



**Fantastic  
Furniture**

# **Modern Slavery Statement 2025**

October 2024 – September 2025

# Overview

FF HoldCo Pty Ltd (the **Company**) has previously provided four modern slavery statements in connection with its then group company, Greenlit Brands Pty Limited and for the last two years, provided two modern slavery statements independently.

This statement is prepared in accordance with section 14 of the Modern Slavery Act 2018 (Cth) for the year ending 30 September 2025.



# Contents

The Reporting Entity .....	6
Our Structure, Operations and Supply Chain .....	7
Risks of Modern Slavery in Our Operations and Supply Chain .....	9
Actions to Assess and Address Modern Slavery Risks, Including Due Diligence and Remediation .....	12
Assessing the Effectiveness of our Actions .....	15
Process of Consultation.....	16

# The Reporting Entity

## Reporting Entity

FF HoldCo Pty Ltd (the **Company**) is an Australian company and the parent company of the following entities: Fantastic Furniture Pty Limited, FHL Distribution Centre Pty Limited, Fantastic Manufacturing Pty Limited and FF Brands Pty Ltd (collectively, the **Group**).

The Company has consulted with the Group in relation to this modern slavery statement. The Group operates under the leadership structure documented below.

## Our Leadership Structure



# Our Structure, Operations and Supply Chain

The Group was founded in 1989 and specialises in the retail and manufacture of Australia's best value furniture and bedding, selling a range of products within these categories including lounges, rugs, mattresses, bedding, tables, chairs and homewares.

The Group operates in:

- 86 retail locations
- 1 manufacturing facility
- 4 distribution centres

These premises are located throughout Australia. Our operations obtain a range of services from third parties, including cleaning services, waste services, property management, uniforms, transport and freight, information technology services and products, communications and marketing, financial and superannuation services, and website and cloud storage.

The Group employs:

- 672 full-time employees
- 291 part-time employees
- 229 casual employees

The Group is led by a Chief Executive Officer with the following departments reporting directly: People and Safety, Supply Chain and Manufacturing, Legal, Property, Audit and Risk, Marketing and Digital, Information Technology, Finance, Retail Operations, Products and Planning.

The Group outsources recruitment to an Australian company who utilise a delivery centre in India as one of that company's resourcing options. The Group also engages an Australian company to offshore labour services in the Philippines. The services provided in the Philippines are that of customer care services, marketing, supply chain, administration, financial reporting, transaction management and IT services, including IT developers, IT business analysts and IT help desk support.

The Supply Chain includes both the procurement of furniture and bedding products and materials from international supply partners and imported to Australia through ocean freight shipping, as well as sourcing materials, some mattresses and occasional furniture from Australia. The Manufacturing team also source material from Australia and overseas and directly manufacture lounges in our Australian manufacturing facility.

The countries that the Group directly source and manufacture materials, products and services from include Australia, China, Malaysia, Vietnam, India and Taiwan. Our tier two and three supplier countries include Australia, China, Malaysia, India, Taiwan, Vietnam, Indonesia and Turkey.



# Risks of Modern Slavery in our Operations and Supply Chain

## Overview

The Group acknowledges that there are inherent risks of modern slavery within the industry it operates in, furniture and bedding, particularly from an international supply chain perspective.

The Group has conducted an assessment of its modern slavery risk in both its local and international operations and supply chains. It understands modern slavery to be situations where offenders use coercion, threats or deception to exploit victims and undermine their freedom. Practices of modern slavery include human trafficking, forced labour, debt bondage, deceptive recruiting, forced marriage, child labour and slavery-like practices such as servitude. The Group's modern slavery risk assessment is considered in further detail below.

## Supply Chain

As previously outlined in our prior modern slavery statements, the two main modern slavery risks remain as forced labour and child labour in textiles, foam, metals, timber, plastics and adhesives sectors, or associated sectors where the material is used in product manufacturing. There is also the risk of corruption across material-sector-countries that we source from, but we understand that modern slavery is not limited to these sectors, materials or countries, and can occur at any time and place.

We remain on the path of continual improvement. We see risk where there are gaps in our management systems and supplier management systems aimed at addressing human and labour rights.

Certain prior risks of modern slavery in suppliers' geographical areas have continued and been improved upon through social audits this reporting period by the suppliers implementing:

- individual safety deposit boxes that are only accessible to workers, therefore minimising debt bondage risk;
- review of dormitory and kitchen facilities, ensuring local minimum requirements are met;
- overtime per employee and equity in incentive payment programs; and
- contractual agreements rewritten in the local language employees could read and understand.

## Operations

An indicator of modern slavery includes workers who are more vulnerable which can lead to exploitation. Vulnerability can include workers who experience discrimination or marginalisation, those who work in substandard conditions, workers who live in countries that do not adopt international conventions, or who have not set up laws, unions, and policies to protect human and labour rights.

Vulnerability of workers can mean they are exposed to deceptive recruiting and debt bondage, among other modern slavery risks. There were over 26 international factories visited during the current reporting period, in the following countries: China, Vietnam, India, The Philippines and Malaysia. The Group observed no precarious modern slavery risks during those visits and accordingly the risk of modern slavery was considered low in those factories.

The Group engages an Australian company to source, screen and assess talent. They utilise team members in India for those activities. The hiring decisions on what workers are engaged through this process is made only by the Group, and interviews with the candidates occur directly with the Group after they are sourced by the third-party company. A third-party company then conducts background checks and provides the information to the Group for the Group to make a decision on the hire.



In this photo: Chief People Officer Lisa Murphy in our Manila Office in 2025

For those roles, full transparency of the remuneration for each worker is made to the Group, and the individual workers are considered extension members to our Group.

