



**BINDAREE**  
FOOD GROUP

**MODERN SLAVERY**  
**STATEMENT FY25**

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# MESSAGE FROM OUR CEO

I am pleased to share the joint Modern Slavery Statement for Yolarno Pty Ltd and its subsidiaries (known as the Bindaree Food Group) (**BFG**) for the financial year ending 30 June 2025 (**Statement**).

At BFG, we have always believed in the importance of ethical business practices and are committed to the wellbeing of the people involved in our business and supply chain at every level. These values inform our approach to human rights, including modern slavery.

This Statement details potential modern slavery risks and what BFG has done to assess and address those risks, both within its own operations and in its supply chain.

BFG recognises that addressing modern slavery is an ongoing responsibility. BFG remains committed to continuously improving its systems, controls, and practices to identify and respond to risks, uphold human rights, and foster transparency and accountability across all levels of its business.

**Andrew McDonald**  
Chief Executive Officer



An aerial photograph of a large industrial facility, likely a food processing plant, during sunset. The sky is filled with orange and yellow clouds, and the sun is low on the horizon. The facility consists of several large, interconnected buildings with flat roofs, some of which are illuminated from within. There are numerous parking lots filled with cars, and various pieces of industrial equipment and structures are visible throughout the site. The surrounding area appears to be a mix of open fields and some distant buildings.

# STRUCTURE, OPERATIONS AND SUPPLY CHAIN

# OUR STRUCTURE

BFG is privately owned and is one of the largest beef processors in Australia, operating in the mid-point of the paddock to plate supply chain and connecting producers with customers through the production of consistent, high quality meat products.

BFG comprises the following Australian incorporated reporting entities, as defined in the Modern Slavery Act 2018 (Cth):

- Yolarno Pty Ltd (ACN 002 255 183) is the parent company of the Bindaree Food Group and is responsible for its corporate functions;
- Bindaree Beef Pty Ltd (ACN 056 599 163) operates BFG's Inverell Processing Facility, Myola Feedlot and Brisbane Warehouse;
- Bindaree Food Group Pty Ltd (ACN 627 335 684) operates BFG's Burleigh Heads Retail Ready Facility (trading as Bindaree Food Solutions);
- Sanger Australia Pty Ltd (ACN 001 085 687) carries out VFG's Export, Sales & Marketing activities; and
- Monbeef Pty Ltd (ACN 079 546 964) operates BFG's Cooma Processing Facility.

In addition to these key Australian operating entities, BFG also has sales operations in Shanghai, Hong Kong, and London.



**BINDAREE**  
FOOD GROUP

**BINDAREE**  
NOT ALL BEEF IS CREATED EQUAL



*the founder*  
**J.R. McDONALD**  
*J.R. McDonald*

**MONBEEF**  
MOUNTAIN FRESH

**THE CUT**  
EVERYTHING YOU NEED · NOTHING YOU DON'T

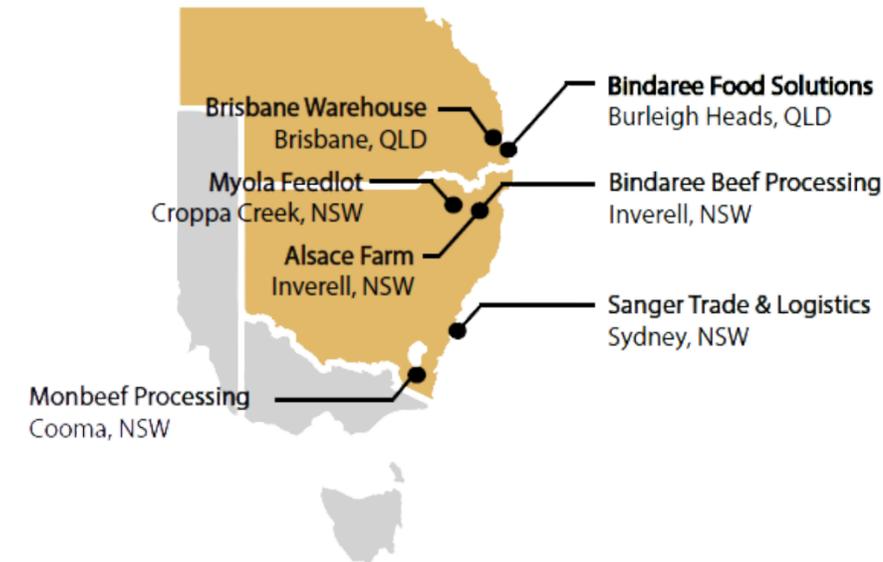
**FIRST CUT**  
PURE AUSTRALIAN BEEF

**SANGER**  
Meat Sales & Marketing  
AUSTRALIA

# OUR OPERATIONS

BFG is a vertically integrated business with most of its operations located in NSW and Queensland, Australia.

