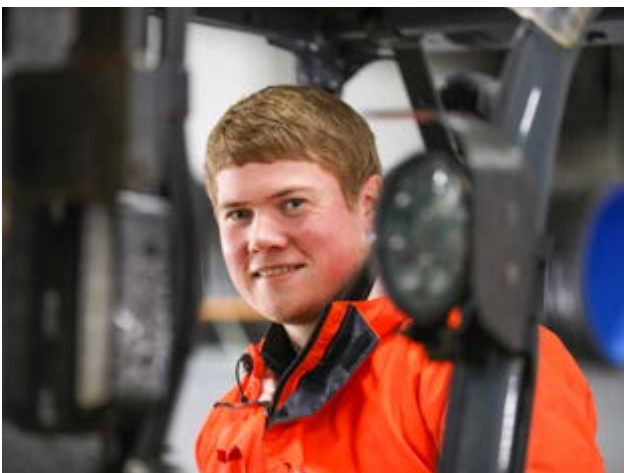
In FY23 we continued to evolve our people agenda, achieving significant milestones against a backdrop of substantial organisational change. We made strategic changes that brought our succession planning to life, with internal promotions demonstrating our commitment to growing talent internally. We aligned our Health organisation with our Salmon Genetics organisation to unite key skills and capabilities to ensure that we deliver seamless and exceptional customer service to the salmon industry.

Our reward agenda, the implementation of our global benefits review, underlines our commitment to improving our employee experience. Alongside this, we have developed a Job Architecture Framework to systematically structure how we measure, align and compensate all roles in our organisation to guarantee an equitable approach across our business, and this will ultimately underpin all critical people processes.

Meanwhile, we want to ensure that everyone who starts with Benchmark embarks on their new roles with the best possible foundation, and to this end, we developed and implemented a global approach to onboarding and orientation. Looking further to how we manage and support people, people management was a key focus as we concentrated on upskilling and developing leadership capabilities across the company.

We continue to champion wellbeing and engagement, with our people actively participating in a diverse calendar of global activities, helping us to unite our global communities. We are also pleased to have launched our Diversity, Inclusion and Belonging working group reinforcing our commitment to equality throughout Benchmark.

The output of this agenda and supporting activities was reflected in our excellent Employee engagement results leading to a reduction in employee turnover.



It has been yet another year of excellent progress, with all our people across the organisation actively and positively participating in our people programmes, activities and endeavours. The strength of our purpose-driven ‘One Benchmark’ culture, serves as the cornerstone for all our accomplishments.”

Corina Holmes

Employee turnover

The actions we have taken and the culture we are building have contributed to a reduction in employee turnover now standing at 12.81% (13.64% in FY22).

Gender Balance Table					
	Female	Male	Total of Employees	Total % of segment occupied by Females	Total % of segment occupied by Males
Executive Directors	1	1	2	50%	50%
Executive Management Team	3	3	6	50%	50%
Senior Managers	20	45	65	31%	69%
Managers/Technical Experts	84	112	196	43%	57%
Employees	229	325	554	41%	59%
Grand Total	337	486	823	41%	59%

Health and safety

We take the health and safety of our employees very seriously and have a health and safety management system in place that covers 100 percent of our operations. Every employee expects to return home from work unharmed and we believe that this responsibility is down to all of us as a responsible operator. We ask every employee to sign up to our health and safety commitment:

- Nothing is more important than health and safety.
- Nothing we do is worth being hurt for.
- Nothing is so important we cannot take time to do it safely.
- We will never witness an unsafe act or condition without taking action.

We operate mandatory health and safety training for all new employees and the well-being of our people will always be a top priority within the Group; we are committed to upholding this. Following a slight increase in the accident rate we have throughout the year we have taken deep dives to understand accident root causes whilst also focusing on training, near-miss reporting and completing safety walks.

