SAFA REPORT

Sustainability Assessment of Food and Agricultural Systems

developed by

the Food and Agricultural Organization of the United Nations

to determine

FENROW's consistency with the SAFA procedures and principles

At tier and period

Level 1 – June 2025 to June 2026

FENROW | fenrow.org

Fertilisers · Environment · Resource Management · Circularity

Disclosure Statement

This report has been prepared by Fenrow as part of an internal sustainability assessment using the SAFA (Sustainability Assessment of Food and Agriculture systems) framework developed by the Food and Agriculture Organization. The contents reflect the current operations, values, and sustainability goals of Fenrow at the time of assessment.

While every effort has been made to ensure accuracy and alignment with the SAFA guidelines, this document does not constitute third-party certification or endorsement by FAO or any other regulatory body. The information presented herein is based on data available to and controlled by Fenrow and is intended for informational and developmental use only.

SAFA Guidelines (Version 3.0)

Food and Agriculture Organization of the United Nations, 2014. SAFA Guidelines: Sustainability Assessment of Food and Agriculture systems, Version 3.0. Rome: FAO.

Available at: https://openknowledge.fao.org/items/84c84661-7172-415c-b66e-7c1eee5db675

ISBN 978-92-5-108485-4 (print)

E-ISBN 978-92-5-108486-1 (PDF)

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OUR VISION

To support the transition to Agriculture 3.0 through the development of advanced, performance-driven Next-Generation Fertiliser (NGF) designed to benefit growers, the environment, and future food systems.

WHO WE ARE

Fenrow is an Australian-based agricultural innovation company specialising in the research, formulation and delivery of NGFs. With a focus on regenerative inputs, circular economy principles, and practical use for primary producers, Fenrow is committed to measurable sustainability outcomes.

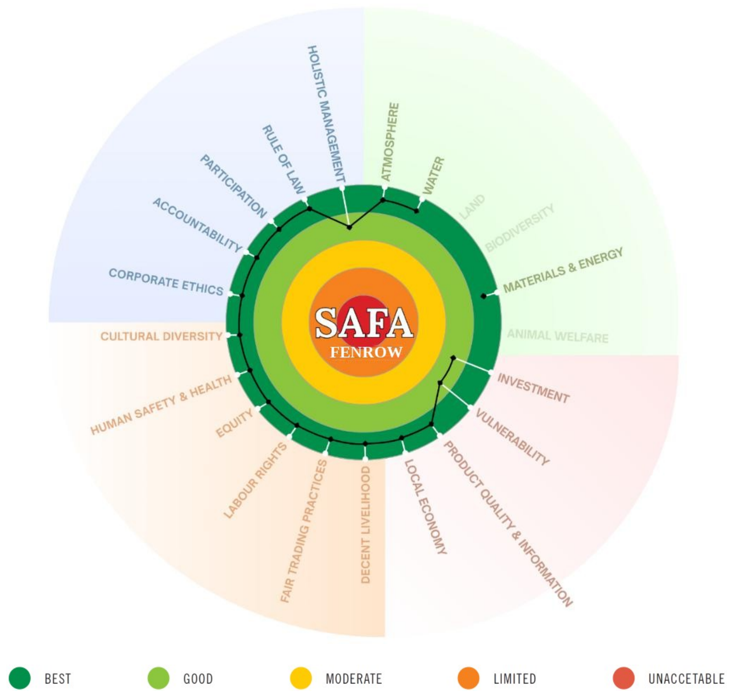
WHY THIS MATTERS

This SAFA assessment supports Fenrow in aligning business practices with international sustainability principles. It strengthens the capacity to grow responsibly while responding to stakeholder expectations for transparency, accountability, and continuous improvement.

MISSION STATEMENT

Fenrow enables nutrient solutions that improve soil fertility, promotes regenerative agriculture, advances circular economies and supports food-system sovereignty. Our mission is to optimise innovative solutions that intersect agro-ecological outcomes with sustainability initiatives that support primary producers and drive agricultural productivity.

SAFA PERFORMANCE SNAPSHOT



OUR MOTIVATION

2 ZERO HUNGER

Food Prices increased by **90%** from 2001-2021[1]. This is, in part, is due to the instability of fertiliser prices caused by **monopolised fertiliser markets** and their attachment to **non-renewables**[2]**.** Recent global events highlighted food and fertiliser fragility which caused **food prices to increase**[3]. Without access to fertilisers, we cannot achieve food security.

13 CLIMATE ACTION

Approximately **26%** of all global emissions are derived from our food systems[4]. Producing synthetic nitrogen fertiliser accounts for **1.4%** of all global CO_2 emissions and consumes **1%** of the world's energy[5]. When applied, it constitutes **1.2%** of all GHG emissions[6].

14 LIFE BELOW WATER

Nitrogen and phosphorus **biogeochemical flows** have surpassed safe operating spaces and into the high-risk zone[7]. Almost **half** of the inorganic nitrogen found in the Great Barrier Reef derives from sugarcane production, and **~9,000 tonnes of phosphorus** flows into the catchment annually[8,9].

15 LIFE ON LAND

Top-soil erosion and declining soil fertility is diminishing our ability to produce **98.8%** of food[10]. Approximately **1.8 tonnes per hectare** of cropland soil is eroded every year[11]. This is, in part, is caused by poor land-use management and neglecting soil fertility.

Nutrient recycling technologies can domesticate nutrient supply and therefore stabilise food prices[2].

10.5%

85% of our fertiliser is fossil fuel free and will be 100% by 2026.

3.5% SULPHUR

4.2% MAGNESIUM

17% NITROGEN

Our next-generation fertilisers have tailored nutrient release rates that minimise nutrient runoff and maximise yield efficiencies.

48% ORGANIC CARBON

Soil and nutrient management schemes, such as the re-carbonisation of soils, can help mitigate the effects of climate change respective to soil erosion[12].

8.3% PHOSPHORUS

5.4% CALCIUM

EXECUTIVE SUMMARY

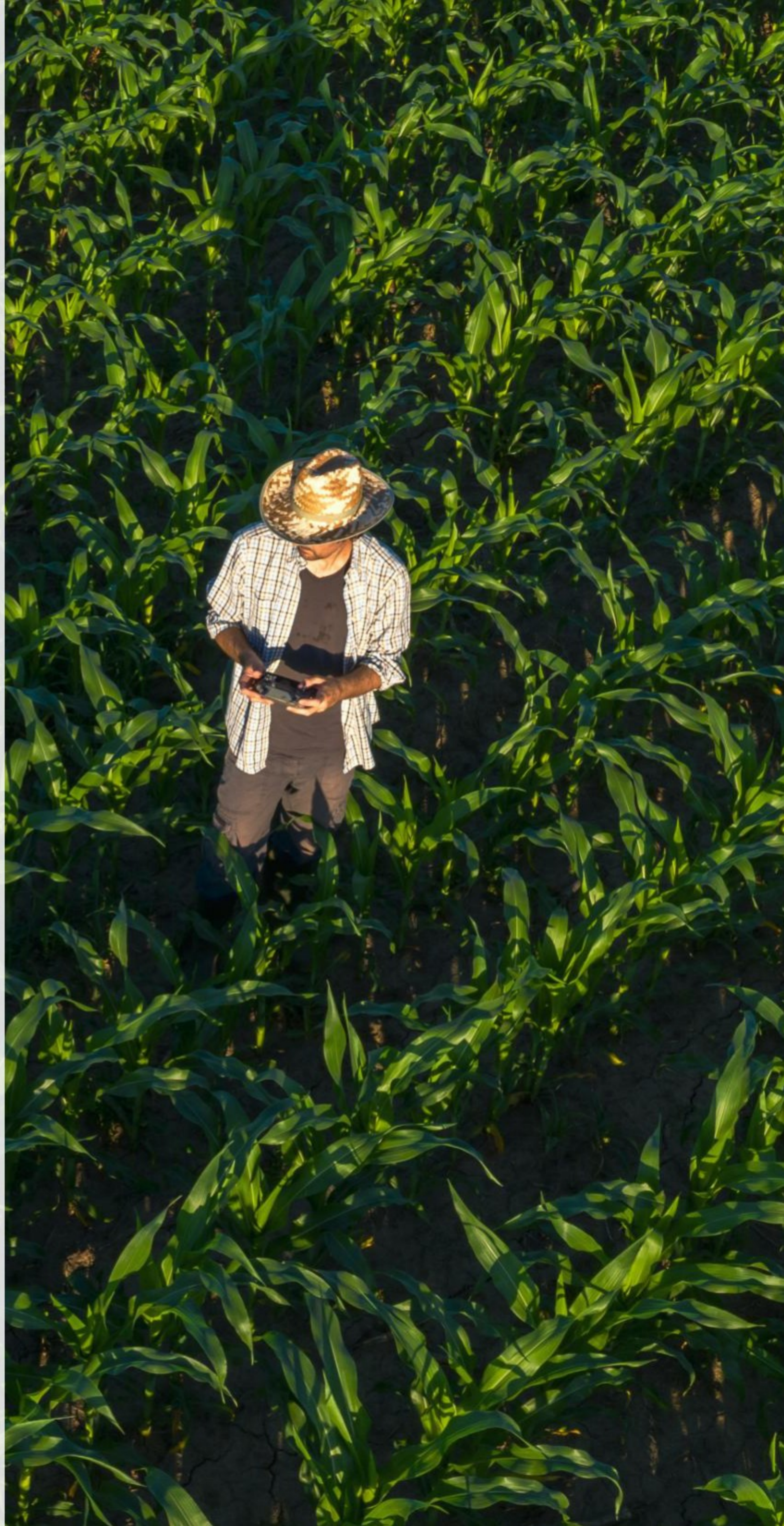
This Sustainability Assessment of Food and Agriculture Systems (SAFA) report presents the outcomes of a self- assessment undertaken to evaluate the environmental, social, economic, and governance performance of the enterprise in alignment with the FAO's SAFA Guidelines (Version 3.0). The assessment was conducted using the SAFA Small-Scale Enterprise Tool, which enabled structured analysis across 21 themes and over 100 sub- theme indicators.

The enterprise's operations were measured against best-practice benchmarks and scored according to the SAFA colour scale system: 'Best' (dark green, 80–100%), 'Good' (light green, 60–79%), 'Moderate' (yellow, 40– 59%), Limited (orange, 20–39%), and Unacceptable (red, 0–19%). Additionally, an Accuracy Rating was applied to all indicator scores, highlighting the methodological rigour and reliability of supporting evidence. Scores were classified as 'High', 'Moderate', or 'Low' accuracy depending on the presence and quality of time-bound, reproducible, and independently verifiable data.

The assessment reveals areas of strength and opportunity. Environmentally, the enterprise demonstrates strong performance in material use and energy practices, with a high proportion of recycled content and energy efficiency commitments. Socially, the enterprise upholds robust workplace conditions, non-discriminatory employment policies, and responsible procurement. Governance indicators also reflect commitment to transparency, internal stakeholder engagement, and sustainability alignment, although formal mechanisms and long-term evidence remain under development due to the stage of operations.

Economic resilience was rated moderately, reflecting sound planning and diversified input strategies but also acknowledging the enterprise's early-stage commercial maturity and exposure to market variability. Importantly, the enterprise's approach to sustainability has been embedded since inception, and this report represents its first formal benchmark for continual improvement.