## AUSTRALIAN LOCATIONS



Note: Team member numbers are as at 16 July 2025.



### MYOLA FEEDLOT

Situated in the heart of the NSW ‘Golden Triangle’, our Myola Feedlot has access to premium locally grown grains to provide our cattle with the highest quality feed. Its proximity to Inverell makes it an integral part of our supply chain. The feedlot has a licence to carry 20,000 head of cattle and is run by approximately 22 employees.



### BINDAREE BEEF PROCESSING

Our primary processing facility is located in the picturesque New England region of northern NSW and employs 920 team members. It boasts a specialised slaughter floor, boning room, Cryovac facility, render plant and load-out area. Our skilled team is committed to delivering the highest quality beef products for customers worldwide. Neighbouring the processing facility is our Alsace property, which supports irrigation and wastewater solutions for our operations.



### MONBEEF PROCESSING

Our processing facility at Cooma uses the latest hot-boning technology to process quality beef and employs approximately 121 team members.



### FREIGHT ST WAREHOUSE

Our warehouse in Brisbane, QLD is a cold storage centre with the primary function of receiving and despatching chilled and frozen beef products and employs approximately 32 team members.



### BINDAREE FOOD SOLUTIONS

Our retail ready plant is located at Burleigh Heads and employs approximately 220 people. This facility provides the capability to produce branded retail ready meat products for supermarkets and other key customers.



### SANGER AUSTRALIA

Sanger Australia is the export and logistics division of BFG, located in Sydney NSW. Our team provides unparalleled customer service and a seamless end to end export process, from product sourcing and documentation through to logistics and shipping.



