

# Modern Slavery

STATEMENT

NANDO'S AUSTRALIA PTY LTD and  
NANDO'S PERI-PERI AUSTRALIA PTY LTD  
FEB 2025 TO FEB 2026



**Nando's®**

Nando's acknowledges the Traditional Custodians of the land on which we live, work and serve our customers and communities. We pay our respects to Elders past and present and to the rights they hold as traditional custodians.

We recognise the continuing connection to land, waters, culture and community as the Traditional Custodians of country throughout Australia.



# CEO Statement



**Our purpose at Nando's is Changing Lives, Together. At its heart, this means using our business to make a real difference in people's lives – because we believe business can, and should, be a force for good.**

That starts with our people. When they're thriving and able to bring their best, brilliant selves to work each day, epic things happen. This same energy flows into how we show up for our customers, our supply partners, our stakeholders and our communities.

Upholding human rights is at the centre of Changing Lives, Together. Guided by our values – pride, passion, courage, integrity and family – our Modern Slavery Group continues to lead our commitment to better understanding and addressing the risks of modern slavery. We remain focused on respecting and supporting the rights of all people, wherever they live or work.

Over the past year, we've continued to assess and address the risks of modern slavery across our business and supply chains by:

- 🔥 **Deepening our supplier engagement,** using detailed questionnaires to broaden our understanding of supply chain risks and strengthen ongoing risk assessments
- 🔥 **Embedding modern slavery considerations into contracts,** including compliance clauses, reporting requirements, KPIs, codes of conduct, and terms of trade – strengthening accountability across our supplier relationships
- 🔥 **Enhancing training and awareness,** ensuring all new starters complete dedicated modules and progressing work on advanced training for team members who manage supplier contracts and negotiations

We remain committed to evolving our approach as we grow – learning, listening and taking action to help build a more just and equitable future for all.

**Amanda Banfield**  
Director and CEO

A handwritten signature in black ink, reading 'A Banfield'.

Nando's Australia Pty Ltd  
& Nando's PERi-PERi Australia Pty Ltd





# Nando's Introduction

## THE STORY OF ROBBIE & FERNANDO

It all started in 1987, when two mates walked into a humble Johannesburg chicken restaurant as customers and came out owners. That's the power of PERi-PERi.

One taste was all it took and since then they've been obsessing over those flavours. That's why our famous PERi-PERi sauces, marinades and bastings are still made today with Nando's very own African Bird's Eye Chillies, grown in Southern Africa.

That unforgettable flavour created a global family spanning 30 countries, with the first Australian Nando's opening in 1990 before landing in New Zealand in 2000.





## COMMITMENT STATEMENT

This Modern Slavery Statement is provided as a joint statement under section 14(1) of the Modern Slavery Act 2018 (Act) for the period from 23 February 2025 to 22 February 2026 (Statement) for Nando's Australia Pty Ltd ACN 079 066 407 (Nando's Australia) and Nando's PERi-PERi Australia Pty Ltd ACN 627 885 956 (Nando's PERi-PERi Australia)(together Nando's).

Nando's aims to ensure that within our own business and across our supply chain, all business partners operate with respect for, amongst other things, human rights. Our guiding Compass helps us stay true to that commitment.

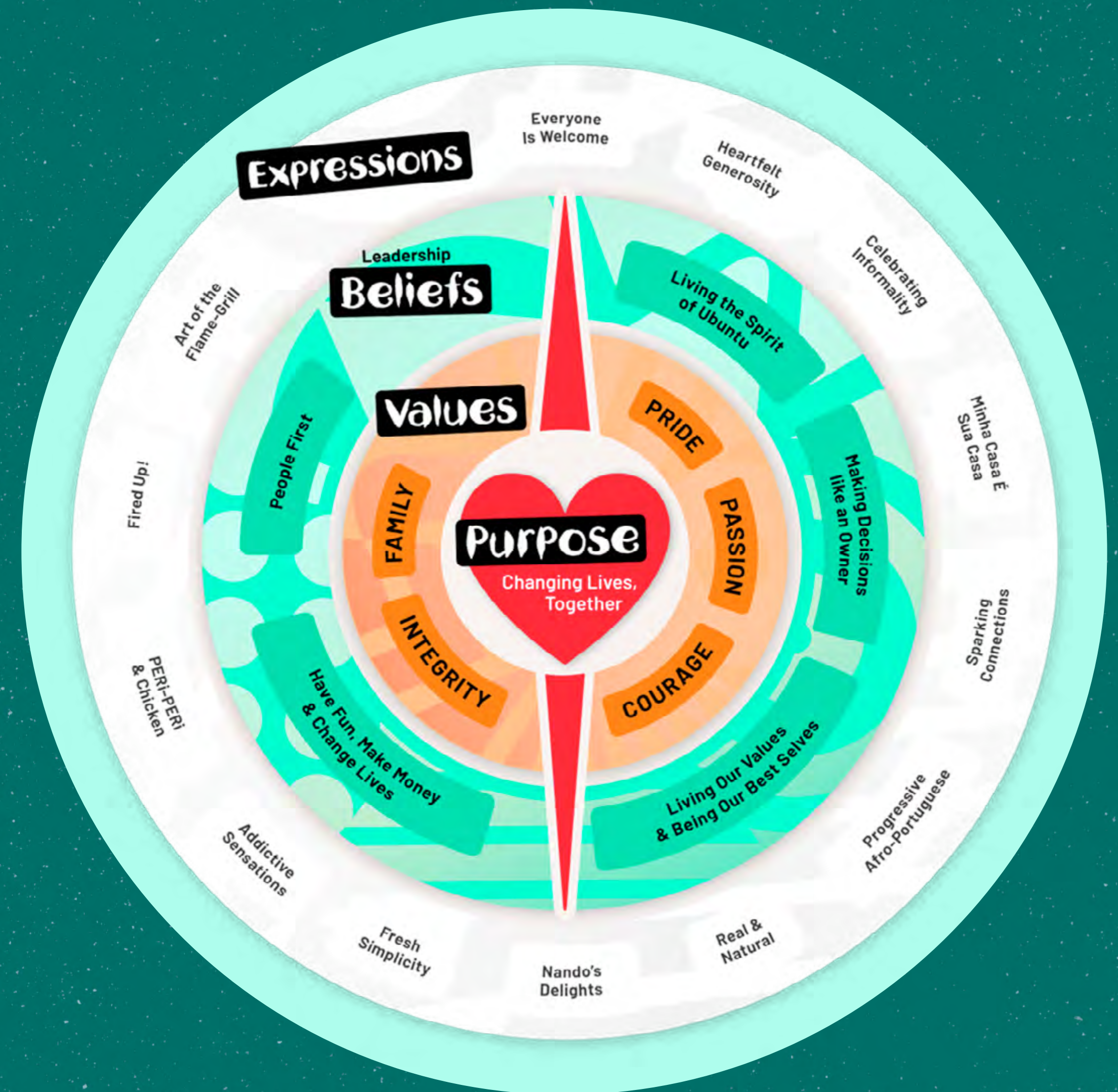
Comprised of five core values, eight core behaviours and five leadership beliefs, it represents our culture, what we believe in, how it feels to work at Nando's and, importantly, what we look for in our leaders. Formed with the help of our team throughout Australia and New Zealand, it shapes how we deliver the best experience for our staff, customers and suppliers.

# Our Compass

We've articulated our purpose, values, and leadership beliefs, in what we call our Compass.

We try to live the elements of our Compass every single day – bringing our culture to life in everything we do. It's what makes our brand so unique and special.

- 🔥 We're values-led, not rules-led.
- 🔥 We know it's possible to do good business and do good.
- 🔥 We blend making money with having fun and changing lives.
- 🔥 We recognise and reward each other beyond work and outputs.



# Nando's Structure

Both Nando's Australia Pty Ltd ACN 079 066 407 (Nando's Australia) and Nando's PERi-PERi Australia Pty Ltd ACN 627 885 956 (Nando's PERi-PERi Australia) are private limited (by shares) liability companies incorporated in Victoria, Australia with a main office located at 680-682 Victoria Street, Richmond VIC 3121.

Nando's Australia is part of a larger group that operates both corporate and franchised Nando's branded restaurants in South Africa, the United Kingdom, Ireland, India, Middle East and Africa (IMEA), New Zealand, Malaysia and Singapore.

