

21 December 2022

2022 Sustainability Report

Please find enclosed for release to the market Retail Food Group Limited's 2022 Sustainability Report.

This announcement has been authorised for release by the Board of Directors.

ENDS

For further information, interviews or images, please contact:

RFG Company Secretariat c/- 07 5591 3242 or company.secretariat@rfg.com.au

About Retail Food Group Limited:

RFG is a global food and beverage company headquartered in Queensland. It is Australia's largest multi-brand retail food franchise manager, and is the owner of iconic brands including Gloria Jean's, Donut King, Brumby's Bakery, Michel's Patisserie, Crust Gourmet Pizza, Pizza Capers, Cafe2U and The Coffee Guy. The Company is also a roaster and supplier of high-quality coffee products, supplied under the Di Bella Coffee brand. For more information about RFG visit: www.rfg.com.au

RETAIL FOOD GROUP



Sustainability Report
Dec 2022

Important Note

This report contains summary information about current environmental, social and governance (ESG) activities of Retail Food Group Limited ACN 106 840 082 and its subsidiaries (RFG, the company or group) as at the date of publication of this report, unless otherwise stated. The information in this report is of a general nature and does not purport to contain all the information that a prospective investor may require in evaluating a possible investment in RFG. It should be read in conjunction with RFG's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au.

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This report contains forward-looking statements, including statements of current intention, statements of opinion, and predictions as to possible future events and prospects (including financial prospects). Forward-looking statements include those containing words such as 'anticipate', 'believe', 'expect', 'project', 'forecast', 'estimate', 'likely', 'intend', 'should', 'could', 'may', 'target', 'plan', 'consider', 'foresee', 'aim', 'will' and other similar expressions. Such statements are not statements of fact, and there can be no certainty of outcome in relation to the matters to which the statements relate. Forward-looking statements involve known and unknown risks, uncertainties, assumptions and other important factors that could cause actual outcomes to be materially different from the events or results expressed or implied by such statements, and outcomes are not all within the control of RFG. Statements about past performance are not necessarily indicative of future performance. Neither RFG nor any of its subsidiaries, affiliates and associated companies, or any of its or their respective officers, employees or agents ('Relevant Persons') makes any representation, assurance or guarantee as to the accuracy or likelihood of fulfillment of any forward-looking statement or any outcomes expressed or implied in any forward-looking statement. The forward-looking statements in this report reflect views held only as at the date hereof, and except as required by applicable law or the ASX Listing Rules, the Relevant Persons disclaim any obligation or undertaking to publicly update any forward-looking statements, or discussion of future financial or other prospects, whether because of new information or future events.

CARBON FOOTPRINT ASSESSMENT:

In 2022 RFG commissioned climate change consultant Pangolin Associates to undertake an audit of its global activities to establish the company's inaugural baseline carbon footprint assessment.

That assessment concerns the reporting period 1 July 2021 to 30 June 2022.

In commissioning the assessment, of the control approaches available to RFG under the Greenhouse Gas Protocol, RFG elected to take the operational control approach applied under the National Greenhouse & Energy reporting Scheme (NGERS) & commonly used by other organisations reporting under the voluntary Climate Active program.

Using this approach, RFG has determined that it does not maintain operational control over its franchise partners, master franchise partners and their sub-franchisees. These are therefore deemed to be outside RFG's operational & emissions boundaries.

Further details regarding RFG's inaugural carbon footprint assessment & steps taken by the group to reduce emissions over the course of FY23 will be provided in the company's 2023 Sustainability Report.

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Introduction



Introduction

Our Journey

As part of our commitment to making RFG a more sustainable business, we believe it is important to share our journey and our path forward with our stakeholders.

RFG is pleased to release its first Sustainability Report, which provides a high-level overview of the performance and achievements of our Environmental, Social and Governance (ESG) strategy, as well as sharing our vision to improve processes, pursue growth and add value for our stakeholders within a framework that equitably meets our needs, without jeopardising the ability of future generations to meet their own needs.

A robust sustainability strategy and plan is a reflection of community values and our commitment to contribute to a better future for all. We acknowledge that the information outlined in this report is only the beginning of our journey, with 2022 and 2023 being the period in which we establish our baseline impact across key ESG metrics, including our carbon impact, environmental impact through waste, and social impact across our employees, suppliers, franchise partners, customers and shareholders.

In 2023, we aim to develop a sustainability plan and roadmap to establish our goals and targets for not only upcoming years, but also beyond. Setting these goals and targets, and ensuring transparency against meeting them with annual public reporting, will seek to create an appropriate balance between delivering a sustainable future for generations, and also a resilient and commercially viable RFG for all our stakeholders.

As a public company listed on the Australian Securities Exchange (ASX), RFG is committed to transparency and ethical operations. This report documents our commitment to mitigating long-term impacts on the environment while enabling a sustainable future for the communities in which we live and work.

RFG recognises the United Nations' Sustainable Development Goals (UNSDGs) agenda and has used it to guide our first report. We value and welcome feedback from all stakeholders. Please send comments or questions about this report to sustainability@rfg.com.au.



Introduction

Peter George, Executive Chairman

I welcome the opportunity on behalf of the Board of Directors to introduce you to RFG's inaugural Sustainability Report.

Shortly after I joined RFG in September 2018, the company embarked on an ambitious turnaround plan, a fundamental element of which was a refocus of RFG's resources on its core franchising business, underpinned by a 'franchisee first' culture that recognises that our success is intrinsically linked to that of our franchise partners. Guided by this principle, we have made considerable progress despite the headwinds created by the COVID-19 pandemic. Whilst much work remains to be done, this report provides insight to an important 'next chapter' in RFG's turnaround journey.

We acknowledge the important role we can play in positively investing in and contributing to the responsible management, measurement and minimisation of the environmental and social impact of our business and supply chain. We also recognise that we are in a position to inspire others to share our vision. We commit to working together to help build a more socially responsible and environmentally conscious world while making our people feel proud of their contributions towards a better future for the community.

This includes, through our Supply Partner Code of Conduct, setting our expectations for our supply partners to help maintain a responsible and ethical supply chain that not only fulfils the requirements of the law, but also meets contemporary expectations and standards.

We are committed to identifying and implementing initiatives to drive positive outcomes for the environment and the communities in which our business operates.

We have adopted an Environmental Statement and Sustainability Policy, established a Sustainability Committee, and appointed a full-time Sustainability Manager reporting directly to me, to demonstrate our commitment to the matters outlined in this report. The committee will identify and – where possible – implement and oversee new systems and controls that will see RFG play a constructive role in contributing to the development of a more socially responsible and environmentally conscious world.

An ESG framework has been developed in consultation with the leadership team of RFG to guide the direction of our sustainability initiatives. Input and feedback from our stakeholders are critical to the success of those initiatives. We aim to further refine this framework in 2023 through consultation with our wider group of stakeholders.

In summary, our vision is to become a leader in sustainable practices, and to motivate our team members and stakeholders towards enhanced social responsibility, ethical behaviours and environmentally conscious decision-making.

Our mission is to foster a culture of ethical behaviour and social responsibility, and to support every individual's right to live and work freely.

Our purpose is to ignite the power of collaboration to influence all around us for a better planet, people and profit.

With these initiatives in place, we look forward to playing our part in creating a viable future for our planet and people, collectively learning as we embark on this journey, and ensuring we continue to create a prosperous organisation for generations to come.



