

Modern Slavery

STATEMENT

NANDO'S AUSTRALIA PTY LTD and
NANDO'S PERI-PERI AUSTRALIA PTY LTD
FEB 2024 – FEB 2025





Nando's acknowledges the Traditional Custodians of the land on which we live, work and serve our customers and communities. We pay our respects to Elders past and present and to the rights they hold as traditional custodians.

We recognise the continuing connection to land, waters, culture and community as the Traditional Custodians of country throughout Australia.

CEO Statement



Our purpose at Nando's is Changing Lives, Together. At its heart, this means using our business to make a real difference in people's lives – because we believe business can, and should, be a force for good.

That starts with our people. When they're thriving and able to bring their best, brilliant selves to work each day, epic things happen. This same energy flows into how we show up for our customers, our supply partners, our stakeholders and our communities.

Upholding human rights is at the centre of Changing Lives, Together. Guided by our values – pride, passion, courage, integrity and family – our Modern Slavery Working Group continues to lead our commitment to better understanding

and addressing the risks of modern slavery. We remain focused on respecting and supporting the rights of all people, wherever they live or work.

Over the past year, we've continued to assess and address the risks of modern slavery across our business and supply chains by:

- 🔥 Deepening our supplier engagement, using detailed questionnaires to broaden our understanding of supply chain risks and strengthen ongoing risk assessments.
- 🔥 Embedding modern slavery considerations into contracts, including compliance clauses, reporting requirements, KPIs, codes of conduct, and terms of trade – strengthening accountability across our supplier relationships.

- 🔥 Enhancing training and awareness, ensuring all new starters complete dedicated modules and progressing work on advanced training for team members who manage supplier contracts and negotiations.

We remain committed to evolving our approach as we grow – learning, listening and taking action to help build a more just and equitable future for all.

Amanda Banfield

Director

Nando's Australia Pty Ltd
& Nando's Peri-Peri Australia Pty Ltd



Nando's Introduction

THE STORY OF ROBBIE & FERNANDO

It all started in 1987, when two mates walked in a humble Johannesburg chicken restaurant as customers and came out owners. That's the power of PERi-PERi.

One taste was all it took and since then they've been obsessing over those flavours. That's why our famous

PERi-PERi sauces, marinades and basting are still made today with Nando's' very own African Bird's Eye Chillies, grown in Southern Africa.

That unforgettable flavour created a global family spanning 30 countries, with the first Australian Nando's opening in 1990 before landing in New Zealand in 2000.



COMMITMENT
STATEMENT

This modern slavery statement is provided as a joint statement under section 14(1) of the Modern Slavery Act 2018 (**Act**) for the period from 26 February 2024 to 23 February 2025 (**Statement**) for Nando's Australia Pty Ltd ACN 079 066 407 and Nando's Peri-Peri Australia Pty Ltd ACN 627 885 956 (together **Nando's**).

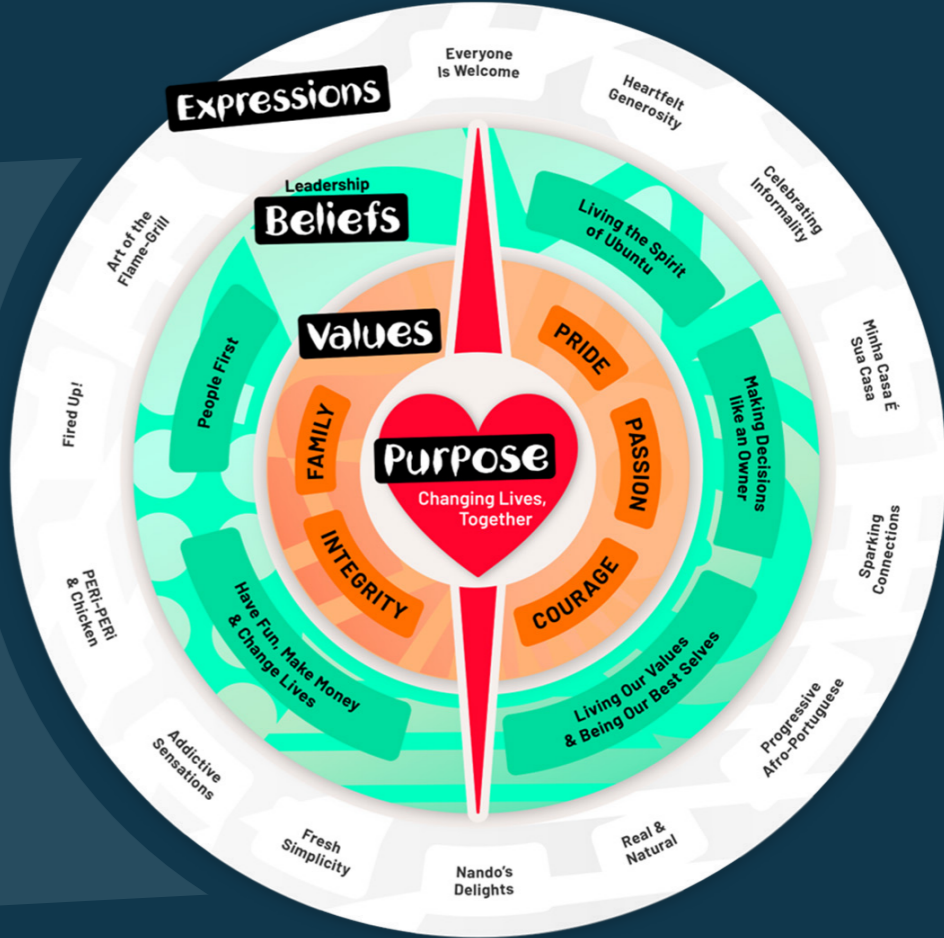
Nando's aims to ensure that within our own business and across our supply chain, all business partners operate with respect for, amongst other things, human rights. Our guiding Compass helps us stay true to that commitment. Comprised of five core values, eight core behaviours and five leadership beliefs, it represents our culture, what we believe in, how it feels to work at Nando's and, importantly, what we look for in our leaders. Formed with the help of our team throughout Australia and New Zealand, it shapes how we deliver the best experience for our Nandocas, customers and suppliers.