Health and Safety						
	FY23	FY22	FY21	FY20	FY19	FY18
Fatalities	0	0	0	0	0	0
Recordable accident rate	1.14	0.91	1.28	0.97	1.16	2.57

People and Communities continued

Communication and engagement

We maintain a full and robust communication and engagement calendar comprised of numerous channels through which our people can actively participate and connect. As a global company spanning multiple time zones and languages, it is imperative that we guarantee that every individual within our organisation has the opportunity to engage. The availability of a wide array of options is particularly important for those who work on our farm sites or in our production facilities, where access to computers may be limited.

Using the power of our internal intranet @workplace, we unite our global communities, encouraging posting, whether business or personal achievements. It is also where we push out our campaigns and internal news and events.

All our communication channels and platforms offer individuals the opportunity to promptly seek and obtain feedback on enquiries related to topics that hold personal significance and relevance to their careers and working life. These platforms embody an ethos of openness and transparency, where we proactively listen to feedback, and provide all our people with a forum where they can have their say and know that action will be taken when and where necessary.

Employee engagement survey 'Have Your Say, We Are Listening'

In FY23 we again had excellent participation in our Employee Engagement Survey, receiving feedback from 93% of our people (up from 92% in FY22). We are proud that we achieved an outstanding engagement score of 85% placing us in the top quartile of employers again this year. The views and opinions of our people drive our action planning process which helps ensure that Benchmark continues to be a great place to work.

Notable results included:

88%
of our people confirmed that Benchmark's purpose made them feel good about the work they do (+3%)

84%
agree that their health and safety and well-being at work is supported (+3%)

Reward and recognition

In FY23, we introduced the One Benchmark Job Architecture Framework. This comprehensive system provides a clear, concise, and globally applicable framework for understanding each role within our organization, defining its attributes, and establishing its position relative to other roles based on its nature and level of contribution. The framework will serve as the foundation for critical people processes, including compensation management, career path identification and workforce management.

Diversity, Inclusion and Belonging

We established the Diversity, Inclusion and Belonging Working Group, to foster an inclusive and equitable workplace by promoting the understanding and appreciation of differences, creating dialogue and addressing barriers to diversity and implementing initiatives that enhance diversity, equity and inclusion across the entire organisation. Together we will create an action plan which is both informed by and led by our people across our business. This will enhance organisational performance, promote innovation, and create a more just and equitable society in line with our ESG Goals.

During the year we celebrated a number of important events including PRIDE, International Women's Day and, International Charity Day.

Our values

Our values are fundamental to all that we do. They define who we are, how we interact and guide our decision making.

We continue to reinforce and embed our values into our culture, and our employee survey told us that Benchmark's commitment to sustainability is something that makes them proud to work here. We want to honour and celebrate our people who are effecting positive change, both within Benchmark and their broader communities, so as part of this journey we introduced our inaugural 'Living Our Values' Awards and Sustainability Awards. These awards recognised those who have gone above and beyond their day jobs in one way or another.

With peer-to-peer nominations, and an outstanding number of nominees, assessed by an independent committee that encompassed representatives from all our business areas, our outstanding winners were recognised as exemplars of "living our values".

-  **Innovative**
-  **Passionate**
-  **Collaborative**
-  **Commercial**

Learning and development

Benchmark is committed to providing a supportive and engaging learning and development environment for all employees. Investing in our employee's development, both benefits them personally and contributes to the commercial success of our organisation.

Employees are provided with regular performance feedback including opportunities for improvement and development. They are encouraged to take responsibility for their own learning and development by seeking out relevant opportunities and taking advantage of available resources. New resources include guides for career management, coaching and mentoring. We have also piloted an on-demand global digital learning platform for leadership, management, and professional development that we will launch in our next financial year. With a focus on developing our management capability further, we launched the People Management Framework, outlining key skills, capabilities, and actions that we expect from our managers and that underpin our approach to helping all our people succeed.

Benchmark continues to invest in training and development both internally, externally and through digital platforms. Encouraging all people to continually learn and grow.