Further information on the global operation of the brand can be found [here](#). The ultimate parent holding company of both Nando's Australia and Nando's PERi-PERi Australia is Nando's Group Holdings Limited (NGHL).

NGHL has numerous other subsidiary companies in the group, including Nando's New Zealand Limited (4995100) and NNZ Restaurants Limited (5443130) which are the entities responsible for operating the Nando's restaurant network in New Zealand, which the management team of Nando's Australia exercises direct day-to-day control over. Nando's employs approximately 3,000 employees (~1,450 full-time equivalent) including full-time, part-time and some casual employees in Australia across both Nando's Australia and Nando's PERi-PERi Australia. The full-time equivalent employees in our franchise network are difficult to quantify given Nando's does not employ them directly, but we estimate that there are approximately a further 400 employees employed directly by our franchisees to work within Nando's franchised restaurants in Australia.





# Operations

Nando's Australia operates primarily in the fast-moving consumer goods retail food industry, operating a chain of **165 dining restaurants across Australia and New Zealand** specialising in the retail sale of flame-grilled PERi-PERi chicken, served with various sides and accompaniments. Of the 165 restaurants operating under the Nando's brand in Australia and New Zealand, 26 are independent businesses operated by Nando's franchisees under franchise agreements with Nando's, and 139 are operated by Nando's directly as corporate restaurants.

Nando's PERi-PERi Australia operates primarily in the wholesale industry, importing and selling Nando's branded PERi-PERi products such as sauces, PERinaise, marinades, salt and rubs for retail sale both directly from Nando's restaurants and through major Australian supermarket supply chains.

# Supply Chain

Throughout FY26, Nando's Australia has continued to apply rationalisation and strategic logic to commercial relationships and further consolidation of the supplier base has been achieved. A consolidated supplier base, along with our strategic sourcing policies allows us to maintain a deeper understanding of where goods and services are sourced from. Following consolidation in FY25 of 53 suppliers, Nando's has continued to strengthen relationships with key partners, allowing us to reduce the supplier base by an additional 6 suppliers in FY26.

Our supply chain focus is supported by our continued strengthening of strategic partnerships, broadening existing supplier capability where possible and through our use of a detailed supplier induction and review process for both new and existing suppliers. This process comprises:

- 🔥 Annual surveys and questionnaires to get up-to-date insights and feedback sent to the Tier 1 to 3 suppliers.
- 🔥 Collection, review and storage of annual Modern Slavery Statements from Tier 1 to 3 suppliers.
- 🔥 Risk assessments on high-risk suppliers.
- 🔥 Mitigation strategies and contractual requirements to support visibility (e.g. modern slavery compliance, prohibition on subcontracting without prior notice to Nando's and inability to assign contract without Nando's consent).
- 🔥 Updating Ethical Sourcing Policies and onboarding requirements.
- 🔥 Supply chain process mapping – end-to-end modern slavery risk review.





# Our Suppliers

During FY26, Nando's Australia **worked with 92 Tier 1-3 suppliers** that deliver goods and services to our restaurants, either directly or indirectly. These figures relate specifically to the **139 restaurants in Australia that are owned and operated by Nando's** as corporate sites. In some cases, franchise-owned restaurants source from their own suppliers, which are not included in this data set.

Of these suppliers, 21 are Tier 1 partners supplying products and services directly to our restaurants. These Tier 1 suppliers represent approximately 59% of total supplier and procurement spend. The remaining 71 suppliers support restaurant operations indirectly and account for a further 16% of overall supplier and procurement spend.

Supplier engagements within these tiers are typically managed through formal supply agreements. These agreements incorporate modern slavery compliance clauses, key performance indicators with modern slavery

reporting obligations, codes of conduct, and standard trading terms. Although Nando's engaged 708 suppliers in total during FY26, approximately 75% of total supplier/procurement spend was concentrated with those same 92 suppliers. This concentration allows us to more effectively develop and maintain strong, long-term relationships and to collaborate closely on initiatives aimed at reducing modern slavery risks.

Our Australian supply chain remains stable, supported by trusted local and global supply partners. End-to-end supply chain mapping is reviewed annually to ensure continued alignment with our ethical standards, sustainability objectives, and commitment to addressing modern slavery while supporting local communities.

# Franchisee Partners

Part of Nando's Australia's operations is to provide select supply chain management services for our franchisee partners. Our franchisees are required to use goods and services that have been sourced and approved by Nando's Australia to prepare, market and sell products in their restaurants.

These requirements ensure quality, consistency, and a commitment to eliminating modern slavery – with all suppliers pre-vetted through Nando's processes.



# Purpose

## Changing Lives, Together

At Nando's, **Changing Lives, Together** is more than a purpose – it's how we do business. We're committed to creating opportunities that positively impact people's lives, both in our restaurants and across our supply chain.

Through partnerships with social procurement agencies and inclusive employment programs, **we support local and Indigenous communities** by creating meaningful employment pathways and fostering safer, more equitable workplaces.

These partnerships also strengthen our approach to identifying and addressing modern slavery risks across our operations and supply chain. This is particularly important in higher-risk areas such as global ingredient sourcing, where ongoing due diligence and responsible sourcing practices help mitigate potential risks.

While most of our suppliers are based in Australia and New Zealand, we also work closely with Southern African partners for key ingredients like chillies. Wherever we

operate, we hold our suppliers to high ethical standards, prioritising **transparency, fair labour, and human rights**.

Internally, we ensure our policies and recruitment practices are fair and inclusive, supported by a robust People & Culture team, legal guidance, a focus on Occupational Health & Safety (OH&S), modern slavery awareness, and diversity. Through initiatives like our Belong Council and Changing Lives Squad, we foster a culture of inclusion, safety, and dignity for every Nandoca – raising awareness, celebrating diversity, and promoting equity in everything we do. Whether it's championing LGBTQIA+ inclusion, racial equity, flexible working, or cultural respect, we're building a workplace where everyone feels welcome and valued.

By focusing on OH&S, modern slavery prevention, community engagement, and diversity and inclusion as key performance priorities, we're not only changing lives – we're helping shape a future where **dignity, opportunity and fairness are non-negotiable**.





# PERi Farms

We work alongside local farming organisations to educate and empower smallholder farmers to run their businesses successfully. We currently work with **over 700 farmers across Malawi, Mozambique, Zimbabwe and South Africa**, hand-picking over 1,000 tonnes a year of fresh African Bird's Eye chillies, a core ingredient of our famous PERi-PERi flavour. We guarantee a premium price for our African Bird's Eye chillies which enables farmers and their families better access to education, healthcare, water, energy and housing.

Each year we partner with an external third party to complete impact assessments with these farmers to monitor changes in their livelihoods over time. We have clear evidence of increased access to housing, energy, water, healthcare, and education and overall improvement in livelihoods for smallholder

farmers in each of the communities we source from. Working in developing nations, with some of the most challenging economic and climatic environments in the world, means these improvements are rarely linear but are demonstrable and sustainable when assessed over multiple years and when compared to national averages.

We are proud of the progress we have made over the last decade but know more can always be done. We continue to learn and adapt our approach with these communities to create more sustainable livelihoods, such as trialling new inputs to improve germination and yields and insurance to cover quantifiable impacts from extreme weather events. We are also exploring new crops, such as cayenne and paprika, which can bring opportunities with both existing and new communities.



# Nando’s PERi-PERi

Typically, Goods for Resale (GFR) suppliers are part of the broader Nando’s group and comply with Nando’s modern slavery commitments. Direct suppliers may engage with their own suppliers or service providers, who are referred to as Tier 2 suppliers and have an indirect relationship with Nando’s PERi-PERi Australia. Typically, Tier 2 suppliers have a contract with Nando’s and agree to comply with the Supplier Code of Conduct. Tier 3 suppliers (for example a supplier of raw materials) supply Tier 2 suppliers.

Nando’s Group is in the process of rolling out an ethical sourcing document with a series of questionnaires that will allow us to audit our suppliers in the future and have records so that we obtain more visibility and can take necessary action to mitigate any risk.

