



**craveable  
brands.**

# **Modern Slavery Statement.**

**2023.**



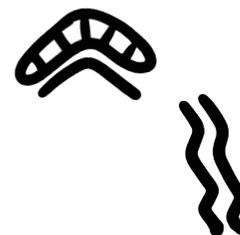
## Modern Slavery Statement.

This is the Modern Slavery Statement of the Craveable Brands group. It operates to examine the risks of Modern Slavery that may exist in our operations and supply chain, our efforts to manage these risks and our ongoing dedication to ensuring that we have a business, restaurants and workplaces free from Modern Slavery where people can thrive in a safe and respectful environment.

## Acknowledgement of Country.

Craveable Brands acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures and to Elders both past and present.





## Mandatory Reporting Criteria of the Modern Slavery Act.

This statement was prepared in compliance with the requirements of the Modern Slavery Act 2018 (Cth). The table below identifies where in our statement the mandatory criteria can be located.

Index of content addressing mandatory criteria in section 16 of the Modern Slavery Act 2018 (Cth)

Criteria	Refer to Pages
1. Identify the reporting entity	4, 5
2. Describe the reporting entity's structure, operations and supply chains	5, 7, 8
3. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	9, 10
4. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	9 - 13
5. Describe how the reporting entity assesses the effectiveness of these actions	11
6. Describe the process of consultation on the development of the statement with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity covered by the statement)	4, 11
7. Any other information that the reporting entity, or the entity giving the statement, considers relevant	6



## Who We Are.

This statement is a joint statement made pursuant to the *Modern Slavery Act 2018* (Cth) on behalf of the following entities:

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PAGAC Chicken Tenders Holdings IV Pty Ltd ACN 634 718 602

PAGAC Chicken Tenders Holdings III Pty Ltd ACN 634 719 458

PAGAC Chicken Tenders Holdings II Pty Ltd ACN 634 720 068

PAGAC Chicken Tenders Holdings I Pty Ltd ACN 634 495 275

Craveable Brands Pty Ltd ACN 151 143 065

QSRH Borrowing Midco Pty Ltd ACN 151 149 834

QSRH Borrowing Co Pty Ltd ACN 151 147 518

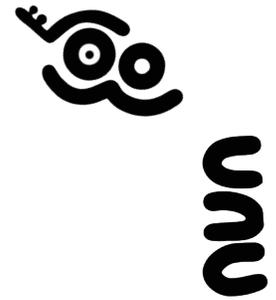
Quick Service Restaurants Holdings Pty Ltd ACN 124 415 041

Quick Service Restaurants Finance Pty Ltd ACN 124 415 032

Australian Fast Foods Pty Ltd ACN 008 647 907

Red Rooster Foods Pty Ltd ACN 008 754 096

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Craveable Brands Pty Ltd (Craveable Brands) is the parent company of Oporto, Red Rooster, Chicken Treat and Chargrill Charlie's. The businesses conduct franchising operations in the fast food industry in Australia and elsewhere.

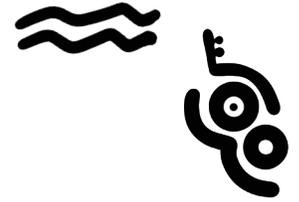
Chargrill Charlie's was acquired on 1 July 2023 and therefore was not part of the period being reported on in this Statement.

The majority of Oporto, Red Rooster, Chicken Treat and Chargrill Charlie's restaurants are franchised restaurants with approximately 2% of restaurants operated by Craveable Brands. Collectively, these restaurants form the Craveable Brands Network.

As of December 2023, there are a total of 604 restaurants within the Craveable Brands Network comprised of:



Within the Craveable Brands Network, there are approximately 13,000 employees working across all Australian States and Territories.



# Our Values.

## craveable brands. **WIN TOGETHER**

We share different ideas, expertise, knowledge and cultural backgrounds in order to exceed the needs of our people, our partners, our customers.

### Behaviours

- Be Present • Be Generous  
Be Respectful • Be Collaborative

### Competencies

- Relationship Building • Partnering  
Flexibility • Interpersonal Skills

## craveable brands. **MAKE A DIFFERENCE**

We have real impact on our partners' and customers' lives by questioning the status quo, innovating solutions and remaining agile to their changing needs.

### Behaviours

- Be Inventive • Be Nimble  
Be Inquisitive • Be Bold

### Competencies

- Creativity • Innovation  
Strategic Thinking • Conflict Management

## craveable brands. **OPEN & HONEST**

We communicate with our people, partners, customers and each other with transparency and respect.

### Behaviours

- Be Attentive • Be Inclusive  
Be Truthful • Be Constructive

### Competencies

- Integrity & Honesty • Accountability  
Stakeholder Challenges

## craveable brands. **CUSTOMER FANATICS**

We deeply understand our customers and use that knowledge to better serve and delight them on every occasion.

