Final Report

AMPC
AUSTRALIAN MEAT PROCESSOR CORPORATION

Strengthening communities: the social impact of the red meat processing sector

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1.0 Abstract

More than ever, consumers are making decisions based on a businesses' commitment to making the world a better place. For the red meat processing sector, this includes consumer concerns about environmental sustainability, animal welfare, and perceptions of how the processing sector addresses community, diversity and inclusion, health and wellbeing concerns. Social impact is the change businesses create to address these social issues, and it feeds into corporate social responsibility and ultimately social license to operate (Williams and Martin, 2011). Enhancing people's awareness of the social impact of the red meat processing sector will strengthen processors connections with their community, its employees, and consumers. Through semi-structured interviews, current and future practices by processors were explored, and how these reflected broader industry approaches to social impact challenges. Five social impact indicators were developed including: Transparency and Community Awareness; Workforce Development and Youth Engagement; Community Investment and Support; Community Leadership and Advocacy; and Long-term Community Impact. Consultation with attendees at the AMPC Innovation Showcase occurred to understand their usefulness and the social impact indicators of priority. Three case studies are presented, showcasing real-world examples of how the sector is already creating positive social impact in their local communities through innovative programs to enhance communication, support education, and create a future workforce. This project provides a foundation for developing robust, industry-relevant social impact indicators for the red meat processing sector to demonstrate the sector's role as a responsible and valued contributor to society.

2.0 Executive summary

Consumers increasingly make decisions based on a business's commitment to positive social change. In response, Australia's red meat processing sector is exploring corporate social responsibility measures and reporting. The sector is already active in local communities, from sponsoring community events to education. Yet these contributions remain largely unmeasured and unreported. This project addressed the gap between the sector's social contributions and its ability to measure and track this value, then communicate it to consumers, communities, and levy payers. The target audience includes red meat processors across Australia, industry stakeholders, the communities in which processing facilities operate and consumers. The research outcomes provide processors with evidence-based tools to measure their social impact, strengthen community connections, and enhance competitive positioning through sustainability reporting. It also demonstrates the sector's broader value beyond economic contributions. For levy payers, this work translates into enhanced industry reputation, improved market positioning, and practical guidance for community investment decisions.

Objectives

The project achieved its four key objectives: First, it examined global social impact frameworks across agricultural, manufacturing, food processing, and red meat processing sectors and identified current best practice. Second, it mapped existing social impact activities undertaken by Australian meat processors. Third, it developed a framework of five social impact themes with specific indicators tailored to the red meat processing sector's unique context. Fourth, it identified practical pathways to strengthen connections between processors and their communities, employees, and consumers through meaningful measurement and reporting.

Methodology

The research used multiple methods combining:

- A review of existing the agricultural, international manufacturing and food processing sectors' sustainability frameworks, and global reporting standards including the Global Reporting Initiative, Sustainability Accounting Standards Board, and the United Nations Sustainable Development Goals.
- Qualitative interviews with 11 processors from across the Australian red meat processing sector, representing diverse business sizes and geographic locations.
- An in-person survey conducted with people attending AMPC's Innovation Showcase 2025.

Key Findings

The research found that processors are already undertaking local social impact activities, particularly through partnerships with local schools and community groups. Most processors expressed cautious interest in social impact measurement, depending on practical implementation considerations. These considerations included good data governance to protect privacy, commercial confidentiality, agreed definitions, integration with existing data collection systems, and clear benefits to processors. There were 5 priority social impacts for the red meat processing sector:

- Transparency and Community Awareness
- Workforce Development and Youth Engagement
- Community Investment and Support
- Community Leadership and Advocacy
- Long-term Community Impact

The validation process found that all social impact indicators were valued by processors. The highest priority measures were Educational Engagement, Community Perception and Awareness, Educational Partnerships, Stakeholder Dialogue, Employment Pipeline, and Environmental Leadership.

Benefits to Industry

This research provides evidence-based social impact indicators that enable processors to measure and track their community contributions, then communicate these to their communities. The meaningful benchmarks developed here can shape the sector's storytelling about its community contributions. By establishing sector-specific indicators informed by both international best practices and direct industry consultation, this research positions Australian red meat processing as a potential global leader in agricultural social impact measurement.

Future Research, Extension, Adoption and Recommendations

We recommend wider consultation on proposed indicators to more comprehensively validate priority measures and implementation approaches. Future work could develop case studies which demonstrate how measures translate to different facility sizes and community settings. Critical next steps include addressing stakeholder concerns about data governance, confidentiality, and administrative burden. Finally, successful adoption requires collaboration with the existing Australian Beef Sustainability Framework to integrate red meat processing-specific social impact measures within the broader industry sustainability narrative.

3.0 Introduction

While social impact measurement is beginning to be used in Australian agriculture (including red meat), it is less systematically defined and reported than economic, environmental and animal welfare metrics. The Australian Beef Sustainability Framework (ABSF, 2023) currently reports on people and community indicators, but the focus remains primarily on employment levels and income generation. The ABSF indicators under people and community reflect this workforce focus: food quality and safety, nutritional profile of standard beef, work health and safety, adherence to fair work practices, total people employed, GDP contribution, community involvement index, diversity in employment, and workforce capacity building. This narrow focus represents a significant gap, particularly for the red meat processing sector. Unlike dispersed primary production, processing facilities are highly visible community assets that concentrate employment, generate intensive local economic activity, and often become focal points for community identity and concern. They face scrutiny regarding environmental impacts (emissions, waste, water use), animal welfare practices, and working conditions, while simultaneously serving as major employers and economic anchors in regional communities. A 2017 study on the impacts of Australian red meat processing on local communities found that facilities were perceived as having significant positive impacts on the communities in which they operate (Johnston, 2017). However, the research highlighted that where people lacked connections with local red meat processors, attitudes were less positive. The report suggested that furthering social and community impact initiatives, and communicating them internally and externally, would strengthen community relationships (Johnston, 2017).

3.1 Towards broader social impact measurement

Contemporary evaluations of meat processing increasingly recognise stakeholders beyond employees in measures of social impact. In developing sustainability frameworks for the pork industry in Europe, Zira et al. (2020) included the local community, consumers, and society alongside workers as relevant stakeholders for social impact assessment. International frameworks provide guidance for broadening social impact measurement. Similarly, the recent development by Valente et al. (2024) of social impact indicators for robotics in pork slaughterhouses identified two community-relevant measures beyond local employment: access to immaterial resources (education and training opportunities) and migration and delocalisation (treatment of temporary workers and integration between migrant and permanent workers). Social indicator development theory also suggests making social impacts relevant and meaningful to the issues a community is facing (Epstein and Yuthas, 2014). Research on food insecurity and cultural and linguistic diversity in urban and regional areas where processors operate suggest two key areas for locally meaningful social and community impacts.

Food insecurity is underpinned by poverty, increasing prices and supply chain shocks (AIFS, 2020). Food insecurity is greatest in First Nation's communities, particularly in remote communities (ARUP 2022) and higher in regional than metropolitan areas (Foodbank, 2024). Undertaking initiatives to address food insecurity through food relief and distribution is a meaningful contribution by the agricultural community that is well received (Whetham, 2022). For example, in 2019, the red meat sector partnered with Foodbank Australia through its Collaborative Protein Program to make protein more consistently available to food relief agencies (Beef Central, 2019). End of Food Waste Australia is currently working across the red meat supply chain to identify where and how red meat may be entering food waste, and how it can best be redistributed (Food Innovation Australia, 2024). BeefBank, a charity run by the Rotary Club of Brisbane Centenary, plays a central role in redirecting livestock from farms to Foodbank. Farmers donate livestock, which in turn is processed and distributed for community uses. in Western Australia, Dardanup Butchering Company (DBC) partnered with BeefBank to manage and process livestock donations from farmers who saw the impacts of cost of living on their community (Foodbank, 2025). In relation to remote First Nations communities facing high food costs and limited access to reliable sources of red meat, social indicators might include distribution to remote communities partnering with First Nation's social enterprises like Kere to Country which distributes affordable and culturally appropriate meat to remote First Nation's communities, as one farmer has done in South Australia (Wishart, 2020).

This specific commitment to addressing food insecurity is part of a wider industry response to First Nation's reconciliation. For example, in 2022 the Casino Food Co-op (NSW) launched their Reflect Reconciliation Action Plan (RAP). Their RAP commitments include participating in NAIDOC & National Reconciliation Week, partnering with TAFE NSW to create Aboriginal and Torres Strait Islander traineeship pathways, an onsite mentoring program to support the 50 Aboriginal and/or Torres Strait Islander employees at the site (Jeff, 2022).

Research on contemporary demographics of regional areas, which demonstrate increasing cultural and linguistic diversity (Regional Australia Institute, (2023), also suggests that meaningful social impacts could be those which contribute to enhancing community cohesion and inclusion. A South Australian study noted that meat processing a primary source of employment for migrants in regional areas (AMRC, 2017). As regional areas become increasingly culturally and linguistically diverse, engagement with culturally diverse and migrant populations is part of primary producer's inclusive community engagement practices (Whetham, 2022). An example of community-level inclusion led by a processor is Teys Naracoorte (SA) and their sponsorship of a Multicultural Sports Carnival that brings together culturally diverse communities around soccer and rugby (Naracoorte Lucindale Council, 2024). Potential indicators may be supporting cultural festivals, contributing to cultural cooking skills and knowledge through supplying culturally desirable meat, and supporting culturally diverse workers to integrate into the community through language and other wellbeing supports.

3.2 Developing social impact indicators

Developing social impact indicators is a cyclical process that begins with clearly defining purpose and scope, mapping how activities create change, and engaging stakeholders. Outcomes are organised into domains such as employment, wellbeing, or inclusion, then translated into specific, measurable indicators balancing quantitative data with qualitative insights. Indicators are tested and refined before data collection through surveys, interviews, or case studies. Results are reported in accessible formats and used to inform decisions, with the cycle revisited regularly (Feor et al., 2023). The limited evidence on outcomes from adopting social impact metrics and accreditation shows mixed results. Studies of sustainability frameworks (though these don't always include social impact metrics) have found some positive impacts, such as increased prices and income for producers, but benefits don't always translate to broader community wellbeing (Oya et al., 2017). However, research on public perceptions of social impact metrics is more encouraging. Australia's Community Trust in Rural Industries program found that trust in rural industries rises when people see environmental responsibility, responsiveness to community concerns (two-way engagement, acting on feedback), and clear societal value of products (Vaconiq, 2023). This review highlights that industries are moving beyond operational compliance toward proactive public engagement across environmental, social and governance factors. However, while social and community impacts beyond employment figures are beginning to be reported, they are not yet fully developed, particularly for processing sectors that face unique community interface challenges.

Our research contributes to addressing this gap by investigating industry perspectives on social impact measures, identifying what indicators might look like in practice, and determining what the industry needs to implement meaningful measurement. This positions this work within the established process of indicator development at the critical stage of stakeholder engagement and initial indicator identification, providing the foundation for developing robust, industry-relevant social impact indicators for the red meat processing sector.

4.0 Project objectives

- To understand social impact frameworks across agricultural, manufacturing and processing sectors
- To prioritise social impact measures by raising the awareness of social impact activities undertaken by processors
- To develop an evidence-based social impact framework for the red meat processing sector
- To strengthen the connection between processors and their community, employees, and consumers

5.0 Learnings from other social impact frameworks

This review examined sustainability frameworks within the agriculture, food processing, manufacturing and red meat processing sectors to identify key themes, strategies, and impact measures. The methodology employed a systematic approach to collect, analyse, and interpret information from publicly available reports, corporate websites, and industry publications. Information was collected from official corporate sustainability reports, dedicated website pages, and industry reports published between 2020 and 2024. The data sources were selected based on availability, relevance, and alignment with the review's scope. For red meat processing organisations without detailed sustainability reports, sustainability and social impact practices described on corporate websites were included. Scientific literature was searched using academic databases with the search terms "sustainability, sustainability framework or sustainability plan" AND "agriculture", "manufacturing, food processing or food chain" OR "red meat processing". No relevant scholarly literature was found.

A thematic analysis was conducted to identify recurring themes, organisational priorities, and variations in impact measures. Each framework and practice (red meat processing only) were categorised based on its thematic focus, structure, and the specificity of its goals and metrics. The frameworks were further evaluated to assess their comprehensiveness and alignment with sustainability principles. The sustainability frameworks and practices (red meat processing only) were compared to identify similarities and differences in approaches, particularly in addressing the key themes. Reoccurring specific impact measures and organisations demonstrating innovative practices or robust measurement systems were highlighted.

This review was limited to publicly available information, which may not fully reflect the depth or breadth of sustainability practices employed by the organisations. Variations in reporting formats and levels of transparency also posed challenges in making direct comparisons. Furthermore, the review only collected and analysed data from Australian based organisations, with the exception of JBS who only had a global sustainability plan.

5.1 Learnings from Australian Sustainability Impact Frameworks in the agricultural sector

The Australian agricultural sector has a range of sustainability impact frameworks in place to address environmental, social, and economic challenges while promoting resilience and resource efficiency. From these frameworks, four key themes emerged which guided the organisation of these documents, which included: (i) care and treatment of animals (for industries that included animals), (ii) environmental stewardship, (iii) impact on people and the community, (iv) economic resilience (Figure 1). Under each theme, sustainability frameworks expanded on their objectives by introducing subthemes, specific goals, and measurable indicators tied to those goals (Table 1; Table 2). Some frameworks set clear, quantitative benchmarks, offering a roadmap for tracking and driving improvement. Others provided aspirational targets that served as broader guiding principles or a starting point to gather essential data to guide the implementation for strategies. These variations reflect the diversity in approaches, and the stage companies are in with their sustainability planning, whether at the inaugural phase or in an annual reporting cycle.

Figure 1: Four key themes from Australian Sustainability Impact Frameworks in the agricultural sector

Table 1: Summary of key organisational themes from Australian Sustainability Impact Frameworks in the agricultural sector

Sustainability Framework	Organisational Themes			
	Care and treatment of animals	Environmental stewardship	Impact on people and the community	Economic resilience
ABSF (Australia Beef Sustainability Framework)	Best Animal Care	Environmental Stewardship	People and the Community	Economic Resilience
ASSF (Australian Sheep Sustainability Framework)	Caring for our sheep	Enhancing the environment and climate	Looking after our people, our customers and the community	Ensuring a financially resilient industry
AASF (Australian Agricultural Sustainability Framework)	People, Animals and Community	Environmental Stewardship	People, Animals and Community	Economic Resilience
ADSF (Australian Dairy Sustainability Framework)	Providing best care for animals	Reducing our environmental impact	Improving wellbeing of people	Enhancing economic viability and livelihoods
ACSF (Australian Cotton Sustainability Framework: PLANET. PEOPLE. PADDOCK)		Planet	People	Paddock
ACMI (Australian Chicken Meat Industry Sustainability Framework)	Chickens	Planet	People	Food security and economic resilience
AHSF (Australian-grown Horticulture Sustainability Framework)		Planet & Resources	People & Enterprise	People & Enterprise
		Climate & Waste	Nourish & Nurture	

5.1.1 Care and treatment of animals

Sustainable development emphasises the vital role animals play across the supply chain, as well as the importance of their care and treatment. Agricultural sustainability frameworks reviewed, consistently highlighted animal care as a key theme, often categorised into subthemes such as animal husbandry, disease prevention and management (including biosecurity), antimicrobial stewardship, livestock transport and processing practices. Therefore, the care and treatment of animals across the supply chain plays a crucial role in sustainability, both for ethical reasons, as well as the production of high-quality meat. Addressing these concerns is also critical for meeting societal expectations and maintaining the social license to operate, ensuring public trust and industry viability. Table 2 presents the themes and impact measures utilised in reporting within these frameworks that are of broader relevance for the red meat processing sector.

A key metric for ensuring the proper care and treatment of animals in the agricultural industry is accreditation and compliance with the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) (AMIC 2013)). This voluntary system provides annual independent assessments to ensure adherence to best-practice animal welfare standards, from the receival of livestock through to their processing. Frameworks typically evaluated success in this area by the percentage of animals processed in accredited facilities. There is an extensive number of animal welfare, quality assurance and certification schemes depending on the contracting companies (McDonalds, Woolworths, Coles etc), in conjunction with Model Codes of Practice at a state level (DAFF n.d.). These schemes are often best practices and certifications that encompass any aspect of animal care and welfare will be an important metric for consideration to showcase to consumers animal welfare standards and practices in place. International consumers and buyers are equally as concerned with the treatment of animals, with some beef export markets requiring guaranteed standards of animal welfare (DAFF 2023).

Safe transportation of livestock is another indicator of animal welfare, given the numerous environmental and human factors that can impact animal welfare during transit to processing facilities. Challenges can include the handling by loading crews, animal handlers, and truck drivers, or lairage (resting prior to slaughter), temperature fluctuations, and long transport distances (Edwards-Callaway and Calvo-Lorenzo, 2020). Whilst these challenges occur prior to arrival at processing facilities, it presents an opportunity for a metric based on how the animals were transported and their condition upon arrival. The ASSF monitored the percentage of sheep transported in line with animal welfare and fit to load standards to demonstrate safe transportation practices.

An alternative indicator of proper animal care and treatment was the emphasis on staff training. Some examples include the percentage of producers completing Lifetime Ewe Management (LTEM) training (ASSF 1.2.2a), the ADSF online module *Working with Livestock* to educate dairy farm workers on safely ensuring the welfare of animals and people, and the ACMI that monitored the number of individuals completing animal welfare training within the past two years. Research has also previously indicated that education and training are essential for maintaining high standards of animal welfare during transportation and processing (Drewe et al., 2020; Nielsen et al., 2020). A recent study further emphasised this, with experts agreeing that online training modules could significantly improve animal welfare, particularly for transport company staff and animal welfare officers in abattoirs (Eichler et al., 2023). Additionally, how “humane end of life for farmed animals is ensured” (AASF C28) was determined by the “percentage of producers aware of humane killing” (ASSF 1.3.1a). These efforts underscore the critical role of training in advancing animal care and welfare across the industry, and therefore its inclusion as part of a suitable sustainability framework.