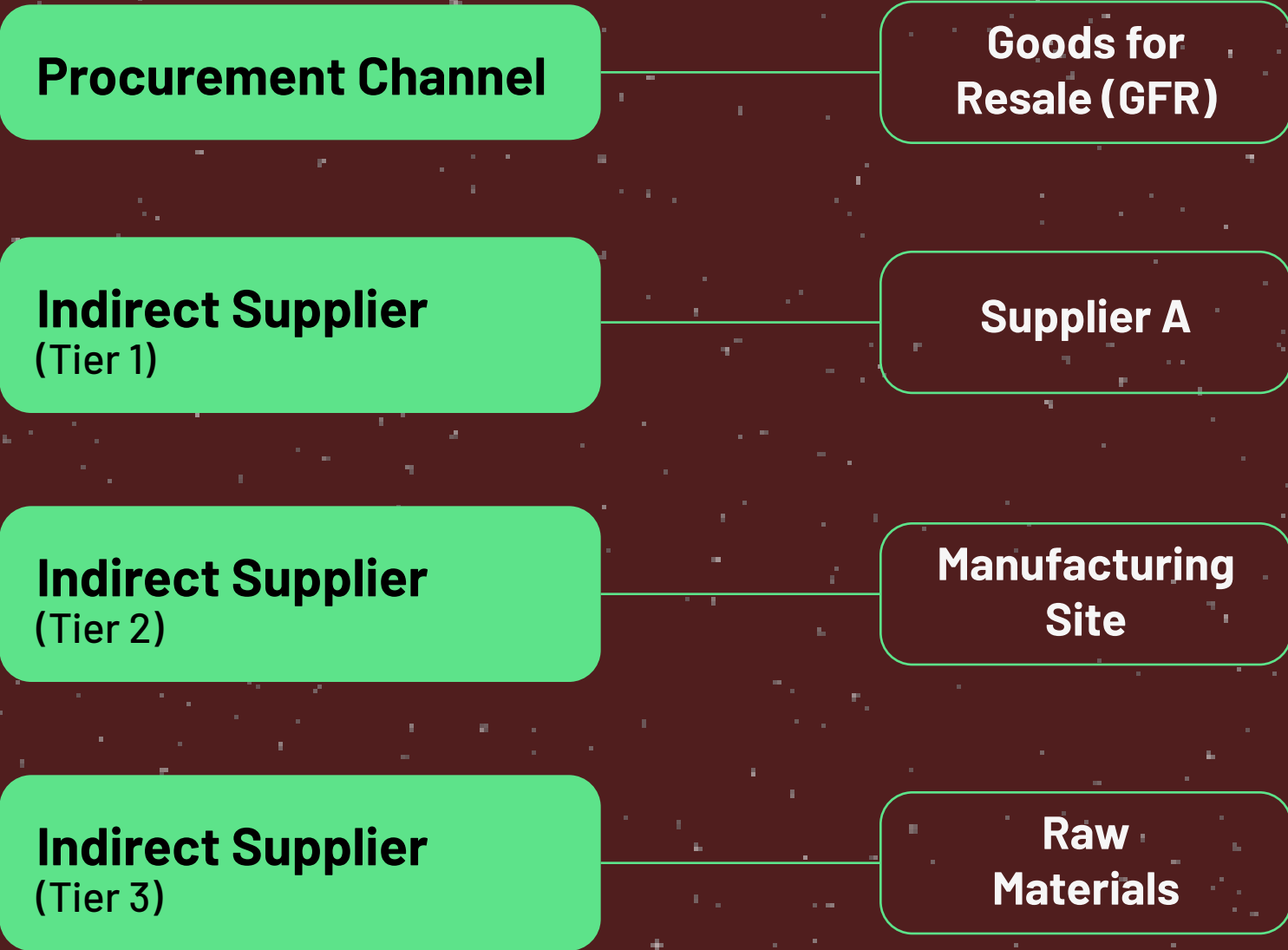
Nando’s PERi-PERi has also started including modern slavery commitments and requirements in our contracts with new customers in line with Nando’s Australia contracts.

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SUPPLIERS TO PROVIDE  
GOODS OR SERVICES

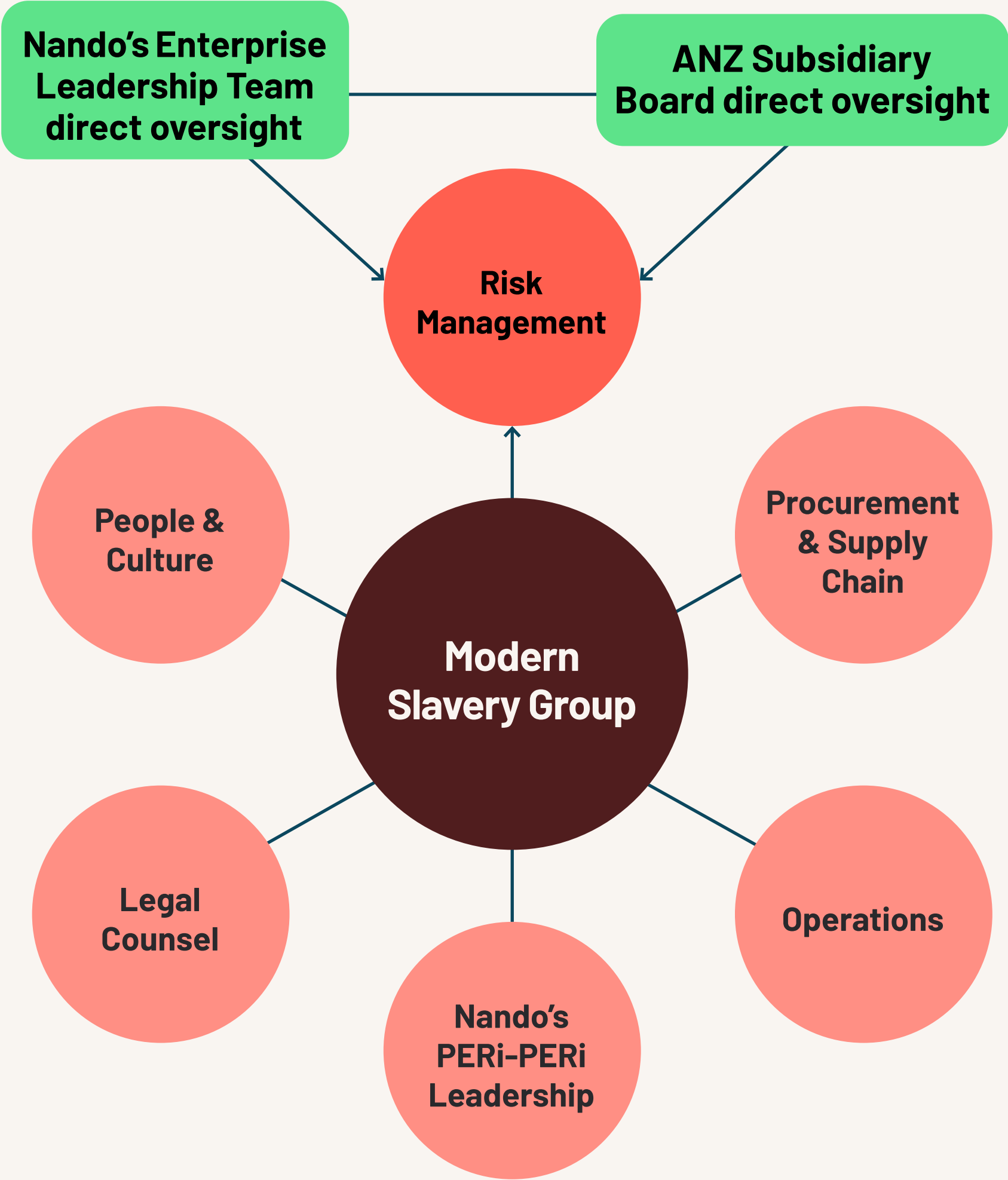
76%

OF PROCUREMENT SPEND ON  
GOODS FOR RESALE FROM  
NANDO’S GROUP ENTITIES



# Risks of Modern Slavery Practices in Nando’s Operations & Supply Chain

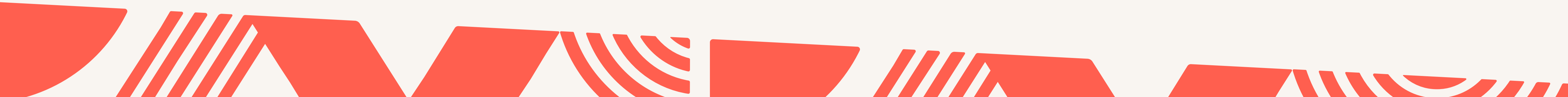
In the seventh year of reporting requirements under the Act, Nando’s continued to work through detailed scoping and risk assessment exercises to gain further insight into the risks of modern slavery practices occurring in our operations and supply chains by our Modern Slavery Group established in FY20.