Employee Wellbeing

One Benchmark A Healthier You – Our global well-being programme

Wellness at work covers many areas: social, physical, mental, intellectual and practical. The programme aims to address as many of these areas as possible to ensure our people are the best they can be. We partner with international ICAS Employee Health and well-being providers who delivered a series of webinars in English, Thai and Spanish for our people around the world, covering topics such as Financial Awareness, Work Life Integration and Healthy Movement. We do this under the banner of #onesmallchange, an approach that encourages people to make one small change to deliver long lasting benefits.

Our people's engagement in our campaigns and webinars continues to go from strength to strength. Alongside our webinars, we co-ordinate campaigns throughout the year to promote our global communities to come together as One Benchmark. Our annual Global Health, Safety and Wellbeing Day again had excellent engagement amongst all our people, in person and online. Participants came together to review, explore and refresh our commitment to health and safety. In June we launched our first Global Wellbeing week during which people were encouraged to make small changes, which can prove to have the biggest impact on their physical and mental wellbeing; our posts were viewed over 7000 times.

We are an active member of the Mental Health First Aid England Organisation, and we have 32 fully trained Benchmark Mental Health First Aiders who support our employees across all our countries.



Onboarding Project: Achieving Our Commitment to Nurturing Talent

Our onboarding project is a testament to our commitment to nurturing talent, collaboration and building a strong foundation for future growth by attracting and retaining the best talent in our industry and promoting our brand. We listened to our employees, based our approach on industry best practice and tailored it to cater to our diverse and globally located workforce.

Key Features

- A structured onboarding path that ensures new hires receive the support they need to succeed.
- A tailored experience that is based on each employee's role, responsibilities, and career goals.
- A buddy system that provides new hires with guidance and support.
- Ongoing support and resources to help new hires feel valued and empowered.

Since launching our onboarding process, we have closely monitored its impact. Early results show improved time-to-productivity for new hires, increased engagement, and a stronger sense of belonging. We are also seeing a decrease in turnover rates among new hires.

We are confident that our onboarding project is a valuable investment in our employees and our organisation. We are committed to continuously improving our approach to provide the best possible experience for our new hires and a positive and productive work environment for everyone.

Supporting People Towards the End of Their Careers

We also want to ensure that we support people towards the end of their careers. We believe that everyone has something to offer, regardless of their age or experience level. We also offer a variety of resources to help employees transition to retirement.

People and Communities continued



One Benchmark Job Architecture Framework

The People team, in collaboration with senior management teams across all locations and business areas, identified all existing distinctive groups of jobs with differentiated sets of knowledge and skills across the business, creating the BMK Job Family catalogue. They also designed a new set of organisational levels to describe the different strata of seniority and accountability across the business, called the BMK Job Levels. They devised their own job evaluation methodology to assess all their existing positions and mapped each employee to their relevant job family and job level.

The project has been communicated and discussed extensively across the organisation. Senior leadership and management teams learned about the framework and future applications through dedicated sessions and job evaluation training. Over 100 managers and senior managers attended the training sessions and actively collaborated in the development works.