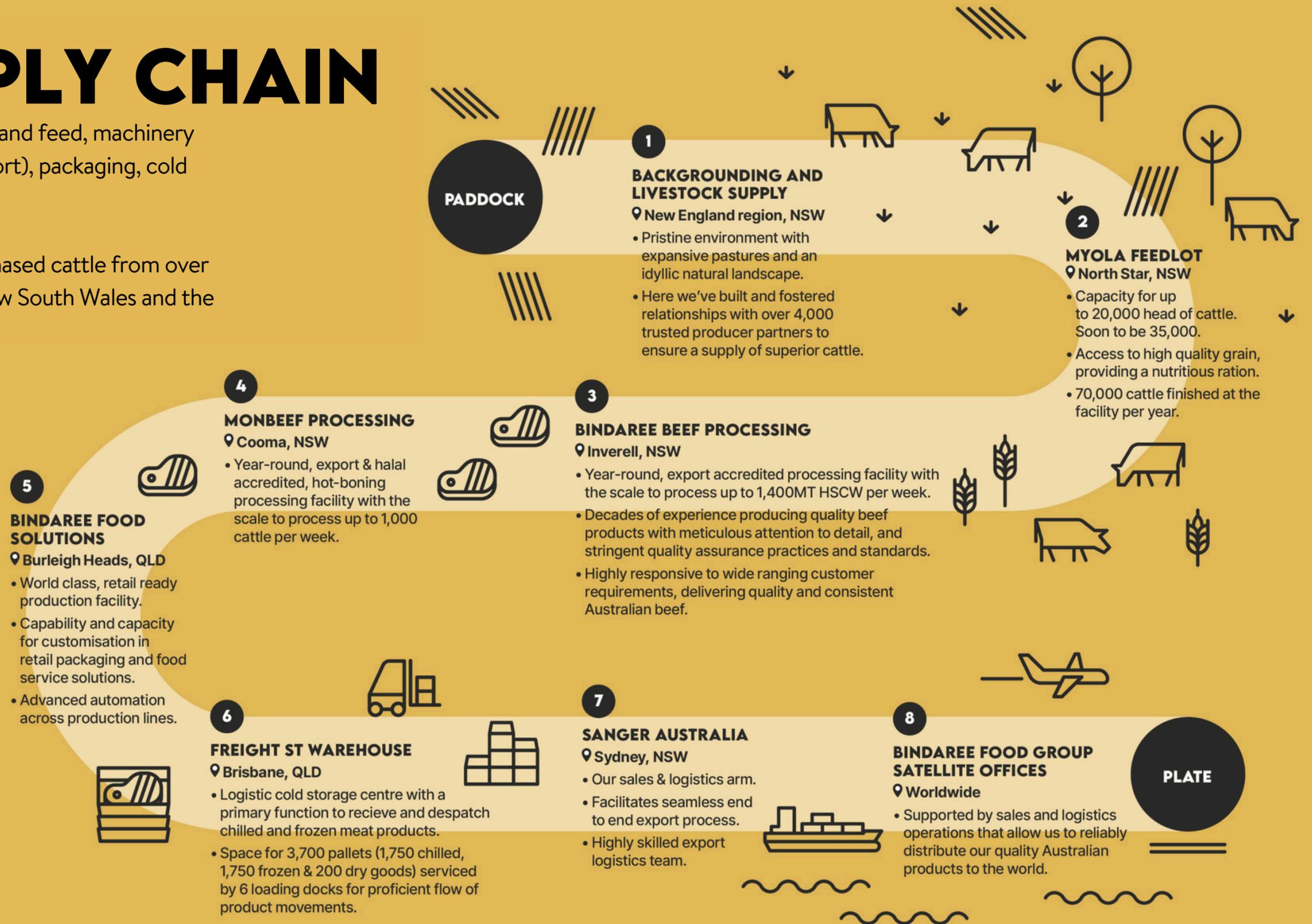
### OVERSEAS OFFICES

BFG has small overseas sales offices that drive understanding of consumer behaviour and needs in different markets.

# OUR SUPPLY CHAIN

BFG has key suppliers of cattle, grain and feed, machinery and equipment, fuel, logistics (transport), packaging, cold stores and professional services.

During the reporting year, BFG purchased cattle from over 700 vendors with most located in New South Wales and the remainder from Queensland.





