

MODERN SLAVERY STATEMENT 2025



**FLAVOUR MAKERS IS
COMMITTED TO EXERCISING
ONGOING DUE DILIGENCE TO
IDENTIFY AND ADDRESS THE
RISK OF MODERN SLAVERY
PRACTICES ACROSS OUR
BUSINESS AND SUPPLY CHAIN.**

Prepared by
FLAVOURMAKERS.COM.AU
Create Amazing. Always.

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Flavour Makers has a confidential whistleblower policy that enables employees, suppliers, and external stakeholders to report any concerns that may affect adherence to our values including human rights or modern slavery concerns. Reports can be submitted via our independent Whistleblower Protection Officer (WPO) with guarantees of confidentiality and anonymity. The independent WPO has been nominated as Forvis Mazars Australia - Melbourne (Greg Halse).

Post Attention Whistleblower Protection Officer
Lvl 11 – 390 St Kilda Road Melbourne 3004

Phone Leave a confidential message on
+61 3 9252 0800.

Email whistleblower@flavourmakers.com.au

Acknowledgement of Country



Flavour Makers Group acknowledges the many Traditional Owners of the lands on which we operate, live, cook, grow & create. We pay our respects to their Elders past and present and recognise their strengths and enduring connection to lands, waters, seas and skies as the Custodians of the oldest continuing cultures on the planet.



1. MODERN SLAVERY STATEMENT

Flavour Makers Group – Reporting Period Ending 30 June 2025

The purpose of this statement is to outline our approach to ensuring that robust processes are in place to minimise the risk of modern slavery within our business operations and supply chain. In this annual statement we provide an update on the progress of our action plan and any material changes to our operations that may affect the level of modern slavery risk.

Flavour Makers Group is a family-owned food development and manufacturing business committed to conducting operations in a sustainable, ethical, and socially responsible manner. For Flavour Makers, the concept of “family” extends beyond our own people to include our supply chain partners and customers.

Our vision is to be Australia’s leading food development and manufacturing business, one that amazes our customers, supports our families and communities, and protects our land for future generations. We strive for a future where human rights and the environment are respected and safeguarded.

This is the fourth Modern Slavery Statement prepared by Flavour Makers. It has been developed in accordance with the Modern Slavery Act 2018 (Cth) and outlines the steps we have taken during the reporting period to assess and address modern slavery risks within our operations and supply chains.



Nick White
Co-CEO
Commercial, Finance & Operations



Jodie Hooker
Co-CEO
People, Product & Sustainability

We remain fully committed to the highest ethical standards across our business. We will continue to train our employees and raise awareness of this important issue across all areas of our operations. This training—regardless of job role or function—supports our team in recognising and understanding potential modern slavery risks and taking appropriate action.

This document has been reviewed and approved by the Flavour Makers Board of Directors on 18th December 2025. The Board confirms that it has considered the information presented and authorises the release of this disclosure in accordance with applicable governance and reporting requirements.



2. STATEMENT

Flavour Makers Pty Ltd	ABN 65 005 953 168
Flavour Makers Australia Pty Ltd	ABN 61 145 820 220
Flavour Makers Equipment Pty Ltd	ABN 65 145 820 739
Flavour Makers HR Pty Ltd	ABN 89 145 821 209
Navati Pty Ltd	ABN 82 056 563 681
Flavour Makers IP Holdings UT	ABN 27 113 180 927
Passage Foods Unit Trust	ABN 67 518 795 244
Celebrate Health Unit Trust	ABN 78 595 400 153
AOFC Organic Pty Ltd	ABN 57 622 831 270
Powered by Plants Pty Ltd.	ABN 63 605 242 573
*Grifm Culinary Pty Ltd	ABN 50 603 646 831
*Grifm JV is 50% owned and managed by Flavour Makers	

Consultation

This Modern Slavery Statement, published in accordance with the Modern Slavery Act 2018 (Cth), outlines the actions taken by Flavour Makers Group to identify, assess, and address modern slavery risks throughout our operations and supply chain for the reporting period 1 July 2024 to 30 June 2025 (FY25).

Flavour Makers Group operates as an integrated group of companies, supported by centralised policies, systems, and governance frameworks that apply consistently across all entities. In preparing this joint statement, we engaged with each reporting entity and consulted with all owned and controlled entities to ensure the information presented is accurate, comprehensive, and reflective of our shared practices.

