

Flamingo Group International Limited



Sustainability Report 2025





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Who we are...

Flamingo Group International Limited ('the Group') is a leading supplier and grower of flowers, plants and produce into the UK and European retail markets. We aim to be the world's most resilient and best value farm-direct grower, at the lowest carbon footprint. We operate our own farms across Kenya, Ethiopia and France and have developed a strategic global network of growing partners, with an emphasis on packing at source.

There are four lines of business in the Group:

Afriflora

One of the world's largest straight-line rose growers.



Flamingo Flowers

Grows and sells all-year-round flowers into the UK and Europe.



Flamingo Produce

Grows and sells all-year-round produce into the UK.



Bigot Seasonals

Grows and sells seasonal flowers in France.



1. Flamingo Group International at a glance

Our Products

We grow and supply a wide range of cut flowers, plants and premium produce, selling over 2 billion flowers and 157 thousand tonnes of produce per annum.

Our Operations

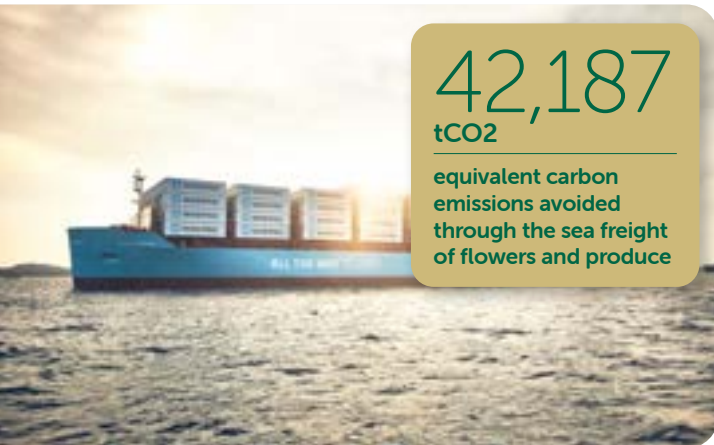
We operate our own vertically integrated farms in Kenya, Ethiopia and France and have built a unique network of strategic growers, sourcing from around the world, which provides resilience in our supply chain. We also operate a number of onshore packing and distribution facilities across the UK, Netherlands, France and Germany.

Our Customers

We supply 11 of the largest 15 supermarkets in the UK and mainland Europe, selling directly or via wholesalers, and through flower auctions. We also supply several online flower retailers and florist chains. Some of the principal customers which sell our flowers, plants and produce include:



Sustainability highlights of the year



42,187
tCO₂

equivalent carbon emissions avoided through the sea freight of flowers and produce



GBP 200,000

Invested the expansion of our solar energy capacity (350,000 Kwh)



25,400

employees across East Africa, supporting over 100,000 livelihoods in Ethiopia and Kenya



54%

women in our total workforce



GBP 3.8m

total investment in community projects



Education support

3,500 Bursaries in Kenya

+6,500 children in Sher schools in Ethiopia



+600,000

meals provided to school children in Kenya



78.9%

Meet FSI Sustainability targets for responsible production



100%

of our farms in Ethiopia and Kenya are Fairtrade certified

2. CEO introduction



A message from our CEO, Olivia Streatfeild

It is with great pride that I introduce Flamingo Group International's first dedicated sustainability report. This marks a significant moment for us; a milestone in our formal reporting and a reflection of the values and actions that are part of our DNA.

Sustainability has always been at the heart of our purpose and quite deliberately our logo, the Acacia tree, symbolises this deep-rooted commitment. Inspired by the African proverb of a wise man who plants a seed knowing he'll never sit in the tree's shade; it reflects one of our core values: we build for future generations. For us, this is not just an aspiration but a responsibility.

Our founders set the tone, guided by a belief in transforming the lives of the communities we serve. Sir 'Dicky' Evans set up Africa's first integrated pest management company, helping to reduce chemical and pesticide usage at scale, and the Barnhoorn family invested in healthcare and education that now supports over 6,500 students and close to 50,000 patients every year in East Africa. This pioneering spirit continues to inspire us, as we build on their legacy with our purpose of making a difference in horticulture every day.

As we move forward, the urgency of our mission has never been clearer. In 2024, the increasing severity of extreme weather events – which threaten food systems and vulnerable communities – underscore how urgent the global sustainability challenge is. With many governments worldwide still committed to driving decarbonisation in line with the Paris Agreement, and consumers demanding more ethical, transparent, and climate-conscious supply chains, the responsibility we carry as one of the world's leading suppliers of flowers and plants is greater than ever.



Environmentally, we are pioneering change across our operations: transitioning volumes from air to sea freight, reducing water usage, and continuing to lead the industry in pesticide reduction through precision farming and responsible cultivation.



Socially, we are supporting our communities through expanded access to education and healthcare, empowering women across our workforce, providing sector leading wages to over 26,000 employees. We are specifically proud of the impact our operations in Ethiopia and Kenya have on providing employment and sustaining livelihoods, supporting over 100,000 dependents.



Governance, we've appointed a Chief Sustainability Officer and established a Sustainability Committee, Chaired by Rosalind Kainyah, MBE, a Non-Executive Director. We are committed to operating with integrity and transparency and provide visibility of this through our annual report and newly published sustainability report. We adhere to the Ethical Trade Initiative (ETI), with the ETI code helping us identify and reduce human rights risks across our supply chain.

We're strengthening our supply chain resilience by adapting to climate change and reducing our environmental footprint. This is through our investment and focus in solar infrastructure, sea freight trials, water stewardship, waste reduction and sustainable farming practices. It's why we remain a trusted partner, delivering our high quality packed-at-source products, for some of the UK and Europe's most respected retailers, including Bloom & Wild, Marks & Spencer, Tesco, and Waitrose, Edeka, Rowe and Lidl.

Thank you for taking the time to review this report. You'll see that while we have many 'projects we are proud of', we are extremely conscious that there is still so much more to be done. We know we must continue to learn together, every day. It is an absolute privilege to be part of a team so committed to continually improving for future generations.

Olivia Streatfeild
CEO, Flamingo Group International

3. Our history

Our identity today is rooted in our Kenyan and Ethiopian heritage. These origins continue to guide us today and everything we do is built on supporting our communities.

Sir Richard 'Dicky' Evans set up Homegrown Kenya Limited, an export business, sourcing courgettes, chillies and fine beans from small scale farmers and selling onto UK supermarkets, via a consolidator.

Purchase of the Ibis farm in Mt. Kenya commencing large scale farming of fresh produce.

Acquisition of Spalding (UK) based Flower Plus a producer of mixed bouquets largely sourced out of the Netherlands - starting our mixed bouquet model.

Continued expansion by purchasing Zwetsloots, a major supplier of bouquets to Tesco, based out of Sandy, in the UK.

Expansion into the European market through Omniflora GmbH (Germany) - sales, packing and distribution business selling into German supermarkets and florists.

Sun European Partners acquired Flamingo Group International.

The start of the Plants lines of business through acquisition of Butters, a plants and nurseries business in the UK.

Acquisition of Bigot France Holdings, creating our fourth line of business Bigot Seasonals.

1982

1985

1992

1994

2000

2002

2006

2006

2007

2009

2015

2017

2018

2021

2023

Sir Dicky Evans purchased the Flamingo Farm in Naivasha, to grow flowers for the UK market.

Flamingo UK established to sell directly into the UK, replacing the aggregator model.

The Barnhoorn family found Ethiopia's first rose farm in the small village of Ziway, Sher Ethiopia PLC.

This steadfast principle to match the expansion of greenhouses with social investment resulted in the opening of the initial Sher Hospital.

As part of the Barnhoorn family's bold vision to match their investment in farming with support for their community they opened the first Sher school in May 2006.

Sher Ethiopia continued its expansion opening farms in Koka (2009) and Adami Tulu (2017).

Significant expansion through the acquisition of the of Dutch Ethiopian flower business Afriflora (Blooming Holdings B.V.), one of the world's largest rose growers with farms in Ethiopia - ultimately creating Flamingo Group International.

Followed by the acquisition of Bigot Kenya, a rose farm which further strengthened our vertically integrated flower model in Kenya.

- Homegrown / Flamingo
- Afriflora / Sher
- Flamingo Group

4. Embedding sustainability in everything we do

Founded on our business strategy

Our Environmental, Social and Governance (ESG) programme is a core part of our business strategy as well as the day-to-day running of our business. It is designed to help drive us towards a sustainable future, through responsible working practices which ultimately deliver a successful outcome for all our stakeholders. Our strategy is to become the most resilient, best value farm direct grower, at the lowest environmental footprint. We are delivering this strategy through our strategic pillars.

Our ambition is to transform the lives of our farming communities, operating with lowest environmental footprint. Over the last 12 months, we have made significant progress towards consolidating our sustainability efforts across the Group.

Starting off with Governance, we reviewed our Board composition and have appointed a non-executive director to the Flamingo Group Board who specialises in Sustainability and who chairs our newly established Sustainability and Community committee. Our governance approach has further been embedded across the Board and business functions as detailed on page 10.

In developing our priority areas of focus, we considered the views of key stakeholders including: our customers, our people, our communities and our investors placing emphasis on sustainability ambitions while addressing and mitigating associated risks across our own operations and value chain.

We combined the insights from this stakeholder engagement with a double materiality approach. Our reporting for this year focuses on why each topic is important for us and how we are responding them and our plans and commitments for the future.

The world's most resilient, best value farm direct grower, at the lowest footprint



One team, with trust & transparency

Shift to farm-led vertical operating model to unlock end-to-end benefits, reduce central and business unit overheads, align values & behaviours to drive trust and transparency

Farming & Strategic Sourcing



- Improve yields & productivity
- Increase product reliability & service levels
- Expand packed at source operations in Kenya
- Future proof strategic sourcing footprints for Produce & Flowers

Resilient, Low Footprint Supply Chain



- Switch volumes into sea freight, lowering costs & carbon impact
- Continue to optimise end to end air freight & logistics
- Build Supply & Operational Planning (S&OP) capabilities

Operational Excellence



- Right-size our on-shore operations
- Streamline "box to bucket" operations to lower costs and improved quality
- Establish a continuous improvement culture

Market Power & Customer Growth



- Grow mixed bouquets
- Grow Afriflora direct customer volumes
- Grow to c. 500k farm direct bouquets per week, across UK and European wholesalers



ESG

Transform the lives of our farming communities, operating with lowest environmental footprint

Embed in our values

We have crafted our values and behaviours into our "Empowerment Model" demonstrating our profound belief that our ability to differentiate in our market starts and ends with empowering our communities, colleagues and growers.

Our Empowerment Model



Governance of sustainability

Protecting our environment and investing in our farming communities has always been integral to how we operate. In 2024 we took this commitment further by formalising our strategic ambitions and embedding sustainability at the heart of our growth plans.

Our Board of Directors, through the Sustainability Committee, oversees these plans with the day to day leadership driven by our Executive Team. To ensure the business remains resilient to risk and responsive to the opportunities of our changing landscape, our leadership teams actively engage in building and maintaining a strong understanding of environmental, social and governance issues.

FGI's governance of sustainability

Board of Directors Sustainability Committee

- General overall responsibility for sustainability
- Approval of the sustainability strategy and policies, including on all material topics
- Monitor and approve targets on selected number of material topics
- Monitor compliance with various standards and sustainability requirements
- Accountability via Annual report / Sustainability report

Board of Directors / Sustainability Committee

Executive Management team

Group Sustainability / ESG Team

Executive Team

- Defining sustainability strategy and overseeing its implementation including monitoring of risks and opportunities.
- Oversight over reporting, ESG data, targets, processes, risks and controls
- Review of all reports and performance presented to Board.