### Behaviours

- Be Supportive • Be Innovative  
Be Engaging • Be Curious

### Competencies

- Service Motivation • Cultural Awareness  
Customer Service



## Our Supply Network.

The Craveable Brands supply chain can be segmented into 2 categories: core and non-core suppliers.

### Core.

Food & Ingredients | Beverages | Packaging | Distribution | Logistics  
| Delivery Aggregators

### Non-Core.

Equipment (Sales & Repairs) | Uniforms | Utilities | Marketing Services  
IT Products and Services | Construction & Fit-Out Products & Services  
Janitorial Products and Services | Professional Services / Consultants

The core supply chain is critical in the operations of the Craveable Brands Network across Australia.

Our Franchisees must purchase all core 'approved' products:

- |    |  |
|----|--|
| 1. | Directly from Craveable Brands approved core suppliers; or |
| 2. | from Craveable Brands                                      |

An overwhelming majority of the food purchased by our franchisees and sold through our restaurant network is produced in Australia by local suppliers and using predominantly domestically grown produce.

Craveable Brands require all our food and packaging suppliers to trace all ingredients used in Craveable Brands' products to ensure ethical practices are observed through to raw material origins. All core suppliers are risk assessed and are managed according to the risk level they pose to the business, which may include 3rd party on-site audits which include reviewing social accountability policy and controls.

All prospective core suppliers are required to agree to the “Craveable Brands Business Partner Code of Conduct” policy prior to being granted status as a Craveable Brands approved supplier.

Craveable Brands aims to make a positive impact across our supply chain from the farmer right through to the team members in our restaurants. We believe that with our strong supplier relationships combined with great systems and policies, we can improve the standard of labour practices around the world.





## Risks of Modern Slavery.

In considering the risks of Modern Slavery in our Operations and Supply Chain we have considered the Global Slavery Index and the Global Estimates of Modern Slavery (2017).

### Operations.

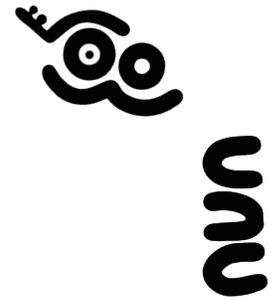
The Global Estimates of Modern Slavery report points out that almost one in four victims of forced labour were exploited outside their country of residence.

We acknowledge that there remains a risk of vulnerable workers in our industry, as many of our Franchisees and the employees in our Restaurant Network were born outside of Australia. We are proud to have a particularly multi-cultural workforce. We acknowledge that there is a risk that our labour force may be subjected to modern slavery practices although we consider the risk of this in our operations to be low.

We also recognise that the COVID-19 pandemic continues to have a significant impact on vulnerable populations within our society broadly, in terms of health, mental health and economically. This can increase their susceptibility to exploitation.

Craveable Brands is committed to ensuring that all employees are treated with respect, dignity and fairness and that our working environment is free from unlawful discrimination and harassment. To protect and support our workforce we have established policies such as:

1.	Respectful Workplace Policy	5.	Diversity and Inclusion Policy
2.	Grievance Policy	6.	Anti-Bribery and Corruption, Gifts and Benefits Policy
3.	Recruitment and Selection Policy	7.	Whistleblowers Protection Policy
4.	Code of Conduct Policy		



Our Franchisees are required to comply with all Australian employment laws, including those governing payment of wages, when employing staff for the Craveable Brands Network and this is a contractual term of their Franchise Agreement. Furthermore, we regularly engage a third party to undertake Industrial Relations Audits of our Franchisee operations to ensure compliance with Employment Agreements, payroll obligations, employment records and compliance with the obligations under any legislation including the Fair Work Act (2009).

Craveable Brands has an externally managed Speak Up (Whistleblower) Line, an Employee Relations Helpline and an Employee Assistance Program that is free and easily accessible for all franchisees and team members.

## Supply Chain.

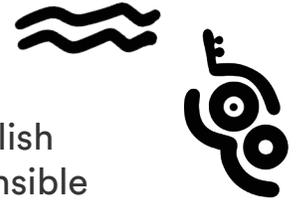
While most of our food supply sourced for our restaurants is produced here in Australia it is important that we work with our local manufacturers to ensure their labour hire practices meet the minimum legal standards required of them in Australia.

Notwithstanding the above, we see our biggest risks of modern slavery coming from exposure to products not sourced from Australia. These include food ingredients & other raw materials, uniforms, packaging, equipment, construction and fit out material.

To manage these risks, we have policies in relation to our core supply chain such as:

- |    |   |
|----|---|
| 1. | Code of Conduct: Supply Partners                  |
| 2. | Supplier Social Accountability & Ethical Sourcing |
| 3. | Supply Agreements                                 |

Craveable Brands encourages suppliers to be members of SEDEX. To ensure alignment with our business policies, values and principles, we require these suppliers to complete the self-assessment questionnaire (SAQ) on Sedex. The SAQ captures important details about their policies, management systems, practices and workforce.



This information allows us to make informed decisions and establish partnerships with suppliers who share our commitment to responsible and ethical sourcing practices.