**MODERN  
SLAVERY RISKS  
IN OUR  
OPERATIONS  
AND SUPPLY  
CHAIN**

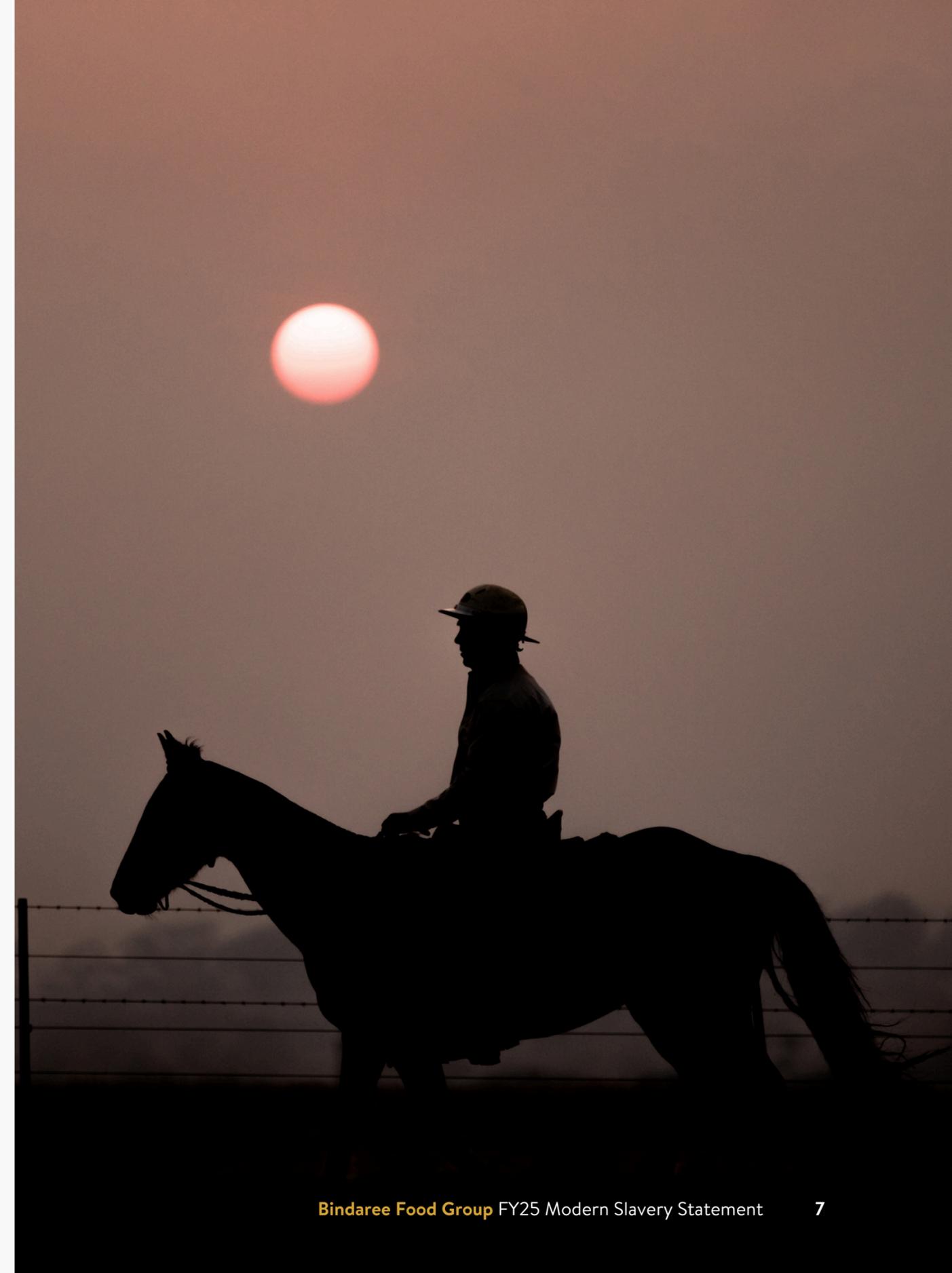
# RISK OVERVIEW

The engagement of migrant workers to fill gaps in our workforce remains the main modern slavery risk in our supply chain. We acknowledge the challenges faced by our migrant workforce and are aware of their vulnerability to exploitation due to isolation from family and community, strict visa conditions and the limited resources that are available should they become disengaged from their program.

BFG's processing operations are located in Australia and livestock is sourced from Australian properties. Goods and services are procured from a range of Australian and international companies with an Australian presence.

Our migrant workers are primarily sourced through the Pacific Australia Labour Mobility (**PALM**) scheme which is a highly regulated employment pipeline, subject to oversight from the Federal Government. In consultation with our PALM workers, we have been working to transition some of these workers to more permanent visas once they have completed their time under the PALM Scheme.

In FY25 we restructured our China sales office and relocated the main functions back into Australia. Our operations based in China are now limited to finance and account keeping and our supply chain into China is managed from Australia.



# LABOUR HIRE

The use of labour hire to bolster our workforce remains a modern slavery risk in our supply chain. Migrant workers traveling to Australia under the PALM scheme often face various challenges, especially when working in regional and remote locations. Disengagement from the PALM scheme significantly increases their risk of encountering modern slavery practices while in Australia.

As an organization operating in regional and remote areas within NSW, BFG understands the importance of keeping its PALM workers engaged. Our key labour hire partners share this view and have implemented systems to reduce the risk of worker disengagement.

We source our PALM workers through labour hire provider which is licensed under the PALM Scheme. We have a commercial agreement with the supplier which includes key performance indicators, strategic reviews, and reporting requirements. In addition to their obligations under the PALM scheme, our labour hire provider has a range of initiatives to support and engage PALM workers including 24/7 pastoral care and a community of care model that fosters a sense of connection between workers and their communities.

This model includes social and pastoral support through involvement in local religious groups, sporting clubs, and choirs, as well as providing additional education about Australian laws (including tax) to help PALM workers adapt to life in Australia.

To further mitigate modern slavery risks in our labour hire supply chain, BFG is identifying opportunities to directly employ or sponsor workers who would otherwise be hired temporarily or who have completed their long-term stay under the PALM scheme. In FY25 steps were also taken to streamline labour hire in our supply chain.