Group Sustainability / ESG Team

- Overseeing strategic sustainability targets, projects and activities
- Guidance for reporting (e.g. templates, requirements, timing)
- Data collection, quality and reporting
- Checks and balances (i.e. controls monitoring)
- Risk management and internal control over sustainability reporting

Lines of Business



ESG internal community

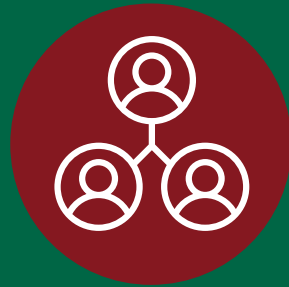
Lines of Business

- Implementation of the sustainability policy on all material topics & targets
- Execution & actions to reach goals
- Input for data collection

Our stakeholders



Customers



Colleagues



Communities



Suppliers



Shareholders and Lenders

We always listen to understand the full range of impacts, both positive and negative, that our operations and business may have on our stakeholders. Stakeholder engagement is a core part of our leadership approach, helping to inform decisions that support the Group's long-term success. This section outlines who our stakeholder are, how we engage with them, and how their perspective shape our actions.

Our culture, which is rooted in our values, shapes how we engage with all our stakeholders and our commitment to meaningful engagement. This means actively involving our stakeholders in identifying, understanding, and addressing ESG-related issues and concerns. We strive to be transparent and accountable, regularly reporting on our actions and explaining the rationale behind our decisions.

The Group's leadership has established clear mechanisms and processes to enable constructive, two-way engagement. These processes are designed to encourage open dialogue and build trust-based relationships. We recognise that different stakeholders have different perspectives, and we tailor our engagement accordingly, using a range of approaches to ensure we capture the things that matter most to them and therefore ultimately the long-term success of the Group.



Customers

We trade with many of Europe's largest supermarkets and online florists. Many of these are long-term relationships where we operate as partners, shaping the customer proposition.

Interests and expectations

- Resilient and sustainable supply chains that guarantee continuous supply.
- High-quality fresh product.
- Lower supply costs.
- Sustainable farming practices that mitigate environmental impacts.
- Ethical employment and labour practices across the supply chain.

How we engage

- Quarterly senior leadership meetings on quality and resilience of supply.
- Bi-annual crop planning to align on seasonal programming.
- Farm visits with our customers across our third-party growers and own farms.
- Various reporting channels on sustainability indicators ranging from farming and environmental initiatives to people, ethical and human rights practices.



Colleagues

We place people at the heart of our operation, we know our people are key to our success and the delivery of our strategy. We have over 26,000 colleagues across 7 locations in Europe and East Africa.

Interests and expectations

- Fair employment practices and job security.
- Fair remuneration and benefits.
- Career development, growth and learning opportunities.
- Occupational safety, health, and wellbeing.
- Labour laws compliance and human rights.
- Diverse and inclusive culture.

How we engage

- Annual employee satisfaction survey across our entire colleague base.
- Employee representative committees.
- Various internal communication channels.



Communities

We recognise the importance of supporting the economic growth and development of our communities in Kenya and Ethiopia. Our decision making balances growth and competitiveness with long-term decisions which are aimed at protecting the livelihoods of the surrounding communities.

Interests and expectations

- Social economic empowerment for communities through sustainable employment as well as investments in education, health and the environment.
- Sustainable farming practices that protect the local environment and preserve farming land for future generations.
- Ethical business practices.

How we engage

- Regular meetings with local leaders in the community to understand the issues that are impacting them, and to discuss the role we can play in supporting them.
- Social economic investments in our communities in both Ethiopia and Kenya.
- Community grievance mechanism, introduced in Kenya in 2024.



Suppliers

Across the Group we work with hundreds of grower partners and suppliers who are critical to our business.

Interests and expectations

- Growers want sustainability in their farming operations as well as consistent financial returns. Long-term contracts ensure there is stability for future generations.
- Other suppliers care about long-term contracts and certainty of supply as well as making reasonable profits.
- Ethical business practices from Flamingo and our customers.

How we engage

- In the year, we began to develop our Grower Empowerment Model with our growing partners.
- We work with our partners to understand how to support with agronomic knowledge, logistics, packaging and innovation.
- Regularly carrying out audits to ensure technical and quality standards are delivered.



Shareholders and lenders

Across the Group we work with hundreds of grower partners and suppliers who are critical to our business.

Interests and expectations

- Financial performance
- Corporate governance
- Sustainability performance - reporting and targets aligned with leading global standards and frameworks.

How we engage

- We meet monthly with our shareholders to update on strategy and financial performance.
- Shareholder representatives observe our Group Board.
- Annually, we share our strategy, financial targets, CAPEX, non-financial performance and sustainability indicators.
- We meet with our term loan lenders every quarter and provide a formal update on progress.



Our value chain



Sourcing

We source flowers and produce from a global network of strategic growers, many of which operate through exclusive agreements and represent long standing relationships. We also source raw materials such as chemicals, fertilisers and pesticides which supports the growing of our quality fresh flowers and produce.

Flowers and plants: 75 supply partners across 5 countries.

Produce: 34 different produce crops from 84 supply partners across 20 countries



Growing

We operate our own world-class farms, growing up to 50% of our total flowers and produce supply, through our vertically integrated farms:

Afriflora: 561 hectares of land across 3 farms in Ethiopia

Flowers: 447 hectares of land on our own farms at Naivasha and Mount Kenya, Kenya.

Produce: 429 hectares of land in Kenya.

Bigot: 65 hectares of land growing tulips, peonies and lily of the valley flowers in France.



Packing

We have packing facilities on all our farms so products can be prepared, packed, bar-coded, processed and shelf-ready from the farm, whilst also having the flexibility to pack onshore in the UK and Europe.



Distributing

We operate an integrated distribution network from farm to shelf. Product is transported in refrigerated lorries, shipped with our freight forwarding partners by air or sea to European destinations, then delivered on to processing facilities for conditioning and quality control. It is then sent on to customers, via their primary and secondary logistics networks.



Selling

We are one of the UK and Europe's leading fresh category suppliers, selling our products into 11 of the top 15 supermarkets, as well as online retailers.

5. Our sustainability priority areas



Climate Change mitigation

Operating at the lowest carbon footprint.



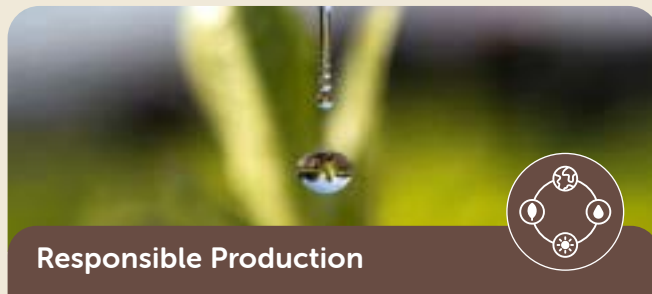
Our People

Improving living standards, through secure and fair employment, increasing gender diversity at supervisory and management levels so that it reflects our overall workforce.



Communities

Improving lives and livelihoods in communities where we operate by creating economic growth and investing in the wellbeing of the whole community, focused on education, health and environment.



Responsible Production

Protecting our natural environment:

- **Biodiversity** – minimizing pesticide and chemical usage, continuing tree planting programmes in Ethiopia and Kenya and ensuring no deforestation in our supply chain.
- **Waste Management** – reducing food waste to meet UN Sustainable Development Goal 12.3 and prioritising the use of recyclable products.
- **Water** – focusing on crop specific usage, efficient delivery and accurate data capture as well as actively participating in projects to protect and enhance water resources.



Workers in the value chain

Working with suppliers to ensure that human rights are respected and promoting good work environments and social conditions for workers in our supply chain.



Business conduct

Delivering sustainable growth, grounded in ethical business practices: operating with transparency, eliminating corruption and placing human rights at the core of our business.



Climate change mitigation

Why it matters

Climate change is the defining crisis of our time; it is happening much more quickly than anticipated and will have a major impact on the world. As an agricultural company, we acknowledge that climate change is affecting many aspects of food production, which accounts for around 30% of the world's total GHG (Greenhouse Gas) emissions.

Operating in the agricultural sector, we contribute to GHG emissions through our growing, processing and production as well as the supply chain delivering into our markets. We rely on good climate conditions to produce high quality flowers and produce, and we have a responsibility to support the transition to a low-carbon economy. Climate change poses risks through shifts in consumer preferences and increased legislation, as well as physical risks such as flooding or drought. As such we see an opportunity and obligation to lead the transition to a low-carbon economy by actively reducing our carbon footprint.

The Group faces increasing risks due to climate change, given the inherent susceptibility of farming to weather conditions such as heavy rains or prolonged periods when it is dry and hot, all which impact crop production. Our business model is built on operating our own farms as well as sourcing from third-party growers across different countries, and a fundamental part of our strategy is to have a more resilient supply model to protect the business from longer term impacts of climate change. We assess climate risks following the recommendations of the Task Force on Climate- Related Financial Disclosures (TCFD), the results of which have been incorporated into our strategic focus areas across all environmental topics.

Where we are

In the last year, we have made significant progress centralising our strategy to climate change, improving reporting, upskilling and training staff and embedding data collection across the business. This groundwork will support our climate strategy journey including the development of clear targets for improvement across the Group.

We split our approach to GHG emissions into two; Scope 1 and Scope 2 emissions – which are largely within our control and Scope 3 emissions - generated indirectly through our supply chain.

Scope 1, 2, 3 GHG emissions for the year 2024

For the first time in 2024, we aggregated our GHG emissions across all subsidiaries in the Flamingo Group, helping us to understand the material sources of our carbon emissions and implement carbon reduction strategies and projects. The data and graph below show that Scope 3 emissions account for 94% of the total Group Carbon Emissions (tCO₂e) again highlighting the need for the business to focus on the impact of emissions generated by our third parties.

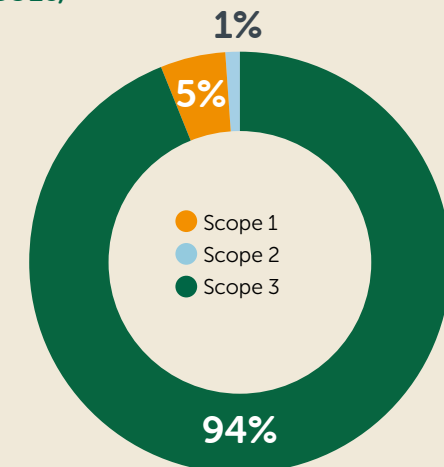
Greenhouse Gas (GHG) Category (tCO ₂ e)	Reporting Year - Emissions (tCO ₂ e)
Scope 1	33,068
Scope 2 – Location Based	3,620
Scope 2 – Market Based	6,070
Scope 3	569,421
Total Emissions	606,110

Methodology and assumptions

The Greenhouse Gas Protocol was used to calculate the GHG emissions and continual qualitative and quantitative assessments in line with the guidance, which has helped in reducing uncertainty, these include, but are not limited to:

- Data (supplier) owner engagement and learning/ upskilling.
- Data reconciliation where multiple data sources exist.
- Data mapping to enhance traceability.
- Bias resolution through expert engagement.
- Adhering, where possible, to the Greenhouse Gas Protocols - Generic Quality Management Measures.
- In the absence of data, weighted averages, historical data, estimations and publicly available academic research papers were used.