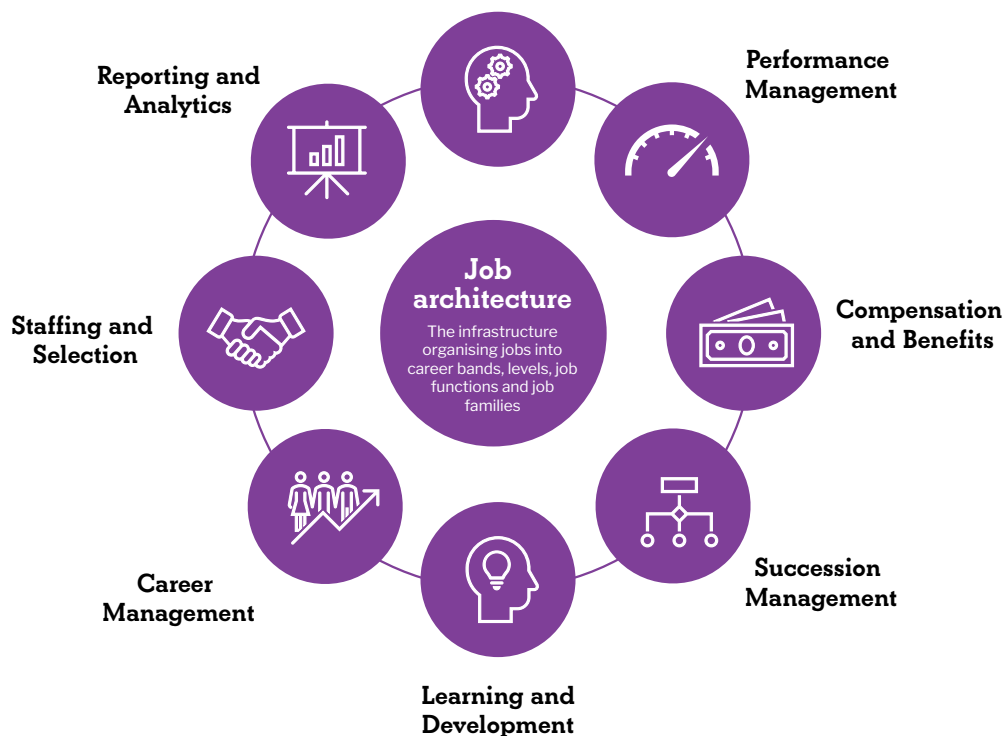
Launched at the Global and People Town Halls, our people were invited to submit questions and comments that were addressed in dedicated sessions organised by the Employee Champion network.

In FY24, the Company will finalise the Job Architecture Framework by producing role profile catalogues per job family, detailing the purpose, main responsibilities, and expectations of each job. Employees will be given access to the resources to learn about their job families and job levels. The People team will also undertake the work to design their compensation structures and management policies to reflect the new company architecture and career progression.

We work on a centrally led but locally supported model which results in someone always being available for our people.

A foundation for all people management programmes

Culture, Values and Behaviours



Benchmark for Better (B4B) Giving back to our communities



Our Benchmark for Better (B4B) initiative serves as an avenue to make a positive impact in the communities in which we operate. We do this by supporting projects and charitable organisations in the countries where we operate, and by giving every Benchmark employee the opportunity to dedicate two paid days to volunteer activities individually or with colleagues. We actively encourage participation in our B4B initiative through our B4B Committee, and various campaigns including International Volunteering Day campaign which encourages participation and the sharing of experiences.

B4B projects and donations

Benchmark's B4B Committee evaluates and develops proposals for B4B projects and donations. Following the B4B policy and guidelines developed by our Sustainability Committee. Our main focus is on establishing and developing long-term relationships with groups and organisations in our local communities, which we believe enables us to have a bigger impact over time. An example of this approach is our long-standing relationship with the Wang Moke Senior School, located near our Phichit facility in Thailand.

For the past 18 years we have supported this school in several ways based on a close dialogue with the school to establish the best way to make a real impact.

In 2023 our donation was channelled to essential activities including fire education training, the provision of 20 fire extinguishers, improvement of bathroom facilities, garbage segregation training, planting 100 trees to expand the school's green area as well as vegetables for use in children's meals. Other examples of our multi-year approach include our ongoing support for a local school in Colombia where we fund tutoring activities which help bridge the substantial education gap left by Covid-19, and a reforestation programme in Belgium led by our local team which also involves direct volunteering with broad participation.

We were pleased to fund several new projects in 2023. In Mexico we established a new relationship with a local rural school, donating funds to build a suitable shaded area to facilitate the children's involvement in recreational activities during the harsh summer months exacerbated by climate change. In the UK we funded Info Latinos, an organisation that promotes integration and equality by providing a support network and career advancement workshops for underserved immigrant communities.

Beyond our long-term projects, our people take immense pride in participating in various initiatives and campaigns organised throughout the year and putting forward proposals for one-off donations.