# Risks of Modern Slavery Practices in Nando’s Operations & Supply Chain

The Modern Slavery Group for Nando’s continued to meet at least quarterly to specifically address the risks of modern slavery practices in its business and supply chain with the following rolling agenda:

- Legislative updates on modern slavery (locally and globally)
- Supplier risk identification (i.e. specific suppliers based on risk assessments, reports, surveys or failed/incomplete mitigations)
- Risk assessment criteria (i.e. review ongoing appropriateness, results of risk assessments completed previous quarter, supplier surveys)
- Reports and trends (i.e. Global Slavery Index (GSI) changes, Government reports, etc.)
- Seminar knowledge sharing from industry experts, webinars, articles, etc.
- Training and communications (i.e. existing training updates and progress, crafting improvements to existing training and developing new programs and refresher courses)
- Quality assessments (i.e. manufacturing facilities audits)
- Operations updates (i.e. restaurant practices and adherence to operational guidelines)
- Procurement review (i.e. non-contracted supplier assessment, ethical sourcing)
- Supply chain assessment (i.e. areas of concern)
- Nando’s Australia updates (i.e. Global sourcing)





# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

## MODERN SLAVERY RISKS IN OUR OPERATIONS

Nando's Australia is a business with a relatively large young part-time workforce and **26 franchised restaurants operated directly by franchisees** under agreements with Nando's Australia. All employees are employed in Australia directly by Nando's Australia and are **not within the highest risk industries identified by the GSI** (e.g. industrial cleaning, horticulture, construction).

Our franchisees are required to operate in full compliance with all applicable laws and regulations under their franchise agreements with Nando's Australia. Broad compliance audits are undertaken with franchisees regularly to assess several key areas (e.g. operational compliance, food safety compliance, employment legislation and other regulatory

frameworks). We regularly audit, inspect and monitor the risks of underpayment in franchised restaurants, with our Legal department completing annual audits directly with each franchisee partner and our compliance team reviewing key risk areas in quarterly restaurant reviews.

Internally in our corporate restaurants, we conduct award rates and compliance audits through our People & Culture and risk teams to help ensure that the required rights are upheld and employees are paid and treated correctly. Any gaps or recommendations for improvement are taken seriously by the business and are raised at Nando's Risk & Governance Committee meeting for review and action plan implementation.

# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

## MODERN SLAVERY RISKS IN OUR OPERATIONS

We manage operational risks through both internal and external reviews, supported by an **annual assessment conducted by our People & Culture team**. This includes verifying that wage changes have been correctly implemented and ensuring our salary bands remain appropriate and compliant with legislative requirements – including the relevant Awards and National Employment Standards in Australia for Nando's Australia and Nando's PERi-PERi Australia.

Alongside these reviews, we continue strengthening governance by building robust processes within our Human Resource Information System (Workday).

Our People & Culture team also maintains strong relationships with external Workplace Advisory services across Australia and New Zealand, who provide additional support and expert guidance to help us proactively monitor and manage employment-related risks.



# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

## MODERN SLAVERY RISKS IN OUR SUPPLY CHAIN

Our risk assessments have confirmed that our **greatest exposure to modern slavery risk is through our suppliers and broader supply chain**. Nando's has a diverse supplier base that includes higher-risk industries and geographic regions, particularly where food is sourced from farming.

In addition to the mitigation measures already in place (such as contractual requirements, codes of conduct and terms of trade), over the past 12 months our Supply Chain & Quality teams have continued to visit and audit our major fresh produce suppliers, primary producers, processors and distributors.

These activities are designed to better understand supplier exposure to modern slavery risks and to work collaboratively with them to ensure appropriate controls and actions are in place to address and reduce those risks.

The outcomes of these engagements were reflected in updated internal risk assessments for each supplier and discussed at the quarterly Modern Slavery Group meetings. These forums provide an opportunity to review the effectiveness of existing mitigations and determine whether additional actions are required.





In FY26, Nando's issued 92 detailed modern slavery questionnaires to suppliers across its supply chain to further assess risk exposure and implement targeted mitigations. Suppliers were selected based on the following criteria:

- 🔥 Annual spend exceeding \$100,000
- 🔥 Identified suppliers in horticulture, food providers and services or products sourced from high-risk geographic regions
- 🔥 All suppliers classified as Tier 1 to Tier 3 within our risk framework

Responses were assessed using an overall risk-scoring methodology applied across response sub-categories to identify potential modern slavery risks.

In FY26, we observed a continued increase in questionnaire participation, with a 92% completion rate across Tier 1 to Tier 3 suppliers, representing a significant improvement from 84% in FY25. Notably, 100% of current Tier 1 (direct materials supplied to restaurants) and Tier 2 (direct materials supplied via distribution centres) suppliers completed the questionnaire. These responses have provided deeper insights into suppliers' end-to-end supply chains beyond what has been captured in previous years. This improvement reflects Nando's Australia's ongoing commitment and increasing focus on identifying, mitigating and reducing modern slavery risks across its supply chain.

# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

In addition to the geographical risks, the Modern Slavery Group has reaffirmed this year that **strategic relationships with core partners and suppliers are strong** and these relationships are the best way for Nando's Australia to reduce risk of exposure to modern slavery within the supply chain, provided that due diligence continues annually to understand developments in their supply chains. However, there is a risk that it is still not always possible for us to have clear visibility over our entire end-to-end supply chain. For example, of the 708 suppliers that Nando's Australia engaged with last financial year, approximately 616 of the suppliers were either one-off or low-frequency suppliers which are unlikely to have a dedicated relationship with Nando's Australia. Based on our business focus and the types of products and services we typically procure, we have identified 92 suppliers for conducting risk assessments in FY26, which notably represents an increase of 16 suppliers from FY25.

Considering the geographical locations covered by GSI, the classification within the horticulture sector, and the industries represented by our assessed suppliers, we have identified the four most significant human rights risks from our assessments.

Labour (human rights) – This includes suppliers based overseas with higher risks of modern slavery according to the GSI.

- 🔥 Wages and benefits – This includes shopfitters who may engage contractors or subcontractors to fulfil contractual terms without our express knowledge that this engagement has occurred. We attempt to mitigate this risk by negotiating into contracts that our suppliers are not able to assign or subcontract without our prior consent (or at a minimum without prior written notice to us with a linked ability for us to terminate the contract if we disagree) to support giving us more visibility and control over our supply chain.
- 🔥 Health and safety – Risk of exposure to cleaning chemicals, waste disposal and facilities management practices.
- 🔥 Work hours – This includes agencies who may require varying work hours to achieve existing or new project and contractual milestones.
- 🔥 The remaining modern slavery risk categories consist of anti-discrimination, child labour and forced or compulsory labour.

# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

Our focus in FY26 involved **expanding the number of assessments from 76 in FY25 to 110 in FY26,** along with capturing additional details in the risk assessment, including further mapping of end-to-end supply chains. This expansion offers further insight into exposure to modern slavery risk.

