ENDUG 2023 SUSTAINABILITY IMPACT REPORT

R

one World has to be **ENOUGH SFBIO**

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The role of the protein transition is increasingly recognised as one of the main drivers for global sustainability, and we are reassured by the increasing profile of food as part of the COP28 discussions¹.

In producing ABUNDA[®] as a high-quality source of protein and fibre, grown using a simple process with efficient use of resources, ENOUGH plays a small role in enabling that protein transition, a protein transition that reduces the over-reliance on protein from animal sources that can help to address many of the UN's sustainable development goals.

As a team and as a business our focus is to make high quality food produced at scale, and by working with others we can efficiently make food that addresses the needs of consumers and the planet.

This 2023 ENOUGH Sustainability Impact Report is 3F BIO (trading as ENOUGH)'s first report and aims to highlight some of the goals, successes, and challenges for the organisation with regard to the Environment, Social and Governance in 2023.

Except as otherwise noted, this report covers 2023 performance of the company. For detailed information of the report scope, please see 'About this Report'.

OUR TEAM

Adrien D, Ahmed E, Allen A, Andrew B, Anna L, Carolina P, Claire M, Craig J, Danielle M, Darius B, David H, Dimitris K, Elaine F, Erik P, Evangelos P, Florence H, Henk K, Ilkay G, Jacqui M, James W, Jason M, Jeffrey d. M, Jens A, Jim L, Jimmy S, Joeri P, John G, Karst d. V, Kayleigh E, Lars v. G, Lennard L, Leo D, Lotte v. P, Lotte S, Marco d. V, Margaux L, Mark F, Michael K, Mitchel H, Nicky v. d. V, Pieter S, Rhiannon E, Richard K, Rob C, Robin G, Rody d. B, Romeo P, Ross M, Ryan H, Salwin W, Samir N, Seppe V, Shaun S, Shyhiem E. H, Sofia M, Stefaan S, Tino v. d. V, Tom V, Trees d. K, Zehid S

¹ https://www.wri.org/insights/food-system-breakthroughs-cop28-whats-next



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SCOPE OF THIS REPORT

ENOUGH's business framework sets goals and strategies across all business areas and our Environmental, Social and Governance strategy provides a framework, updated bi-annually, to help focus resources, drive performance, as well as to engage internal and external stakeholders. It highlights areas of strength and areas needing improvement as part of an overall business desire for continuous improvement.

The ENOUGH sustainability strategy used the Sustainability Accounting Standards Board (SASB) standards as a framework and describes prioritised actions that the company commits to. The strategy covers five sustainability goals that commenced in 2022 and which supports the commercial and corporate business goals, which were to secure binding offtake demand and prepare for launch.

This report highlights some of the goals, successes, and challenges we have experienced as a company and its aim is to highlight and respond to the varied needs of our stakeholders.

Stakeholder Map & Stakeholder Requirements²

	ENVIRONMENT	SOCIAL	GOVERNANCE		
OUR CUSTOMERS	Commitment to reducing the impact of our production on the environment.	Ensure a safe and supporting working environments for all employees.	Ensure high standards of compliance.		
OUR TEAM	Achieve a certified Environmental Management System and ensure no environmental incidents occur.	Have a strong health and safety programme that protects our team, our assets, and the public from accidents.	Continue to drive transparency to our team and ensure integrity in everything we do.		
OUR EXTERNAL STAKEHOLDERS	Achieve certified Environmental Management system.	Engaged workforce, empowering our colleagues to give talent, time, and financial support to create positive change in local communities.	Meet the highest professional, legal, and ethical standards—while enhancing transparency and accountability.		

² Based on January 2024 internal review process

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CEO FORWORD

"As a company whose purpose is 'to make protein sustainable', sustainability is at the heart of our business, impacting on all areas and the activities of the entire Team. Our sustainability strategy embraces the behaviours defined within our management framework ORBIT³, specifically:

During 2023, we have made progress in a number of areas, but we did not meet all of our goals. Relative to our Vision to "produce one million tonnes of ABUNDA mycoprotein by 2032" our production output fell far short of our target, but we did complete the first production from our site in the

- Setting high standards and having a plan

Scope

- Setting targets to continuously improve, with a cadence for reporting and review, and

Netherlands and received excellent customer feedback regarding the quality of product applications.

- Maintaining high compliance with policies, standards, and systems.