Peter George, Executive Chairman



Introduction

Matt Marshall, Head of Retail

RFG's turnaround journey remains grounded in a 'franchisee first' strategy, with investment in brands, technology, marketing and people to drive successful store operations underpinning a holistic approach that works towards our common purpose and shared goals. During FY22, we continued to strengthen our systems and approach to delivering sustainable growth as the network emerged from difficult trading restrictions during the COVID-19 pandemic.

Our future roadmap is underpinned by four key principles:

- **Franchisee first**
- **Customer obsessed**
- **People matter**
- **Future focused**

These themes represent a commitment to all stakeholders that future success is inherently linked to the success of our franchise partners, the strength of our brands and the quality of our people. 'Future focused' refers not only to ongoing investments in technology infrastructure, digital marketing and product innovation, but to a commitment that our future will be a more sustainable one.

Delivering on a long-term, sustainable growth ambition requires a new multi-dimensional approach that can assess new costs and complications, while understanding the potential of future value creation. Those businesses that embrace the challenge of ESG to build stronger brands and business systems, and to transform their cultures, will undoubtedly become more successful, and employers of choice. We have this ambition for RFG and our franchise partners.

A significant opportunity exists within each of our brands to embed an ESG approach that is good for the environment, our franchise partners, our customers, our community and our shareholders. RFG encourages all team members to contribute and we see our stakeholders as part of the solution that leverages this opportunity, driving best practice.

During FY23, RFG's domestic retail division has adopted '5 Big Plays' as strategic themes to guide sustainable growth:

1. **Effective franchise operations** – A relentless focus on enhancing operational systems and standards and building more effective partnerships with franchise partners.
2. **Digital acceleration** – Expediting investment in digital technology and capability to unlock omni-channel growth opportunities.
3. **Company stores** – Building a corporate store portfolio that demonstrates brand system benchmarks and fosters retail mindsets.
4. **Realising profitability** – Effectively managing retail pricing strategies and product mix to maximise transaction value, while building effective supply chain partnerships that encourage innovation, sustainability and a cost-conscious approach.
5. **Growth initiatives** – Advancing strategic growth drivers and new concepts to provide a pipeline for sustainable future growth.

This is just the beginning.

Our new ESG framework provides the foundation for how we plan to integrate our commercial priorities with our sustainability roadmap. It is our commitment to enhance our initiatives through this framework and embed ESG at the heart of our strategic plan.

We have a clear ambition for sustainable growth and recognise future success requires a culture that embraces new and innovative thinking. Furthermore, our leadership team is committed to supporting our people with the ongoing evolution of systems and governance processes to provide confidence in the delivery of our commitments.

While still in the early stages of our ESG journey, there is a recognition that we have a choice to make about what type of business we want to become. We are motivated by the prospect that a well-defined ESG strategy will create long-term value for all RFG stakeholders, and we embrace the challenges that await us. Sustainability is part of our commercial plan and integrated into our roadmap for growth. I look forward to sharing our success and the role ESG will play in our future.

Matt Marshall

Matt Marshall, Head of Retail



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RFG at a Glance

RFG at a Glance

Listed on the ASX in 2006, RFG is Australia's largest multi-brand retail food franchise manager and owner of iconic brands such as Brumby's Bakery, Crust Gourmet Pizza, Donut King, Gloria Jean's, Michel's Patisserie, Pizza Capers, Cafe2U and The Coffee Guy. The company is also a roaster and supplier of high-quality coffee products under the Di Bella Coffee brand.

RFG's Global Footprint⁽¹⁾

DOMESTIC

407 Bakery Café Outlets
261 Coffee Retail Outlets⁽²⁾
172 QSR Outlets

INTERNATIONAL⁽³⁾

584 Outlets
54 International Territories
41 Countries



Domestic Franchise Operations:

A portfolio of eight leading brands across café, bakery, retail coffee, QSR & mobile represented by a network spanning all States & Territories, with the vast majority of outlets owned & operated by franchise partners



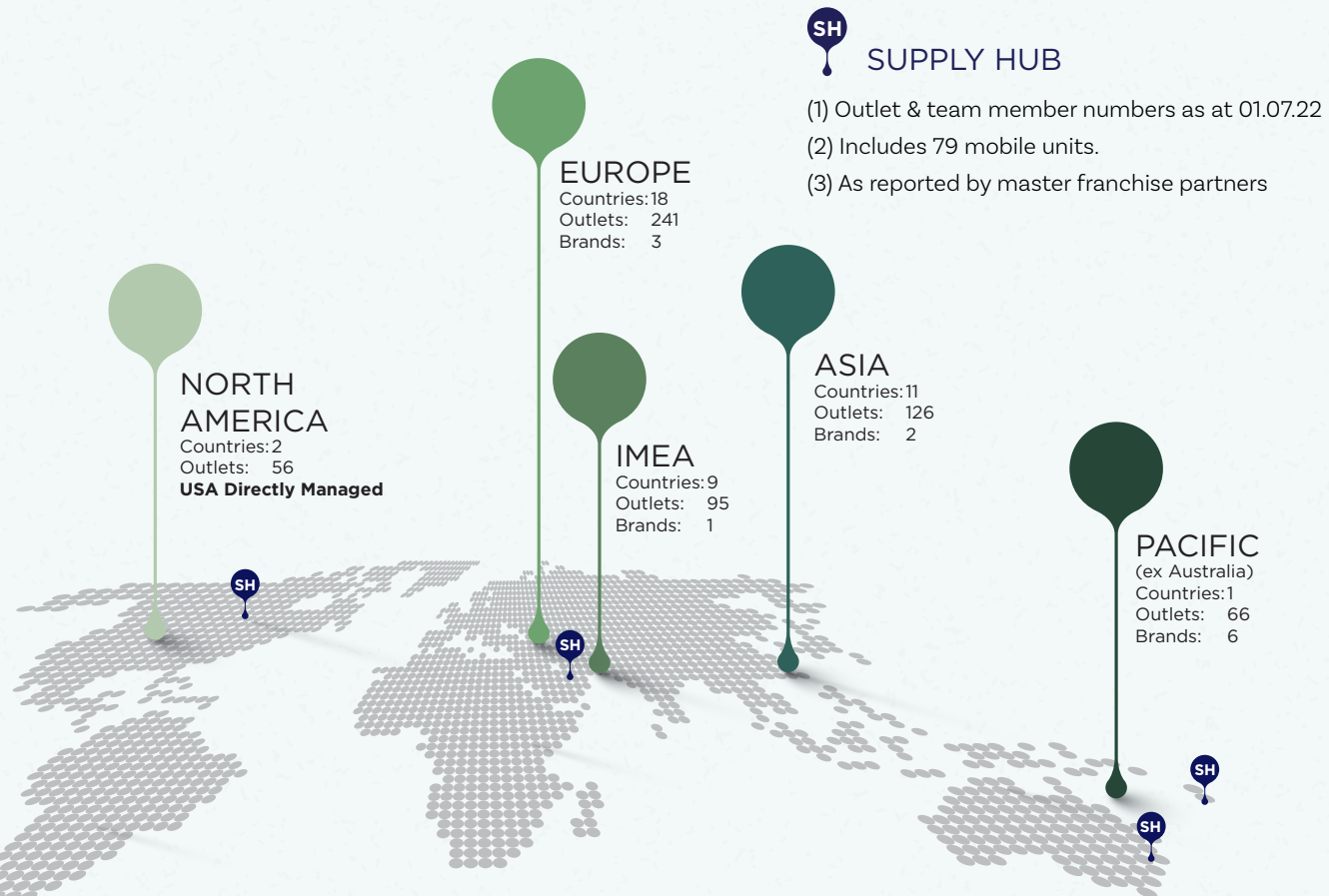
International Franchise Operations:

54 licensed international territories across 41 countries provides a global platform for growth. Save for the USA network, all international territories are operated by third party master franchise partners



Di Bella Coffee:

Roaster & supplier of high-quality coffee products supplying RFG's franchise networks and independent foodservice channels



187
SUPPORT OFFICE & FIELD TEAM MEMBERS

231
RETAIL TEAM MEMBERS

12
INTERNATIONAL TEAM MEMBERS

RFG at a Glance

CRUST™

In 2001, the first Crust store opened in Annandale, NSW. It still operates today as part of a network of more than 130 stores Australia-wide. Taking the pizza industry by storm, Crust became known for its innovative product offering and famous gourmet pizza flavours, made using the freshest and tastiest ingredients. Dominating market trends, Crust introduced gluten-free and low-carb bases in 2015, and vegan cheese in 2016. It is now a market leader in plant-based protein and vegan pizza ranges.