In 2025, senior management staff members visited offices in the Philippines, where the staff form part of our broader support services team, and viewed the conditions for the workers. The visits and the interaction with the workers have presented the Group with a status of low risk of modern slavery in our international offices.

The Company has also assessed its local risks of modern slavery in the use of Australian third-party contractors for services provided directly to its stores, distribution centres or factory. Such services include delivery, cleaning, and repairs and maintenance services. The Group assesses the risk of modern slavery in these instances as lower than the risk with international supply of goods and services.



# Actions to Assess and Address Modern Slavery Risks, Including Due Diligence and Remediation

The Group has taken specific actions and priorities to minimise the risk of modern slavery. Specific actions addressed in this section include:

- Dedicated roles
- Training
- Internal management systems
- Supplier’s management systems
- Social and technical auditing
- Partnerships and initiatives
- Corrective and Preventative Action plans (CAPA)

## Our Process for Continual Improvement

As mentioned in our prior modern slavery statements, we understand that if, or when, we find modern slavery occurring in our operations or supply chains we need to ensure it is handled delicately and in a manner that does not jeopardise anyone’s safety. For severe cases, we understand our responsibility to contact local authorities.

Whilst we understand that modern slavery is everyone’s business across the Group, we are committed to ensuring the proper time and resources are allocated to roles that drive and implement our actions.

We continued the process within the Company to book supplier audits, review and outcomes and work with the factories on corrective and preventative actions (CAPAs). Our Quality Assurance team reviews the audits and ensures that CAPAs are submitted to mitigate highlighted risks, within the relevant timeframes. The Products team may be engaged in major or critical non-conformances for an acceptable CAPA from the supplier. Any escalation is reported to the Chief Supply Chain Officer and/or Chief Merchandise Officer and/or Chief Executive Officer.



# Internal Management Systems

The Group continues to utilise the following policies:

- SpeakUp! (Whistleblower Policy)
- Grievance Policy
- Anti-Bribery, Corruption and Fraud Policy
- Appropriate Workplace Behaviour Policy
- Code of Conduct

The policies are addressed during orientation and all team members are required to complete mandatory training during induction (with annual and/or biannual refresher training) on their rights and obligations under the policies. Some of our internal training modules explicitly call out how to ensure that “no modern slavery is present”, through responsible procurement and ethical sourcing.

The Speak Up Policy is available from our intranet, accessible to each employee, and quick reference posters are visible in our worksites.



## Supplier's Management Systems

Understanding our suppliers' management systems is just as important as understanding our own as a measure to mitigate and remediate modern slavery in our supply chains. As part of our social audit, there is a combination of document reviews, interviews, and observations that seek to understand the factory's knowledge of modern slavery including what current procedures and policies they have in place. The audit observations and checks also ensure that the factory follows those procedures/policies. Over the reporting period, the Group set expectations on its suppliers to develop the minimum approach to address any concerns identified in the audit. Should a supplier not satisfy our audit concerns in critical issues and fails to rectify the issue within a reasonable period, we would cease dealing with them. Where suppliers have had minor breaches, we address these prior and request provision of an agreed improvement plan and then re-audit.

The most significant area of modern slavery risk highlighted through our audits was linked to a lack of due diligence by first-tier suppliers to undertake appropriate checks or audits on their sub-contracted, component, or material suppliers. Our Quality Assurance team works closely with its first-tier suppliers to help educate them about the importance of undertaking modern slavery due diligence, including establishing policies and processes within their frameworks. The Group has commenced manually mapping out its second tier of the supply chain through questionnaires to gain a better understanding of the possible risks of modern slavery and to allow for future investigation and risk mitigation (through additional auditing, on-site inspections, or other documentation or verification checks).

## Partnerships and Initiatives

We understand that to eradicate modern slavery and to ensure that effective support mechanisms for victims are in place, we need to make meaningful partnerships with external organisations, civil societies, and third-party initiatives.

During the reporting period, we conducted 27 audits, with 92% of all current factories scoring a mark of 'fully compliant' or 'compliant' with our audit. For all first-tier suppliers, we conduct audits on a 12 monthly basis to ensure transparency in those operations and corrective actions are implemented and agreed to.

The Group has close working relationships with its international suppliers. Members of the Group have audited the factories in countries overseas, which has assisted in determining that employment conditions meet appropriate standards.

# Assessing the Effectiveness of our Actions

The Group continues to recognise that modern slavery is an ongoing risk. There has been no evidence of modern slavery across the Group or any of its operations and tier-one suppliers presented or identified in this reporting period.

We have continued to develop our audit function; over the reporting period we used a targeted approach to audit suppliers, with regular follows up to close out actions for non-conformances. We will use a KPI review in future, aligned to Quality Management System (QMS), to develop a wholistic approach to reviewing suppliers. We are looking to digitise our modern slavery processes in future.



# Process of Consultation


The process of consultation to develop our modern slavery statement for the 2024-2025 financial year is outlined in the diagram below:



This statement was approved in March 2026 by the board of directors of FF HoldCo Pty Ltd. This statement is signed below by Michael Robert Stransham Ford as both Executive Chairperson and Director of FF HoldCo Pty Ltd, and by Kieron William Ritchard as Chief Executive Officer FF HoldCo Pty Ltd.

Michael Robert Stransham Ford

Kieron Ritchard

Signed by:  
  
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354D10D986F84BD... 30 March 2026

Executive Chairperson  
Non Executive Director  
FF HoldCo Pty Ltd

Chief Executive Officer  
FF HoldCo Pty Ltd

