



MODERN SLAVERY STATEMENT

FY24-FY25

This Modern Slavery Statement is submitted by Beak & Johnston Pty Ltd (ABN: 18 108 805 974) for the reporting period 1 July 2025 – 30 June 2026 in accordance with the Modern Slavery Act 2018 (Cth).

The Board of Directors approved this Statement 15th December 2025.

Our Core Values



**People
Matter**



**Collaborate
for Success**



**Create a
Better Future**



**Act with
Integrity**

B&J

BEAK&JOHNSTON

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INTRODUCTION

Section 1



CEO Message



At Beak & Johnston, we believe that the food we create should nourish people — not just at the table, but across every part of our value chain. That belief carries with it a deep responsibility: to ensure that the dignity, safety, and rights of every person involved in bringing our products to life are protected.

Modern slavery, in all its forms — forced labour, human trafficking, debt bondage, exploitation — has no place in our business, our supply chain, or our industry. And while we acknowledge that the risk can never be completely removed in a complex global supply network, it is our duty to actively seek it out, address it, and prevent it. This responsibility goes beyond compliance; it is about doing what is right.

People Matter is a core value at B&J and this extends beyond our business to everyone we interact with and engage across our supply and value chains. Upholding this value is integral in ensuring we take every step to prevent modern slavery and human trafficking

This statement outlines our commitment and the steps we are taking to ensure that we are identifying & eliminating any instances of modern slavery within our operations & supply chain. These include;

Our Commitment and Actions

- **Deepening supplier partnerships** through shared values, stronger onboarding practices, and updated contractual obligations requiring full compliance with modern slavery laws.
- **Introducing enhanced due diligence and risk assessments** across high-risk categories like raw material & protein sourcing, packaging, transport, and labour-hire.
- **Providing training to leaders, procurement teams, and people leaders** to help them identify signs of exploitation and escalate concerns safely and confidentially.
- **Improving grievance and reporting channels** so that anyone — inside or outside the business — can speak up without fear of retaliation.
- **Collaborating with our suppliers** to encourage transparency, corrective actions, and continuous improvement rather than disengagement, wherever possible.

Looking Ahead we will continue to raise awareness with our employees, suppliers and partners. . In the year ahead, we will continue to strengthen traceability in our supply chain, increase accountability in our procurement processes, and report on our actions and progress with honesty. We will continue to act with integrity, honesty to create a better future for the people and communities in which we interact

As CEO, I take personal responsibility for ensuring that our actions match our words. Every decision we make should reflect the respect we have for the people who grow, make, and deliver our products.

To all our team members, suppliers, and partners — thank you for standing with us in this commitment. Together, we will continue to build a business where we do everything, we can to mitigate these risks and ensure we actively contribute to the elimination of Modern Slavery .

Tom Woodbridge
Chief Executive Officer

Our Approach & Values

At B&J we are deeply committed to the advancement & safeguarding of human rights & equality throughout our operations & supply chain.

Our unwavering commitment lies in championing the health and safety and overall wellbeing of every individual connected with B&J. In pursuit of this objective, we not only strictly adhere to all applicable laws and regulations pertaining to workers rights, but we also proactively seek opportunities to make a positive impact on the lives of those we interact and engaged with, aligning with our core values.



PEOPLE
MATTER

We are fully dedicated to ensuring the safety and well-being of our colleagues. It is our top priority. All our decisions are based on colleague input. We are committed to colleague growth, and we foster a highly engaged culture.



COLLABORATE FOR
SUCCESS

We embrace cultural diversity and creativity. We understand and respect the unique contributions of our colleagues and suppliers. We celebrate new ideas because they strengthen our competitive edge. Through teamwork everyone wins.



CREATE A BETTER
FUTURE

We pursue success and strive for innovation. Our vision is fueled by financial strength, flexibility, and new thinking. We believe that taking calculated risks is part of our enterprising spirit. We are committed to delivering our productive future.



