

OUR VISION
SUPPORTING
YOUR FUTURE

Annual Review

2020 - 2021



Freshcare is Australian owned and operated, created to serve our fresh produce and wine industries. Our national network of growers, supply chain and wine businesses are critical in providing us with invaluable input into the challenges and opportunities the industry faces.

The Freshcare board and team are focused on working **collaboratively** both internally and externally in partnership with industry, building mutual respect and trust.

We value **innovation**, new ideas and creative approaches that help us provide the best outcomes for growers, the fresh produce and wine industries.

Freshcare aims to operate in a dynamic and adaptable way, building a resilient organisation and **flexible** services which can evolve with the needs of our business and stakeholders.

ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Freshcare acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea, and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

MISSION

Freshcare's major goal is to secure a sustainable future for Australian producers by assuring ongoing market access both domestically and internationally. Our organisation is committed to providing comprehensive certification standards, that are widely recognised and supported by industry, which enables businesses to get safe and quality produce to market.

Freshcare will continue to provide growers an accessible communication channel for feedback and discussion on relevant industry issues.



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**CHAIRPERSON
REVIEW
BELINDA
HAZELL**

2021 has marked an exciting year in the Freshcare journey. Over the past year the Freshcare Board and executive team has focused on building our Strategic Vision for the next decade. Through the expansion of the Freshcare organisation we have further developed our committed, passionate and dedicated team who are invested in the sustainability of our sector. The appointment of Jane Siebum as CEO has brought some fresh energy to our leadership role and commitment to progressing Freshcare into the future.

Despite the many challenges COVID-19 has presented our fresh food producers, supply chain services providers and retailers, our industry has managed to adapt and thrive through this period identifying new opportunities of innovation and growth. Increasing shifts to high-tech production methods are enabling growers to harness their systems to optimize growth and minimize resource inputs. Together with traditional farming methods, growers are evaluating their impacts and looking at smarter ways to produce safe, sustainable and nutritious produce. Through the implementation of Freshcare's 2030 Vision, our Standards will continue guiding growers in food safety best practice and environmental stewardship both domestically and internationally.

During this past year the pandemic has amplified the desire of consumers to purchase produce from their local communities. As Australia moves towards recovery, we all have a responsibility to purchase from local businesses, helping them rebuild which supports the health and wellbeing of our growers and supply chain businesses.

Freshcare's 2030 Vision strengthens our commitment to environmental, social and corporate governance. Our strategy will enable growers access to new and emerging markets and provide more opportunities for industry growth, strengthening Australia's regional and rural communities.

By 2030, Freshcare will be offering our participating businesses a suite of innovative products and services to gain certification, expanding our range of choice and providing technology that assists to improve learning and assessment outcomes.

As Chairperson of Freshcare I am dedicated to enabling an environment for our 2030 Vision to come to fruition. Together with the fresh produce industry the Freshcare brand will continue to champion trusted, safe and high-quality Australian produce and businesses.

"We all have a responsibility to purchase from local businesses."



**CEO
MESSAGE
JANE
SIEBUM**

Taking on a leadership role with Freshcare during a global pandemic, I saw the many challenges faced by our Australian horticultural industry due to COVID-19. Growers, supply chain businesses and the industry's ability to adapt to significant changes has been extraordinary. Our rural and regional communities have kept the country fed during these difficult times. As Australia moves into recovery, we all need to remember their incredible contribution.

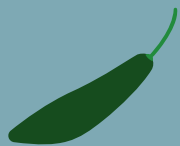
Over the past year, I have consulted widely with stakeholders across the industry receiving valuable and insightful input on the challenges and opportunities for Australian growers and associated businesses. The 2030 Vision strategic plan, developed by the Freshcare Board, reflects the feedback from our growers and industry. The plan provides us with a roadmap for operational development which will ultimately benefit our growers, regional communities and the Australian produce industry. Freshcare's next phase will provide science and technology-based solutions that support growers and the industry.

Despite the restrictions and challenges of COVID-19 Freshcare has survived and thrived to achieve several major milestones. The recognition of the Freshcare Environmental program by the Queensland Government for compliance with the Great Barrier Reef protection legislation, was an exciting outcome. Freshcare achieved the recognition in partnership with the Australian Banana Growers Council and the Department of Environment and Science, which assists Australian growers in protecting our local ecosystems. Additionally, the re-benchmarking of our Food Safety & Quality program to the Global Food Safety Initiative will help Australian growers reach broader domestic and international markets with their exceptional fresh produce.