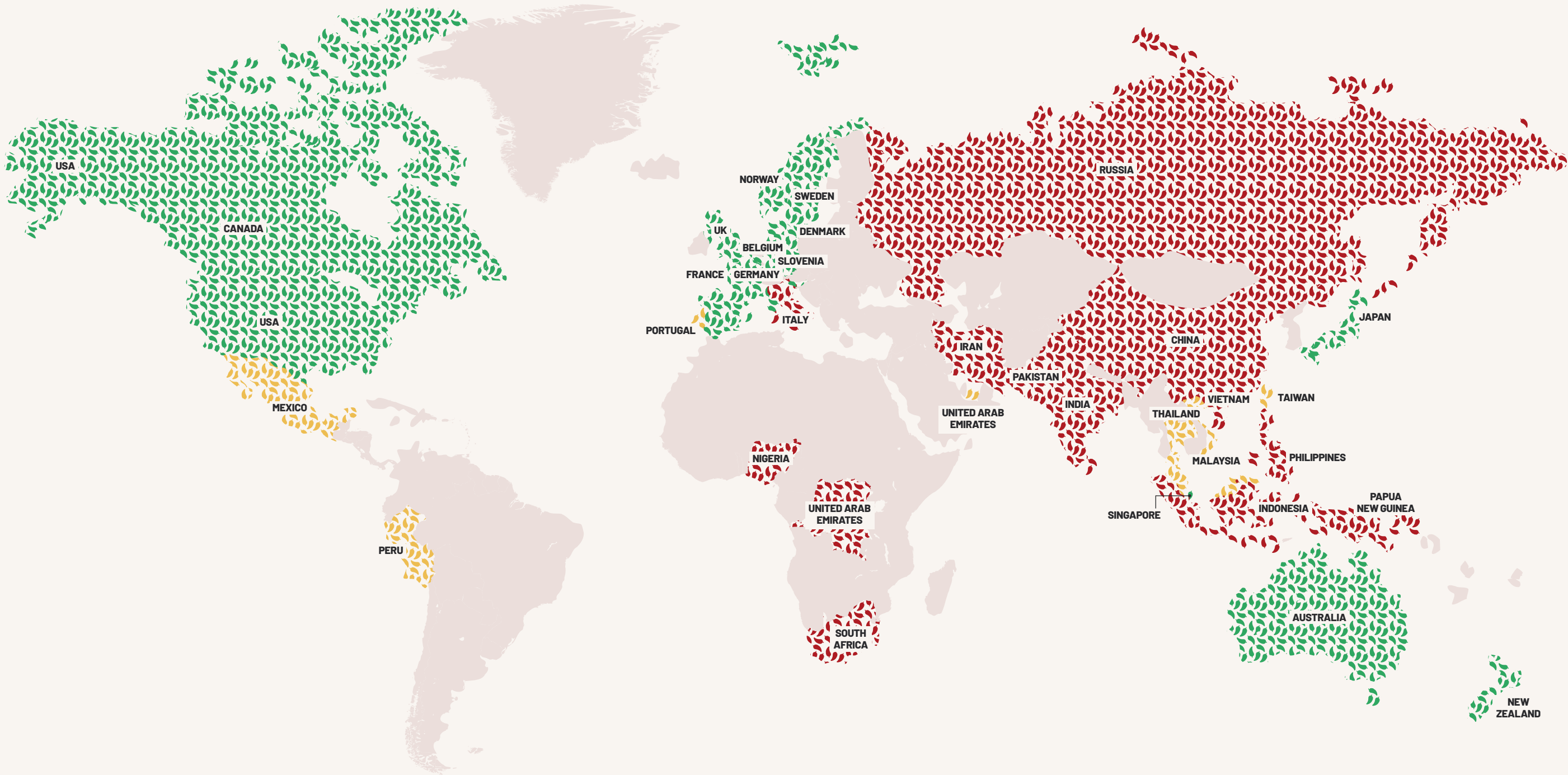
These steps are all aimed at assisting the Modern Slavery Group, supported by the Nando's Enterprise Leadership Team, to continue developing the foundations and enhancing a detailed and proactive risk assessment program and subsequent mitigation strategies while we continue our journey toward this becoming part of our business-as-usual approach through our Ethical Sourcing onboarding requirements.



# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

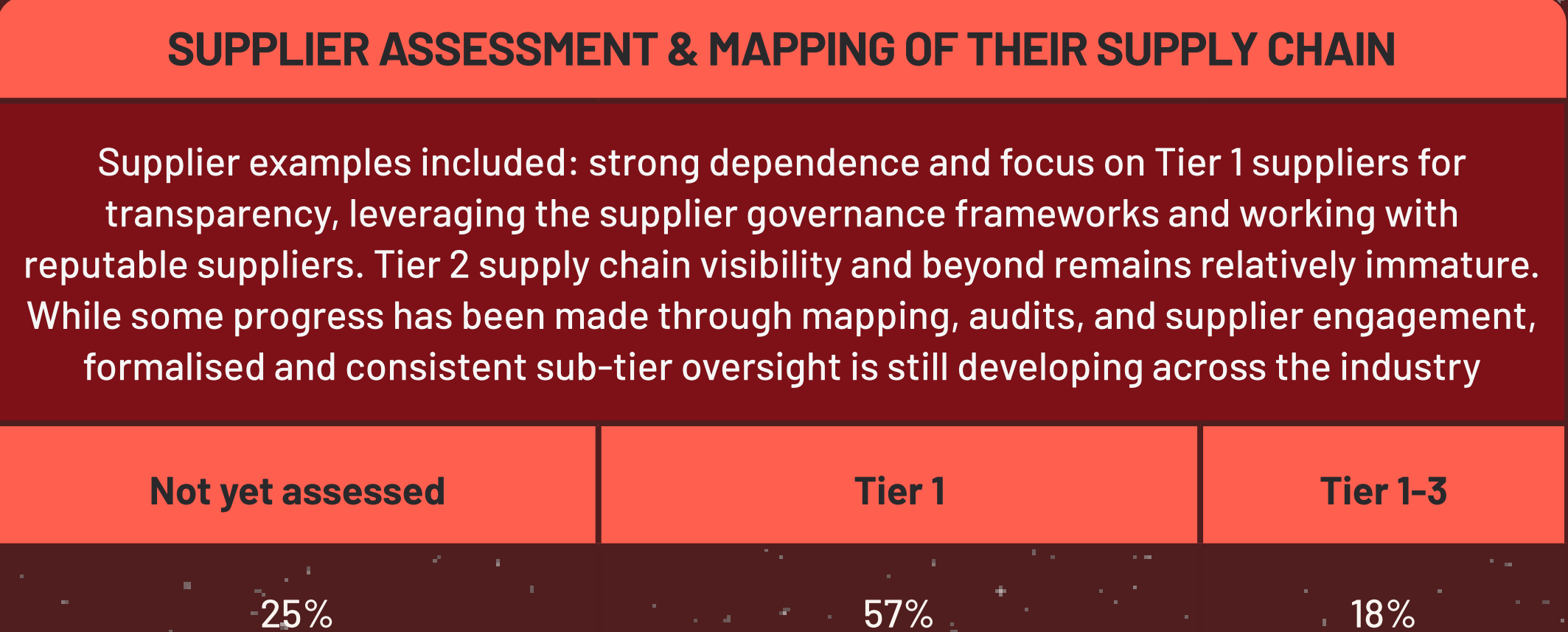
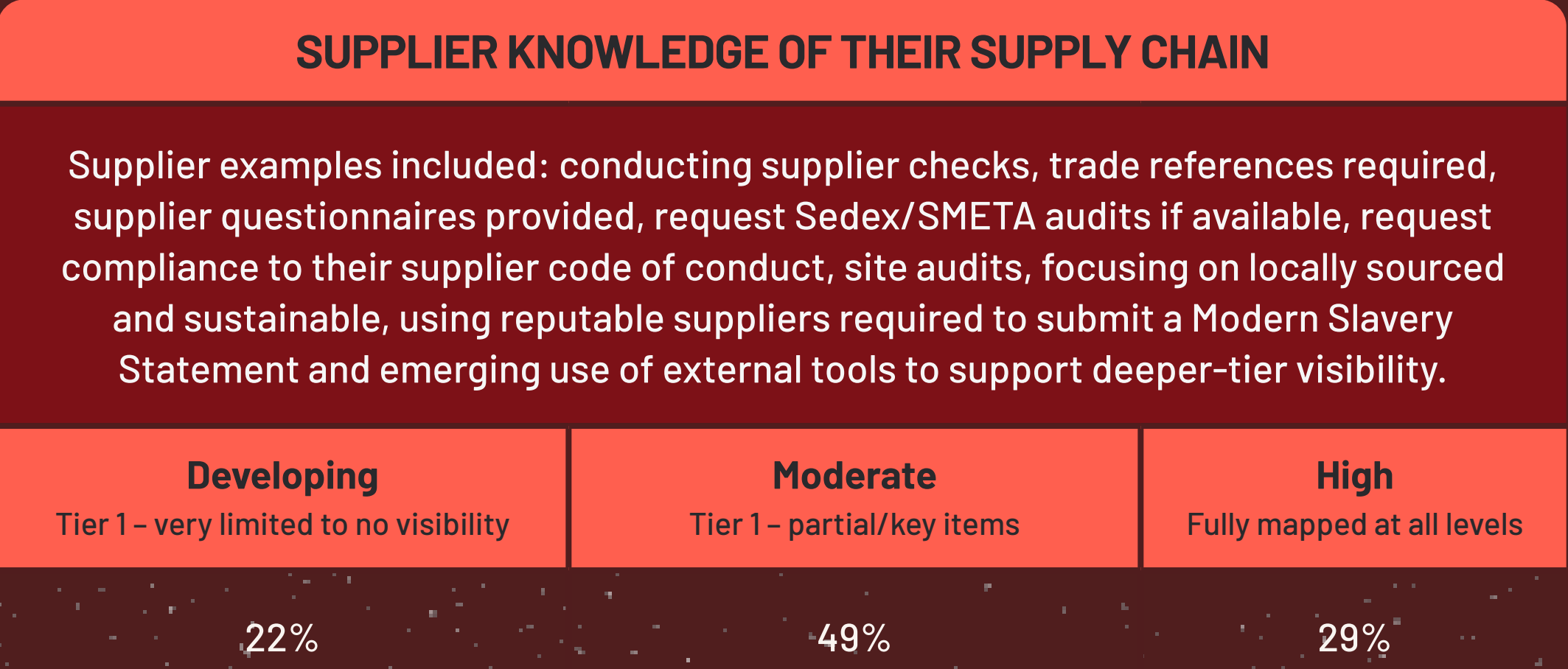
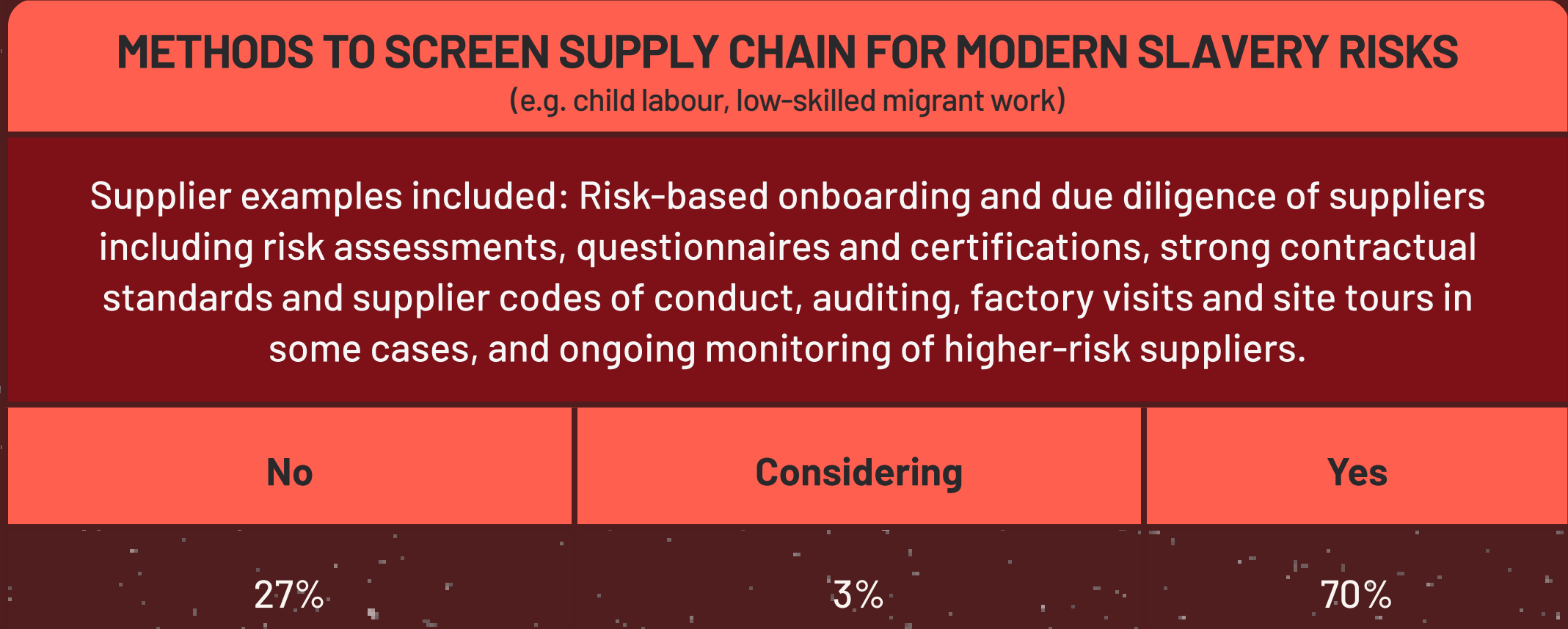
## GEOGRAPHIC REGIONS