Table 2: Impact measures on the care and treatment of animals from Australian Sustainability Impact Frameworks in the agricultural sector

Sustainability Framework	Themes & Sub-themes	Impact Measures
ABSF	**Best Animal Care** 1. Animal husbandry	1.1 Percentage of industry using pain relief for invasive husbandry practices
	2. Biosecurity	2.1 Percentage of cattle properties covered by a documented biosecurity plan
	3. Processing practices	3.1 Percentage of cattle processed through an establishment accredited under the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) 3.2 Percentage of cattle processed in compliance with the Exporter Supply Chain Assurance System (ESCAS)
	5. Health & welfare	5.1 The percentage awareness of the Australian Animal Welfare Standards for Cattle 5.2 The percentage compliance with National Feedlot Accreditation Scheme (NFAS) Animal Welfare requirements 5.3 Percentage of feedlot capacity with access to shade 5.5 Percentage of producers undertaking low stress stock handling
ASSF	1. Animal care and handling: 1.1 Reduce, refine and replace painful husbandry practices 1.2 Implement best practice sheep management 1.3 Ensure humane processing and on-farm euthanasia	1.1.2a Percentage of producers who use appropriate pain management at mulesing 1.1.2b Percentage of producers who use appropriate pain management at castration 1.1.2c Percentage of producers who use appropriate pain management at tail docking 1.2.2a Percentage of producers who have completed Lifetime Ewe Management (LTEM) training 1.2.5a Percentage of sheep transported in line with animal welfare standards (fit to load) 1.3.1a Percentage of producers aware of humane killing requirements in the Australian Animal Welfare Standards & Guidelines (AAWSG) for sheep 1.3.2a Percentage of lambs and sheep slaughtered through an establishment accredited by the Australian Animal Welfare Certification System (AAWCS)
	2. Animal health: 2.1 Prevent and manage disease	2.1.1a Australia continues to be declared free from 12 major diseases 2.1.2a Percentage of producers who vaccinate for clostridial diseases 2.1.3a Percentage of sheep producers compliant with Livestock Production Assurance (LPA) biosecurity requirements
AASF	P12. Farmed animals are given the best care for whole of life	C26. Best practice on-farm husbandry is demonstrated C27. Safe transportation of animals is demonstrated C28. Humane end of life for farmed animals is ensured
ADSF	Providing best care for animals for whole-of-life -Full compliance with animal welfare standards -Recommended practices adopted by all industry -Antimicrobial Stewardship – the dairy industry uses antibiotics responsibly	Target 7.1 100% ongoing compliance with legislated animal welfare standards Target 7.2 All of industry adopting relevant recommended industry practices for animal care. Indicator percentage of farmers not using routine calving induction Target 7.3 90% of consumers believe dairy farmers do a good job caring for animals Target 7.4 The dairy industry uses antibiotics responsibly Getting the basics right with livestock handling - Online courses such as the Working with Livestock module helps dairy farm workers understand their role in safely ensuring the wellbeing of all animals and people on-farm National animal welfare standards, guidelines - The Australian Animal Welfare Standards and Guidelines underpins a practical approach to improving welfare outcomes for dairy animals and providing best care throughout their lives
ACMI	Animal welfare: Maintain strong and practical welfare standards for our chickens from hatching to processing	Percentage of meat chickens that are certified by an accredited third-party animal welfare program Number of people completing animal welfare training (within the past two years) More than 95% of meat chickens are certified by an accredited third-party animal welfare program by 2030
	Biosecurity: Prevention and management of biosecurity risks at all points of the supply chain	Percentage of meat chicken grower properties and producers covered by a documented biosecurity plan Total levy amount ($) invested in biosecurity-related activities Percentage of compliance with antibiotic maximum residue limits (MRLs) 100% of meat chicken grower properties and producers covered by a documented biosecurity plan by 2030 Maintain 100% veterinary oversight for the application of antibiotics prescriptions

5.1.2 Environmental stewardship

Environmental stewardship, a fundamental principle of sustainability, highlights the importance of responsibly managing natural resources to ensure their preservation for future generations (Ruggerio, 2021). Agriculture, as a traditionally resource-intensive sector, relies heavily on water, land, and energy (Getahun, 2024; Banik & Mukhopadhyay, 2021; Panchasara et al., 2021). Consequently, every Australian Sustainability Impact framework in the agricultural sector incorporates the principle of environmental stewardship, that are of broader relevance for the red meat processing sector are detailed in Table 3.

Themes and impact measurements concerning reducing the industry associated carbon footprint and greenhouse gas (GHG) emissions were the most prominent within the reviewed frameworks. Several sustainability frameworks measured this per live weight and/or carcass weight. The ABSF tracked GHG emissions intensity per kilogram of live weight (LW) and per tonne of hot standard carcass weight (HSCW) during beef production and processing. Similarly, the ASSF measured emissions intensity per kilogram of LW and HSCW for sheep, as well as for wool production. The ACMI Sustainability Framework also monitored emissions intensity per kilogram of carcass weight, aligning with its goal of achieving net-zero emissions by 2050. These metrics enable precise monitoring of emissions across production stages, supporting efforts to reduce carbon footprints and meet sustainability targets.

Minimising waste and promoting principles of a circular economy are also integral measured impacts across these frameworks. Initiatives outlined by organisations include diverting organic and inorganic waste from landfills (ADSF, AHSF) and the creation of recyclable or compostable packaging materials (ADSF, ACMI, AHSF). Specific measurable targets included the ADSF which aimed to ensure all packaging is recyclable, compostable, or reusable by 2025, and the ACMI who set a target of 100% of businesses signed up to Australian Packaging Covenant Organisation and achieve a rating of ‘Advanced’ or ‘Leading’. In the AHSF, measures such as composting organic farm waste and repurposing lower grade produce aim to reduce food waste. These efforts reflect a broader commitment to reducing environmental impacts while supporting sustainable production systems which aligns with the strategic plan for the red meat processing sector.

The sustainability frameworks also emphasised detailed impact measures for resource management, particularly focusing on water and energy use to promote efficiency and conservation. Water management is a priority in sectors like dairy, where measures include reducing consumptive water intensity by 30% from 2010/11 levels (9.1) and ensuring 100% of farmers monitor water consumption and recycle dairy shed water (9.3, 9.4). Similarly, the AHSF tracked water use efficiency metrics such as yield per megalitre (ML) (R.6.1) and the safe and efficient use of water recycling and reuse practices in production (R.8.1). Renewable energy adoption is also encouraged, with frameworks like ABSF (10.8) and ASSF (4.1.2a) tracking the percentage of producers who generate or use renewable energy. The AHSF tracked practices to improve energy efficiency, monitoring energy use (GJ) per unit of production (W.2.1), and promotes the use of renewable energy sources (W.2.4). These measures underscore the industry-wide commitment to reducing the environmental footprint of resource use while enhancing production sustainability.

Table 3: Impact measures on environmental stewardship from Australian Sustainability Impact Frameworks in the agricultural sector that are of broader relevance or could be adapted for the red meat processing sector

Sustainability Framework	Themes & Sub-themes	Impact Measures
ABSF	**Environmental Stewardship** 7.Soil health	7.1 Percentage of cattle producers adopting practices to improve soil water retention 7.2 Levels of soil carbon sequestration
	8.Groundcover	8.1 Percentage of natural resource management regions achieving healthy groundcover thresholds
	10.GHG emissions & carbon capture	10.1 Percentage total CO2e reduced by beef industry from a 2005 baseline (GWP100) 10.2 Net Mt of CO2e emitted by the beef industry (GWP100) 10.3 CO2e emitted per kg liveweight when raising beef (GWP100) 10.4 CO2e emitted per tonne HSCW when processing beef (GWP100) 10.5 Percentage energy demand met by biogas 10.7 Net emissions: Mt of CO2e emitted by the beef industry over a 20-year time interval (GWP) 10. 8 Percentage of producers who generate and/or use renewable energy
	11.Water	11.1 Water use per kilogram of liveweight for raising cattle 11.2 Water use per tonne HSCW when processing beef
	12.Waste	12.1 Solid waste to landfill per tonne HSCW when processing beef
ASSF	**Enhancing the environment and climate** 3. Environment 3.1 Improve natural resource management	3.1.1a Percentage of natural resource management regions achieving healthy groundcover thresholds
	3.2 Responsible environmental practices	3.2.1a Percentage of producers who have attended a ChemCert course or similar 3.2.2a Kilolitres of water used per tonne hot standard carcase weight (HSCW) when processing sheep meat 3.2.3a Kilograms of solid waste per tonne hot standard carcase weight (HSCW) when processing sheep meat
	4. Climate change 4.1 Reduce net greenhouse gas emissions	4.1.1a Net emissions: Metric tonne of CO2 e generated by sheep industry (farm and sheep meat processing) 4.1.1b Emission intensity: kg of CO2 e emitted per kg liveweight (LW) when raising sheep 4.1.1c Emission intensity: kg of CO2 e emitted per kg greasy wool shorn 4.1.1d Emission intensity: kg of CO2 e emitted per tonne hot standard carcase weight (HSCW) when processing sheep meat 4.1.1e Percentage of sheep producers who have measured GHG emissions for their enterprise using carbon accounting or another process 4.1.2a Percentage of sheep producers who generate and use renewable energy
	4.2 Adapt to a changing climate, including extreme weather events	4.2.1a Climate-adjusted Total Factor Productivity growth
AASF	**Environmental Stewardship** P1. Net anthropogenic GHG emissions are limited to minimise climate change P2. Adverse impacts to air quality are avoided or minimised P3. Soil health and functionality are protected and enhancedP4. Landscape degradation is avoided or minimised P5. Biodiverse ecological communities are protected and enhanced P6. Water resources are used responsibly and equitably P7. Finite resources are safeguarded in circular economic systems	C1. GHG emissions are reduced throughout production lifecycle C2. Carbon emissions are sequestered wherever possible throughout production lifecycle C3. Where necessary (if C1 & C2 are impractical), GHG emissions are offset throughout lifecycle by purchasing recognised credits or participating in recognised projects C4. Plant, equipment and machinery are appropriately maintained and operated to maximise efficiency C5. Activities which generate particulate matter are conducted within regulatory guidelines C6. Soils are managed to provide ecosystem services, including sustainable agricultural production C7. Land under productive agricultural management delivers beneficial environmental services C8. Natural waterways are preserved and improved C10. Farm-related ecosystems are functioning and thriving C11. Water is used efficiently in agricultural systems C12. Adverse impacts to surface water and groundwater quality are prevented C13. The use of inputs and resources that cannot be reused or recycled is minimised C14. Renewable sources of inputs are prioritised C15. Residues, by-products and waste are reused or recycled
ADSF	**Reducing our environmental impact** 8. Improving land management	8.2 100% of riparian zones actively managed and maintained

Sustainability Framework	Themes & Sub-themes	Impact Measures
	9. Increasing water use efficiency	9.1 Reducing consumptive water intensity of dairy companies by 30% on 2010/11 levels 9.2 Improve water use and water productivity to utilise 2.0 tonnes of dry matter per ML used 9.3 100% of farmers recycling water from dairy sheds 9.4 100% of farmers monitoring water consumption 9.5 100% of farmers have a water security risk management plan by 2020 and are implementing it by 2030
	10. Reducing GHG emissions intensity	10.1 Reducing GHG emissions intensity by 30% Indicator Greenhouse gas emissions
	11. Reducing waste	11.1 Diverting 100% of waste from landfill by 2030 Indicator Waste to landfill 11.2 100% of silage wrap recycled (farm) 11.3 All dairy companies participate in the Australian Packaging Covenant or equivalent scheme 11.4 100% of Australian dairy packaging to be recyclable, compostable or reusable by 2025 or earlier 11.5 Halve food waste by 2030
ACSF	**Planet** Water: Increase water use efficiency, within sustainable river & ground system limits	About 50% less water is used to grow a bale of cotton compared to 1997 in most seasons. In very wet (like 2022) or dry seasons, that figure is closer to 40%
	Greenhouse gas emissions: Contribute to the Paris Agreements' aim of a climate neutral world	Previous year comparisons can't be made due to new input data used to more accurately estimate emissions. Defining a low emission path is a current priority
	Pesticides: Support optimal crop production while having no negative impact on human & environmental health	The hazard to bees (from insecticides) and algae (from herbicides) has reduced by 91% and 60% respectively since 2004. Wet seasons have contributed to more herbicide use in recent years
	Soil health: Sustained cotton productivity growth by improving soil health	The cotton industry is collaborating with other sectors on a consistent way to measure soil health
ACMI	**Planet** Carbon and the environment: Net zero by 2050 in line with Australian Government targets and mandates	Absolute scope 1 and 2 emissions (tonnes of CO2 equivalent) Emissions intensity (kg CO2-e per kg carcase weight) Percentage of net deforestation free soybean meal Aim for net zero greenhouse gas emissions by 2050
	Sustainable packaging: Utilise sustainable packaging for chicken meat products where possible	Recycled content included in packaging Percentage of packaging recyclable or compostable Percentage of businesses signed up to Australian Packaging Covenant Organisation (APCO) packaging targets 100 per cent of businesses signed up to Australian Packaging Covenant Organisation (APCO) packaging targets achieve a rating of 'Advanced' or 'Leading'
	Waste and circular economy: Minimise waste to landfill and encourage material reuse and recycling	Percentage of total primary and further processing waste recycled, reused or diverted from landfill Total waste to landfill generated at primary and further processing (kg per tonne output)
	Water management: Commitment to sustainable water stewardship initiatives	Water use intensity (kL/tonne of carcase weight) Percentage of industry/ production with water stewardship initiatives
AHSF	Planet & Resources R.4 Movement of soil, nutrients and chemicals into the environment are minimised	R.4.1 Strategies used to minimise contamination of run-off water from container-grown production systems and packing sheds R.4.2 Use of erosion management strategies on drains and drainage areas in high-risk run-off areas such as minimal slope, sealed or grassed or vegetated
	R.6 Responsible and efficient use of allocated water to optimise production per unit of water	R.6.2 Water use efficiency (Yield /ML) R.6.3 Water use productivity (GVP $/ML)
	R.7 Objective measures guide more efficient water use	R.7.1 % growers using soil moisture monitoring R.7.2 % growers scheduling irrigation to measured deficits
	R.8 Increased adoption of water recycling and reuse	R.8.1 Safe and efficient use of water recycling and reuse practices in production R.8.2 Safe and efficient use of water recycling and reuse practices in packing sheds

Sustainability Framework	Themes & Sub-themes	Impact Measures
	Climate & Waste W.1 Horticultural plants capture carbon; production systems minimise greenhouse gas emissions	W.1.1 Carbon sequestration of horticultural plantings (CO2e) W.1.3 Greenhouse gas emissions: Agricultural soils - Indirect soil emissions including atmospheric deposition, fertiliser, and nitrogen leaching and run-off fertiliser W.1.5 Life cycle impact assessment
	W.2 Energy is used efficiently, with an increased proportion from renewable sources	W.2.1 Energy use GJ/unit production W.2.2 % Producers who monitor and review electricity and fuel use W.2.3 % farms using practices to improve energy efficiency W.2.4 Share of energy from renewable sources
	W.5 Increase the proportion of produce that meets first grade quality and increase utilisation of lower grade produce	W.5.1 % produce meeting first grade quality standards W.5.2 Volume of potential food waste saved through secondary products W.5.3 New food science solutions to utilise lower grade produce
	W.6 Reduce food waste in the production system	W.6.1 Volume of on farm food waste (tonnes edible produce not entering the supply chain)
	W.7 Packaging is minimised, recyclable, compostable or reusable	W.7.1 % of horticultural packaging that is recyclable, compostable or reusable W.7.1 Days of shelf-life extension provided by packaging
	W.8 Reduce, reuse or recycle on-farm waste and input supply packaging	W.8.1 % producers with a waste management plan W.8.2 Volume organic farm waste to landfill W.8.3 Volume organic farm waste diverted to composting for reuse W.8.4 Volume inorganic farm waste W.8.5 Regional distribution of reuse and recycling facilities for plastic waste from farms (drip tape, films, bunch bags, input supply packaging etc) W.8.6 Proportion of input supply packaging that is reused, recycled or composted

5.1.3 Impact on people and community

The agricultural sector plays a vital role in shaping not just Australia's economy but also the well-being of its people, their families and local communities. This is particularly important in rural, regional and remote areas where 89% of those employed in agriculture live outside a capital city (Department of Agriculture ABARES 2015). Workforce challenges in the sector have centred around workforce attraction, improving retention and becoming employers of choice, and addressing skill needs to prepare the next generation workforce (Department of Agriculture ABARES 2015). By fostering work opportunities that promote decent work, inclusivity, diversity, training and development opportunities, there are also transformative impacts on local communities. Table 4 highlights the common themes and impact measures used across various sectors to monitor their progress in enhancing the well-being of people and local communities.

Shared themes included a focus on building workforce capacity by promoting education and training to develop a skilled and inclusive labour force, and measures to track for enhanced workforce capability. Some common measurements for capacity included the total number of people employed in the industry (ABSF 20.1; ADSF, 2.1; ACMI; AHSF P.4.1), level of availability of the workforce (ASSF 6.1.3a, 6.1.3b; ADSF 4.3; AHSF P.6.1, P.6.3), as well as staff retention rates (ADSF 4.2; AHSF P.6.2). The ASSF (6.1.4a) and ADSF (4.4) also went further to track farm businesses with succession or exit strategies to ensure knowledge transfer and long-term workforce stability. For the red meat processing sector, this could centre around education and training opportunities. The most common impact measures for education and training were the number of traineeships and apprenticeships completed (ABSF 23.1; ASSF 6.1.1a, ACSF, AHSF P.6.5), the percentage of the workforce with higher education qualifications or further education (ABSF 23.2; ASSF 6.1.1a, ACSF, AHSF P.6.6), and those undertaking industry relevant professional development, or the availability of career development (ABSF 23.3, AHSF P.6.4, P.6.7).

Workforce diversity was also highlighted by tracking measures such as the percentage of women, age, and the number of culturally and linguistically diverse employees (ABSF 21.1, 21.2, 21.3; ASSF 6.2.1a, 6.2.1b; AASF C25, C30; ACSF; ACMI; AHSF P.7.1, P.8.1, 8.2). This aligns to state-based initiatives including the Smarter Safer Farms program in Victoria, to understand why Culturally and Linguistically Diverse (CALD) people only comprise of a small proportion of the agricultural workforce (RMCG 2020). For the red meat processing sector, a recent review by Brough *et al.* (2024) found that diversity, equity, and inclusion practices have an impact on employee attraction, engagement, retention, and personal, organisational, and environmental factors need to be considered to foster an inclusive work environment. These frameworks collectively showcase a commitment to building an inclusive, and future-ready workforce while supporting the broader community through equitable opportunities and sustainable practices.

Another priority was fostering positive working conditions, encompassing issues such as worker safety, compliance with legislation, and overall staff well-being. Favourable employment practice indicators were commonly divided into workplace health and safety (WHS) measures, well-being and working condition indicators. For WHS, the major indicators were number of fatalities (ABSF 18.1; ASSF 5.1.2a; ADSF 3.1; ACSF; AHSF P.5.2) and number of serious injuries or injury claim rate (ABSF 18.2; ASSF 5.1.2b; ADSF 3.3; ACSF; AHSF P.5.1) within the given reporting period, and some sectors stipulating a documented WHS plan (ADSF 3.2; AHSF P.5.3). Staff well-being was highlighted in some frameworks as an important sustainability indicator, where measures such as the Global Life Satisfaction index (ABSF 18.3; ACSF) and Mental Health scores (ACSF) were used to track and promote staff well-being. Working conditions were tracked amongst the frameworks with a mixture of indicators, however most evolved around compliance to current legislation such as Fair Work (ABSF 19.1; AASF C20), The Modern Slavery Act 2018 (AASF C20) or similar (ADSF 4.5; AHSF P.4.3).