This document aims to transparently communicate the current sustainability performance, identify areas for future investment, and hold the enterprise accountable to its values and community. The insights presented herein will guide strategic planning, stakeholder engagement, and future reporting cycles.



INTRODUCTION

SAFA BY THE FAO

The Sustainability Assessment of Food and Agriculture systems (SAFA) is a globally recognised framework developed by the Food and Agriculture Organization (FAO) of the United Nations. It provides a holistic approach for assessing the sustainability of agricultural and food-related enterprises by evaluating performance across four key dimensions: good governance, environmental integrity, economic resilience, and social well-being. SAFA enables consistent, transparent, and context-sensitive evaluation, helping businesses identify both risks and opportunities while aligning with international sustainability standards and expectations.

Fenrow

This SAFA assessment was undertaken by Fenrow to evaluate the sustainability performance of its operations in the development and distribution of NGFs. As a growing enterprise committed to environmental responsibility, ethical governance, and rural economic resilience, Fenrow seeks to identify areas of strength and opportunities for improvement across the four sustainability dimensions defined by the SAFA framework: good governance, environmental integrity, economic resilience, and social well-being.

The assessment establishes a baseline for internal decision-making and long-term planning, while also demonstrating transparency and accountability to partners and stakeholders. By aligning its practices with internationally recognised sustainability principles, Fenrow aims to position itself as a leader in sustainable agricultural innovation, particularly in support of nursery supply chains and regional food production systems.

SAFA
SUSTAINABILITY ASSESSMENT OF
FOOD AND AGRICULTURE SYSTEMS

MAPPING

GOALS

The purpose of conducting the SAFA assessment is to transparently evaluate the sustainability performance of Fenrow across its environmental, social, economic, and governance dimensions. This process will help identify strengths, weaknesses, and priority areas for improvement as Fenrow scales its production of Next-Generation Fertilisers (NGFs) and engages broader agricultural markets.

The intended audience includes internal stakeholders for strategic planning, external sustainability-minded business partners, potential investors, and regulatory or certification bodies seeking evidence of commitment to sustainability practices. The results will be used to inform operational decision-making, communicate progress toward sustainability targets, and benchmark the company's performance against internationally recognised sustainability principles.

This review is intended to be comprehensive and scaled appropriately for this stage of business growth and development. As such, the assessment will include operations under the direct control or strong influence of Fenrow, including fertiliser materials, research and development, packaging, and delivery systems. Where influence exists (e.g., over suppliers), relevant sustainability aspects will be assessed.

Given the use of this assessment primarily for internal improvements and communication with select partners, this assessment will undergo a Level 1 Critical Review. This means the SAFA results will be documented, internally reviewed, and transparently disclosed, but not subject to external third-party audit. A Level 2 review will be considered as the business matures, and the SAFA results are used for formal sustainability assurance in business-to-business relationships.

SCOPE & BOUNDARIES

SAFA for Fenrow focuses on operations involved in materials procurement, production and packaging of NGFs. This includes a high emphasis on the production and sourcing of the fertiliser ingredients, and further considerations for the blending and pelletisation processes, on-site handling, storage, and distribution (Figure 1).

Geographical scope

The primary assessment boundary encompasses all activities located at Fenrow's operational base in Australia, including associated laboratory and processing spaces. Expansion sites will be considered in future assessments as the business scales.

Supply chain scope

The supply chain scope includes, partially includes, and excludes:

- Included: All operations under the direct ownership or managerial control of Fenrow, including ingredient procurement (supplier choice, and where traceable), blending, pelletising, packaging, and delivery to consumers.
- Partially included: Upstream suppliers of fertiliser components will be considered where Fenrow has ongoing purchasing relationships or sufficient influence.
- Excluded: Customer use of fertilisers and post-sale impacts, such as application methods or farm-level nutrient outcomes, are outside the formal assessment boundary but may inform future product performance reviews.

Temporal scope:

- This assessment covers the most recent complete financial year. Where relevant, historical data from the past 3-5 years will be used to reflect progress or long-term trends, particularly for investments, efficiency gains, or sustainability risks.

Cut-off and allocation criteria:

- Activities or inputs contributing less than 5% to total volume, revenue, or environmental/social impact are excluded unless they are considered sensitive or high-risk. Shared assets or processes (e.g. multi-purpose equipment) will have impacts allocated based on their proportional use in the NGF operations.

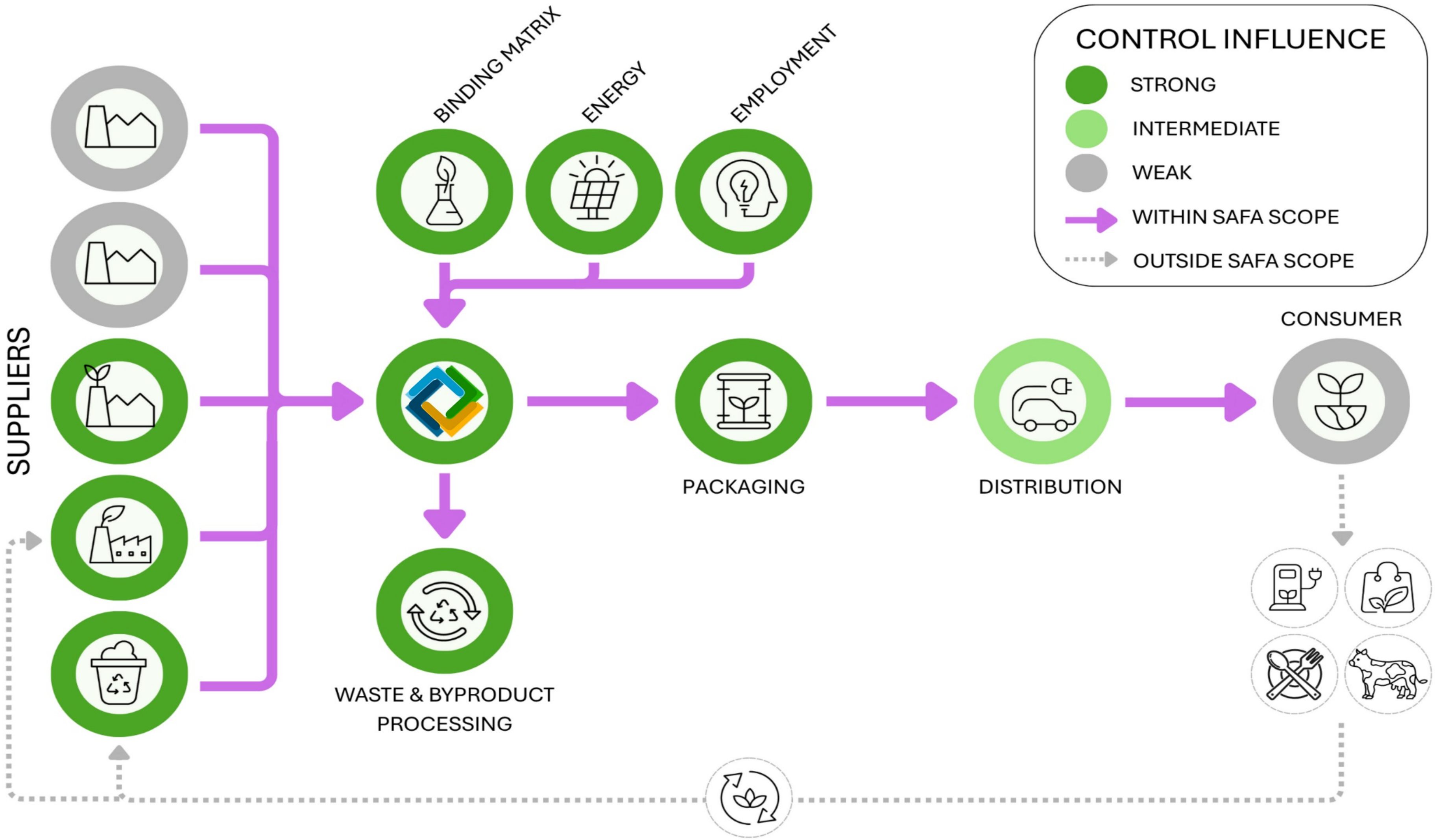


Figure 1 Scope and boundaries of Fenrow's operations. Fenrow demonstrates 'strong' control influence over some Suppliers reflecting our strategic ability to prioritise partnerships with green economy–oriented businesses.

SAFA RESULTS

ASSESSMENT OVERVIEW

The following section presents the outcomes of Fenrow sustainability performance assessment, structured according to the four Dimensions of the SAFA Guidelines: Governance, Environmental Integrity, Economic Resilience, and Social Well-being. Each Dimension is divided into a series of sub-themes, which represent core focus areas relevant to sustainable development in agricultural and food systems. These sub- themes are further broken down into sub-theme objectives, which are specific performance criteria used to determine Fenrow's strengths, weaknesses, and opportunities for improvement.

This assessment is tailored to the scale, scope, and operational reality of Fenrow as intended by the SAFA framework. As such, where a particular sub-theme objective was deemed not applicable to the enterprise (e.g., animal welfare), this has been clearly stated and justified. These results should not be interpreted as a static rating but as a dynamic reflection of the current state of sustainability across the enterprise. It provides a benchmark from which change can be measured, internal decisions can be supported, and external expectations can be addressed.

Governance

Governance is the process of making and implementing decisions (UNESCAP, 2009), be it in the environmental, economic or social spheres. Unless good governance is seriously considered, sustainability will remain a mirage.

Environmental

As human activities are passing tipping points, or crossing planetary boundaries (Rockstrom et al, 2009), protecting the integrity of the Earth's system is a precondition of any development. Environmental integrity consists of maintaining life support systems essential for human survival by minimizing negative environmental impacts and fostering positive impacts.

Economic

In a world dominated by shocks, SAFA focuses on economic resilience, more than on economic development. Economic activity involves the use of labour, natural resources and capital to produce goods and services to satisfy people's needs (Jörissen et al., 1999).

Social

Social sustainability is about the satisfaction of basic human needs and the provision of the right and the freedom to satisfy one's aspirations for a better life (WCED, 1987). This applies as long as the fulfilment of one's needs does not compromise the ability of others, or of future generations, to do the same.

SCORING SYSTEM

Scoring sub-theme objectives

Each sub-theme objective is scored according to the SAFA five-tier colour-coded performance scale:

Best (80 – 100%) Leadership-level performance: activities exceed accepted sustainability norms

Good (60 ≤ 80%) Responsible performance: activities meet commonly accepted sustainability standards.

Moderate (40 ≤ 60%) Acceptable performance: improvement is needed to meet robust sustainability goals.

Limited (20 ≤ 40%) Inconsistent or incomplete performance: sustainability efforts are in place but underdeveloped.

Unacceptable (0 ≤ 20%) Performance is significantly below expectations or absent altogether.

Not Applicable (N/A) The sub-theme does not pertain to the nature or structure of the enterprise. Each score reflects the degree to which the enterprise meets the intent of the sub- theme objective, as interpreted through its scale of operations, sector relevance, and sustainability commitment.