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SUSTAINABILITY AT ENOUGH - WHY IT MATTERS

ENOUGH's mission is to make protein sustainable by playing a small role in the protein transition which tackles the global food security challenges and addresses the unsustainable impact of conventional protein farming.

It is widely acknowledged that livestock farming accounts for 14.5% of global Greenhouse Gas emissions⁴, and as a result plays a critical role in the contribution to global climate change. Within the livestock industry, beef is the biggest contributor to GHG emissions, accounting for 41% of the entire industry as well as a significant number of resources⁴. Every calorie of beef consumed by humans requires 28 times more land and 11 times more water than the average of other livestock products⁵.

Additional studies⁶ highlight that the true cost of meat from livestock is not only shown in its price on shelf and by the impact on climate, but also via other negative externalities relating to health and the environment. All of this combines to highlight the need for a more sustainable protein solution which can only be enabled if as a food industry we offer consumers the choice of foods that taste as good or better and cost the same or less than the animal alternative.

³ ORBIT describes the Company's values and strategic framework and is described in the 'About Enough' section.

⁶ https://www.aier.org/article/the-true-cost-of-a-hamburger/

^[6]

⁴ https://www.fao.org/3/i3437e/i3437e.pdf

⁵ https://www.pnas.org/doi/full/10.1073/pnas.1402183111

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At ENOUGH, we produce sustainable non-animal protein, mycoprotein, by fermenting fungi using naturally occurring and renewable feedstocks in the form of glucose. This creates ABUNDA[®] mycoprotein, which is a complete food ingredient containing all essential amino acids as well as being high in dietary fibre, and which we supply as a B2B ingredient.

ENOUGH's business model is to supply customers with the highest quality protein that is safe, sustainable, and kind to the environment. We recognise that reduction in waste and minimising costs help us ensure the sustainability of our business and can also help support the goals of our customers.

In parallel to addressing the environmental benefits, as a food company we firstly appreciate that taste and texture are the key aspects in meeting consumer needs and to support customer needs we work actively to support recipe and product development⁷.

We have offices in four locations, our head office and our culinary kitchen in Glasgow, UK, our Commercial office in St Albans, UK, and our production facility in Sas van Gent, the Netherlands.

ENOUGH's production process and technology combine stand-alone processes into a proprietary zero waste. integrated process to grow mycoprotein, advantaged in terms of sustainability as well as in terms of nutritional and taste profile. A by-product of our process is a liquid stream which contains unconsumed glucose and other nutrients and to avoid waste and reduce costs, this is returned to neighbouring bioethanol facility where the sugars can be converted into bioethanol, thus creating a zero-waste process.

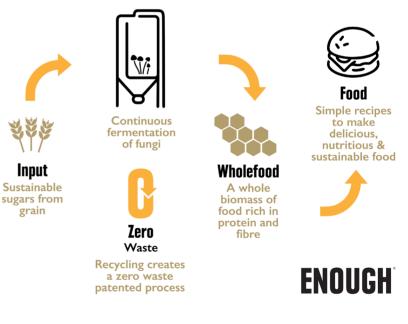
In addition to producing at high quality, with low cost and with advantage environmental metrics, a key driver for ENOUGH is to produce at high scale and this steers our approach to production and to the market. Our first production facility grows mycoprotein at 1.3 tonnes per hour, the equivalent of approximately 5 cows worth of 'meat' every hour which equates to 10,000 tonnes per annum.

This is significant in scale and comes from a fermenter which is over 30 metres tall, but it represents a tiny fraction of the scale of the current meat market. As such, our plans in 2024 include commencing the process to double capacity, with the timing for a second line targeted for 2025⁸.

⁷ ABUNDA Mycoprotein, with Michael Kilkie, Head of Culinary preparing product application, including vegan chicken breasts. ⁸ A schematic of ENOUGH's zero waste process



OUR PROCESS



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Our World in Data ESG Environmental policy commitments

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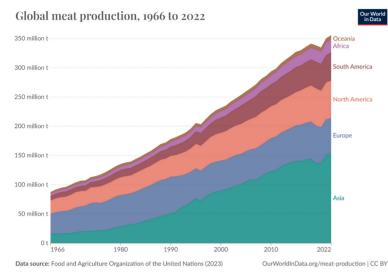
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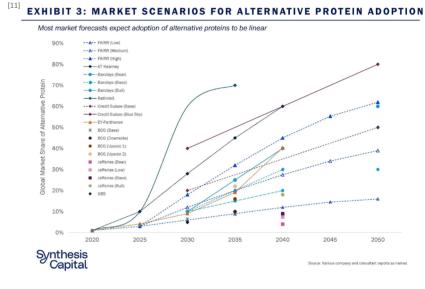


The global demand for meat from livestock⁹ doubled in the 25 years from 1966 to 1990 and doubled again in the 30 years to 2021. The growth rate on seafood¹⁰ in this timescale was slightly greater, and combined they equate to a global market for 'meat protein' of 600 million tonnes.