Table 4: Impact measures on people and community from Australian Sustainability Impact Frameworks in the agricultural sector that are of broader relevance or could be adapted for the red meat processing sector

Sustainability Framework	Themes & Sub-themes	Impact Measures
ABSF	**People & Community** 17. Food Safety & Quality	17.1 National Average MSA Index 17.2 Overall compliance with the National Residue Survey and Australian and International Standards for Cattle
	18. Work, Health & Safety	18.1 Notifiable fatalities (five-year totals) 18.2 Lost time injury frequency rate (number of claims per million hours worked) 18.3 Global Life Satisfaction Index of Australian beef graziers
	19. Labour Practices	19.1 Fair Work Ombudsman Compliance Notices Issued (ANZSIC class Beef Cattle Farming (specialised)
	20. Community Contribution	20.1 Total people employed directly or indirectly in the beef industry 20.2 Beef farming, feedlot, and processing contribution to Gross Domestic Product 20.3 Getting involved in the community index of Australian beef graziers
	21. Diversity	21.1 Percentage of women and men in the workforce 21.2 Age breakdown of the workforce 21.3 Percentage of Indigenous employment in the workforce
	22. Antimicrobial Stewardship	22.1 Percentage of feedlots covered by an antimicrobial stewardship plan 22.2 Percentage of compliance with antibiotic Maximum Residue Limits
	23. Capacity Building	23.1 Number of traineeships and apprenticeships enrolled and completed 23.2 Percentage of industry workforce with a higher education qualification 23.3 Number of participants undertaking MLA, LiveCorp, AMPC, or peak industry council training
ASSF	**Looking after our people, our customers and the community** 5. Health and Safety: 5.1 Improve industry safety culture 5.2 Improve our people's health	5.1.1a Total A$ investment in health and safety prevention and management 5.1.2a Number of fatalities in the sheep industry 5.1.2b Number of serious injury workers' compensation claims in the sheep industry 5.2.1a Global Life Satisfaction Index score of Australian sheep graziers
	6. Capacity building: 6.1 Support a grow workforce 6.2 Encourage workforce diversity	6.1.1a % of industry participants who have completed further education (including traineeships or other further education) 6.1.2a Federal award rate ratio 6.1.3b Level of availability of workforce amongst processors 6.2.1a Age/gender breakdown of the workforce 6.2.1b Cultural diversity in workforce, including % Indigenous 6.2.1c Percentage of Indigenous and Torres Strait Islanders who are employed in sheep farming and shearing services 6.2.1d Percentage who speak a Language Other Than English (LOTE) by those who are employed in sheep farming and shearing services
	7. Contribution to community: 7.1 Enhance community trust 7.2 Deliver products that customers demand	7.1.1a % of Australians who believe that Australian lambs are farmed and raised in a humane manner 7.1.1b % of global respondents who believe that Australian sheep are farmed and raised in a humane manner 7.2.1a % Australians who believe that Australian lamb is worth paying a bit more for
AASF	**People, Animals & Community** P8. Safe agricultural outputs are produced for public consumption P9. Safe working environments are provided for employees P10. Fair access to a decent livelihood is provided within the industry P11. Discrimination is not tolerated in an inclusive industry P13. Society benefits from the agricultural industry's positive contribution	C16. Food and fibre is produced, packaged and distributed to world-leading standards of safety C17. Food produced by the industry is healthy and nutritional C18. Producers practice good antimicrobial stewardship C19. Occupational health and safety are upheld in the working environment C20. Labour rights are respected and compliance with relevant legislation is demonstrated C21. Physical health and mental wellbeing are valued and actively supported C22. Profitability and competitiveness are encouraged C23. Participants are provided both a living wage and a rewarding, enriching work environment C24. Human rights are unequivocally respected C25. Workplace diversity is valued and actively supported C29. Industry contributes to local community economic growth and social capital C30. Indigenous culture is recognised, respected, valued and actively supported C31. Community trust in the industry is upheld
ADSF	**Enhancing economic viability and livelihoods** 2. Increasing community resilience and prosperity	2.1 Increase the contribution the dairy industry makes to supporting the economy of dairy regions: The number of people directly employed in the dairy industry 2.2 Increase the recognition of the dairy industry's benefit to regional communities: % of people in regional areas who think dairy is an essential part of their community; %

Sustainability Framework	Themes & Sub-themes	Impact Measures
		of farmers who agree people in my region appreciate the role that dairy farmers like myself play in our community 2.3 Increase the contribution people in dairy make to social capital (community initiatives) in their community: % of farmers who say they/their employees actively participate in their local community initiatives % of farmers who believe it's important for them/their employees to support their local community initiatives % of dairy companies investing funds and participating in local community initiatives % of dairy people who feel their community has effective dairy leaders and strong social networks
	3. Everyone home safely, every day	3.1 Zero workplace fatalities on farm and in manufacturing 3.2 100% of dairy farmers and manufacturing facilities to have a documented Work Health and Safety (WHS) Plan 3.3 30% reduction in Lost Time Injury Frequency Rate (LTIFR) for farm and manufacturing workplaces on figures reported in 2017
	4. Providing a productive and rewarding workplace	4.1 Rates of dairy remuneration are similar to or higher than for other regional industries 4.2 80% of dairy employees are retained within the industry year-on-year 4.3 Less than 20% of dairy employers report difficulty in sourcing suitable applicants 4.4 More than 70% of dairy farm owners have an agreed farm transition/succession plan by 2030 4.5 Human rights – dairy industry has a national human rights position – Indicators to be developed in 2024
	Improving wellbeing of people 5. Ensuring safe dairy products	5.1 Zero non-compliant chemical residues found during the Australian Milk Residue Analysis Survey 5.2 Zero product recalls due to food contamination (as reported by Product Safety Recalls Australia) 5.3 95% of consumers agree Australia produces safe and high-quality dairy products: • The dairy industry produces safe products • The dairy industry produces high quality products 5.4 Food Safety Culture embedded into the dairy food business
	6. Contributing to improved health outcomes	6.1 Improve consumers' perception of the health and nutrition benefits of dairy foods: 90% of consumers believe dairy foods such as milk, cheese and yoghurt play an important role in a healthy well-balanced diet 90% of individuals agree 'Dairy foods are essential for good health and wellbeing' <20% of individuals agree 'I'm concerned consuming dairy foods will increase my weight' 6.2 The National Health and Medical Research Council (NHMRC) Australian Dietary Guidelines continue to recommend milk, cheese and yoghurt as part of a healthy diet 6.3 Australians meet recommended daily serves for dairy 6.4 All dairy companies adopt a stated position on responsible consumption by 2020 and publicly report on progress by 2030
ACSF	**People** Workplace & working conditions Injury-free cotton farms, skills for innovative agriculture, and a diverse workforce that is treated ethically	Total fatalities (annually) Mean annual serious injuries Skills for innovative agriculture: % post-school qualifications Increased proportion of women and Aboriginal and Torres Strait Islander peoples working on farms and in gins Measured by Diversity (Gender, Age, Aboriginal or Torres Strait Islander)
	Wellbeing Contribute to improved wellbeing of people living and working in cotton communities	Global Life Satisfaction Mental health (psychological distress) Community involvement Volunteering
ACMI	**People** Diversity and inclusion: Provide an inclusive workplace for people from a diverse range of backgrounds and with a diversity of identities and experiences	Number of people employed in the industry Industry employee breakdown by gender Percentage of the workforce who identify as culturally or linguistically diverse
	Food security and economic resilience Australian production and consumption: Maximise the value and affordability of chicken meat in the	Volume (kg) of chicken meat produced annually Annual per capita consumption (kg) of chicken meat Percentage of chicken meat produced in Australia that is consumed domestically Initiative (GFSI) food safety certification program by 2028

Sustainability Framework	Themes & Sub-themes	Impact Measures
	Australian domestic market, and provide consumers with a reliable, consistent and ongoing supply of quality and nutritious food.	
	Food safety: Maintain the highest-possible standards of food safety throughout the supply chain.	Percentage of primary processing facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program 100% of primary processing facilities hold third-party hazard analysis critical control point (HACCP) accreditation by 2028 90% of primary processing facilities are certified to a Global Food Safety
AHSF	**Nourish & Nurture** N.1 Healthier, nourishing diets through increased consumption of readily available, affordable Australian grown fruits, vegetables and nuts Greenlife	N.1.1 % Australian adults meeting the recommended daily intake of fruits N.1.4 Nutritional value of horticultural produce N.1.5 Global Food Security Index – measure of affordability, availability, and quality adjusted for natural resources and resilience
	N.3 Australian grown horticultural produce is trusted as safe and traceable	N.3.2 Number of product recalls due to food contamination per year N.3.3 Assess effectiveness of product traceability systems and industry / consumers / marketer & retailer satisfaction with these systems N.3.4 % Consumers who value Australian horticultural produce as safe
	N.4 Reliable quality, authentic, Australian grown horticultural produce is sought and valued by both international markets and Australian consumers	N.4.1 Consumer perceptions of quality and value of Australian grown produce N.4.2 Industry led programs for quality standards N.4.3 Recognition of and demand for Australia-grown produce in diverse markets
	People & Enterprise P.4 Provide ethical, fair and safe work. Creating a culture of pro-actively meeting employment and duty of care obligations and standards of sustainable, ethical employment that mitigate risks of modern slavery	P.4.1 Number of people employed in horticulture P.4.2 Compliance with Australia's high standards of fair work conditions P.4.3 Participation in activities demonstrating commitment to fair and ethical work conditions such as Fair Farms, SEDEX or training
	Safe work P.5 Zero harm Diversity & capability	P.5.1 Serious injury claims per million hours worked P.5.2 Number of deaths per year P.5.3 Evidence that WHS procedures and training programs have reduced safety incidents
	P.6 Attract and retain motivated workers creating rewarding career paths and a sustainable workforce	P.6.1 % producers reporting their business was impacted by difficulty in sourcing skilled workers P.6.2 Permanent staff retention rates P.6.3 Proportion of seasonal workers who continue in horticulture P.6.4 Career pathways available P.6.5 Number of apprentices P.6.6 Education level of horticulture employees P.6.7 Availability of training and education for careers in horticulture
	P.7 Encourage diversity in the horticulture sector Governance	P.7.1 Diversity of participation in industry, leadership roles and training opportunities
	P.8 Australian horticulture's leadership structures and capacity build the vitality and sustainability of the horticulture sector Thriving communities	P.8.1 Perceived effectiveness of horticulture sector leadership structures and capacity P.8.2 Participation by growers and industry in leadership training opportunities P.8.3 % horticultural businesses with written business plan
	P.9 Regional, peri-urban and urban communities value the contributions of horticulture	P.9.1 Proportion of employment in local communities that is related to horticultural production P.9.2 Regional impact: direct and indirect contribution to gross regional product P.9.3 Regional impact: direct and indirect contribution to employment P.9.4 The extent of horticulture producers and employees' involvement in local community activities
	P.10 Recognition of horticulture in local government planning in key growing regions	P.10.2 Proportion of industry gross value of production (GVP) grown in significant urban areas (SUAs)

5.1.4 Economic resilience

Balancing sustainability and ethical considerations with financial viability makes economic resilience a critical theme in agricultural sustainability frameworks. All seven frameworks focus on the importance of robust biosecurity measures, good governance, and transparent supply chains to safeguard agricultural systems against disruptions. In prioritising these principles, the frameworks demonstrate a dedication to fostering sustainable growth while addressing the associated challenges, ultimately strengthening the industry's capacity to thrive in an increasingly complex global market. The themes and impact measures used across various sectors to highlight economic resilience, including those that are of broader relevance for the red meat processing sector are detailed in Table 5.

Agriculture is a cornerstone of Australia's economy and rural communities, contributing significantly to global food security and growing to become a $100 billion sector by 2030 (NFF 2019; DAWE 2020). This is reinforced by the AHSF statement of becoming “an economic powerhouse for local communities and the Australian economy” (P.11), and “industry contributes to local community economic growth” (C29) in the AASF. Other sectors focussed on productivity measures including total factor productivity (ABSF), economic value generated (ACSF) or volume of product (ACMI, AHSF). The AASF was the framework that comprehensively included risk management across farms, industry and government for biosecurity threats, and national scenario planning.

The agriculture sector also drives regional development, infrastructure, and community well-being. The sector’s emphasis on good governance, transparent supply chains, and community benefits secures its place as a vital contributor to Australia's future. The AHSF’s “industry sentiment” (P.11.3) is an indicator for consumer awareness and confidence. For the ASSF, this is measured by the percentage who “believe that Australian lambs are farmed and raised in a humane manner” (7.1.1a), farming practices (7.1.1b) and whether they “believe that Australian lamb is worth paying a bit more for” (7.2.1a). Meanwhile, the AASF underscores transparency and accountability as essential for demonstrating economic resilience (P17). These measures reinforce agriculture’s multifaceted contributions to measure Australia’s economy and society, and highlight an overlap between the impact on people and community, and economic resilience themes for some frameworks.

Table 5: Impact measures on economic resilience from Australian Sustainability Impact Frameworks in the agricultural sector that are of broader relevance or could be adapted for the red meat processing sector

Sustainability Framework	Themes & Sub-themes	Impact Measures
ABSF	**Economic Resilience** 13. Climate Change Resilience	13.1 Climate-adjusted average annual growth rate in Total Factor Productivity - compared to the base year of 100 (1988/89)
	14. Productivity	14.1 Total Factor Productivity - compared to the base year of 100 (1977/78) 14.2 Cost of beef produced on Australian farms (HSCW)
	16. Market Access	16.1 Total reduction (from 2020) of non-tariff trade barriers 16.2 Percentage value share of Australian beef exports covered by one or more preferential trade agreements
ASSF	**Looking after our people, our customers and the community** 7. Contribution to community: 7.1 Enhance community trust 7.2 Deliver products that customers demand	7.1.1a % of Australians who believe that Australian lambs are farmed and raised in a humane manner 7.1.1b % of global respondents who believe that Australian sheep are farmed and raised in a humane manner 7.2.1a % Australians who believe that Australian lamb is worth paying a bit more for
	Ensuring a financially resilient industry: 8.2 Contribution to the Australian economy 8.3 Productivity 8.4 Investment in research, development and adoption (RDA) 9.1 Value of product and Access to markets 9.2 Compliance with product integrity and safety standards	8.2.1a Gross value (AUD) of agricultural production for sheepmeat 8.3.1a Total factor productivity average annual growth rate 8.4.1a AUD invested in research, development and adoption (RDA) per annum 9.1.1a Australian value share (%) of sheepmeat exports 9.1.2a Cumulative alleviation (from 2020) of red meat non-tariff barriers 9.1.2b Percentage value share of Australian sheepmeat, sheep offal and live sheep exports covered by one or more preferential trade agreements (PTA) 9.2.1b Compliance rates (%) for chemical residues in sheepmeat
AASF	**People, Animals and Community** P13. Society benefits from the agricultural industry's positive contribution **Economic Resilience** P14. Biosecurity threats are assessed, mitigated and effectively managed in systems of continuous improvement. P15. All industry participants behave ethically and lawfully. P16. Resilience is protected and enhanced by assessment, mitigation and management of risks. P17. Unconscionable conduct is eliminated from the supply chain via demonstrated transparency and accountability.	C29. Industry contributes to local community economic growth C32. Farms have systems in place to monitor risk, prevent and mitigate adverse impacts from biosecurity threats C33. Industry has systems in place to monitor risk, prevent and mitigate adverse impacts from biosecurity threats C34. Government has systems in place to monitor risk, prevent and mitigate adverse impacts from biosecurity threats C35. Government and industry develop and extend overarching national scenario planning for industry risks C36. Industry participants develop, implement and regularly review risk management plans C37. Innovation and infrastructure are well-resourced and supported by government and industry, and can be equitably accessed by industry participants C38. Compliance with applicable laws and regulations is demonstrated C39. Fair access to participate equally in markets is ensured C40. Zero tolerance for bribery or corruption is demonstrated C41. Product provenance information is readily available via robust traceability C42. Information asymmetry in the supply chain is eliminated where perverse outcomes are a risk C43. Sustainability accounting is harmonised to ensure fair and just assessments of baselines and progress across the industry
ADSF	**Enhancing economic viability and livelihoods** 1.Increasing competitiveness and profitability	1.2 Increase the Australian dairy industry's share of global dairy trade to 10% by volume – This Target is under review 1.3 Increase R&DE expenditure in the dairy sector by 2% per annum – % dairy farmers reporting they were amongst the first in their area to try new ideas and products 1.4 Provide consumers with greater choice and access to a variety of dairy products and/or ingredients to meet their specific nutritional needs
	2. Increase the resilience and prosperity of dairy communities	2.1 Increase the contribution the dairy industry makes to supporting the economy of dairy regions
ACSF	**Paddock** Economic contribution Resilient farms able to invest in their business & community	Economic value generated Gross value (cotton lint and seed) $b Economic value distributed Proportion of cotton business expenses spent locally Average number of employees per farm Volunteering rate

ACMI	**Food security and economic resilience** Australian production and consumption: Maximise the value and affordability of chicken meat in the Australian domestic market, and provide consumers with a reliable, consistent and ongoing supply of quality and nutritious food	Volume (kg) of chicken meat produced annually Annual per capita consumption (kg) of chicken meat Percentage of chicken meat produced in Australia that is consumed domestically
	Financial value creation: Increase the financial contribution of the chicken meat industry to the local and national economy. Research, development and innovation: Boost industry innovation and productivity efficiencies	Gross value of production ($) Annual return on investment on industry investment in research and development
AHSF	**People & Enterprise** P.1 Vibrant, productive, profitable enterprises	P.1.2 Volume of production P.1.3 Costs of production P.1.4 Labour productivity (Gross Value of Production / Full Time Equivalent) P.1.5 Return on capital
	P.3 World-leading research, technology and innovation improves practices and drives transformational change	P.3.1 % producers adopting improved management practices and technologies (or adoption of research outcomes) P.3.2 Industry investment in research P.3.3 Economic impact of R&D investment P.3.4 Industry capacity, skills, culture, collaborations and partnerships driving innovation
	P.10 Recognition of horticulture in local government planning in key growing regions	P.10.1 Effectiveness of planning mechanisms to reduce conflict between horticultural production and residential and peri-urban land uses P.10.2 Proportion of industry gross value of production (GVP) grown in significant urban areas (SUAs)
	P.11 Become an economic powerhouse for local communities and the Australian economy	P.11.1 Gross value of production P.11.2 Value of horticultural exports P.11.3 Industry sentiment P.11.4 Resilience to and preparedness for trade risk exposure and market volatility

5.2 Learnings from Sustainability Impact Frameworks in the manufacturing, food processing and supply chain sectors

Similar to the sustainability frameworks in the Australian agricultural sector, the manufacturing, food processing and supply chain sectors have developed documents with themes around environmental stewardship, and the impact on people and the community, (Table 6). However, the theme of economic resilience was only included by one organisation. The theme of care and treatment of animals was addressed more generally through product and food systems, reflecting that these sectors focus on more than animals. The theme of health and nutrition was also identified, emphasising the sectors' role in promoting public health through food production and processing practices. Although this theme provided no clear impact measures and therefore has not been elaborated on further. Examples include a focus on marketing strategies of fresh food, and unhealthy products (Aldi) or education initiatives for students to explore food (Coles).

Table 6: Summary of key organisational themes from Sustainability Impact Frameworks in the manufacturing and food processing sectors

	Organisational Themes				
Sustainability Framework	**Care and treatment of product**	**Environmental stewardship**	**Impact on people and the community**	**Economic resilience**	**Health and Nutrition**
Coles	Sourcing and farming	Energy and emissions	Human rights and ethical sourcing		Health and nutrition
		Waste	Win together		
		Packaging			
Woolworths	Product	Planet	People		
Aldi	Good Business	Good Planet	Good Community		Good Health
Tetra Pak	Food Systems	Circularity	Social sustainability		
		Climate			
		Nature			
Marel		Environmental	Social	Governance	
Hilton Food Group	Product	Planet	People		

5.2.1 Care and treatment of product

Accreditation, assurance, audits and compliance were the key focus of impact measures addressing the care and treatment of products in the manufacturing, food processing and supply chain sectors (Table 7). These measures ranged from broad commitments, such as this statement by Woolworths "data capture and reporting in line with best practice animal welfare standards" to partnerships with third-party certification programs like Fairtrade (Aldi), though often with limited quantifiable outcomes. A notable example is the Hilton Food Group, which integrated animal welfare auditing with measurable performance indicators, awarding a "green rating" to categories that meet or exceed required indicators. They also demonstrated accountability by ensuring “100% humane slaughter” practices and incorporating comprehensive animal welfare standards into their operations. Although it was unclear if model codes of animal welfare (or equivalent in locations), or independent assessment systems were aligned to justify those practices.