Each score reflects the degree to which the enterprise meets the intent of the sub-theme objective, as interpreted through its scale of operations, sector relevance, and sustainability commitment.

Justification and Accuracy Scores

To enhance transparency and reliability, each sub-theme objective is accompanied by:

- A methodology summary describing how data were collected and evaluated (e.g., internal records, staff interviews, policy reviews).
- A justification statement based on the SAFA guidelines, explaining the validity of the assessment, including timeframe, type, and ethical considerations.
- An accuracy score which provides identification of whether evidence was measured, observed, or inferred, and the extent to which it can be verified or traced.

An accuracy rating has been assigned to reflect the quality, transparency, and traceability of the information used. These accuracy levels are interpreted as follows:

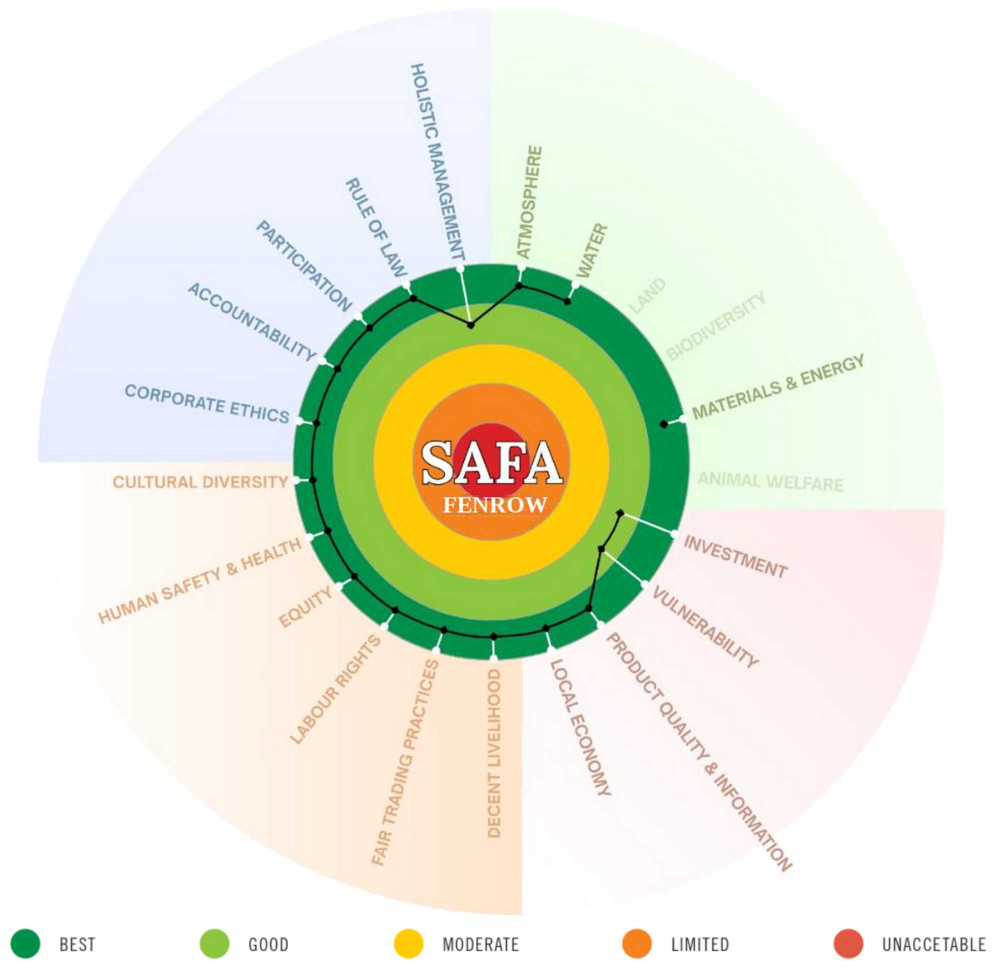
High: Well-documented and verifiable data. Moderate-High: Supported by consistent data sources although partial verification only.

Moderate: Based on internal records or partial evidence. Low-Moderate: Relies on informal data sources or limited documentation with some degree of plausibility.

Low: Based on estimates or limited supporting data.

SCORE SUMMARY

Governance		
Corporate Ethics		
Accountability		
Participation		
Rule of Law		
Holistic Management		
Environmental Integrity		
Atmosphere		
Water		
Land		
Biodiversity		
Materials and Energy		
Animal Welfare		
Economic Resilience		
Investment		
Vulnerability		
Product Quality and Information		
Local Economy		
Social Well-Being		
Decent Livelihood		
Fair Trading Practices		
Labour Rights		
Equity		
Human Safety and Health		
Cultural Diversity		



GOOD GOVERNANCE

			Performance Score			Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
G	**Good Governance**				**95.0%**		
G1	**Corporate Ethics**				**100%**		**2.9/3**
G 1.1	**Mission Statement**				**100%**		**2.9/3**
G 1.1.1	Mission Explicitness	Is the mission of the enterprise articulated in all enterprise reporting and understood by all employees or members?	Percent of employees, or members of a group of small- scale producers, are able to explain the enterprise's mission and identify how it influences the work which they do.	Fenrow's mission is clearly defined and integrated across all internal communications, including strategic documents, reporting, and onboarding materials. Between 80-100% of staff and collaborators are familiar with the mission and how it guides operational activities.	5/5	> Timeframe <2 years. > SAFA specific assessment. > 100% of employees were interviewed; Interviews conducted by internal staff; Ethics agreements included.	2.9/3
G 1.1.2	Mission Driven	Is the enterprise's mission evident in codes and policies, and can the governance body demonstrate the impact of its mission on developing policy and practice?	Percent of governance body and senior management can identify the influence of the mission sustainability commitments in the key decisions and processes of the enterprise.	The enterprise's mission directly informs key policy decisions, including sourcing, formulation practices, and sustainability goals. Governance documents and planning frameworks explicitly reference the mission's influence. Between 80-100% of management are familiar with the mission and how it guides operational activities.	5/5	> Timeframe <2 years. > SAFA specific assessment. > 100% of employees were interviewed; Interviews conducted by internal staff; Ethics agreements included.	2.9/3
G 1.2	**Due Diligence**				**100%**		**2.8/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
G 1.2.1		Does the enterprise have a clear policy for impact assessment, appropriate tools for assessment and is it able to show that these are being used to inform decisions which will have a long term impact on area of sustainability?	> Accomplishment of all components of appropriate risk assessment, which includes analysis of internal and external risks, as well as external impact on others in all areas of sustainability. > Has not experienced any major losses or caused major negative impacts as a result of unmitigated risks.	Formal risk assessment procedures are in place and reviewed regularly. These include internal and external risk identification related to sustainability and are used to guide strategic decisions. No incidents of unmitigated risk have occurred to date.	5/5	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
G 2	**Accountability**				**100%**		**2.9/3**
G 2.1	**Holistic Audits**				**100%**		**2.8/3**
G 2.1.1		Does the enterprise use an internationally recognized framework for sustainability reporting such as the Global Reporting Initiative, or is social auditing being used by the enterprise?	> The enterprise is a small-scale operation that has used a systematic approach of its own, or with the assistance of an outside partner, to regularly review their sustainability performance.	Structured sustainability review processes are in place. This includes internal assessments conducted using SAFA-aligned criteria and, where appropriate, external input to evaluate performance. This includes the use of publishing in peer- reviewed journals to authenticate scientific claims.	5/5	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
G 2.2	**Responsibility**				**100%**		**2.9/3**
G 2.2.1		Can the enterprise show, through governance papers or internal dialogue, that performance against mission is regularly evaluated with appropriate stakeholder input?	> The enterprise can clearly show that its governance body takes responsibility for its impact.	Performance against the mission is reviewed periodically through internal governance discussions. Responsibility for sustainability outcomes is clearly assigned, and impact is assessed in alignment with stated values.	5/5	> Timeframe within 2 years. > SAFA specific assessment. > Governance team evaluated responsibility alignment with mission; Full traceability to internal minutes and documented correspondence; Internal audit.	2.9/3
G 2.3	**Transparency**				**100%**		**2.9/3**

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
			Performance Score			Accuracy Score	
G 2.3.1		Does the enterprise have a policy which requires management to report on how policies, procedures, decisions and decision making processes are made accessible to stakeholders?	> The enterprise has a clear commitment to transparency. It has explicit and open policies to deal with requests for information. > It anticipates the information stakeholders need and makes this available in a timely and accurate manner via channels which are appropriate and accessible to its stakeholders. > It regularly assesses its performance against this objective and invites stakeholders to rate the performance and comment on how this could be improved. > It can show a consistent history of improvement in its transparency.	There is a demonstrated commitment to transparency, supported by internal documentation outlining how information is made available upon request. While formal reporting channels are still developing, documentation practices show a consistent pattern of improvement, with efforts focused on clarity, traceability, and future accessibility to relevant stakeholders.	5/5	> Timeframe within two years. > SAFA specific assessment. > Transparency policies reviewed by internal staff; Stakeholder channels and feedback opportunities verified; Evidence is reproducible through policy documentation and communication archives; Internal audit.	2.9/3
G 3	**Participation**				**100%**		**2.9/3**
G 3.1	**Stakeholder Dialogue**				**100%**		**2.9/3**
G 3.1.1	Stakeholder Identification	Can the enterprise identify all material stakeholders and describe the process by which they were identified?	> The enterprise has a clear commitment to stakeholder engagement and participation. It is able to describe how it identifies stakeholders and how spokespersons are identified and endorsed. It is able to list all stakeholders and identify those who are vulnerable or ordinarily unable to claim their rights.	This sub-theme is not currently applicable due to the scale and scope of operations. Stakeholder engagement processes have not been required for vulnerable populations, but a commitment remains in place to identify and include relevant parties, with particular concern for those with limited capacity to participate, should stakeholder relationships emerge.	N/A	N/A	N/A