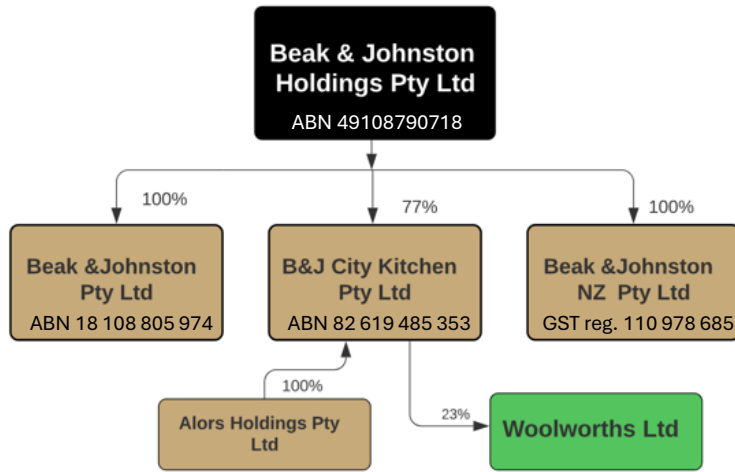
ACT WITH
INTEGRITY

We are responsible for meeting the expectations of all stakeholders. Understanding these expectations helps us demonstrate responsible behavior. We hold ourselves accountable for constructive dialogue and active listening. We act with authority and make empowered decisions.

Group Structure

July 24- 5th May 2025

BEAK & JOHNSTON



* BEAK & JOHNSTON NZ PTY LTD IS EXCLUDED FROM THIS STATEMENT

5th May – 2nd June 2025

Independently run



Beak, Johnston & Dunnett Shareholding Group

100%



2nd June 2025-July 2025

Woolworths

100%



Beak, Johnston & Dunnett Shareholding Group

100%



On the 5th May 2025, Beak & Johnston Holdings Pty Ltd divested B&J City Kitchen Pty Ltd which became The kitchenary, this was operating independently of B&J with <\$100M in revenue for the period of 5th May 2015- 2nd June 2025.

On the 2nd June 2025 The Kitchenary was sold 100% to Woolworths with approval from ACCC

Governance

Beak & Johnston has strong governance processes to ensure compliance with the Modern Slavery Act & our moral obligation to ensure people are not harmed throughout our supply chain. This governance system ensures that we monitor, identify and act to mitigate Modern Slavery risks.

BOARD &

CHIEF EXECUTIVE OFFICER

Responsible for overseeing and approving our Modern Slavery Statement, including key Policies and Procedures

SUPPLY CHAIN AND PROCUREMENT

Responsible for procurement of goods and services following the B&J Policies and Procedures

Responsible for educating all leadership levels in the identification and procedures related to Modern Slavery within the business and supply chain.

Partnerships & Brands

Partnerships



Partners since 2018

Woolworths Ltd remains to have a 23% share in the B&J The City Kitchen Pty Ltd entity. The Human Rights team within Woolworths continues to consult with Beak & Johnston and provide guidance to a framework for identifying and assessing modern slavery risks in our operations and supply chain.

Sedex² Member since 2019

Sedex is one of the world's leading supply chain sustainability service provider. Sharing tools and enabling community network to help industries to improve their responsible sourcing and sustainability precocities.

RSPO Member since 2023

The Roundtable on Sustainable Palm Oil (RSPO) is a not-for-profit, international membership organisation that unites stakeholders from the different sectors of the palm oil industry, to develop and implement global standards for sustainable palm oil production.

Our Brands



Beak & Johnston Pty Ltd manufactures the brands below. Brands make up 30% of our business and the remaining 70% is predominantly retail private label. Our distribution channels are 30% food service and 70% retail



Please note that post 2nd June 2025, Beak & Johnston own Beak & Sons & Ready Chef and distribute Latina under License.

Structure & Operations



What We Do

B&J manufactures food for the retail, QSR & Food service markets predominantly within Australia. B&J export small amounts of finished, value added goods to markets in Japan and Singapore



Supply Chain

We source raw materials, ingredients and packaging primarily from Australia. There are some unique ingredients which we source from overseas. We produce chilled & frozen finished goods supported by a cross functional team of SC experts, IT support, finance, warehousing.