Food loss and waste was also used as a measure of care and treatment of product. Targets were set, and ranged from “Achieve a 50% reduction of product loss” (Tetra Pak) to halving of waste compared to 2019 (Hilton Food Group). This highlights the importance of valuing the resources used in food production while promoting greater resource efficiency and sustainability. For others, targets were set by 2025, but in a more general nature including “in a sustainable manner through minimising our impact on the environment” (Woolworths). Ensuring that food loss and waste is included in important for sectors looking to improve efficiency and ensure a high quality and safe product to consumer, whilst also reducing their environmental impact.

Table 7: Impact measures on the care and treatment of product from Sustainability Impact Frameworks in the manufacturing, food processing and supply chain sectors

Sustainability Framework	Themes & Sub-themes	Impact Measures
Woolworths	**Product** Goal 4: Lead the future of protein	By 2025, source our animal, and alternative protein sources in a sustainable manner through minimising our impact on the environment By 2025, grow our share of protein products in our customers’ baskets that are both healthier and better for the environment We will lead in animal welfare and show continuous improvement within our supply chain, through increased data capture and reporting in line with best practice animal welfare standards
Coles	Animal welfare	RSPCA Approved Farming Scheme
Aldi	Third Party Certification	We work with independent and internationally recognised certification and verification programs and partners including Fairtrade, Forest Stewardship Council, Programme for the Endorsement of Forest Certification, Rainforest Alliance, Marine Stewardship Council and Aquaculture Stewardship Council In addition, 100% of ALDI-branded fresh and frozen chicken is either RSPCA approved or certified Free Range, and 100% of ALDI-branded seafood is responsibly sourced
Tetra Pak	Reduce food loss and waste	Achieve a 50% reduction of product loss in best-practice processing lines by 2030 (from a 2019 baseline)
Hilton Food Group	**Planet** Enhancing animal wellbeing	More than 90% of livestock from farms in assurance schemes 100% humane slaughter of animals across all our products including aquaculture Responsible antibiotic use throughout our supply chain
	Performance indicators	The number of audits that achieved a “green rating” during animal welfare auditing

5.2.2 Environmental stewardship

Each Sustainability Impact framework in the manufacturing, food processing and supply chain sectors incorporated environmental stewardship (Table 8). One theme was using renewable energy, aiming from 85% (Marel) to 100% of energy from renewable sources (Woolworths, Coles, Aldi and Hilton Food Group). Secondly, by reducing emissions and publishing targets, such as Coles “Reduce combined Scope 1 and 2 emissions by more than 75% (FY20 baseline) by end of FY30”. Woolworths went beyond just stating targets and outlined how they would be achieved, including buildings with 4 to 5 “Green Star” ratings, and delivery vehicles being 100% electric.

Globally and nationally, there is a target to halve food waste by 2030 (DCCEEW 2024; UN n.d.). This was reiterated by the Hilton Food Group which aims to, “halve Hilton Foods factory generated food waste by 2030”. For Woolworths, there was an emphasis on management of waste products, “all food waste from our operations diverted from landfill” (Woolworths). This was similar to Coles and Aldi’s aim for solid waste, with Coles endeavouring to reduce “85% of the Group’s solid waste”, while Aldi is aiming for “zero waste to landfill”. Packaging of products for environmental stewardship was a theme of focus to the manufacturing and food processing sectors. This included reducing plastic packaging, for example “by 25%” by Aldi, to including more recycled content. Some set targets, including aiming for 50 to 60% recycled content (Hilton Food Group and Coles, respectively), whereas others stated they would “Maximise recycled content” (Tetra Pak). Additionally, there was a move towards achieving 100% reusable, recyclable, or compostable packaging (Aldi and the Hilton Food Group).

Table 8: Impact measures on environmental stewardship from Sustainability Impact Frameworks in the manufacturing, food processing and supply chain sectors

Sustainability Framework	Themes & Sub-themes	Impact Measures
Woolworths	**Planet** Goal 1: Powered by green electricity	By 2025, we will source 100% renewable electricity to power our business
	Goal 2: Reducing hunger and food waste	We aim to have all food waste from our operations diverted from landfill by 2025, starting with our supermarkets
	Goal 3: Net positive carbon emissions	Woolworths aims to reach net positive emissions for our operations no later than 2050 All new property developments will achieve a 4 Green Star design and as-built rating, and by 2025 we aim to have a 5 Green Star minimum standard By 2030, we aim to achieve 100% electric vehicle (EV) last mile delivery fleet in AU and NZ, helping reduce our absolute transport emissions by ~60% compared to F22
	Goal 4: Practise responsible stewardship of natural resources	We will reduce our Group water use by 10% by 2025 (2020 baseline)
Coles	Product	Goal 2: Our packaging is sustainable Halve the use of virgin plastic packaging by weight in our Own Brand products against our 2018 baseline for our supermarkets by 2025 Achieve an average of 60% recycled content in our Own Brand packaging by the end of 2025
	Emissions	Source 100% renewable electricity by the end of FY25 Reduce combined Scope 1 and 2 emissions by more than 75% (FY20 baseline) by end of FY30 Deliver net zero greenhouse gas emissions by 2050
	Waste	Divert 85% of the Group's solid waste from landfill by the end of FY25
Aldi	Packaging	Support industry to achieve 100% reusable, recyclable, or compostable packaging by 2025
	Renewable electricity	Achieve 100% renewable electricity across our business operations
	Waste	Zero waste to landfill by 2025
	Plastics and packaging	By the end of 2025, we aim to reduce plastic packaging by 25%
Tetra Pak	Climate	Reduce GHG emissions by 50% Share GHG emissions data
	Nature	Assess and address nature impact Enhance certification and traceability of materials
	Circularity	Maximise recycled content Maximise recyclability/refurbishment
Marel	Environmental targets	Reduce carbon emissions by 20% by 2026 Increase recycling of waste to 90% by 2026 Powering >85% manufacturing facilities on renewable electricity by 2026
Hilton Food Group	**Planet** Reducing emissions	100% renewable electricity across all own operations in Europe by end of 2025 and globally by 2027 Achieve our Science-Based Targets across Scope 1, 2 and 3 and publish updated ambitions
	Product Circular packaging	Reduce direct packaging waste by 30% (compared to 2020 baseline) Drive demand for circular tray-to-tray recycling and actively prioritise the use of circular material All Hilton Foods retail packaging fully reusable, recyclable or compostable Achieve minimum of 50% average recycled content across all plastic packaging
	Resource efficiency	Improve energy efficiency in Hilton Foods facilities by at least 10% (compared to 2020 baseline) Improve water efficiency in Hilton Foods facilities by at least 10% (compared to a 2020 baseline) Halve Hilton Foods factory generated food waste by 2030 compared to 2019

5.2.3 Impact on people and community

The manufacturing, food processing and supply chain sectors placed emphasis on their employees more than the broader community in their sustainability impact frameworks, including inclusivity, wellbeing, health and safety. The impact of these sectors on the community was presented through food rescue programs, provision of financial contributions such as people impacted by floods (Aldi), or being “recognised as one of Australia’s top corporate givers” (Coles). Table 9 highlights the common themes and impact measures used to monitor their progress in enhancing the well-being of people and local communities.

Inclusivity was reported as measures of action plans (Woolworths) or a status achieved such as Employer of Choice for Gender Equality (Woolworths) or the Australian Workplace Equality Index (Woolworths and Coles). Other examples include increasing engagement of those with a disability (Coles) or women in senior positions (Tetra Pak, Marel, Hilton Food Group). A psychologically safe workplace included employee wellbeing and mental health by considering work-related risk factors (SWA 2019). For the Hilton Food Group, a “Global Wellbeing Framework to support employee wellbeing” will be established. Whereas others focussed on individual needs through “annual engagement improvement action plans with their teams” (Marel).

Another priority was work health and safety, with measures of the number of accidents (Total Recordable Accident Rate) and injuries (Total Recordable Injury Frequency Rate, Reduce Lost Time Incidents or Total Recordable Injury Frequency Rate). Tetra Pak went further to provide the current and target accident rate, and number of fatalities across sites. And Coles provided access to an additional “Data Pack”, with all key health and safety measures (amongst others) including changes across years, which was in line with their focus on “year-on-year improvements”.

Table 9: Impact measures on people and community from Sustainability Impact Frameworks in the manufacturing, food processing and supply chain sectors

Sustainability Framework	Themes & Sub-themes	Impact Measures
Woolworths	**People** Goal 1: Be a truly inclusive workplace	Achieve WGEA Employer of Choice for Gender Equality supported by gender pay parity for like-for-like roles Achieve Platinum Employer Status in the Australian Workplace Equality Index (AWEI) for LGBTQ inclusion Create and implement a Disability Action Plan and submit to the Australian Network on Disability Access and Inclusion Index, with year-on-year improvement
	Goal 2: Invest in the holistic wellbeing of our team	Increasing wellbeing awareness and providing 24/7 wellbeing support for our team Building a psychologically-safe workplace where people believe it's OK not to feel OK and it's absolutely OK to ask for help Eliminating serious incidents Eliminating the possibility of someone being injured, or suffering an illness, whilst working with us
Coles	Safety	Year-on-year improvement in TRIFR (Total Recordable Injury Frequency Rate)
	Gender equality	Sustain 40/40/202 in our leadership population
	Indigenous engagement	Build our Indigenous workforce population year on year beyond 3.2%
	Accessibility	Increase the engagement and workforce participation of team members with a disability.
	Pride	Achieve Platinum status in Australian Workplace Equality Index (AWEI)
	Supporting communities	For the fourth consecutive year, Coles was recognised as one of Australia's top corporate givers in the 2023 Giving Large research, by Strive Philanthropy
Aldi	Food security	Food rescue programs
Tetra Pak	Social sustainability	Continue to deliver wellbeing programmes for employees, support a positive and open safety culture across the company, and work towards reducing accidents and work-related ill-health, with zero as the ultimate goal Continue to focus on increasing the number of women in senior and factory positions In 2024, develop and establish a measurement framework, metrics and targets for priority human rights risks for workers in the value chain and affected communities
	Employee health and safety	Achieved a reduction in our Total Recordable Accident Rate (TRAR), from 2.12 to 1.82. In 2023, we had zero fatalities across our sites globally Release of new forklift truck and pedestrian impact risks guidelines within our owned manufacturing sites Revision of our controls on management of contractor work within our owned or leased property, with increased safety controls and support for the contractors that we welcome to work at our sites
Marel	Social targets	Gender diversity in management levels L1-L3 > 25% All managers create annual engagement improvement action plans with their teams Total recordable incident rate <0.5
Hilton Food Group	**People** Valuing people	Reduce Lost Time Incidents (LTIs) by 10% (against 2020 baseline across Hilton Foods) Establish Global Wellbeing Framework to support employee wellbeing 30% of all leadership roles filled by women Employee consultative forums or works councils at all Hilton Foods sites
	Developing potential	150 colleagues to go through leadership development programmes by 2025
	Performance conditions	Women in leadership roles Employees who 'feel included'

6.0 Learnings from Australian red meat processing Sustainability Impact Frameworks

Sustainability impact frameworks were available for large processors within the Australian red meat processing sector, showcasing a strong commitment to sustainability and frameworks specific to the red meat processing sector. Additionally, these frameworks showcase how organisations in the sector are already meeting and striving towards practices that align with AMPC's sustainability aspiration of "By 2030, Australian processors are recognised as global leaders in environmental stewardship and acknowledges as responsible businesses with positive economic and social impacts on their communities." The current sustainability impact frameworks included well-defined organisational themes, subheadings, specific goals, and measurable impact indicators monitored during each reporting period. Some relied on presenting their sustainability efforts through dedicated pages on their websites, which offered varying levels of detail regarding their strategies and practices. Across all frameworks and practices reviewed, there was consistency amongst three key themes: (i) animal care and welfare, (ii) environmental stewardship, and (iii) social impacts on people and the community. This also reflects themes across sustainability impact frameworks across the Australian agricultural sector. A new theme included product integrity and food safety for some processors. Teys Corporate Australia was the only organisation to address the theme of economic resilience within its sustainability framework. Table 10 outlines the organisation of these themes across the reviewed frameworks and practices for red meat processing sector.

Table 10: Summary of key organisational themes from Australian Sustainability Impact Frameworks in the red meat processing sector

Sustainability Framework	Organisational Themes				
	Animal care and welfare	Environmental stewardship	Social impact on people and the community	Product integrity and food safety	Economic resilience
Teys Corporate Australia (Sustainability Summary Report 2023)	Best Practice Animal Welfare	Collaborative Environmental Stewardship	Thriving People & Communities	Safe, Healthy & Affordable Foods	Economically Resilient Business
JBS Foods Group (Sustainability Report 2023)	Animal Welfare	Environmental Stewardship	Social Responsibility	Product Integrity	
Kilcoy Global Foods Australia (Website – Sustainability)	Animal Welfare	Environment	Community		
Greenham Beef (Beef Sustainability Standard 2024)	Animal Welfare	Environmental Stewardship	People & Community		Economic Resilience
Australian Country Choice (ACC) (ACC Website – Compliance and sustainability)	Quality	Environment	Equal Opportunity and Diversity Management Safety	Quality Fair Trade	
Australian Agricultural Company (AACo) (Sustainability Report 2024)	Reimagining Agriculture	Valuing Nature	Thriving Communities		
NH Foods (Website – Quality)	Certifications	Environment & Sustainability		Food Safety Certifications	

6.1 Animal care and welfare

Each of the meat processing sustainability frameworks and practices emphasised the importance of animal welfare, yet their approaches varied significantly. Teys Corporate Australia presented the most structured framework, prioritising responsible livestock sourcing, ethical handling, and advanced health monitoring. Notable measures included sourcing 100% of livestock from accredited facilities and upgrading to advanced feedlot infrastructure, highlighting their proactive stance. Greenham developed their own accreditation program "NEVER EVER Beef", which has a set of requirements including lifetime traceability, free range and mandatory use of pain relief for on-farm husbandry procedures.

Alignment with international standards (The Five Domains Model) (JBS) or endorsement by US-based animal welfare program, Certified Humane® (Greenham) enabled practices and their commitment to animal welfare to be internationally recognised. Individual committees were also established including the Animal Health and Welfare Committee to oversee daily operations and drive continuous improvement (AACo) and the Animal Welfare Advisory Committee to provide oversight and guidance to animal welfare programs (JBS). Similarly, some provided staff training opportunities (JBS) or specific training such as the Low Stress Stock Handling schools (AACo). For many organisations, compliance with national accreditation schemes, such as the Australian Livestock Processing Industry's Animal Welfare Certification System (AAWCS) (Teys, AAco, Kilcoy, ACC and NH Foods) was a central focus, reflecting a foundational approach. ACC provided an extensive list of all accrediting organisations and certifications held. Apart from certification schemes, some processors were vague about their commitment to animal care and welfare. Table 11 presents the themes and impact measures utilised in reporting within these frameworks for animal care and welfare. Each processor has presented these measures in differing ways, illustrating the varying approaches. Teys was the only processor who provided quantifiable impact measures, such as "100% of livestock sourced from LPA or NFAS accredited facilities."

Table 11: Impact measures on the care and treatment of animals from red meat processing Sustainability Impact Frameworks

Sustainability Framework	Themes & Sub-themes	Impact Measures
Teys	Best Practice Animal Welfare: - Responsible Livestock sourcing - Ethical animal handling - Positive influence on animal health outcomes	Key Statistics: 100% completion of shedding infrastructure at Charlton Feedlot (shelter provision for livestock) 100% of livestock sourced from LPA or NFAS accredited facilities 100% of transporters engaged by Teys under Livestock Transport Contracts are TruckSafe accredited What we are doing: Cattle sourced for our Grasslands brand are grassfed cattle from producers that comply with the Teys Grassland Pasturefed Standard which has an independently verified Animal Welfare component Provision of feedlot shading, operation under the National Feedlot Accreditation Scheme (NFAS) with standards assured by our regular auditing, welfare monitoring, and accreditations through the Australian Lot Feeders' Association (ALFA) Accreditation under the third-party verified Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) – an independently certified animal welfare system ensuring best practice animal welfare standards All Teys feedlots and processing facilities have video surveillance at all critical animal welfare points with strict procedures and standards continually monitored
JBS	Animal Welfare: -Production -Transportation -Processing and Handling	JBS Global Animal Welfare Policy aligned with local laws and regulations as well as international standards (The Five Domains Model): 1. Nutrition: ensure free access to food and water, combat malnutrition 2. Environment: address the risks posed by environmental challenges (heat, cold, mud, dust, lack of space, etc.) 3. Health: treat against diseases, injuries, functional limitations 4. Behaviour: avoid animal behavioural restrictions 5. Mental states: address symptoms/causes of weakness, pain (moderate, short term, persistent), vertigo, hunger, thirst, nausea, fear, loneliness, anxiety, frustration, anguish, hopelessness Investment in regular training and development for team members and suppliers on animal welfare Establishment of an Animal Welfare Advisory Committee to provide oversight and guidance to animal welfare programs

Sustainability Framework	Themes & Sub-themes	Impact Measures
		Specific indicators include: US$ invested in animal welfare research, training, and capital improvement projects
Kilcoy Global Foods	Animal Welfare	All Australian feedlot partners are approved under the National Feedlot Accreditation Scheme (NFAS) Certified under the Australian Livestock Processing Industry's Animal Welfare Certification System (AAWCS)
Greenham Beef	1. Animal Welfare: 1A. Animal Welfare Certification 1B. Selection for Polled Animals 1C. Castration & Disbudding	AW1: Producer must meet all applicable requirements outlined in the Humane Farm Animal Care (HFAC) Beef Cattle Welfare Standards as demonstrated by their Greenham NEVER EVER Beef Program* accreditation AW2: Polled genetics are preferred in the production system, targeting at least 75% of the herd to be naturally polled AW3: All replacement heifers are polled AW4: Strictly polled genetics are used, preferencing homozygous polled bulls AW5: Where applicable, disbudding must be undertaken prior to six (6) weeks of age, Appropriate pain relief treatment must be administered AW6: Castration must be performed prior to three (3) months of age. Appropriate pain relief must be administered **NEVER EVER Beef Program (endorsed by US-based animal welfare program, Certified Humane®) for producers. Program requirements include lifetime traceability, free range (never confined for intensive feeding) and mandatory use of pain relief for on-farm husbandry procedures.*
ACC	Quality: - Animal Welfare	Meeting all legal obligations throughout the supply chain for compliance with: National Animal Welfare Standards for Livestock Processing Establishments Model Code of Practice for the Welfare of Animals—Cattle Australian Animal Welfare Standards and Guidelines—Land Transport of Livestock Facility structural designs include embracing industry continuous improvement for best practice standards and adhering to the AAWCS program Certifications held with: BRC GFSI Accreditation (Processing Facility) BRCGS Accreditation AUSMEAT Northern American supply chain certified Organic Certified Scheme (NOP) AUSQUAL HACCP Accreditation ISO 14001:2015 Environmental Management System Department of Agriculture Export Licence Department of Agriculture Certificate of Registration Safe Food Queensland AUSMEAT Certificated A+ Australian Animal Welfare Certification System Meat Standards Australia Certified by Authorised Islamic Body for Halal Certification of Red Meat Livestock Production Assurance Program Livestock Production Assurance On-Farm Quality Assurance National Feedlot Accreditation Scheme National Livestock Identification System European Union Cattle Accreditation Scheme Australian Rendering Association Product integrity and traceability from National Livestock Identification System (NLIS) through to finished product
AACo	Reimagining Agriculture - Animal Health and Welfare (AHW)	AHW committee to oversee practices in daily operations and drive continuous improvement in welfare outcomes for animals Delivery of polled program for welfare improvement Improving weaner management strategies by a feeding trial to refine nutritional management and improvement in background protocols Increased research in health management and disease prevention Improving biosecurity protocols Upgrade of animal health infrastructure Extension of safety reporting and response system for near miss and incidents Training forums on animal wellbeing (e.g. Frontline Leaders forum) and biosecurity, and Low Stress Stock Handling schools with employees and partners Update to internal AHW Policy and review of Standard Operating Procedures to support the policy implementation Implementation of internal review of compliance with AHW standards across all locations A commitment to develop an internationally recognised AHW certification framework for extensive beef production in Northern Australia Full compliance and accreditation with the following providers: Livestock Production Assurance National Feedlot Accreditation Scheme Australian Livestock Processing Industry Animal Welfare System Exporter Supply Chain Assurance System