Our
Compass

We've articulated our purpose, values, and leadership beliefs in what we call our Compass.

We try to live the elements of our compass every single day – bringing our culture to life in everything we do. It's what makes our brand so unique and special.

- We're values-led, not rules-led.
- We know it's possible to do good business and do good.
- We blend making money with having fun and changing lives.
- We recognise and reward each other beyond work and outputs.



1 Nando's Structure, Operations and Supply Chains

STRUCTURE

Both Nando's Australia Pty Ltd ACN 079 066 407 (**NAPL**) and Nando's Peri-Peri Australia Pty Ltd ACN 627 885 956 (**NPPA**) are private limited (by shares) liability companies incorporated in Victoria, Australia with a main office located at 680-682 Victoria Street, Richmond VIC 3121. NAPL is part of a larger group that operates both corporate and franchised Nando's branded restaurants in South Africa, the United Kingdom, Ireland, India Middle East & Africa (**IMEA**), New Zealand, Malaysia and Singapore. Further information on the global operation of the brand can be found [here](#). The ultimate parent holding company of both NAPL and NPPA is Nando's Group Holdings Limited (**NGHL**). NGHL has numerous other subsidiary companies in the group, including Nando's New Zealand Limited (4995100) and NNZ Restaurants Limited (5443130) which are the entities responsible for operating the Nando's

restaurant network in New Zealand, which the management team of NAPL exercises direct day-to-day control over. Nando's employs approximately 2,627 employees (1,339 full-time equivalent) including full-time, part-time and some casual employees in Australia across both NAPL and NPPA. The full-time equivalent employees in our franchise network are difficult to quantify given Nando's does not employ them directly, their employees and are made up of full-time, part-time and casual employees. We estimate that there are approximately a further 400 employees employed directly by our franchisees to work within Nando's franchised restaurants in Australia.

OPERATIONS

NAPL operates primarily in the fast-moving consumer goods retail food industry, operating a chain of 161 dining restaurants across Australia & New Zealand specialising in the retail sale of flame-grilled PERi-PERi chicken, served with various sides and accompaniments. Of the 161 restaurants operating under the Nando's brand in Australia, 25 are independent businesses operated by Nando's franchisees under franchise agreements with Nando's and 133 are operated by Nando's directly as corporate restaurants.

NPPA operates primarily in the wholesale industry, importing and selling Nando's branded PERi-PERi products such as sauces, PERinaise, marinades, salts and rubs for retail sale both directly from Nando's restaurants and through major Australian supermarket supply chains.



SUPPLY CHAIN

NANDO'S AUSTRALIA

Nando's Australia for this reporting period (Feb 2024 - Feb 2025) continued the journey of consolidating the supplier base to improve visibility and gain a deeper understanding of the systems and processes where its goods and services are sourced from. Nando's has consolidated over 53 suppliers in the last 12 months, while strengthening its relationships with its key partners.

Our Supply Chain focus is supported by our continued & developing use of our supplier induction & review process to assess the continued suitability of both new and existing suppliers to the business. This process comprises of:

- Annual surveys and questionnaires to get up-to-date insights and feedback sent to the Tier 1 to 3 Suppliers.
- Collection, review and storage of annual Modern Slavery Statements from Tier 1 to 3 Suppliers.
- Risk assessments on high-risk suppliers.
- Mitigation strategies and contractual requirements to support visibility (e.g. modern slavery compliance, prohibition on subcontracting without prior notice to Nando's and inability to assign contract without Nando's consent).
- Updating Ethical Sourcing Policies & onboarding requirements.

OUR SUPPLIERS

During this reporting period, NAPL engaged with 79 Tier 1 to 3 suppliers that provide goods or services, both directly and indirectly into our restaurants. These numbers relate to the 133 restaurants owned and operated by Nando's directly as corporate restaurants. In some instances, Nando's franchisees may engage their own suppliers which has not been captured in this number.

Of the total suppliers used, we have 20 Tier 1 suppliers that provide products and services directly into our restaurants and account for approximately 56% of our total supplier and procurement spend. A further 56 suppliers provide products and services indirectly into our restaurants, accounting for a further 14% of our total supplier and procurement spend.

The supply relationships in these categories are generally governed by formal supply agreements that include modern slavery compliance clauses, KPIs that include modern slavery reporting requirements, codes

of conduct and terms of trade. Approximately 92% of Nando's total supplier and procurement spend occurs with only 79 suppliers, despite us having engaged with 714 suppliers this reporting period. This focus further enhances our ability to build, strengthen and nurture these relationships and ensure that we are putting practices in place to support reducing modern slavery risks together. Our supply chain in Australia continues to remain stable as we work with our trusted local and global supply partners. This ensures we're able to meet our high moral and ethical obligations to support local communities, meet our sustainability goals and combat modern slavery.



FRANCHISEE PARTNERS

Part of NAPL's operations is to provide select supply chain management services for our franchisee partners. Our franchisees are required to use goods and services that have been sourced and approved by NAPL to prepare, market and sell products in their restaurants. These requirements ensure quality, consistency, and a commitment to eliminating modern slavery – with all suppliers pre-vetted through Nando's processes.

PURPOSE

CHANGING LIVES, TOGETHER

At Nando's, Changing Lives, Together is more than a purpose – it's how we do business. We're committed to creating opportunities that positively impact people's lives, both in our restaurants and across our supply chain.

Through partnerships with social procurement agencies and inclusive employment programs, we support local and Indigenous communities, offering meaningful employment pathways and safer, more equitable workplaces. These relationships have helped us identify and address modern slavery risks, especially in higher-risk industries like global ingredient sourcing.

While most of our suppliers are based in Australia/New Zealand, we also work with Southern African partners for key ingredients like chillies. Wherever we operate, we hold our suppliers to high ethical standards, prioritising transparency, fair labour, and human rights.