As we move into 2022, Freshcare will further develop our partnership with the Australian Wine Industry, as we continue to underpin the assurance of the Sustainable Winegrowing Australia program. Over the past year we have provided the national certification pathway for grape growers and winemakers looking to use the Sustainable Winegrowing Australia Trustmark, demonstrating their commitment to meeting community, consumer and retail expectations.

I would like to acknowledge the Freshcare team for their work this past year. Our achievements have only been possible due to the committed, capable and passionate people I have the privilege to work with. Additionally, I would like to thank the Directors of Freshcare, Owner Members, growers and supply chain members who have afforded me a warm welcome. The Freshcare community have generously informed me of the challenges facing the sector and exciting opportunities for growth, which has helped me lead this incredible organization now and into our future.

"Freshcare has survived and thrived to achieve several major milestones."



Freshcare Board Governance

Freshcare is governed by a Board comprising of six directors. The overarching objective of our Board is to represent and serve the interests of members, provide strategic guidance, promote ethical and responsible decision making, identify and manage risks, and implement good corporate governance structures.



MS. BELINDA HAZELL CHAIRPERSON

(appointed 3 Nov 2003)

Based in Tasmania, Belinda has been in horticulture for over 35 years and has been a Board Director on Freshcare since 2003. She is also a principal consultant at Optimum Standard and obtained an MBA in Agricultural Innovation from the University of Tasmania in 2017.

As a grower herself, Belinda takes pride in producing Australian products that help the wellbeing of the community by making sure that when standards evolve they remain relevant to growers.



MR. ALLAN DALL DEPUTY CHAIRPERSON

(appointed 24 Feb 2012)

With two decades of experience in commercial, technical, and finance roles, Allan has a unique and unparalleled understanding of the challenges and requirements of the agribusiness sector.

Allan is currently CEO and Managing Director of The Glue, his specialties include IT infrastructure architecture and implementation, accounting and finance, quality assurance management, business leadership, and lean manufacturing.



MS. GAIL WOODS FINANCE RISK AUDIT COMMITTEE CHAIRPERSON

(appointed 12 Feb 2016)

As Freshcare Director and Chair of the Freshcare Finance Risk and Audit Committee, Gail is a CPA with over 30 years of experience operating within executive management teams in multidisciplinary corporate positions with extensive experience in the functions of financial and management accounting; human resources; facilities, and asset management; information technology; operations; risk and project management.



MR. GRAHAM MCALPINE

(appointed 12 Feb 2016)

Graham has worked in the agriculture food supply chain since 1980 and was instrumental in developing systems and education packages for producers and supply chain partners as a horticulture technical officer for the WA Department of Agriculture.

He has delivered training for Freshcare certification programs since their inception, and is a sessional lecturer in food safety, HACCP and systems risk management in Agribusiness with Curtin University in Western Australia.



MS. DOMINIQUE DOYLE

(appointed 5 March 2020)

Dominique Doyle has a detailed understanding of AgVet chemical industry issues, particularly in regards to safety and stewardship along the supply chain and farm supply retail markets.

Dominique is currently General Manager at Agsafe Limited.



MR. DAVID DANIELS

(appointed 1 March 2018)

David is the General Manager of Market Development for Citrus Australia and provides technical and commercial advice to the Australian government to overcome technical trade barriers to trade in biosecurity, agrichemicals, and food safety.

David previously worked in market access research and development with the New South Wales Department of Primary Industries and later with the Australian Government Department of Agriculture in Canberra.



Assurance today and a sustainable tomorrow

There has never been a greater time to ensure the ongoing stability and resilience of Australia's agricultural industry in an increasingly complex and dynamic global environment. The industry's challenges and opportunities are the focus of Freshcare's 2030 Vision strategic plan. This plan outlines our roadmap for delivering a sustainable future for Australian producers and, when implemented, will expand access to existing and emerging markets.

Freshcare is focused on supporting the Australian industry to reach its global potential. For over 20 years we have remained one of Australia's only industry developed and operated organisations, providing internationally recognised certification assurance standards for the fresh produce and wine grape industries.

