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ORGANICS

• HEALTH • WELLNESS • COMMUNITY •



Annual Report

2022/23



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Santos Organics respectfully acknowledges the Traditional Custodians of the land we work on, the people of the Bundjalung Nation, and acknowledges the ongoing living culture of Australia's First Peoples, paying respect to Elders past, present, and emerging.



Our 2022/23 Highlights



Our Commitment

We wrapped up our **2020-2023 Strategic Plan**.



Growing Partnerships

Conscious Ground supplied us their **locally grown produce to sell** in our shops and created six new cafe items **exclusive to Santos Organics**.



Training

We held our third **Store Manager Conference** and our Store Managers completed a **3-month Thriving Leaders Program**. Our team also continued with our Distinctive Customer Service program to **offer our customers high quality advice and guidance** to find exactly what is needed and to surprise and delight customers with their **product knowledge and healthy lifestyle ideas**.



Awards

We were finalists in the 2022 Business NSW Regional Awards - in the categories of Employer of Choice (receiving Highly Commended) and Outstanding Community Organisation. We were also one of 4 finalists in both the **Awards Australia NSW & ACT Community Achievements Awards** for the **Customer Service Award** and the **Australian Organic Industry Awards 2022** in the **Retailer of the Year** category.





Local Focus

We proudly re-circulated over **\$9M** back into our local economy: **\$1.6M with local producers and \$3.7M with local distributors** (totaling 75% of our purchases from over 100 Northern Rivers-based businesses); and **\$4.2M** on employment wages, local trades, services, and lease costs.



Our Team

Increased job satisfaction reaching an all time high eNPS score of 44, considered excellent and giving us confidence as we **strive towards being an Employer of Choice.**



Events

We participated in **Harvest Trail and Sample Food Festival** showcasing delectable delights from our **local suppliers** including Conscious Ground, Mindful Foods, Naturally Driven, Loco Love, Daily Bar, and Peace Love & Vegetables.



Our Donations

We provided **\$10,500** dollars from last year's seed money to commence our **Grow the Growers Project**, awarding funds to 7 local farmers to support local food security. We also donated **\$3.9K** to organisations doing great work for social change and environmental action in our local community. **Thank you** to all the passionate people in our community who care enough to act! 🌟❤️



Investment

We received our **new branded van** we had been waiting on for a year and a half during COVID lockdown and supply issues. **We're getting rave reviews from our community!**

Message from THE CHAIR



Mark Napper
Chair, Santos Organics

As we are all aware, and as many experienced, the financial year ending 30 June 2023 saw significant cost pressures applied throughout the Australian economy with impact on our community as we experienced interest rates rises of the like we have not seen for several decades, rent increases, and housing shortages exacerbated by the 2022 floods. These factors were severely felt by our local community and pressures on household budgets have affected many purchasing decisions with consumers shifting their spending to value-based options. Sadly, the Organics Industry has been affected with a move from “organics” to “wholesome”. In addition to the change in consumer spending patterns, our area has experienced a dramatic decline in tourism adversely affecting the local economy, of which Santos Organics was not immune.

During these difficult times of high interest rates, inflationary pressures and supply chain issues, especially with local and other domestic suppliers affected by floods and storms, the Santos Organics Team astutely managed the business reducing operating costs by 7%. Unfortunately, sales were down on the previous year by 9% to \$11.6M, adversely impacting our financial performance, combined with some one off accounting adjustments these resulted in a net loss of \$299K. Whilst this result is of concern, the underlying fundamentals of the business are still strong. Importantly, cash at bank is good, as are other key financial ratios.

During the year an extensive evaluation of an appropriate enterprise reporting system was undertaken. Implementation is underway and due for completion by 31-December 2023. This new system will go a long way to ensure the issues that caused the stock reporting loss will not be repeated as well as freeing team members from administrative tasks allowing their focus to shift to customer service and using their knowledge and skill to add value to Santos Organics. Other major issues facing the business during the year were potential lease terminations at the Byron Bay Arts & Industry Estate shop as well as legacy tenancy issues in the Byron Bay shop.

Our 2023-2026 Strategic Plan was developed with the key focus of Our Essence, Community, and Future Proofing all underpinned by our values of Wholehearted, Changemakers, Integrity, Learning, and Oneness. You will hear more about our plan and hopefully be positively impacted as we work on delivering its outcomes.

We continued our leadership role in developing local supply chains, and through our Grow the Growers Project awarded \$10,500 to 7 local farmers (plus \$1500 pending the farmer's decision to certify) to assist them in their organic production journey. We have also started our journey of developing a Local Indigenous Engagement Plan as a way to demonstrate our commitment to reconciliation and turn our good intentions into action.

Our Members Wisdom Council continued in a rather disjointed manner this last year, however, I wish to thank members Bharat Mitra, Helen Norberg-Hodge and Victoria Castles for their ongoing support and their forthright and wise input.

On behalf of the Board I wish to thank Jolene Ryan and the wonderful Santos Organics Team who faithfully and diligently strive to see Santos Organics be a catalyst for a better tomorrow whilst serving our members, customers, and community. To directors Helen Moore, Jolyon Burnett and Marcus Marchant a big heartfelt thank you for their support, focus and wise support.

To our wonderful members, thank you for your support. It is truly appreciated. The road and journey we are on is a long, and at times, difficult, but together we will be successful in achieving our mission of being a guiding light for conscious change through good food, healthy living, and responsible action.





Message from THE CEO



Jolene Ryan
CEO,
Santos Organics

Economic localisation is the key to sustaining biological and cultural diversity - to sustaining life itself. The sooner we shift towards the local, the sooner we will begin healing our planet, our communities and ourselves.
- Helena Norberg-Hodge

After weathering all of the storms the last couple of years - our team and community's well-being seem to be on the mend through nourishing and restorative actions. There's a sense of some "normalcy" in the air, while acknowledging the economic strain being experienced in most households.

It's been a tough financial year for us with a downturn in sales due to economic stresses, flood fall out, lack of tourism, and significant cost increases from every angle, but we've continued to focus on our team and community through our mission to be a guiding light for environmental change through good food, healthy living and responsible actions.

As an organisation that exists because of and for our community, we asked a question: How can Santos Organics support our local community even more than we already do? Our answer: Focus on local farmers to cultivate food and economic security in the Northern Rivers. We sell food after all, and would like to further support and celebrate our farmers who provide us with vibrant fresh produce 🍌

Our localisation strategy has been top of mind and a priority for us since 2020, with a significant push last year initiating our Grow the Growers Project with local farmers and distributing a portion of the seed money to in-conversion farmers, which we're very proud of and the farmers couldn't be more appreciative. While still in the infancy stage of this project, we are well on our way with building connections and partnerships with local farmers. We are understanding more of their needs and our own and how this project may support farmers for years, if not generations, to come. While the Grow the Growers Project focuses on the farmers, we also continue our search for local artisans to fill our shelves with beautiful and ethically created products our customers know, love and trust. We're very excited to see what seeds we've planted this year germinate for our local community.

We also deepened an already existing relationship with Conscious Ground in Myocum. Not only do they supply us with amazing fresh certified organic produce, they've been making six items exclusively for our cafes since February so our team and customers can enjoy a farm-to-plate experience from just down the road 🍌 We will continue to cultivate this relationship as our values and purpose line up so well.