Group Carbon Emissions, with Scopes 1, 2 and 3 (tCO₂e)





Insights from our carbon footprint data indicate that:

- **Scope 1** – our largest sources of emissions are from refrigerants and gases used in chillers and packhouses for both flowers and produce, in addition to this we have identified chemicals and fertilisers utilised in farming activities as well as fuels used in production and logistics as other activities.
- **Scope 2** – energy (electricity) usage across both production and farming is the key driver. In Ethiopia and Kenya, we benefit from an already existing clean energy infrastructure with the electricity grid at over 85% renewables.
- **Scope 3** – covers emissions from; purchased goods and services (packaging materials, chemicals and fertilisers, purchase of assets and equipment). In 2024, we invested in data capture that allowed us to better quantify the drivers of our Scope 3 emissions, resulting in a wider source of data and more clearly defined categories, including packaging materials, air, sea and road freight. The data demonstrates the clear impact of Scope 3 emissions within our business model, the primary driver of which is airfreight and which solidifies our view that a shift from air to sea freight is key to reducing our total emissions.

Our efforts to reduce the emissions have been focused on;

Scope 1 & 2

- **Operational efficiencies:** reducing operational inefficiencies has a significant impact on our carbon footprint. This includes investments in at source packing so products can be shelf-ready from the farm, reducing the need for further activity later in the supply chain. This review of packing activities led to closure of a packing facility in Spalding, UK streamlining our flowers and plants processing.
- **Improvements in energy management:** including our Chillers and Cooling systems in the UK (Plants packhouse), and the more efficient use of existing facilities and active monitoring to raise awareness of behaviours that can reduce consumption.

- **Investment in renewable energy:** investment in solar power at our farms in Kenya is critical to reducing our carbon footprint. In 2024, we made investments of over GBP 200,000 to expand our solar plants at the Bigot and Ibis Farms. These were both completed in December 2024 and bring an additional 350,000kWh per year of solar energy to our operations.

Scope 3

Our focus on reducing Scope 3 emissions is anchored around increasing the proportion of sea freight in our supply chain. Our sea freight trials (evaluating which varieties of flowers are able to maintain quality over the extended period required for sea freight), continued in 2024 in readiness for the potential improvement in shipping options through the Red Sea. We have also been working with our 3rd party suppliers and in 2024 we shipped over 300 containers of flowers from Colombia and over 60 containers of fresh produce from Peru and Guatemala, the impact of which meant that we avoided emissions of approximately 40,000 tCO₂eq in the year.

It is important to note that the location of our farms in Ethiopia and Kenya, mean we are growing in locations where we have a naturally warmer climate. Research has shown that the overall carbon footprint of flowers grown in this region, even with air freight to Europe is far less than the carbon intensity of growing in both heavily lighted and heated greenhouses in Europe.

M. Alig, R. Frischknecht, Life Cycle Assessment of Cut Rose Production in the Netherlands and Kenya, Fair Life Cycle Thinking, 2019.

In addition to this, there are significant socio-economic benefits brought about through the agriculture industry in both Kenya and Ethiopia. The Kenya Flower Council (KFC), reports that every person directly employed in the industry supports an average of 5 dependents, which means, that in addition to the 25,400 workers directly employed, our farming activity in East Africa is indirectly supporting more than 100,000 people. As such, we remain fully committed to the horticultural industry in East Africa and plan to invest heavily in our already world class farming and production facilities. Our progress in sea freight, only serves to solidify this commitment to invest in this industry in order to develop the lowest possible carbon footprint for flowers into Europe.

Looking forward

Our plans to reduce our carbon footprint and mitigate climate risk include:

- Increasing sea freight
- Increasing operational efficiency and a culture empowerment.
- Developing of a low carbon footprint, science-based climate strategy
- Climate risk scenario planning with quantified physical and transitions risks.
- Investing in renewable energy (solar power and renewable energy on grid).
- Fleet electrification.
- Participating in sustainable aviation fuel studies.
- Supporting sector alignment to The Product Environmental Footprint Category Rules for Floriculture Calculation (Flori PEF CR).



Responsible production

Our planet has provided us with an abundance of natural resources which we rely on and we are therefore committed to responsible production across all elements of our supply chain. The protection of our environment and sustainable production is centred around:

- Biodiversity preservation
- Water management
- Waste management

Biodiversity preservation

Why it matters

Our operations both impact and are impacted by biodiversity.

We operate on agricultural land in Ethiopia (561 hectares across 3 farms) and Kenya (447 hectares across 5 farms) and understand that crop production benefits from a rich ecosystem with fertile soil, a healthy water status and balanced pollination. We also acknowledge that farming activities can further degrade soil quality, contributing to land degradation and potentially restricting land from being utilised for biodiversity-enhancing purposes.

Where we are

It is inevitable that the flowers and produce on our farms will encounter pests and diseases so we have adopted biological pest control and non-chemical products wherever possible, through our Integrated Pest Management "IPM" program. IPM is not a single pest control method but, rather, a series of evaluations, decisions and controls. Safeguarding our biodiversity is not the product of one single action, but a combination of multiple workstreams, which include:

- **Cultural practices:** Modifying farming or gardening practices to reduce establishment, reproduction, and survival of pests. This includes the use of greenhouse netting, weeding and hygiene practices such as removing leaves, rotating crops and selection of pest-resistant varieties.
- **Monitoring and inspection:** Regularly checking and identifying pests to determine the best response. Across all our farms, flowers and crops are continuously inspected for diseases by trained personnel known as Scouts – who check if enough beneficial insects are present and whether corrective measures are needed. This could be as simple as using sticky traps to show the type and prevalence of pests present.
- **Biological control:** Using natural predators or parasites to control pest populations. As soon as a pest or disease is discovered, natural predators are immediately deployed as a control measure, for example, mesostigmata or "mites" are used in response to the presence of spider mites. The biological organisms combat pests in a natural manner and are simply scattered over the crops. They are supplied in bottles by our IPM partners, and all staff using them receive thorough and up to date training.
- **Chemical controls:** Chemical controls are used as a last resort. If chemicals are required, the work is carried out by specially trained personnel under strict safety guidelines. This includes the compulsory use of protective equipment (required under Good Agricultural Practice standards). We have eliminated the use of WHO Class 1 chemicals entirely and only use chemicals that are permitted and approved from use in Kenya as well as European and UK markets. We also comply with other certification bodies such as the KFC's Gold standard, Global GAP and specific retailer requirements for fresh produce.
- **Natural spaces:** We have buffer zones of natural vegetation between our growing areas to ensure that not 100% of our land is farmed, these areas are home to native plants and trees and create a habitat beneficial for insects and birds. Our Ibis Farm in Kenya has approximately 140 hectares (20%) that remains natural and uncultivated, creating a great habitat for native vegetation and small wildlife.



140 hectares

of our Ibis farm remains natural and uncultivated



- **Tree planting:** We are working across our farms and communities to enhance tree planting, including the removal of invasive and non-native species, which are then replaced with native varieties. This project has been extended to our communities and in 2024, we planted over 8,000 trees on own farms, as well as donating approximately 700 fruit trees and 2,000 indigenous trees to staff and communities. In Sher Ethiopia, we have teamed up with the community and other partners to plant trees in the hills to the west of Ziway, to assist in the conservation of water sources and ensure a better micro-climate. The program extends to watering and maintenance as well as community awareness and training sessions on the environment and how to take care of the trees through to maturity.



8,000

trees planted on own farms

700

fruit trees donated

2,000

indigenous trees donated

- **Bee keeping apiaries:** It's estimated that one-third of all food production relies on bee pollination and on our Kenyan farms, we have thriving apiaries that host over 230 beehives, from which honeybees play a vital role in pollinating plants and crops. This project has also been extended to our community in Mt Kenya, where it has provided both protection for the local environment and additional income for local farmers.



- **Cover crop integration:** Cover crops serve as a powerful booster for biodiversity on commercially farmed land, and within Produce growing sections, we practice crop rotation to promote good soil quality, attract pollinators, suppress weeds, and create habitat for insects that control pest populations.
- **Global best practice farming standards:** Farming, once seen purely as a means of production, is now recognised as a critical for achieving both ecological sustainability and good working conditions. This is where global best practices in farming standards step in—offering a blueprint for agriculture that not only produces crops but protects the planet and supports human rights.

To ensure these ideals translate into real-world impact, our practices are embedded into globally recognised certification schemes centred on critical practices around land use, water use and biodiversity.

We are certified by the following global standards:

Global G.A.P

GLOBALG.A.P.'s core Integrated Farm Assurance (IFA) standard ensures safe, sustainable, and traceable farming practices, and is the benchmark of good agricultural practices for our sector. IFA addresses all production stages, from nursery propagation and soil/substrate management to plant protection, fertilisation, harvesting, post-harvest hygiene, and worker safety. It focuses heavily on environmental measures (like water use, biodiversity, waste, energy), worker health and safety, integrated pest management, and traceability systems to enable farm progression and auditability. Flamingo farms have been certified to GLOBALGAP for over 20 years and have contributed to the development of these standards.

Kenya Flower Council (KFC) Flowers and Ornamental Sustainability Standard

KFC's Flowers and Ornamentals Sustainability Standard (FOSS) sets out comprehensive criteria for sustainable flower production, across both small and large producers in Kenya. The standard is structured into three levels of compliance—Critical, Major Musts, and Recommendations—with full compliance required for gold and silver certifications. Flamingo has been certified since 1996 and is currently Gold Standard.

FOSS promotes sustainable production through emphasis on legal compliance, worker welfare, environmental management, and economic viability. Producers must adhere to Kenyan labour, health, and environmental laws, and where conflicts arise, the stricter standard—be it local or international—applies. The standard integrates international conventions, including those of the International Labour Organisation (ILO), and aligns with GLOBALG.A.P. and GSCP equivalence frameworks.



Environmental sustainability is achieved through Integrated Environmental Management Plans: efficient usage of water and energy, solid and waste water management, pest and disease control, biodiversity conservation, and pollution control measures. Social sustainability is underpinned by clauses addressing fair wages, working hours, housing, non-discrimination, grievance handling, gender equity, and child protection. Economic sustainability is supported through business viability planning, productivity targets, supply chain transparency, and risk management.

Additionally, FOSS mandates a Quality Management System (QMS) encompassing documentation, internal audits, stakeholder engagement, and continuous improvement processes. The standard ensures that flower farms not only meet export market expectations but also maintain a balanced approach to profit, people, and the planet.

MPS – ABC

The MPS ABC certification is a globally recognised environmental performance indicator for horticulture, scoring growers on five environmental themes: crop protection, fertilizers, energy, water, and waste. Each company's usage data is benchmarked against peers in its "environmental cluster"—crop types grown under similar conditions—to generate a custom standard. Based on collected data, growers earn a qualification: C, B, A or A+, on a scale up to 110 points. All of our farms are currently MPS A certified and have been certified for over 10 years. Ongoing compliance is enforced via quarterly desk checks, yearly sampling, and audits at least every three years.

Fairtrade Standard for environmental and social performance

The Fairtrade Standard is a globally recognised certification system overseen by Fairtrade International and audited by FLO CERT. Flamingo has been certified since 2007 across all its operations in Ethiopia and Kenya.