Our integrated supply chain management system is overseen by a centralised department that supports every entity within the Group. As a result, consultation with our controlled entities is inherent to our operational structure. Regular communication between the supply chain team and entity leadership ensures alignment on modern slavery risk identification and management. This includes the development, implementation, and periodic review of shared policies, procedures, and mitigation strategies.

We recognise that key risk indicators are commonly associated with the food and beverage industry, including:

- Prevalence of base-skilled workers, with a high population of migrant backgrounds;
- Common utilisation of third-party labour arrangements;
- High-risk product and service categories (eg raw material supply); and Operations within high-risk geographies

This Modern Slavery Statement, published in accordance with the Modern Slavery Act 2018 (Cth), sets out the steps taken by Flavour Makers Group to identify and address its modern slavery risk over the period 1 July 2024 - 30 June 2025 (FY25).

To develop this statement, we gathered information from each reporting entity and from the entities we own or control regarding their operations, supply chains, and existing processes for monitoring and addressing modern slavery risk. These insights informed our continuous improvement approach and strengthened our collective commitment to responsible sourcing and ethical business practices.

3. STRUCTURE & OPERATIONS

Our Team

Flavour Makers Group employs more than 350 individuals across a diverse range of functions within our manufacturing operations and branded division. Our workforce includes roles in Production, Planning, Quality Assurance, Regulatory Compliance, Research & Development, Sales, Marketing, and a variety of corporate support functions such as Talent & Culture, Finance, and Digital.

Our team comprises both permanent full-time employees and casual workers. Approximately 23% of our workforce are individuals employed while holding valid working visas. We are committed to ensuring that all members of our workforce are engaged under fair, ethical, and legally compliant employment conditions.

Our workforce is engaged through individual employment agreements or the Flavour Makers Collective Enterprise Agreement. Ongoing Joint Consultative Meetings provide a forum to discuss key workplace matters, including process improvement initiatives, performance management systems, communication and education, conditions of employment, employee well-being, training and development, improvements to working hours for new and vacant positions, and long-term career pathways.

We are committed to fostering diversity, inclusion and equity across the organisation. This commitment is supported by robust attraction, retention and remuneration frameworks and policies that help ensure fair, engaging and rewarding employment experiences for all team members.

353 Team Members	Gender pay gap 11.2%
28% Women in leadership	61% Covered by EBA

Global Operations: Manufacturing and Offices



Flavour Makers, established in 1992, is a leading food development and manufacturing business.

We deliver a fully integrated, end-to-end solution tailored to the unique needs of each customer or brand. Our focus on innovation, agility, and strong partnerships enables us to create exceptional, great-tasting food products.

Our capabilities span a wide range of categories, including spice blends, seasonings, nutritional blends, plant-based proteins, meal replacement shakes, batters and coatings, functional marinades, baby food, soups, sauces, condiments, and shelf-stable meals. We also manufacture for our own brands, such as Passage Foods Indian Simmer Sauces and the Australian Organic Food Co. range of soups, juices and purées made from 100% Australian organic ingredients.

Flavour Makers operates three major manufacturing sites and a warehouse; all located in Melbourne’s south-east. With Sales offices in Sydney, UK and USA.

3. STRUCTURE & OPERATIONS CONT.

Our Brands



Flavour Makers – Founded in 1992, the Flavour Makers Group is a vertically integrated, innovation-driven food manufacturer. With world-class R&D and agile manufacturing, the group delivers fast, scalable, retailer-ready products, servicing the biggest retailers and brands around the globe.



Passage Foods - Founded in 2005 by Chef Chris Doutre, who had an inspired vision to elevate the Indian and Pan Asian cooking experiences in the home. Today Passage to India is the #1 brand in simmer sauce in the Australian market with Passage to Asia the #2 in stir fry sauces.



Street Kitchen - Started in 2014 by the Passage Foods Team. Street Kitchen was born and is identified by its kit format where each pack includes perfectly portioned pastes, spices, and sauces. Developed for a more curious and experienced home cook more attuned to adventure.