Product Ranges

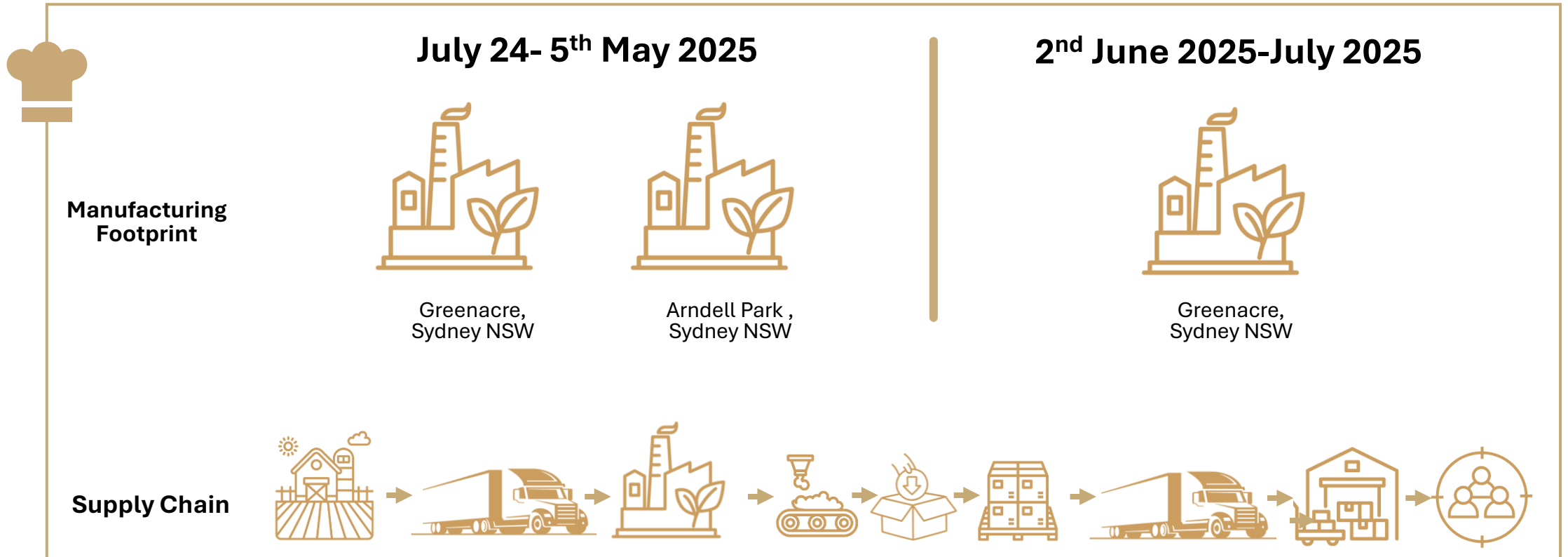
Value Added Slow Cooked Protein
Soups & Sauces
Dumplings (in partnership with CJ foods)
Ready Meals, Lasagna and pasta bakes



Our Operation

Our labour force is mostly made up of full time permanent direct hire employees with seasonal work supported by labour hire companies that specialize in manufacturing & maintenance.

Supply Chain & Operations Overview



Risk Identification & Mitigation



Identifying & mitigating risk

The table below provides an overview of how we categorise the modern slavery risks associated with our supply base and the risk mitigation we apply:

AREA	KEY RISK FACTORS	MITIGATION
COMMODITY RISKS	Certain products and services have higher risks of modern slavery due to the raw materials used in their manufacturing or production.	<ul style="list-style-type: none"> • The company has skilled product development team, purchasing department, and Compliance Officer to perform risk assessments and review the commodity risks.
INDUSTRY OR SECTOR RISKS	Suppliers operating in sectors or industries that are known to be inherently at high risk of modern slavery, such as agriculture, commercial cleaning and laundry services, meat processing, and logistics services, including freight and distribution.	<ul style="list-style-type: none"> • Due diligence questionnaire sent to all new suppliers. • Onboarding controls in place.
GEOGRAPHICAL RISKS	Some goods or services may come from jurisdictions known to have a particularly high risk of modern slavery, as indicated by the Global Slavery Index.	<ul style="list-style-type: none"> • Buy local first. • When it's not possible the Purchasing and Approved Supplier Program is in place to assess modern slavery risks.
WORKFORCE RISKS	Certain categories of personnel are more vulnerable to modern slavery practices, both overseas and within Australia. For instance, migrant workers, base-skilled workers, and workers employed through labour hire arrangements can be more susceptible to modern slavery practices.	<ul style="list-style-type: none"> • A review process is in place for suppliers and contractors to ensure they comply with its Human Rights and Modern Slavery Policy, Code of Conduct, and related policies. • Due diligence questionnaire sent to suppliers • Participation in Sedex program.