It is predicted that to meet future global demand for food, demand will increase by a further 70% by 2025, further increasing pressure on resources, arable land and the oceans.

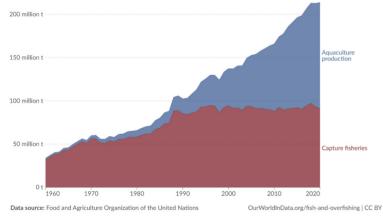
As these volumes grow, the consumption of meat from animals will also grow, but the consensus estimate¹¹ is that by as early as 2025, alternative protein sources may account for between 10 and 20% of this demand.

If 15% of the current market were to move to non-animal sources by 2035 this would equate to 100 million tonnes per annum. To achieve 100 million tonnes per annum by 2035 (12 years) it would require 22,000 tonnes of new capacity every day for the next 4,400 days.



Seafood production: wild fish catch vs. aquaculture, World Aquaculture is the farming of aquatic organisms including fish, molluses, crustaceans and aquatic plants. Capture

fishery production is the volume of wild fish catches landed for all commercial, industrial, recreational and subsistence purposes.



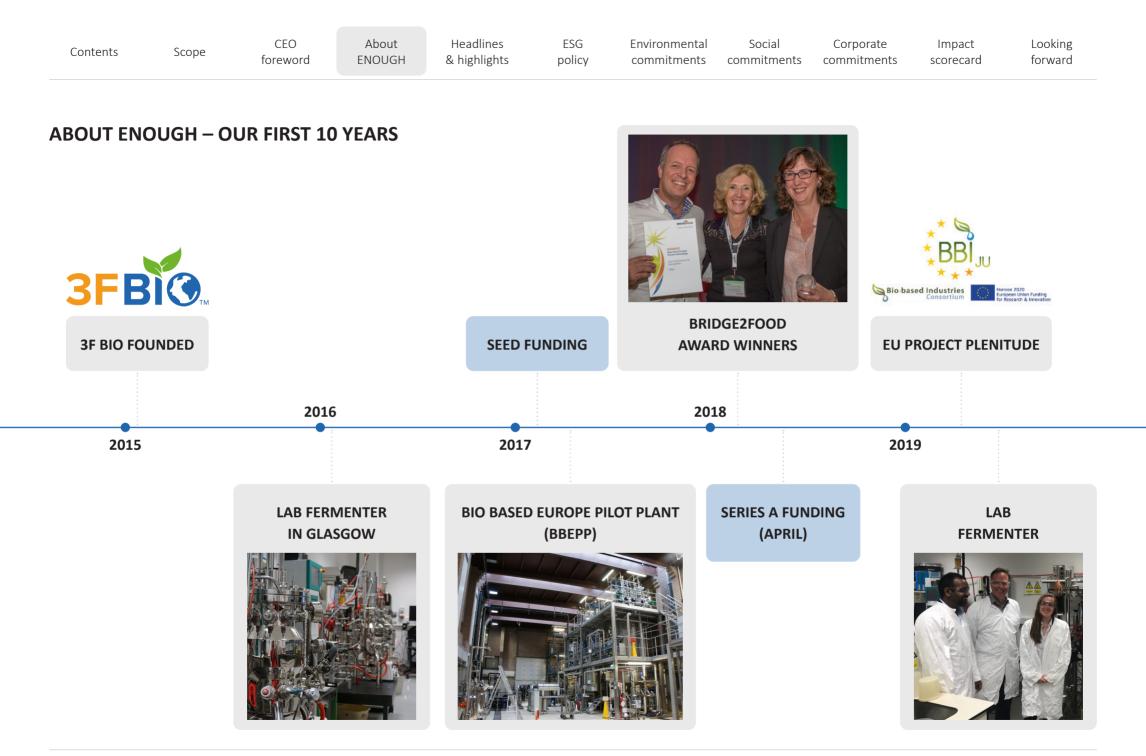
This puts into context the more modest ambitions of ENOUGH. In order to make any meaningful contribution to the protein transition and reducing the impact of livestock on the climate, we therefore need to move faster. For that reason, we continue to embrace every opportunity for collaboration, taking every action to build scale and realise our goals with regards customers and the climate.