RFG at a Glance



One of the first players in the pizza market to offer gourmet takeaway, Pizza Capers opened its first shop in Brisbane in 1996. With a focus on quality food made with fresh ingredients, the menu showcases a huge range of gourmet pizzas – from Meat the Devil to Plant Based Firebird – alongside pasta, salads, sides, bread and desserts. Pizza Capers' dough is made on-site using fresh yeast to ensure customers enjoy the most delicious meal possible on every single occasion.



RFG at a Glance



Renowned for its Flavour Famous® beverage range, Gloria Jean's originated in a small town outside Chicago in 1979 before being introduced to Australia in 1996. It has since grown to over 600 outlets worldwide. Gloria Jean's sources high grade premium green beans from some of the world's most famous growing regions. These are then expertly roasted in our state-of-the-art roasting facility in Sydney, NSW, to create a range of single-origin, blended and signature flavour infused blends.



RFG at a Glance

donutking.

Donut King's first store opened in Bondi, NSW, in 1981. Today it boasts more than 200 stores globally, and is Australia's largest speciality donut retailer. With a proven passion for sweet treats, the Donut King mission is to add a little joy into the lives of its customers, via its signature hot cinnamon donuts, hot dogs, toasties, milkshakes, frappés and 100% Arabica coffee. Millions of Aussies have grown up sharing the Donut King experience – it's a place for the young, and the young at heart.



RFG at a Glance

Brumby's

BAKERY

Tracing its roots to 1975, Brumby's Bakery takes pride in creating authentic baked goods, following the tried and tested means of artisan bakers, with a fresh and creative approach. At Brumby's, the 'homemade' promise starts with simple ingredients. Wholemeal, sourdough, ciabatta and damper headline the menu, joined by a huge array of sweet and savoury pastries, sandwiches and vegan treats. The 2021 Canstar Blue award for Most Satisfied Customers - Bakery Chains is a testament to the hard work and passion of Brumby's franchise partners and teams.



RFG at a Glance

Michel's

Founded in 1982, Michel's is a chain of patisserie-style retail and café outlets offering delicious, sweet treats and warming savouries, light meals and a range of personalised cakes. The award-winning Michel's espresso coffee has a smooth, balanced flavour with rich notes of chocolate underpinned by subtle berry tones. Trained baristas expertly craft the perfect cup to ensure Michel's delivers a unique and memorable coffee experience every time.



RFG at a Glance



In 2000, a prototype mobile café vehicle was launched in Australia on Sydney's northern beaches. Five years later Cafe2U had 12 franchisees. A pioneer in the mobile coffee industry, the brand now enjoys a footprint of more than 100 outlets across Australia, New Zealand and the UK. With vans driven by professional baristas, the purpose of Cafe2U is to deliver the highest quality espresso coffee and convenient food options to non-traditional locations, at competitive café prices.



RFG at a Glance



Founded in Auckland in 2006 and growing to 24 outlets in New Zealand, The Coffee Guy (TCG) was introduced to Southeast Queensland in May 2013. TCG is a cafe on wheels, each van custom-fitted with the finest Italian espresso hardware and finished in sleek stainless steel. Vans can be found serving hot espresso and tasty treats in local business districts during the week, and at community events on the weekend. The beans are specially selected for their smoothness and richness, and then batch-roasted to perfection. Take-home packs are now available.



RFG at a Glance

Di Bella ☪

Di Bella Coffee was founded in suburban Brisbane, Queensland, in 2002. Di Bella Coffee was then one of the few local coffee companies to exceed the quality of then favoured international roasters, and the business quickly grew from a start-up to one of the largest of its kind in Australia, before becoming part of RFG's stable of brands in 2015. Following strategic restructuring that repositioned all of RFG's coffee roasting operations under the Di Bella Coffee brand, based at the company's state-of-the-art roasting facility in Castle Hill, NSW, Di Bella Coffee now offers a diverse range of carefully crafted signature coffee blends. During FY22, Di Bella Coffee was awarded a gold and two silver medals at the Sydney Royal Fine Food Championship for its Single Origin Australian roasts.



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Our ESG Commitment



Our ESG Commitment

Materiality Assessment

In 2021, we conducted our first materiality assessment on ESG matters, to identify the topics most important to our business and stakeholders and to inform development of the framework discussed further below.

We benchmarked other industry participants and public reporting, analysed external trends in the retail food industry, interviewed key internal stakeholders and reviewed external stakeholders' feedback, and scored key topics to help determine focus areas for prioritisation. By identifying key points for action, RFG will be in a better position to inform investors, regulators and other stakeholders of its ESG impacts, risks and opportunities.

The top-ranked topics are listed below and are discussed further in this report (topics outside these parameters will be monitored regularly and reported on as required). We plan to use our materiality matrix to identify opportunities for improvement in the future. An in-depth quantitative materiality assessment across key stakeholders is also planned for 2023.

Carbon footprint

Create a clear picture of our carbon footprint; optimise the supply chain to reduce greenhouse gas emissions.

Modern slavery

Facilitate more internal training on modern slavery practices; review supplier assessment and selection processes.

Coffee

Drive enhanced sustainable sourcing and green (raw) bean traceability standards.

Packaging

Reduce and ultimately eliminate single-use plastics; migrate to compostable and/or recyclable packaging where feasible and enhance on-pack labelling providing end-user recycling or disposal information.

Product development

Review ingredients and production methods to develop more inclusive and health-conscious consumer offers and menus.

Waste

Reduce waste via a combination of product development, production, commercialisation, transportation and disposal methods; seek to roll out initiatives to our franchise partners' operations

Our ESG Commitment

Our ESG Framework

Our ESG framework provides a clear 'north star' for the future development of our sustainability initiatives. Created in consultation with our Sustainability Committee, we aim to evolve this framework as we work in consultation with wider business stakeholders in 2023.

Our overall ESG commitment of 'Inspiring Towards a Healthy and Prosperous Planet and People' is underpinned by five key pillars aligned to the E, the S and the G, while also providing scope to align to the UNSDGs (United Nations' Sustainable Development Goals) where we believe we have the most significant material impact.

These five pillars are:



Environmental Protection and Resource Conservation

As RFG moves towards reducing its overall environmental footprint, our short-term goal is to have clarity on where that impact lies across our organisation. Establishing this benchmark will be fundamental to establishing commercially viable goals and targets in 2023.