The standard requires producers to comply with labour rights (no forced or child labour, freedom of association, safe working conditions) and environmental safeguards such as restricted hazardous agrochemicals, soil and water stewardship, and agrochemical application protocols.

The standard ensures fair pricing by mandating a minimum price to cover sustainable production costs, plus a Fairtrade Premium—an additional payment negotiated with buyers. This premium is managed democratically via Fairtrade Premium Committees (FPCs) and must fund social, economic, or environmental development improvements. For flowers and plants, this includes clear sourcing contracts, prompt payments, and traceability throughout the chain against which FLO CERT performs regular audits and traceability checks.

These certifications are not purely symbolic—they involve third-party audits, worker interviews, and ongoing monitoring to verify compliance.

Looking forward

- Updating and rolling out of our Supplier Code of Conduct to ensure that all 3rd party suppliers commit to reducing the environmental impact of their farming operations and take action to prevent, reduce and reverse negative impacts on the communities in which they operate.
- Using existing data to better understand our biological pest control and setting targets to reduce chemical usage across our farms.
- Meeting out targets for tree planting across our farms and communities in Ethiopia and Kenya





Water management

Why it matters

Commercial farming for both flowers and produce requires large amounts of water, which can have negative impacts on the environment, particularly in water-stressed areas. Water scarcity associated with climate change is likely to increase in frequency and intensity in the coming decades. Water is essential to our entire supply chain, and we need to ensure that it is treated appropriately, at every stage, before being discharged safely into the environment.

Responsible use of water is critical to the Group’s stakeholders, and we believe that our model contributes and promotes sustainable water management in the regions we operate. We champion water stewardship, as well as protecting dependent ecosystems. This includes partnering with our communities and local partners, to address challenges and mitigate risk.

Where we are

On-farm water management

The largest contributor to water usage across the Group is irrigation on farms. For our farm locations in Ethiopia and Kenya, this means making sure that our water consumption does not adversely impact the local population. We have a four-step approach to water and waste water management:

- **Capture:** Water collection systems ensure we maximise the capture of water on the farms through effective rain harvesting on greenhouses and drainage systems that are designed to retain runoff water. We have invested in dams and lagoons with a capacity to support water storage reducing our dependence on water abstraction from lakes and rivers.

- **Storage:** We have invested heavily in water storage dams and lagoons across all our farms. Our water storage capacity allows us to manage any potential water scarcity by safely capturing and storing water during rainy periods, which can then be used during drier spells.



- **Irrigation systems:**
 - Closed loop irrigation – across all our farms, irrigation is done using a drip system and provision is made for any runoff to be captured which is then recycled into lagoons and filtered for reuse. Drip irrigation is also highly effective in reducing wastage from evaporation.
 - Aquacheck soil probes – to optimise our water usage per crop, we are investing in soil testing probes that measure moisture to support using the correct amount of water. Real-time information is provided to growing teams, who can adjust their decision making to optimise the level of water needed – protecting both the quality of the crop and reducing water usage.



- **Cleaning and recycling:** Water cleaning systems, including the creation of natural wetland areas, have been created on all our farms to both recycle wastewater and (in the case of Naivasha) purify effluent water, from canteens and packhouses. The ultimate testimony for the quality of this water is that, once cleaned up, the lagoons in which it is released attract and sustain small aquatic life such as frogs and fish.

The farms in Kenya are the most developed in water collection with a capacity of approximately

2m cubic metres

As a result,

20%

of water used in production was rain harvested.





Projects we are proud of

In addition to the above we also undertake several partnerships for water stewardship which include:

The Kenya Collective Action Project: a project that is funded by Waste and Resources Action Programme (WRAP) to bring together partners in the Lake Naivasha Basin and improve water quality. We are a key partner in this project which has driven an 89% improvement in compliance with water abstraction regulations across 329 different organisations and has also helped create a harmonised tool for data collection - now adopted by 25 Water Resource Users Associations (WRUAs) in Kenya.

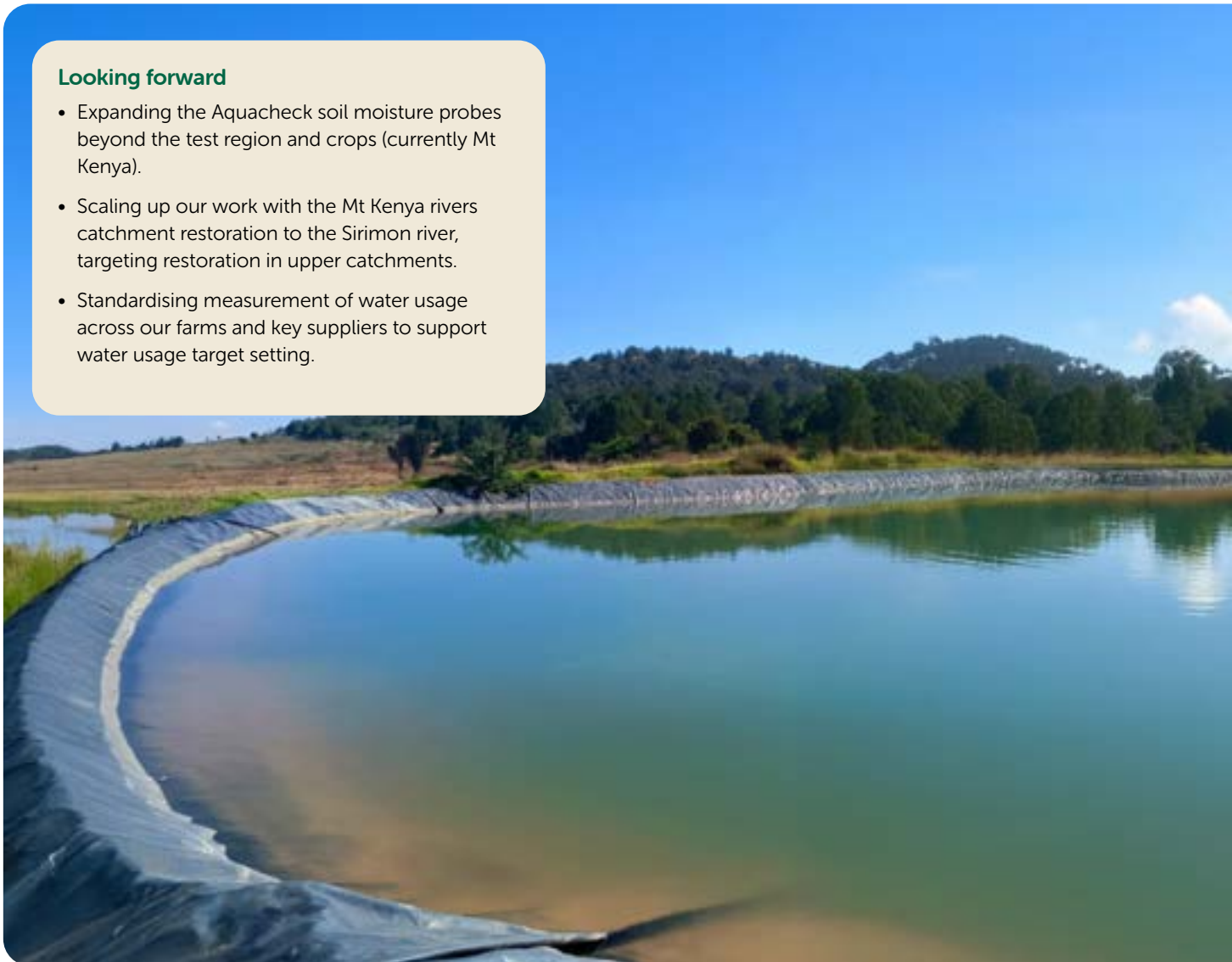
The **Mt. Kenya rivers catchment restoration** is geared at championing water stewardship and works to protect water dependent eco systems through establishing riparian restoration zones. The project focuses on seasonal rivers in the local community where two of our farms are located and we are working with local people in the region to restore the health of the Ontulili river that borders the Ibis farm.

Ziway hyacinth Clean up – water hyacinth is a non-indigenous invasive species that is a growing concern for many lakes around the world. It grows in mats which reduce light and oxygen, change water chemistry, and affect flora and fauna. It also causes practical problems for marine transportation, fishing and at intakes for hydro power and irrigation schemes.

In Ziway, Sher Ethiopia has been involved in addressing the solution since 2022, through a project that continues on an annual basis. The interventions include employees teaming up to physically remove the plant from the water, and also by planting trees in the upper catchment area to reduce deforestation, erosion, and the washing of sediment into the lake.

Looking forward

- Expanding the Aquacheck soil moisture probes beyond the test region and crops (currently Mt Kenya).
- Scaling up our work with the Mt Kenya rivers catchment restoration to the Sirimon river, targeting restoration in upper catchments.
- Standardising measurement of water usage across our farms and key suppliers to support water usage target setting.





Waste management

Why it matters

Due to the nature of our business, our waste product falls into two categories: food waste and non-food waste. Flamingo supports the UN Sustainable Development Goal (SDG) of halving food waste by 2030. Food waste occurs in the form of edible food not effectively utilised, which leads to the unnecessary consumption of resources. Our waste reduction efforts also extend beyond food waste to include solid waste, such as the packaging materials used in our production.

Food waste is any edible produce that is discarded instead of being consumed. It is a challenge throughout our supply chain and is especially acute with our edible production of fresh vegetables, which have a relatively short shelf life and are particularly sensitive to improper handling. As a result, we work towards enhancing production efficiency while also focusing on waste management.

Where we are

Food Waste

Our food waste management hierarchy is anchored on the principal of food waste prevention.

Preventing food waste: Our main objective when it comes to food waste is prevention. We continuously strive to find ways to reduce it within our own production through:

- **Planning** – production planning determines the planting cycles on own farms as well as those with our third-party growers. While we aim for efficiency and effectiveness, the unpredictability that comes with farming, such as weather patterns, pests and diseases remain a persistent issue and can contribute to unplanned food waste.
- **Processing and packing facilities** – we have made investments into our operations to ensure our packaging processes are innovative and ensure extended product shelf life.

- **Transport and logistics** – we track conditions and resolve issues, in order to, keep cool-chain degree hours as low as possible throughout the shipping process.

Use for human consumption: We pride ourselves on redirecting edible food and we use edible food waste in our farms' staff canteens and as well as providing donations. We provide highly subsidised meals for all our farms workers, feeding approximately 9,000 workers daily. In 2024, this has utilised approximately 200 tonnes of edible food that would otherwise have become waste.

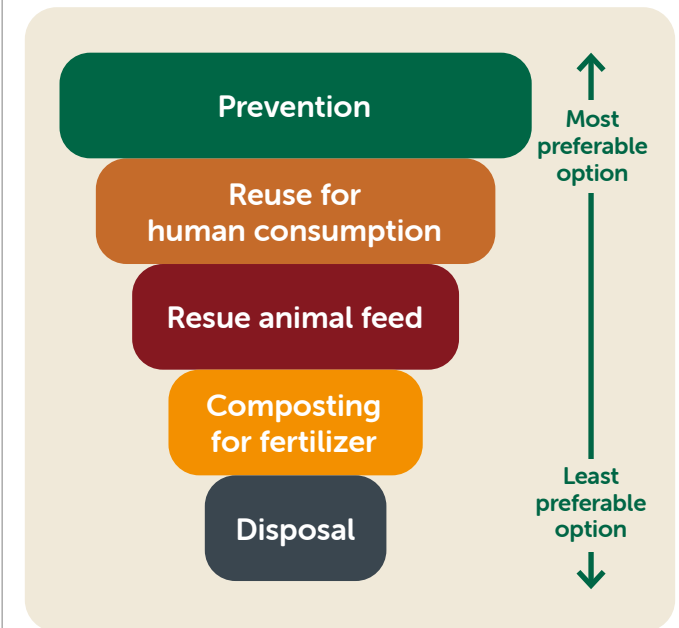
In addition, we donate meals to charities and schools within Kenya and the UK. The school feeding program in Kenya supports five schools from the local community and provides nutritious meals for over 2,000 children daily, cumulatively, these donations utilised over 150 tonnes of vegetables in 2024.