As at the end of the reporting period, BFG had 339 team members engaged under the PALM scheme, with 285 at Inverell, 14 at Burleigh Heads, 5 at Myola and 35 at Monbeef. \*Team member numbers are as at 16 July 2025.

Further information about RMW's community of care approach can be found on their website:

<https://www.rwmgroup.com.au/about-the-palm-scheme>



A large, round hay bale sits in a field of green and yellow crops. The sky is overcast and grey. The text is overlaid on the right side of the image.

# **ASSESSING AND ADDRESSING MODERN SLAVERY RISKS WITH OUR SUPPLIERS**

# SUPPLIER SURVEYS

BFG continues to make progress in engaging with its suppliers to address modern slavery risks, including requiring new suppliers to respond to its modern slavery questionnaire before onboarding, and existing suppliers to update their responses annually.

Our focus for the annual updates continues to be on Tier 1 suppliers with a spend threshold of \$30k or greater. A modern slavery questionnaire was sent to these Tier 1 suppliers after the end of the FY25 financial year.

We assessed that many of the larger companies, professional service firms and government agencies in our supply chains presented a low risk for modern slavery, due to their robust governance frameworks and the office-based nature of their work.



# LIVESTOCK SUPPLIERS

Our livestock suppliers form the largest part of our supply chain, ranging from small family-run businesses to large corporate producers. Many smaller suppliers are not required to lodge modern slavery statements, and we consider the risk of modern slavery within their operations to be low.

As part of our due diligence and to promote compliance with modern slavery legislation, we continue to strengthen engagement and education with these suppliers and our modern slavery questionnaire was sent to a number of our large livestock suppliers after the end of the FY25 financial year.

# CHINA SUPPLIERS

Since restructuring our China office, we have placed the use of logistics and warehouse services on hold and our China supplier relationships are managed through our Australian offices.



# SUPPLIER RESPONSES

In FY25, we sent our modern slavery questionnaire to in excess of 300 suppliers. We received over 130 direct responses.

In addition, where some suppliers did not respond, they provided relevant documentation (including policies) in lieu of a response and some respondents referred to their existing third-party accreditations such as SEDEX, rather than responding to our modern slavery questionnaire.

We assessed that many of the larger companies, professional service firms and government agencies in our supply chains presented a low risk for modern slavery, due to their robust governance frameworks and the office-based nature of their work.

Only three responses noted that they had identified modern slavery risks or issues or had any claims or adverse media attention in relation to human rights practices, in its operations or supply chains. However, each of these respondents also noted there were adequate controls, measures, policies and procedures in place, the risk was low or salient.

During this reporting period, some of our suppliers provided details about their processes for remediating modern slavery incidents and risks within their supply chains.

Encouragingly suppliers with a remediation process focussed on working to improve compliance within their supply chains and focussing on the safety and wellbeing of those impacted, rather than moving to immediately terminate agreements with higher risk suppliers.



# SUPPLIER AGREEMENTS

Alongside supplier surveys, we use standard agreements with modern slavery provisions, primarily for maintenance and equipment suppliers at our processing sites. These provisions are reviewed and tailored to project-specific risks, with stricter requirements for larger suppliers than for sole traders and small businesses.

When suppliers provide their own contracts, we insert a standard modern slavery clause (where appropriate) before finalising the agreement.





# ASSESSING AND ADDRESSING MODERN SLAVERY RISKS INTERNALLY

# POLICIES AND PROCEDURES

BFG has the following policies and procedures in place to assist in addressing the modern slavery risks identified.

**\*Each of these policies is subject to ongoing review and update.**



## Ethical Sourcing and Social Accountability Policy

We are committed to integrating ethical and socially responsible business practices into our operations. Our policy incorporates the relevant conventions of the International Labour Organisation, the principles of the UN's Universal Declaration of Human Rights and we take a continuous improvement approach to stakeholder engagement with the principles of this policy.

This document is available [here](#)



## Workplace Grievance Policy

We are committed to resolving workplace grievances efficiently and fairly through appropriate resolution processes that ensure that employees will not be disadvantaged in their employment conditions or opportunities as a result of lodging a genuinely held grievance.