Supply Chain Overview



Geographic Risk

Modern Slavery can exist in any country however it is especially prevalent in specific areas in which our suppliers operate

Labour Rights Protections

Presence of large migrant workforces

Conflicts

Natural disasters



Supplier Risk

Assessments consider specific commodities sectors & the distinct characteristics of individual sites

We source packaging, protein & ingredients predominantly from Australia but also from Asia & Turkiye & NZ

Suppliers may also heavily rely on the resources of other countries. Regular reviews help us monitor and mitigate these



Commodity Risk

Certain commodities and ingredients have higher risk profile than others due to the regions & ways in which they are grown or processed

Their value & seasonality may also place them at higher risk of Modern Slavery concerns

Supply Chain- Ethical Sourcing Standards

At B&J we are committed to ensuring we review and update our Purchasing and Supplier Approval Program to include detailed procedures related to modern slavery risks



Compliance with Local Laws

All Suppliers to Beak & Johnston must comply with these standards:

- ✓ Must fully comply with all local laws and regulations regarding labour and human rights, health, safety & the environment. They must also fully comply with the legal requirements of the countries in which they operate in addition to all the elements of the Policy
- ✓ Beak & Johnston reserves the right to audit suppliers to ensure compliance with all local laws, the Policy and the Approved Supplier Program . Beak & Johnston reserves the right to exercise its rights under the relevant supply or service agreement which may include the suspension of orders or the termination of the agreement
- ✓ Where there is a dispute regarding the compliance with local law, Beak & Johnston may seek independent legal advice or obtain direction from the relevant Regulatory Authority



Modern Slavery

All Suppliers must comply with modern slavery laws and regulations relevant to their jurisdiction and any other law applicable to the supply of goods or services to Beak & Johnston including compliance with any reporting requirements

All Suppliers must have appropriate controls in place to avoid modern slavery practices in their operations and supply chains and must not knowingly deal with third parties who engage in modern slavery practices

All Suppliers must have in place and maintain adequate policies and procedures in relation to business ethics and compliance to ensure compliance with modern slavery laws and to enforce all relevant policies and procedures where appropriate. This includes policies for reporting, investigating and remediating suspected or known breaches of modern slavery laws

Our Supply Chain



As a part of the Commitments from Modern Slavery Statement FY24/25, we have completed the investigation and Risk assessment of Tier 2 suppliers and incorporated modern slavery risk assessment with the existing database. In our supplier risk assessment FY24/25 we placed primary focus on the inherent modern slavery risks in the countries that we source our products from.

However, we are aware that lower-risk countries can contain industry sectors with an increased risk of modern slavery issues.

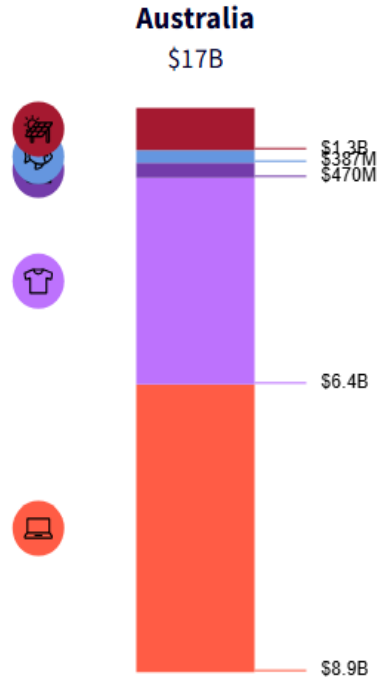
We have used the Global Ranking Index 2023 Dataset in our review of Tier 2 suppliers. We have focused on the geographical profile of the countries of origin of our raw materials. We have assigned the score of the estimated prevalence of modern slavery by country (estimated prevalence per 1,000 population for the 10 countries with the highest prevalence).