As the largest adopted certification program for fresh produce in Australia, Freshcare currently contributes to the assurance of \$15 billion* of production value across the Australian horticulture sector. The delivery of our 2030 Vision will ensure the sustainability and continual growth of our sector.

Seeding the future, one business at a time, so together we can continue to grow as an industry.

Belinda Hazell
Chairperson

Jane Siebum
Chief Executive Officer

* Figure from Hort Innovation - Australian Horticulture Statistics Handbook 2019/20.

FRESHCARE 2030 VISION ASSURANCE TODAY AND A SUSTAINABLE TOMORROW

OUR PURPOSE

To enable global market access to safe, quality and sustainable Australian produce.



OUR VISION

Creating assurance to secure a sustainable future for Australian producers.



OUR STRATEGIC PILLARS

Our vision will be realised by delivering on our three strategic pillars

GOALS

GETTING THERE

Engaged communities



We listen and deliver for our farming communities; they are at the centre of everything we do.



Ensure certified businesses are at the centre of everything we do



Listen and engage with our growers and industry stakeholders

Develop new models of standards delivery and learning

Improved communication with growers and industry stakeholders

Leading science & technology



Our products and services are supported by the best available technology and research, building capacity and confidence in the industry.



Deliver innovative industry standards

Tools supporting businesses to achieve certification

Create adaptable standards and resources

Sustainable future



With a commitment to environmental, social and corporate governance, we enable access to new and emerging markets, providing more opportunities for industry growth.



Recognition of certified growers as trusted and valuable businesses

Develop Freshcare brand recognition as trusted, safe Australian product locally and globally



Develop a robust organisation supporting the strength of our people and industry

Build a performance focused organisation committed to delivering Our Purpose

Invest in Freshcare's financial longevity

OUR GUIDING PRINCIPLES

COLLABORATIVE

We create inclusive partnerships built on mutual respect and trust.

INNOVATIVE

We value new approaches and creativity, helping us provide the best outcomes for our customers.

FLEXIBLE

We are dynamic and adaptable, building resilience for our organisation, growers and stakeholders.

SUCCESS FOR INDUSTRY

Establishing partnerships to enable certified businesses to reach their desired markets

Create services for new and emerging sectors that support market access

Tailored learning and standards implemented and utilised by industry

Mutually beneficial active partnerships

Increased grower satisfaction with innovation matching

Increase of certified businesses accessing market

Expanding partnerships with industry and government

Educate local and global markets on the value of Freshcare certification

Improved understanding of Freshcare and its value to industry

Increased acceptance of Freshcare certified businesses in local and global markets

Use technology to improve learning and assessment outcomes

Promote tech-savvy farmers as early adopters and industry role models

Identify and protect Freshcare's intellectual property

Integrate and support the use of emerging technology

Accessible 'fit for purpose' Freshcare standards and resources

Reduction in 'time-on-farm' through online service delivery

Product improvements and access to technology by growers and industry

Establish new market opportunities

Expand product offering to increase number of certified growers

Freshcare brand recognition as a trusted partner to industry

Increased certification uptake across industry

Increased percentage of crops, produce and sectors represented in local and global markets

Diversify revenue streams for reinvestment in our growers and industry

Maintain a governance and ownership model to ensure ongoing ethical and responsible decision making

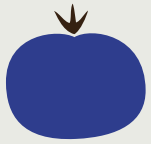
Seek investment in research and development to ensure Freshcare meets existing and future industry needs

Engaged high-performing team

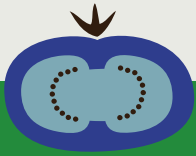
Improved return on investment and industry revenue

Corporate governance structure representative of a diverse and resilient industry

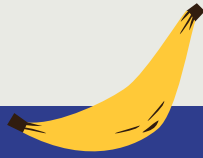
Growth in research and development grants



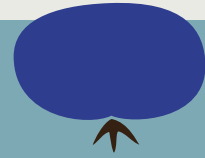
Activities during the Financial Year 2021



Benchmarking of the Freshcare Food Safety & Quality Standard Edition 4.2 to the Global Food Safety Initiative (GFSI) Requirements Version 2020.1 encompassing GFSI scopes BI – farming of plants, and BIII – pre-process handling of plant products.



Accreditation of the Freshcare Environmental (ENV3) Standard by the Queensland Government as a recognised program for commercial banana cultivation in the Great Barrier Reef Catchment, under the Environmental Protection Act 1994.