Our key highlights for 2022-23 financial year:

- Our annual revenue was \$11.6M -9% to last year, not the highlight we want to see, but one that shows our customers' spending habits have changed, which forces us to see where we need to make changes based on this economic downturn.
- Our operating costs decreased by 7% and you can read about our deficit details in our financial report on page 31.
- We have provided nearly half the seed funding for our Grow the Growers Project with the remaining funds ready to be distributed to the farmers based on their in-conversion progress, read the progress on pages 26 and 27.
- Our team donation contributions totalled \$7,500: this directly supported 2 local Not-for-Profit organisations that our team voted for: Reforest Now (a team favourite) and Friends of Koalas (another team favourite). Read more details on page 29.
- Our employee net promoter score (eNPS) was 44 considered excellent and went up by 42% from last year, showing our team is happy and we're living our values internally and externally from their point of view. Well done to our new People & Culture Manager Julia Coulter and our Area Manager Robert Baldwin for cultivating a growing and supportive environment for our team to thrive.
- We were finalists in the 2022 Business NSW Regional Awards - in the categories of Employer of Choice (receiving Highly Commended) and Outstanding Community Organisation. We were also one of 4 finalists in both the Awards Australia NSW & ACT Community Achievements Awards for the Customer Service Award and the Australian Organic Industry Awards 2022 in the Retailer of the Year category.



- We proudly re-circulated over \$9M back into our local economy: \$1.6M with local producers and \$3.7M with local distributors (totaling 75% of our purchases from over 100 Northern Rivers-based businesses); and \$4.2M on employment wages, local trades, services, and lease costs.
- We had no WH&S incidents.
- We invested in a new van and accomplished two important goals:
 - Keeping our team safe, the old van was on its last leg for a long time
 - Enabling us to make home deliveries and pickups from suppliers that are helping us bring more local to our community
- We closed out our 2020-2023 Strategic Plan.
- We created our next 3-year Strategic Plan which you can find on pages 12 and 13 and can be found on our website.
- Finally, we have a lot of irons in the fire and plan for many key goals to come to fruition during this financial year, stay tuned!

With such a challenging sales year behind us and ahead of us, we're focusing more than ever on how we can offer our customers affordable staples even though we are competitive with our produce and bulk products. We are also continuing to share with our community our message of 'Why Shop at Santos Organics' even during these challenging times as we know we aren't discretionary, but essential for the health of people and Mother Earth.

Keep shopping local and keep Santos Organics moving into the future - it takes a village, and our community is what keeps Santos Organics alive. A huge thank you goes out to our team, our directors, our members, our suppliers and our community for your ongoing support and for helping us navigate our way forward, while keeping our true north, as the world changes around us. Together we can be a catalyst for a better tomorrow!

With wholehearted gratitude,
 Jolene ❤️

About Santos Organics



Our Story

SPREADING WHOLEHEARTED GOODNESS

Here at Santos Organics we believe in the oneness and cycle of life. We believe in treading lightly and treating people and planet with kindness and respect. It's kinda hippy, but that's because we're kinda hippy ourselves!

Santos Organics was created from the original vision of 'the good life'... good vibes and good food, even our name is inspired by the Sanskrit word 'santosha' meaning contentment. Back in 1978 our founders Marco and Rob started selling bags of delicious whole food out of the back of their UTE, and their legacy to spread some wholehearted goodness lives on with us today.

In the true Santos spirit, we make the good stuff simple; wholesome, healthy food with heart. We source the best organic food and natural lifestyle products, and every single one goes through our Santos Organics Care Check, so you can rest assured that if you shop with us, you're shopping consciously.

We're a little shop with a big heart and we believe that to care for ourselves is just as important as caring for Mother Earth. There is no divide. We've always been the good food shop, but now we're the good food shop that does good... as an environmental not-for-profit social enterprise, everytime you shop with us, you're shopping for the good of people and planet.

We take care to give care and cherish Mother Earth as she cherishes us.

As our founders would say... that's pretty groovy stuff!

Our Purpose

TO BE A CATALYST FOR A BETTER TOMORROW

Our Vision

MOTHER EARTH & HUMANITY THRIVING IN HARMONY

Our Mission

BE A GUIDING LIGHT FOR ENVIRONMENTAL CHANGE THROUGH GOOD FOOD, HEALTHY LIVING & RESPONSIBLE ACTIONS



2023-2026 *Strategic Plan*

GOALS AND OBJECTIVES



Keeping our hippy essence alive

LIVING OUR VALUES THROUGH A REFLECTIVE & INTENTIONAL APPROACH

- ♥ Actioning how Santos Organics Cares
- ♥ Strengthening our Team Culture
- ♥ Reshaping our Localisation Impact
- ♥ Growing a Wholesome Community Hub

OUTCOME: BECOME AN EMPLOYER & BUSINESS OF CHOICE

Bringing community along on our journey

CONNECTING HOLISTICALLY THROUGH INCLUSION, EDUCATION & PARTNERSHIPS

- ♥ Inspiring Sales for Purpose
- ♥ Building Community Loyalty
- ♥ Cultivating Lasting Partnerships
- ♥ Hosting & Sponsoring Educational Community Events

OUTCOME: GROW BRAND LOYALTY TO SUPPORT SMALL CHANGES WITH A BIG IMPACT



Future proofing our foundations

CULTIVATING RESILIENCE FOR A THRIVING FUTURE

- ♥ Investing for Longevity
- ♥ Training & Developing our Team
- ♥ Sustaining Operational Excellence
- ♥ Embedding Ethical Governance

OUTCOME: FUND OUR PURPOSE, CAPITAL, OPERATIONAL & GOVERNANCE REQUIREMENTS



Sharing
our
Successes



People & Culture

HIGHLIGHTS



Julia Coulter
People & Culture
Manager

It's been a year since I joined the team at Santos Organics after shopping at all 3 shops for years. I was attracted to a company that put such a high priority on people and culture. I'd always imagined that working for a business built on a love and respect of Mother Nature would be a great way to spend the day, but I didn't realise just how true that was. I chose a career in Human Resources because I love taking care of people and so for me, taking care of the people that so willingly take care of the planet is my way of giving back to the community. This team is very special and truly embodies our Santos Organics Values: Wholehearted, Changemakers, Integrity, Learning and Oneness. They care so deeply about our environmental impact, the community and each other. They work harder, support one another and take pride in our ethics. Every day they teach me something new and I am so thankful for the way this family has welcomed and embraced me.

This year has been another tough one in a trifecta of tough ones and our attrition rate is reflective of that. 'The Great Resignation' is real. Job Keeper and COVID in previous years caused everyone to rethink their life/work balance and the cessation of big city lockdowns saw a migration of new residents to the Byron Shire, which brought with it a significant increase in the cost of local housing. The global skills shortage has ensured that staffing has been more challenging than ever and unfortunately, the increased cost of housing has increased transience and caused many to return to the cities. On the opposite end of the spectrum, the lifting of travel bans has resulted in LOTS of overdue team holidays and leave. This coupled with an aggressive cold and flu season, has left our team taxed and carrying the extra load. This multitude of factors has resulted in fewer people available to do more jobs. In an effort to address this shortage of available team members, we have worked very hard to cross train our team to cover the different departments, so that coverage can be more fluid and people are ready to step into different areas when needed. In most cases, the team has voiced that they find that these shake ups are a nice change of pace. We are eternally grateful to have the kind of people that just step up and fill the gaps. The other upside of this culture is that we have built really cohesive teams across the board. The feeling of connection is palpable and attracts loyal customers and prospective employees because they want to be a part of that warmth and camaraderie.