The only country that Beak and Johnston is purchasing material from and its ranking in the top 10 high-risk countries it's with a 15.6 score is Turkey.

Products purchased from Turkiye include roasted red peppers, dates, bay leaves, and dried thyme leaves.

We have found none of the materials we have purchased were in the top 5 high-risk modern slavery categories. Our Supplier Approval Program includes a Modern Slavery Risk Questionnaire.

We participate in the Sedex program which ensures that our processes support an ethical and sustainable supply chain



- TOTAL
- Cattle
- Coffee
- Electronics
- Garments
- Textiles
- Fish
- Solar panels
- Palm oil
- Gold
- Sugarcane
- Timber
- Cocoa
- Coal
- Rice

Our Operation



Beak and Johnston is a vibrant and diverse workplace, proudly employing individuals from **46** distinct cultures, which enriches our organizational culture and supports the local communities in which our people come from.

With 2 modern production facilities at Greenacre & Arndell Park(until 5th May 2025) and Greenacre site for reporting purposes post 5th May

We provide stable and rewarding employment opportunities, fostering a supportive environment where every employee can thrive. We have a strong belief in our values and the behaviours that bring these to life every day. We are committed to ensuring these are lived and breathed everyday internally and with our supplier and customers with whom we partner.

Gender Equity is important to Beak and Johnston and underpins our "People Matter" value. We continue to work on this daily as we know that gender equity, inclusion and belonging is critical to the success of our people, our business, our industry and our community.

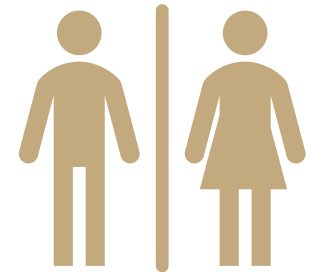
To uphold our commitment to ethical labour practices, the company has put in place comprehensive policies and processes aimed at eliminating the risk of modern slavery from our operations.

This includes thorough pre-employment screening to verify the working rights of prospective team members. These proactive measures significantly increase the awareness of modern slavery risks among our direct team members, allowing us to maintain a safe and ethical working environment.



46

**CULTURES
REPRESENTED**



60%

MALE

40%

FEMALE

Modern Slavery

Modern Slavery as defined in Modern Slavery Act 2018, including the following types of exploitation:

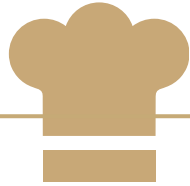
- **Trafficking in people** – the recruitment, harbouring, and movement of persons for the purposes of exploitation through modern slavery. This includes sexual exploitation, forced labour or services, and slavery and practices similar to slavery.
- **Slavery** – when a person exercises power of ownership over another.
- **Servitude** – a situation where an individual's freedom is significantly restricted, for example, they are not free to stop working or to leave their place of work.
- **Forced/ Bonded labour** – where violence or other methods (for example accumulation or debt, retention of identity papers) are used to coerce victims to work.
- **Forced marriage** – where an individual is forced or deceived into marrying.

Debt bondage – where a victim's services are pledged as security for a debt and the debt is excessive, the length and nature of services are not defined or the value of the services is not applied against the debt.

- **Deceptive recruiting for labour or services** – where a victim is deceived about the conditions in which they will be working.
- **Child labour** - situations where children are subjected to slavery or similar practices, or engaged in hazardous work which could harm their health and safety.