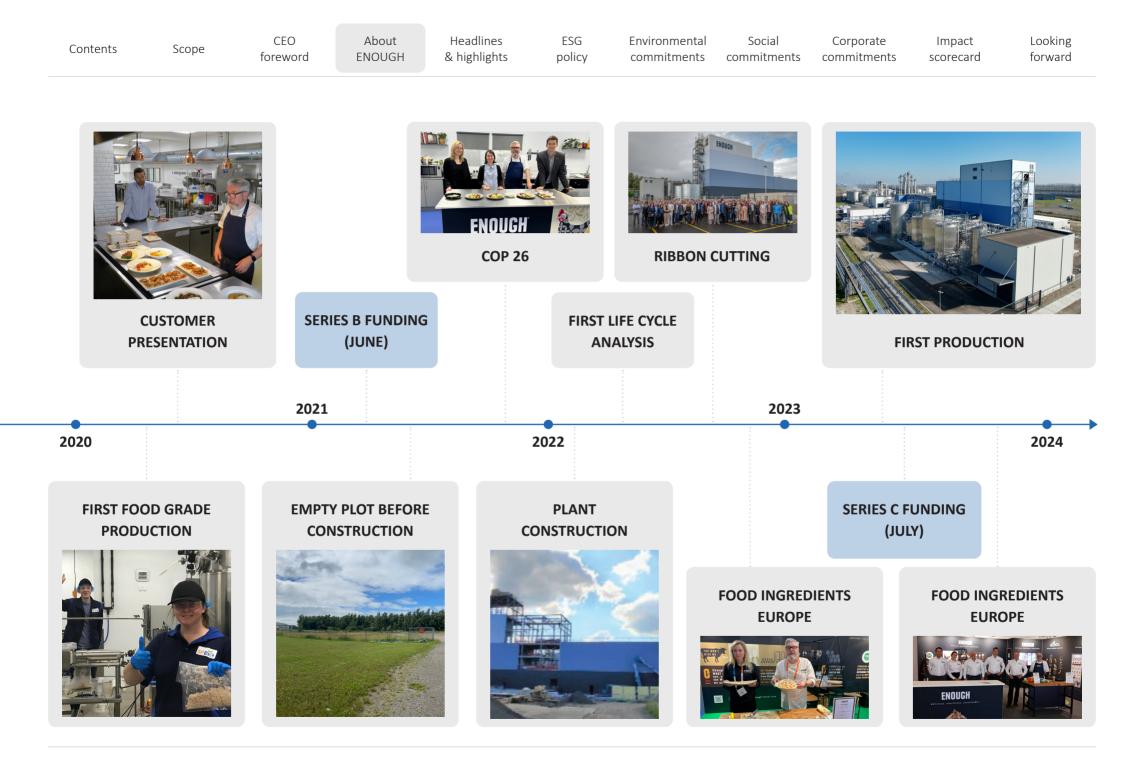
Ajim, Jim Laird – CEO, ENOUGH

⁹ Global meat production, 1966 to 2022 (ourworldindata.org)

¹⁰ Fish and Overfishing - Our World in Data

¹¹ Synthesis Capital | S-Curve Adoption: Our House View on Alternative...





ABOUT ENOUGH – OUR MANAGEMENT FRAMEWORK

ENOUGH'S Management Framework provides an overview of

I. ENOUGH's Purpose & Goal, where:

- Our Purpose is "To make protein sustainable", and
- Our Goal is "To grow a million tonnes of protein within 10 years of first production."

Describing how the business works:

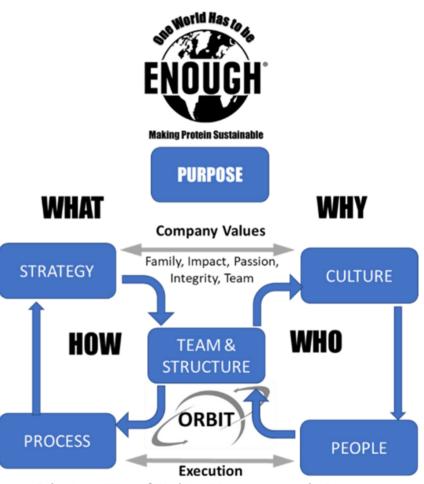
- II. WHAT we do: Our Strategy and Plans
- III. WHO we are: The importance of the Team, and our approach to building the Team.
- IV. WHY we work together: our shared values.
 - AND
- V. HOW we will deliver the plan: the behaviours and non-negotiable behaviours that we expect