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
G 3.1.2	Stakeholder Engagement	Does the enterprise use appropriate mechanisms to engage with each group of stakeholders?	> Has achieved satisfactory engagement with 80 percent of identified stakeholders, including all vulnerable stakeholders and those unable to claim their rights.	Appropriate mechanisms such as regular consultations, informal dialogue, and feedback loops are in place to engage all relevant stakeholders. Engagement is tracked and reviewed to ensure broad participation.	5/5	> Timeframe within two years. > SAFA specific assessment. > Engagement strategy is scaled to operation size; No formal record-keeping, however, all engagement was documented internally; Interviews conducted by internal staff.	2.9/3
G 3.1.3	Engagement Barriers	Is the enterprise aware of, and does it address barriers to participation of less powerful stakeholders?	> Is able to identify potential barriers to engagement for stakeholders, has developed strategies to overcome these barriers, and has evidence of this being successfully employed in 80 percent of cases. It has process improvement plans developed or in development for the remainder.	Potential barriers to stakeholder engagement are identified, particularly for small or less represented stakeholders. Measures have been introduced to ensure accessibility and inclusiveness, with regular review and adaptation.	5/5	> Timeframe within two years. > SAFA specific assessment. > Reflected organisational intent to engage all stakeholders, including those at risk of exclusion; Analysis informed by principles rather than direct experience due to current scale; Interviews conducted by internal staff.	2.9/3
G 3.1.4	Effective Participation	Can the enterprise describe actual stakeholder participation (including “least-powerful” stakeholders), its impact on their decision making and how this impact was communicated to stakeholders?	> Is able to identify how decisions have been impacted by stakeholder engagement and has evidence (minutes, notes, source documents) of the impact and the enterprise has evidence of how the impact of stakeholder engagement was communicated back to stakeholders.	This sub-theme objective is not currently applicable due to the scale and scope of operations at this stage. As there are no materially affected stakeholders at present, engagement processes are not yet warranted. Relevance will be re- evaluated as the enterprise evolves and, where appropriate, applied.	N/A	N/A	N/A
G 3.2	**Grievance Procedures**				**100%**		**2.9/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
G 3.2.1		Can the enterprise describe grievance procedures for each stakeholder group, how they are publicized (especially with “least powerful” stakeholders) and their current usage?	> The enterprise is able to identify grievance procedures for all affected stakeholders and these are proactively publicized. These procedures meet the standards of natural justice and are supported by stakeholders. > Can provide evidence that procedures are being used, data on use and reports of satisfactory resolutions.	Internal documentation outlines clear procedures for managing grievances, including mechanisms for dispute resolution, confidentiality, and record-keeping. While these procedures have not yet been activated (due to the absence of internal or stakeholder conflicts) the framework reflects principles of natural justice and is available for use as the enterprise grows. Relevance and effectiveness will be reviewed periodically as stakeholder engagement increases.	5/5	> Timeframe within two years. > SAFA specific assessment. > Reflected organisational intent to engage all stakeholders, including those at risk of exclusion; Analysis informed by principles rather than direct experience due to current scale; Interviews conducted by internal staff.	2.9/3
G 3.3	**Conflict Resolution**				**N/A**	**N/A**	**N/A**
G 3.3.1		Can the enterprise identify potential conflicts of interest with and among various stakeholder groups, and provide examples of resolution through collaborative dialogue, based on respect, mutual understanding and equal power?	> All relevant stakeholder groups are identified and no unexplained obvious omissions of significant potential conflicts are present. > The enterprise has identified examples of actual conflicts, with descriptions of how they were resolved, providing evidence of how they were based on collaborative dialogue, and were based on values of respect, mutual understanding and equity. If there are no examples of conflicts of interest in the last 5 years, the enterprise should be able to describe how they would resolve a potential conflict in	While Fenrow has not experienced any formal conflicts of interest with internal or external stakeholders to date, internal protocols outlining procedures for conflict resolution are in place. These documents establish a process based on collaborative dialogue and principles of respect, equity, and mutual understanding. As stakeholder engagement increases, the enterprise will periodically review these protocols to ensure they remain appropriate and inclusive of all relevant stakeholder groups.	N/A	N/A	N/A

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
			this event. > The enterprise provides actual examples demonstrating collaborative dialogue AND consistent with values of respect, mutual understanding and equity.				
G 4	**Rule of Law**				**100%**		**2.8/3**
G 4.1	**Legitimacy**				**100%**		**2.8/3**
G 4.1.1		Does the enterprise's policy, or producers' code of practices, explicitly require that all applicable laws and regulations, voluntary standards, adopted or existing, be reported to the governance body, members or employees, and regularly reviewed for compliance and congruence with mission?	> The enterprise can provide evidence of a governance- endorsed risk management strategy in operation to ensure legal and regulatory compliance, including of any standards voluntarily entered into, and international human rights standards. > All laws, regulations and voluntarily entered codes, are included in this evidence. > The governance body reviews this and any codes not yet adopted which may be applicable against mission. > The results of the review form part of a regular monitoring report to stakeholders.	Fenrow maintains compliance with all applicable Commonwealth and State regulations governing fertiliser composition, labelling, handling, and traceability. This includes alignment with the Biosecurity Regulation 2016 (Qld) and relevant provisions under the Agricultural and Veterinary Chemicals Code Act 1994 (Cth). In addition, the enterprise applies the National Code of Practice for Fertilizer Description and Labelling, ensuring conformity with best practice in product disclosure and responsible marketing. Regulatory and voluntary requirements are periodically reviewed to ensure they remain consistent with Fenrow's operational and sustainability commitments.	5/5	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
G 4.2	**Remedy, Restoration & Prevention**				**N/A**	**N/A**	**N/A**

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
G 4.2.1		Can the enterprise show evidence of a prompt and responsible response to legal, regulatory, international human rights and voluntary code breaches, including detailed response on how the breach was remedied, how the effects of the breach will be restored or compensated, and the policies and processes instituted to prevent further breaches?	> The enterprise can provide evidence of the prompt remedy, restoration or compensation and action to prevent further breach. > A review with any affected stakeholder confirms the adequacy of restoration or compensation arising from any breach.	This sub-theme objective is not currently applicable due to the scale and scope of operations at this stage. Internal protocols exist to manage such events should they arise, including procedures for prompt remedy, restoration, and preventative action. While these have not yet been activated, they are structured to ensure transparency, fairness, and stakeholder engagement where relevant. This sub-theme will be reviewed periodically as operational scale and complexity increase.	N/A	N/A	N/A
G 4.3	**Civic Responsibility**				**N/A**	**N/A**	**N/A**
G 4.3.1		Within its sphere of influence, does the enterprise proactively and transparently support the improvement of the legal and regulatory framework on all four dimensions of sustainability, and does it not seek to avoid the impact of human rights or sustainability standards or regulation through the corporate veil, relocation, or any other means?	> The enterprise has clear records or register of all groups of which it is a member or supports which are involved in activities which seek to influence laws, regulations, international human rights codes or voluntary codes. > See SAFA Guidelines for remaining Unit of Measurements	This sub-theme objective is not currently applicable due to the scale and scope of operations at this stage. No formal policies, procedures, or records related to civic engagement, lobbying, political donations, or public policy advocacy exist within the organisation. As the business matures, relevant protocols will be established in alignment with sustainability values and regulatory expectations.	N/A	N/A	N/A
G 4.4	**Resource Appropriation**				**N/A**	**N/A**	**N/A**

		Performance Score					Accuracy Score
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
G 4.4.1	Free, Prior and Informed Consent	Is the enterprise aware of stakeholders' pre-existing access to land, water and resources, has it mapped this to the satisfaction of all affected stakeholders and agreed to take no action to reduce this access until it has fully informed stakeholders, negotiated on equal terms and provided for mutually agreeable compensation, sufficient to allow sustainable livelihoods?	> The enterprise can demonstrate awareness of stakeholder's pre-existing access to land, water, biodiversity and natural resources, by community asset mapping or other equivalent process. > Has evidence of satisfying the standard and its stakeholders in respect of the principles of FPIC. > Has evidence that it recognizes any asymmetries of power between itself and affected communities and that it has worked to ensure communities are well represented in any negotiations.	Sub-theme objectives 4.4.1 and 4.4.2 are not currently applicable due to the scale and scope of operations at this stage. No operations involve access to, or appropriation of land or natural resources held by external stakeholders, and there are no competing claims, community tenure rights, or traditional access arrangements affected by our activities. Accordingly, the indicators relating to Free, Prior and Informed Consent and tenure rights are not applicable at this time.	N/A	N/A	N/A
G 4.4.2	Tenure Rights	Is the enterprise aware of stakeholders' pre-existing tenure and access to land, water and resources, and can the enterprise prove that it has fully and promptly co-operated with any inquiry and remedy process to the satisfaction of affected parties in case of any (alleged) breach of tender rights?	> Has a record of all transactions related to tenure and access rights and can show clearly all the principles of the Voluntary Guidelines on the Responsible Governance of Tenure are met. Where there has been any breach or alleged breach of tender rights, the enterprise can prove that it has fully and promptly co-operated with any inquiry and remedy process to the satisfaction of affected parties.	See Contextualisation G 4.4.1	N/A	N/A	N/A
G 5	**Holistic Management**				**75.0%**		**2.8/3**
G 5.1	**Sustainability Management Plan**				**100%**		**2.8/3**

ENVIRONMENTAL INTEGRITY

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
G 5.1.1		Does the enterprise have a sustainability plan, endorsed by its governing body (or producers' association members or contractors), which provides a holistic view of the enterprise's sustainability and covers each of the environmental, economic, social and governance dimensions, including references to mission and demonstration of progress against the plan, or how the plan has driven specific decisions and their outcomes?	> The enterprise has a formal sustainability plan endorsed by the governance body. > The enterprise is able to provide evidence of the plan, or values in it, being used to improve the sustainability of the enterprise operations, as a result of better decision making and the plan covers each of the pillars of sustainability.	Our ESG (Environmental, Social, and Governance) report constitutes an integrated sustainability management plan formally endorsed by the governing body. It provides a comprehensive framework that aligns with the organisation's mission and values and addresses all four pillars of sustainability in an actionable manner.	5/5	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
G 5.2	**Full-Cost Accounting**				**50.0%**		**2.8/3**
G 5.2.1		Is the business success of the enterprise measured and reported to stakeholders taking into account direct and indirect impacts on the economy, society and physical environment?	> The enterprise has evidence that it collects, analyzes and reports to its stakeholders on its economic, social and environmental impacts and performance. > The enterprise shows it understands the emerging discipline of FCA and is actively involved in improving the scope and validity of its FCA reporting.	A Full Cost Accounting (FCA) framework has not yet been formally adopted due to the limited scale and scope of current operations. However, preliminary steps have been taken to identify and assess both direct and indirect sustainability impacts (see ESG Report). Although not yet applicable in full, this indicator has been included in the scoring to reflect a strong commitment to sustainability as a foundational principle of the enterprise's ethics and operations.	2.5/5	> Timeframe within two years. > SAFA specific assessment. > Internal and external documents demonstrate alignment with sub-theme objective; Internal audit	2.8/3
E	NVIRONMENTA	LINTEGRITY					

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
E	**Environmental Integrity**				**80.1%**		**2.7/3**
E 1	**Atmosphere**				**75.0%**		**2.6/3**
E 1.1	**Greenhouse Gases**				**58.3%**		**2.6/3**
E 1.1.1	GHG Reduction Targets (T)	Has the enterprise set a target in reducing GHG emissions?	> A written plan, available to all stakeholders, with GHG emission targets and steps, that has been already implemented towards achieving that objective.	A written objective to reduce greenhouse gas emissions is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 1.1.2	GHG Mitigation Practices (R)	Which activities and practices has the enterprise implemented that have effectively reduced GHG emissions?	> Adopted best practices in GHG emissions that: increase efficiencies of fossil-fuel based inputs; add components of land use change that achieve neutrality in GHG emissions; and sequester on-site to achieve a negative net emissions.	While fertilisers are intended to reduce emissions at the point of use, operational emissions have not yet been formally assessed and therefore a verified GHG balance is not available. Although public reporting of GHG emissions is currently out of scope given the scale and structure of operations, on-site	0.75/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Based on anecdotal evidence and intent to minimise GHG emissions; Internal audit.	2.3/3
E 1.1.3	GHG Balance (P)	What is the net direct GHG emission (i.e., annual emissions minus sequestration) of the enterprise?	> The enterprise's GHG balance is negative, that is, sequestration on-site is more than total emissions.	energy use and equivalent emissions are being recorded and monitored. This indicator is retained because GHG reduction is a cornerstone of the enterprise's value proposition and a key accountability metric. The long-term objective is to achieve carbon neutrality by offsetting operational emissions through carbon sequestered via fertiliser use.	N/A	N/A	N/A
E 1.2	**Air Quality**				**91.7%**		**2.6/3**