Composting: Any other inedible food waste as well as any leftover food waste in Kenya finds its way to our composting programs which rejuvenates our farm soils ready for the next crop. In the UK, we work with waste management experts to roll-out the Black Soldier Fly (BSF) program. This bio-inspired initiative is an exciting and innovative way to convert our organic waste to fertiliser with implementation expected by September 2025.

Our food waste levels increased marginally in the 2024 to 20.09% of total volumes sold (up from 19.77% in 2023), absolute food waste levels however decreased by 290 tonnes.

We continue to review our waste management strategies to ensure we are reducing this in line with our target.



The waste management hierarchy indicates the order of preference for actions to reduce and manage waste.



Non-food waste

Circularity of consumables, packaging and other purchases are a material concern for the Group and it is our goal to utilise resources effectively to minimise our climate and environmental impact.

Activity to reduce waste is focused on where it falls in the supply chain, and whilst there has been progress in several areas, the approach can still be inconsistent. We are working towards a more centralised model for waste management.

Waste activities: farming and transportation will normally give rise to different waste categories:

- Biodegradable waste is all composted and reused for fertilisation of land, contributing to improved soil health.
- Plastic waste generated from greenhouse cover materials, irrigation lines, plastic containers and crates utilised in harvesting and transportation.
- Metals and other farming equipment waste that is currently resold to recycling companies.
- Product packaging such as sleeves and labels are typically single use, which is compounded by a shortage of recycled materials and the complexity of return logistics. Our goal here is to work with customers to shift to recyclable, reusable or compostable packaging. As of 2024, we estimate that only approximately 30% of packaging material is made of recycled material.
- Transport packaging – including cardboard boxes, flower buckets and plant trays. Our cardboard boxes used in delivery are recycled and the rest of the packing materials are multi-use. In 2024, 100% of cardboard that is used for shipping to the UK market was recycled.

Projects we are proud of

Plastic recycling

Plastic waste management on farms in Kenya has been a great success story. Over 90% of plastic waste from farming operations is recycled onsite at our plastic recycling plant. The plastic waste is crushed, melted and remoulded to form posts, which are either utilised on the farm or donated to the Rhino Ark foundation where they are deployed to protected habitats in the Aberdare Forest, Kenya. In 2024, the workshop recycled approximately 110 tonnes of plastic waste producing 5,500 fencing posts.



Afriflora participated in the Dutch SDG challenge and hosted an interdisciplinary team of students from October to December 2024, during which they worked on a business case to recycle old greenhouse plastic. Following their final presentation and recommendations, Afriflora kickstarted a pilot program to recycle greenhouse plastic into building materials for March 2025 together with the company Kubik. The Kubik pilot is currently active and expected to deliver the first Afriflora recycled structure: a new Guard House at one of the Zaway school sites made from repurposed greenhouse plastic.

Looking forward

- On food waste, we plan to expand our waste management hierarchy including expanding the measurement of waste across each stage of the supply chain, moving towards a target of reducing our food waste by 50% by 2030 in line with SDG 12.3.
- On non-food waste, we will continue to reduce waste generating processes, introduce waste reduction targets to our procurement teams and encourage recycling and reusing of materials through setting measurable targets.



Our people

Why it matters

Our people are the heart of our business. We know our people are key to both our success and longevity; highly engaged colleagues create a strong working atmosphere with stronger collaboration, improved customer satisfaction and better overall results. People who are motivated to come to work for the business, stay working for the business and often recommend us to others- a clear way for us to build for future generations. We are committed to engaging and developing a colleague experience that always provides opportunities for personal growth and development.

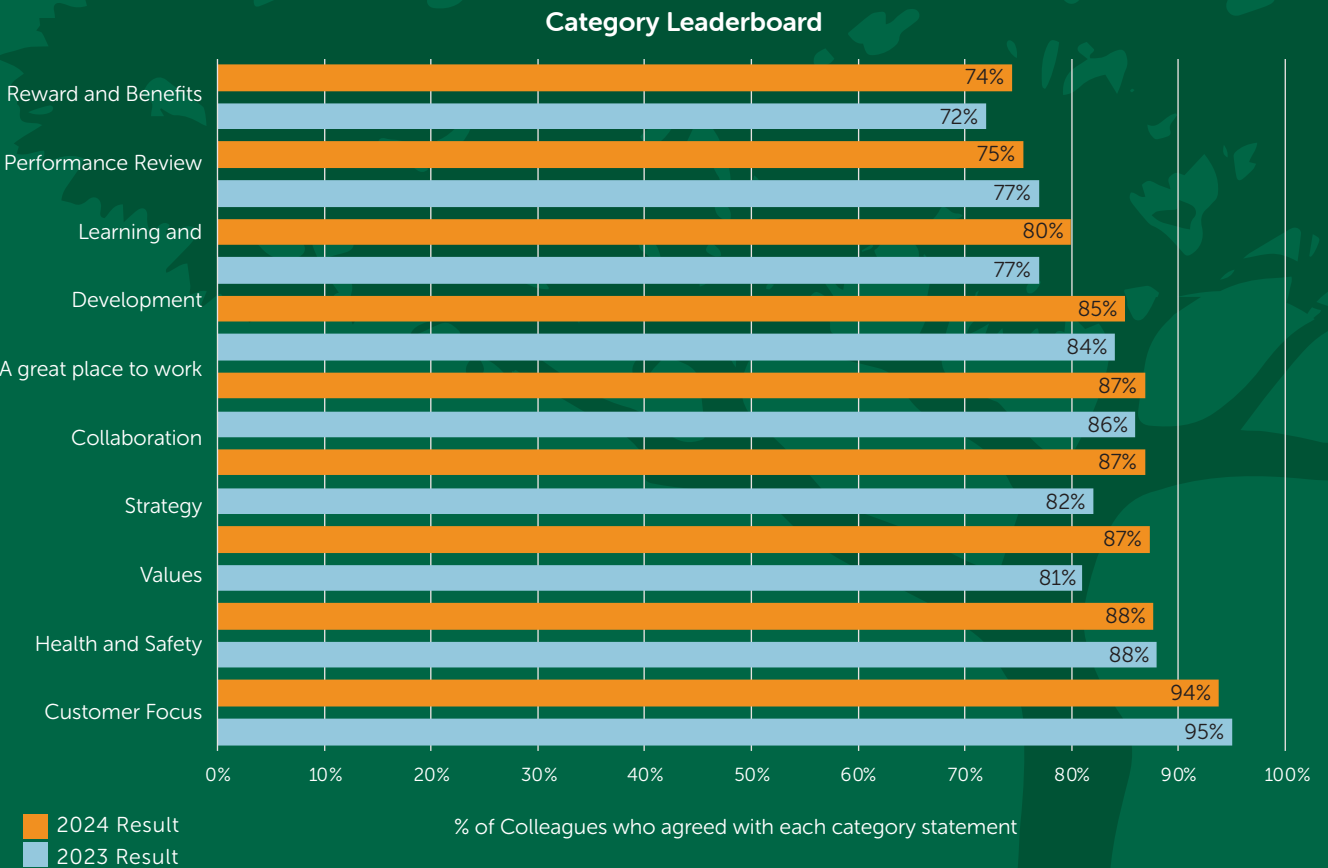
Our policies must always ensure that we operate in an inclusive and supportive environment.

What we do

We have over 26,000 colleagues across all of our locations and our farm colleagues in East Africa make up the vast majority.

We have over
26,000 colleagues
 across all of our locations and our farm colleagues in East Africa make up the vast majority of this:
95%
 of our total workforce.

Flamingo Group annual colleague survey Category Leaderboard - 2023/24 comparison





Our Policies, Approach and Actions

Employee engagement – the Group is committed to high levels of employee engagement, and we use a variety of methods to check in on colleagues. Our annual engagement survey is an important tool for gathering valuable feedback from employees. We assess employee engagement and in 2024, we reached a 85% (favourable response) to the question *'is Flamingo a great place to work?'*. In addition to this, the engagement score on our five lead indicators averaged 86% (favourable).

Recruitment, training and development – training and development opportunities are key to attracting talent and unlocking the potential of all colleagues. All employees have access to a range of development opportunities, from technical skills to our graduate management and Future Business Leaders (FBL) programmes. We currently have 27 current and former graduate trainees on our Kenyan farms, and we expect many of these to become senior leaders within the business.

Equal opportunities – we are an equal opportunities employer and undertake to always use objective criteria to assess merit and ability. It is our commitment that no applicant, employee or worker receives less favourable treatment on the grounds of race, colour, nationality or ethnic origin, sex, sexual orientation, marital status, disability, trade union membership, being an ex-offender, class, age or their political or religious beliefs.

Freedom of association – We support employees' rights to unionise and freely form and join organisations of their choice and engage in collective bargaining. Where Trade Union membership exists either within the farm or industry, we will engage with representatives and honour any recognised Collective Bargaining Agreements (CBA's).

Employee representative committees – the Group runs successful employee representative committees in Europe and Africa. On our farms we invest significant time and training in our welfare committee members. We believe a strong employee voice will only lead to greater collaboration and understanding of the core issues in the business. We also have specific committees focused on areas such as Fairtrade Premium (FPC) and gender rights.

Colleague Reward

Employee Pay

The Group strives to offer fair pay to all our employees; we operate in multiple geographical territories and adopt a localised approach to pay reviews.

- In Kenya we have an entry level salary that is 68% higher than government minimum wage as well as being significantly ahead of the industry recognised CBA and Fairtrade certification standard for the region.
- In Ethiopia, against the backdrop of a devaluation of the Birr, we have made significant increases to wages, with an annual pay increase of 40% for all general workers in October 2024. We remain significantly ahead of the World Bank Poverty line which is (established as the Floor Wage standard for the region).
- In the UK, France, Germany and Netherlands we are compliant with all National Living Wage and sector specific CBA awards.

We are developing a Living Wage Road Map for our employees in Kenya comprising pay, housing allowance, healthcare, educational support and subsidised food parcels. The road map looks at total reward opportunity and seeks to measure average earnings for general workers as well as entry level earnings.



In Ethiopia, we will work with the local labour unions to understand the challenges of employees and the local community. We have materially upweighted the monthly food parcels for our employees in the last two years, which acts as a supplement to earnings and enables us to support employees more effectively by using bulk procurement to secure significantly cheaper prices for products.

Education and medical care

In both Kenya and Ethiopia, we offer access to medical care for our employees and their dependents. Our Sher Ethiopia hospital in Ziway provides access to free medical care for all employees, and access at a heavily subsidised rate to other community members. In Kenya we work in partnership with local medical centres to provide free healthcare to employees and their families, as part of our wider benefits programme.