Our Operation

Beak & Johnston is committed to promoting human rights and equity while also creating a safe environment. This commitment is embedded in our People Matter Value which underpins our Sustainability Strategy



Care for our Employees

- Mental Health First Aider Program
- Wellbeing Program
- Accacia Employee Assistance Program
- Culture of Think Safe, Work Safe, Home Safe underpinned by 6 Safety Principles
- EDI policy in place outlines our support and facilitates an inclusive environment that creates a culture of respect and one free from any form of discrimination or harassment & where diversity is valued
- Physiotherapy and Massage available to all employees and labour hire
- Free Flu Shots



Partner with Suppliers

- Ethical Sourcing Policy in place
- Modern Slavery Statement published annually
- Grievance mechanism & reporting process
- Partnering with suppliers to support sustainability strategy & scope 3 initiatives



Support Community

- Working with local charities to fight food insecurity by regular donations and support
- Active collaboration with Foodbank to provide meal solutions that are distributed through foodbank and other initiatives



6 SAFETY PRINCIPLES



- 1 CARE**
As a team we care about all our people & everything we do. We want to improve safety.
- 2 PRIORITISE**
We prioritise and promote safety. We proactively identify, report and action safety hazards, concerns and opportunities to improve safety & wellbeing.
- 3 LEADERSHIP**
We lead by example. We set the standard. We work as a team to engage & learn. Everyone can be a safety leader.
- 4 OWNERSHIP**
We take responsibility & accountability for our actions. We do things right the first time. We keep our promises & follow through.
- 5 COURAGE**
We have the courage to speak up & look out for others. We challenge the status quo.
- 6 RECOGNITION**
We celebrate & recognise great safety performance & behaviour.

Grievance & Remediation



Grievance & Remediation



AS A PART OF OUR COMMITMENT OUTLINED MODERN SLAVERY STATEMENT FY24/25 WE HAVE SET A CLEAR GRIEVANCE PATH AND MODERN SLAVERY RISK GUIDELINES FOR BOARD AND SUPPLY CHAIN.

Grievance Mechanisms and Remediation

Our Ethical Sourcing Policy, together with our Approved Supplier Program set out our expectations of our suppliers regarding labour rights, human rights, environment, health and safety, and business integrity.

We require our direct suppliers to cascade standards outlined in the Policy and the supporting requirements to their own supply chains and ensure these requirements are integrated into relevant supplier operations and agreements to assess and address risks of breach of human rights throughout the supply chain.

Suppliers are to provide appropriate channels for worker and community grievances, and these channels are to be effectively communicated

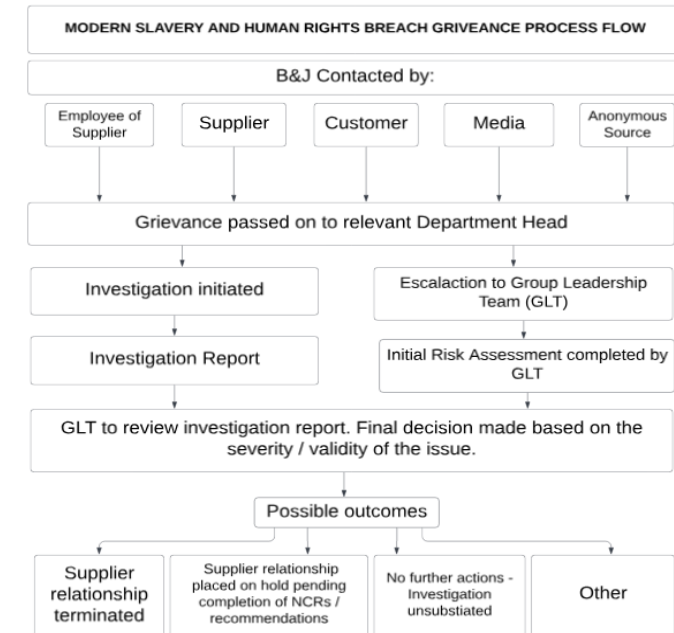
Beak & Johnston supports open and transparent working relationships, where concerns can be safely voiced. We encourage all our stakeholders to raise concerns where they observe or suspect adverse impacts on people, communities, or the environment within its supply chain.

All concerns raised are assessed to determine how they should be investigated. Where remedy is necessary, this may be provided by Beak & Johnston directly, or in collaboration with third parties.

We provide several mechanisms for concerns and complaints to be raised confidentially and/or anonymously.