Australian Organic Food Company – Founded in 2017 the brand is dedicated to producing wholesome, organic foods while supporting local farmers and promoting regenerative agriculture. Wherever possible ingredients are sourced in Australia, and everything in the range is 100% organic.



Prana On - Acquired in 2021 is a plant-based sports nutrition brand founded by Billy Simmonds a former Natural Mr. Universe bodybuilder, plant-based athlete and advocate. Prana On is a true sports nutrition brand to support athletes and those wanting to live an active lifestyle.



BBCrew Foods - Born from a partnership between Flavour Makers and celebrated chef Matt Wilkinson and inspired by the global rise of serious grilling and BBQ enthusiasts. The first brand, Street BBQ - a brand that brings global street food flavours to backyard grills, was soon followed by Smokin South, celebrating bold American BBQ blends, and Wings of Fury, a fiery tribute to flavour-loaded chicken wings.



3. STRUCTURE & OPERATIONS CONT.

Our Vision, Purpose and Values

Our Values

It all begins with "We"...

Because together, we are always better.

'We' put safety first. Always.

We value safety above all else; protecting our people, our customers and our products.

'We' respect each other

We value every person, every idea, and the land for future generations.

'We' are results driven

& always take ownership.

'We' find a way

Always.

'We' are a team

We communicate, support and depend on each other.

'We' love food

We are innovative, passionate and believe that what you eat can change the world.

Our Vision

To be Australia's leading food development and manufacturing business to amaze customers, support our families and communities and to protect our land for future generations.

Our Purpose

Create Amazing. Always.



3. STRUCTURE & OPERATIONS CONT.

As a family-owned group, we have a strong commitment to employee welfare and comply with all relevant employment legislation. We believe in the fair and equitable treatment of all employees. We provide a workplace in which the employment conditions and remuneration of each employee is in line with all employment legislation. We invest in the health and wellbeing of our employees and have developed a comprehensive suite of policies outlining our human rights expectations for our team while offering clear guidance on how grievances within the workplace can be raised. Our Talent & Culture team plays a pivotal role in implementing these policy commitments, offering specialised guidance to team members on various human resources concerns. Among our policies, the following are particularly focused on preventing modern slavery within our team:

- Code of Conduct
- Gender Equality
- Discrimination Bullying Harassment
- Incidents and Complaints Policy
- Sex Based Harassment and Discrimination Policy
- Recruit and Select
- Remuneration & Benefits
- Starting employment
- Ending Employment
- Equal Opportunity, Diversity and Inclusion
- Work Related Psychological Health and Safety
- Talent and Succession
- Right to Disconnect
- Flexible Work
- Training and Development
- Promotion (career pathway)
- Performance Review
- Whistleblower

Flavour Makers follows the Respect@Work Framework, which is an Australian national framework promoting safe, respectful and inclusive workplaces:

- Leadership - Develop a governance framework to reflect the responsibility of leaders and the board for addressing sexual harassment
- Risk Assessment & Transparency - cyclical
- Culture - Ongoing development of a safe, inclusive and respectful workplace culture
- Knowledge - Ongoing and cyclical training
- Support - Building a support system that supports a victim after a report of sexual harassment
- Reporting - Developing a good practice reporting framework for responding to reports of sexual harassment in the workplace
- Measuring - Cyclical data collection, analysis, communication

We believe that the risk of modern slavery within our direct team is low due to the strong policies, ongoing monitoring, and team member training that we have implemented as key controls to mitigate this risk in our operations. We are committed to upholding ethical practices and human rights, providing a safe and inclusive workplace.

While we have taken comprehensive measures within our direct team, we also acknowledge the importance of extending these controls throughout our supply chain and indirect operations. We conduct supplier assessments and due diligence on our partners to identify and address potential risks of modern slavery.

Collaboration with stakeholders, industry peers, and relevant organisations is a priority for us as it provides valuable insights and best practices to further strengthen our efforts against modern slavery. We are continuously updating and evolving our policies and controls to adapt to emerging risks and changing circumstances, ensuring a robust framework against modern slavery across all aspects of our operations.

4. SUPPLY CHAIN

Flavour Makers works with a diverse and extensive supplier network comprising 247 direct raw material suppliers and a combined total of over 500 direct and indirect manufacturers across our Tier 1 and Tier 2 supply base. We source over 1,200 raw materials from approximately 70 countries, and while we prioritise local procurement wherever possible, our global reach is essential to supporting our product portfolio.