We are increasingly aware of more and more of our competitors replicating our product line. As part of our Changemakers value, we embrace this as it means more good, local product is out there for the community to consume and more sustainable, regional companies are being supported. What this also means is that we have to increase our efforts to always give the best customer experience. To support this, we've been training the team to provide the best possible customer service to ensure that every interaction with our customers exceeds anything that they'd receive anywhere else. We've implemented a Customer Service Lead schedule that enables the team to focus solely on our valued Santos Organics shoppers for one hour blocks. We're holding Triannual Meetings in all of our shops and publish a monthly team newsletter in an effort to keep up the communication flow throughout the company.

We'll be holding our fourth annual Manager's Conference this spring and are hoping that it will be another success, especially as we'll have 3 new shop Managers in attendance this year. It's a great opportunity to connect in an inclusive environment conducive to the exchange of ideas with a focus on strategy and synergy.

A Gartner HR survey found financial wellness is at an all-time low for Australian employees. This year, I will work to implement measures to increase employee financial wellness or wellbeing in an economy that is testing us all by helping our dollars go further. We've already started by expanding our team discount program, which has been well received. By extending supportive employee programs such as financial planning services and tools, my hope is to enable our team to feel in control of their money and have the freedom to make choices that allow them to enjoy this beautiful life.

My primary goal as People & Culture Manager is for Santos Organics to be an Employer of Choice in the Northern Rivers region. We work hard to help the business and our team thrive and we rely on their feedback to know what's working and what isn't. In order to gauge our standing, we conduct an Employee Net Promoter Survey (eNPS) twice annually. A score of 40+ is generally considered excellent, so reaching a score of 44 (up from 31 the previous year) is a big step in the right direction and a win for me as a newcomer. I will keep working to implement the suggested changes wherever feasible to continue to build employee engagement and job satisfaction.



Highlights

FROM THE SHOPS, CAFES & DEPARTMENTS



Corinne Woodward,
Store Manager,
Mullumbimby

Santos Organics - Mullumbimby

I am so pleased (as of May 2023) to have stepped into the Shop Manager role at the Mullumbimby shop after 7 years with Santos Organics. We have much to celebrate coming out of the 2022-23 financial year, despite tough times economically.

In our Cafe, we introduced new, wholesome, and delicious foods supplied by Conscious Ground made fresh daily from their certified organic farm in Myocum and supplied exclusively to Santos Organics' cafes. We are also very proud to be working towards eliminating disposable cups (more detail on page 23). A big thanks to Maxine, our Cafe Manager, and the cafe team for overseeing these positive changes and for the warmth and care they show our dearly valued customers.

I am also very proud of our Fruit & Veg team led by our Produce Manager, Grace, who keeps our shelves stocked with fresh, vibrant produce. Grace has highly contributed to our Grow the Growers Project to help local farmers who are new to the organic certification system find a market for their 'organic in-conversion' produce. As a passionate farmer herself she has strengthened relationships with our suppliers as we work towards consistently having the majority of our fresh produce supplied by organic farms based in the Northern Rivers.

Narji, our Bulk Manager, and the team have done an amazing job in enhancing and structuring the bulk section, including beautifully hand-written jar labels with detailed ingredients, and creating appealing displays and product signage. Narji has an incredible wealth of knowledge on each product's ingredients and origins which our customers find incredibly valuable.

Our Remedy section, managed by our naturopaths Jana, along with Emma and Angela offer such an invaluable service to the community with their abundant knowledge and their compassionate listening skills. They continue to offer free 15 min naturopathic consultations to guide our customers with professional advice and products for better health.

Our priority this year has been on customer service. We now have an allocated person every hour to rotate around the shop to guide and inform customers. We continually work on sharing information and product knowledge to offer excellent service, help customers find exactly what they need, and inspire, surprise, and delight our customers with tips, tricks, and exciting new products.

A big thanks to the whole shop team for their commitment and passion with special thanks to our Assistant Managers Celeste, River and Texas for their ongoing leadership and support. Also, a huge thank you to all the customers who shop at Santos Organics, Mullumbimby. You are our community. We love being here for you to offer high quality, organic, ethical foods and products to meet your everyday needs. We wouldn't be here without your commitment to shopping with a conscience to make a better world.

Thank you! 💖





Lara Yakimshyn,
Store Manager,
Byron Bay

Santos Organics – Byron Bay

Having started in my role in March 2023, I am reporting on the back of the great work done by Rob who managed the Byron Bay shop before my arrival and my current Assistant Managers Melinda and Lauren who carried the management load as Rob transitioned into the role of Area Manager. I have a long history with Santos Organics having worked in the shops as an Assistant Manager and having catered Ayurvedic meals for Santos Organic events through my previous business. I'm so pleased to be now based in the Byron Bay shop as Shop Manager and am looking forward to many positive developments in the coming 12 months!

Within the first month of starting the Shop Manager's role in the Byron Bay shop, we had a Food Premises Inspection which we passed with 4 stars and have been building on this strong foundation across our shop and cafe to achieve 5 stars at the next audit.

The team continues to be very solid, with a few new additions to the team and, sadly, a few old faces leaving. There has been a huge focus over the last year on customer service and the team continues to work on our Distinctive Customer Service program so our customers get excellent assistance in finding exactly what they need for good health and better living.

The Harvest Trail event in August 2022 was our soft launch of Conscious Ground food and produce, which gave staff and customers an opportunity to learn more about this awesome certified organic farm and the farm-to-table experience they enable us to offer our customers. Conscious Ground exclusively provides our cafes with delicious organic food picked straight from the paddock and prepared fresh daily on their farm in Myocum – it doesn't get much better than that!

On the down side, sales have dropped compared to the previous year, so we have had to reduce the number of team members on the roster and eventually, we will see the juniors leave in the next financial year. We have had electrical outages that caused issues to our new fridges that have created extra pressures at times. The cafe has to work harder for sales as more take away venues pop up in Byron. We have also had to tighten our belts and manage stock levels very closely. We are all looking forward to a new enterprise resource planning system which will be rolled out in the coming months to streamline our inventory management process.

In the 2023-24 financial year, I hope to have a very strong team that is sales-focused and well-trained so that our sales will increase, allowing us to add some extra shifts onto the roster and providing sufficient funds to give back to the community through our donations. I am also looking forward to shop renovations taking place (from the landlord and some painting from us) and for the shop to compete well amongst the new boutiques and flashy shops in Byron Bay. I would also love to spend more time with the team regarding product knowledge and am looking at alternative ways to boost sales in the cafe and the shop through my love of food and cooking. The Santos Organics family is strong and alive in Byron and we are working hard as a team to uphold the Santos Organics values of Wholehearted, Changemakers, Learning, Integrity, and Oneness.