We understand there are still further opportunities to partner with all our suppliers and to continue to identify and mitigate potential risks throughout our supply network particularly those sourcing products and/or ingredients outside of Australia.

## How We Assess the Effectiveness of our Actions.

We have been assessing our effectiveness by the increased engagement of our network and business to identify risks, undertake corrective actions and resolve issues to create an improved space around Modern Slavery.

As we develop our risk management processes, we will continue to increase the engagement and feedback from the Group and will use that to drive our further development in this area.

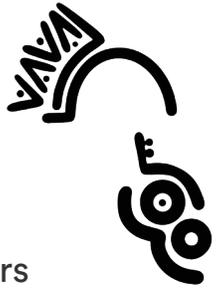
## Consultation.

We have consulted with our franchisors in Australia, Red Rooster Foods Pty Ltd ACN 008 754 096, Oporto (Franchising) Pty Ltd ACN 083 011 349 and A.F.F Franchising Pty Ltd ACN 009 370 594 in relation to the requirements in our operations and in relation to our shared suppliers.

## Actions Taken to Address Risks of Modern Slavery.

### Over the Past Year (1 July 2022 – 30 June 2023)

Craveable Brands became a buyer member of Sedex (Supplier Ethical Data Exchange) in November 2022. Over the last 12 months, we have connected with the majority of our food & ingredient, beverage and packaging suppliers on the Sedex platform. This online platform enables companies to monitor and assess their supply chains for responsible sourcing practices. By utilising Sedex, Craveable Brands:



- (i) gains visibility into our suppliers' practices
- (ii) maintains effective oversight of existing social audits (SMETA)
- (iii) identify potential modern slavery risks and ensures that suppliers are working towards mitigating them

Approximately two-thirds of Craveable Brands ingredient, beverage and packaging suppliers have been registered and linked with us on the Sedex platform. Over 98% of the supplier sites linked with Craveable Brands have completed their SAQ.

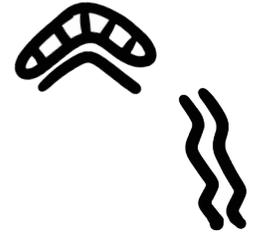
In FY23, 14 social audits were conducted within the Craveable Brands supply base via the Sedex platform. All critical corrective actions have been remediated by the suppliers.



As identified in our previous Statements our workforce is diverse and sometimes vulnerable. We have regular auditing of our Franchise Network and their Employment Relations practices and in the past year we have appointed PKF, an external advisor to conduct more in-depth auditing of our Franchisee network to continue to ensure franchisee compliance with the relevant legislation and best practices. We have broadened the auditing of our Franchisees' employment relations practices and have audited 106 Franchisees in 2022/23.

Craveable Brands has an Employment Relations Compliance Playbook that articulates all internal processes and controls as it relates to each part of the franchisee lifecycle. Craveable Brands utilises a Consequences Management Framework to provide guidance or take appropriate disciplinary steps where areas of non-compliance are identified.

An Annual Workplace Certification Survey managed by external auditors PKF, provides Craveable Brands with an ER risk assessment



and dashboard of the network that enables the proactive planning of ER audits.

A review of all People Policies, including the Whistleblower Policy, was conducted in 2023, resulting in the consolidation and update of relevant policies to ensure that they are contemporary and easily understood by employees. The communication and employee acknowledgement of all updated policies was refreshed on the Learning Management System and intranet. Promotional materials such as in-store posters were implemented to make visible in all restaurants, the contact details for the Whistleblower Line, the Employment Relations and Safety support, and the Employee Wellbeing Program. Our plan is to keep increasing our knowledge and our commitment as an organisation and the visibility of this issue within our organisation to ensure that the risks of modern slavery within the Craveable Brands Network are continually diminished.

### **Next Year (1 July 2023 – 30 June 2024)**

Looking ahead, we are committed to enhancing our practices in the upcoming year and beyond. Through proactive measures, stringent policies, and a steadfast dedication to vigilance, we aspire not only to improve, but to make meaningful contributions toward eliminating this global injustice.

Supply Chain	We will be focusing on an expansion of Sedex across other business units and operations to provide more comprehensive oversight.
Workforce Management	We are implementing a market-leading workforce management system with robust compliance features to provide enhanced onboarding, time and attendance and electronic record-keeping features. We will continue to standardise labour systems, training and tools to allow for a high degree of compliance, monitoring and assurance.
Franchisee Training	Increasing awareness of modern slavery issues with our Franchisees through internal ER workshops.
Strategy Building	We intend to form a Modern Slavery Committee with representatives from across the group to specifically consider and address the risks of modern slavery without operations.

**This statement was approved by the Board of Craveable Brands Pty Ltd and is signed by Karen Bozic, CEO of Craveable Brands Pty Ltd ACN 151 143 065 on behalf of all of the reporting entities.**



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**Karen Bozic**  
CEO Craveable Brands Pty Ltd  
Date: 21 December 2023