Internally, we ensure our policies and recruitment practices are fair and inclusive, supported by a robust People & Culture team, legal guidance, and a focus on OH&S, modern slavery awareness, and diversity. Fostering a culture of inclusion, safety, and dignity for every Nandoca, through initiatives like our Belong Council, and Changing Lives Squad, we continue to raise awareness, celebrate diversity, and promote equity in everything we do. Whether it's championing LGBTQIA+ inclusion, racial equity, flexible working, or cultural respect, we are creating a workplace where everyone feels welcome and valued.

By focusing on Occupational Health & Safety (OH&S), Modern Slavery prevention, Community Engagement, and Diversity & Inclusion as key performance priorities, we're not only changing lives – we're helping shape a future where dignity, opportunity and fairness are non-negotiable.

PERi FARMS

We work with local farming organisations to educate and empower these farmers to run their businesses successfully. We always guarantee a fair

price for their crops, which means the farmers and their families have better access to education, healthcare, water, energy and housing. We now have around 1000 farmers hand-picking over 950 tonnes of African Birds Eye Chillies each year in Malawi, Mozambique, Zimbabwe and South Africa.

Under Nando's Group guidance there is a drive to have a greater impact on the farmers in the program by having a smaller number of farmers. Each one thereby extracting increased value as the total available pie is split between a smaller number. This shift towards a narrower but more impactful model will play out over a few seasons to mitigate as far as possible the overall impact on existing farmers.

The move to a narrow, deeper impact for farmers in the program, has not been taken lightly. This has gone through much discussion and debate between stakeholders and essentially aims to have a more meaningful impact through our procurement from the farmers in the system so that they can improve their living standards and quality of life.

NANDO'S PERi PERi

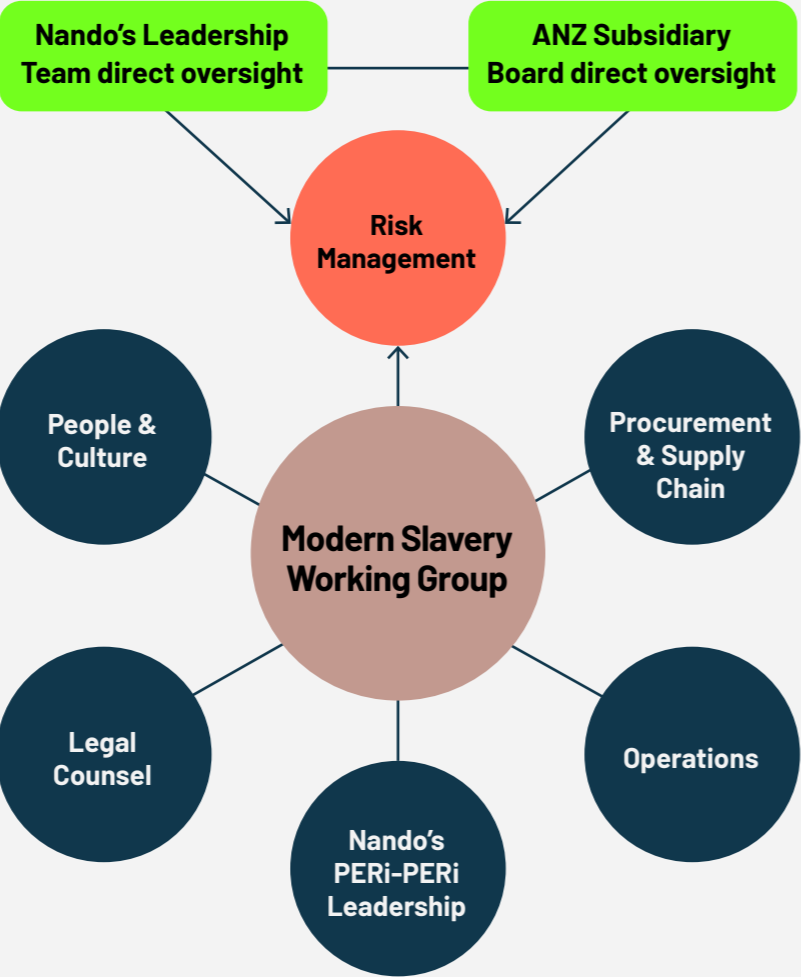
Typically, goods for resale (GFR) suppliers are part of the broader Nando's group and comply with Nando's Modern Slavery commitments. Direct suppliers may engage with their own suppliers or service providers, who are referred to as Tier 2 suppliers and have an indirect relationship with NPPA. Typically, Tier 2 suppliers have a contract with Nando's and agree to comply with the Supplier Code of Conduct. Tier 3 suppliers (for example a supplier of raw materials) supply Tier 2 suppliers.

Nando's Group is in the process of rolling out an ethical sourcing document with a series of questionnaires that will allow us to audit our suppliers in the future and have records so that we obtain more visibility and can take necessary action to mitigate any risk.



2 Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

In the sixth year of reporting requirements under the Act, Nando's continued to work through detailed scoping and risk assessment exercises to gain further insight into the risks of modern slavery practices occurring in our operations and supply chains by our Modern Slavery Working Group established in FY20.



MODERN SLAVERY RISKS IN OUR OPERATIONS

NAPL is a business with a relatively large young part-time workforce and 25 franchised restaurants operated directly by franchisees under agreements with NAPL. All employees are employed in Australia & New Zealand directly by NAPL and are not within the highest risk industries identified by the GSI (e.g. industrial cleaning, horticulture, construction).

Our franchisees are required to operate in full compliance with all applicable laws and regulations under their franchise agreements with NAPL. Broad compliance audits are undertaken with franchisees regularly to assess several key areas (e.g. operational compliance, food safety compliance, employment legislation and other regulatory frameworks). We regularly audit, inspect and monitor the risks of underpayment in franchised restaurants, with our Legal department completing annual audits directly with each franchisee partner and our compliance team reviewing key risk areas in quarterly restaurant reviews.