Our PURPOSE is to make protein sustainable:

- Producing vast quantities of sustainable protein is one of the most urgent global priorities.
- We address this by growing mycoprotein, an existing advantaged ingredient with an established market role, more sustainably and at a lower cost than all other protein options.
- Our patented process produces ABUNDA[®] mycoprotein by using the natural advantage of fermentation and a zero-waste process.

Our GOAL is to produce one million tonnes within 10 years of first production.

• The business model operates as a food ingredient company, where we trade as ENOUGH®.



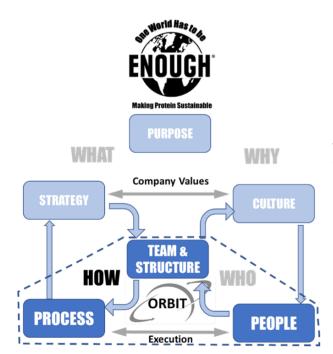
Behaviours, Ways of Working, Management tools, Systems

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The business framework recognises the Team is the real feature which will allow us to achieve our goals, and the team have a group of shared Values and Beliefs that we have identified as a common thread with the ENOUGH Team. Our Collective 'WHY': The Values that unite us and which influence the culture we want from ENOUGH. In order to ensure that our Values are not simply 'forgotten words' it is down to all Team members to embrace, challenge and demonstrate these values.

Family	Impact	Passion	Team	Integrity
We value an environment that is safe, with no politics or hidden agendas, where you can be allowed to be yourself, and which champions inclusion and maintaining health and a healthy work life balance.	We are motivated by a purpose which is "doing something where the impact is bigger than us", where we believe in the journey, and where we will succeed and make progress by a combination of challenge and reward.	We enjoy working with people who are passionate and positive about what they do, where we celebrate success, and where we have fun by achieving our goals.	We value a team where trust and empowerment are important, which embraces collaboration and diversity, and where you work with people you like and respect.	We set high standards and expect our colleagues and partners to be professional, to do the right thing, to do what they say and to operate with high integrity.

The way ENOUGH wants to operate is described in the ORBIT framework which describes our HOW, or the behaviours that we value most, including the 'non-negotiable behaviours'.



The non-negotiable behaviours under ORBIT are:

- 1. Set high standards and have a plan.
- 2. Put safety first and maintain high compliance with policies, and systems.
- 3. Take accountability and ownership.
- 4. Demonstrate high integrity in all that we do.
- 5. Be kind and be professional. "Be the change you want to see".





2023 HEADLINES & HIGHLIGHTS

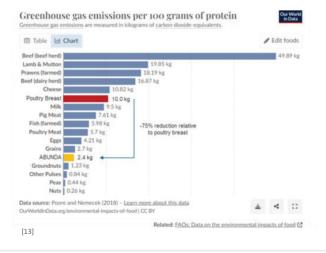


First production from the factory was completed in quarter two 2023 with sampling of product to multiple customers.



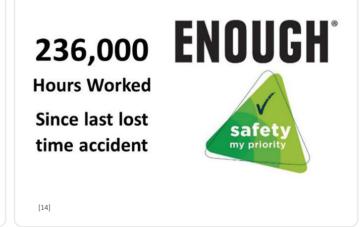


An externally validated Life Cycle Analysis assessment was completed with Life Cycle Engineering (LCE)¹³ which validated a 75% reduction in emissions for ABUNDA relative to chicken.





Safety and Food Safety are our top priority, and we were pleased to finish 2023 with a company record of 236,000 hours worked since the last lost time accident.