Our operations are further supported by a range of service providers who contribute to areas such as cleaning, logistics, maintenance, pest control, equipment services and labour-hire agencies. Flavour Makers maintains strong relationships with all suppliers to ensure shared commitments to ethical practices and human rights. Tier 1 suppliers are required to uphold our Ethical Trading Policy and extend its principles throughout their own supply chains. They are responsible for monitoring and managing risks and for reporting any identified issues to Flavour Makers. Our broader supply chain also includes Tier 2 suppliers, with a portion of ingredients sourced from regions with elevated modern slavery risks. These higher-risk categories—such as spices and cocoa—represent a small proportion of our total supply base and are prioritised for enhanced engagement, visibility, and ongoing monitoring.

During the reporting period, there have been no significant changes to our organisational structure, operations, or supply chain that would alter the level of modern slavery risk.

Number of suppliers in scope of our Modern Slavery Program



Direct Suppliers - 247

Direct suppliers provide ingredients, packaging and raw materials that are used in our finished products



Service Providers - 43

Provides services that support our business operations such as pest control, maintenance and cleaning



Logistics Suppliers - 14

Provide transport to move our products around Australia and Internationally and provide storage of our products when shipped from our facilities



Labour Hires Agencies - 3

These agencies provide labour to support our operations during busy periods to ensure we can manufacture as our business needs change

4. SUPPLY CHAIN CONT.

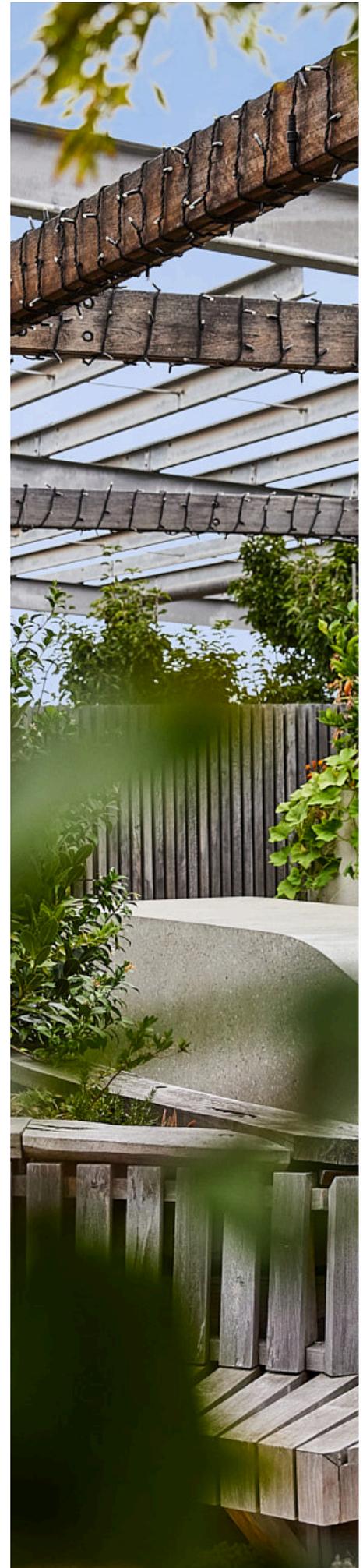
Case Study: Using SEDEX Service Provider SAQ to Assess and Approve Labour Hire Providers in Australia

Flavour Makers engages labour hire providers to supply workers across production and warehousing functions. Labour hire is recognised as a high-risk service category within our operations due to documented vulnerabilities in the sector, including risks of underpayment, inadequate entitlements, visa exploitation, and limited visibility over day-to-day employment practices. To strengthen our oversight of these providers, we have incorporated the SEDEX Service Provider Self-Assessment Questionnaire (SAQ) into our due diligence and approval process.

All labour hire providers are required to complete the SEDEX Service Provider SAQ, which gathers detailed information on recruitment and onboarding processes, employment conditions, working hours, health and safety management, grievance mechanisms, right-to-work checks, and subcontracting arrangements. Responses generate a SEDEX risk rating that is assessed by our Technical and HR Compliance teams alongside supporting documentation such as labour hire licences, Fair Work evidence, and insurance records.