Responsible Sourcing & Care for our Supply Chain

RFG is aware of the impact our sourcing decisions have on people and planet both within the markets we operate in, and amongst international supply chains, particularly coffee. RFG is aiming to ensure we positively impact the economic and social aspects across our supply chains.



Excellence in Well-Being Across All of Our People

RFG understands it has a responsibility to care for its employees, franchise partners and their people. RFG is seeking to build and extend current environments of care where all of our people can thrive, mentally and physically.



Healthier Customers, Healthier Communities

RFG recognises that modern customers demand greater choice, with selected options that cater to vegan, vegetarian, gluten-free, dairy-free reduced sugar, or reduced fat. RFG also recognises the need for our customers to also choose traditional alternatives, whether that be the occasional sweet treat or splurge on a 'cheat meal'. Balancing these demands while providing our customers with greater nutritional options and enhanced choice is our ambition to ensure our reputational excellence is maintained, while creating healthier customers and healthier communities.



Ensuring a Prosperous RFG

RFG cannot be a positive role model for sustainability and change if it is not profitable. A commercially viable RFG, guided by strong and transparent governance, ensures we can continue to operate as an ethical and sustainable business, with sustainability practices aligned to our business strategy for now and for the future.

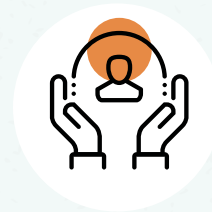
RFG Sustainability Strategy Framework

Our ESG Commitment: Inspiring Towards a Healthy and Prosperous Planet and People

Our Vision: It is RFG’s vision to become a leader in sustainable practices and to foster and inspire its staff and stakeholders towards enhanced social responsibility, ethical behavior and environmentally conscious decision making.

Mission: RFG is committed to fostering a culture of ethical behaviour and social responsibility and to supporting every individual’s right to live and work freely.

Our Purpose: Igniting the power of collaboration to influence all around us for a better planet, people and profit.



PILLARS

Environmental Protection and Resource Conservation

Responsible Sourcing & Care for our Supply Chain

Excellence in Well-Being Across All of Our People

Healthier Customers, Healthier Communities

Ensuring a Prosperous RFG

Our Guiding Ambitions

We aim to minimise our environmental impact and ensure resources are conserved for future generations.

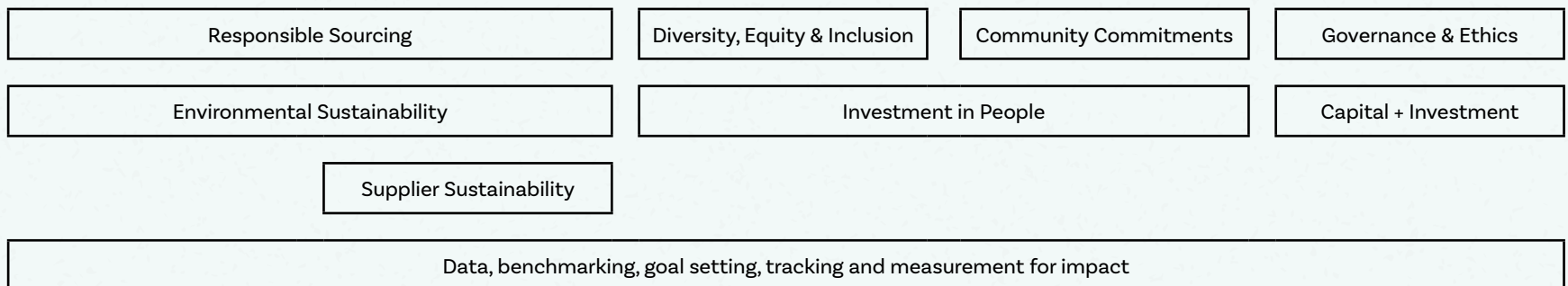
We commit to transparency and ethical sourcing in our supply chains.

Supporting physical, mental and economic well-being across all team members, franchise partners and their people.

Ensuring individual choice, inclusion and nutrition are provided for, while giving back to the communities where we live and work.

Ensuring an appropriate governance framework that incorporates the highest standards of behaviour and ethics to continue delivering a prosperous organisation.

Core Elements



Our ESG Commitment

Contributing to UN Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) seek to put an end to global poverty and to protect our planet while ensuring future prosperity. The 17 goals are a shared global blueprint, encompassing the developed and developing world, to strategically address economic, social and environmental challenges.

RFG's ESG framework and strategies align with several of the SDGs. Here are some of the key goals and targets where we believe RFG can have the greatest impact:



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

RFG is a strong believer in the importance of education, training and the provision of learning opportunities for our team members, master franchise partners, franchise partners and their teams - providing them with the skills, information and support necessary to create opportunities for them to thrive in the workforce or as small business operators.

RFG maintains a purpose-built training facility on the Gold Coast, Queensland, to upskill our master franchise partners, franchise partners and their teams, together with our own retail staff, in the modes and methods of operating retail outlets identified by our many brands.

We've also implemented several programs to support this SDG, including an Internal Leadership and Capability Program to foster future leadership talent; internal training and learning based opportunities for support office personnel; and implementation of a partnership between Brumby's Bakery and the network of State based TAFEs to encourage entry into the baking industry and provide career opportunities for bakers apprentices across Australia.

New and ongoing training opportunities are being provided to all staff with a view to substantially increasing the number of people who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



SDG 5: Achieve gender equality and empower all women and girls.

RFG is committed to gender equality within its workforce. We have established employment, reward and recognition policies that provide equal access for all, regardless of gender, including equal remuneration, benefits, and allowances for comparable roles with similar responsibilities and equal opportunities for promotion and career progression.

This approach is supported by our Diversity Policy, adopted in 2014, and real-world outcomes that demonstrate our commitment. Over the 2021-2022 WGEA¹ reporting period: 74% of RFG's entire workforce was female; 50% of managers within our organisation were female; and 75% of all internal promotions were for female team members.

Consistent with the voluntary target recommended by the Australian Institute of Company Directors (AICD), we maintain an objective that the Board of Directors comprise at least 30% female representation. This metric was met throughout FY22.

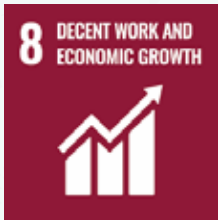
Women also represented 40% of our senior executive personnel² at the end of FY22, up from 35% at the end of FY21.

¹ Workplace Gender Equality Agency

² CEO direct reports & business unit heads



Our ESG Commitment



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Ensuring a prosperous RFG is the fifth pillar of our ESG framework, and we recognise that this goal is unachievable without a healthy franchise network afforded the opportunity to grow sustainably.

Significant resources are invested to drive increased sales and profitability at store level, which in turn affords opportunity for enhanced work opportunities, employment and work satisfaction.