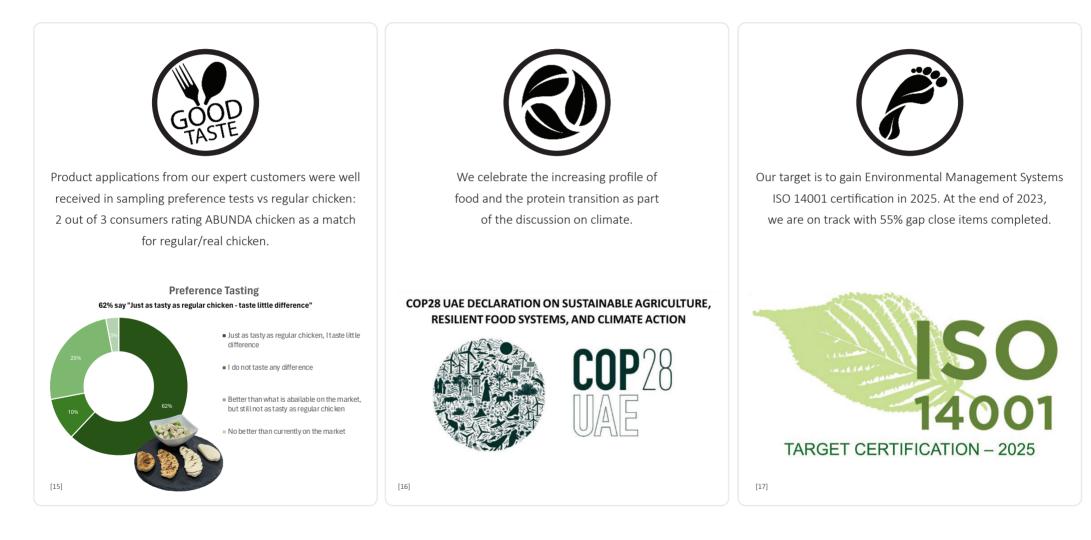


¹² First production in Q2 2023

¹³ Source: Life Cycle Engineering (LCE) www.lcengineering.eu/ are an Italian company who are part of the \in 17m CBE EU PLENITUDE project co-ordinated by ENOUGH https://plenitude-eu.com/, Greenhouse gas emissions per 100 grams of protein (ourworldindata.org), ENOUGH analysis. ¹⁴ Source: 236,000 worked since 2018, equivalent to 118 person years, covers employees and contractors.

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2023 HEADLINES & HIGHLIGHTS



¹⁵ Source: internal analysis based on sales team from leading meat producer assessing Enough chicken fillets vs animal-based chicken fillets

¹⁶ COP28 Declaration on Food and Agriculture

¹⁷ ISO 14001 is the internationally recognized standard for environmental management systems (EMS). It provides a framework for organisations to design and implement an EMS, and continually improve their environmental performance.

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ESG POLICY, COMMITMENTS & OBJECTIVES

ENOUGH's Environment, Social and Governance Policy is displayed in each location. In summary it states:

Sustainability is at the heart of ENOUGH's business, with the company's purpose being 'to make protein sustainable'. ENOUGH is committed to minimising the impact of our activities on the environment and create an attractive working environment that is governed responsibly. The company is dedicated to supplying customers with the highest quality protein that is safe, sustainable, and kind to the environment. Employees are responsible for following all procedures, with consideration to the environment, themselves, and others. Employees, as far as is possible, should conduct activities, purchase products and services and communicate in a way that is sustainable and does the least damage to the environment.





¹⁸ The ENOUGH Team and family members – September 2022

ENVIRONMENTAL COMMITMENTS

Scope

ENVIRONMENTAL MANAGEMENT SYSTEM

ENOUGH is aiming to achieve Environmental Management Systems ISO 14001:2015 standard in 2025. In 2023, the aim was to get this project off the ground, conduct a gap analysis and work towards closing the gaps.

CEO

foreword

We have made strong progress towards our goal of achieving ISO 14001, 55% of the gaps were closed with significant progress in the Planning section of the standard. However, this fell slightly short of our aim for 2023. An Environmental Management Systems team was created in October. This has helped speed up the implementation of the standard and we remain positive in achieving our goal of certification in 2025.

GREEN TEAM

Contents

This year a companywide Green Team was created by our Sustainability Manager, with the purpose to help make ENOUGH the most sustainable company it can be by creating a team from different areas of the business who want to make a difference to the environment.

Since September, we have monthly meetings in which we create and assign attainable environmental and sustainability goals behind the scenes in the workplace. These have recently included imposing a better office recycling system in all locations and cutting all single use plastic cups. We share our goals with the company via the 'Sustainability Spotlight' - a monthly newsletter.

LIFE CYCLE ANALYSIS

The aim for 2023 was to conduct a full Life Cycle Analysis using data from production runs in 2023, expanding from the model LCA conducted in 2022. We conducted a partially revised analysis with Life Cycle Engineering. This included, updating some consumption of materials and energy, and adding RO water and the source location of materials.