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Performance Score		Accuracy Score	
				Contextualised	Score	Justification	Score
E 1.2.1	Air Pollution Reduction Target (T)	Has the enterprise set a target in reducing the emission of air pollutants?	> A written plan, available to all stakeholders, with binding air pollution reduction and prevention targets and steps has been implemented towards achieving the targets.	A written objective to reduce air pollution is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Primary documents within 2 years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 1.2.2	Air Pollution Prevention Practices (R)	Which activities and practices has the enterprise implemented that have effectively reduced air pollutants?	> Adopted air pollution prevention practices, such as: dense soil coverage, proper storage and application of manure, slurry and plant protection products; the installation of effective filters in stables and factories; the installation of spray towers and scrubbers; the use of clean fuels and of catalytic converters in engines of vehicles and boats, etc.	While this indicator is primarily intended for primary producers, air quality considerations are noted through the raw material storage and fertiliser production phase. Measures that minimise odour and nitrogen volatilisation are prioritised, and persistent efforts are made to sourcing materials from compliant vendors, improving on-site handling, and reducing ammonia losses during drying stages.	1.7/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Based on anecdotal evidence and intent to minimise odour/ammonia volatilisation; Internal audit.	2.3/3
E 1.2.3	Ambient Concentration of Air Pollutants (P)	What is the percentage of days of the year when standard air pollution values have been exceeded in the surroundings of the enterprise?	> The ambient concentrations of any relevant air pollutants that occur in the surroundings of the enterprise during the analyzed time-frame do not exceed regulatory ambient levels.	No formal monitoring of ambient air quality has been conducted; however, emissions are expected to be minimal based on the nature of operations and handling practices. Established standards for raw material storage and process control are in place to mitigate ammonia volatilisation and odour. While no evidence suggests regulatory thresholds have been exceeded, this indicator will be reviewed	N/A	N/A	N/A

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
				should operational changes increase potential emissions.			
E 2	**Water**				**83.3%**		**2.8/3**
E 2.1	**Water Withdrawal**				**66.7%**		**2.8/3**
E 2.1.1	Water Conservation Target (T)	Has the enterprise set a target for reducing water consumption or water withdrawals?	Has a written plan, available to all stakeholders, with water conservation targets and steps have been implemented towards achieving these targets.	A written objective to water withdrawal is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 2.1.2	Water Conservation Practices (R)	Which activities and practices has the enterprise implemented that have effectively increased the efficiency, or reduced the amount of, freshwater used in the operation?	> Has adopted water conservation practices, such as maximizing the efficiency of irrigation systems, rainwater harvesting, cultivation of water- efficient crops, re-circulating aquaculture systems, use of less water-demanding processing technologies, etc. > Does not contribute to water supply problems of ecosystems or human water users at any of the sites where it operates.	Water is currently sourced from the municipal supply in accordance with standard regulatory practices applicable to commercial operations. While water capture systems are not yet in place, efficiency is prioritised through low-use processing practices. Plans are underway to incorporate captured and recycled water sources to further reduce reliance on freshwater inputs.	1/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 2.1.3	Ground and Surface Water Withdrawals (P)	What is the share of annual withdrawals of ground and surface water as a percentage of total renewable water?	Performance	All water is sourced from municipal supply. As such, the operation does not directly withdraw groundwater or surface water.	N/A	N/A	N/A

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
E 2.2	**Water Quality**				**100%**		**2.8/3**
E 2.2.1	Clean Water Target (T)	Has the enterprise set a target for improving the quality of the water affected by the operations?	> The enterprise has a written plan, available to all stakeholders, with clean water targets or reduction of water pollution.	A written objective to reduce water pollution is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 2.2.2	Water Pollution Prevention Practices (R)	Which activities and practices have been implemented that have effectively reduced or prevented the release of water pollutants?	> Practices for the effective prevention of water pollution are implemented.	Primary operational processes do not generate wastewater or process water discharge. Water used during cleaning is retained on-site and repurposed in a manner that prevents off-site release, ensuring that no contamination of water bodies occurs across operational contexts.	2/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 2.2.3	Concentration of Water Pollutants (P)	What is the percentage of days of the year when standard water pollution values have been exceeded in water (groundwater, surface water, coastal and marine water) as a result of the enterprise's operations?	> No critical water quality thresholds are exceeded in water bodies affected by the enterprise operations.	No water bodies are directly affected by operational discharge due processing methods. All water used during production remains within the enterprise boundary, mitigating the risk of contaminant transfer to surface or groundwater.	3/3	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 2.2.4	Wastewater Quality (P)	What is the share of wastewater with a good water quality (concentrations of faecal coliforms, heavy metals, BOD and COD below critical levels) as a percentage of the total wastewater from the enterprise's operation?	> All wastewater discharged and reused by the enterprise is of a quality that will not cause harm to the health of humans, plants, animals and ecosystems.	All wastewater generated is from cleaning processes and is reused on-site for fertigation purposes. This water contains diluted nutrient residues consistent with fertiliser use and poses no risk to human, animal, or environmental health. No wastewater is released off-site.	3/3	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
			Performance Score			Accuracy Score	
E 3	Land			This sub-theme is not currently applicable, as operations do not involve land conversion, cultivation, or primary production. There is no direct interaction with soil management, erosion risk, or land degradation processes.	N/A	N/A	N/A
E 4	Biodiversity			This sub-theme is not currently applicable, as activities do not occur within or adjacent to natural habitats and have no direct impact on native species, ecosystem services, or genetic diversity.	N/A	N/A	N/A
E 5	**Materials and Energy**				**82.0%**		**2.7/3**
E 5.1	**Material Use**				**92.0%**		**2.8/3**
E 5.1.1	Material Consumption Practices (R)	What practices and activities has the enterprise implemented that effectively replaced virgin non-renewable materials by recycled/reused/renewable ones in the operation and replaced synthetic inputs with natural inputs?	> The operation is completely independent from virgin non-renewable materials.	The flagship product is ≈80% recycled materials, replacing a significant share of virgin non- renewable inputs (e.g., urea and superphosphate). Material selection is guided by principles of circularity and environmental impact, with a strong emphasis on diverting resources from waste streams and integrating renewable or recovered inputs into the formulation.	1.6/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
E 5.1.2	Nutrient Balances (P)	What is the nutrient balance of the operations (supply vs demand, or imports vs exports at farm or parcel level) for nitrogen and phosphorus?	> The nitrogen and phosphorus balances of the operation do not deviate by more than 10 percent from zero, that is supply and demand (imports and exports) are in balance.	This sub-theme is not applicable, as the enterprise is not involved in primary production or nutrient application at the farm or parcel level. Nutrient balances are not calculated across cultivated land but are instead embedded in product formulation.	N/A	N/A	N/A
E 5.1.3	Renewable and Recycled Materials (P)	What share of the enterprise's total material use is generated from off-operation virgin sources?	All feasible practices to reduce material intensity and replace non-renewable, virgin materials have already been implemented.	Approximately 20% of materials are sourced from off- operation virgin inputs. The remainder is composed of recycled or recovered materials in line with the company's commitment to resource efficiency and waste reduction.	3/3	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 5.1.4	Intensity of Material Use (P)	How has the quantity of materials used (per unit produce) in the operations changed during the last 5 years?	The material intensity of production per unit of produce has substantially decreased over the past five years. The percentage threshold for a "substantial" reduction of material intensity should be set and justified by internal and external experts, based on the level of material intensity already achieved by the company at the beginning of the analyzed period.	This is the first assessed reporting period and therefore no comparative data on material use intensity is available. Nonetheless, material efficiency is an ongoing priority, with efforts focused on maximising the use of circular inputs and reducing unnecessary material throughput in production and packaging.	N/A	N/A	N/A
E 5.2	**Energy Use**				**54.2%**		**2.4/3**

			Performance Score				Accuracy Score
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
E 5.2.1	Renewable Energy Use Target (T)	Has the enterprise set a target for the share of renewable and sustainable energies in its total direct energy use?	The enterprise has a written plan, available to all stakeholders, with a binding renewable energy target and steps have been implemented towards achieving the target.	A written objective for a renewable energy use target is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 5.2.2	Energy-Saving Practices (R)	What practices and activities has the enterprise implemented that effectively reduced the energy requirements in its operation?	All feasible energy-saving practices have already been implemented and the enterprise uses its full energy-saving potential.	The enterprise has implemented off-peak machinery operation to reduce peak demand and optimise energy use in conjunction with energy-efficient equipment upgrades.	1.5/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 5.2.3	Energy Consumption (P)	How has the total direct energy consumption changed during the last 5 years?	Energy use per unit of produce of the enterprise has constantly and substantially decreased over the past five years.	This is the first analysed period, and therefore no year- on-year comparison of energy intensity is available. Nevertheless, production methods prioritise energy efficiency, and energy use per unit of output is reviewed with the aim of identifying future opportunities for reduction.	N/A	N/A	N/A
E 5.2.4	Renewable Energies (P)	What share of total direct energy use is generated from sustainable renewable sources?	The enterprise is completely independent from non- renewable and non-sustainable sources.	Approximately 25% of locally sourced power is produced from renewable energy.	0.75/3	> Timeframe within two years. > SAFA specific assessment, although primary data could not be obtained. > Audit of the energy use provided by renewable and non-renewable yielded estimation/ proxy data only	1.7/3
E 5.3	**Waste Reduction and Disposal**				**100%**		**2.8/3**

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Performance Score Contextualised	Score	Accuracy Score Justification	Score
E 5.3.1	Waste Reduction Target (T)	Has the enterprise set a target in reducing the generation of waste, as well as the hazardousness of this waste, in or by its operations?	> The enterprise has a written plan, available to all stakeholders, with binding waste reduction targets, and steps have been implemented towards achieving the targets.	A written objective for a waste reduction target is in place that reflects our broader sustainability goals (see ESG Report).	1/1	> Timeframe within two years. > SAFA specific assessment. > Internal documents demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 5.3.2	Waste Reduction Practices (R)	What practices and activities have been implemented that effectively reduced waste generation in the enterprise's operation?	> All feasible practices to reduce waste generation have already been implemented OR all of the enterprise's operations are "zero-waste" operations.	Operations are designed to avoid solid waste generation with inputs efficiently incorporated into the final product and no significant by- products requiring disposal. Water used for cleaning is retained on-site and repurposed for fertigation (as noted in E 2.2.2) supporting resource efficiency and minimal environmental impact.	2/2	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3
E 5.3.3	Waste Disposal (P)	How much solid waste does the enterprise generate that is not segregated, stored and in such a manner that it is rendered non-hazardous to humans and environment at the point of release from the enterprise?	> The waste storage, treatment and disposal practices of the enterprise pose no threat to the health of humans and ecosystems.	No solid waste is generated during operations and therefore no waste storage or disposal is required. Wastewater produced through cleaning is used for fertigation, consistent with the contextualisation provided under E 2.2.4, ensuring no adverse impact on human or environmental health.	3/3	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Internal audit.	2.8/3