Internally in our corporate restaurants, we conduct award rates and compliance audits through our People & Culture and risk teams, plus an annual external audit to support ensuring that the required rights are upheld and employees are paid and treated correctly. Any gaps or recommendations for improvement are taken seriously by the business and are raised at Nando's Risk & Audit Committee meeting for review and action plan implementation.

The Modern Slavery Working Group for Nando's continued to meet at least quarterly to specifically address the risks of modern slavery practices in its business and supply chain with the following rolling agenda:

- Legislative updates on modern slavery (locally and globally)
- Supplier risk identification (i.e. specific suppliers based on risk assessments, reports, surveys or failed/incomplete mitigations)
- Risk assessment criteria (i.e. review ongoing appropriateness, results of risk assessments completed previous quarter, supplier surveys)
- Reports and trends (i.e. GSI changes, government reports, etc.)
- Seminar knowledge sharing from industry experts, webinars, articles, etc.
- Training and communications (i.e. existing training updates and progress, crafting improvements to existing training and developing new programs and refresher courses)
- Quality assessments (i.e. manufacturing facilities audits)
- Operations updates (i.e. restaurant practices and adherence to operational guidelines)
- Procurement review (i.e. non-contracted supplier assessment, ethical sourcing)
- Supply chain assessment (i.e. areas of concern)
- NAPL updates (i.e. global sourcing)

Internal and external reviews are supported by an annual review undertaken by our People & Culture team to ensure wage changes are implemented as required and that salary banding is still appropriate in all circumstances, meeting legislative requirements as per the relevant Award and National Employment Standards in Australia for NAPL & NPPA and relevant legislation in New Zealand. In addition to the regular reviews, we aim to build robust processes in our HRIS (WorkDay system) to support ongoing governance.

Our People & Culture team maintain connection with external Workplace Advisory services across Australia and New Zealand who provide additional support to our People & Culture team.

MODERN SLAVERY RISKS IN OUR SUPPLY CHAIN

Our risk assessments have confirmed that our greatest risk of modern slavery exposure is via our suppliers and our supply chain, as Nando's has a diverse supplier base, including high risk industries & geographical areas, particularly food sourced from farming.

In addition to the mitigations highlighted (e.g. contractual requirements, codes of conduct, terms of trade), in the last 12 months, our Supply Chain & Quality team have continued to visit & audit our major fresh produce suppliers, primary producers, processors and distributors to further understand their exposure to Modern Slavery risks, and to work closely with them to ensure that they have the necessary steps in place to close modern slavery risks. These mitigations were updated in our internal risk assessment for each supplier and discussed at Modern Slavery Working Group quarterly meetings to review the effectiveness of those mitigations and whether further actions are needed.

This reporting period Nando's sent 76 detailed questionnaires to suppliers in its supply chain to further understand modern slavery risks and implement mitigations, these were based on the following criteria:

- Annual spend exceeding \$100,000.
- Identified suppliers in horticulture, food providers and services or products sourced from high risk geographically regions.



- All Suppliers identified in our risk structure as a Tier 1 to 3 Supplier.
- Suppliers not required by the Modern Slavery Act to submit a statement.

An overall risk score was allocated to the response subcategories to identify potential modern slavery risks.

This reporting period, we have seen a response rate of 84% to our annual supplier questionnaire. This response rate is a sharp increase when compared to previous years (FY24 48%, FY23 62%), which is a testament to the strengthening relationship with our core supplier base.

In addition to the geographical risks, the Working Group has identified again this year that our relationships with the core suppliers are strong and continuous, proactive work takes place with them to understand developments in their supply chains. However, there is a risk that it is still not always

possible for us to have clear visibility over our entire end to end supply chain. For example, of the 714 suppliers that NAPL engaged with last financial year, approximately 635 of the suppliers were either one-off or low frequency suppliers which are unlikely to have dedicated relationships with Nando's Commercial team. Based on our business focus and the types of products and services we typically procure; we have identified 76 suppliers for conducting risk assessments this reporting period.

Considering the geographical locations covered by GSI, the classification within the horticulture sector, and the industries represented by our assessed suppliers, we have identified the four most significant human rights risks from our assessments.

Our focus this reporting period involved revisiting the risk assessments completed on the 124 identified risk suppliers from FY20 to FY24 to ensure continuous proactive attention. The 76 of these suppliers that are still actively engaged with Nando's were included in the self-assessment questionnaire mailing list to gain further insight on their exposures to modern slavery risks. Nando's completed a further 8 new detailed supplier risk assessments, thus continuously building and strengthening the businesses' understanding of these risks so appropriate mitigations could be implemented. These steps are all aimed at assisting the Working Group, supported by the Nando's Leadership Team, to continue developing the foundations & enhance a detailed and proactive risk assessment program and subsequent mitigation strategies while we continue our journey toward this becoming part of our business-as-usual approach through our Ethical Sourcing onboarding requirements.

LABOUR

Human rights. This includes suppliers based overseas with higher risks of modern slavery according to the GSI.

HEALTH & SAFETY

Risk of exposure to cleaning chemicals, wastage disposal and facilities management practices.

WORK HOURS

This includes agencies who may require varying work hours to achieve existing or new project and contractual milestones.