SUPPLIER ENVIRONMENTAL QUESTIONNAIRE

Last year, we worked with suppliers to understand their targets and progress and to allow them to understand our commitments to sustainability. We conducted a supplier research questionnaire and received positive engagement as well as receiving some encouraging results.

We found that 76% of all our major suppliers' considered sustainability when sourcing materials and 71% of those major suppliers have environmental targets and are monitoring their environmental performance. 83% of our raw material suppliers have implemented an Environmental Management System.

7 AFFORDABLE AND CLEAN ENERGY

6 CLEAN WATER AND SANITATION

LOCAL At ENOUGH, we try to keep our suppliers as local as possible. Located on the site of the supplier

of our main ingredient, we minimise the need for transport-based deliveries. With our other ingredients, we source as much a possible from local suppliers in the Benelux area and utilising our neighbour's storage space to minimise the number of deliveries. Our transport and storage facilities are all within 45 minutes from our production site. In 2023, we have utilised pallet rotation regimes with our raw materials, to phase out more pallet waste.

2 RESPONSIBLE

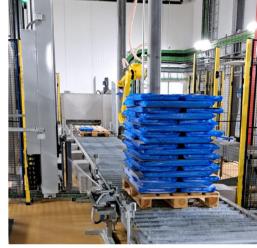
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SOCIAL COMMITMENTS

HEALTH AND SAFETY

The company is committed to a strong safety programme that protects its staff, its property and the public from accidents. Complete and active participation by everyone, every day, in every job is necessary for the safety among all workers on the job site. The executive team ensure that all employees have appropriate HSE training.

Employees are responsible for following all procedures, working safely, and, wherever possible, improving safety measures. No injuries and accident-free workplace is our goal. This will be achieved through continuous improvement and use of positive safety observations. In 2023, ENOUGH celebrated 236,000 hours without a Lost Time Accident. This includes construction and initial operation of the manufacturing facility and UK head office and research and development activities. As part of management structure detailed governance is in place. In November, a detailed external audit was undertaken. Recommended improvement areas from the audit were included into 2024 plan.



EMPLOYEE ENGAGEMENT SURVEY

In January 2023, ENOUGH conducted an employee survey for the first time. This provided informative feedback for the company which was reviewed and acted upon during the year. We aim to conduct this survey each year to improve employee satisfaction, retention, value and overall continual stakeholder improvements.





CORPORATE COMMITMENTS

GOVERNANCE AND CONTROL

The objective of the Board is to build a sustainable and profitable business and ensure that it acts responsibly towards shareholders and other stakeholders. As of December 2023, the Board includes two executive directors, four non-executive directors and the Chairman.

The Board members have broad experience in governing businesses of this type, ensuring that the company's corporate governance behaviours incorporate strategy, risk management, accountability, transparency, and ethical business practices. In January 2023 Nick Elmslie, previously CEO of BP Global Petrochemicals, and currently a Non-Exec Director for Neste, was appointed Chairman of the Board.

The Board is responsible for setting the strategic direction of the group and ensures that its culture is aligned with the strategy. The early stage of the business in 2023 has necessitated enhanced communication with stakeholders to ensure customers, employees and suppliers understand production statuses including both positive and negative results.

The Executive Leadership Team of ENOUGH is responsible for the implementation of the business strategy. As of the end of 2023, the committee consists of Jim Laird (CEO), Elaine Ferguson (CFO), John Gray (Managing Director (EU)), Rob Cogghe (Site Director) and Darius Blaszyk (Technology Director)¹⁹.



RISK MANAGEMENT

Risk is managed by senior management and the Board of Directors; an Audit and Risk Committee is held twice per annum. A risk register is maintained and reviewed on a regular basis. Our overall objective is to manage our business and the associated risks in a way that serves our employees, customers and investors while protecting the safety and soundness of the organisation. In 2023, we updated our environmental risk register which covers both risks in how we are impacting the environment, and how we could be impacted by climate change as it becomes as ever pressing issue.

BUSINESS ETHICS

At ENOUGH, we strive to be accountable, straightforward, and honest in our dealings with employees, customers, suppliers, shareholders and other stakeholders. Our Employee Handbook and other internal policies and procedures are designed to promote a culture of respect that allows every employee to feel safe at work and empowered to speak up if they have concerns about unethical behaviour.

Our ENOUGH ORBIT business values highlight the code of conduct for employees. Values that unite us and which influence the culture we want from ENOUGH. In order to ensure that our Values are not simply 'forgotten words' it is down to all Team members to embrace, challenge and demonstrate these values.