Sustainability Framework	Themes & Sub-themes	Impact Measures
NH Foods	Certifications Food Safety	Certifications for: Animal Welfare, SRM and HACCP Animal Welfare (AAWCS) Certificate Healthy Cattle All cattle are born and raised in Australia. Australia is recognised as being free of BSE and FMD, with stringent Government quarantine and farm standards Australia operates a National Livestock Identification System (NLIS), for identifying and tracking beef and dairy cattle from their place of birth to slaughter, in order to protect Australia's reputation as a source of 'clean' wholesome beef products

6.2 Environmental stewardship

Environmental stewardship was a second theme that was addressed in all reviewed meat processing frameworks and practices, specifically greenhouse gas (GHG) emissions, energy and water management as well as recycling and reducing waste. However, the measures varied, with some frameworks and practices excelling in innovation while others again focused on compliance. Teys, JBS and Greenham were again the most comprehensive. Greenham focussed more on on-farm environmental stewardship measures such as emissions, mitigating deforestation, pasture management, soil health, each with detailed indicators and appendices for how to measure and record against. Teys included renewable energy projects, packaging improvements, and waste recycling initiatives, presenting a balanced strategy for energy efficiency and environmental impact reduction throughout its framework. JBS was heavily focused on environmental stewardship, with a large portion of the report dedicated to its global climate strategy. Furthermore, JBS introduced a new global data management system to track emissions and resource usage, enhancing its ability to implement targeted interventions. Both provided tangible impact measures including "18.9% of our energy needs from our renewable infrastructure behind the meter" (Teys) and "Reach 60% renewable electricity by 2030" (JBS).

While processors outlined their commitment to reducing emissions, and improving the management of resources, it was unclear how they would measure their success in these areas. Climate Active carbon neutral certification and a certified ISO 14001 Environmental Management System were emphasised as specific measures for both Kilcoy and ACC, while AACo valued its investment in carbon sequestration projects and adaptive grazing trials. Greenham Beef prioritised sustainability through on-farm measures and NH Foods adopted a more generalist approach, incorporating sustainability into daily operations without detailing specific innovations or measures.

Waste was another theme present including zero waste to landfill (Kilcoy), 100% carcass utilisation (Kilcoy, Greenham) and "Waste to Profits Program" supported by Teys. Packaging improvements were mentioned by Teys, who have already removed "3 million cartons" from their operation. This aligns with a report by Hogan, Yee and Scherrer (2023), who reviewed single-use on-site plastics and identified a catalogue of items to consider in order to reduce plastic waste in Australian red meat processing facilities. Table 12 presents the themes and impact measures utilised in reporting within these frameworks for environmental stewardship.

Table 12: Impact measures on the environmental stewardship from red meat processing Sustainability Impact Frameworks

Sustainability Framework	Themes & Sub-themes	Impact Measures
Teys	Collaborative Environmental Stewardship	Key Statistics: 8.3% increase in water intensity above baseline year – result impacted by reduced throughput in reporting period 14.3% reduction in carbon intensity compared to baseline year 4.47% above the baseline year in 2023, the energy intensity result was impacted by reduced throughput in the reporting period 18.9% of our energy needs from our renewable infrastructure behind the meter 3 million cartons are removed from Teys operations per annum through packaging improvements, with more work underway What we are doing: Energy & emissions Improved the control and optimisation of our refrigeration capability Installation of a 2MW Solar Farm at Tamworth facility to reduce non-renewable consumption at the site by 2030 Water & Waste Biogas systems fitted across five of our six processing plants to offset on-site thermal energy requirements by 30-40% Continuing to focus on opportunities to increase recycling and reduce waste Supports the Waste to Profits Program industry project, supported by MLA and Department of Agriculture and Water Resources (DAWR) to capture potential market opportunity for the livestock sector by converting waste into commercial products Packaging & Consumables Source and use recycled cardboard cartons and make choices for new uses that reflect our understanding of waste impacts on the environment, human health and economic performance Work with suppliers to eliminate single use plastics where possible
JBS	Environmental Stewardship	2023 Climate Strategy (Focussing on reduction of total GHG Emissions, mitigating deforestation, pasture and rangeland management, soil health and water management, animal health and performance, circular economy solutions) Global Environment and Biodiversity Policy Internally audited environmental management systems Almost every JBS facility has an environmental manager or officer who oversees the environmental requirements and performance of the facility Corporate environmental teams developed to oversee the performance of multiple facilities and provide individual facility support by sharing best management practices and helping address specific issues Implementation of a global sustainability data management system, Envizi®, across all company operations to record performance data related to scope 1 and 2 GHG emissions, energy, fuel, water, wastewater, and waste, in addition to scope 3 emissions and source data Specific indicators include: Number of facilities with certified ISO 14001 Environmental Management System Achieve net-zero greenhouse gas (GHG) emissions by 2040 Reduce Scope 1 & 2 GHG emission intensity by 30% by 2030 vs. 2019 baseline Reach 60% renewable electricity by 2030 Reduce water use intensity by 15% by 2030 vs. 2019 baseline US$ investment in projects to reduce scope 1 and 2 emissions, primarily tied to energy use and methane destruction Annual reduction of CO2e Energy Use (MWh) Energy Use Intensity (MWh/MT of Finished Product Produced) Renewable Energy Use Non-Renewable Energy Use Water withdrawal by source (m3) (Surface, Groundwater, Municipality, Other) Total Water Consumption (m3) JBS global water investments per year (US$) Water discharge by recipient (m3) (Water Body, Municipality, Land Application, Other) Number of facilities located in water stress areas
Kilcoy Global Foods	Environment: Sustainability pillars - Coal elimination - Self Generation - Circular Land Management - Zero Waste Commitment - Best-in-class Water Management - Certified Carbon Neutral	Use of sustainable fuel sources such as solar, hay, sorghum, and wood pellets Generating own power through renewable energy initiatives to reduce reliance on the grid Reuse 100% of wastewater on-site 100% carcass utilisation On track to achieving zero waste to landfill with facility under highest diversion Aim to reduce water usage by 10% every year Climate Active carbon neutral certification

Sustainability Framework	Themes & Sub-themes	Impact Measures
Greenham Beef	3. Environmental Stewardship: 3A. Maintaining Ground Cover 3B. Healthy Soils 3C. Grazing Management Practices 3D. Healthy Waterways 3E. Climate Resilience & Emergency Preparedness 3F. Biodiversity & Threatened Species Management 3G. Carbon Management	EN1: Areas on the property that are at high risk of erosion are identified and active management strategies to promote and maintain ground cover are adopted e.g. controlled grazing, stock exclusion, fencing, revegetation etc EN2: Ground cover in production areas is monitored regularly during livestock moves, with proactive management to ensure ground cover is maintained at moderate levels EN3: Farm ground cover assessments are completed using one of the tools below (or an equivalent alternative). Records must be kept and made available during audits EN4: Ground cover levels across the grazed areas of the property area maintained at least 10% above the threshold for the natural resource management (NRM) region where the property/ies are located (Appendix 1) or within the top 10% of regional benchmarks for those using the AFM or ECAB to monitor ground cover EN5: Ground cover levels across the grazed areas of the property area maintained at least 10% above the threshold for the natural resource management (NRM) region where the property/ies are located (Appendix 1) or within the top 10% of regional benchmarks for those using the AFM to monitor ground cover EN6: Fertiliser application is based on soil and plant requirements and applied using best practice management techniques. Best practice application techniques for nitrogen fertilisers EN7: Soil testing of perennial pastures is undertaken at minimum once every three (3) years. Tests must be a minimum depth of 10cm. Consistency in soil testing is important to create a full picture overtime i.e. time of year, sampling area, depth etc. Tests must include the following parameters: available phosphorous (P), potassium (K), sulphur (S), pH, organic carbon (OC), electrical conductivity (EC) and organic matter EN8: Producer measures soil biology using at least one (1) of the following approved methods. Testing to be done at a minimum of once every three (3) years. The method selected in year one must be continued (but may be built on with additional tests) so trends can be monitored over time Field-based biology monitoring must include earthworm species and total numbers, and an assessment of microbial activity. Producers can conduct their own assessments following the method outlined in the 'Field Based Soil Biology Assessment data recording template' and must maintain records EN9: Tillage practices in the beef enterprise are minimised, with their use limited to activities that will enhance long-term productivity and soil health EN10: A farm-level nutrient budget/balance is completed annually EN11: Comprehensive soil health monitoring is conducted using Ecological Outcome Verification (EOV) or an equivalent method, at minimum every 2 years EN12: The producer demonstrates an understanding their long-term sustainable stocking rate and has records demonstrating their average annual stocking rate in DSE or AE per hectare for the past five (5) years. Refer to Appendix 4 for guidance on calculating stocking rate EN13: An objective assessment of feed supply and projected demand is undertaken at least once per year in March/April EN14: Producer has a documented grazing plan, outlining tactical grazing techniques (including rotational grazing) to match feed supply and demand, and ensure paddocks are given adequate recovery time to optimise soil and pasture health EN15: The business has a focus on pasture resilience, ensuring that the species grown are suitable for the environment and underpin a healthy grazing system. incorporating legumes where appropriate EN16: Producer maintains a monthly feed budget including measuring monthly average pasture cover and can demonstrate knowledge of their pasture growth ratesEN17: Producer complies with relevant water licensing legislation for their property EN18: Significant/listed wetlands are fenced so that livestock can be excluded from these areas. Where wetlands are occasionally accessed by livestock a management plan by an appropriately qualified expert must be in place. Utilise state resources (e.g. Natural Values Atlas TAS or Map Share VIC) to identify significant/listed wetlands EN19: Producer has a documented plan and can demonstrate actions taken to ensure livestock do not negatively impact waterways or wetlands on the property including water quality, bank erosion and damage to riparian vegetation. EN20: In extensive rangeland systems, troughs are of a sufficient density to promote even grazing pressure across paddocks EN21: Water usage for irrigation is monitored and water usage across the beef enterprise is managed to optimise water use efficiency. There are processes in place to minimise wastage of water, such as leaking troughs EN22: All waterways are fenced and livestock are excluded, and/or water quality testing is conducted to demonstrate that waterways are not negatively impacted by livestock EN23: Weather and climate forecasting tools are used to manage for climate variability. EN24: Producer uses integrated management options to control weeds. pests and diseases, so chemical usage is minimised EN25: The producer is aware of and adheres to the relevant vegetation and threatened species legislative requirements for their state EN26: Producer is aware of any declared or noxious weeds on their property and is proactively managing these

Sustainability Framework	Themes & Sub-themes	Impact Measures
		EN27: Producer has in place a management plan for declared, noxious and important weeds EN28: A property map is maintained, which identifies different native vegetation communities, riparian areas, revegetation areas (planned and existing), threatened species locations, infestations of declared weeds, and natural and manmade water bodies EN29: Producer has a documented plan which identifies threats and actions to maintain and enhance biodiversity. Actions could include habitat protection, weed and feral species control, revegetation, conservation reserves etc EN30: Where management of native wildlife is required, a wildlife management plan must be in place, which has a focus on integrated management strategies EN31: Where a property is certified under the Australian Farm Biodiversity Certification Scheme (AFBCS), it will automatically achieve Tier 3 accreditation for biodiversity. For properties not certified under the AFBCS, the following indicators must be met: EN32: Where eligible, the property has areas protected under conservation covenants or agreements OR is a Land for Wildlife member. EN33: The property's vegetation condition score is measured at minimum every three (3) years via one of the following approved methods (or equivalent): Accounting for Nature method appropriate for the property; Scientifically proven methods of on-ground monitoring such as biodiversity surveys, cameras, and audio sonic traps; Records must be maintained demonstrating that the property is maintaining or enhancing vegetation condition and/or biodiversity EN34: Records are maintained demonstrating that the property is maintaining or enhancing the extent of forest and woodland cover. Where a decrease has occurred, the property biodiversity plan must be endorsed by an appropriately qualified expert, demonstrating that the reduction is delivering a net environmental benefit EN35: The producer has successfully completed one of the following carbon training programs (or rams for equivalent): MLA Carbon 101 and Carbon Sense e-learning modules, University of Melbourne Carbon Neutral Agriculture, CarbonEDGE or Environmental Credentials Grassfed Beef carbon e-learning modules EN36: Net carbon emissions and vegetation sequestration from the business are estimated following the farming enterprise using one of the following carbon calculators: Sheep & Beef GHG Accounting Framework (SB-GAF), MLA Carbon Calculator, Zero30 Beef Farmer, Carbon Tracker Tool, Integrity Ag & Environment Verified Carbon Footprint System, Clean Energy Regulator (CER) Beef herd management calculator, Agricultural Innovation Australia Environmental Accounting Platform, Ruminati emissions calculator EN37: A carbon action plan is in place, identifying opportunities and planned actions to improve the property's carbon footprint (either emissions or increasing carbon sequestration) EN38: The beef enterprise has achieved carbon neutrality OR The emissions from the beef enterprise are 9.2kg CO_2e per kg liveweight (30% below the 2020 national average of 13.1kg CO_2e per kg liveweight as reported by the ABSF)
ACC	Environment	Commitment to their environmental charter which incorporates: Certified ISO 14001 Environmental Management System Best practice management plans (water, energy, waste, air and land) Cleaner production and eco-efficiency programs Supply chain environmental management that adopts best practice for: Energy management Water management Waste management (solids and effluents) Air pollution management Land management Participation in national environmental programs: National Pollutant Inventory Greenhouse Challenge Plus National Greenhouse and Energy Reporting Act Queensland Smart Energy Program
AACo	Valuing Nature: - Climate Action - Regenerating Nature -Pursuing Circularity	Tier 1 partner investment in ZNE Ag CRC research programs which will focus on: Low-emissions plant solutions Towards methane-free cattle and sheep Whole-farm and mixed enterprise systems analysis Delivering value from Net Zero Exploring opportunities to work with key partners within the value chain to share the costs and benefits of methane abatement Undertaking feasibility assessments on high potential carbon sequestration projects through soil carbon and vegetation methods Landscape Carbon by Satellite Project which aims to compile a comprehensive dataset on landscape carbon in Northern Australia Beef Cattle Herd Management Project aiming to reduce emissions intensity of pasture-fed beef cattle through practices such as improved feed quality through fodder crops, more water points, and improved reproduction management

Sustainability Framework	Themes & Sub-themes	Impact Measures
		Increased accuracy in GHG reporting by working closely with an agricultural and environmental consultancy and undertaking a full product lifecycle footprint assessment (see pg. 17 of report for the full scope and measures used) commitment to sustainable grazing practices through execution of the Accounting for Nature Framework Automation of data analysis for a higher degree of precision in grazing management Adaptive grazing trials aimed at increasing adoption of rotational grazing at scale Preparing for requirements around declaring deforestation status Development of a natural capital assessment Feedlot manure management program aims to reuse nutrients from livestock manure as fertiliser for crops Engagement of a third party to identify nature dependencies, impacts and risks (e.g. water) of operations Conversion of earthen dams to tanks Water recycling practices at feedlot and farming sites Solar bore initiative (conversion of diesel bores)
NH Foods	Environment & Sustainability	Incorporate environmentally responsible and sustainable practices into everyday management and operational processes to achieve improvements in environmental performance

6.3 Social impact on people and the community

Over 430,000 people are employed across the red meat supply chain (RMAC 2023). When addressing impacts on people and communities, the meat processing sector's sustainability frameworks and practices demonstrated shared core values, with safety emerging as a universal priority. This focus encompassed both workplace safety and food safety, with frameworks emphasising the implementation of Workplace Health and Safety (WHS) standards, risk assessments, operating procedures, and policies designed to protect employees. An “in-depth WH&S system” with policies, safe work procedures for high-risk activities, recording of incidents and near-misses, and a maintenance register were requirements for Greenham. However, for all reviewed frameworks, there were no specific or measurable impact measures provided, and highlights an opportunity for improvement by the entire sector. Table 13 presents the themes and impact measures utilised in reporting within these frameworks for the social impact on people and the community.

Staff training was another critical element, highlighted not only as a means to enhance safety measures but also to support employee development, leadership, and career advancement. These included opportunities to discuss personal and professional goals, and their individual involvement in the company (Greenham). For ACCo, examples included employee Support Services, occupational therapist visits, leadership development and First Nations partnerships, showcasing a tailored and community-focused approach. Equal opportunity policies and commitments to fair trade and ethical employment practices further underscored the industry's dedication to fostering inclusive and supportive workplaces. For some, programs specifically designed for Non-English-Speaking Backgrounds included the “provision of translations for core training and day-to-day work life” (Teys). In terms of community engagement, several organisations, including Teys, Kilcoy, Greenham, and AACo reported measurable impacts such as significant contributions to regional employment and active participation in grassroots sponsorships and local initiatives. For Teys in the reporting year, 100+ community events and grassroots sponsorships were supported. Whereas, for AACO, support was provided through scholarship opportunities. This diversity in approaches highlights the varied priorities and strategies employed to drive meaningful social outcomes across the sector.