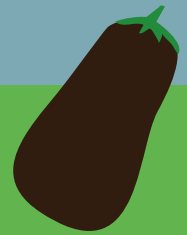
Review, update and release of the Freshcare Food Safety & Quality Standard Edition 4.2, including supporting resources for participating businesses, trainers and auditors on the Freshcare website and eLearning platform.



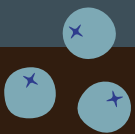
Management of Certification Body processes including the update and release of support resources for participating businesses, trainers and auditors; Complaint Management; program administration; communications; website and eLearning platform management.



Participation and project reporting for external projects: EnviroVeg; and the Smart Farming Partnership Project - Digital Remote Monitoring to Improve Horticulture Environmental Performance.



Development of the Vision 2030: Freshcare 2021-2030 Strategic Plan.



Hort Connections 2021 Tradeshow Stand promoting the opportunities that global recognition and independent certification can provide Australian producers and supply chains.



Development of COVID-19 support resources and policies to ensure minimal impacts to Freshcare certified business. This includes the Two-Part Audit Process; Certification Extension Policy; increased communications, resources and factsheets.



Undertook review and update to the Supply Chain Standard to enable benchmarking to the Global Food Safety Initiative (GFSI) to progress.



Freshcare Community

OUR VISION
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As we continue to deliver assurance programs that are recognised by global buyers Freshcare wants to acknowledge the contributions of all those in our stakeholder community that make this possible.

Together with our network of trainers, auditors, and our extraordinary community of growers, supply chain and wine industry businesses we celebrate your commitment to continued certification that contributes to the availability of safe, sustainable Australian products for the benefit of consumers worldwide.



COMMUNITY AT WORK

Supporting Sustainability

Freshcare is excited to support Sustainable Winegrowing Australia, the national program for grape growers and wine producers.

Together, it's about telling the sustainability story of Australian wine community, engaging communities and consumers, with verification of claims enabled by Freshcare certification.

We look forward to supporting more Australian growers and producers with exceptional grape and wine production, to meet the growing consumer and retailer demand for sustainable products.



COMMUNITY AT WORK

Supporting our certified businesses and their workers

An industry first initiative by Freshcare, the Benestar health and wellness program is made freely available to all certified growers, businesses and eligible family members and employees. Access to support wellbeing recourses and counseling services are provided by Benestar.



Freshcare Internship Program

Over the past year we have had the pleasure of working with Dr Roseane Bob, from Brazil. Dr Bob was interested in gaining experience and insight into certification programs for fresh produce in Australia. As part of a Freshcare internship program, she was able to demonstrate her skills and transfer knowledge from over 20 years of food safety and quality experience in Brazil.

Since completing her internship Dr Bob hopes to become a Freshcare trainer and deliver food safety consultancy here in Australia.



Image Credit: Mulgowie Farms

Sandi Groves Groves Grown Tropical Fruit

 Yeppoon, QLD

"I've been involved in growing, picking, packing and marketing tropical fruits for well over thirty years. We started out as a very small family farm and have been slowly building our business to the stage that it can now support our son as well. We were involved with Freshcare from the very beginning back in 2000 and feel that food safety is a number one priority for us."

Find out more about Sandi and Ian Groves' story by visiting our website.





Australian Mushroom Growers' Association Celebrating 60 years

One of Freshcare's first members Australian Mushroom Growers' Association, is celebrating 60 years supporting their growers to provide wholesome food to the community.

AMGA General Manager Martine Poulain says despite the significant challenges brought by COVID related food service closures, their 50 mushroom grower members has remained resilient with a turnover of nearly 70,000 tonnes a year.

Supporting Students Macquarie University Business School

Freshcare recently worked with students from Macquarie University Business School as part of the Professional and Community Engagement program to give graduating students real-world experience.

As part of their project students were tasked with conducting a survey of our members and participating businesses. Freshcare would like to thank all people that participated and offered feedback, so we further the value we deliver to the industry.

Training and Auditing with Freshcare Bevan Blacklock | Trainer & Auditor

📍 DIY Systems Support Ltd, Queensland

"I have worked as a food safety auditor and trainer for almost 30 years in food processing, horticulture and further processing of fruit and vegetables. Over the past five years I have developed software that allows participants to comply with Freshcare certification and store data for their audit. My passion is to keep working to make the Freshcare experience better for the grower."