Highlights

FROM THE SHOPS, CAFES & DEPARTMENTS



A&I Team,
Byron Arts &
Industrial Estate

Santos Organics – Byron Arts & Industrial Estate

Unfortunately, in the past year, we said goodbye to our shop manager, Kat, who played a crucial role in restoring harmony and fostering a positive shop culture. Her contributions were invaluable and her efforts did not go unnoticed. Kat managed to lighten the mood in the shop and create lasting connections with our customers.

In Kat's absence, our assistant managers and department managers stepped up capably, ensuring the shop's seamless operation for a significant part of the financial year. Their tireless efforts have played a vital role in upholding our standards and striving for excellent customer service.

Throughout the year, our warehouse and shop teams have joined forces to share the workload and have grown closer throughout the year. Working as a team to best support each other as best they can.

In our cafe, we've encountered sales challenges since the post-COVID period. A&I cafe was also the worst hit as we dissolved our Mullum kitchen. Since our collaboration with Conscious Ground we're starting to see customers return to our cafe but they are yet to fully understand the magnificence our partnership will unveil.

Early in the new financial year we'll be tidying up our floor space and bringing the layout back to life, all in an effort to keep our shop looking as cool as our customers. Looking forward to learning more about our customers and building strong lasting connections.

Peace and love from the Arts & Industrial crew 🙌



Andrew Haig,
Purchasing & Business
Development Manager

Santos Organics – Bulk Food for shops and B2B

The last 12 months of our wholesale business have been marked with uncertainty around food availability here in Australia and overseas with slower sales reported from the majority of our wholesale customers. The 2022 floods had a major impact on food production with crops in Queensland down to the Riverina growing area and beyond which will be felt through to mid-2024. Flood affected crops include nuts, dried fruit, rice and legumes which in many cases has resulted in limited supply, quality issues and in turn rising costs. On top of this, several Australian suppliers we deal with have been hampered with staffing issues, logistics and the ability to turn around orders in a timely manner. Whilst the situation is not bleak, it has been difficult to navigate with lots of juggling and manoeuvring to keep the shops and online shop stocked.

In the last 12 months we have seen two competitor distributors establish their footprint in Byron Bay whilst imports continue to be slow with erratic supply, mired with quality issues, and in turn resulting in product unavailability. Despite this, we have stayed focussed on upholding the quality of our products and customer service. We are privileged to have such long-standing arrangements with local and Australian suppliers/growers who are prioritising our business and even though this is not an easy time I do feel we are working closely and in a positive fashion with all our suppliers and customers.

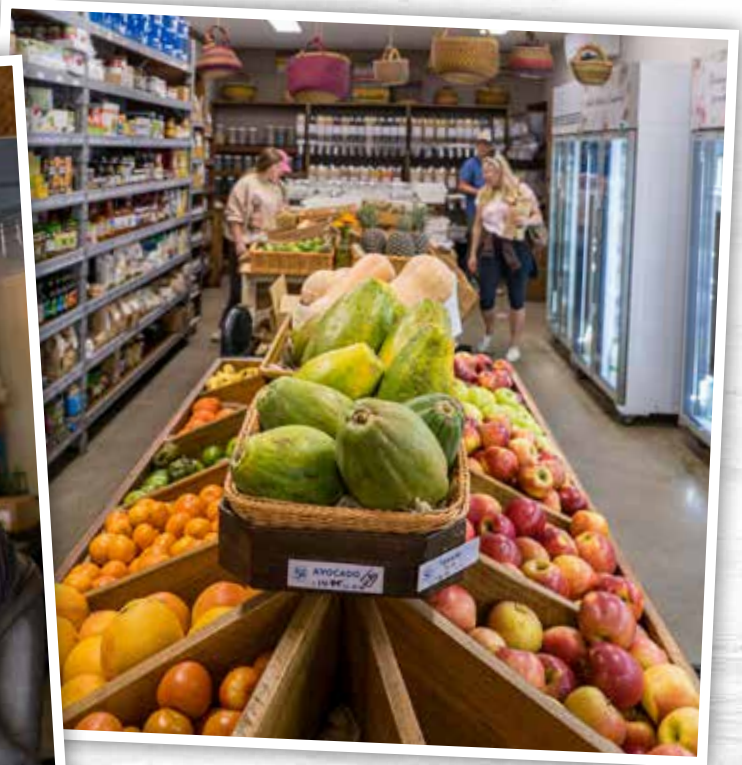
Over the last 12 months we have noted two suppliers close or streamline their business and in turn we continue to explore new opportunities with new suppliers. With cost of living expenses, pressure on raw material availability, and high freight prices, the "organics" market is getting squeezed in many directions and, in turn, some wholesale customers are reporting slower sales anywhere between 10-20% downturn with the end consumer being acutely aware and cautious of where and what they spend their money on.

We have seen six wholesale customers either close their doors or scale their business down dramatically in 2023. As we move towards the second half of 2023 we are mindful of managing inventory but at the same time are taking advantage of purchasing opportunities when they present themselves.

We continue to explore opportunities for adding new wholesale customers to our business-to-business operations who align with our ideals. At the same time, there is a need to be nimble with how we approach business and our pricing needs to be competitive to remain relevant in a tightening market.

Santos Organics continues to be seen as a positive, ethical business both from customers and suppliers alike, and with that in mind, we continue to forge ahead with those who make a conscious decision to align with us.





Les Galbraith,
Warehouse

Santos Organics - Warehouse Operations

In 2007 a young man from Brazil joined the Santos Organics family. Rica Olivera began his wonderful career, setting the course of his journey, where he made many valuable contributions to our business, brand, and his team. With Rica resigning in May 2023 after 16 years working in many capacities, I hope to build on the strong foundations he laid down during his time at the Warehouse.

“Health, Wellness and Community” has been the very essence of Rica’s leadership and his efforts to develop a work culture committed to the values of supporting Mother Earth for a better, safer, and happier world is something he should be proud of, an excellent legacy from which we can continue.

We will make no changes to his commitment to deliver on these values in 2024, as we continue to work tirelessly in supporting our strategic objectives, and our Online Shop and B2B teams to provide exceptional customer service.

The team Rica led throughout 2022-23 had a busy year both in-shop and online with their product and inventory requirements and have performed superbly with their turnaround and fulfilment standards.

It’s a challenging year ahead with economic conditions, changes to tourism in our region, and an assortment of changing business conditions.

We have a number of large strategic projects on our to-do list for the next 12 months, but we are very confident we will maintain our high service, compliance, controls and delivery standards while also keeping a focus on achieving strategic goals. I believe we operate well above the industry norm of warehousing operations for a business of our size and limited resources which is made possible through the wholeheartedness, hard work, diligence, flexibility and commitment from the team.

Our major focus in addition to maintaining our warehousing service levels is on further developing the E-commerce arm of the business to not only serve our awesome locals but all the good folk of Australia who care about shopping with a conscience and who want access to organic, ethically sourced products that are good for people and planet. Providing a strong platform in the online marketplace helps us educate and communicate our vision and values to a broader community to support our ongoing commitments to our Mother Earth.

Thank you for your ongoing support and please ensure you continue to support our Santos Organics cause with the same passion, and dedication to our brand and product range as always.

Santos Organics - eCommerce

We said farewell to our e-commerce manager, Renata Franco, after nearly two years of hard work launching our new online store and growing our email subscribers. Renata brought that passion to the online world and infused her commitment to wholehearted goodness with our virtual customers during her time at Santos Organics.