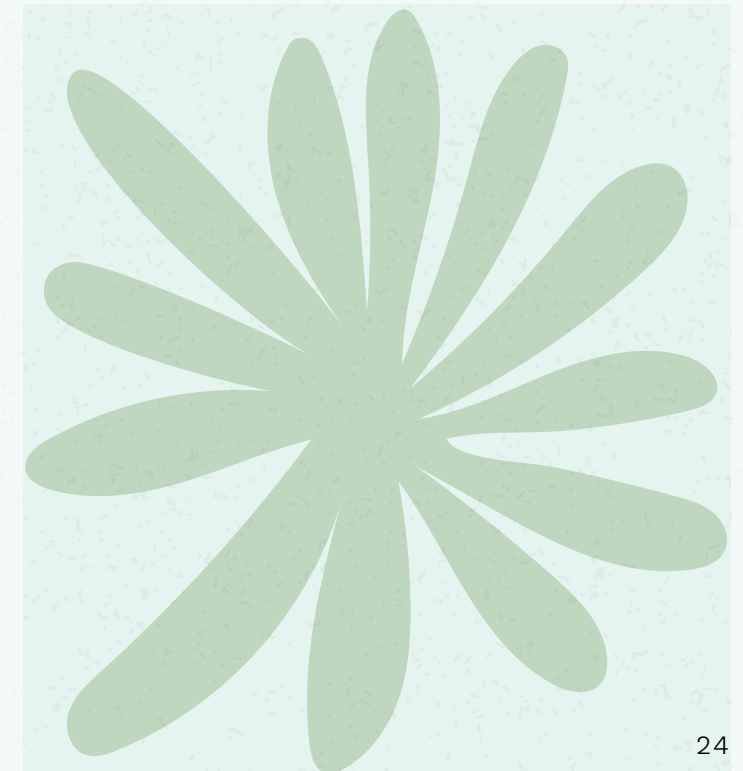
We also have a close focus on our own corporate store operations and have over the course of FY22 enhanced our recruitment, training, reward and recognition programs for retail team members in order to build and retain a more engaged and capable team. At the end of FY22, we employed over 230 people across our corporate store portfolio, many of them young people.



SDG 12: Ensure sustainable consumption and production patterns.

SDG 12 aligns with the second pillar of RFG's ESG framework - **Responsible Sourcing & Care for our Supply Chain.**

We are aware of the impact our sourcing decisions can have and are committed to positively impacting the economic and social impacts of our supply chains. We've implemented a range of initiatives and governance measures to promote sustainability in our supply chains, including our Supply Partner Code of Conduct; are a member of APCO and regularly report to it in relation to our packaging sustainability journey; and are a member of SEDEX, and leverage its global platform to better inform sourcing decisions and oversight.



Our ESG Commitment



SDG 13: Take urgent action to combat climate change and its impacts.

In 2022, RFG commissioned climate change consultant Pangolin Associates to undertake the inaugural audit of our global activities, providing a clear picture of our carbon footprint, establishing baseline measurements, and setting the foundation for greenhouse gas emissions reductions.

We've also reviewed our approach to corporate travel, implementing steps to offset the carbon emissions it contributes too, and are assessing ways in which we can better optimise travel in the future.



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Environmental Protection and Resource Conservation.





Environmental Protection and Resource Conservation

Ambition

RFG aims to minimise its environmental impact and better conserve resources for future generations

We have taken steps to improve the sustainability of our business and recognise the challenges and opportunities that environmental sustainability poses for the communities in which we operate.

We also acknowledge our responsibility to help protect the planet and are committed to building a more sustainable and inclusive world by minimising the impact of our activities on the environment. We are motivated to become a leader in sustainable practices and to foster a culture of ethical behaviour and social responsibility. We recognise the urgency of addressing climate change, and we want to be part of the solution.

Action on Climate Change – Plans to Reduce Our Carbon Footprint

In order to strengthen and better structure our commitment, in 2022 RFG engaged the services of leading climate change consultancy Pangolin Associates, to help us establish our inaugural carbon footprint to inform a credible starting point for determining the steps we will need to take in the future as part of our environmental strategy.

This initiative represents an important first step in providing us with a reliable greenhouse gas emissions profile from an organisational perspective that will enable us to develop emission reductions measures that can guide us towards achieving set targets aligned with our broader business strategy.





Environmental Protection and Resource Conservation

Offsetting Emissions from Corporate Travel

In July 2022, RFG joined the Climate+ sustainability program offered by its corporate travel partner, CTM in partnership with South Pole. The program enables businesses to offset carbon emissions created by accommodation, air and car travel by supporting a range of environmental sustainability initiatives, including rainforest conservation, sustainable livelihood programs, wildlife protection and renewable energy.

As part of our participation in the program, we have chosen to support [Mount Sandy communities of Australia](#) to promote traditional land management for biodiversity conservation, protecting rare pockets of wetlands and woodlands in South Australia's Coorong National Park.

We're also assessing ways in which we can better optimise unavoidable and necessary corporate travel in the future in order to reduce its environmental impact.

The Mount Sandy communities of Australia project contemplates the following United Nations' Sustainable Development Goals:

<p>13 CLIMATE ACTION</p>	<p>Gold Standard carbon credits stapled to each government accredited Australian Biodiversity Unit purchased from Mount Sandy project</p>
<p>10 REDUCED INEQUALITIES</p>	<p>5 job opportunities from the local indigenous Raukkan community</p>
<p>15 LIFE ON LAND</p>	<p>200 hectares of land protected from clearing and degradation, protection of native species of flora and fauna</p>
<p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>A partnership between indigenous and non-indigenous communities to generate verified biodiversity credits</p>





Environmental Protection and Resource Conservation

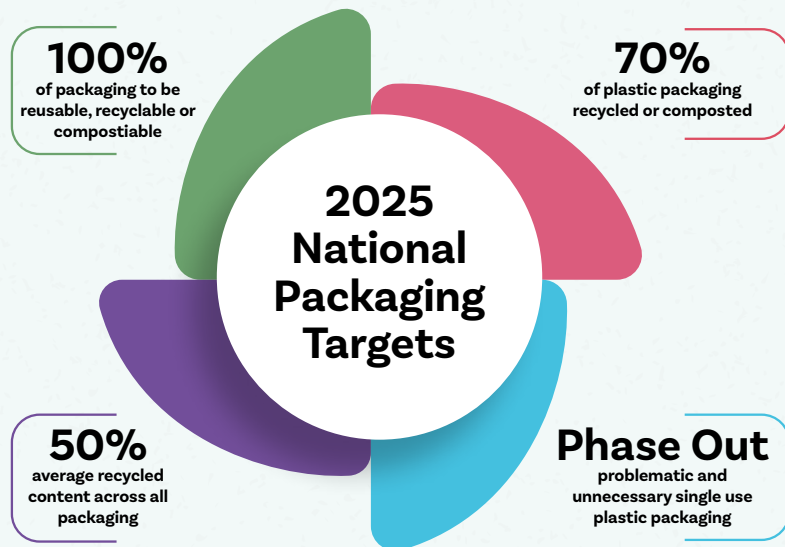
Packaging

Packaging plays an important role in our business, but also contributes to waste and can be harmful to the environment. We are committed to achievable sustainable packaging outcomes that reduce our impact on the environment, result in the more efficient use of resources, minimises landfill, and better informs our customers.

We are also a signatory to the Australian Packaging Covenant and member of APCO (The Australian Packaging Covenant Organisation), and support its aim to reduce the environmental impacts of consumer packaging by supporting two goals:

- Optimising resource recovery of consumer packaging through the supply chain; and
- Preventing the impacts of fugitive packaging on the environment.