Nando's Australia-based suppliers included in our risk assessments indicated in their survey responses that they source goods or services from the following range of industries: agriculture, facilities management, packaging, design and construction, food wholesalers, IT support, waste disposal and cleaning in the displayed **high (38%)**, **moderate (8%)** and **low (54%)** risk countries:



The Modern Slavery Group sought and obtained clarification for some of the goods provided from high-risk countries that they are sourced via highly reputable Australian retailers and not directly from overseas suppliers, which further reduced the risk of modern slavery for these high-risk countries as identified in our risk assessments.

# Risks of Modern Slavery Practices in Nando’s Operations & Supply Chain



# Risks of Modern Slavery Practices in Nando’s Operations & Supply Chain

In FY26, we observed a notable increase in suppliers implementing one or more measures to support compliance with the Modern Slavery Act. Based on supplier responses, 70% confirmed that staff are aware of and trained to identify, assess, escalate, and respond to modern slavery risks within their operations and supply chains. We continue to engage with the remaining 30% of suppliers to support the introduction of appropriate training and capability uplift.

We continue to engage with the 27% of suppliers that have not yet introduced formal modern slavery policies or processes. Responses indicate this cohort is predominantly small businesses that nonetheless demonstrate a commitment to ethical sourcing practices and compliance with applicable workplace and human rights laws. Many of these suppliers maintain long-standing relationships with reputable upstream suppliers, the majority of whom are required to publish a Modern Slavery Statement. We continue to work with these suppliers to support the formalisation of policies and processes over time.

Further modern slavery questionnaire insights across high, moderate, low risk countries included:



# Risks of Modern Slavery Practices in Nando's Operations & Supply Chain

In addition, we have:

- 🔥 Encouraged these suppliers to consider the visibility of the supply chain beyond Tier 1 and consider mapping Tier 2 and beyond to understand if there could be risk of modern slavery (e.g. working conditions in factories and fresh produce)
- 🔥 Outlined opportunities for suppliers to strengthen child labour due diligence, including the use of onboarding processes, codes of conduct, supplier checks, questionnaires, declarations, and interviews, to help ensure child labour is not used within their own operations or across their supply chains

We are passionate about our Business Partner Code specifically highlights:

"Having these same expectations of our business partners in the areas of governance and general compliance, human rights and workplace relations, occupational health and safety, ethical business practices and environmental management. We also expect our business partners to adopt similar principles in dealing with their own suppliers and partners and to complete their own risk assessments and due diligence on a regular basis. Nando's is committed to working with its business partners in an open, constructive and transparent manner and asks that its business partners do the same."

# Actions taken by Nando's

SCOPING  
Nando's

## FY20

The Modern Slavery Group completed a detailed scoping and risk assessment exercise to gain further insight into the risks of modern slavery practices occurring in Nando's operations and supply chains.

Due to the complex nature of operations and the supply chain it wasn't feasible for us to immediately assess and act on every supplier in our supply chain that may be at risk of modern slavery practices.

The focus resulted in areas identified as most significant for FY20, continuing into FY21, eventually cascading these risk assessments down to other lower-risk areas of the business and supply chain in the following years until it became part of "business as usual".

A framework was implemented to proactively review and update risk assessments annually.

The identification process for these suppliers is listed in detail in Nando's FY20 Statement.

## FY21

Nando's followed the same assessment process but expanded the detailed risk assessment process to the next tier of suppliers in its supply chain, including revisiting the eight suppliers from FY20 as part of its implemented framework to proactively review and update risk assessments annually.

Implemented the first training module for staff.

Introduced modern slavery compliance clauses and the Business Partner Code of Conduct into more contracts with its suppliers.

The classification process for these suppliers is listed in detail in Nando's FY21 Statement.



# Actions taken by Nando's

## FY22

The same risk categories from both FY20 and FY21 were also used in FY22 with the addition of adding any Nando's defined "high-risk" suppliers based on either the type of supply (e.g. Nando's branded material) or known risk categories (e.g. geographical location) to the category of "known" suppliers.