WAGES & BENEFITS

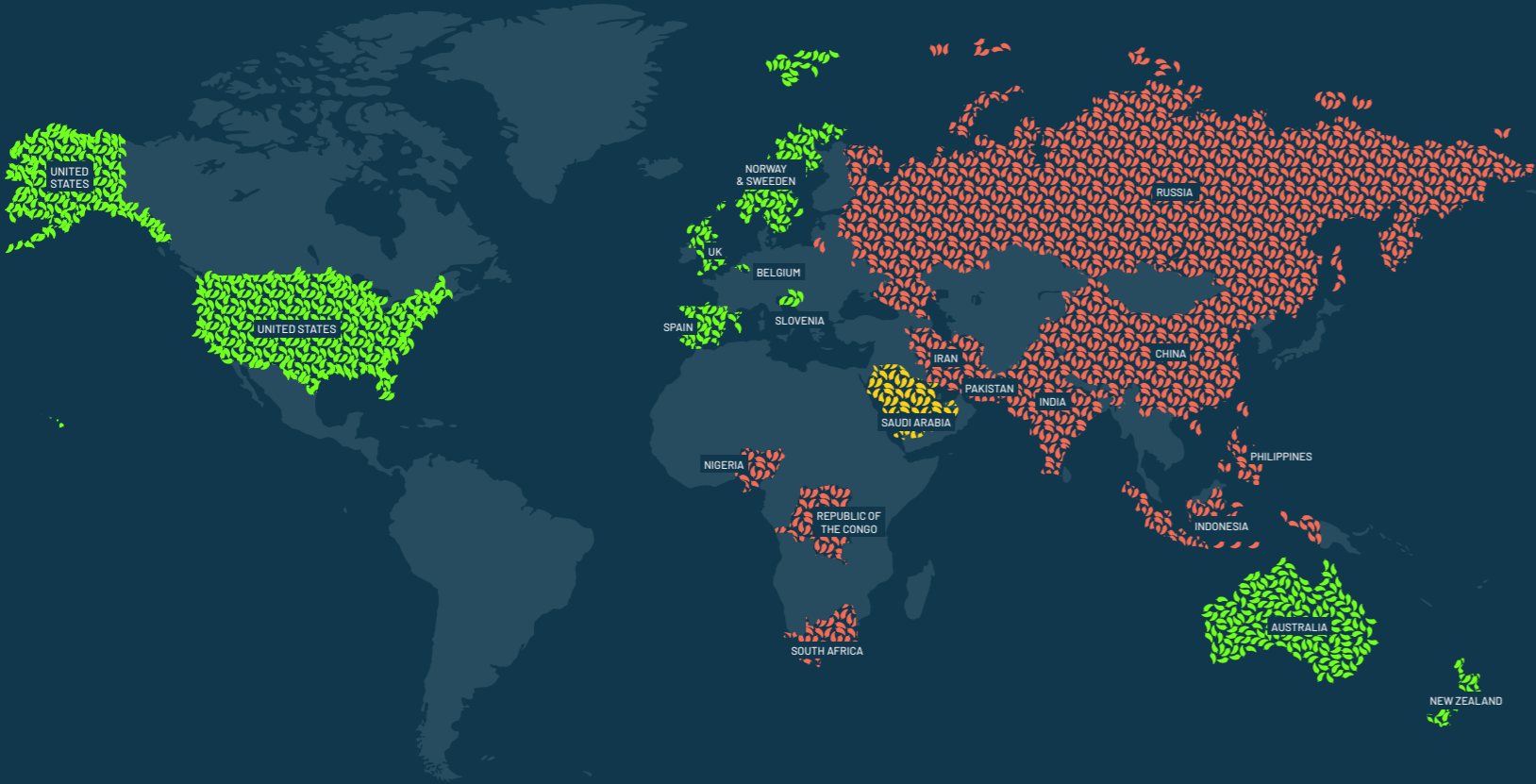
This includes shopfitters who may engage contractors or sub-contractors to fulfil contractual terms without our express knowledge that this engagement has occurred. We attempt to mitigate this risk by negotiating into contracts that our suppliers are not able to assign or subcontract without our prior consent (or at a minimum without prior written notice to us with a linked ability for us to terminate the contract if we disagree) to support giving us more visibility and control over our supply chain.

The remaining modern slavery risk categories consist of **anti-discrimination, child labour and forced compulsory labour.**



GEOGRAPHIC REGIONS

NAPL based suppliers included in our risk assessments indicated in their survey responses that they source goods or services from the following range of industries: agriculture, facilities management, packaging, design and construction, food wholesalers, waste disposal and cleaning in the displayed **high (43%), moderate (12%) and low (45%)** risk countries:



The working group sought and obtained clarification for some of the goods provided from high-risk countries that they are sourced via highly reputable Australian retailers and not directly from overseas suppliers, which further reduced the risk of modern slavery for these high-risk countries as identified in our risk assessments.

METHODS TO SCREEN SUPPLY CHAIN FOR MODERN SLAVERY RISKS (E.G. CHILD LABOUR, LOW SKILLED MIGRANT WORK)

Supplier examples included: proof of age checks, working visa checks, abiding by local, State and Federal government working regulations overseen by their Human Resources Team.

| No | Considering | Yes |
|----|-------------|-----|
| 3% | 31% | 66% |

SUPPLIER KNOWLEDGE OF THEIR SUPPLY CHAIN

Supplier examples included: Conduct supplier checks, trade references required, supplier questionnaires provided, request SMETA audits if available, request compliance to their supplier code of conduct, site audits, focusing on locally sourced & sustainable, using reputable suppliers required to submit a MS statement.

| Developing (Tier One – Very Limited to no Visibility) | Moderate (Tier 1 – Partial/Key Items) | High (Fully Mapped all Levels) |
|---|---------------------------------------|--------------------------------|
| 11% | 31% | 37% |

Further modern slavery questionnaire insights across high, moderate, low risk countries included:

| 1. SUPPLIER IDENTIFIED THEMSELVES AS TAKING STEPS TO COMPLY WITH THE MODERN SLAVERY ACT | | |
|--|-------------------|---------------------|
| E.g. Anti-slavery policies, risk assessments, compliance audits, third party inspections, whistleblower hotlines. Other steps proactively disclosed included Fair Work compliance, training, supplier checks, engaging with ethical suppliers required to submit their own Modern Slavery statement. | | |
| Zero Step | Two Steps or Less | Three Steps or More |
| 12% | 5% | 83% |

| 2. THE ORGANISATION HAS POLICIES, PROCESSES TO IDENTIFY, INVESTIGATE AND REMEDY THE RISK AND ANY INSTANCES OF MODERN SLAVERY WITHIN THEIR ORGANISATION | | |
|--|--------------------------|-----|
| Supplier examples included: code of conduct, recruitment policy, human rights policy, optimising procurement assessment frameworks, updating standard contract clauses, training employees, membership with SEDEX, ethical sourcing policies, SMETA or BSCI audits with suppliers. | | |
| No | Working Towards Policies | Yes |
| 20% | 2% | 78% |

There is an opportunity to work with the 20% of suppliers which identified themselves as having no policies or processes in place to identify and investigate the risk of any instance of modern slavery within their organisation, by sharing our approach and what we are doing to combat risk of modern slavery in our supply chain.