We will demonstrate the commitment and support described above by playing our part to help achieve [Australia's 2025 National Packaging Targets](#):





Environmental Protection and Resource Conservation

In playing that part, our activities will include:

- Engaging with our stakeholders to better understand their needs and expectations in connection with sustainable packaging;
- Engaging with our supply partners to:
 - Encourage a culture of innovation in connection with the design and development of packaging used within our supply chain;
 - Identify solutions that meet our sustainable packaging needs, and which enhance our contribution to the circular economy; and, to
 - Find ways to reduce the potential for fugitive packaging;
- Implementing design and procurement processes that drive sustainable design of packaging, consistent with the [Sustainable Packaging Guidelines](#) which form part of the co-regulatory framework established by the National Environment Protection (Used Packaging Materials) Measure 2011 (NEPM) and Australian Packaging Covenant, and which are intended to assist the design and manufacture of packaging that meets the sometimes conflicting demands of the market, consumer protection and the environment;
- Reducing or eliminating problematic single-use plastic items from consumer packaging within our supply chain;
- Giving preference, where viable, to products made from recycled materials;
- Never knowingly buying paper-based packaging products made from fibres derived from illegal sources;
- Investigating ways to increase the recyclable content or compostability of packaging materials;
- Investigating and implementing appropriate action that minimises landfill;

- Taking steps to better inform our customers, including progressively enhancing on-pack labelling to direct correct disposal of packaging in-line with the Australasian Recycling Label system;
- A commitment that 100% of branded items have the [ARL logo](#) by 2025, helping consumers to recycle correctly;
- Replacing 100% black coffee cup lids with white lids during the course of calendar year 2023 to enable greater recyclability, because black lids currently don't get detected at material recovery facilities and can end up in landfill; and
- Increasing the promotion of reusable cups.

Read our 2022 APCO Annual Report and Action Plan [here](#). Unless otherwise indicated, the data in that report is attributable to our Australian businesses. RFG's international franchises are independently owned and operate under their respective packaging legislation which can differ depending on, for instance, the recycling systems available.



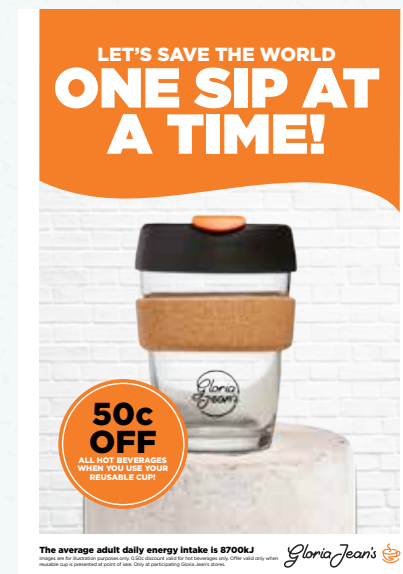
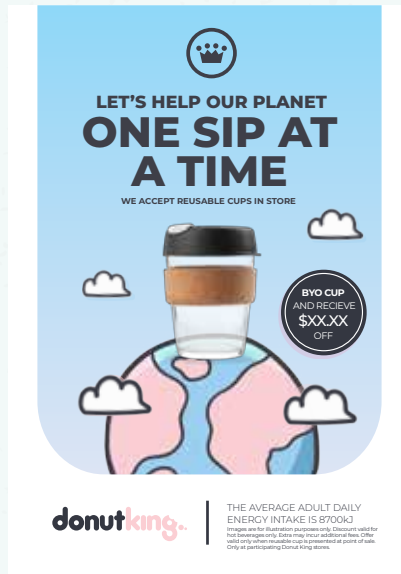


Environmental Protection and Resource Conservation

The commitments outlined above have translated to a number of positive packaging related outcomes. These include:

- Our Pizza Boxes:**
 All of the pizza boxes used in the Crust and Pizza Capers networks are made in Australia from 100% recycled cardboard at Opal Fibre Packaging facilities. Opal is one of Australia’s largest cardboard recycling operations, producing 100% recycled paper from a state-of-the-art recycling and manufacturing facility at the Opal Paper & Recycling Botany Mill.
- Reusable Cups:**
 Beverages, particularly coffee, play a big role in our business, but also represent an opportunity for us to better contribute to the circular economy by encouraging the use of reusable cups so as to eliminate packaging which might otherwise contribute to landfill.

By accepting and promoting reusable cups within our franchise networks, we estimate that our activities have avoided over 110,000 single use coffee cups from going to landfill in Australia over the past four years³. We expect this number to increase in the future as consumer behaviours normalise (following preferences for takeaway during the COVID-19 pandemic), we introduce new initiatives (such as the pending introduction of reusable Chiller™ cups for our Gloria Jean’s international territories), and we generally invest more in promoting reusable packaging and the circular economy.



³ Based on unaudited sales reported by franchise partners during 2019-2022

Environmental Protection and Resource Conservation



Mobile Operations and Delivery Options

Mobile operations form an important part of our business, with both the Cafe2U and The Coffee Guy brands representing entirely mobile café businesses, and more recently, the Donut King brand introducing a mobile concept. Finding ways to improve the environmental impact of these operations has therefore been important for us. All new mobile coffee or Donut King vans therefore incorporate lithium iron rechargeable batteries in lieu of diesel generators, driving an approximate saving of c.7.9 tonnes of CO² per van per annum⁴. We are also working with franchise partners to create pathways for retro-fitting existing diesel generator powered vans with rechargeable battery systems. To date, 20% of existing vans are now battery powered.

Fleet electrification has also been an imperative for our Cafe2U network in the United Kingdom, where our master franchise partner was motivated to drive change in response to franchise partner and consumer calls for more sustainable options that reduced operating costs and eliminated diesel fumes, together with the requirements of clean air zone requirements within London and other UK cities.

A program to shift from diesel to battery power was therefore commenced in 2019, with the first operational van commissioned in March 2020. Conversion of existing vans then started in October 2020. The Cafe2U UK network now has 8 fully electric vans, together with 28 battery-powered diesel vans⁵.

Lighter electric vehicles are another option RFG has investigated as part of our commitment to reducing transport related carbon emissions. E-bikes are a less carbon-intensive alternative to larger petrol and diesel vehicles, and we are pleased to have recently connected our QSR Division (Crust and Pizza Capers) franchise partners with Zoomo, currently one of the largest providers in this market, in order to take advantage of preferred terms to enable rollout of E-bikes for pizza delivery purposes. We have already seen uptake by several stores in the network for an ongoing trial of this initiative.



⁴ Based on 280 trading days per annum. Mobile van diesel generators operate approximately seven hours a trading day, burning on average 1.471 litres per hour (Per Commercial generator set Quiet Diesel Series QD 5000 fact sheet) of diesel fuel on a half capacity load. Each litre of diesel holds about 2.7kg of CO² (Per Carbon Dioxide Emissions Intensity for New Australian Light Vehicles 2018 Information Paper, June 2019).

⁵ As reported by RFG's Cafe2U United Kingdom master franchise partner. Represents over 40% of Cafe2U UK network.

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Responsible Sourcing and Care for Our Supply Chain.

Responsible Sourcing and Care for Our Supply Chain

Ambition

RFG commits to transparency and ethical sourcing in all of our supply chains.

An ethical supply chain focuses on the need for corporate social responsibility, working to produce products and services in a way that treats workers and the environment ethically. RFG is committed to transparency and ethical sourcing in all our supply chains. We believe in responsible sourcing to protect the planet, to be considerate of animal welfare, and to positively impact the livelihoods of people who contribute to the creation of those goods and services we use in our business.

Supply Partner Corporate Responsibility

RFG is committed to maintaining a responsible and ethical supply chain that not only meets the requirements of the law but also satisfies community expectations. Our Supply Partner Code of Conduct clearly sets our expectations for our supply partners so they can help us source goods and services in a responsible, sustainable and fair way. A non-negotiable element for all new supply arrangements, this Code covers topics including:

- Supply partner governance and risk management;
- Labour and human rights;
- Health and safety;
- Environmental sustainability; and, includes
- An expectation that our supply partners strive to continue to improve their business operations and to exceed the minimum requirements outlined in our Code.