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
E 5.3.4	Food Loss and Waste Reduction (P)	What is the share of food that is lost or wasted in the enterprise's operations and what share is reused, recycled or recovered?	> Food losses and waste do not exceed an inevitable minimum over the entire sphere of influence of the analyzed enterprise. Where losses cannot be prevented, all concerned food is put into use via other channels for reuse (e.g. charities, feed), recycling (e.g. compost) or recovery (e.g. anaerobic digestion).	This sub-theme is not applicable, as food is not produced, processed, or handled as part of operations. Where applicable, nutrient- containing water is repurposed for fertigation, as outlined in E 2.2.	N/A	N/A	N/A
E 6	Animal Welfare			This sub-theme is not applicable, as operations do not involve the handling, management, or use of animals. No direct or indirect impact on animal welfare arises from current activities.	N/A	N/A	N/A

ECONOMIC RESILANCE

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C	**Economic Resilience**				**82.4%**		
C 1	**Investment**				**74.2%**		**3/3**
C 1.1	**Internal Investment**				**80.0%**		**3/3**
C 1.1.1		In which activities and practices has the enterprise invested during the last 5 years to improve and monitor its social, economic, environmental and governance performance?	> Having a monitoring system in place to oversee the sustainability performance of the enterprise at social, economic, environmental and governance levels. > The enterprise has prioritized activities and practices that targeted the improvement of the enterprise's sustainability performance. > The enterprise can demonstrate progress in its sustainability performance during the last five years.	The enterprise has embedded sustainability into its core operational model, with a focus on environmental performance through the use of circular materials, low-emission inputs, and minimal waste generation. While formal monitoring systems are still evolving, sustainability performance is actively reviewed through self-assessment, and improvement practices.	4/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 1.2	**Community Investment**				**50.0%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C 1.2.1		How has the enterprise's investments contributed to address and meet community needs, with an efficient use of resources and maintaining an environmental balance?	> The investments and activities implemented by the enterprise address and meet at least some identified community need. > There are records of multiple positive socio-economic and environmental impacts as a result of the enterprise's investments and activities implemented. > There is not a disproportionate (over)consumption of resources in the investments made. > Community beneficiaries acknowledge the effective and positive contribution of the enterprise to the community sustainable development.	While community investment has not been a central operational focus to date, indirect contributions are made through the development of fertiliser products designed to support sustainable food production systems and long- term resource stewardship. There is no record of disproportionate resource use in these efforts, and future initiatives are expected to create co-benefits for regional producers and local growing communities through improved input efficiency and environmental performance.	2.5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 1.3	**Long-Ranging Investment**				**100%**		**3/3**
C 1.3.1	Long Term Profitability	Do the enterprise's investments aim to establish and reinforce the conditions to maintain, generate and increase the enterprise profits in the long- term?	> The enterprise has undertaken investments to generate profits in the short-term and has met completely its financial needs and obligations of the current year. > The enterprise has undertaken investments that aim to generate profits over a period of at least five years.	Fenrow has made targeted investments to meet its immediate financial obligations and support operational viability in the short term. In addition, a strategic focus has been placed on initiatives expected to deliver profitability over a period of at least five years. These long-term investments are designed to establish the conditions for sustainable growth, consistent with the enterprise's commitment to responsible innovation and market resilience.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
		Performance Score				Accuracy Score	
C 1.3.2	Business Plan	Does the enterprise have a business plan or an up-to-date document articulating revenue streams, growth plan, and an operational action plan that projects the generation of financial resources for the future?	> The enterprise has a business plan or an up-to-date document articulating revenue streams, growth plans, and an operational action plan that projects the generation of financial resources for the future.	An up-to-date business plan is in place, detailing current revenue streams, projected growth pathways, and an operational action plan to guide future development. This plan provides a structured approach to financial resource generation and allocation, ensuring that business activities remain aligned with long-term strategic objectives and financial sustainability goals.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 1.4	**Profitability**				**66.7%**		**3/3**
C 1.4.1	Net Income	Does the earned revenue that the enterprise retains exceed the total expenses, including interests and taxes associated with producing the goods sold, during the last five years?	> The enterprises total revenue earned in the last 5 years exceeds the total expenses, including interest and taxes over the same period.	The enterprise remains in an active investment phase, with current financial priorities focused on building capacity, establishing market presence, and developing core operations. As a result, revenue does not yet exceed total expenses. However, financial planning is structured to support a transition toward profitability as operations scale and revenue streams mature.	0/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 1.4.2	Cost of Production	Has the enterprise completed a process to determine the total cost of the product sold and per unit of production to calculate its break-even point?	> The enterprise has completed a process to determine the total cost of the products sold and per unit of production and has calculated the break-even point.	A comprehensive cost analysis has been conducted to determine total production costs and calculate the break-even point. As production and material technologies advance, cost structures will be reviewed and updated to reflect improvements in efficiency and scalability.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Performance Score Score	Justification	Accuracy Score Score
C 1.4.3	Price Determination	Has the enterprise considered a break-even point to negotiate with their buyer'(s) selling price in all contracts?	> The enterprise has completed a process to determine the total cost of the products sold and per unit of production and has calculated the break-even point.	A break-even point has been established and is used as a reference in pricing decisions.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 2	**Vulnerability**				**72.0%**		**3/3**
C 2.1	**Stability of Production**				**90.0%**		**3/3**
C 2.1.1	Guarantee of Production Levels	What are the actions and mechanisms that the enterprise has put in place to reduce the negative impact of the risks that could affect meeting the target volume of production and quality standards?	> The enterprise has a plan to guarantee the required volume of production and the compliance with quality standards in the event of facing social, environmental and economic shock. > The enterprise has implemented all mechanisms included in the plan in order to achieve its objectives. > The enterprise has conducted a risk analysis to determine its level of vulnerability versus the type and number of products, goods, species and varieties of plant or animal it currently produces for income generation OR the enterprise has conducted a risk analysis to determine its level of vulnerability versus the type and number of services it offers. > The result of the risk analysis does not recommend as a priority a greater product diversification.	A risk analysis has been conducted to assess vulnerability across inputs, operations, and product delivery. Materials used in production can be sourced from multiple suppliers and, where necessary, substituted without compromising quality. This flexibility, combined with stable production systems and non- reliance on sensitive global supply chains, contributes to resilience against economic and environmental shocks. The risk analysis does not identify product diversification as a priority mitigation strategy.	4.5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C 2.1.2	Product Diversification	Does the enterprise produce more than one product, specie or variety of plant or animal for income generation?	> The enterprise currently produces a wide variety of products, goods, species or varieties of plant or animal for income generation OR the enterprise offers a wide variety of services to the industry.	The enterprise offers a portfolio of fertiliser products with distinct formulations that serve a range of crop types, production systems, and grower objectives. This variety not only broadens market applicability but also provides a buffer against market and supply-side shocks. Unlike conventional fertilisers heavily exposed to global trade volatility, the product offering is designed to support system-level resilience.	4.5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 2.2	**Stability of Supply**				**100%**		**3/3**
C 2.2.1	Procurement Channels	Which actions and mechanisms has the enterprise put in place to reduce the risk of having input supply shortages, including maintaining ongoing business relationships with suppliers?	> The actions and mechanisms implemented target maintaining business relationships with a number of suppliers that could guarantee the required input supply. > The actions and mechanisms implemented enable the access to alternative procurement channels in case current suppliers fail to provide the required inputs. > There are no records of input supply shortages, or periods during which the enterprise has failed to meet the expected volume of production on time or to deliver the service offered.	Procurement risk has been assessed across all key inputs. The enterprise maintains relationships with multiple suppliers for critical materials, ensuring flexibility in the event of disruptions. Where possible, inputs are sourced from vendors offering interchangeable or functionally similar materials. There is no record of supply shortages or production delays linked to procurement issues.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

			Performance Score				Accuracy Score
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
C 2.2.2	Stability of Supplier Relationships	What share of supplier contracts/business relationship has remained on-going over the last 5 years?	> 100 percent of contracts with suppliers are based on fair and beneficial terms and conditions, and have remained on-going over the last 5 years.	While formal long-term contracts are limited, ongoing business relationships with key suppliers have remained stable since inception. Procurement practices prioritise continuity, quality, and mutual benefit, and suppliers are selected in part for their reliability and ethical alignment. As operations grow, formal supplier frameworks may be developed to support this continuity.	N/A	N/A	N/A
C 2.2.3	Dependence on the Leading Supplier	What share of inputs comes from the leading supplier?	> The enterprise has conducted a risk analysis of its supply chain in order to identify its level of vulnerability to certain input supplies and suppliers. > The enterprise has developed and implemented a strategy to minimize the supply risk and to establish a diversified supply structure when it is more appropriate.	A supply chain risk assessment has been conducted to evaluate potential overreliance on any single supplier. Where concentration risk exists, mitigation strategies are in place through alternative sourcing arrangements and material substitution options. The supply structure is intentionally designed to minimise vulnerability and allow rapid adjustments where needed.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
C 2.3	**Stability of Market**				**90.0%**		**3/3**
C 2.3.1		Which actions and mechanisms has the enterprise put in place to ensure a diversified and consolidated income structure from product sales or from the services provided?	> The actions and mechanisms implemented have targeted a diversified income structure with at least three or more buyers, where no buyer is responsible for a substantial part of the annual income obtained from the products sold. > The actions and mechanisms implemented have targeted a consolidated income structure where buyers have maintained a business relationship for at least more than a year, with written contracts or agreements. > The actions and mechanisms implemented allow the enterprise accessing alternative marketing channels in case contracts, agreements or business relationships are discontinued. > Since the implementation of such actions and mechanisms, there has been no records of related financial loses, as all products or goods have been sold.	The enterprise maintains a diversified income structure through product sales to multiple buyers across different market segments. No single buyer accounts for a dominant share of revenue. Alternative distribution channels are actively pursued, reducing reliance on any one outlet. No product losses due to unsold stock have been recorded.	4.5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 2.4	**Liquidity**				**20.0%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C 2.4.1	Net Cash Flow	Has the enterprise generated a positive net cash flow in the last five years?	> Assessing a company’s comprehensive free cash flow ratio; although there is no performance-tier system based on an exact percentage, the higher the ratio the better. > Net cash flow is above 0 (positive). The organization should record positive year over- year, or season over season, net cash flow. Short-term negative cash flow is accepted only if the enterprise has set-up precautionary measures, like a bridge loan, which will help it survive unexpected cash shortfall situations.	As the enterprise is still in its early stages of commercial growth, consistent positive net cash flow has not yet been achieved. Operations are currently focused on reinvestment and development. Financial management practices are in place to monitor cash position, but year-over-year surpluses are not yet established.	1/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 2.4.2	Safety Nets	Does the enterprise have access to formal or informal financial sources to withstand liquidity crises?	> The enterprise’s safety net includes a sufficient number of financing sources that maintain its capital flow. > The risk analysis of the enterprise does not recognized financial liquidity as a major risk.	Access to formal or informal financial safety nets remains limited, and financial liquidity is recognised as a key vulnerability in the current phase of business development. Short-term resilience is supported through controlled expenditure, lean operations, and cautious scaling, but no structured external capital support mechanisms are currently in place.	1/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 2.5	**Risk Management**				**60%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C 2.5.1		Does the enterprise have a plan to reduce and ready itself against risks that could potentially threaten the business?	> A set of actions and mechanisms has been implemented to adapt and/or reduce the possible negative impact of all internal and external risks that could potentially threaten the enterprise's business. > Records that present how the enterprise has reduced the likelihood of occurrence of certain risks, the level of exposure to them and their potential negative impact.	A risk analysis has been conducted to identify internal and external vulnerabilities, including those related to input supply, production continuity, and market exposure. While formal documentation and historical records are limited, risk mitigation strategies have been integrated into operational decision-making such as reducing reliance on sensitive global supply chains. These mechanisms support continuity and reduce the likelihood of disruption.	3/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 3	**Product Quality and Information**				**93.3%**		**3/3**
C 3.1	**Food Safety**				**100%**		**3/3**
C 3.1.1	Control Measures	Does the enterprise have food hazards and safety control measures in place that comply with correspondent and applicable regulations?	> Control mechanisms are in effective operation that fully comply with correspondent regulations to prevent and control food hazards and food contamination. > See SAFA Guidelines for remaining Unit of Measurements	This sub-theme is not applicable as operations do not involve the handling, processing, or preparation of food products. Food safety control systems are therefore outside the scope of current activities.	N/A	N/A	N/A
C 3.1.2	Hazardous Pesticides	Have any of the employees handled, stored or used any highly hazardous pesticides during the last five years?	100 percent of the volume of production has successfully passed the quality control that measures the required and highest nutritional standards the product needs to meet. > See SAFA Guidelines for remaining Unit of Measurements	This sub-theme is not applicable as the enterprise does not use or apply chemical pesticides in its operations. Activities are limited to fertiliser formulation and do not involve pesticide management or application.	N/A	N/A	N/A