In addition, we have:

- Suggested these suppliers introduce basic training and awareness for their employees where it was indicated that they currently didn't provide any.
- Encouraged these suppliers to further investigate their supply chains to understand if there could be risk of modern slavery (e.g. working conditions in factories and fresh produce).

We are passionate about our Partner Business Code to also support these requirements which specifically highlights:

Having these same expectations of our business partners in the areas of governance and general compliance, human rights and workplace relations, occupational health and safety, ethical business practices and environmental management. We also expect our business partners to adopt similar principles in dealing with their own suppliers and partners and to complete their own risk assessments and due diligence on a regular basis. Nando's is committed to working with its business partners in an open, constructive and transparent manner and asks that its business partners do the same.



3 Actions taken by Nando's

SCOPING

NANDO'S AUSTRALIA

FY20:

The Working Group completed a detailed scoping and risk assessment exercise to gain further insight into the risks of modern slavery practices occurring in Nando's operations and supply chains.

Due to the complex nature of operations and the supply chain it wasn't feasible for us to immediately assess and act on every supplier in our supply chain that may be at risk of modern slavery practices.

The focus resulted in areas identified as most significant for FY20, continuing into FY21,

eventually cascading these risk assessments down to other lower risk areas of the business and supply chain in the following years until it became part of "business as usual".

A framework was implemented to proactively review and update risk assessments annually.

The identification process for these suppliers is listed in detail in Nando's FY20 Statement.

FY21:

Nando's followed the same assessment process but expanded the detailed risk assessment process to the next tier of

suppliers in its supply chain, including revisiting the eight suppliers from FY20 as part of its implemented framework to proactively review and update risk assessments annually.

Implemented the first training module for staff.

Introduced modern slavery compliance clauses and the Business Partner Code into more contracts with its suppliers.

The classification process for these suppliers is listed in detail in Nando's FY21 Statement.

FY22:

The same risk categories from both FY20 and FY21 were also used in FY22 with the addition of adding any Nando's defined "high-risk" suppliers based on either the type of supply (e.g. Nando's branded

material) or known risk categories (e.g. geographical location) to the category of "known" suppliers.

Expanded the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

Introducing more direct requirements in contracts for suppliers not to assign or subcontract with Nando's prior written consent (or at a minimum prior written notice to Nando's with a linked ability for Nando's to terminate if it is not comfortable with the assignee or subcontractor).

The classification process for these suppliers is listed in detail in Nando's FY22 Statement.

FY23:

The same risk categories from FY20 to FY23 were used.

Rollled out the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

Introducing more oversight for Nando’s globally negotiated contracts.

The classification process for these suppliers is listed in detail in Nando’s FY23 Statement.

FY24:

The same risk categories from previous financial years (FY20 – FY23) were also used in FY24.

Expanding the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

By refining KPI requirements in contracts for suppliers, this has ensured Modern Slavery is at the forefront of our supplier partner contracted relationships. High risk (spend, industry or geographical) suppliers are also required to now report Modern Slavery practices at QBR’s (Quarterly business reviews).

MODERN SLAVERY

| Description | KPI |
|----------------|---|
| Modern Slavery | <ul style="list-style-type: none">Provide Nando’s with a copy of the supplier’s modern slavery statement under the Modern Slavery Act 2018 (if applicable) annually.Provide Nando’s with the information, documentation and support required for it to comply with the Modern Slavery Act 2018 within 14 days of a request.Provide Nando’s with information on what the Supplier is doing, or plans to do to manage Modern Slavery risk in its business and supply chain (Modern Slavery risks refer to a range of serious forms of exploitation, including forced labour, debt bondage, human trafficking and slavery) at least annually.Proactively implement reasonable system controls to ensure ongoing compliance with the Modern Slavery Act 2018 and best practices to reduce risks of Modern Slavery at least annually. |



Any suppliers not contracted are required to sign a Business Partner Code prior to onboarding & commencement of scope of works.

[Click here](#) to access the Business Partner Code.

In conjunction with our Global Team, NPPA & NAPL have undertaken designing a Nando’s Global Standard of Ethical Sourcing Policy. This Policy will not only provide the suppliers with a foundation for compliance requirements but will easily be able to identify areas of continuous improvement.

NPPA followed a similar approach to NAPL; however, given its smaller size and supplier pool, we were able to simplify the risk categories into just two: “direct” (suppliers that provide products and services fundamental to its core business, e.g. bottled sauces and marinades) and “indirect” (suppliers that provide products and services that are not part of or fundamental to its core business but are necessary for efficient operations, e.g. insurance and merchant fees).

BOARD INVOLVEMENT

We believe that involvement from the Nando's Enterprise Leadership Team and the local ANZ Subsidiary Board in any project is fundamental to its ultimate success by "leading from the top down." During this reporting period, a separate agenda item addressing modern slavery risks, and our rolling risk matrix portfolio continued to be included in periodic ANZ Subsidiary Board reporting and Risk and Audit Committee meetings, which, among other things, are charged with reviewing and addressing modern slavery risks (supported by recommendations made by the Modern Slavery Working Group) and providing recommendations to the ANZ Subsidiary Board.

EMPLOYMENT

At Nando's, we are committed to ethical employment practices that uphold the rights and wellbeing of all individuals. We proudly foster a diverse and inclusive workplace where equal opportunity is based on merit, aligned to our Compass Values.