Table 13: Impact measures on the social impact on people and the community from red meat processing Sustainability Impact Frameworks

Sustainability Framework	Themes & Sub-themes	Impact Measures
Teys	Thriving People & Communities	Key Statistics: 4600+ employees 66 nationalities $2.3 million + in training and skills programs Zero workplace facilities 100+ community events and grassroots sponsorships 14k+ jobs flow on in regional areas $700 million contributed to household incomes in regional areas What we are doing: Providing a comprehensive Safety Management System (SMS) that is a proactive, quantifiable approach to WH&S, with a positive safety culture at its heart to ensure our people return home safely every day Ensuring regulatory and legal compliance in all aspects of people management practices (Modern Slavery Statements, WHS, WGEA reporting, and all employment laws and regulations) ensuring safe, ethical, respectful, and responsible operations. Going beyond regulatory requirements to support our people (Employee Assistance Program (EAP), pre-retirement planning) Supporting the multicultural workforce through the provision of translations for core training and day-to-day work life and access to translators for those from Non-English-Speaking Backgrounds (NESB) Employing people from the local communities Building partnerships with local businesses Supporting local organisations and causes with financial and in-kind support Creating and supporting opportunities for our employees to give back Supporting our producers, customers and industry, as well as future agribusiness and food leaders, to help them achieve their goals
JBS	People Development	Continue providing life-changing development and educational opportunities for team members and their families Provided more than 5.8 million training hours to improve team members' professional skills and career opportunities within the company Enrolled more than 1,400 team members and/or their dependents in tuition-free, higher education classes via JBS Better Futures
Kilcoy Global Foods	Community	Major employer in local communities Support local businesses, clubs and organisations Support local not-for-profit and charity organisations by donating food to hunger relief programs and fundraising events Partner with local producers through open communication, frequent feedback on livestock performance, transparent benchmarks and regular reporting Maintain strict food safety control measures across our supply chain Producers are accredited under the National Feedlot Accreditation Scheme
Greenham Beef	4. People & The Community 4A. Commitment to Learning 4B. Workplace Health & Safety 4C: Worker Rights & Renumeration	PC1: Producer maintains a staff training register containing licences, qualifications. and training priorities for full-time and part-time employees (includes family members) PC2: Competency assessments are conducted for high-risk or complex tasks e.g.. quad bike use, stock handling, and vaccinations PC3: For corporate businesses and family businesses with employees, annual performance reviews are conducted with all employees, and/or for family businesses with immediate family members only, annual discussions are held with all members involved in the business to discuss: personal goals, work life balance, business direction/opportunities, individual involvement PC4: An induction checklist and sign-off records are maintained for all full-time, part-time, and casual farm workers and contractors, including family members and sole traders PC5: Hazard identification and risk assessments are undertaken regularly for the property including key tasks so that priorities can be set for upgrades, improvements, and staff training. Documents of risk assessments are maintained. PC6: The following documents and procedures are in place and have been implemented: A written workplace health and safety policy Safe work procedures for high-risk activities Records documenting incidents and near-miss incidents in the workplace Maintenance register for plant, including machinery, equipment, appliances, containers, implements and tools PC7: An in-depth WH&S system has been implemented and WH&S is part of the everyday activity and culture of the workplace PC8: All staff employed are legally allowed to work in Australia PC9: All staff employed in the beef enterprise are appropriately renumerated according to the relevant award

		PC10: Where housing and vehicles are supplied to employees housing must be of a habitable standard, and vehicles roadworthy and well-maintained
ACC	Equal Opportunity and Diversity Management	Providing a safe work environment by equal opportunity and diversity management policy to ensure job applicants and employees are not discriminated on the basis of their race, sex, age, religious beliefs, affiliations, colour, appearance or disability. The policy applies to all aspects of the employment relationship, including: Recruitment Promotion Employee benefits Conditions of employment Remuneration Discipline Training Work environment Supervision
AACo	Thriving Communities Valuing People First Nations Partnerships Resilient Communities	Employee Value Proposition – Activating Extraordinary to help attract, retain and develop staff Leadership Charter and Leadership Competencies frameworks to guide leadership behaviour 360-degree reviews of leadership team members Frontline Leaders Forum training and coaching (underpinned by competency framework) Encouraging internal promotions Commencement of a comprehensive health and safety review to identify areas for improvement Enhancing site-specific hazard profile assessments Employee Support Services available Occupation Therapist visits Support for programs that increase First Nations people in the Northern Territory to enter the pastoral industry Consideration of cultural sites across operations and how they can be protected Consultation with First Nations peoples in North Queensland regarding land use Supporting local charities (E.g. Dolly's Dream and the Royal Flying Doctor Service Support for scholarship programs (e.g. Nuffield Northern Pastoral Scholarship and Zanda McDonald Award Participation in the National Farmers' Federation's Diversity in Agriculture Leadership Program

6.4 Product integrity and food safety

Adherence to food safety regulations and manufacturing best practices was a common feature across four frameworks (Teys, JBS, ACC and NH Foods). This included independent third-party audits and international food safety standards, such as Hazard Analysis and Critical Control Point. Teys and JBS were the only two processors to provide the number of critical codes or product recalls or regulatory non-compliance for food safety. JBS emphasised their interventions and traceability through its recall system. Online monitoring, "sophisticated laboratory facilities at each plant" and "regular measurement and auditing of product/processes against critical limits at pre-determined 'critical control points'" provided a comprehensive online quality assurance for NH Foods. Risk along the supply chain was included for Teys and NH Foods. Teys works closely with partners to mitigate risks outside their controlled environments, reinforcing safety and consistency across the supply chain. Similarly, NH Foods has a risk assessment for potential product risks and action items for product integrity to remain integral to their enterprise. ACC emphasised the end user, focussing on customer satisfaction, employee practices, conditions and expectations. Table 14 presents the themes and impact measures utilised in reporting within these frameworks for the social impact on people and the community. Yet, for the remaining frameworks reviewed, food integrity and food safety were not included.

Table 14: Impact measures on product integrity and food safety from red meat processing Sustainability Impact Frameworks

Sustainability Framework	Themes & Sub-themes	Impact Measures
Teys	Safe, Healthy & Affordable Foods	Key Statistics: 1.7 billion beef meals produced for families around the world Zero critical code or regulatory non-compliance for Food Safety 10 Teys beef brands in-market recognised for quality and consistency What we are doing: All Teys facilities are audited and certified by independent third parties using recognised global food safety criteria including international food safety process standards – Hazard Analysis and Critical Control Point (HACCP) We maintain our Food Quality Management System to meet food safety standards, and continually identify ways in which we can improve our food safety practices We work with our partners along our supply chain to ensure risk is also mitigated outside our controlled environment Continual review and refinement of our Product Development process leverages supply chain security and value-add capabilities to deliver affordable, high quality food products Our teams are responsible for top quality products, and this drives our Quality Assurance (QA) and Quality Control (QC) teams at each of our processing sites. No critical code or regulatory non-compliance occurred during the reporting period of 2023.
JBS	Product Integrity	Global food safety and quality program consisting of: Standard Operating Procedures (SOPs) Sanitation Standard Operating Procedures (SSOPs) Hazard Analysis and Critical Control Points (HACCP) procedures validated technology interventions that are designed to eliminate or reduce biological, chemical, and physical hazards from raw material production JBS team members trained in food safety and quality assurance Good Manufacturing Practices (GMP) program A recall/market withdrawal procedure that provides for traceability back and trace-forward capabilities to ensure proper product identification Specific indicators include % of plants certified under a GSFI third-party certification scheme for food safety and quality % of significant product categories assessed for health and safety impact improvements % of GFSI certified plants by region Number of global regulatory recalls per year
ACC	Safety Quality Fair Trade	Food safety and quality assurance: Ensuring customer satisfaction through correct product specifications and food safety Fair Trade: Employment practices do not involve exploitation, or unfair or inequitable practices Employment conditions do not represent a threat to health, safety or the environment Workplaces have conditions that are safe, hygienic, and non-harsh for all employees Employment practices strictly do not involve illegal practices or child labour Employee hours are not excessive and are managed accordingly to prevent unsafe working practices Expeditiously and effectively resolve, with appropriate discretion, situations where contravention of our policy's principles arise Compliance with all relevant ethical statutory obligations Periodically review the effectiveness of this policy and modify as appropriate
NH Foods	Food Safety Processing based on HACCP Principles and International Standards Certifications	All beef is processed utilising Government approved and internationally recognised HACCP programs based on: Comprehensive work instructions for each operation highlighting potential product risks and correct actions to ensure product integrity Personnel training Risk assessment of product flow lines On-line monitoring of each operation Regular measurement and auditing of product/processes against critical limits at pre-determined "critical control points" All programs and operations subject to Federal Government (AQIS) supervision and audit All programs and operations meet or exceed USDA standards requirements Specified product produced to EU standards and requirement Exclusion of BSE "specified risk materials" Emphasis placed on quality of production instead of quantity of production Special attention paid to temperature controls to minimise microbial growth and maximise shelf life Sophisticated laboratory facilities at each plant, testing products and contact surfaces, including testing for pathogens, chemical residues, total plate count trending analysis and antibiotic residues. Certifications for: Meat Standards Australia (MSA) Licence, Australian Government Export Licence, Safe Food Queensland, NSW Food Authority, BRC Global Standard for Food Safety, Safe Food Queensland

7.0 Learnings from global sustainability reporting

There were several additional measures and standards for sustainability reporting that were not common across the review of current industry and scientific work globally on social impact frameworks across agricultural, manufacturing and food processing sectors. These include the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), legislative requirements, and the United Nations Sustainable Development Goals (SDGs). While not all measures are directly applicable to the red meat processing sector, these frameworks offer valuable insights and tools that should be considered where feasible.

7.1 Global Reporting Initiative (GRI)

The GRI (Global Reporting Initiative) is an independent organisation that has developed internationally recognised standards (Global Reporting Initiative 2024). Referred to as 'The Standards', this sustainability reporting framework enhances transparency and accountability, regardless of the industries being reported on. There are three aspects: Universal Standards, Sector Standards and Topic Standards. Universal Standards apply to all organisations and cannot be omitted, while Sector Standards were created to industry nuisances, including GRI 13 (Agriculture Aquaculture and Fishing Sectors). New Sector Standards for the Food and Beverages, and Renewable Energy sectors are currently under development (GRI 2022). Topic Standards include the environmental, economic and social considerations of sustainability (Figure 2). According to KPMG (2024), the GRI remains a popular standard for sustainability reporting, with 71% of N100s using these standards - a global sample of 5,800 business who compromise of the top 100 business. The high adoption rate reinforces GRI's relevance in driving sustainability transparency, but potentially only at a corporate level. In Australian agriculture, the Bega Group is one example of successful GRI alignment. Since 2018, the Bega Group's Sustainability Report has demonstrated how sustainable practices and engagement align to the GRI (Bega Cheese Limited 2023). Other sustainability frameworks include the Australian Beef Sustainability Framework 2024 (ABSF 2024) and the Sheep Sustainability Framework (the GRI Content Index also aligns with Sheep Producers Australia, WoolProducers Australia, Meat & Livestock Australia, and Australian Wool Innovation) (ASSF 2024).

In the red meat processing sector, there are several opportunities to align with GRI standards. Social criteria such as GRI 414: Supplier Social Assessment 2016 (2024), could be created to assess engagement with suppliers (414-2), whilst recognising any negative social impacts in the supply chain (414-2). This would enable the sector to assess and mitigate negative social impacts arising from suppliers. Another measure to enhances the sector's social and ethical responsibility as global leaders in the production of safe food is through GRI 416: Customer Health and Safety 2016 (2024). Specifically, the assessment of health and safety impacts of product (416-1) and incidents of non-compliance (416-2) could highlight existing food safety measures, further enhance transparency and consumer trust. Integrating these two Top Standards, alongside others (34 Topic Standards), offers the red meat processing sector an opportunity to improve the transparency around sustainability reporting.

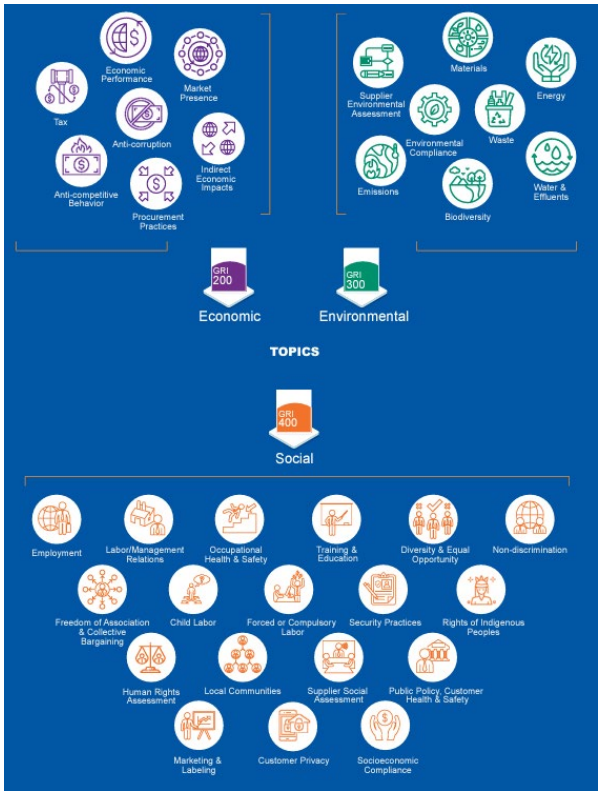

Figure 2: Global Reporting Initiative topic standards including environmental, economic and social considerations (GRI 2022).

7.2 Sustainability Accounting Standards Board (SASB)

The Sustainability Accounting Standards Board (SASB) is a framework for companies to disclose sustainability information and industry specific issues that are most likely to impact financial performance (IFRS 2024). The meat, poultry, and dairy SASB standard includes from slaughter to processing and packaging. There are 10 Topics in this SASB, with the most relevant ones to the red meat processing sector being greenhouse gas emissions (total emissions, emissions per output), energy management (total energy consumer, renewable and non-renewable energy sources), water management (usage, compliance, testing), food safety (number of recalls, incidents of non-compliance, food safety standards), workforce health and safety (workplace injuries, training, employee wellbeing programs), and animal care and welfare (animal welfare standards, non-compliance). Metrics are predominantly quantitative, focusing on outcomes that impact the sector's long-term economic performance. Synergies exist between SASB and other frameworks, but SASB includes industry-specific reporting methods and financially relevant metrics. The SASB should be integrated into sustainability frameworks to ensure that red meat processing specific metrics are aligned with overall sustainability performance to enhance transparency and providing relevant, industry-specific data for stakeholders and consumers.

7.3 Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) are a global framework designed to address some of the most pressing challenges facing humanity, such as poverty, inequality, climate change, and sustainable development by 2030 (UN n.d.). The 17 interconnected goals represent a global commitment to addressing these challenges, many of which have aligned themes across the agricultural, manufacturing and food processing sectors. This also presents an opportunity for these sectors to maintain their social license to operate and showcase the innovative measures that are contributing to national and global sustainability. SDG prioritisation by Australian RDCs in 2020 found the most prioritised goals being SDG2, SDG6, SDG8, SDG12, SDG13 and SDG15 (KPMG (2020). It was recommended that

Australia's rural industries leverage the growing economic drivers behind sustainability and need to align with SDGs to maintain our global competitiveness. These drivers, including rising consumer expectations, maintaining social license to operate, enhancing trade opportunities, and attracting investment, present a strong case for a collective sustainability agenda. Since the report by KPMG (2020), the Australian Beef sector has documented to contribute to 12 SDGs (TSSG n.d.) Yet, it was recommended that the unique characteristics of each agricultural sector, their specific sustainability drivers and challenges be considered when aligning to SDG reporting. Tailoring approaches is essential while drawing on insights from similar challenges faced by related sectors globally. For example, along the US beef supply chain, recommendations included mandated reporting, incentives and/or penalties in order to achieve the SDGs (Wang *et al.* 2024).

For the red meat processing sector specifically, a short review by Djekic (2021) could only align four SDGs to the sector (SDG6, SDG7, SDG12 and SDG13. This is similar to KPMG (2020), which reported that AMPC contributes to SDG2, SDG7, SDG12 and SDG13. However, sustainability reports by AACo in the Australian red meat processing sector that referred to SDGs identified 8 SDGs which they have demonstrated progress against in 2023-2024 (SDG15, SDG13, SDG12, SDG2, SDG5, SDG8, SDG7, SDG6). For Teys, there was alignment against each of their key themes: Environmental Stewardship (SDG6, SDG7, SDG9, SDG13, SDG14) Thriving People (SDG3, SDG4, SDG5, SDG10, SDG11), Celebrating Community (SDG11), Safe, Healthy & Affordable Food (SDG2, SDG3, SDG12), Economically Resilient Business (SDG8). The most comprehensive example was JBS of alignment to 14 SDGs, although this represents their global operation (Figure 3). The lack of SDGs presented in red meat processing sector highlights the low adoption and consideration of this global framework. All other reviewed sustainability plans and practices in the red meat processing sector did not reference SDGs. For comparison in the food supply chain, Coles included how their operation, and the location of their impact measures aligned to 11 SDGs (Figure 4).

Our Sustainability Priorities

TOPICS	SUB-TOPICS	RELATED DISCLOSURES	SUSTAINABLE DEVELOPMENT GOALS
PRODUCT INTEGRITY	Traceability	416-1, FP5, FP6, FP7	
		417-1, 417-3, FP8	
		SASB: FB-MP-250a.1, FB-MP-250a.2, FB-MP-250a.3, FB-MP-250a.4	
	Supplier Relations	204-1	
		308-1, 308-2	
		414-1, 414-2	
SOCIAL RESPONSIBILITY	Team Members	401-1, 401-2, 404-1, 404-3, 405-1, 406-1	
	Occupational Health and Safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	
		SASB: FB-MP-320a.1	
	Communities	203-1, 203-2	
		413-1	
ENVIRONMENTAL STEWARDSHIP	Water and Wastewater Management	303-1, 303-2, 303-3, 303-4, 303-5	
		SASB: FB-MP-140a.2	
	Climate Change	305-1, 305-2, 305-3, 305-4, 305-5	
		SASB: FB-MP-110a.1, FB-MP-110a.2	
	Energy	302-1	
	Waste and Packaging	301-1, 301-2, 301-3	
		306-1, 306-2, 306-3, 306-4, 306-5	
ANIMAL WELFARE	Production	FP9, FP10, FP11, FP12	
	Transportation	FP9, FP10, FP11, FP12, SASB: FB-MP-410a.1, FB-MP-410a.1, FB-MP-410a.3	
	Processing and Handling	SASB: FB-MP-410a.1, FB-MP-410a.1, FB-MP-410a.3	

Figure 3: Alignment of JBS to the UN Sustainable Development Goals (JBS 2023)

Top 10 material issues (as ranked by stakeholders)

Issue	Definition	Relevant UN SDG	Location of disclosures
Climate change (Including security of supply and business continuity)	Decarbonisation across Coles' operations and value chain. Implementing initiatives for emissions reduction, renewable energy, energy management, and physical and transition risk. Building resilience to the impacts of climate-related events, in particular with respect to maintaining supply chain security and continuity. Alternative proteins to respond to customer choice and mitigate environmental impacts associated with production of animal proteins.		Energy and emissions - pages 14-19
Food waste	Minimising food waste, both upstream and downstream in our value chain.		Food waste - page 21
Plastics and packaging	Working with our supplier partners, government and industry to reduce unnecessary plastic packaging and increase recyclability and recycled content in packaging.		Sustainable packaging - pages 22- 24
Circular economy (Including preventing waste to landfill)	Identifying and supporting initiatives to reduce waste to landfill and create end-markets for recovered materials - that is, product stewardship schemes.		Waste - pages 20-24
Human rights and ethical sourcing	Safeguarding human rights including labour rights and identifying and addressing modern slavery risks in our own operations and in our extended supply chains. Providing team members with fair/competitive wages and working conditions.		Ethical sourcing - page 26
Supporting Australian farmers and producers	Supporting and working with Australian farmers and producers to encourage sustainable farming practices through our Australian First Sourcing Policy, supplier partnerships, direct dairy sourcing model, and the Coles Nurture Fund.		Supporting Australian producers - pages 30-32
Corporate conduct	Acting ethically, with integrity, transparency and 'doing what we say we will do'. Robust governance and procedures contributing positively to sustainable development.		Coles 2023 Annual Report and Corporate Governance Statement
Health, safety and wellbeing of our team	Ensuring safe and healthy working conditions and providing team members with mental health and wellbeing policies, programs and initiatives.		Health, safety and wellbeing - pages 45-47
Biodiversity and nature	Understanding the impacts of our operations and supply chain on nature and biodiversity, and minimising negative impacts (including, but not limited to, deforestation from high-risk commodities and consideration of marine ecosystems). Supporting efficient use of water throughout our operations and supply chain.		Sustainable products and ingredients - pages 27-29
Healthy and affordable food	Promoting healthy and affordable food. Improving human health and nutrition through product development and innovation, and meeting diverse dietary and consumer needs.		Health and nutrition - pages 53-54. Dropped & Locked value campaign - 2023 Annual Report - page 10

Figure 4: Alignment of Coles to the UN Sustainable Development Goals (Coles Group 2024)

7.0 Attitudes, needs and concerns of the red meat processing sector about social impact

This qualitative study employed a realist epistemological approach, focusing on participants' explicit meanings while interpreting these within broader industry and social contexts. Semi-structured interviews were conducted with 11 participants from across the Australian red meat processing sector, representing medium and large-scale processors. The interview questions can be found in Appendix: Semi-structured interview questions. Interviews were conducted via Zoom, lasting approximately one hour each with questions approved by the CQUniversity Human Research Ethics Committee (approval number 25380). The interview schedule explored current best practices in each of the five social impact theme areas of Animal care and welfare; Environmental stewardship; Social impact on people and the community; Product integrity and food safety; and Economic resilience. Additionally, their perceived barriers to measuring and reporting social impact, and participants' views on the usefulness and practical implementation of social impact measures were explored.