In Ethiopia we run the Sher Ethiopia schools providing education for children from age 5 to 18 years old. The school is funded by the business, predominantly using Fairtrade sales premiums, and has consistently achieved some of the best results in the country, with pupils accepted to study at top universities.



In Kenya the Fairtrade premiums are used to provide education bursaries for children attending Secondary, Tertiary and College education. The bursaries are also provided to staff who wish to upskill themselves in professional courses or other tertiary skills. In 2024, the premiums supported scholarships for approximately 3,500 workers at an approximate cost of GBP 500,000.

Beyond financial rewards, the Group also celebrates the achievements of its employees through various award schemes. These include accolades for outstanding individual performance, as well as long-service awards that honour the dedication and loyalty of tenured staff.

Diverse and inclusive culture

The Group operates an intentionally inclusive and diverse culture, recognising that the diversity of thought and experience strengthens the organisation, key aspects of this approach include:

- Family-friendly policies such as enhanced maternity leave, flexible working arrangements, subsidised childcare, and dedicated breastfeeding rooms at the farms in Kenya. In 2024 we established private breastfeeding spaces at our farms and production sites, enabling new mothers to pump and store breastmilk during the workday. We are proud of the fact that we provide all our female colleagues across East Africa access to free sanitary pads each month.
- Community empowerment initiatives: The Group's corporate social responsibility efforts, such as the Inua Dada program in Kenya, focus on uplifting women in the local communities. These initiatives provide skills training, entrepreneurship support, and health interventions to strengthen the social and economic standing of female workers and their families. See details on Inua Dada under page 29.
- Gender pay gap: Flamingo Flowers and Plants is our only UK entity which has mandatory Gender Pay Gap (GPG) reporting. Its current GPG is 13.62% (mean) and 0% (median).

Gender diversity in leadership

We are committed to increasing female representation in leadership roles. The Group tracks the proportion of women in management roles, and we are developing targeted programs to build capabilities of high-potential female employees. The farms have specific training programmes targeted at increasing female representation, which focus on building confidence and practical skills as well providing technical training in areas which have historically been male dominated i.e. workshop. Over the last two years, we have supported 335 women through formal training in professional, artisanal and life-skills.

We believe that greater diversity of our leadership will promote greater diversity of thinking and approach. The table below shows a breakdown of female % at different organisational levels across the whole Group (quarterly average):

Employees	Male	Female	Female %
Group Board	2	2	50%
Executive Team	5	2	29%
Senior Leaders	34	21	38%
Supervisors & Managers	1245	785	39%
Employees of the Group	12291	14503	54%

- Group Board includes four directors, our non-exec Chair, non-exec Sustainability Director, our Chief Executive Officer and Chief Financial Officer. The female representation is 50%.
- Executive Team: is a seven-member Executive Management team lead by our Group Chief Executive Officer. The current Executive Team includes 2 female executive members out of a total of 7 (28.5% female representation) which is a small change compared to the prior year where there was a team of 8 people with 2 female executives (25% female representation).



- Senior Leaders: includes all those individuals who directly report into a member of the Executive team. This group contains 55 people of whom 21 are female (38.2%) and shows an increase in size from the prior year where there were 47 people, 14 of whom were female (29.8%).
- Supervisors & Managers refers to those managers who lead frontline teams across the business. The number of females is 785, which is 39% of this total population of 2,030.

Colleague wellbeing

The Group is committed to supporting the overall wellbeing of its employees, recognising that a healthy and engaged workforce is critical to the company's long-term success.

Mental health awareness: We have several initiatives to raise awareness including designated Mental Health First Aiders, running workshops and campaigns to educate the workforce on how to maintain psychological wellbeing. In Kenya, Mental Health clinics are run bi-monthly, these are led by external professionals. See details on the progress of the program under page 30.

Employee Assistance Program (EAP): The Group provides all employees in the UK businesses with access to a comprehensive Employee Assistance Program (EAP), providing 24/7 support for a wide range of personal and work-related issues, including mental health, financial management, and legal concerns.

Occupational health services: We operate on-site occupational health clinics at our major facilities in Ethiopia and Kenya, providing employees with free access to medical care and health screenings. These services address both work-related injuries and general healthcare needs, ensuring that workers can promptly address any physical or mental health concerns.

Health & Safety

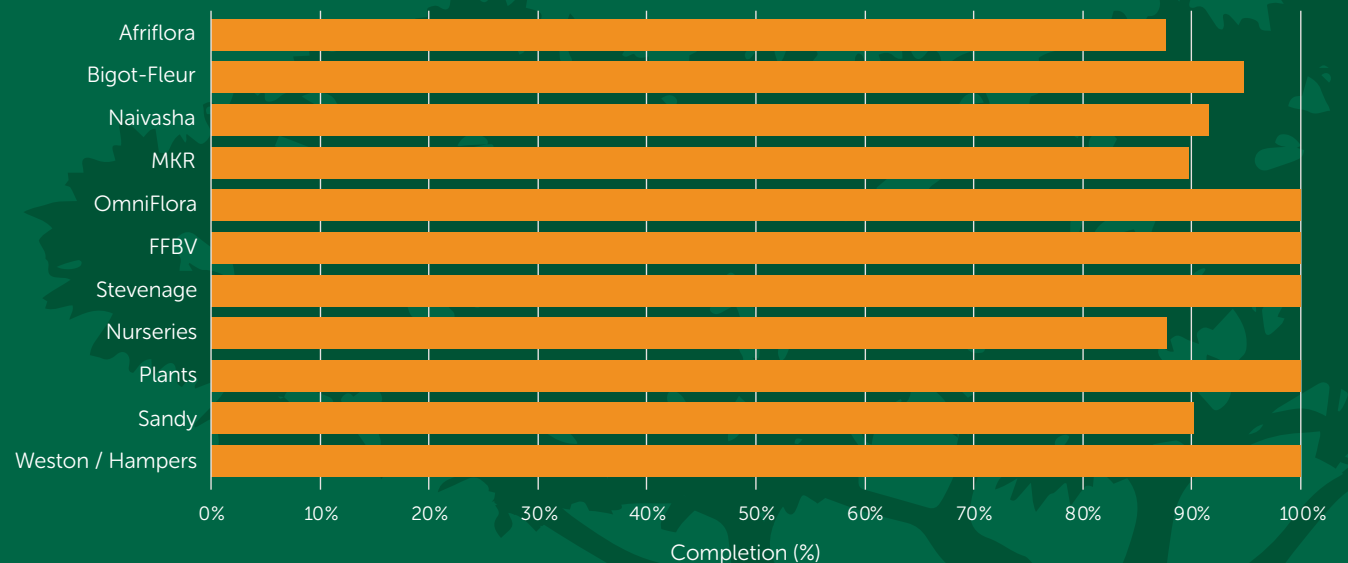
We are committed to ensuring the health, safety and the welfare of our colleagues and we have established procedures and systems to support this commitment. Highlights for the year in 2024 are:

- 1. Accident Frequency Rate (AFR):** The introduction of AFR reporting going live in early 2025 provides a more accurate and fair reflection of accident performance relative to site activity. AFR is already helping guide resource prioritisation and encouraging consistent reporting across all sites.
- 2. H&S plan completion:** All sites reported high completion rates, with all locations achieving over 90% of their 2024 H&S objectives. This reflects strong local ownership and structured planning across the Group.
- 3. Near miss reporting:** Overall, near miss engagement improved, particularly at Naivasha, Afriflora/Sher Ethiopia, Stevenage and Plants. Sites such as FFBV and Nurseries recorded fewer near miss reports, reflecting their smaller scale.
- 4. Accident totals:** Naivasha and FHK Mount Kenya had the highest number of recorded accidents in 2024. Stevenage, Weston, and Nurseries demonstrated strong progress compared to 2023, with either reductions or stability in minor incidents. Notably, Stevenage has maintained zero reportable accidents since 2023.

2025 Group safety priorities

- Drive consistent and accurate AFR reporting across all global sites to ensure clarity, accountability, and fair representation of safety performance.
- Continue achieving high completion rates of site-level Health & Safety plans, with quarterly progress reviews to ensure objectives are met and embedded in daily operations.
- Complete UK site audits aligned with ISO 45001 principles and use findings to drive continual improvement across all areas.
- Close reporting gaps at Afriflora, Naivasha and Bigot to better align plan milestones and monitor delivery timelines.
- Ensure Group Health & Safety bi-monthly meeting is used to drive initiatives and best practice – which are championed by site leaders and supported with tools and training to promote improvements.

H&S Plan Completion by Site - 2024



Projects we are proud of

Inua Dada

The Inua Dada ("Uplift Women" in Swahili) programme is a collaborative initiative between Flamingo Horticulture and Co-op Retail was designed to economically empower female workers and enhance their confidence and visibility both at the workplace and in the community. This is done by developing skills in finance, health, and leadership – ultimately contributing to the creation of a more equitable and sustainable workplace.

The program set out three key objectives, each with specific Key Performance Indicators (KPIs) to measure success and endline evaluation provides insights into the challenges encountered:

- i. Leadership and technical skills development** – the objective was to build leadership, technical skills and knowledge amongst the female employees in our Naivasha Region.

While we targeted an increase in the number of women in managerial and technical roles at Flamingo from 8% to 11%, the result was that the percentage of women in managerial positions remained the same at 8%, this however is in context of an increase in the workforce with there being an absolute increase of 30 women in these roles.

- ii. Socio-economic and health status enhancement** – the objective was to enhance the socio-economic and health status of 1,740 female workers through improved personal financial literacy, diversified extra income generation, and enhanced women's health interventions. Across the various KPI's, the results showed:

- 31% of respondents stated an increase in their household income, with 88% of the women attributing this change to the Inua Dada programme.
- Of the 2,348 female workers who received financial literacy training, 58% of respondents reported starting to save money due to the programme.
- 47 women were trained in skills for male-dominated jobs.
- 3,200 women attended health training, and 2,127 sanitary products were distributed monthly. 81% of respondents felt their access to menstrual health products had 'very much improved'.

- iii. Capacity building of female leaders in out-grower partners** – the objective was to enhance the capacity of female leaders within the Flamingo out-grower partners through training in leadership skills.

120 women were directly trained (60 from each farm) and 95% of these women are still active in leadership hub roles.

The Inua Dada programme remains a significant investment in the empowerment of women within Flamingo. While some challenges remain, the programme made significant strides in enhancing the socio-economic status, health, and leadership skills of female workers and the benefits of the program continue to be felt post program.

120 women

were directly trained

95%

of these women are still active in leadership hubs



Mental health awareness

Kenya:

The sessions are designed to increase awareness of mental health issues, reduce stigma, provide coping strategies, and encourage employees to seek help when needed.

The program also includes mediation services to address workplace conflicts and promote better communication between employees and supervisors.

In 2024, with a focus on increasing participation in the sessions and creating a more supportive and understanding work environment, the impact of the sessions was tracked as follows:

- **Quarterly awareness campaign:** sessions were conducted on mental health awareness campaigns in February, May, July and October. These campaigns included educational materials, expert talks, and interactive workshops designed to promote mental well-being and reduce stigma.
- **Employee participation:** The following are the number of employees engaged across the region:
 - February: 24 workers in the Naivasha region
 - May: 25 workers in the Naivasha region
 - July: 96 workers across the regions
 - October: 83 workers across the regions
- **Impact on work environment:** Employees are reporting improved communication, reduced stress levels, and a greater sense of belonging.
- **Early intervention:** By promoting awareness and providing access to counselling services, the initiative has enabled early detection and intervention for employees facing mental health challenges and provided support in seeking appropriate care.