Providers assessed as low risk are approved for use, while those with medium or high risk ratings undergo further review, corrective actions or, where necessary, independent audits prior to engagement. Approved labour hire partners must update their SAQ annually, disclose any significant business changes, and participate in ongoing monitoring activities, including periodic payroll checks and worker feedback processes.

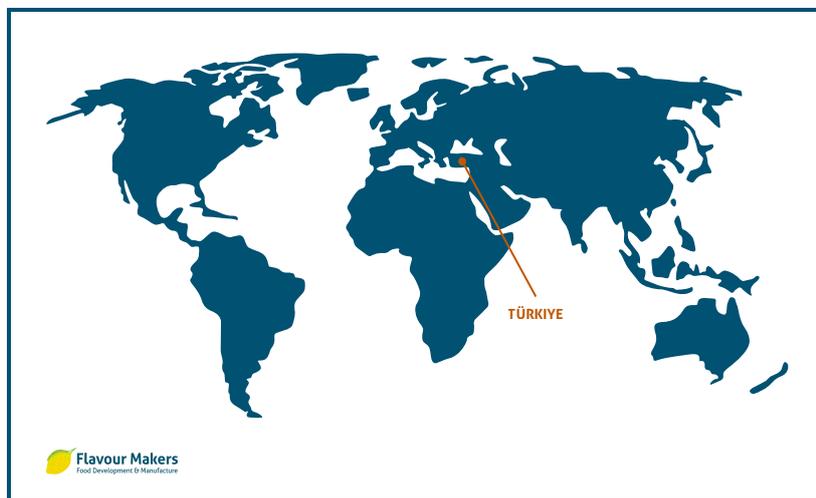
Integrating the SEDEX SAQ into our labour hire management approach has strengthened transparency, improved the identification of potential labour rights risks, and ensured corrective actions are implemented prior to worker placement. This process supports our obligations under the Modern Slavery Act 2018 (Cth) and reinforces our commitment to maintaining ethical and legally compliant labour practices across our supply chain.



4. SUPPLY CHAIN CONT.

Flavour Makers Supplier Approvals process is managed as a part of our Product Compliance System that provides a method of evaluating, rating and approving companies who supply products and services to Flavour Makers to ensure they meet the necessary quality, food safety and ethical standards required by Flavour Makers. Supply chain monitoring is undertaken by our Procurement and Product Compliance teams. Flavour Makers engages stakeholders at multiple levels to address modern slavery risks. Suppliers are required to adhere to our Ethical Trading Policy and provide compliance declarations.

Through SEDEX, Flavour Makers collaborates with industry peers to access data and identify risks within the supply chain. Additionally, publicly available tools, such as the Global Slavery Index, are used to guide risk prioritisation. Internally, annual training ensures management and procurement staff are equipped to recognise and mitigate modern slavery risks. Flavour Makers prioritises risk management in high-risk categories, including spices sourced from South Asia and cocoa from West Africa. Suppliers in these categories are required to adhere to our Ethical Trading Policy, prohibiting forced labor and recruitment fees. SEDEX risk profiles and publicly available tools, such as the Global Slavery Index, are used to identify potential vulnerabilities.



Of the countries with the highest prevalence of modern slavery as determined in the Global Slavery Index, Flavour Makers only sources from Türkiye. These ingredients account for 1.28% of our direct spend.

Flavour Makers employs the Supplier Ethical Data Exchange (SEDEX) program to assess supplier adherence to these standards, to assess social and environmental aspects. To reaffirm our supplier's commitment to modern slavery, existing and new suppliers are required to review and sign our Ethical Trading Policy. This policy was developed in accordance with the internationally recognised Ethical Trading (ETI) Base Code codes of practice.



Flavour Makers, in this reporting period, has conducted assessment of risk on 100% of our direct ingredient supply utilising the following:

- Sedex Data
- Flavour Makers Group Ethical Policy (in accordance with the internationally recognised Ethical Trading (ETI) Base Code codes of practice) or supplier equivalent
- Country of Supply

5. RISK AND ACTION PLAN

Our Operations

We consider the risk of modern slavery in our Australian direct workforce to be low, with established policies, training and operational practices in place to mitigate this risk. Our greatest exposure to modern slavery risk is through our supply chain.