Find out more about training and auditing with Freshcare by visiting our website.





Participant Snapshot 2020 - 2021

Growers with continued certification

Food Safety & Quality – On-farm



34% of certified
FSQ growers have
maintained certification
for > 5 + years

5+ YEARS

324

10+ YEARS

795

20+ YEARS

18

Environmental – On-farm



17.5% of certified
ENV growers have
maintained certification
for > 5 + years

5+ YEARS

23

10+ YEARS

4

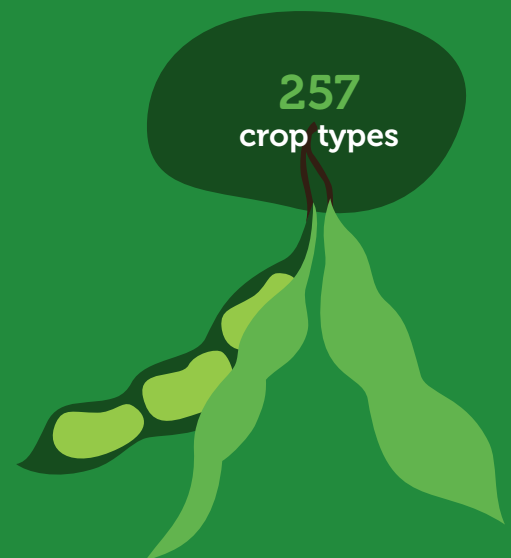


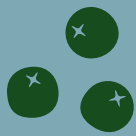
Participant Snapshot 2020 - 2021

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3,838
certified businesses

Certification types





Financials



GAIL WOODS
FRESHCARE DIRECTOR & CHAIRPERSON OF
THE FINANCE RISK AND AUDIT COMMITTEE:
GOVERNANCE TO DELIVER FRESHCARE'S PURPOSE

Freshcare operates as a not-for-profit organisation, with revenues generated to serve a specific purpose. The purpose of Freshcare is to enable global market access to safe, quality and sustainable Australian produce.

The Freshcare Finance, Risk and Audit Committee (FRAC) is a sub-committee of the board.

The committee plays an important role in assisting the board in fulfilling its oversight responsibilities in the areas of financial reporting and internal controls, risk management systems, and the audit function.

The past 12 months has presented some significant challenges and risks to the fresh produce industry. Freshcare's FRAC has remained committed to preserving and strengthening the organisation's confidence to industry members, certified businesses and stakeholders.


While COVID-19 changed the risk profile of our workplaces, the Freshcare Board and executive team successfully implemented and monitored plans to keep our workforce safe and maintained seamless delivery of services.

Cybersecurity risk is at the forefront of the committee's agenda as Freshcare holds a significant amount of data which could cause disruption if misused, unavailable or corrupted. Our robust mitigation and action plans have been implemented across the organisation.

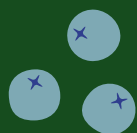
As we move into a new financial year the FRAC will continue to identify and mitigate potential risks to Freshcare, through robust actions and plans implemented across the organisation.

I thank my fellow committee members for their work and support over the period. As Belinda Hazel stands down from the committee to take up the role of Freshcare Chair, I acknowledge and thank her extraordinary contribution to the success of committee over many years.

I also thank Jane Siebum, Freshcare CEO and the Freshcare team for their collaboration and diligence in support of the committee.



"FRAC will continue to identify and mitigate potential risks to Freshcare, through robust actions and plans implemented across the organisation."



Financials

OUR VISION
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Revenue 2020 - 2021

Other		\$11,302
COVID Support		\$116,000
Grants / Projects		\$119,283
Training		\$294,239
Certification		\$699,469

Expenses 2020 - 2021

Staff Training/Travel/Accommodation		\$54,987
Accounting / Banking /Legal/Insurance		\$64,095
Governance / Strategy / Marketing		\$75,977
IT		\$74,198
External Support		\$104,772
Administration		\$698,688



Freshcare working with industry

THE FRESHCARE TEAM

The COVID-19 pandemic has bought some interesting challenges and opportunities to the Freshcare team over the past year.