We believe every person working in our supply chain should be able to expect equality, safety at work, and the means to support themselves and their families. We've taken steps to evolve and strengthen our knowledge of, and response to, potential modern slavery risks within our supply chain by joining [SEDEX](#), one of the world's largest online platforms for collecting and sharing ethical supply chain information.

RFG is consistently exploring ways to improve ethical sourcing of key supply chain inputs, via enhanced product certification options and transparency. We strive to improve the sustainability of our supply chain and help our customers make responsible purchasing decisions.

Green (Raw) Coffee Bean Procurement

We recognise that coffee is an important part of our business, but that there is also a heightened risk within the industry of environmental, health, safety and modern slavery practices that are inconsistent with our principles.

During FY20 we rationalised our green coffee bean suppliers to consist of reputable third parties who have in place governance regimes in connection with ethical sourcing, worker exploitation and practices which may involve danger to health, safety or the environment.

We are however motivated to do much more to enhance our coffee credentials. Following an FY22 review of green bean procurement practices, in October 2022 we purchased 75% of our Australian operations' green coffee bean requirements as certified coffee, and have committed to migrating the entirety of our green bean requirements to 100% certified coffee by the end of FY24.

SEDEX

In September 2022, we took steps to evolve and strengthen our knowledge of our supply chain by joining SEDEX, one of the world's largest online platforms for collecting and sharing ethical supply chain information. SEDEX provides ethical trade tools and services to improve responsible sourcing practices within the supply chain. It provides risk assessment across the pillars of labour, health and safety, environment, and business ethics. SEDEX has nearly 20 years of experience and almost 70,000 members in 180 countries.

Leveraging our SEDEX membership will enable us to gain greater transparency in connection with our supply chain risks and, moving forward, our focus is on connecting with supply partners we've classified into categories based on inherent risk, or with those that RFG has significant spending with.

By inviting these supply partners to connect with SEDEX and complete a self assessment questionnaire (SAQ), we can collect data in four key areas – labour standards, health and safety, business ethics and environment. This will enable us to have greater visibility over how our supply partners are managing their ESG responsibilities, and enhances our modern slavery compliance program, facilitating data collection and allowing us to concentrate on making improvements, following these principles:

Responsible Sourcing and Care for Our Supply Chain



(i) Prioritise:

- Pre-screen our purchasing categories based on commodity/location and brand ('inherent risk') in order to prioritise onboarding at relevant tier levels;

(ii) Assess:

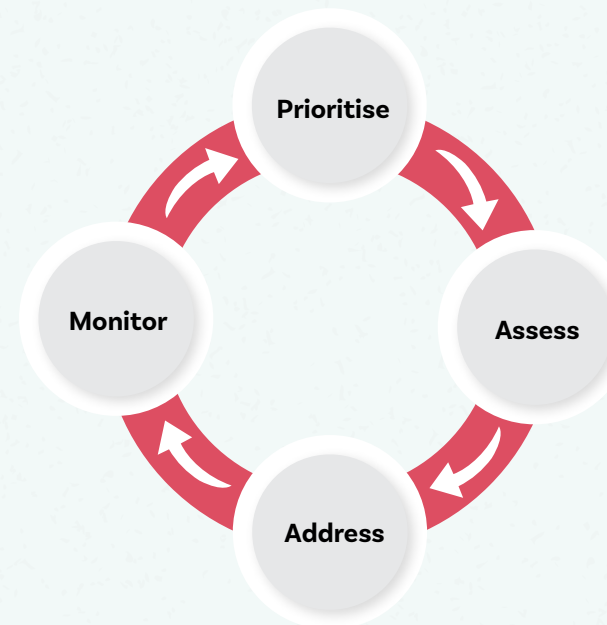
- Undertake a detailed supply partner risk assessment based on priority, spend and strategic positioning;
- Engage and communicate with supply partners regarding their onboarding based on the 'Prioritise' phase above;
- Issue SAQs to existing supply partners and modify our tendering prequalification requirements to include initial assessment documentation;
- Assess and review the risk assessment outcomes and develop action and audit plans based on those outcomes;

(iii) Address:

- Leverage strategic importance in supplier relationships to determine supplier specific approaches, and apply the controls deemed necessary to mitigate or remove real or perceived risk where identified;
- Execute supplier action/audit plans;

(iv) Monitor:

- Develop and mature our ongoing due diligence across our supply chain, undertaking wider SMETA⁶ auditing programs with key and/or high-risk supply partners where required, and reinforcing our commitment to the membership status at SEDEX to trade with RFG.



As we develop our approach, we will continue to work closely with franchise partners, internal stakeholders and industry bodies such as SEDEX to ensure our timeline of activities, reporting format and action-oriented procurement activities align with Australian and global best practice. Whilst we acknowledge much work remains to be done, we've an ambition to lead the field in Australian retail and franchise services when it comes to a safe, secure and responsible supply chain and related operations.

Vendor Quality Assurance

RFG works with some of Australia's most iconic and recognisable manufacturing brands. Across our national footprint, we partner with suppliers that are leaders in their own spaces, chosen for their innovative approach to retail and product design as well as their relentless approach to food safety, risk management and ethical business relationship management. Working with RFG, our supply partners can expect a customer with the utmost regard for ethical dealings, fair commercial frameworks and a robust Australian business primed for growth. In return, we expect the highest standards from our supply partners across food safety, ethics, cultural diversity and a drive for both financial and non-financial benefits.

Suppliers brought into the RFG trading environment are subject to our onboarding protocols, which cover risk assessment, environmental health and safety, modern slavery and a signed commitment to our Supply Partner Code of Conduct. Through 2023, we plan to transition this onboarding process from its current status to a fully online, gated approval process with our CRM partner, Salesforce. This will bring additional rigour and visibility to our total supply chain, currently spanning circa 750 supply partners across the company's entire business.

⁶ Sedex Members Ethical Trade Audit

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Excellence in Well-Being Across All of Our People.



Excellence in Well-Being Across All Our People



Ambition

Supporting physical, mental and economic well-being across all team members, franchise partners, and their people.

RFG recognises that a critical element to successfully achieving our objectives depends on the well-being of our people. We are therefore committed to supporting the physical, mental and economic well-being of our team members, franchise partners and their people and acknowledge that the key elements of work health and well-being include not only culture and the physical environment, but also the policies, practices and procedures that guide our work.

Our People

Well-being is a cornerstone of the social and governance channels of our ESG strategy. RFG is committed to building a workplace and culture that allows all participants the opportunity to grow their careers and contribute their full potential within a safe, respectful and inclusive environment.

We recognise the competitive advantages to be derived from the variety of thought, experience and perspective offered by a talented and diverse workforce aligned with our values and core behaviours. We also understand that our long-term success, and the creation of sustainable shareholder value, is linked to attracting, retaining and motivating personnel to lead, manage and serve the company within an increasingly challenging marketplace.

Career Progression and Training

RFG knows how important it is to support our team members' personal and professional development. We understand our talented team wants to work for a company that supports them to build skills and provide knowledge to further their careers.

Our Internal Leadership & Capability Program is built from the ground up – designed around what RFG team members told us they want to learn. The program builds on the capacity and capabilities within RFG to deliver consistent and ongoing leadership learning.

The program also aims to increase team member morale and retention, to build more cohesive teams, improve productivity, and train future leaders in a style that is conducive to a positive working environment.