Flavour Makers have established a Human Rights & Modern Slavery Committee who have identified the following initiatives in order to identify and mitigate risk for the FY2025 reporting period. Implementation of our policies is monitored by our team of Human Resource professionals.

Our actions to address and mitigate Modern Slavery Risks include:

- Sedex Membership as a Buyer/Supplier (AB)
- Membership of SEDEX advisory committee
- Human Resources Platform (UKG)
- Reward, Recognition & Communication Platform (Zest)
- Complete annual policy review
- Ethical Sourcing Policy review
- Vendor assurance program
- Raw material and supplier risk assessment
- Horizon Scan database subscription
- Occupational Health & Safety Management System
- Action Plan Deployment
- Training & Awareness

All relevant key team members have participated in modern slavery awareness training. These personnel represent 28% of our total workforce.

Annual Ethical Training

- Modern Slavery
- Mental Health Obligations for Managers
- Diversity, Equity and Inclusion
- Anti-Bullying and Anti-Harassment
- Anti-Competitive Conduct
- Anti Bribery and Corruption
- Consumer Protection and Unfair Business Practices
- Discrimination
- EEO (Equal Employment Opportunity) Managers
- Occupational Health and Safety
- Occupational Health and Safety (Managers)
- Racial Discrimination
- Respect @ Work
- Respect @ Work Preventing Sexual Harassment for Leaders

We recognise that key risk indicators are commonly associated with the food and beverage industry, including:

- Prevalence of base-skilled workers, with a high population of migrant backgrounds;
- Common utilisation of third-party labour arrangements;
- High-risk product and service categories (eg raw material supply); and
- Operations within high-risk geographies



5. RISK AND ACTION PLAN CONT.

Modern Slavery Risk Assessment

We apply a risk-based approach to assessing modern slavery risks across our operations and supply chain. As a food manufacturer, our exposure is influenced by the nature of the raw materials and agricultural inputs we source, the labour intensity of certain processing activities, and the reliance on seasonal or temporary workforces in some parts of the industry. To understand where modern slavery risks are most likely to occur, we map our tier 1 suppliers and review key upstream production stages in our value chain, with particular focus on regions, commodities and services known to present elevated human rights risks. This includes categories such as horticulture, meat and seafood processing, packaging inputs and labour-hire services. We also consider the countries and regions in which our suppliers operate, with particular attention to those with a higher prevalence of modern slavery.

Our primary risk assessment tool is an internally developed system that consolidates internal supply chain information with external datasets to generate a consistent risk rating for each supplier. The system integrates SEDEX risk data, including country and sector indicators, inherent labour risk profiles and audit history. This external source is combined with supplier-specific attributes such as spend, product category, workforce composition and past compliance performance. By triangulating multiple data sources, we can form a more accurate and dynamic picture of modern slavery risk across our supply chain.

Based on the outputs of this system, suppliers are categorised into risk tiers which guide the level of due diligence undertaken. High risk suppliers are generally those operating in countries with elevated modern slavery prevalence, those involved in labour intensive manufacturing or agriculture, or those for whom workforce visibility is limited. Medium risk suppliers are typically located in lower risk jurisdictions but operate in sectors with known vulnerabilities, while low-risk suppliers are generally associated with highly regulated environments or low risk products and services. The degree of due diligence applied varies according to this risk segmentation, ensuring that resources are directed to areas of greatest potential impact.

We conduct proportionate due diligence on suppliers based on their risk rating. This may include requesting modern slavery self-assessment questionnaires, reviewing SMETA or equivalent social compliance audits, evaluating corrective action plans, or conducting targeted follow-up where gaps or indicators of concern are identified. For suppliers providing labour-intensive services such as labour hire, we place particular emphasis on understanding recruitment practices, hiring arrangements and workforce management.

Contractual requirements are used to reinforce our expectations, and suppliers are required to report any material changes or incidents that may increase modern slavery risk.



5. RISK AND ACTION PLAN CONT.

Modern slavery risk is reviewed on an ongoing basis. As SEDEX data is updated, our in-house system recalculates supplier risk ratings, allowing us to detect emerging issues. We also monitor media reports, supplier performance, audit outcomes and other external intelligence relevant to supply chain risk. This ongoing monitoring helps ensure that our assessments remain current and responsive to changing conditions in global supply chains. Where new information reveals heightened risk, we adjust our due diligence activities accordingly.