- **Mediation services:** The mediation services have played a crucial role in resolving workplace conflicts and improving relationships between employees and supervisors. This has resulted in a more harmonious and productive work environment.
- **Increased help-seeking behaviour:** The program has successfully encouraged employees to seek help when needed, with a noticeable increase in the number of employees accessing counselling and support services.

UK

In 2024, we had 11 Mental Health First Aiders (MHFAs) operating across our UK sites made up of a diverse mix of ages, genders, and nationalities. The MHFAs offer a peer-to-peer support for all employees as well as increasing awareness across sites around a range of mental health topics and key highlights include:

- Plans for dedicated Mental Health & Wellbeing Rooms, providing a private space for reflection, or support.
- Launch of a MHFA toolkit designed to offer information and guidance on where and how colleagues can seek help.
- An MHFA email address, allowing colleagues to reach out confidentially if they prefer not to speak to an MHFA in person.

Looking forward

- We aim to improve the representation gap at supervisory and management levels so that it further reflects the make-up of the general workforce.
- The Group has an ambition to improve lives and livelihoods wherever we operate. This will be supported by carrying out a HRIA in both Ethiopia and Kenya.
- We are also committed to producing living wage gap assessment, with an accompanying roadmap to improve wages. As well as maintaining a level that reflects both industry standards and the cost of living in both Ethiopia and Kenya.



Workers in the value chain

Why it matters

At the core of our business lies a simple truth: our value chain is powered by people. The individuals who grow, make, move, and deliver our products are critical to our success. That's why we are committed to building a value chain that protects their rights, ensures their safety, and supports their dignity and development.

We have a vast supply chain centred on East Africa with approximately half of our fresh produce and flowers being sourced from this region, with the other half sourced globally. Important areas are Peru, Mexico, Morocco for produce and Colombia, Netherlands, and the United Kingdom for cut flowers. This makes workers across the value chain all the more critical.

Flowers and Plants:



50%

come from Flamingo Horticulture own farms

40%

are bought direct from growers

10%

from agents and auction

Produce:



40%

of the vegetables we sell are produced on our own farms and smallholder farmers in Kenya

40%

comes from our direct preferred growing partners.

20%

of our produce coming from other suppliers

1. Upholding ethical and legal responsibilities

We are committed to respecting labour rights across our supply chain, in line with the Ethical Trade Initiative (ETI) Base Code and fully support the International Labour Organization's Declaration on Fundamental Principles and Rights at Work (1998), including its 2022 amendment.

2. Workers key to managing risk and building resilience

Managing human rights risks effectively is critical to the resilience of our business. Our assessment is based on thorough mapping of our supply chain across all tiers, forming a solid foundation for risk analysis and developing processes to manage these risks.

Salient human rights identified risks for workers in the supply chain.

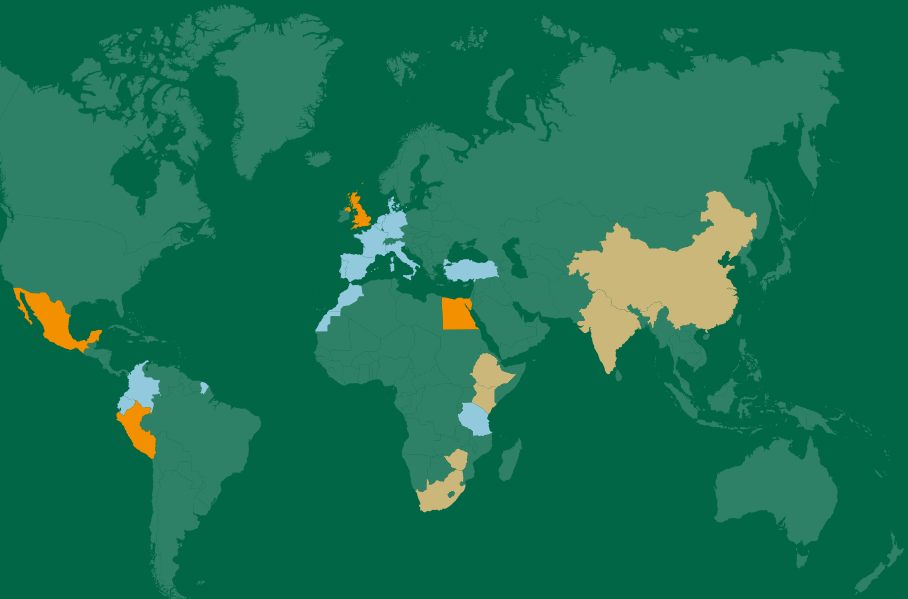
- Health and safety
- Just and favourable working conditions (living wages)
- Gender based harassment & discrimination
- Poor contracts and irregular employment
- Freedom of association and union representation
- Gender-based discrimination and vulnerability
- Land, water & resource rights and community impacts
- Forced labour and modern slavery
- Child labour

3. Respect for workers is core to who we are

Respecting the rights of every worker in our value chain is more than a corporate responsibility—it reflects who we are and the future we want to build. Our vision is aligned with Core ILO Conventions and the ETI : a world of work that is free of exploitation and abuse, where human dignity is protected, and opportunity is shared.

Flowers and Plants sourcing map

- Flowers and Plants
- Fresh Produce
- Both



Where we are now

Governance and accountability:

The responsibility for our human rights due diligence governance issues are reviewed at board level, and overall responsibility rests with our Chief Sustainability Officer who leads our ethical trade strategy. Staff working on ethical trade have clear reporting lines to board level positions.

Risk assessment, due diligence and audits

Our approach to identifying salient labour rights issues is grounded in a human rights-based risk assessment, which prioritises risks to workers rather than risks to the business. "Salience" refers to the most significant impacts our operations may have on human rights, across all countries where we operate, including our wider supply chain.

Identifying these salient issues is not an exact science and requires informed judgement. Our assessment is based on thorough mapping of our supply chain across all tiers, and forming a solid foundation for risk analysis. We use a combination of desktop research and engagement with both internal and external stakeholders. This process is informed by recognised sector-specific risks and additional risk factors, such as geographic location and sourcing models.

To assess which risks are salient, the company uses the UN Guiding Principles' criteria:

- (i) Scale: how grave is the impact?
- (ii) Scope: how many people are affected irremediability can the harm be undone?

While we acknowledge the limitations of self-assessment and audits, given the scale of our supply base, SEDEX registration and self-assessment remain our primary monitoring tools. These are complemented by independent audits guided by risk analysis, which considers factors such as supplier relationship duration, trading volume, country of operation, and sector-specific risks—including weak regulatory environments, subcontracting, and labour market dynamics.

Over 63%

of flowers and plants supply chain partners were subject to SMETA audits.

Over 70%

of produce supply chain partners were subject to SMETA audits.

In addition, members of our buying and technical team regularly visit suppliers and make assessments of our suppliers' ways of working.

These visits are not audits but they are a critical opportunity of emphasising the importance of ethical trade and assessing suppliers' social & ethical performance. This, we believe gives us a pragmatic but robust approach to monitoring and improving standards, based on risk and influence.

Mitigating actions

- Listening to workers is a critical step, their insights inform our human rights due diligence policies and shape how we implement this on the ground. As required under the ETI Framework, we ensure stakeholder input—particularly from workers' organisations—is reflected in the development and evaluation of these policies.
- We investigate the root causes of the most significant labour rights risks in our supply chain and how our business practices may influence them. Where we identify severe labour abuses, we document the steps we take to provide remediation and prevent re-occurrence. We also share our engagement with Trade Unions, both within our own operations and through our supply chain.
- Using formal grievance mechanisms aligned with UN Guiding Principles, we ensure that workers can safely raise concerns and access remedies where required. These mechanisms are not just about compliance—they reflect our commitment to creating a culture of accountability, responsiveness, and trust.

Flamingo also plays an active role in promoting ethical trade across the industry, participating in retailer-supplier forums, sector conferences, and contributing to working groups such as the Floriculture Sustainability Initiative and recently the Food Network for Ethical Trade (FNET).

Projects we are proud of

As part of our commitment to ethical sourcing and sustainability, we actively participated in the development of the ETI Türkiye flowers programme in 2024.

The initiative was developed in partnership with the Ethical Trade Initiative, The Centre for Child Rights and Business, Ethica CSR, and flower retailers and suppliers sourcing from Türkiye. It is focused on creating child- and family-friendly environments across three flower farms in Antalya.

We worked alongside stakeholders to review and strengthen management systems, revise HR and social compliance policies, and enhance workers' understanding of their rights.

Training sessions were conducted for both management and workers, covering key issues such as child labour prevention, occupational health and safety, grievance mechanisms, and awareness of heat stress.

As a result, over 120 employees received tailored training, and 29 internal policies were improved or created.

Through needs assessments and focus group discussions with working parents, we identified critical barriers to accessing basic services such as childcare, healthcare, and education—especially for migrant and seasonal workers. In response, we supported the development of family-friendly farm-level action plans, including transportation for children to schools, improved dormitory safety, and enhanced parental leave practices. Ongoing dialogue between workers and management has been improved to ensure concerns are raised and resolved. We continue to work toward an inclusive, ethical, and child-safe supply chain that prioritises the wellbeing of both workers and their families.

Looking forward

Guided by frameworks from the Ethical Trading Initiative (ETI), Fairtrade, and the Food Network for Ethical Trade (FNET), the focus over recent years is shifting from reactive compliance to continuous improvement and shared responsibility for upholding human rights.

- Living wages is a core priority. Although Flamingo and many of our suppliers pay wages in excess of the minimum stipulated by local law and we are seen as the employer of choice in the communities where we operate. Improving wages is a critical step toward ensuring fair and dignified livelihoods for workers and their families. We will therefore explore collaborative solutions and work towards regional living wage targets, collaborating with buyers and suppliers.
- Worker voice is another element central to our strategy. Our work with the Ngaje worker survey platform is supporting these efforts. Flamingo continues to develop effective, confidential, and multilingual grievance mechanisms for all stakeholders. Additionally, we continue to support freedom of association, worker committees, and regular dialogue between workers and management. Where issues are found, to act transparently, provide remedy, and verify outcomes.
- Engaging actively with initiatives like ETI, FNET, and Fairtrade to contribute to systemic solutions while learning from peers. Reporting openly on risks, actions, and progress, as well as continuously reviewing and adapting human rights strategies, demonstrates accountability and builds trust.



Our communities

Why it matters

The Group recognises the impact our business has on the communities in which we operate – from our own farms as well within our supply chain. We know that long-term sustainable growth can only be achieved through decision making that builds for future generations supporting the livelihoods of our employees and the surrounding communities. This includes protecting them from the risks of global supply chains as well as ensuring they share in the economic benefits

Our activities have a positive impact on many people in local communities, through job creation and localised value creation. The Group contributes to its communities by offering decent jobs as well as making social investments through our corporate social responsibility funding and Fairtrade premiums programs.

We also acknowledge that our operations have the potential to adversely impact local communities and realise we can only succeed as a company if the communities around us are also successful. Failure to deliver on local communities' requirements and expectations towards environmental and social responsibilities can lead to loss of public trust and operational disruptions.





Where we are

Engaging with communities

The Group has committed to engage in regular dialogue with our farming communities in Ethiopia and Kenya including having more frequent and structured dialogue.