Expanded the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

Introducing more direct requirements in contracts for suppliers not to assign or subcontract without Nando's prior written consent (or at a minimum prior written notice to Nando's with a linked ability for Nando's to terminate if it is not comfortable with the assignee or subcontractor).

The classification process for these suppliers is listed in detail in Nando's FY22 Statement.

## FY23

The same risk categories from FY20 to FY22 were used.

Rolled out the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

Introducing more direct for Nando's globally negotiated contracts.

The classification process for these suppliers is listed in detail in Nando's FY23 Statement.



# Actions taken by Nando’s

**FY24**

The same risk categories from previous financial years (FY20–FY23) were also used in FY24.

Expanding the training offered to include a more detailed module for those in the business responsible for negotiating contracts and onboarding suppliers.

By refining KPI requirements in contracts for suppliers, this has ensured modern slavery is at the forefront of our supplier partner contracted relationships. High-risk suppliers, based on spend, industry or geography, are also required to now report modern slavery practices at QBRs (quarterly business reviews).

| MODERN SLAVERY |                                                                                                                                                                                                                                                                                                                  |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI            |                                                                                                                                                                                                                                                                                                                  |
| ✦              | Provide Nando’s with a copy of the Supplier’s Modern Slavery Statement under the Modern Slavery Act 2018 (if applicable) annually                                                                                                                                                                                |
| ✦              | Provide Nando’s with the information, documentation and support required for it to comply with the Modern Slavery Act 2018 within 14 days of a request                                                                                                                                                           |
| ✦              | Provide Nando’s with information on what the Supplier is doing, or plans to do, to manage modern slavery risks in its business and supply chain (modern slavery risks refer to a range of serious forms of exploitation, including forced labour, debt bondage, human trafficking and slavery) at least annually |
| ✦              | Proactively implement reasonable system controls to ensure ongoing compliance with the Modern Slavery Act 2018 and best practice to reduce risks of modern slavery at least annually                                                                                                                             |

Any suppliers not contracted are required to sign a Business Partner Code of Practice prior to onboarding and commencement of scope of works.

[assets.nandos.com.au/global/documents/Business-Partner-Code-August-2024.pdf](https://assets.nandos.com.au/global/documents/Business-Partner-Code-August-2024.pdf)

In conjunction with our Global Team, Nando’s PERi-PERi Australia and Nando’s Australia have undertaken designing a Nando’s Global Standard of Ethical Sourcing Policy. This Policy will not only provide the suppliers with a foundation for compliance requirements but will easily be able to identify areas of continuous improvement.

Nando’s PERi-PERi Australia followed a similar approach as Nando’s Australia, however given its smaller size and supplier pool we were able to simplify the risk categories into only “direct” (suppliers that supply products and services directly that are fundamental to its core business (e.g. the bottled sauces and marinades) and “indirect” (suppliers that supply products and services indirectly that are not part of or fundamental to its core business but are necessary to operate efficiently (e.g. insurance and merchant fees)).

# Actions taken by Nando's

## FY25

During the reporting period, Nando's continued to focus on the key modern slavery risk areas identified in previous years (FY20–FY24), while further strengthening its systems and controls.

Nando's implemented an enhanced rostering, time, and attendance system across company-operated restaurants. This provided improved visibility of workforce practices and supports compliance with applicable workplace laws and standards.

Nando's also implemented a 'Procure to Pay' system to enhance transparency, consistency, and control over procurement activities. This system supports improved monitoring of supplier engagement and supply chain risks.

Modern Slavery considerations have been embedded as a standing agenda item within Nando's Supplier Relationship Management (SRM) Program for strategic and key suppliers. This enables ongoing engagement with suppliers on modern slavery risks and reinforces expectations regarding responsible business practices.

Nando's continued its annual supplier audit program, incorporating independent external auditors to support objective assessments of supplier practices. In addition, Nando's is progressing the development of a supplier risk matrix and undertaking ongoing risk assessments across its supply chain. These activities support enhanced supplier monitoring and inform the implementation of appropriate actions, including remediation plans, contract amendments, or termination of supplier relationships where necessary.



# Board Involvement

We believe that involvement from the Nando's Enterprise Leadership Team and the local ANZ Subsidiary Board in any project is fundamental to its ultimate success by **"leading from the top down"**. During this reporting period, a separate agenda item addressing modern slavery risks, and our rolling risk matrix portfolio, continued to be included in periodic ANZ Subsidiary Board reporting, Risk & Governance Committee meetings and Compliance Forums, which, among other things, are charged with reviewing and addressing modern slavery risks (supported by recommendations made by the Modern Slavery Group) and providing recommendations ultimately up to the ANZ Subsidiary Board and global boards.



# Employment

At Nando's, we are committed to ethical employment practices that uphold the rights and wellbeing of all individuals. We proudly foster a diverse and inclusive workplace where equal opportunity is based on merit, aligned to our Compass Values.

We ensure fair and transparent recruitment processes, selecting Nandocas based on their skills, experience, and potential. Our People & Culture team oversees a national employment framework that complies with all relevant laws, covering core conditions such as minimum wages, hours of work, leave, and entitlements. This is supported by dedicated internal experts, external employment relations partners, and legal counsel to ensure compliance and best practice.

We do not tolerate any form of discrimination, harassment, bullying, or exploitation. We expect all Nandocas and representatives to treat one another with respect, dignity, and courtesy, promoting a safe and inclusive working environment. To further support wellbeing, all Nandocas

and their immediate families have access to a free, confidential Employee Assistance Program (EAP), available 24/7.

Nando's also meets its annual obligations under the Workplace Gender Equality Act 2012 through WGEA reporting and conducts regular internal salary and award reviews to ensure fairness, equity, and legal compliance across our operations. This reporting provides a yearly review of gender equality across our Australian workforce, including key areas such as parental leave, flexible working, harm prevention, and support for family and domestic violence. We also conduct regular internal reviews of salaries and awards to ensure fairness, equity, and ongoing compliance with legal standards across all levels of our operations.

We remain committed to ongoing improvement in our employment practices to help **prevent modern slavery and protect the rights of every individual in our business.**

# Supplier statements

Supplier statements provide valuable insights into their approaches regarding addressing modern slavery risks. The Modern Slavery Group continues to record and keep a copy of each statement, which has due dates for new Modern Slavery Statements to be uploaded to Australian Border Force (ABF) registry. This is reviewed on a quarterly basis.

Our commercial team engages with our suppliers annually to request copies of their statements if their statement is not available publicly. These details are captured in our risk assessments.

In FY26, **40 suppliers across multiple industries and supply tiers provided a current Modern Slavery Statement or were confirmed via the public register.** Coverage remains consistent with FY25, providing assurance that 36% of the 110 suppliers assessed in FY26 have published a Modern Slavery Statement.

| MODERN SLAVERY STATEMENT SUBMITTED TO THE ABF REGISTRY | 40 SUPPLIERS |
|--------------------------------------------------------|--------------|
| <b>Direct – Tier 1</b>                                 | <b>30%</b>   |
| Beverages                                              | 10%          |
| Distribution Centre                                    | 5%           |
| Fresh Chicken                                          | 7.5%         |
| Fresh Produce                                          | 2.5%         |
| Other Menu Ingredients                                 | 2.5%         |
| Manufacturing                                          | 2.5%         |
| <b>Direct – Tier 2</b>                                 | <b>22.5%</b> |
| Other Menu Ingredients                                 | 10%          |
| Packaging                                              | 5%           |
| Sauces and Marinades                                   | 7.5%         |
| <b>Indirect – Into Restaurant</b>                      | <b>22.5%</b> |
| Facilities Management                                  | 2.5%         |
| Kitchen Equipment                                      | 2.5%         |
| Logistics                                              | 2.5%         |
| Source Ingredients                                     | 10%          |
| Waste/Cleaning                                         | 5%           |
| <b>Indirect – Overheads</b>                            | <b>25%</b>   |
| Financial Services                                     | 5%           |
| Insurance Brokers                                      | 2.5%         |
| IT & Telecoms                                          | 5%           |
| Legal                                                  | 2.5%         |
| Marketing                                              | 2.5%         |
| Utilities                                              | 7.5%         |
| <b>Grand Total</b>                                     | <b>100%</b>  |



# How Nando's assesses the effectiveness of actions

We are committed to continuing to survey our suppliers, complete the detailed risk assessments and ongoing business reviews. We address any instances of modern slavery identified during these audits and work with our suppliers to remedy these risks.