We are committed to continually strengthening our risk assessment framework. Each year, we will refine our internal risk-scoring methodology to improve how country, sector and labour indicators are weighted. We are progressively increasing transparency beyond tier 1 where possible, with a focus on higher risk inputs. We also work with suppliers to enhance data accuracy and encourage completion of SEDEX assessments and audits. Insights gained through internal reviews, supplier engagement and industry developments are used to inform improvements to our overall approach. Through these efforts, we aim to more effectively identify, assess and address the risk of modern slavery within our operations and supply chain.

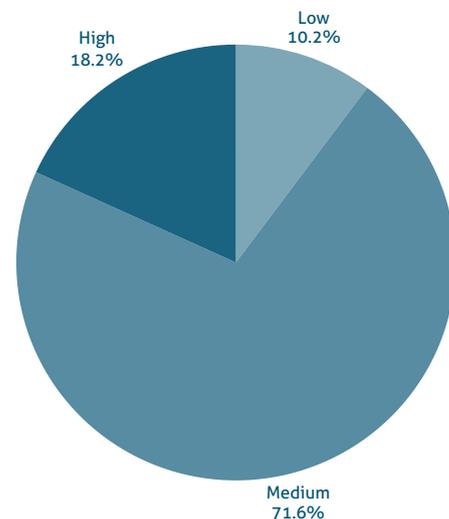


Risk Assessment Review

Based on the analysis of our 2025 SEDEX Tier 1 data, the inherent modern slavery risk within our raw material supply chain is predominantly medium, with a smaller proportion of suppliers assessed as high risk. Medium-risk suppliers comprise most of our Tier 1 suppliers and typically operate in sectors known for labour vulnerability within the food manufacturing industry, including agricultural inputs, food processing and packaging. A concentrated group of suppliers presents high inherent risk due to factors such as sourcing from higher-prevalence countries or involvement in labour-intensive production activities. Tier 2 supplier risk data is currently limited, highlighting an opportunity to extend visibility beyond direct suppliers.

Overall, the risk profile reflects sector wide structural vulnerabilities rather than identified incidents, reinforcing the need for proportionate due diligence, supplier engagement and ongoing monitoring.

Risk level of suppliers in scope of our review: Low (27), Medium (189), High (48)



6. PLAN EFFECTIVENESS

Board of Directors	Responsible with overseeing and endorsing the Group's sustainability strategy and related public disclosures, including the Modern Slavery Statement.
Audit Risk & Compliance (ARC) Committee	Responsible for monitoring the Group's risk framework and internal controls, including ethical sourcing and modern slavery obligations. The Committee reviews key risk indicators, evaluates the effectiveness of controls and management systems, and oversees whistleblower reports and outcomes.
Executive Management & Senior Leadership	Accountable for driving the execution of Group policies and strategies, with specific responsibility for procuring goods and services in line with the Ethical Sourcing Policy. Procurement, Operations and Regulatory teams have supplier relationships and manage the operational delivery of the Ethical Sourcing Program.
Human Rights & Modern Slavery Sub Committee	Oversees and guides the Flavour Makers Group commitment to upholding human rights and eradicating modern slavery in all aspects of its operations and supply chains. The Committee ensures compliance with relevant laws, fosters ethical business practices, and promotes a culture of respect for human rights. Members include Co-CEO People, Product & Sustainability Co-CEO Commercial, Operations & Supply General Manager - Product Compliance & Sustainability Head of Procurement Head of Talent & Culture Regulatory Affairs Manager Regulatory Technologist (Raw Materials)
Raw Materials Team	Leads the development and delivery of the supplier onboarding strategy, including the organisation's framework for managing human rights risks such as modern slavery. The team also provides expert insight and advice on human rights issues.

To ensure our actions are effectively reducing or preventing modern slavery practices we have a Governance Structure which reviews our response to modern slavery. The management group will integrate the findings of Flavour Makers, and the results of our Supplier Approval Program, ongoing risk assessment and planned activities. The senior management annual review ensures programs and risk assessments are relevant and up to date. The results of our consultation and review will form the basis of our Modern Slavery Statements.