Looking ahead to 2024, we will continue working tirelessly to support our big goals and keep our online shop growing.

This financial year, our online store grew the number of orders and sessions, and as we keep moving, our foremost challenge lies in improving its conversion rate and sales performance.

We decided to call Black Friday, Green Week to align with our sustainable and eco-friendly products. During this campaign, our sales achieved an amazing +9% compared to the previous year. When it comes to best sellers, our Bulk specials, including nuts, continue to be the favourite among our online customers.



Andrea Macarena Solis Valdes,
Marketing & eCommerce Assistant

Marketing HIGHLIGHTS



Jolene Ryan
General Manager,
Santos Organics

We've had another wild year of surprises, this time internally! Mike, our previous Marketing Manager left Santos Organics at the end of January as did Ash, our Socials Specialist, both due to unforeseen life changes. They both represent the essence of Santos Organics as do all of our team members, but we miss their wholehearted contributions!! Andrea joined the marketing team in October 2022 and has since been promoted to the Marketing and eCommerce Coordinator and has been instrumental in keeping it all ticking over beautifully with my assistant Paula's never waning support.

The marketing team worked hard all year embedding more of our wholehearted goodness through our in-shop promotions, hosting events and samplings and telling our story on our socials, while providing value promotions all year. Our main objective was to support our community with nourishing guidance, environmental tips and value on our most ethically sourced products to support our community that was in recovery post floods and COVID.

'Why Shop at Santos Organics' continues to be our message. Our purpose to be a catalyst for a better tomorrow keeps the fires of passion burning in all of us to make a difference in all we do, we aren't your typical grocery store, we are much more than that, we are an Environmental Not-for-Profit and Social Enterprise that has been supporting our community for almost 50 years.

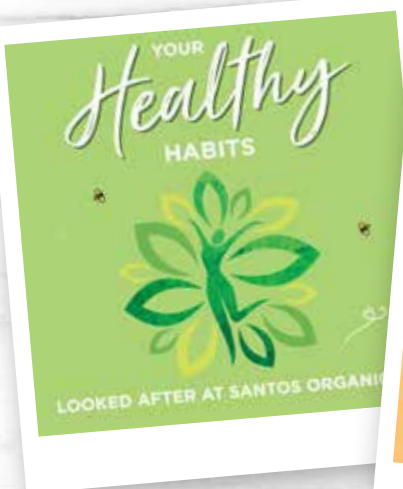
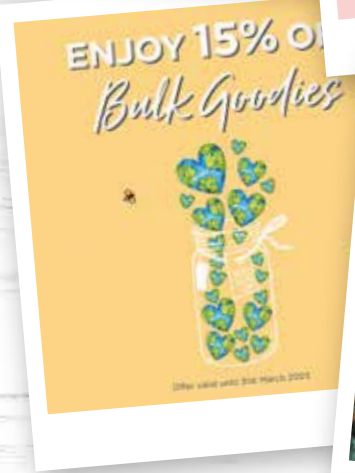
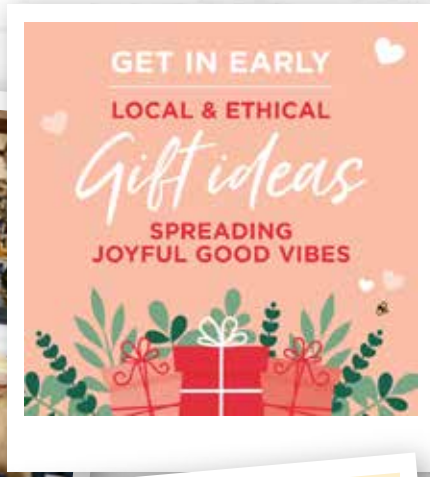
While we were able to focus on more day-to-day needs, our biggest focus was connecting with our community beyond our shops and cafes. We participated in the Harvest Trail and Sample Food Festival, where our teams set up beautiful stalls and had a blast with our community. We commenced our Grow the Growers Project that Mike was spearheading, which you will read more about on page 26. It's been a project in the works for sometime and we continue to work on a long-term strategy with the farmers and community stakeholders for a lasting outcome - stay tuned for more updates.

We're also building stronger relationships in our community. Conscious Ground, a certified organic farm in Myocum, is growing beautiful produce which we sell in our shops, and since February, they have been making farm-to-plate goodies for our cafes. We couldn't be happier with the partnership!!! We were also invited to join Sister Rasela the host from The Belly Show on 99.9 BayFM monthly to share how we're being changemakers for our community which started in June after the announcement of our Grow the Growers Project.

We love what we do and what a great place to cultivate oneness with our team and community creating and inspiring conscious change everyday!!! Enjoy a collage of pics with our top shares over the year ☆ We are grateful for our community and we look forward to connecting with you more in and out of the shops ♥

With wholehearted gratitude,
Jolene xx







Our Impact



Ethical, Sustainable

AND REGENERATIVE PRACTICES



Olivia Laws,
Ethics Specialist,
Santos Organics

With the events of the last few years highlighting the importance of food security and strengthening our local economy and community, one of the key focuses of the Ethics team has been to source our products and fresh produce more locally. The Grow the Growers Project has been an incredible and exciting initiative to encourage and support local growers to become certified organic and we have also been aligning with many more local and like minded suppliers year on year.

This year we also celebrated our 4th anniversary of only stocking traceable and sustainable palm and palm derived ingredients and products following our Accreditation with Palm Oil Investigations in 2019. We continue our commitment to this by ensuring that all of our existing and new suppliers only source 100% traceable palm oil (or palm derived ingredients) in their products, particularly in our personal care and cleaning range.

A highlight for us in supporting a young and enthusiastic local organic farmer was to welcome Oliver's Hens eggs to our shops in October 2022. Oliver's hens roam freely and happily on pasture at The Farm Byron Bay where Oliver follows organic and biodynamic practices and the hens are fed certified organic feed. What started as a personal interest project for Oliver at the Shearwater Steiner School a few years ago has now become a successful business which also supports the circular economy within the Byron Shire.

Another exciting project we have been working on in the last Financial Year is the introduction of the Returnr cup scheme in our cafés with customers paying a refundable deposit for a reusable stainless steel cup. Leading up to its launch for Plastic Free July 2023, the Ethics team was busy researching and sharing information with our team and customers about the catastrophic environmental problems associated with the disposal of single use takeaway coffee cups and containers. Everyday in Australia, 2.7 million single-use coffee cups are sent to landfill as they cannot be recycled or composted. This has been a huge concern for us and we are hopeful that the launch of the Returnr cup scheme will spread more awareness around this issue and inspire positive change!



Product Research AND DEVELOPMENT



Olivia Laws,
Ethics Specialist,
Santos Organics

This past twelve months we have strived to source new and innovative products to offer our customers a point of difference in our range alongside the organic and local sustainable products our customers trust Santos Organics to offer. Below are some key highlights from 2022/23:

- We have welcomed a number of amazing local products to our shops in the last year. Some highlights include: Soulsome Nuts, a local company who we replaced 2die4 with when they were bought out by Honest to Goodness; Humble Masala Cacao Chai from the Sunshine Coast; an expanded range of curry pastes and sauces from local favourite Church Farm; Happs local Lemonade Ice Blocks; and Inbound Nature, a small local family making high quality immunity tonics.
- We have had great success launching Thanks Darl bars in single serve size and we introduced Sacred Earth Medicine in our Bulk section, selling 30 kgs the past Financial Year.
- We secured a delivery of limited edition Proper Organic Potato Chips and as a crowd favourite we sold 522 units very quickly.
- Continuing to support local and creative gifting products we launched Amavasya soy scented candles for Christmas, hand dipped Mullumbees Beeswax candles, and our lovely naturopath Jana's Earth Cakes cookbook.