We meet regularly with local leaders, through formal and informal channels to better understand community issues and to discuss how we can support them. These currently include:

Community meetings – quarterly meetings with each area of the community in Kenya to understand concerns, identify impacts (direct or indirect) and to work on collaborative solutions. These meetings are open to community members around our farms with Flamingo Management representatives in attendance.

Community representatives – in both Ethiopia and Kenya we have designated representatives from the community who are responsible for providing a bridge between the local community and the business – giving people a chance to have their views represented by a local leader and strengthening our understanding of the surrounding areas.

Community grievance mechanism – in 2024, we set up a formal grievance mechanism in for our Kenya farming communities, which is open for individuals or groups to raise issues if they believe that the actions of the business have had a detrimental impact on them individually or collectively. The business will consider the issue and, (if appropriate) then take appropriate action to remedy it.

Our dialogue is based on understanding the salient human rights for the affected communities and we hope to expand and better understand and prioritize these through the two Human Rights Impact Assessments to be carried out in Kenya and Ethiopia.

Salient human rights risk for affected communities:

- Social investment
- Grievance mechanisms
- Environment and human rights
- Security and human rights
- Land-related rights

Social-economic investment

Our Empowerment Model highlights two critical components of our success in this area:

Empower the communities where we operate. The main contribution is generated from the Group’s operations production and purchase of goods and services resulting in direct and indirect job creation and tax revenue generation. In our farming communities in Ethiopia and Kenya, we estimate that the wages paid to approximately 25,400 employees support a wider network of over 100,000 dependents.

Additionally, in Kenya we specifically incorporate small and medium size growers into our 3rd party grower model.

Reinvest in our communities – acknowledging the varying social needs of the communities we operate in, we support the communities through investment in education, health and environmental projects. The programmes that we invest in are as result of consultation with our communities, customers and workers and are funded through:

- The Group’s CSR budget – we have set ourselves internal targets on social spend and review this yearly as part of our investment in communities.
- Fairtrade premiums – all of farms are Fairtrade accredited sales of Fairtrade stems and bouquets accrue premiums which are managed by the Fairtrade committees on the farms in line with the agreed standards to contribute to social-economic development of not only workers but the community.

- Partnerships - our retail customers are a consistent partner in funding of social projects. Through either direct investment (such as the Waitrose Foundation) we are able to raise funds for either specific programs or pooled funds to support bigger projects.

Investments for the year:

Investment area	GBP
Education and empowerment	1,552,314
Health and wellness	1,130,536
Community and employee support donations	904,960
Environmental initiatives	187,400
Total investments	3,775,210





Projects we are proud of:

Education and capacity building

The Flamingo Fairtrade training centre

The training centre was established following a community needs assessment that revealed a glaring gap in skills enhancement for trade professionals within the Kalula community where our Ibis Farm is located (Mt. Kenya). This needs assessment was further highlighted when a plumbing position on the farm was advertised, and the response was dishearteningly low.

Funded by the Fairtrade sales premiums, the project commenced in March 2023 and Phase 1 of the centre was officially opened in January 2024. Its operations have been phased into:



170 students enrolled



- **Phase 1:** Offers courses in masonry, plumbing, electrical work, welding, and carpentry. The first group of students enrolled in July 2024, with a total of 170 students. The students are a combination of workers from our Flamingo farms as well as community youth seeking to upskill themselves. Understanding the unique needs of working individuals, the courses are taught over a year, allowing farm workers to attend classes for at least three hours a day. The curriculum includes a national examination, and upon passing, students receive certificates in Grade 3, Grade 2, and Grade 1. The courses also incorporate theoretical learning, covering essential subjects like basic mathematics, technical drawing, communication skills, life skills, business and entrepreneurship. These theoretical skills make students more marketable in the employment field, equipping them with the knowledge and competencies that employers seek.
- **Phase 2:** With increased funding, this phase will introduce courses in hairdressing, knitting, catering, mechanical work, driving, and dressmaking. More theory rooms will be added to accommodate the growing number of students.
- **Phase 3:** The final phase aims to further expand admissions and ensure that the centre can generate enough funding to run independently as well as to establish a state-of-the-art library, creating a comprehensive learning environment.



Sher supported schools Ethiopia

Sher provides education to over 6,500 children at three locations in Ziway and Adami Tulu and in communities around Sher Farms. The schools provide kindergarten, elementary and secondary school education for the children of employees and community members and is fully funded by Fairtrade sales premiums.

Admission takes place on a 50-50 basis, with an equal split between the children of employees and those from the local community with approximately 400 children – starting at the age of 4 – admitted to Sher schools every year. Students admitted to the school are selected by a committee which has been established in the local municipalities. All 1,200 kindergarten students receive a free hot meal every morning.

The schools employ 215 teachers and a further 155 people as support staff (management, cleaning, cooking, maintenance, and security).

Kenya schools support:

Flamingo Kenya provides support to about 8 schools across the farming communities. The support ranges based on the needs of the schools and in 2024, the highlights included:

- School feeding program – for approximately 3,750 children in four schools, we support the feeding programs through the donation of dry foods and or vegetable donations for lunch throughout the school year.

- Infrastructure support – in the year, Fairtrade premiums supported the infrastructure improvements for 3 schools with a budget allocations of GBP 30,000 for the construction of classrooms.
- Staff support – the support is provided in payment of salaries for additional teachers and support staff to alleviate workload where schools have large numbers. In the year, we sponsored 6 teachers and 6 support staff across various schools.

Environmental conservation

Flood mitigation in the Olkaria community Naivasha

The Olkaria community has historically faced challenges due to flooding and excess rainwater runoff, which damages homes, infrastructure, and agricultural lands. To mitigate these issues, Flamingo Horticulture initiated a comprehensive drainage construction project designed to effectively manage water flow and prevent flooding.

The project involved the construction of robust drainage systems, including creation of:

- Gabion boxes – providing strong, stable retaining walls and drainage channels along the roadways.
- Gabion mattresses – for lining drainage channels and providing erosion control in the road repairs.
- Concrete drainage channels – for reinforcing the foundation of the road, ensuring stability and proper water flow.

The construction of these drainage systems has had a significant impact on the Olkaria flood mitigation. The drainage systems effectively manage rainwater runoff, reducing the risk of flooding and protecting homes and infrastructure. It has also enhanced the safety of community members by reducing the risk of water-related accidents and injuries as well as preventing soil erosion and sedimentation of waterways, contributing to the conservation of local ecosystems.

Community health

Sher hospital

The Sher hospital was established in 2007 and serves as a county hospital in Ziway area serving the local community.

The hospital has a triage ward that is open 24 hours a day, ambulance facilities, 140 beds, two operating rooms, x-ray equipment, a modern laboratory, a pharmacy, a maternity ward, incubators, a dental practice, a library, physiotherapy and a Voluntary Counselling and Testing (VCT) ward that provides care and support in relation to HIV-AIDS.

In 2024, the hospital served approximately 50,000 patients, with Sher employees and students receiving free healthcare, and members of the local community having access at a highly subsidized cost. The hospital employs 75 health professionals and 90 supporting staff.



Looking forward

- Conducting Human Rights Impact Assessments to better understand the impact of our business operations on communities in Ethiopia and Kenya.
- Expanding our social investment anchored around three key pillars of:
 - i) empowerment and education;
 - ii) health and wellness; and
 - iii) environment.
 - In Kenya, our flagship programme 'Inua Jami Zetu' will focus on empowering community members through capacity development in artisan courses, professional certifications, agricultural practices as well as life skills.
 - In Ethiopia our focus remains on continuing improvements in the Sher Ethiopia hospital and the schools' management and infrastructure. In addition to this, we will promote community support in various initiatives such as electricity supply, housing improvements and the Ziway lake hyacinth clean up.

Business conduct

Why it matters

Our global business includes a vast supply chain and depends on transparency, trust, ethical conduct and compliance. Compliance with applicable laws, regulations and the Group's policies, procedures and guidelines can help mitigate a range of risks, including corruption, anti-competitive behaviour, economic sanctions, human rights, security, health, safety, environment, data privacy, and corporate reporting.

Failure to comply with applicable regulations and expectations for responsible business conduct can result in loss of a license to operate, and could expose the Group to investigations, administrative, criminal and or civil sanctions such as fines and penalties. In addition, there could be adverse consequences for individuals and reputational damage for the Group.

We are committed to sustainable growth grounded in ethical business practices, transparency and maintaining human rights at all times.

Where we are

The Group's Code of Conduct outlines the standards, expectations and commitments that we have, both of ourselves, as well as those with whom we work. Our business conduct is anchored in 'our values; we measure our success not just by our business growth, but by the lives we enrich, and the communities we enhance. In so doing we are focused on:

Human rights – Flamingo is committed to respecting and promoting Human Rights in all aspects of our business, ensuring fair treatment, dignity, and equality for all employees, partners, and communities. We recognise our responsibility to uphold international human rights standards in everything we do, which is reflected in our values. We are guided by the United Nations Guiding Principles, which outline the responsibility of businesses to:

- Respecting human rights
- Protecting human rights
- Remedying human rights

Whistleblowing – we are committed to maintaining a safe, respectful, and supportive working environment across all areas of our operations. We actively promote a culture of transparency and accountability, where whistleblowing is encouraged and all colleagues have the right to raise concerns about unethical, illegal, or harmful practices confidentially and without fear of retaliation.

Lobbying and political contributions – We are committed to engaging with governments and political bodies in a transparent, ethical, and lawful manner. Our lobbying and political donations guidelines ensure that all interactions are conducted with integrity, accuracy, and respect for legal requirements. We strictly prohibit bribery and corruption and do not make any political donations.



Data Privacy, Ethics and AI – we are committed to upholding the highest ethical standards in the management of data, including that used in AI systems. This includes the responsible collection, use, storage, and sharing of information, ensuring that all activities comply with legal requirements and our internal policies.

We maintain accurate, complete, and reliable records as a fundamental part of our business integrity. We also expect all colleagues to act with honesty, integrity and ensure that all records are factual and free from misrepresentation or omission.

Anti Bribery and Corruption – at the heart of our Code of Conduct is a strong anti-bribery and corruption policy, reflecting our zero-tolerance approach to unethical behaviour. It applies to all forms of bribery—whether direct or indirect, including facilitation payments and inappropriate gifts or hospitality.

This is enforced through transparent practices, and ongoing education which includes annual training. We conduct due diligence on our business partners, to protect our integrity and to uphold legal and ethical standards.

Responsible supply chain management - We aim to collaborate with suppliers who share similar values. Our global network of suppliers significantly influences our business and sustainability performance.

We require compliance with our Code of Conduct for suppliers and business partners, which cover a broad range of environmental, social, ethical and human rights standards. Our global purchasing policy sets forth the standards that are required for engaging with suppliers. When suppliers sign our purchasing agreements, they commit to working within our conduct and key principles including:

- Competition and antitrust
- Safeguarding

- Sanctions and export controls
- Anti-tax Evasion & Money Laundering
- Protecting our environment; and
- Community engagement

This is enforced through Ethical trade audits (see page 32) as well as due diligence on supplier onboarding. In 2025, we are updating our Code of Conduct and plan to engage suppliers and business partners who previously signed older versions, to adopt the updated version.

Looking forward

- Rolling out an updated Code of Conduct to all our stakeholders including our workers, supplier and business partners supported by training and awareness sessions.
- Ensuring continuous tracking and reporting of business conduct targets and performance indicators through the governance process across the Group.





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