6. PLAN EFFECTIVENESS CONT.

Assessing the Effectiveness of Our Actions:

- Investigating any reports or allegations received from employees, the public, or authorities.
- Reviewing compliance with Flavour Makers' Labour, Health & Safety, Environment and Business Ethics Standards.
- Engaging procurement, quality, and regulatory teams to identify emerging risks.
- Conducting an annual supplier risk assessment.

Supplier Due Diligence:

- Completion of supplier questionnaires.
- Number of suppliers categorised as high, medium, or low risk.
- Audit outcomes, including non-conformances and corrective action completion.

Training and Capability:

- Percentage of employees completing modern slavery training.

Operational Indicators:

- Number and nature of grievances or allegations.
- Investigation response and closure times.
- Year-on-year trends in supplier risk ratings.
- Implementation and effectiveness of corrective action plans.

Strategic Outcomes:

- Integration of modern slavery controls into procurement and contracting.
- Improved transparency and documentation with higher-risk suppliers.
- Alignment with recognised industry and human rights due diligence frameworks.

Review and Oversight:

- Quarterly Sub-Committee Reviews: monitoring dashboards, supplier assessments, audit results, grievances, and remediation activities.
- Annual Effectiveness Review: organisation-wide assessment informing the Modern Slavery Statement and strategic priorities.
- Supplier Monitoring Cycle:
 - High-risk suppliers: reviewed every 6–12 months, with enhanced checks or audits as needed.
 - Medium-risk: reviewed every 1–2 years.
 - Low-risk: reviewed every 2–3 years or earlier if triggered by new information.
- Incident and Grievance Reviews: immediate review and follow-up to ensure issues do not reoccur.

Assessment and Improvement Activities:

- Supplier due diligence using questionnaires aligned with recognised frameworks, supported by country, sector, and product risk analysis.
- Internal audits of recruitment, procurement, and labour-hire processes, plus monitoring of policy awareness and training effectiveness.
- Corrective action plans issued and jointly monitored by Procurement and Compliance, with escalation where required.

Flavour Makers continues to strengthen its approach to identifying, preventing, and addressing modern slavery risks across our operations and supply chain. We evaluate effectiveness through structured monitoring, data-driven indicators, and ongoing stakeholder engagement.



100% Tier 1 assessed



Sourcing from high risk regions continue to decrease



Modern Slavery training 100% complete for key staff

6. PLAN EFFECTIVENESS CONT.

Forward-Looking Action Plan (Next 12–24 Months)

Flavour Makers is committed to continuous improvement and has identified the following priority initiatives:

Strengthening Supplier Governance

- Extend supply-chain risk-monitoring to cover our Tier 2 suppliers, currently in excess of 550 suppliers.
- Further risk analysis and supply chain mapping including additional investigations of high risk suppliers.
- Expanding audit coverage for high-risk suppliers and product categories.
- Embedding modern slavery clauses in supplier agreements.

Building Internal Capability

- Developing role-specific and scenario-based training modules for higher-risk functions.
- Conducting annual leadership workshops facilitated by the Sub-Committee.

Enhancing Transparency

- Publishing more detailed KPI reporting in future Modern Slavery Statements.
- Engaging independent experts to validate the maturity of our framework.

Improving Worker Voice and Remediation

- Implementing a structured remediation pathway for potential modern slavery indicators.

Collaborating Across Industry

- Participating in ethical sourcing working groups and supplier-development initiatives.
- Sharing best practice and leveraging joint-audit opportunities.



7. OVERVIEW

Modern Slavery Statement Overview of the mandatory criteria detailed in the Modern Slavery Act 2018 as follows:

Identification of the reporting entity

This is addressed on page 4

Description of the process of consultation with any entities the reporting entity owns or controls

This is addressed on page 4

Description of our structure, operations, and supply chain

This is addressed on pages 5-11

Description of the risks of modern slavery practices in our operations and supply chains and any entities we own or control

This is addressed on pages 12-14

Description of the actions we have taken to assess and address these risks (including due diligence and remediation processes)

This is addressed on page 12-14

How we assess the effectiveness of our actions

This is addressed on page 15-17