			Performance Score			Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
C 3.1.3	Food Contamination	Were there any documented incidents where pesticide residues, in ingredients or products, have exceeded the maximum allowed limits during the last 5 years, or were there any other documented incidents of chemical or biological food contamination (e.g. due to the use of heavy metals, unapproved GMOs, mycotoxins) during the last five years?	> The enterprise has adopted best agricultural and manufacturing practices to prevent and control food contamination, based on the correspondent health and safety regulations.	Input materials are selected and tested to ensure minimal contaminant load, particularly with respect to heavy metals and other persistent residues. Regular testing is conducted to verify compliance with safety standards, and material sourcing prioritises recovered inputs with low contamination risk. Although not a food producer, the enterprise contributes indirectly to food safety by supplying fertilisers that reduce the risk of contaminant uptake in crops.	5/5	> Timeframe within two years. > SAFA specific assessment. > Third-party analysis and documentation of fertiliser nutrient concentrations	3/3
C 3.2	**Food Quality**				**100%**		**3/3**
C 3.2.1		What share of the total volume of production complies with the required quality norms and standards?	> 100 percent of the volume of production has successfully passed the quality control that measures the required and highest nutritional standards the product needs to meet. > Wood and non-wood products meet accepted quality standards. > The enterprise staff is informed and trained in adopting the best practices to meet the expected food quality levels and the highest nutritional standards.	All products are manufactured to meet clearly defined nutrient specifications and undergo quality control to ensure compliance with formulation standards. Inputs are selected for consistency and tested to minimise contaminants. Staff are trained in product handling and formulation procedures to maintain integrity across production batches. The enterprise contributes to nutrient efficiency and product reliability through rigorous quality assurance.	5/5	> Timeframe within two years. > SAFA specific assessment. > Staff training logs; Third-party analysis and documentation of fertiliser nutrient concentrations	3/3

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
C 3.3	**Production Information**				**80%**		**3/3**
C 3.3.1	Product Labelling	Are applicable product labelling codes fully complied with, and can the enterprise show evidence of exceeding these standards wherever possible?	> The enterprise fully complies with all relevant legally required labelling codes for its products. It seeks to go beyond minimum standards in providing consumer information, is responsive to its stakeholders and has an accessible system whereby consumers and other stakeholders can obtain further product quality and safety information.	All products comply with relevant labelling standards, including nutrient composition, application instructions, and safety information, as guided by Fertilizer Australia's Code of Practice. Labelling is reviewed regularly to ensure clarity, regulatory alignment, and stakeholder relevance. Additional information is available such as our ESG Report and SAFA Report, and ongoing improvements aim to exceed minimum transparency requirements.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 3.3.2	Traceability System	Does the system ensure traceability over all stages of the food chain, so that products can be easily and correctly identified and if need be, recalled?	> 100 percent of the total volume of production for the last year can be identified, followed and recalled along the food chain through a traceability system OR the enterprise has established a traceability system that covers all the products produced, covering all the stages of the food chain.	A traceability system is currently being implemented to systematically link input sourcing, formulation records, and batch-level production data. The objective is to enable full traceability of all products and ensure that recall procedures can be enacted if required. This approach supports transparency, accountability, and quality assurance across the production chain.	3/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
C 3.3.3	Certified Production	Can the enterprise identify all ingredients and inputs used in its enterprise and can it provide evidence of certified sustainable sourcing?	> The enterprise keeps a procurement record which identifies the certification status for all procurement, distribution and production. > The enterprise is able to provide evidence of assessments for any non-certifiable procurement, distribution or production and this assessment details the problem, reason for the decision, plan to remedy and date for review.	Procurement records are maintained for all key inputs. Where applicable, preference is given to certified or independently verified suppliers. In cases where certifications are unavailable, supplier assessments are conducted to ensure sourcing aligns with the enterprise's sustainability standards. Documentation is kept to support procurement decisions and guide future review.	4/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective; Third- party analysis and documentation of fertiliser nutrient concentrations.	3/3
C 4	**Local Economy**				**90.0%**		**3/3**
C 4.1	**Value Creation**				**80.0%**		**3/3**
C 4.1.1	Regional Workforce	Has the enterprise prioritized hiring regional candidates during the last five years when considering other candidates with similar skills, profile and conditions?	> The enterprise has a human resources policy that prioritizes hiring regional employees when similar skills, profile and conditions are offered in relation to other candidates. > The enterprise has hired regional employees during the last 5 years in all the cases that similar skills, profile and conditions have been offered to perform adequately the required duties and responsibilities.	Where applicable, priority is given to engaging regional employees, particularly in areas close to production and supplier hubs. Recruitment practices aim to support regional employment opportunities where skills and qualifications align. This approach is being formalised within broader human resource practices. Regional workforce engagement is practiced but not yet embedded in a formalised HR policy across all operations.	3/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3
C 4.1.2	Fiscal Commitment	Does the enterprise pay the applicable taxes as indicated by local regulations?	> The enterprise has paid all the local taxes that are applicable and due in all countries of operation.	All applicable taxes are paid in full compliance with Australian regulatory requirements. Tax obligations are met transparently and on time across all jurisdictions of operation.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
			Performance Score			Accuracy Score	
C 4.2	**Local Procurement**				**100%**		**3/3**
C 4.2.1		Has the enterprise procured from local suppliers when equal or similar conditions apply in comparison to non-local suppliers?	> The enterprise has developed and applied a procurement policy that prioritizes the purchase of inputs, products and ingredients from local suppliers. > In 100 percent of the cases where local suppliers can provide the required inputs to the enterprise, under equal of similar conditions in comparison to non-local, the enterprise has selected local suppliers.	Procurement practices prioritise domestic, state, and regional suppliers over international sources where inputs are of comparable quality, availability, and cost. This principle is being implemented systematically, with preference given to Australian vendors wherever feasible.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub-theme objective.	3/3

SOCIAL WELL-BEING

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S	**Social Well-Being**				**95.8%**		**2.9/3**
S 1	**Decent Livelihoods**				**93.3%**		**2.9/3**
S 1.1	**Quality of Life**				**100%**		**2.8/3**
S 1.1.1	Right to Quality of Life	Do all producers and employees in enterprises of all scales have time for family, rest and culture, and the ability to care for their needs, such as maintaining adequate diets?	> The enterprise stakeholders (i.e. primary producers, enterprises and all employees and their families) report that they live free from oppression, in peace, security and mental and physical health with adequate time for personal and family needs.	Work schedules and responsibilities are structured to allow for adequate rest, personal time, and family needs. The working environment is safe, respectful, and flexible, promoting both physical and mental wellbeing. No issues related to oppressive conditions or work-life imbalance have been reported.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub- theme objective. Internal audit.	2.83
S 1.1.2	Wage Level	Do all primary producers who supply enterprises and all employees earn at least a living wage?	> 100 percent of employees and personnel involved in the enterprise are paid a living wage.	All employees and contractors are compensated in line with or above award rates, consistent with living wage benchmarks. Wage decisions consider both legal requirements and cost-of- living standards to ensure economic dignity.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub- theme objective. Internal audit.	2.83
S 1.2	**Capacity Development**				**90.0%**		**3/3**

	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Performance Score Score	Justification	Accuracy Score Score
S 1.2.1		Do primary producers and employees have opportunities to increase skills and knowledge, to advance within the enterprise in which they work or to build the future of their own enterprise?	> Small-scale producers network to identify best practices with neighbors and other farmers in the region, seek and attend trainings from extension agents or local non-profits on improved practices. > Primary producers recruit apprentices, or interested family members, to ensure that the next generation of farm management is ready when the time comes. > Enterprises enable producers and workers to attend training, conferences, or other learning and networking events, with a view to introducing improved management and techniques that are more productive and efficient, more environmentally sound and innovative and more profitable.	Opportunities to build technical and business capability are encouraged. Employees and collaborators are supported in attending training, industry events, and networking opportunities where relevant. Knowledge sharing across partners and within the operation contributes to ongoing skills development. Capacity development is supported but not yet formalised in a training policy or structured advancement pathway.	4.5/5	> Timeframe within two years. > SAFA specific assessment. > Evidence of regular training, safety induction and skills development sessions.	3/3
S 1.3	**Fair Access to Means of Production**				**90.0%**		**3/3**