7.1 The need for social impact measures … or not

The response to developing a social impact framework, including indicators and measures, for the red meat processing industry was met with mixed responses. At one end was enthusiasm from processors seeing it as a current gap in their understanding of the industry's value or developing their own frameworks and measures:

> *"I think it's a good benefit. Social impacts aren't something that's been measured in corporate business, let alone the meat industry or agriculture in general. So having that understanding outside of, hey, this is the economic value that you've bought into the area [would be useful]."*

> *"I would love to see a social impact framework, because I'm kind of just creating one myself right now."*

Social impact metrics were seen to improve the understanding of the impact of initiatives, which can guide decision-making around things like community engagement and sponsorship. Additionally, it helps mitigate against biased decision-making and ensures that any community initiatives sponsored by processors are going to the people who need it, not just the ones who have influence:

> *"[We are] not gathering data about what is being done and whether it has impact [in regards to sponsorship]: whether we need to do a bit of a pivot on some of them, or, you know, or not, or whether there's a lot of personal relationships involved between the plant and the particular club. And maybe it's not being shared around enough"*

Gathering data in general, including data around employment and diversity, was considered a helpful input into formulating narratives about a business, both the positive stories, when things didn't work, and where to go next:

> *"When we're tracking really well, it makes us look good, and then when we're not, well, you know, we've got a response as to why our numbers have dropped or why we're not as diverse as what we have been."*

Processors in support of a social impact framework also saw it as part of developing a competitive edge, in the sense of where they stand in terms of benchmarks, providing guidance for where and how to improve, and the wider shift towards sustainability reporting:

> *"We can actually understand how effective we are compared to others, and whether or not we actually need to go back and rethink strategies to get more involvement or to get a greater impact than what we've already got. It would be really, really beneficial, because then we actually know, okay, look, we're working really well."*

"The biggest thing in this industry for the next 5 to 10 years will be sustainability programs and the means to manage, measure and report."

At the other end of the spectrum was firm resistance, grounded in concerns about administrative burden and where responsibility should lie within the supply chain. The resistance was based on the Australian Beef Sustainability Framework already existing, concerns that targets do not necessarily improve outputs but do increase red tape, and a philosophical position that processing is part of a broader supply chain where responsibility is shared:

"I don't know whether we would want one [sustainability framework], because there's, there's so many sustainability frameworks already out there. I don't think we need another sustainability framework… because we're part of a supply chain"

"We're not one to set a target. We don't see as though that would enable us to get more done."

"We see it often as a bit more red tape or hurdles than it is to actually benefit us."

"I think there's so much data being collected"

This resistance reflects both administrative fatigue, the sense that there are already multiple reporting requirements, and a strategic position that processors should not be solely responsible for supply chain social impacts. Concerns about being negatively scrutinised by publicly available data were also part of processors reluctance:

"It could be a bit sensitive. And if we overstate what we're doing, or we don't fulfill [a metric], we don't achieve it, then it is thrown back on us in a negative way. The public perception of meat processing is not that glamorous. There may be heavy scrutiny on us if we do make those claims and don't fulfill them."

7.2 The middle ground: "Maybe, but not yet"

Between enthusiasm and firm resistance was a substantial middle ground of cautious interest. This group of processors were not opposed to social impact measurement in principle, but had concerns about timing, readiness, and implementation. Additionally, they were perhaps the most persuadable stakeholders, suggesting that careful framework design and phased implementation could address their concerns and expand industry participation over time. There were three categories of hesitations:

Organisational readiness: Some processors felt their current community engagement wasn't sufficiently developed or systematic to warrant measurement: "I don't think we're ready yet to show such a thing yet"

Information needs: Request for detailed information about the social impact measures and implementation before committing, reflecting concerns about obliging to something not yet fully defined.

Resource and timing concerns: Acknowledgement of the value but questioned whether this was the right time given other priorities and resource constraints.

These concerns suggest that any framework would need to clearly articulate its value proposition to processors, establish robust data governance protocols, and provide assurance about data quality and commercial sensitivity.

Time would then be required for processors to implement data collection systems and establish baseline data for reporting. The essential design principles to be considered are:

- Why the data was being collected and how it would be used, i.e. how would it be of direct benefit to processors and/or the red meat processing sector?
- How would the data be presented? If processor-specific, how would confidentiality and commercial advantage be protected?
- How will the data integrity (honesty and truthfulness) be monitored?
- Who would collect and collate the data?

7.3 The practicalities – what do we measure, how and why?

7.3.1 Metrics

A concern with data collection was the metrics that would be used. Unlike economic or environmental data, social impacts were perceived as more difficult to define and thus measure. One processor saw this as reflecting that social impacts are more complex and nuanced and may thus be better captured through qualitative rather than quantitative approaches. Finding consensus on definitions was also raised as a potential issue. The example of deforestation definitions in EU regulations[1] and how these apply to the Australian context was raised as illustrating how international frameworks can create definitional challenges when applied locally. This suggests that social impact measures would need to be carefully contextualised for Australian conditions and community needs. In terms of the measures around social impacts, it was also raised that these should be metrics that are important to the local community and thus meet community needs.

This highlights that the community should be involved in setting them:

> *"Whether we're measuring the impact of that at all [community programs], and then whether the activities we're involved with are really aligned with the needs of the community or not."*

This emphasis on community relevance suggests that any framework would need mechanisms for local input and customisation, rather than a one-size-fits-all approach.

7.3.2 Data collection

In terms of data collection, the preference was for an online portal, preferably streamlined in some way with existing data collection platforms and administered by a central body like AMPC. One processor also indicated that as well as a platform integrated with other existing systems, having metrics that allow for standardised comparisons so that *"apples are compared with apples"* was important. This reflected concerns about how data could be used to compare initiatives across processors of different sizes and capabilities, emphasising the need for appropriate filtering and categorisation to account for the:

> *"… size of manufacturer or size of plant or employee numbers or the like. So, you know, I'm not being compared to a small plant that does 25 a day. I want it to be sort of a like for like category."*

These preferences establish key design requirements: integration with existing systems to minimise administrative burden, central administration to ensure consistency, and sophisticated categorisation to enable meaningful comparisons while accounting for operational differences.

[1] The EU's Deforestation Regulation (EUDR) requires importers to verify their products (including beef) to ensure that land associated with production has not been subject to deforestation https://www.agriculture.gov.au/biosecurity-trade/export/from-australia/european-union-deforestation-regulation

7.3.3 Data reporting

In terms of reporting, there was a strong preference for amalgamated reporting with aggregated data. This contrasts with emissions data reporting, where individual processors are identifiable, resulting in some being listed as top emitters. The preference for aggregated social impact data reflects concerns about public scrutiny while still enabling industry-wide learning and improvement. One processor was keen for measures to be structured to allow mutual support across the industry:

> *"A whole of industry metric for carbon, that net zero red meat, you know, to my understanding, we as a processor may never achieve net zero because we're just so energy intensive, but other parts of the industry may go negative, like farming, for example, that may offset, if we're looking at it as a whole industry, that may offset us as processors, and then the final product is, could be net zero carbon."*

Some processors thought that a way to avoid negative public scrutiny if goals are not reached would be to avoid setting public targets, or to report during project development but wait to make public announcements until outcomes are established:

> *"So, I think we'd maybe err on the side of caution on how much we say until, you know, like, the project complete, then we'd fully state what it's about and what it can do, and that sort of thing."*

This suggests that reporting frameworks would need to balance transparency with protection from premature judgment, potentially through staged disclosure or focus on learning and improvement rather than performance ranking.

8.0 Social impact development considerations

The development of social impact indicators requires consideration of processor expectations and practical implementation factors. Key design principles must be informed by stakeholder feedback, ensuring indicators are relevant to local communities, supported by strong data governance, integrated with existing systems, and reported in a way that balances transparency with industry protection. Equally, implementation requires addressing challenges such as definitional consensus, time scale management, resource requirements, and the balance between quality and quantity of engagement. Together, these considerations provide the foundation for developing credible, meaningful, and widely adopted social impact measures for the red meat processing sector.

8.1 Design principles based on stakeholder feedback

Consideration	Key Requirements	Source
Community Relevance	Metrics should reflect local community priorities	Interviews
	Mechanisms for local input and customisation needed	
	Avoid one-size-fits-all approaches	
Data Governance	Clear articulation of data use and benefit to operators	Interviews
	Protection of confidentiality and commercial advantage	
	Assurance about data quality and truthfulness	
	Central body (like AMPC) for data collection and amalgamation	
System Integration	Online portal integrated with existing data collection platforms	Interviews
	Minimised administrative burden	
	Standardised comparisons with appropriate filtering (size, capacity of the plant)	
Reporting Approach	Aggregated industry data preferred over individual company reporting	Interviews
	Balance transparency with protection from premature judgment	
	Focus on learning and improvement rather than performance ranking	

8.2 Implementation considerations

Challenge	Recommended Approach	Source
Definitional Consensus	Careful contextualisation for Australian conditions	Stakeholder Research
	Clear definitions adapted to local community needs	
	Learning from international examples while avoiding direct transposition	
Time Scale Management	Different measurement approaches for immediate vs. long-term impacts	Interviews
	Mechanisms for longitudinal tracking of career and community outcomes	
	Staged disclosure for projects in development	
Resource Requirements	Recognition of significant capital and operational commitments required	Interviews
	Phased implementation to allow organisational readiness	
	Clear value proposition to justify resource allocation	
Quality vs. Quantity Balance	Emphasis on relationship quality and authenticity	Interviews
	Measurement of engagement depth, not just participation numbers	
	Recognition of different pathways to social impact	

9.0 Proposed social impact indicators

There are five proposed social impact indicator themes, consisting of:

9.1 Transparency and Community Awareness

Indicator Category	Specific Metrics
Educational Engagement	Number of educational tours conducted annually
	Total number of people engaged through educational tours
	Range of participant types (schools, universities, community groups)
Perception and Awareness	Pre/post tour perception surveys measuring changes in perceptions, knowledge and awareness
	Percentage of processors contributing to non-compulsory data collection
	Percentage of processors reporting the use and promotion of terminology that is acceptable to the community
	Number of new organisations engaged with
Stakeholder Dialogue	Support for red meat processors (More to Meat campaign metric)
	Importance and performance of the red meat processing sector (More to Meat campaign metric)
	Level of engagement in local communities (More to Meat campaign metric)

9.2 Workforce Development and Youth Engagement

Indicator Category	Specific Metrics
Educational Partnerships	Number of students and schools participating annually
	Hours of senior management and staff time invested in education partnerships
	Number of ongoing school partnerships maintained through excursions and incursions
	Investment by AMPC into education and workforce development programs
Employment Pipeline	Number of direct and indirect employment of local young people across the supply chain
	Employment conversion rates from youth engagement programs to full-time work
Youth Development	Program participation growth over time
	Number of work experience students
	Number of work experience students with no family connection to red meat processing
	Number of students entering formal apprenticeship programs
Skills and Knowledge Transfer	Pre/post program assessments of changes in knowledge and awareness
	Technical and soft skills acquired through participation in youth development programs
	Career readiness and pathway clarity (mentoring, employee development programs)
	Assessment of workplace culture development (incident rates, absentee rates, psychosocial incidents)

9.3 Community Investment and Support

Indicator Category	Specific Metrics
Event Sponsorship and Presence	Number and type of events sponsored or supported annually
	Geographic reach of community engagement
	Time spent by processor representatives at community events
	Community testimonials
Social Service Partnerships	Number of partnerships with community organisations and programs
	Number of people impacted by social service partnerships
	Meals or food products provided to community programs
	Involvement in emergency or seasonal support programs
Vulnerable Population Support	Community investment for CALD and migrant employees (housing)
	Signatory to the Voluntary Code of Conduct for Migrant Workers
	Implementation of Reconciliation Action Plan
	First Nation’s employment numbers and traineeship pathways
	Food security contributions to community programs

9.4 Community Leadership and Advocacy

Indicator Category	Specific Metrics
Environmental Leadership	Percentage of processors meeting or exceeding environmental targets set by the sector
	Environmental leadership visible in the community
	Percentage of employees who engage with environmental performance targets
Crisis Response and Adaptation	Percentage of processors actively engaged in community crisis response or decision-making groups
	Leadership during community challenges (drought, emergencies)
	Responsive engagement on shared community issues

9.5 Long-term Community Impact

Indicator Category	Specific Metrics
Regional Development	Trends in direct and indirect employment across the supply chain
	Regional retention rate of employees
	Employment duration of employees
Intergenerational Impact	Students influencing family/community perceptions
	Participants becoming advocates for industry careers
	Community trust building across generations
Community Relationship Quality	Sustained institutional relationships
	Quality and longevity of community partnerships
	Two-way engagement and responsiveness to community concerns

10.0 Social impact measures of priority

Consultation with the red meat processing sector occurred during AMPC's Innovation Showcase through a short survey to determine the social impact measures of relevance including usefulness, ease of data collection and order or priority. The survey questions can be found in Appendix: Consultation of social impact indicators, with questions approved by the CQUniversity Human Research Ethics Committee (approval number 25782). Questions included each indicator type (Proposed social impact indicators) and whether each was a) a useful metric, b) not a useful metric and c) easy to collect data on. For the social impact measures that were deemed useful metrics, respondents were required to drag and drop these options in order of highest to lowest priority. Indicators were then weighted based on order of priority. A lower score indicated a measure of higher priority. All social impact indicators were deemed useful (Figure 5), with the top social impact indicators of priority being Educational Engagement, Perception and Awareness, Educational Partnerships, Stakeholder Dialogue, Employment Pipeline and Environmental Leadership (Figure 6). Whilst these results provide an introductory insight into the usefulness and priority, they are limited to a small cohort that participated in an AMPC event. Wider consultation is required once the social impact measures for the red meat processing sector have been selected to ensure buy in and acceptance.

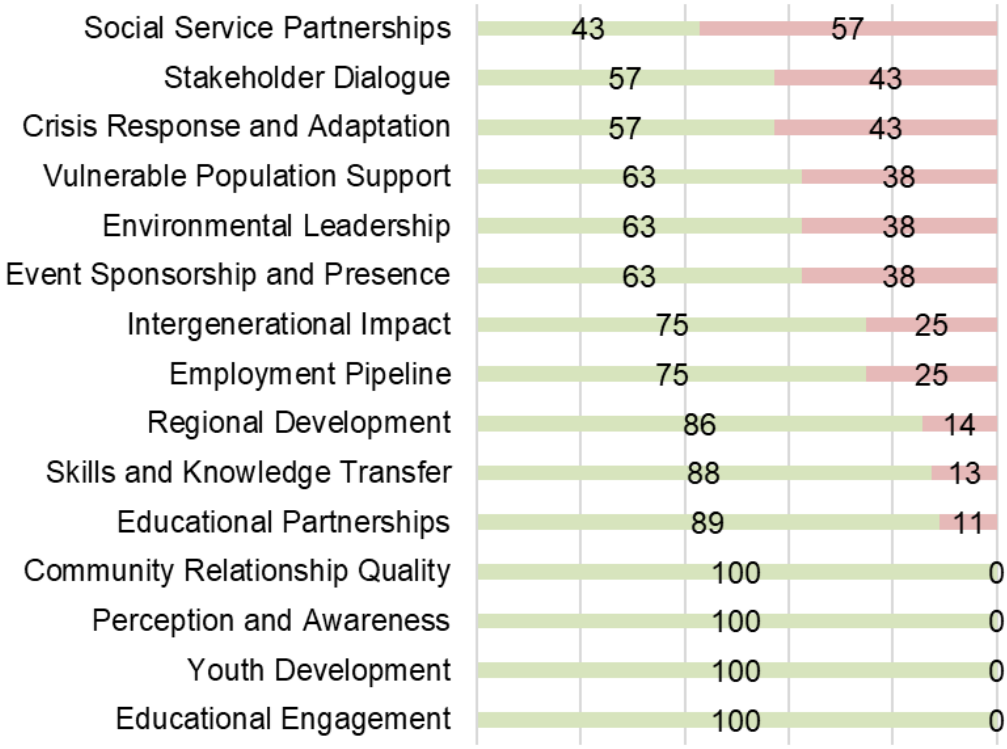

Figure 5: Usefulness of social impact indicators

Figure 6: Weighted order of priority of social impact indicators, where a lower value has a higher priority

11.0 Social impact case studies

Social impact case studies are real-world examples of how red meat processors in Australia are already creating social impacts in their local communities. Real-world examples are useful to those organisations who may not yet be implementing interventions for social impact, or who are looking to expand and enhance their existing practices. The case studies support confidence and capacity-building by demonstrating social impact interventions. Below are three case studies highlighting how organisations have implemented innovative programs to enhance communication, support education, and create a future workforce, and the suggested social impact metrics include:

Building community understanding through facility transparency	Transparency and community awareness Workforce development and youth engagement
Building future workforce pipelines through youth engagement	Workforce development and youth engagement
Building community relationships and supporting rural culture	Community investment and support

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SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

Building community understanding through facility transparency

Suggested social impact metrics

This case study suggests several potential metrics for measuring **transparency and community awareness, and workforce development and youth engagement**:

Indicator Category	Specific Metrics
Educational Engagement	Number of educational tours conducted annually
	Total number of people engaged through educational tours
	Range of participant types (schools, universities, community groups)
Perception and awareness	Pre/post tour perception surveys measuring changes in perceptions, knowledge and awareness
	Percentage of processors reporting the use and promotion of terminology that is acceptable to the community
	Number of new organisations engaged with
Educational Partnerships	Number of students and schools participating annually
	Hours of senior management and staff time invested in education
	Number of ongoing school partnerships maintained through excursions
	Investment by AMPC into education and workforce development

SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

Red meat processors face complex challenges in navigating public perceptions and community awareness of their industry. There are gaps between how their work is understood externally and the operational realities they experience daily. They grapple with how to address the lack of knowledge and misconceptions of the industry effectively. Public perceptions can be harsh, yet efforts to increase transparency and share alternative and accurate perspectives carry their own risks. Many processors expressed concern that greater visibility could invite activist attention. This tension creates a paradox: despite wanting to foster better public understanding, many in the industry have adopted a strategy of keeping their work *"very much under the radar".* Whilst this can reduce negative public attention, at the same time it limits opportunities for meaningful engagement and dialogue about the realities of meat processing.