In conclusion, we continue to focus on our purchasing strategy - refining and managing our product assortment, when introducing new products, looking at discontinuing slow sellers and slow moving lines and replacing with higher better performing products, and exiting out of product lines not resonating with our customers. This will be facilitated by some role restructuring to improve our procurement to pay process and connected to our Santos Organics' Santos Organics' Care Check to ensure our shops continue to stock the most exciting and appealing earth-positive and health-positive products, and to make conscious shopping easy!



Keaonei McFarland,
New Products Buyer
& Planner,
Santos Organics





Ethics Manifesto

- ♥ We prioritise local and Australian food and products to minimise product miles and reduce our imported product selection wherever possible
- ♥ We prioritise certified organic or certified biodynamic products and ingredients
- ♥ Where a certified organic product is not available we will source an organic alternative
- ♥ We are an ovo-lacto vegetarian store and stock organic or biodynamic eggs and dairy products, with the exception of our Naturopathic Dispensary. Our Naturopaths consider the specific needs of their clients and may prescribe ethically sourced marine or animal products, where considered necessary
- ♥ We only stock Australian grown organically certified fresh produce
- ♥ We choose products that are plastic free or with minimal packaging
- ♥ All cleaning products stocked are grey water safe and biodegradable
- ♥ We do not stock products containing toxic additives or ingredients such as synthetic chemicals, petrochemicals, parabens, artificial colours, flavours or preservatives or products made from or containing refined sugars, flours or other processed ingredients which may be considered harmful to health
- ♥ We do not stock cosmetics or other personal care products that have been tested on animals or where animals have been exploited or harmed in any way
- ♥ We do not stock products containing untraceable palm oil and/or palm oil derivatives
- ♥ We do not stock products owned by multi or transnational corporations
- ♥ We do not stock chocolate or coffee that does not display a FairTrade logo unless it is certified organic or Australian made or grown
- ♥ We do not stock irradiated food or buy food containing irradiated ingredients
- ♥ We do not stock products containing genetically modified ingredients, derivations or materials.

BE A GUIDING LIGHT FOR ENVIRONMENTAL CHANGE THROUGH GOOD FOOD, HEALTHY LIVING & RESPONSIBLE ACTIONS

Environmental & Social Impacts

OUR DONATIONS

THANKS TO OUR COMMUNITY
AND TEAM MEMBERS

GROW THE GROWERS PROJECT

At Santos Organics our mission is to 'Be a guiding light for environmental change through good food, healthy living and responsible actions'. Coming out of a period of rapid change with local environmental threats (bushfires, floods) and noticing the supply-chain disruptions resulting from these and the COVID pandemic, we took a moment to pause and think more deeply about what role Santos Organics, as a significant food retailer in the Byron Shire, can play in supporting and safeguarding the future of organic farming and food security in our region.

Farmers are our foundation. Local organic and regenerative farmers not only supply our community with fresh, nutritious food but with hope for our ability to live harmoniously with Mother Earth - giving back in at least equal measure to what is taken; and working with the natural environment rather than against it for ecological balance. By growing a diversity of crops, promoting soil regeneration, and supporting biodiversity, organic farming is a sustainable method of food production and a worthy livelihood for many in our community. You only have to visit your local Farmer's Market or a Santos Organics shop to see the exceptional quality and rainbow abundance of fresh food supplied by our local farmers. We're so lucky to have access to this amazing food and so very grateful to the hardworking folk who grow it for us!

Out of appreciation and understanding of the important role our farmers play in our community, our Grow the Growers Project has taken root. With the seed planted 3 years ago as part of our localisation goals, this year we have focussed on offering financial assistance to local farmers transitioning their farms to certified organic through the 'certified organic in-conversion' process as well as offering support in accessing a market for their produce through our shops.

While still in its infancy, we are very proud to have reached our first Grow the Growers milestone by granting seven applicants funding (plus one pending) to help with their transition to 'certified organic'.





OUR RECIPIENTS INCLUDED:



Five Sixty Farms

Pepe Fassos produces microgreens and a range of annual vegetables in Lismore



Green Cauldron Farm

Dave Warne offers a fantastic range of annual vegetables in Tyalgum



Misty Creek Agroforestry

Tom and Nicole use syntropic agroforestry to mimic natural structures of the rainforest for food production in Booyong



Fig Rock Farm

Andrew Cameron is currently regenerating a large avocado orchard in Burringbar



The Paddock Project

Karen Gross uses syntropic farming, has market gardens, and offers NDIS programs on her inclusive farm in Mullumbimby



Macaco Agroforestry

Simon Schaffer uses successional agroforestry to grow taro, cassava, bananas and pumpkin in Wollongbar



Margi Carter

Margi Carter has a fantastic range of fruit trees in her large orchard, on the outskirts of Mullumbimby



Maryfields Organic Farmstay

(PENDING) John Quayle has mango and pomegranate plantations, as well as Manuka honey grown on what was Bill Mollison's original permaculture farm in Pumpenbil

Three of these farmers used the funding to begin the 'certified organic in-conversion' process and those whose farms were already 'in-conversion' have started supplying our shops with their incredibly vibrant and fresh produce as they continue their journey to full certification. Follow Santos Organics on Facebook and Instagram for pics of these rainbow-coloured wonders as they hit our shelves fresh from the farm – think lush black sapotes, rosy red radishes, crisp green snow peas, and edible flowers of all colours!

Our Grow the Growers Project has created connections between Santos Organics and the local farming community as well as strengthening our connection to our existing and dearly valued certified organic suppliers. We are so excited by what can be achieved as we work together towards common goals for farming in our beautiful Northern Rivers!



Our Small Donations

Santos Organics is a little shop with a big heart; and being a 100% Environmental Not-for-Profit & Social Enterprise, we are not your ordinary health food shop and cafe. Every purchase you make with us at Santos Organics helps fund social and environmental projects.

Since becoming established as an NFP in 2016, Santos Organics has donated more than \$337K to over 60 local community and environmental organisations in the Northern Rivers region. During recent years there has been strain on our profit due to the COVID-19 pandemic, floods, and now inflation adding to the costs of all aspects of our business. Despite this, we have been able to maintain our Small Donations fund to distribute up to \$5K to local environmental and community group events and projects with donations to:

- ♥ **Mullum Neighbourhood Centre (meal provision)**
- ♥ **Mullumbimby Community Gardens (fundraiser)**
- ♥ **Global Ripple (fundraiser for relocation after building burned down)**
- ♥ **Luminous Youth (youth tree planting day)**
- ♥ **The Returning (Indigenous nature therapy program)**
- ♥ **Aquarius50 Festival**
- ♥ **Bob Brown Foundation**
- ♥ **Clean Up Australia Day**
- ♥ **Mullum Flood Anniversary**
- ♥ **The Owl & The Pussy Cat (flood recovering for animal rescue farm)**
- ♥ **The Paddock Project (post-flood rebuild of LOVE sign)**
- ♥ **Byron Bay High School (end of year celebration)**
- ♥ **Mullumbimby Brunswick Valley Football Club (monthly gift for under 15s)**



Team Contribution

We are incredibly proud of our Santos Organics team, many of whom choose to donate 1% of their wage each year to our Santos Organics' Team Contribution Fund, supporting local Not-for-Profit organisations. This year the total contributions equated to \$7.5K, directly supporting two local NFP organisations that our team voted for: ReForest Now and Friends of the Koala.