¹⁹ ENOUGH Executive Leadership Team 2023

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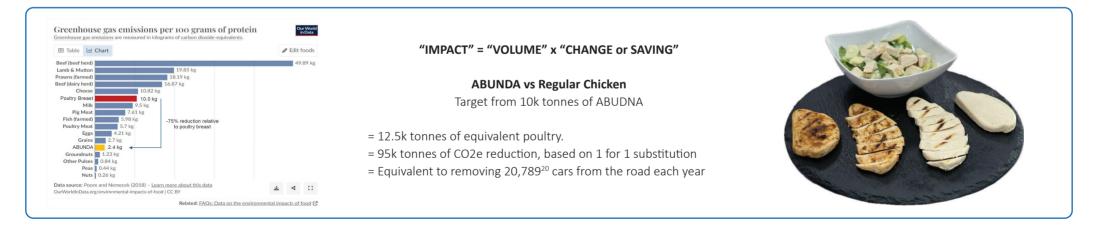
IMPACT SCORECARD

During 2023, we did not meet the volumes of production that we targeted, and as a result, the variety of data, particularly environmental, that we were able to capture for 2023 and which is relevant to publish is limited.

Key data	Unit	2023
Total Energy Use	MWh	6,153
Total Water Consumption	m3	39,069
Number of Lost Time Injuries	Number	0
Total number of employees	Average	67

This gives us a huge aim for 2024, where we intend to collect a wider range of data. This includes tracking our Scope 1 and 2 Greenhouse Gas emissions, process consumption and waste to share in our 2024 sustainability impact report.

A critical piece of data that motivates us regarding our long-term goal is the Life Cycle Analysis conducted with Life Cycle Engineering that validates ABUNDA with a -75%²⁰ emissions reduction relative to standard poultry. This correlates to a significant potential impact as we progress to high utilisation and higher scale.²¹



²⁰ Source: Enough analysis bases on LCE Life Cycle Analysis 2023. Target by 2033 correlates to a reduction of >7M tonnes of CO2e ²¹ Source : https://19january2021snapshot.epa.gov/sites/static/files/widgets/ghg-calc/calculator.html#results

²² https://www.independent.co.uk/climate-change/news/january-hottest-on-record-global-warming-b2492674.html

²³ https://unfccc.int/process-and-meetings/the-paris-agreement

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LOOKING FORWARD

At the time of writing this report, the world just experienced its warmest January on record, marking the first 12-month period in which temperatures averaged more than 1.5C (2.7F) above pre-industrial times²², and it is widely recognised that achieving the climate targets set in the Paris Agreement²³ looks increasingly challenging.

We cannot be despondent in response to this and are enthused by the opportunities that we see whereby the more efficient use of resources and by embracing collaboration and efficiency. We can align with inspirational words recently published by Hannah Ritchie²⁴, a former ENOUGH team member, who emphasises that although the climate crisis is an enormous challenge to tackle, the difficulties it presents can be solved. Therefore, at ENOUGH our focus and our purpose to make protein sustainable remains unchanged. Whilst this will play a small part in the mitigation of climate change, we believe the more we do, the better off we will be in creating a sustainable future for all.

As we look forward into 2024, our aims for sustainability within the company continue to evolve.

- Through successful production scale up of ABUNDA, we hope to provide healthy and nutritious mycoprotein to our customers to contribute to a sustainable protein transition.
- We continue to collaborate and create partnerships within the numerous sectors we are involved in, including the alternative protein sector, the sustainability sector, the agricultural sector, and the knowledge sector.
- As part of our objectives, we will maintain our goal of the adoption of sustainable practices, including reporting systems, sustainable management, and procurement, increasing efficiency, and reducing waste.
- We also continue to prioritise a healthy and safe work environment for all employees.

Over the next two years, we aim to achieve Environmental Management System ISO 14001 certification. This will encourage the organisation to continue to progress and help contribute to the company's core purpose. We will be transitioning to comply with EU sustainability directives and using the SASB framework to achieve our sustainability goals.

If you have any questions about our report, sustainability initiatives, or any general questions please reach out via email at info@enough-food.com.

Not the End of the World

How We Can Be the First Generation to Build a Sustainable Planet HANNAH RITCHIE

^{&#}x27;Truly 'I find it hard to express how much I love this book' RUTGER BREGMAN

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