We are committed to raising any practice that is inconsistent with our Business Partner Code through the Modern Slavery Group (specifically representatives from the legal and risk departments) along with oversight from Nando's Enterprise Leadership Team, Risk & Governance Committee and ANZ Subsidiary Board.

To help ensure the effectiveness of our commitments, we continue to enhance our mandatory staff training e-learning module implemented in FY20. This training continues to be a mandatory requirement at the induction stage for new employees together with periods of refresher training to continue reinforcing the importance of modern slavery risks and identification with our employees.

We believe that **awareness, education and training are an essential component of our risk management, governance and compliance framework** and ensure that all employees are aware of their obligations under our compliance policies and have access to further information about these when required.

# How Nando's assesses the effectiveness of actions

**Sustainability:** Nando's has an aspiration to halve the environmental impact of a meal by 2030. To achieve this, there are direct impacts that Nando's can influence; however, a significant portion of the footprint involves engagement with and support from our suppliers. Working with these suppliers is crucial to the success of our goal, by helping ensure all processes of the supply chain are sustainable. This will occur by working closely with our suppliers, while simultaneously seeking world-class solutions for continuous improvements to the environmental footprint that our supply chain creates.

## Three key areas of measurement are assessed:

🔥 **People:** These KPIs align with Nando's values to ensure our partners not only adhere to regulations and legislation but focus on the social aspect of changing lives of their employees. For this reason, the People KPIs focus on Occupational Health & Safety (OH&S), Modern Slavery, Community Engagement, and Diversity and Inclusion.

🔥 **Waste:** The Waste KPIs focus on Innovation and Landfill Diversion, which directly focuses on how waste is managed and reduced.

🔥 **Planet:** Water usage, Carbon Emissions, and Renewable Energy are the focus of the Planet KPIs, which look at some of the biggest impacts to the environmental footprint of a Nando's Meal. These KPIs may vary depending on the supplier due to the nature of the industry. The weighting in these categories is captured via an Annual Business Review (ABR). Each year a supplier should aim to achieve a minimum score of 80%. If a supplier doesn't reach this score, a conversation is triggered between the Nando's Supply Chain and Sustainability teams with them during the ABR meeting to understand the challenges the supplier may be facing, the impacts this may have on Nando's own sustainability objectives and to help identify a collaborative pathway for suppliers to achieve the 80% threshold.





# Process of consultation

Nando's is committed to developing and maintaining a robust, pro-active, all-encompassing response to modern slavery from Nando's Australia and Nando's PERi-PERi Australia. Nando's therefore developed this joint statement in consultation with both Nando's Australia and Nando's PERi-PERi Australia as reporting entities through our Modern Slavery Group.

Our Modern Slavery Group continues to evolve year on year. Citing the Effectiveness of the Modern Slavery Act Implementation government report, as a group we referred to the findings to develop a best-practice approach for identifying and addressing the risk of modern slavery in our supply chain and operations.

**Nando's Australia and Nando's PERi-PERi Australia consult quarterly or as required during the lead up to, and the preparation of, this statement.** The businesses work closely together across many areas, given they operate under the same "Nando's" brand.

Importantly, key representatives from Nando's PERi-PERi Australia and Nando's Australia form the Modern Slavery Group to ensure all functions are not only aware of modern slavery best practices but have the opportunity to provide updates on market trends/risks as well as taking a proactive

approach to modern slavery throughout both businesses. Representatives also include a Director of Nando's PERi-PERi Australia who is part of the ANZ Subsidiary Board and therefore participates in these meetings. All scoping exercises were undertaken by both Nando's Australia and Nando's PERi-PERi Australia (e.g. supplier mapping, questionnaires and subsequent risk assessments). Procurement and supplier information was provided to be incorporated into the risk assessments by both Nando's Australia and Nando's PERi-PERi Australia.

The implementation of a group-wide risk assessment process led by the risk department of Nando's Australia, agreement on an action plan for the next reporting period and review and sign off on the content of the statement prior to submission to the Nando's Enterprise Leadership Team, Risk & Governance Committee and the ANZ Subsidiary Board for approval (all of which were subsequently received).

For the purposes of Section 16 of the Act, there are no entities owned or controlled by Nando's which required consultation when preparing this statement outside Nando's Australia and Nando's PERi-PERi Australia, both of which collaborated in the process and are covered in this joint statement.

# Other Information

## FUTURE STEPS

The Modern Slavery Group will continue meeting at least quarterly to focus on reviewing and refreshing our internal suite of policy documents (e.g. our code of conduct, ethical behaviour, health and safety, discrimination and bullying, anti-bribery and anti-corruption, human rights and privacy) which will form part of further mandatory induction and refresher training.

### In addition:

As Nando's continuously improves our systems, Nando's has implemented a new and improved rostering, time, and attendance tool (lifelenz) to enhance visibility and ensure

compliance with legislative requirements for employees in our company-operated restaurants. This tool is also available to our franchise partners.

Both 'Source to Contract' and 'Procure to Pay' systems have been implemented through FY26. These systems are enabling greater visibility and control across all the goods and services we utilise in our supply chain and throughout the wider business.

Nando's has added modern slavery as an agenda item to all its strategic and important suppliers as part of its Supply Relationship Management (SRM) Program.





Nando's continues its annual supplier audit program. This robust program includes external auditors, ensuring an unbiased assessment of our supplier base.

Surveys to suppliers have also been extended to include data (as well as modern slavery) of: Cyber Security, Greenhouse Gas Reporting & Certifications.

A large risk matrix and portfolio of all suppliers in Nando's supply chain will become available as the Modern Slavery Group completes more detailed risk assessments and follow-up reviews. This will allow Nando's to continue:

- Meeting with our suppliers and discussing key performance indicators
- Undertaking and reviewing supplier audits
- Mitigating and remediating identified risks (where required)
- Developing a standardised approach to actioning the results using remediation, contract variation or terminations



# Grievance & whistleblowing

Our Compass, which guides our operations and employment practices, is coupled with a robust internal grievance and external whistleblowing process allowing any employee, supplier or stakeholder to raise concerns and grievances directly with us, or anonymously.

As a business, we continue to encourage anyone to act if they have any concerns about unethical, illegal or improper behaviour related to Nando's.

Our whistleblowing policy is supported by an external confidential and anonymous whistleblowing process that provides appropriate protections for our employees, suppliers and other covered parties to report their concerns through an independent service provider specialising in

handling sensitive reports and disclosures. Our Enterprise Leadership Team and our disclosure officers also receive annual refresher training to ensure that if reports are made outside the formal channels, they are still appropriately captured and managed as part of our 'speak up' culture.

In addition, Nando's Enterprise Leadership Team, ANZ Subsidiary Board and Risk & Governance Committee review the de-identified data and reports in periodic board meetings to help identify and spot any issues or trends that may be forming to proactively address any concerns. The Nando's Legal Department reviews the whistleblowing policy, and the process framework that it sits in, at least annually.

# Global Operations

Nando's is also part of a global business operation, including a national office in the United Kingdom that is also governed by legislation covering modern slavery risks. Therefore, the global business has also spent significant time and resources giving thought to the ways modern slavery risks can be reduced within the global business, including submitting its own mandatory Modern Slavery Statement under the UK legislation.

This global relationship has allowed the procurement teams across all jurisdictions, including Nando's Australia and Nando's PERi-PERi Australia, to collaborate and share findings, especially where the suppliers of bespoke Nando's branded products, like our marinades and sauces, are often the same and has allowed our businesses to take a holistic approach to managing risks generally, including the risk of modern slavery practices.

This statement is made pursuant to section 14(1) of the Act and constitutes the mandatory joint Modern Slavery Statement of Nando's Australia Pty Ltd and Nando's PERi-PERi Australia Pty Ltd for the reporting period **23 February 2025 to 22 February 2026**. This Statement has been approved by the Nando's Enterprise Leadership Team, the Risk & Governance Committee and the ANZ Subsidiary Board of Nando's Australia and Nando's PERi-PERi Australia.

**Amanda Banfield**  
Director and CEO



Nando's Australia Pty Ltd  
& Nando's PERi-PERi Australia Pty Ltd