SPECIAL THANK YOU to our team and CONGRATULATIONS to these two winning organisations, that have an incredible and impactful role to play in supporting our local forest and wildlife.

REFOREST NOW

Our team's contribution of \$5K this year to ReForest Now will go towards the chemical-free regeneration of the Allansby remnant of the Big Scrub rainforest in Eureka. There is only 1% of the Big Scrub rainforest left but is home to the richest terrestrial biodiversity in NSW and contains many threatened species. The Allansby remnant is currently smothered in invasive weeds and our team's funding will help restore this remnant to its original state. ReForest Now's regeneration of the Allansby remnant will help safeguard these species, support biodiversity, and help this unique and ancient Gondwana-descended rainforest to thrive.



FRIENDS OF THE KOALA

Our team's contribution of \$2.5K this year to Friends of the Koala will support a vaccination program for koalas to protect them from chlamydia. Chlamydia is the number one cause of death for koalas in our region and is the reason for 60% of the koala admissions to Friends of the Koala. This program is a really positive development to give the koalas hope of survival by providing protection through health checks and once-only vaccination that has been under production and studied for a number of years. With koalas on Australia's east coast listed as an endangered species in 2022, we hope our team's contribution will play a part in safeguarding their future.





*Financial
Report*

Finance Report

2022/23



Leanne Lautensach,
Financial Controller
Santos Organics

2023 was my first year at Santos Organics and commencing a new personal journey in the Northern Rivers with my family, relocating from Sydney. I was extremely fortunate to find such a wonderful opportunity to be the Financial Controller for Santos Organics, based in Mullumbimby. I have been overwhelmed with the kindness and community spirit afforded to me. The last 9 months have been a journey of discovery, reviewing our current systems, redefining our core processes and rethinking the way we work to ensure we are set up for success in 2024 and continuing to strive to remain nimble and relevant in this tough economic climate.

Financial Overview:

The overall result for 2023 was a net loss of \$299K. The main contributors to this loss were some one-off costs relating to accounting standard adjustments of \$50K, the write-off of the Enova investment of \$5K, reviewing our accounting estimates for our fixed assets of \$18K, with the balance attributed to the decline in volume year over year of 9% directly impacting the gross margin and partially compensated by reduction in our variable costs where we could. The community and ourselves continue to feel the increasing cost of living pressures and we are working through ways to ensure we can provide the staples to the community at fair and reasonable pricing.

2023 Successes:

For many years discussion has been noted around our systems and reporting capabilities, to provide timely and accurate data for strategic decision making. In February 2023 we committed to implement our new ERP system, Microsoft Dynamics with LS Central, allowing us to gain efficiency, timely reporting and respond in real time to the ever changing market conditions. This is a fully integrated system that will allow for growth and efficiency and is expected to be operational before June 2024.

With the unfortunate collapse of our energy provider, Enova Energy, we researched alternative providers that would still fulfil our green energy and sustainability policy whilst balancing the financial cost of such an initiative. I am pleased to report that we chose a provider called Progressive Green Pty Ltd, trading as "Flow Power" in May 2023 for our Mullum and Byron Store locations. Flow Power owns and contracts with a number of GreenPower accredited Large-scale Generation Certificates (LGCs). As part of the energy plan, we have started at 20% additional green energy in line with the National GreenPower Accreditation Program. We can continue to invest in this to move to 100% over time, when funding allows.

With the increasing pressure on cost of living and inflation being felt by us all, we have started reviewing our loyalty programs for local business and local community members to help ease the pressure on eating organic and healthy where we can. The new ERP system will assist us to make more strategic decisions around customer loyalty and our pricing strategy.

We continue to listen to customer feedback, both in person and online. As a result, there was a desire for our online customers to be able to pay via Afterpay as a payment choice on our Webstore. We have added this as a payment choice in 2023, as well as Apple Pay, Google Pay and Shop Pay as a faster checkout option for our customers.

What is Ahead in 2024?

2024 will be a year of embedding our new ERP system and aligning new processes, as well as looking at new ways to reward our customers, whilst we continue to fund the strategic initiatives that align with our values, like our Grow the Growers Project. I am very excited to be part of such a positive, resilient and compassionate team and wish to thank all the Finance team and the broader Santos Family in their efforts and support to date and look forward to a stable and strong 2024!



Local Economy Impact

For Santos Organics, localisation is integral to the repair of our ecosystems and to building resilient communities. The social impact we can make goes beyond direct funding of NFP's and local projects. Santos Organics is committed to supporting the prosperity and well-being of local people and has contributed to the local economy on a consistent and ongoing basis.

Over the last 3 years, team employment, purchase of goods from local suppliers and distributors, rent, and hiring of local tradespeople and services equated to over \$26 million retained within the Northern Rivers in line with our 3-year strategy to increase our investment back into the local community. We support local enterprises by sourcing as many products from local growers, manufacturers, and artisans as possible. In the last 12 months, \$5.3 million was circulated back into the local economy through purchase of goods from over 100 Northern Rivers-based suppliers and distributors, totalling 75% of our purchases.



**EMPLOYING 77
TEAM MEMBERS**



**PURCHASING
GOODS FROM LOCAL
DISTRIBUTORS**



**PURCHASING GOODS
FROM LOCAL
PRODUCERS & ARTISANS**



**HIRING LOCAL
TRADESPEOPLE
& SERVICES**



**PAYING OF RENT
TO LOCAL
LANDLORDS**





Statement of Income

2022/23

Santos Organics Ltd

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2023

	Note	2023 \$	2022 \$
Revenue			
Sale of goods and services		11,617,283	12,793,372
Interest received		3,216	801
Rent received		24,922	20,922
Dividends received		26	45
Other income		7,625	85,598
Total income		11,653,072	12,900,738
Cost of goods sold		(7,217,075)	(8,019,667)
Depreciation		(118,979)	(100,441)
Employee benefit expenses		(3,380,037)	(3,389,955)
Interest expense on lease liabilities		(70,126)	(88,090)
Amortisation of right-of-use assets		(385,377)	(384,217)
Impairment expense		(5,000)	-
Auditor's remuneration		(10,000)	(9,500)
Donations		(3,896)	(46,243)
Insurance		(178,305)	(177,159)
Interest		(40,070)	(33,040)
Rent and rates		(60,605)	(12,401)
Repairs and maintenance		(63,658)	(45,811)
Other expenses		(172,294)	(260,941)
Advertising & marketing		(80,603)	(63,327)
Subscriptions		(42,829)	(36,519)
Cleaning		(38,375)	(40,613)
Electricity & gas		(84,938)	(111,565)
Total expenses		(11,952,167)	(12,819,489)
(Deficit)/surplus before income taxes		(299,095)	81,249
Income tax		-	-
Total comprehensive (loss)/income for the year		(299,095)	81,249