This document is available [here](#)



## Anti-bribery and Corruption Policy

We do not tolerate bribery or corruption in any form and have policies in place to ensure that our team members and contractors do not engage in bribery or corruption both domestically and internationally. These practices indicate an unacceptable level of risk in a supplier and often coincide with other unethical business practices like modern slavery.

This is an internal document.



## Anti-Discrimination Policy

We are committed to ensuring a safe and inclusive workplace free from all forms of bullying and harassment for all team members, as well as preventing the human rights harms that are associated with discrimination and harassment.

This document is available [here](#)



## Whistle-blower Policy

We are committed to protecting individuals who report instances of illegal or unethical behaviour including modern slavery occurring within our organisation or supply chains.

This document is available [here](#)



## Modern Slavery Policy

We are committed to ensuring that we have systems and controls in place to ensure modern slavery is not taking place in our supply chains.

This document is available [here](#)

# TRAINING

BFG has a robust training program to ensure that all team members understand our policies and their rights and obligations under them, allowing individuals to better identify and report on modern slavery incidents. Training on BFG policies, including in relation to whistle-blower and grievance mechanisms, is mandatory for all team members as part of our onboarding process, whether online for our corporate team members, or in person for our production team members.

In addition, we require team members to complete training updates on a regular basis through our online training platform “ELMO”, which involves interactive quizzes.

In June 2025, leaders within our business attended modern slavery training delivered by one of our legal services providers. The purpose of this training was to reinforce our leader’s understanding of both BFG’s and their obligations under Australia’s modern slavery legislation and to upskill leaders in identifying modern slavery red flags within our operations and supply chains.





# ASSESSING EFFECTIVENESS

In implementing our modern slavery strategy to date, we have focused on increasing response rates to our modern slavery questionnaire year on year, in order to better understand the approaches, policies and processes of our suppliers in combatting modern slavery. Each year we have made slight adjustments to our surveying practices to encourage better engagement with our modern slavery questionnaire.

Similarly, this year (as has been done in the past) some suppliers were reluctant to fill out our modern slavery questionnaire as they are accredited via third parties such as SEDEX or had advanced modern slavery policies and procedures.

Our attempts to increase response rates to our modern slavery questionnaire have been limited, with just over 130 responses from our suppliers in FY25, however some suppliers, while they did not respond, they did provide relevant documentation (including policies) in lieu of responding to our survey.

We also increased our training this year with modern slavery training delivered by our legal services provider, to reinforce our leader's understanding of both BFG's and their obligations under Australia's modern slavery legislation and to upskill leaders in identifying modern slavery red flags within our operations and supply chains.

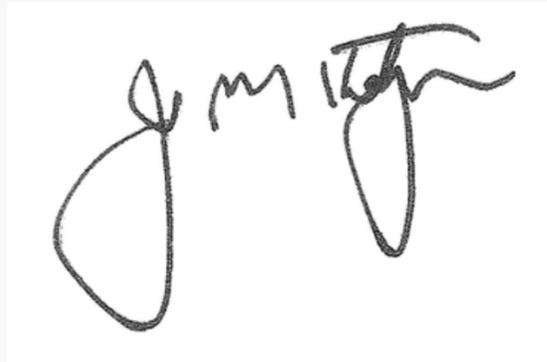


An aerial photograph of a vast agricultural field, likely corn, with a center pivot irrigation system. The long metal arms of the system stretch across the field, supported by numerous smaller structures. The field is lush green, and the horizon is visible in the distance under a clear sky.

# CONSULTATION WITH CONTROLLED ENTITIES

There are 13 Australian subsidiaries within the BFG group, of which Yolarno Pty Ltd is the parent company. These subsidiaries do not have separate governance bodies, with the management and board of Yolarno Pty Ltd having oversight and control over the entire group. We consider that the engagement process established in putting together this joint Statement was a sufficient means of consultation with the controlled entities within the Bindaree Food Group.

This joint Statement was approved on 17 December 2025 by the Board of Yolarno Pty Ltd in its capacity as principal governing body of Yolarno Pty Ltd and the Bindaree Food Group.

A handwritten signature in black ink, appearing to read 'John Kotzur', is displayed on a white background.

**John Kotzur**  
Chairman



# PEOPLE PASSION FLAVOUR

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Published December 2025.