We ensure fair and transparent recruitment processes, selecting Nandocas based on their skills, experience, and potential. Our People & Culture team oversees a national employment framework that complies with all relevant laws, covering core conditions such as minimum wages, hours of work, leave, and entitlements. This is supported by dedicated internal experts, external employment relations partners, and legal counsel to ensure compliance and best practice.

We do not tolerate any form of discrimination, harassment, bullying, or exploitation. We expect all Nandocas and representatives to treat one another with respect, dignity, and courtesy, promoting a safe and inclusive working environment.

To further support wellbeing, all Nandocas and their immediate families have access to a free, confidential Employee Assistance Program (EAP), available 24/7.

Nando's also meets its annual obligations under the Workplace Gender Equality Act 2012 through WGEA reporting and conducts regular internal salary and award reviews to ensure fairness, equity, and legal compliance across our operations. This reporting provides a yearly review of gender equality across our Australian workforce, including key areas such as parental leave, flexible working, harm prevention, and support for family and domestic violence. We also conduct regular internal reviews of salaries and awards to ensure fairness, equity, and ongoing compliance with legal standards across all levels of our operations.

We remain committed to ongoing improvement in our employment practices to help prevent modern slavery and protect the rights of every individual in our business.



SUPPLIER STATEMENTS

Supplier statements provide valuable insights into their approaches regarding addressing modern slavery risks. The Working Group continues to record and keep a copy of each statement, which has due dates for new modern slavery statements to be uploaded to Australian Border Force (ABF) register. This is reviewed on a quarterly basis.

Our commercial team will reengage with suppliers to request copies of their outstanding statements and gauge an understanding if the statement is not publicly available, details are populated into our supplier risk assessments.

This reporting period, 47 suppliers spread across the various industries and supply tiers displayed, provided a current Modern Slavery Statement or we were able to locate the statement on the register. In comparison to the last reporting period (Feb 2023 – Feb 2024) Tier 1 supplier coverage has increased by 11% providing additional comfort of our Tier 1 suppliers.

| MODERN SLAVERY STATEMENT SUBMITTED TO THE ABF REGISTRY | 47 Suppliers |
|--|--------------|
| Direct – Tier 1 | 34.8% |
| Beverages | 13% |
| Chips | 4.3% |
| Fresh Chicken | 10.9% |
| Fresh Produce | 2.2% |
| Other Menu Ingredients | 2.2% |
| Utilities | 2.2% |
| Direct – Tier 2 | 23.9% |
| Chips | 2.2% |
| Fresh Produce | 2.2% |
| Other Menu Ingredients | 8.7% |
| Packaging | 4.3% |
| Sauces and Marinades | 6.5% |
| Direct – Tier 3 | 8.7% |
| Source Ingredients | 8.7% |
| Indirect – Into Restaurant | 10.9% |
| Facilities Management | 2.2% |
| Kitchen Equipment | 4.3% |
| Logistics | 2.2% |
| Waste/Cleaning | 2.2% |
| Indirect – Overheads | 21.7% |
| Financial Services | 4.3% |
| Insurance Brokers | 4.3% |
| IT & Telecoms | 4.3% |
| Legal | 2.2% |
| Marketing | 2.2% |
| Utilities | 4.3% |
| Grand Total | 100% |



4 How Nando's Assesses the Effectiveness of Actions

We are committed to continuing to survey our suppliers, complete the detailed risk assessments and ongoing business reviews. We will address any instances of modern slavery identified during these audits and work with our suppliers to remedy these risks.

We are committed to raising any practice that is inconsistent with our Business Partner Code through the Working Group (specifically representatives from the legal and risk departments) along with oversight from Nando's leadership team, Risk & Audit Committee and ANZ Subsidiary Board.

To help ensure the effectiveness of our commitments, we continue to enhance our mandatory staff training e-learning module implemented in FY20. This training continues to be a mandatory requirement at the induction stage for new employees together with periods of refresher training to continue reinforcing the importance of modern slavery risks and identification with our employees.

We believe that awareness, education and training is an essential component of our risk management, governance and compliance framework and ensures that all employees are aware of their obligations under our compliance policies and have access to further information about these when required.

SUSTAINABILITY

Nando's has an aspiration to halve the environmental impact of a meal by 2030. To achieve this, there are direct impacts that Nando's can influence, however, a significant portion of the footprint involves engagement with and support from our suppliers. Working with these suppliers is crucial to the success of our goal, by helping ensure all processes of the supply chain are sustainable. This will occur by working closely with our suppliers, while simultaneously seeking world class solutions for continuous improvements to the environmental footprint that our supply chain creates.

THREE KEY AREAS OF MEASUREMENT ARE ASSESSED

- 🔥 **People:** These KPIs align with Nando's values to ensure our partners not only adhere to regulations and legislation but focus on the social aspect of changing lives of their employees. For this reason, the People KPIs focus on Occupational Health & Safety (OH&S), Modern Slavery, Community Engagement, and Diversity and Inclusion.
- 🔥 **Waste:** The Waste KPIs focus on Innovation and Landfill Diversion, which directly focuses on how waste is managed and reduced.



5 Process of Consultation

🌱 **Planet:** Water usage, Carbon Emissions, and Renewable Energy are the focus of the Planet KPIs, which look at some of the biggest impacts to the environmental footprint of a Nando's Meal. These KPIs may vary depending on the supplier due to the nature of industry. The weighting in these categories is captured via an annual business review (ABR). Each year a supplier should aim to achieve a minimum score of 80%. If a supplier doesn't reach this score, a conversation is triggered between the Nando's Supply Chain and Sustainability teams with them during the ABR meeting to understand the challenges the supplier may be facing, the impacts this may have on Nando's own sustainability objectives and to help identify a collaborative pathway for suppliers to achieve the 80% threshold.

Nando's is committed to developing and maintaining a robust, pro-active, all-encompassing response to modern slavery from NAPL and NPPA. Nando's therefore developed this joint statement in consultation with both NAPL and NPPA as reporting entities through our Working Group.