Balance Sheets

2022/23

Santos Organics Ltd

Statement of financial position

As at 30 June 2023

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	5	522,397	606,767
Trade and other receivables		32,445	50,490
Inventories		939,885	1,010,867
Other assets	10	212,298	207,219
Total current assets		1,707,025	1,875,343
Non-current assets			
Property, plant and equipment	7	479,493	551,903
Intangible assets	9	11,241	21,645
Right-of-use assets	8	1,044,124	1,429,501
Other financial assets	6	1,394	5,442
Total non-current assets		1,536,252	2,008,491
Total assets		3,243,277	3,883,834
Liabilities			
Current liabilities			
Trade and other payables	12	655,731	600,539
Borrowings	13	473,866	462,187
Employee benefits	15	173,833	165,947
Lease liabilities	11	414,226	465,373
Other liabilities	14	1,859	1,859
Total current liabilities		1,719,515	1,695,905
Non-current liabilities			
Borrowings	13	81,113	110,106
Employee benefits	15	28,568	-
Lease liabilities	11	819,161	1,183,807
Total non-current liabilities		928,842	1,293,913
Total liabilities		2,648,357	2,989,818
Net assets		594,920	894,016
Equity			
Retained earnings		594,920	894,016

Our Board of Directors

DURING 2022/23



Mark Napper,
Chair

Mark has 34 years agribusiness experience in running companies, owning a fruit orchard, people and company change management, production and supply change management, and stakeholder engagement. Whilst having formal business qualifications, Mark is more known for his pragmatic and outward looking business approach.

Having run a horticultural marketing company (domestic and export), an agricultural processing and food manufacturer (importer and exporter), as well as owning a fruit orchard, Mark has practical experience, understanding and insight of supply chains, especially in food and fresh produce. Mark owns a business advisory firm providing business management and strategy advice and executive mentoring services.

As well as serving as a director of Santos Organics Ltd, Mark is Chair of the Australian Hemp Masonry Company, the Australian Macadamia Society, and Stanton Dahl Architects, and a Director of Primary Industry Education Foundation Australia Ltd.



Helen Moore
Chair of Audit, Finance
and Risk Committee

Helen Moore is passionate about the importance of organic whole food to the health and wellbeing of our community and environment. In 2015, she was one of the founders of Bare Food Cafe in Paradise Point on the Gold Coast. Its ethos was about educating the local community, whilst feeding them amazing food and coffees! This successful business was sold in 2017.

Helen's professional qualifications are as an accountant and non-executive company director. She is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors. Helen was the General Manager of Finance and Business Services for the organising committee of the Gold Coast 2018 Commonwealth Games. She held this position from the establishment of the entity in 2012 until its dissolution following the hosting of the event in 2018. This was the culmination of an extensive executive career predominantly with Queensland statutory authorities (such as Tourism Queensland and Seqwater) and local government. In these roles, Helen typically oversaw corporate services divisions including the finance, technology, workforce, legal, facilities management, legal, procurement and contract management functions.

As well as serving as a director of Santos Organics, Helen sits on the audit committees of the Great Barrier Reef Foundation, Moreton Bay Regional Council, Indigenous Land and Sea Corporation, National Centre for Indigenous Excellence and CQUniversity. Helen chairs those of the Queensland Department of Education, Trade and Investment Queensland and the Local Government Association of Queensland. She is a non-executive director of Binna Burra Lodge Ltd.



Our Board of Directors

DURING 2022/23



Marcus Marchant,
Non-executive
Director

As an expert in digital transformation with a focus on companies that service small business, Marcus's career to date has spanned industries from banking, telco and insurance.

Marcus's experience working with small businesses began in banking and finance. He served over 8 years at CitiBank in a multitude of roles culminating in Head of Customer Strategy, leading the bank's customer experience transformation and cultural change programs. He went on to hold the positions of Director of Digital & Onboarding at Optus and Group Chief Digital & Innovation Officer at QBE Insurance where he was responsible for both companies digital transformation and optimization of SMB experience.

Passionate about small business, Marcus has seen success with his own small business, founding men's swimwear brand, Bondi Joe. Aiming to reinvent the category and service men who have outgrown surf brands but are too young for oldfashion labels, his side hustle has taken social media by storm and is now stocked in 16+ shops in Australia as well as selling to the USA and EU on a daily basis.

In addition to his role at Vistaprint, Marcus sits on the board of RESULTS, a Not-for-Profit that influences government foreign aid towards health projects that reduce poverty. This passion to aid others sits at the core of his philosophy and remains a key component of his leadership at Vistaprint.



Jolyon Burnett,
Non-executive
Director

Jolyon has a 40 year career in association management, agriculture, environmental science and as a non-executive director and board chair

Jolyon is currently Chair of the National Farmers Federation Horticulture Council, the peak body for horticulture in Australia. He is a Board Member of the North Coast Local Land Services, the NSW government agency charged with natural resource management in the north coast and has served on boards at local, national and international level for both government and industry. These include the Australian Nut Industry Council, Horticulture Australia Council and NSW Business North Coast Regional Advisory Council.

Jolyon has led the Australian macadamia, irrigation and nursery and garden industries as CEO of the national bodies. He has managed multi-million dollar research and development programs and led the global marketing of Australian macadamias, one of the most iconic food exports.

Jolyon has degrees in Agricultural Science and Environmental Science, and is a graduate of the Australian Institute of Company Directors Diploma course.

Jolyon has worked on farms, in mines, and as a stonemason repairing historic buildings in The Rocks in Sydney. He has published a book on garden soils, released records as a member of the band Surfside 6, and attended the original 1973 Aquarius Festival in Nimbin.



If the only prayer you said was thank you, that would be enough ~ Meister Eckhart

Thank you to everyone that contributes to the success of Santos Organics everyday!!

As mentioned in my CEO report, this has been a recovery year for all of us. What that meant for us at Santos Organics was that we focused on normal business topics without a layer of additional issues on top that we've been contending with over the last three years. That doesn't mean they don't come with their own challenges, but we are thankful and grateful to have had a reprieve from fires, COVID, and floods; and to see our community glowing bright with more strength than ever 🙏 Our shops and cafes feel vibrant and happy as the team has been working hard to freshen them up and deepen our customer's experience 💖

We have many unsung heroes on our team that keep giving - their passion never wanes and their drive to deliver our purpose grows stronger every day!!! Thank you to our team, our directors and suppliers, that keep the operations running. On the flip side of that are our members and customers, without you, we don't have a purpose. You hold us accountable, ask questions, and keep saying yes by shopping and investing with us.

Wishing everyone a fruitful year with abundant health 🌈😊

Loving gratitude,

Jolene Ryan xx
CEO



Thank You 💖💖



Our Team

DURING 2022/23

**A&I SHOP & CAFE,
WAREHOUSE & ECOM**



BYRON SHOP & CAFE



ADMINISTRATION



WHAT AN
AMAZING &
PASSIONATE
TEAM!



MULLUM SHOP & CAFE

Santos Organics respectfully acknowledges the Traditional Custodians of the land we work on, the people of the Bundjalung Nation, and acknowledges the ongoing living culture of Australia's First Peoples, paying respect to Elders past, present, and emerging.