Australian Country Choice's transparency approach

Australian Country Choice (ACC), based in Cannon Hill, Queensland has developed a multi-faceted strategy designed to improve transparency and perception of the red meat processing industry and the careers within. The approach combines linguistic reframing with physical infrastructure and relationships with local educators.

Emmaus College Jimboomba students who recently toured ACC

Language change: from 'abattoir' to 'processing facility'

ACC's first step to being more transparent involved changing how they described their facility, shifting from 'abattoir' to 'processing facility.' This change was prompted by a perception that 'abattoir' carries negative associations of *"blood and guts"* and poor animal treatment. The negative perceptions connected with this term may prevent people from finding out more about what is involved in red meat processing and the facility, so ACC have changed how they refer to their facility by *"talking about a harvesting room, as opposed to a kill floor, [as it] gets their interest a lot more."*

Using the term, 'processing facility' may open the way for the industry to create different associations and connections. The term was chosen to re-position the facility and red meat processing as a valued part of human survival.

"With a term like food processing facility it takes it from we're this awful factory killing animals to 'we are creating something that human beings need to survive'. We are ensuring the survival of the human species."

This change in terminology also re-positions meat processing within the broader, generally positive category of manufacturing:

"I'd like it to shift into we are part of the manufacturing sector and very important to the food chain within Australia, producing high quality products... things I think people can be proud of."

Research supports the idea that word choice influences immediate reactions to meat and slaughter and can also have an effects across multiple contexts, including menu choices in restaurants (Kunst and Hohle, 2016). This fits broader theory on euphemistic labeling: softer language can blunt emotional reactions and facilitate "moral disengagement," helping explain why terms like "processing" feel less confronting than "slaughter" (Knoth and Javidan, 2024). However, Australian and international research on sustainability communication cautions against relying on linguistic reframing alone as a social license strategy. Studies of the Australian beef industry found that one-way messaging does little to close trust gaps; credibility grows more from transparency, two-way engagement, and visible practice improvements than from rebranding (Faulkner, Witt and Bray, 2022).

SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

Beyond language: the viewing platform infrastructure

Recognising that terminology is only one part of improving transparency, ACC invested in purpose-built viewing platforms that allow visitors to observe processing operations firsthand. The viewing platforms consist of enclosed observation rooms positioned at strategic points throughout the facility and supply chain, from livestock receiving through to value-adding processing. Large windows allow visitors to look down onto the production floor without entering the processing environment. This design resolves two critical barriers for those in the sector keen to invite the public in: workplace health and safety risks for visitors, and potential cross-contamination that could create food safety issues. A key feature is the modular structure. Rather than a continuous walkway through the entire facility, the platforms are separated into distinct observation rooms. These rooms correspond to the processing stages of livestock handling, harvest floor, boning room, and value-adding. This structure allows ACC to tailor tours to different audiences, knowledge levels and goals for the visit. Agricultural students typically complete the full tour, observing all processing stages, *"We have a really unique opportunity there to tailor those [tours] and make sure that we're not turning people off."* Conversely, other school groups studying food production or geography may skip the harvest floor.

Students watch from the viewing platform at the ACC plant in Brisbane.

Connecting transparency with knowledge

An important aspect of communication and transparency is through the engagement of educators and students through educational tours for primary schools, secondary schools, vocational colleges and universities. ACC currently host an average of two tour groups per week, drawing on relationships built over decades with educational institutions in the region. The demand is substantial, so much so that they would need *"nine days a week"* to accommodate all requests.

This tailored approach appears effective at shifting perceptions, with reports that non-agricultural secondary school students typically leave *"talking about how fascinating that was. They didn't expect to enjoy it, but it was just so interesting to see all the different things that happened."* The ability to curate the experience, showing enough to build understanding without causing distress, whilst being transparent creates engagement opportunities that would not exist with either full floor access or an inflexible viewing route.

Faulkner, T., Witt, B., & Bray, H. J. (2022). Telling our story: communicators' perceptions of challenges and solutions for sustainability communication within the Australian beef industry. *Journal of Science Communication*, 21(6), 1-23 https://doi.org/10.22323/2.21060204
Knoth, A., & Javidan, P. (2024). Moral Disengagement. In T. Shackelford (Ed.), *Encyclopedia of Religious Psychology and Behavior.* Springer, Cham. https://doi.org/10.1007/978-3-031-38971-9_370-1
Kunst, J. R., & Hohle, S. M. (2016). Meat eaters by dissociation: How we present, prepare and talk about meat increases willingness to eat meat by reducing empathy and disgust. *Appetite*, 105, 758-774. https://doi.org/10.1016/j.appet.2016.07.009

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SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

Building future workforce pipelines through youth engagement

Suggested social impact metrics

This case study suggests several potential metrics for **workforce development and youth engagement**:

Indicator Category	Specific Metrics
Educational Partnerships	Number of students and schools participating annually
	Hours of senior management and staff time invested in education partnerships
	Number of ongoing school partnerships maintained through excursions and incursions
	Investment by AMPC into education and workforce development programs
Employment Pipeline	Number of direct and indirect employment of local young people across the supply chain
	Employment conversion rates from youth engagement programs to full-time work
Youth Development	Program participation growth over time
	Number of work experience students
	Number of work experience students with no family connection to red meat processing
	Number of students entering formal apprenticeship programs

SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

There is substantial research supporting the value of early career exposure in building workforce pipelines, though findings reveal important nuances. Australian research found that work experience during schooling helps open young people's eyes to career possibilities, and that students who participated in structured work experience programs were more likely to work in industries where they had undertaken work experience or had paid part-time jobs (Smith and Green, 2005). However, the relationship between work experience and career commitment is complex. Research in other industries such as tourism and hospitality demonstrate that exposure alone is insufficient. Rather, the quality and nature of the industry and the value placed on the role are also important factors which influence young people's decisions to take up a career after work experience (Getz, 1994). Studies show that the perceived nature of work significantly contributes to the perceived social status of an industry, and this affects students' perceptions of career prospects, which in turn determines students' commitment to the industry (Wan, Wong and Kong, 2014). Career-relevant information also plays a role. Information which helps young people understand themselves and what they value and desire for their working life is particularly influential (Moriyasu and Kobiashi, 2022).

NH Foods Australia's Oakey plant located in Queensland have developed multi-pronged approaches to building workforce pipelines through youth engagement in their community. NH Foods is an example of how a processing facility in a smaller regional area can work directly with one local community and school, through the development of a school holiday, work experience program. The program introduces young people to red meat processing as a viable career pathway through community engagement that positions the plant as both a community contributor and an accessible career option in their region.

NH Foods initiative: the Schoolies Skills Starter program

NH Foods Australia Oakey plant operates the "Schoolies Skills Starter program", which has been in operation for a number of years providing paid work experience to local secondary school students during the school holidays. The program aims to give young people direct experience of the work environment which translates into a job pathway. *"This program is directly advertised to our local school and community, as an opportunity for high school students to develop lifelong work skills through paid work experience. Over the course of their work experience, students develop their skills in food safety, food processing and workplace health and safety."*

"There have been previous participants where we saw their potential and the impact for the red meat processing sector more broadly that a role was developed to suit."

Students during a tour of NH Foods Australia Oakey plant

Importantly, the students are paid for work experience. This signals they are valued and can attract diverse participants. NH Foods' decision to pay students participating in the program demonstrates industry respect for young workers' time and contribution. This contrasts with unpaid work experience models common in other sectors. Paid programs likely attract more diverse participants, particularly students from lower-income backgrounds who must otherwise prioritise paid work in other industries during school holidays. The compensation also reinforces the message that red meat processing offers viable employment with competitive remuneration, challenging perceptions of the industry as offering only low-wage work.

Local school bus sponsored by NH Foods (Image supplied: NH Foods Australia)

Another important innovation is that students participating in the Schoolies Skills Starter program work in groups, an approach designed to ensure they feel comfortable and supported in an unfamiliar environment. They spend time in the boning room which is *"basically like a big butcher shop"* to work alongside existing workers and observe roles from entry-level packing and sorting through to skilled roles. Currently, the program operates with their local high school, Oakey State High School. *"As we expose students to these roles and opportunities within their local community, there is a realisation that this is a gateway to a career that can take you anywhere."* Whilst expansion is possible, it is restricted due to regional issues of limited public transport from other nearby towns such as Toowoomba. Additionally, they sponsor the school and use advertising on school buses to maintain visibility in the community about youth opportunities available in the sector.

"We have had high school students enjoy the program so much, that following graduation has led to permanent full-time employment at the plant."

Building future workforce pipelines

In addition to the Schoolies Skills Starter program, NH Foods participates in broader agricultural education initiatives to engage local young people and build future workforce pipelines. At Wingham Beef Week, NH Foods staff support the administration of cattle judging competitions, including both live animal assessment and carcass evaluation through Hoof & Hook competitions. Schools bring cattle through the processing plant on the Thursday, then receive feedback on carcass quality on Friday. Tours of NH Foods focus on areas of the plant that demonstrate processing operations without exposing students to slaughter. NH Foods also partners with Angus Australia to sponsor and deliver career education at their annual Youth Roundup, an initiative they have supported since 2022. And finally, NH Foods participate and are a major partner in the Intercollegiate Meat Judging (ICMJ) programs, and the Asia industry tours.

Getz, D. (1994). Students' work experiences, perceptions and attitudes towards careers in hospitality and tourism: a longitudinal case study in Spey Valley, Scotland. International Journal of Hospitality Management, 13(1), 25-37.
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SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

Building community engagement in regional communities

Students and mentors at the 2025 Australian ICMJ National Competition in Wagga Wagga. AMPC is a foundational sponsor of the ICMJ and several processors are industry partners. (Image supplied: ICMJ)

Suggested social impact metrics

This case study suggests several potential metrics for **community investment and support**:

Indicator Category	Specific Metrics
Event Sponsorship and Presence	Number and type of events sponsored or supported annually
	Geographic reach of community engagement
	Time spent by processor representatives at community events
	Community testimonials
Social Service Partnerships	Number of partnerships with community organisations and programs
	Number of people impacted by social service partnerships
	Meals or food products provided to community programs
	Involvement in emergency or seasonal support programs
Vulnerable Population Support	Food security contributions to community programs

SOCIAL IMPACT OF THE RED MEAT PROCESSING SECTOR CASE STUDY

The red meat processing sector's relationship with regional communities extends beyond economic contributions. Many processors have developed community engagement strategies that weave together agricultural education, cultural participation, and responsive community investment. These approaches demonstrate ways in which processing facilities have become integral parts of regional identity and community.

Becoming part of regional culture and identity

Processors are active participants in regional cultural life, sponsoring campdraft events, show societies, rodeos, not as corporate outsiders but as community members invested in rural traditions. Their presence at community events serves multiple functions: it maintains visibility in communities where processors are often major employers and demonstrates commitment to regional culture. As one processor described as *"two-way impacts"* arising from conversations where community members can share concerns with processors in an informal manner.

Through these activities, processors can
"give the plant a face rather than just a logo."

Local Rotary and Lions Club are cornerstone organisations of regional communities, and not the typical cohort that participate in a plant tour. Yet, this is another real-world example how to address misperceptions about red meat processing while building an understanding among community leaders and consumers in regions. When retirees toured one processing facility, they left

"quite amazed with the level of science and technology, just how things are done."

This helps to transform the facility from an abstract industrial presence to a place where highly skilled people perform complex, technologically sophisticated work that contributes to food security.

Responsive community investment

Strategic community engagement also involves processors responding to community needs and concerns, particularly when their operations create impacts on neighbouring areas. When community relations challenges emerge, processors can use response strategies that go beyond public relations to create tangible community benefits. These responses include offering affordable or free meat to neighbours, organising community barbecues where the processor cooks for community members, and establishing grants programs specifically targeted to charities and not-for-profit groups within defined postcode ranges near the plant. As one processor articulated:

"We've heard your complaints about what it's like to live near a food processing factory, but we're going to make sure there's benefits for you as well."

This approach acknowledges that processing facilities can be challenging neighbours, sometimes generating odours, noise, and traffic, and who also take active responsibility for mitigating these impacts through direct community investment.

Teys Australia supplies meat for an annual community Christmas lunch in Rockhampton run by the organisation Volunteers Without Borders. (Image supplied: CQ News Today).

Some processors have also partnered with community groups on social service initiatives such as Christmas lunches for people experiencing homelessness, though these partnerships depend on the capacity of community organisations to sustain them.

Processors also play a role in responding to extreme weather and disasters, and identifying their role in the community as one of stewardship in difficult times. During the drought, one processor noticed that the communication about water saving and how to do it wasn't reaching the community. Because they had developed and implemented water-saving interventions at their plant they wanted to share this knowledge:

> *"We did a lot of work as a company when we were in drought, to try and educate the community around water stewardship and what that means. [The CEO] was on the radio with some ads."*

Their approach embodied the sense of responsibility for their community.

> *"In [location], we do have a name for ourselves, and in a positive way, we're able to really help with that education piece. It was more around people just need to hear how important it is. And as farmers with that background, we knew how important it was, but it wasn't really making its way into the community around why we need to be careful with water."*

Building agricultural literacy and industry connection

Several processors shared community education sponsorship initiatives which create meaningful educational experiences through local community events. These initiatives build understanding of both livestock production and meat processing, whilst providing an opportunity for employees to get involved such as by supporting cattle judging. Sponsorship also includes access to the plant during hoof and hook competitions. Exemplifying this approach is one processor's sponsorship of the Intercollegiate Meat Judging (ICMJ) program. These sponsorships create visibility for processors while supporting agricultural education in regions where farming is central to community identity but often invisible to young people growing up in regional centres.

12.0 Conclusions

Consumers are placing increasing emphasis on an industry's commitment to creating positive change, and for the red meat processing sector this translates into addressing community concerns that feed directly into corporate social responsibility. Our research proposed five social impact themes: Transparency and Community Awareness; Workforce Development and Youth Engagement; Community Investment and Support; Community Leadership and Advocacy; and Long-term Community Impact, which highlight a pathway for demonstrating the sector's role as a responsible and valued contributor to society. This research fills a critical gap by investigating industry perspectives on social impact measures, usefulness, priority, identifying what indicators might look like in practice, and outlining requirements for effective implementation. Three case study examples of how the sector has implemented innovative ways to enhance social impact were completed. These were 1) Building community understanding through facility transparency; 2) Building future workforce pipelines through youth engagement and 3) Building community relationships and supporting rural culture. This project lays the foundation for developing robust, industry-relevant indicators that allow processors to collect data to report against in a streamlined manner. Through these efforts, the red meat processing sector has an opportunity to strengthen community connections, enhance accountability, and position itself as a leader in embedding social impact within corporate sustainability.

13.0 Recommendations

Wider consultation and engagement: Proposed social impact indicators should be presented and incorporated into existing survey measures, with industry feedback gathered to evaluate the level of agreement among processors on priority social impact measures and how data will be collected.

Consistency of terminology: Recognising that for social impact measures to be adopted including raising the awareness and perceptions of the red meat processing sector, there needs to be consistency in terminology used across stakeholders.

Local relevance: Case studies showcasing current examples of social impact indicators and metrics are needed to demonstrate how these can be applied in practice. The case studies presented provide some initial examples, but more are required including examples with data to help processors better understand the application of social impact measures and guide the sector in identifying what is required to implement meaningful social impact measurement.

Consideration of social impact development requirements: Social impact indicators should be continually evaluated to ensure that design principles reflect stakeholder feedback and consider practical implementation requirements. Industry concerns about data collection burden, confidentiality, commercial sensitivity, and definitional consensus need to be addressed. Success depends on integration with existing systems, clear value propositions for the sector, and robust data governance. This approach will support broader adoption across the sector.

Publish scholarly work: There is minimal scholarly publications for social impact indicators across agriculture, manufacturing and food processing sectors and the benefits and challenges associated with collecting this data. This presents an opportunity to publish work developed in this project to position the Australian red meat processing sector as a global leader in corporate social responsibility.

Sustainability plan: Ensure collaboration with the existing Beef Sustainability Framework and recommended red meat processing specific social impact measures for inclusion.

14.0 Project outputs

- A literature review of social impact frameworks across agricultural, manufacturing and processing sectors. Identification of relevant social impact measures.
- Interviews with the red meat processing sector to gather evidence on their current practices, including community connection, diversity and inclusion, health and wellbeing.
- Snapshot report on social impact measures of priority by processors.
- Three case studies showcasing how processors are already incorporating social impact measures.

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16.0 Appendices

16.1 Appendix: Semi-structured interview questions

Background information

- Can you please describe your role/s?
- Please describe your plant, e.g. staff numbers, animal turnover per day
- What do you wish the community knew about red meat processing and specifically your plant to improve the perception of the red meat processing sector?

Sustainability plans

- Does your company/plant have a sustainability plan? If yes, were you involved in developing any aspect of it?
    - Follow up: If yes, which aspects?
    - Follow up: How did you decide which social impact measures to include?

Themes and your current practices

- These are five themes present across many agricultural and red meat processing sustainability plans. What practices do you currently implement at your plant for [introduce each theme]?
- Is there anything you do that is not currently captured under those themes?

Theme	Examples	
Animal care and welfare	• Certification, assurance & accreditation systems	• Licenses, registrations • Training & protocols
Environmental stewardship	• Greenhouse gas emissions & carbon footprint • Compliance	• Energy and water management • Packaging
Social impact on people and the community	• WHS, incidents • Workforce diversity & capacity • Community engagement and support	• Staff training, induction & professional development
Product integrity and food safety	• Regulations, standards & audits	• Recalls and non-compliance
Economic resilience	• Good governance • Transparent supply chains	• Efficiency, reducing waste

Current and future reporting

- If reporting against social impact measures required you to record particular data against some of the examples we have discussed, what challenges or barriers do you think you would face?
- What is your preferred method of data collection and reporting? E.g. online portal, aligning with existing reporting.
- What support would you need from AMPC for this to fit within your business operations?

Future intentions

- What does success look like from this project for you and your plant?
- What is the value for your plant to be a part of social impact reporting for the wider industry?
    - Follow up: Do you see value in it?

16.2 Appendix: Consultation of social impact indicators

Usefulness of social impact measures

Indicator Category (examples numbered)	Is a useful metric	Not a useful metric	Is easy to collect data on
Educational Engagement (1)			
Perception and Awareness (2)			
Stakeholder Dialogue (3)			
Educational Partnerships (4)			
Employment Pipeline (5)			
Youth Development (6)			
Skills and Knowledge Transfer (7)			
Event Sponsorship and Presence (8)			
Social Service Partnerships (9)			
Vulnerable Population Support (10)			
Environmental Leadership (11)			
Crisis Response and Adaptation (12)			
Regional Development (13)			
Intergenerational Impact (14)			
Community Relationship Quality (15)			

Order of priority

The following social impact measures you selected as useful metrics. Please drag and drop these options in order of highest priority (1 being the top priority)