Our Working Group continues to evolve year on year. Citing the Effectiveness of the Modern Slavery Act Implementation government report, as a group we referred to the findings to develop a best-practice approach for identifying and addressing the risk of modern slavery in our supply chain and operations.

NAPL and NPPA consult quarterly or as required during the lead up to, and the preparation of, this statement. The businesses work closely together across many areas, given they operate under the same "Nando's" brand.

Importantly, key representatives from NPPA & NAPL form the Working Group to ensure all functions are not only aware of Modern Slavery best practices but have the opportunity to provide updates on market trends/risks as well as taking a proactive approach to Modern Slavery throughout

both businesses. Representatives also include a NPPA who is a part of the ANZ Subsidiary Board meeting and therefore a participant in these meetings. All scoping exercises were undertaken by both NAPL and NPPA (e.g. supplier mapping, questionnaires and subsequent risk assessments). Procurement and Supplier information was provided to be incorporated into the risk assessments by both NAPL and NPPA.

The implementation of a group-wide risk assessment process led by the risk department of NAPL, agreement on an action plan for the next reporting period and review and sign off on the content of the statement prior to submission to the Nando's leadership team, Risk & Audit Committee and the ANZ Subsidiary Board for approval (all of which were subsequently received).

For the purposes of Section 16 of the Act, there are no entities owned or controlled by Nando's which required consultation when preparing this statement outside NAPL and NPPA, both of which collaborated in the process and are covered in this joint statement.

6 Other Information

FUTURE STEPS

The Working Group will continue meeting at least quarterly to focus on reviewing and refreshing our internal suite of policy documents (e.g. our code of conduct, ethical behaviour, health and safety, discrimination and bullying, anti-bribery and anti-corruption, human rights and privacy) which will form part of further mandatory induction and refresher training.

IN ADDITION

As Nando's continuously improves our systems, Nando's has implemented a new and improved rostering, time, and attendance tool to enhance visibility and ensure compliance with legislative

requirements for employees in our company-operated restaurants. This tool is also available to our Franchise Partners which will be mandatory over the coming year. Nando's is engaging on a journey to implement a new 'Source to Contract' and 'Procure to Pay' system. These systems will enable greater visibility and control across all the goods and services we utilise in our supply chain.

Nando's is adding Modern Slavery as an agenda item to all its strategic and important suppliers as part of its Supply Relationship Management (**SRM**) Program.





Nando's continues its an annual supplier audit program. This robust program includes external auditors, ensuring an unbiased assessment of our supplier base.

A large risk matrix and portfolio of all suppliers in Nando's supply chain will become available as the Working Group completes more detailed risk assessments and follow-up reviews. This will allow Nando's to continue:

- 🔥 Meeting with our suppliers and discussing key performance indicators
- 🔥 Undertaking and reviewing supplier audits
- 🔥 Mitigating and remediating identified risks (where required)
- 🔥 Developing a standardised approach to actioning the results using remediation, contract variation or terminations

GRIEVANCE & WHISTLEBLOWING

Our Compass, which guides our operations and employment practices, is coupled with a robust internal grievance and external whistleblowing process allowing any employee, supplier or stakeholder to raise concerns and grievances directly with us, or anonymously.

As a business, we continue to encourage anyone to act if they have any concerns about unethical, illegal or improper behaviour related to Nando's. Our whistleblowing policy is supported by an external confidential and anonymous whistleblowing process that provides appropriate protections for our employees, suppliers and other covered parties to report their concerns through an independent service provider specialising in handling

sensitive reports and disclosures. Our leadership team and our disclosure officers also receive annual refresher training to ensure that if reports are made outside the formal channels they are still appropriately captured and managed as part of our 'speak up' culture.

In addition, Nando's leadership team, ANZ Subsidiary Board and Risk & Audit Committee review the de-identified data and reports in periodic board meetings to help identify and spot any issues or trends that may be forming to proactively addressing any concerns. The Nando's Legal department reviews the whistleblowing policy, and the process framework that it sits in, at least annually.

GLOBAL
OPERATIONS

Nando's is also part of a global business operation, including a national office in the United Kingdom that is already governed by legislation covering modern slavery risks. Therefore, the global business has also spent significant time and resources giving thought to the ways modern slavery risks can be reduced within the global business, including submitting its own mandatory modern slavery statement under the UK legislation. This global relationship has allowed the procurement teams across all jurisdictions, including NAPL and NPPA, to collaborate and share findings, especially where the suppliers of bespoke Nando's


Amanda Banfield
Director
Nando's Australia Pty Ltd &
Nando's Peri-Peri Australia Pty Ltd

18 July 2025

This Modern Slavery Statement is provided as a joint statement under section 14(1) of the Modern Slavery Act 2018 (Act) for the period from 28 Feb 2024 to 28 Feb 2025 (Statement) for Nando's Australia Pty Ltd ACN 079 066 407 (Nando's Australia) and Nando's Peri-Peri Australia Pty Ltd ACN 627 885 956 (NPPA) (together Nando's).

Nando's forms part of a broader global business structure (See Nando's Structure, Operations and Supply Chains section) and operates on the South African financial year which, for the previous financial year ran from 28 Feb 2024 to 28 Feb 2025 (Reporting Period). Consequently, this Statement is being lodged by 25 August 2025 pursuant to Section 14(2)(f)(i) of the Act, being six months after the end of Nando's Reporting Period.

branded products, like our marinades and sauces, are often the same and has allowed our businesses to take a holistic approach to managing risks generally, including the risk of modern slavery practices. This statement is made pursuant to section 14(1) of the Act and constitutes the mandatory joint modern slavery statement of Nando's Australia Pty Ltd and Nando's Peri-Peri Australia Pty Ltd for the reporting period **26 February 2024 to 23 February 2025.** This Statement has been approved by the Nando's Enterprise Leadership Team, the Risk & Audit Committee and the ANZ Subsidiary Board of NAPL and NPPA.