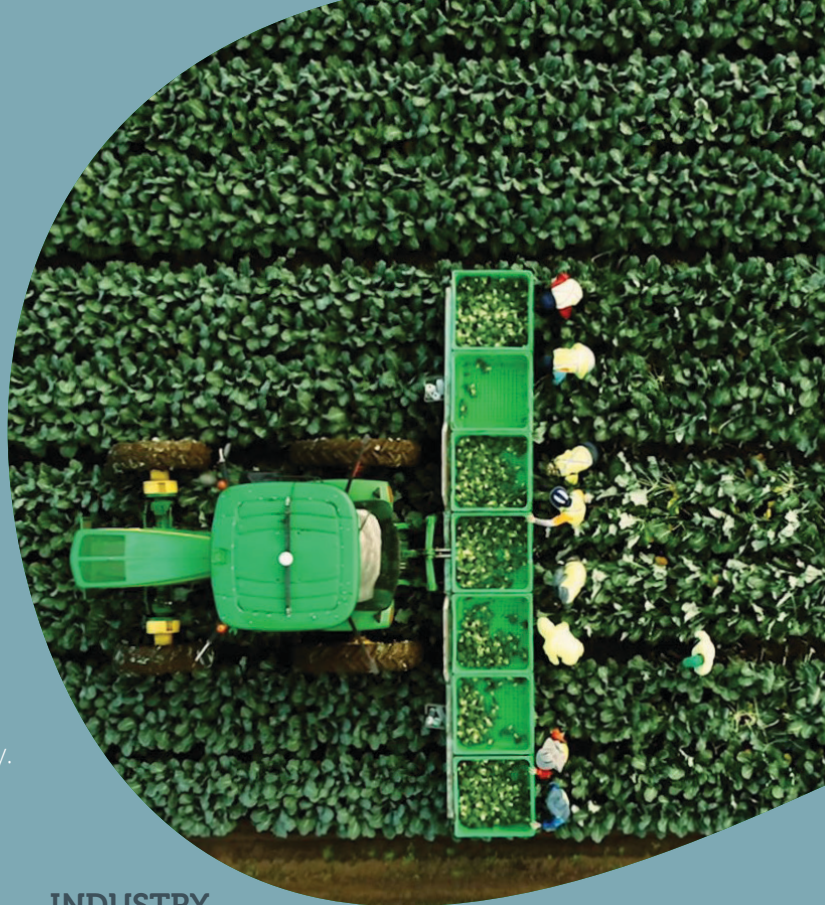
Our team has expanded, enabling us to better service our growers and meet the needs of industry. Onboarding several new team members remotely, has been possible through hard working Freshcare staff and our incredible access to communication technology.

CEO Jane Siebum has led the team through this time with enthusiasm, compassion and trusted in their ability to take Freshcare into an exciting new phase. Having now led two organisations during the upheaval of the COVID pandemic, she attributes her ability to remain innovative and positive to one key aspect - trust.

"The real positive out of this pandemic, is the conformation of trust.

"People are showing more accountability and responsibility by working from home, with their families and they can do it. Putting trust into my staff to be productive, has been repaid in buckets," said Jane Siebum.

As all Australian businesses and organisation move into recovery from COVID, the Freshcare team look forward to supporting industry with sustainable outcomes for the horticulture, viticulture and wine produce industries.



INDUSTRY PROJECTS

*Image Credit:
Mulgowie Farms*

Improved Farming Systems

Freshcare supports the EnviroVeg project, run by AusVeg and supported by Hort Innovation.

The project team has created a digital system to better support data collection to further develop environmental and sustainable methods of vegetable farming.

The initiative hopes through increasing use of technology on farms growers can improve environmental outcomes, sustainable farming practices and track industry progress in these areas.

Smarter Farming

Freshcare is supporting the centre for Applied Horticultural Research and Hitachi Vantara smart farms pilot project.

The initiative is exploring how new automated technologies can collect and provide evidence for certification audits for Freshcare. Working with Banana, Avocado and Vegetable farms in the Great Barrier Reef Catchment area, the project is funded by National Landcare Program and Hort Innovation and aims to create more efficient and environmentally friendly on-farm practices.



Thank You

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Thank you to the individuals and industry representatives that provide their time, expertise and input to support the program and resource developments for Freshcare.

This includes but is not limited to representatives on the Standards - Technical Steering Committees and Stakeholder Reference Groups, our Member Organisations, Hort Innovation, The Australian Wine and Research Institute and Fresh Produce Safety Centre ANZ.



Contact us

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