	Performance Score					Accuracy Score	
	Theme/ Sub-theme/ Objective	**Indicators**	**Unit of Measurement**	**Contextualised**	**Score**	**Justification**	**Score**
S 1.3.1		Do primary producers, including indigenous people, have access to the equipment, capital and knowledge or training necessary for decent livelihood?	> Access to agricultural extension services that are regular and relevant; conferences, trainings, or events that regularly offer opportunities to gain skills; courses at local or online colleges, foundations, or other programmes to teach best practices and skills; other opportunities that allow the enterprise to regularly update their operations to best practices for efficiency and sustainability. > Access to necessary equipment and facilities.	The enterprise provides equitable access to equipment and resources for all personnel involved. While not a primary producer, activities support broader accessibility to sustainable fertiliser solutions that enhance productivity and efficiency, particularly for smaller-scale or regionally based growers. External stakeholders benefit indirectly from access to low- barrier inputs and practical agronomic knowledge. Internal access to production resources is equitable; enterprise activities support access to inputs and knowledge for others, though no formalised extension services are offered.	4.5/5	> Timeframe within two years. > SAFA specific assessment. > All personnel and contributors have access to equipment and know-how needed for their roles; Extension services not applicable; Training mostly delivered in-house.	3/3
S 2	**Fair Trading Practices**				**100%**		**2.9/3**
S 2.1	**Responsible Buyers**				**100%**		**2.9/3**
S 2.1.1	Fair Pricing and Transparent Contracts	Do buyers through their policies and practices recognize and support suppliers' (particularly primary producers) rights to fair pricing and fair contracts and agreements?	> 100 percent of trade deals with suppliers are based on contracts with buyers that include a conflict resolution process for resolving differences and agreement that trade relations will not be terminated except for just cause.	All supplier relationships are governed by transparent terms, and agreements are built on fair pricing and mutual accountability. While formal conflict resolution clauses may vary, trade relations are managed responsibly and without arbitrary termination.	5/5	> Timeframe within two years. > SAFA specific assessment. > Contracts confirm fair terms and include resolution clauses; All agreements are internally archived; Internal audit.	2.89/3
S 2.2	**Rights of Suppliers**				**100%**		**2.9/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S 2.2.1		Do buyers explicitly recognize and support suppliers' (particularly primary producers') rights to freedom of association and to collective bargaining?	> Buyers have relationships of trust with 100 percent of their suppliers, based on their rights to freedom of association and collective bargaining.	Suppliers are primarily based in Australia and other OECD countries with strong legal protections for freedom of association and collective bargaining. Supplier relationships are based on trust, and ethical practices are expected and respected across all contracts.	5/5	> Timeframe within two years. > SAFA specific assessment. > All current supplier relationships are domestic or OECD-based; Relationships reviewed for compliance with fair labour expectations; No grievances recorded; Internal audit.	2.9/3
S 3	**Labour Rights**				**100%**		
S 3.1	**Employment Relations**				**100%**		**3/3**
S 3.1.1		Does the enterprise or employees' sub-contractors have written agreements with their employees that at least meet national and international labor treaties including social security, or, for enterprises that are primary producers at least have a clear understanding based on verbal agreement between employer and employees?	> Enterprises written policies provide legally binding contracts for all employees that meet labour laws and treaties.	All employment arrangements are formalised in written agreements that meet or exceed national labour standards and relevant international conventions, including those related to social protections.	5/5	> Timeframe within two years. > SAFA specific assessment. > Written contracts exist for all employees; Internal audit confirms alignment with local legal frameworks.	3/3
S 3.2	**Forced Labour**				**100%**		**3/3**
S 3.2.1		Does the enterprise or employees' sub-contractors employ people who are not free to quit or who cannot raise grievances without fear of retaliation?	> The enterprise ensures that no forced labor is part of their supply chain through written policies and in practice.	There is zero tolerance for forced labour within operations or throughout the supply chain. Policies and practices are in place to ensure all employment is voluntary and conducted under fair conditions.	5/5	> Timeframe within two years. > SAFA specific assessment. > No indication of coercive practices; Voluntary employment procedures documented; Whistleblower and grievance systems accessible.	3/3
S 3.3	**Child Labour**				**100%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S 3.3.1		Does the enterprise, or its subsidiaries or sub-contractors, employ minor children, 16 years of age or younger, who are working full time or more, engaged in jobs that are dangerous to them physically, mentally or morally, and who are deprived of the opportunity to live as children, to attend school and/or other appropriate training?	> The enterprise has no employees under the age of 16 that are regularly employed in a way that would interfere with their rights.	No individuals under the age of 16 are employed. The enterprise complies fully with child labour laws and supports the rights of children to education and safe development.	5/5	> Timeframe within two years. > SAFA specific assessment. > All employees above legal age threshold; Procedures in place to verify age; No violations or exceptions.	3/3
S 3.4	**Freedom of Association and Right to**	**Bargaining**			**100%**		**2.9/3**
S 3.4.1		Freedom of Association and Right to Bargaining Are the employees in an enterprise free to negotiate, as individuals or as groups, or through a union or representatives of their choosing to set the terms of their employment?	> The enterprise facilitates the establishments of all workers' rights and provides facilities and training on legal rights for all employees.	All employees are free to engage in collective bargaining, union membership, or independent negotiation. The enterprise upholds the right to association and fosters a respectful and open workplace.	5/5	> Timeframe within two years. > SAFA specific assessment. > Internal policy supports collective bargaining; Employees informed of rights through onboarding materials; Internal audit.	2.89/3
S 4	**Equity**				**90.0%**		**3/3**
S 4.1	**Non-Discrimination**				**100**		**3/3**
S 4.1.1		Does the enterprise discriminate against any employee or prospective employee based on race, creed, colour, national or ethnic origin, gender, age, handicap or disability (including HIV status), union or political activity, immigration status, citizenship status, marital status, or sexual orientation in hiring, job allocation, promotions and firing	> Enterprises have clear policies of non- discrimination and apply those policies consistently to all employees and in all dealings with suppliers.	A non-discrimination policy is in place and actively upheld. Hiring and employment practices are based solely on qualifications, experience, and role requirements, with no bias on the basis of personal or cultural attributes.	5/5	> Timeframe within two years. > SAFA specific assessment. > Equal opportunity policy applied across all hiring; No formal complaints received.	3/3

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
		or in awarding contracts to primary producers for supplies?					
S 4.2	**Gender Equality**				**100**		**3/3**
S 4.2.1		Does the enterprise discriminate against women in hiring, remuneration, training and advancement, access to resources or firing?	> The enterprise has no discrimination against women in hiring, remuneration, training, advancement, access to resources or firing.	No discrimination exists on the basis of gender. All roles, benefits, and advancement opportunities are accessible equally, and remuneration is based on merit and performance.	5/5	> Timeframe within two years. > SAFA specific assessment. > Equal opportunity policy applied across all hiring; Hiring shows no systemic bias.	3/3
S 4.3	**Support to Vulnerable People**				**70.0%**		**3/3**
S 4.3.1		Does the enterprise accommodate varying levels of ability and disability, young workers and aged ones and provide resources to the community to support vulnerable people, women, minorities and the disadvantaged, with social and health services, training, and cultural events for women, minorities and the disadvantaged?	> The enterprise has policies and practices that have effectively accommodated varying levels of ability and disability, young workers and aged ones. > The enterprise provides resources to the local community to support vulnerable people with social and health services, training including languages and cultural events.	While no formal community programs are in place, internal practices support inclusivity and consider diverse abilities and needs. Equal opportunity principles guide all recruitment and workplace decisions.	3.5/5	> Timeframe within two years. > SAFA specific assessment. > Equal opportunity policy applied across all hiring; Hiring shows no systemic bias.	3/3
S 5	**Human Health and Safety**				**91.7%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S 5.1	**Workplace Safety and Health Provisions**				**83.3%**		**2.9/3**
S 5.1.1	Safety and Health Training	Does the enterprise provide training in health and safety for 100 percent of employees that are understandable by employees, tailored to their workspace and effective?	> The enterprise provides effective training in health and safety for 100 percent of employees, including at least a basic health and safety training for those working on specialized equipment.	All employees receive health and safety training relevant to their roles, including procedures for equipment use, emergency response, and safe handling of materials. Training is delivered in an accessible and practical format to ensure comprehension and effectiveness.	5/5	> Timeframe within two years. > SAFA specific assessment. > Safety training provided to all staff during induction; Internal audit.	2.8/3
S 5.1.2	Safety of Workplace, Operations and Facilities	Does the enterprise maintain a safe, clean and healthy workplace including all grounds and facilities, and all practices?	> The enterprise ensures a safe, clean and healthy workplace for employees by determining if facilities and structures, equipment, practices, and food offered are safe and meet employee needs for healthy lifestyles.	The workplace is maintained to high cleanliness and safety standards, with safe equipment, designated storage areas, and clear protocols for risk management. Staff operate in a hazard-minimised environment that supports general wellbeing and occupational safety.	5/5	> Timeframe within two years. > SAFA specific assessment. > Facilities clean and well-maintained; First-aid and incident protocols established; No independent inspection.	2.9/3
S 5.1.3	Health Coverage and Access to Medical Care	Does the enterprise provide adequate health coverage per legal requirements, and ensure timely access to medical care in emergencies for employees?	> The enterprise provides health coverage and ensures emergency access to medical care for employees.	While employer-provided health coverage is not a legal requirement, the enterprise complies fully with relevant legislation and ensures emergency medical access through on-site first aid provisions and trained personnel.	2.5/5	> Timeframe within two years. > SAFA specific assessment. > Compliance with minimum health obligations verified; Onsite medical kit and first aid personnel available.	3/3
S 5.2	**Public Health**				**100%**		**3/3**

		Performance Score				Accuracy Score	
	Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S 5.2.1		Does the enterprise take measures to avoid polluting or contaminating the local community and contribute to the health of the local community?	The enterprise takes measures to avoid polluting or contaminating the local community and contributes to the health of the local community.	Measures are in place to ensure operations do not pollute or pose health risks to the local community. No hazardous effluents or emissions are released, and practices such as on-site wastewater reuse and responsible material handling reduce environmental exposure. The enterprise contributes indirectly to public health through the development of fertiliser products that support sustainable food systems.	5/5	> Timeframe within two years. > SAFA specific assessment. > Audit of internal operational practises and protocols demonstrate alignment with sub- theme objective.	3/3
S 6	**Cultural Diversity**				**100%**		**3/3**
S 6.1	**Indigenous Knowledge**				**100%**		**3/3**
S 6.1.1		Does the enterprise recognize and respect the universal rights of indigenous communities to protect their knowledge and if appropriated and acquired, has the enterprise remunerated indigenous communities in a fair and equitable manner, based on mutually agreed upon terms?	> The enterprise recognizes and respects the universal rights of indigenous communities to protect their knowledge. > The enterprise provides remuneration to indigenous communities in a fair and equitable manner, based on mutually agreed upon terms. > In written policies and in practice, the enterprise meets all national and international laws and treaties concerning indigenous knowledge.	The enterprise respects the universal rights of Indigenous communities to protect their cultural and intellectual knowledge. No traditional knowledge has been used, appropriated, or commercialised, and no partnerships have required engagement on these matters to date. All activities are fully compliant with national and international laws relating to Indigenous rights and knowledge.	5/5	> Timeframe within two years. > SAFA specific assessment. > No indigenous IP used or acquired; Policies aligned with legal requirements; Not applicable based on current operations.	3/3
S 6.2	**Food Sovereignty**				**N/A**		**N/A**

	Performance Score				Accuracy Score	
Theme/ Sub-theme/ Objective	Indicators	Unit of Measurement	Contextualised	Score	Justification	Score
S 6.2.1	Does the enterprise contribute to the food sovereignty of its region by exercising its ability to preserve and use traditional, heirloom and locally adapted varieties or breeds, as well as supporting others in pursuing this goal?	> The enterprise sources locally adapted seed varieties or livestock breeds, or traditional or heirloom varieties for at least a majority of their production. > See SAFA Guidelines for remaining Unit of Measurements.	This sub-theme is not applicable, as the enterprise does not engage in food production or procurement of plant or animal varieties. Activities are focused on fertiliser production and do not influence seed selection, crop choice, or food system governance.	N/A	N/A	N/A

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