OUR MODERN SLAVERY AND HUMAN RIGHTS BREACH GRIEVANCE PROCESS FLOW ALLOWS A CLEAR ESCALATION PATH TO BE FOLLOWED IN THE INSTANCE OF ANY REPORTS OF HUMAN RIGHTS AND MODERN SLAVERY BREACHES.



Assessing Effectiveness of Actions



Policies & Procedures Library

Our commitment to reducing the risk of modern slavery is managed through a range of policies and procedures.

We are committed to operating in a transparent manner that satisfies all legal and regulatory requirements and our corporate and social responsibility commitments.

Our Purchasing and Supplier Approval Program now includes the Human Rights and Modern Slavery Policy and Ethical Sourcing Policy.

Policy/ Procedure	Content
Ethical Sourcing Polic	Outlines requirements and expectations towards suppliers and Supply chain regarding human rights and modern slavery risks
Human Rights & Modern Slavery Policy	Outlines how we will achieve our commitment to mitigate modern slavery risks within our operations
Code of Conduct	Code of Conduct provides a framework of principles Beak & Johnston will abide by in business and dealing with stakeholders.
Food Safety & Quality Policy	Outlines how we will achieve our commitment to supplying quality, safe, and consistent products that meet the expectations of our customers and consumers and comply with legal requirements.
Sustainability Policy	Updated FY23 outlines how we will action our commitment to ensuring our business continues to develop sustainably reduce our impact on the natural environment and ensure positive social impact.
Whistle- Blower Policy	Beak and Johnston is committed to providing those involved with our Organisation a safe environment to raise breaches of internal rules or policy, or Disclosable Conduct relating to the Organisation, its operating sites, officers, and employees..
Equity, Diversity & Inclusion Policy	Aims to ensure that our employees are treated fairly and equally. We are committed to ensuring our business practices, systems, and processes do not prevent people from diverse backgrounds from having equality of opportunity within the business.
Grievance Handling Procedure	The purpose of this document is to provide B&J leaders and colleagues with an understanding of the procedure associated with reporting and investigating workplace grievances.
Approved Supplier Program	We are committed to purchasing and using products from responsibly sourcing partners, that support human rights and sustainable practices in their manufacturing processes.

Engagement with Entities across the Group



Coordinated approach to effectively identify & address slavery risks across the group



Undergone rigorous review in relation to the Modern Slavery Act 2018 requirements



This statement has been developed through extensive consultation with cross functional teams; P&C, Technical, Safety, Procurement, Operations, Purchasing, Supply Chain and Operations across all entities



Officially approved by the Beak & Johnston Board in full compliance with the Modern Slavery Act 2018

Actions

Status of actions since last year's Modern Slavery Statement FY23/24



Roll out Ethical Sourcing Policy and Human Rights and Modern Slavery Policy as a part of the Terms and Conditions of supply agreement

COMPLETE



Roll out mandatory training program for staff and contractors Including onboarding and annual training refresher.

COMPLETE



Include Human Rights and Modern Slavery code of conduct in the legal contract agreements and condition of supply to Beak and Johnston.

COMPLETE



Continue to engage with our small and medium suppliers to offer training and the support in identification of modern slavery risk and mitigation.

ONGOING

Next Steps



Commitments for our Modern Slavery Statement 25/26



Continue to engage with our small and medium suppliers to offer training and the support in identification of modern slavery risk and mitigation.



Continue to monitor & act on any emerging Modern Slavery Risks across operations and supply chain



Add Modern Slavery Risk to Annual Procurement Sourcing evaluation framework

3 Year Roadmap



Year	Focus	Key Outcomes
Year 1	Strengthen foundations	Updated policies, supplier onboarding, internal controls, high-risk visibility
Year 2	Deepen due diligence & capability	Tier 3 mapping, enhanced audits, supplier scorecards, measurable KPIs
Year 3	Lead and influence	Ethical recruitment, digital traceability, sector leadership & collaboration, UNGP maturity



This Statement was approved by the Board of
Beak & Johnston Pty Ltd

Board approval date: 15/12/2025

Signed by:

Name: DAVID BEAK

Title: CHAIRMAN

Signature:

A handwritten signature in black ink, appearing to read 'David Beak', written over a horizontal line.



Thank You!