It incorporates classroom modules, internal secondments and an opportunity to attain an online Diploma of Leadership and Management, all of which build upon existing skillsets.



Excellence in Well-Being Across All Our People



Diversity and Gender Equality

RFG promotes a workplace where every individual can participate and develop regardless of gender, age, ethnicity, cultural background, religious belief, socio-economic background, sexual orientation, marital or family status, disability, perspective or experience.

Since 2014, RFG's Diversity Policy has encompassed acceptance and respect of the visible and invisible characteristics that make one individual different to another. It recognises:

- The competitive advantages able to be derived from the variety of thought, experience and perspective held by a talented and diverse workforce that is aligned with our values and core behaviours;
- That the company's past and future successes reflect the quality, skill, and diversity of its workforce; and, that
- Team members are more likely to be engaged when working in a diverse environment that is open and fair to all participants.

Consistent with the principles outlined above:

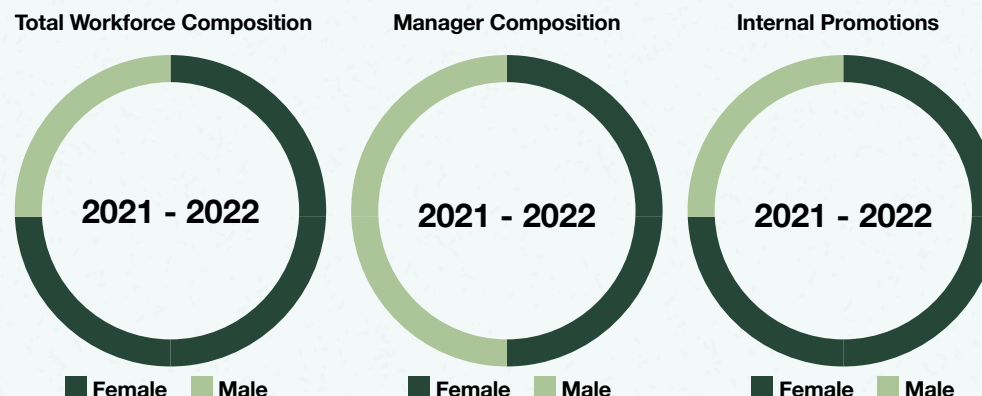
- All our employees, whatever their gender, have access to the same rewards and recognition, opportunities and resources within our organisation. This includes equal remuneration, benefits, and allowances for comparable roles with similar responsibilities and equal opportunities for promotions and career progression; and
- We are committed to retaining our best and most talented people regardless of gender, and are proud to confirm that out of all internal promotions during the 2021-2022 WGEA⁷ reporting period, 70% were female, all of whom work flexibly or remotely in some capacity.

See our Diversity Policy in full [here](#)



⁷Workplace Gender Equality Agency
⁸ CEO direct reports & business unit heads

Women make up over 74% of our entire workforce and 50% of our managers. More than 75% of internal promotions over the 2021 - 2022 WGEA⁷ reporting period were female:



As well, consistent with the voluntary target recommended by the Australian Institute of Company Directors (AICD), we maintain an objective that the Board of Directors comprise at least 30% female representation. This metric was met throughout FY22. Women also represented 40% of our senior executive personnel⁸ at the end of FY22, up from 35% at the end of FY21.

Work Flexibility Program

The COVID-19 pandemic redefined approaches to workplace flexibility and remote working (including working from home). During this period and since, RFG has more broadly embraced hybrid, flexible and remote work practices as a tool to assist team members to better balance their work and personal lives.

We allow our people to work in a way that is respectful to both their workplace responsibilities and family commitments, enabling them to balance their own needs and responsibilities within the employment relationship.



Excellence in Well-Being Across All Our People



Attract Talent Aligned with RFG Values

RFG has implemented a Recruitment Selection Policy that outlines how we as a business identify the right candidate for the role and make recruitment decisions consistently, fairly and objectively, without discrimination.

Satisfaction of these objectives will ensure we retain a high-quality team who strengthen our ability to achieve strategic and organisational goals, and assists in elevating RFG as an employer of choice.

Our talent acquisition strategy incorporates what used to be standard recruitment (such as sourcing, screening, interviewing, assessing, selecting, and hiring to fulfil a business need), and, in addition, includes strategic elements such as planning and strategy, employer branding, candidate relationship management, data review and internal talent management. Where possible, RFG will prioritise internal applicants for vacant positions.

Volunteering

We recognise the benefits that volunteering and community service can play in engaging team members and promoting a sense of well-being, while also positively impacting our local and global communities.

We aspire to make a difference by helping to deliver tangible community and team member benefits by facilitating participation in volunteering initiatives as part of our focus on well-being and sustainability

Health, Safety and Well-Being

Every team member has the right to a safe and healthy work environment, and consequently, the health and well-being of our team is our priority.

RFG strives to promote and embed our Think Safe, Work Safe, Home Safe philosophy through strong leadership, a positive workplace health and safety (WHS) culture, and engaging all team members, contractors and visitors to incorporate WHS into everything they do.

We've established robust WHS practices which incorporate induction procedures (for both support office and retail outlet personnel), regular worker consultation, incident management, first aid, ongoing training, emergency preparedness and response.

We strive to promote and embed our **Think Safe, Work Safe, Home Safe** philosophy through strong leadership, a positive work health and safety (WHS) culture, and engaging all employees, visitors, contractors and others to incorporate WHS into everything they do.

Flu Vaccinations

Annual influenza vaccinations are provided free of charge to all team members who choose to participate. This program is promoted during the winter months when the flu season is most prevalent in our communities. If a team member is unable to be onsite to receive the vaccine, we supply a pre-paid vaccination voucher that allows participation in the program at a personally convenient time.



Excellence in Well-Being Across All Our People



Ergonomics Promotion

Consistent with the WHS priorities outlined above, to improve employee engagement and prevent injury and illness within the business, ergonomics self-assessments are given out to all team members every six months, or as requested. Ergonomic safety tips and training are provided when required by our Work Health Safety & Environment (WHSE) advisor.

In the past two years, the number of ergonomic stand-up desks available at workstations has increased by 80%. Footstools are also provided.

Our WHSE advisor has rolled out several programs to our team members to raise awareness of ergonomics and the risks involved in a sedentary working day. During FY22 these included:

- Our 'Be-Upstanding' campaign – an eight-week program engaging all team members to stand up, sit less, and move more at work and to ultimately drive behavioural change throughout the workforce;
- Our '10,000 Step Challenge' campaign – which contemplated an internal tournament to encourage healthy activity and a goal of walking a combined virtual Great Wall of China;
- Gym memberships – partnering with a leading gym network to provide free membership trials and discounted programs for team members to encourage healthy lifestyles.

Workplace Bullying

We maintain a no tolerance approach to workplace bullying and harassment.

Our Workplace Bullying Policy establishes our commitment to providing a safe and respectful working environment for our team, free of all forms of bullying, discrimination and harassment. It provides guidance regarding our team members' responsibilities in relation to this subject, whilst also raising awareness in connection with this important issue.

Grievance Procedures

We appreciate that, despite our best efforts, real or perceived problems, concerns or complaints relating to work or the work environment can occur from time to time.

Our Grievance Policy provides a framework for dealing with and resolving grievances in an equitable and timely way within an atmosphere of mutual respect and co-operation. It contemplates an approach that emphasises the principles of natural justice, fairness and impartiality.

Mental Health

We understand the importance of mental health and wellbeing to our team members and acknowledge that the provision of appropriate support is an important tool that helps to build a strong culture and leads to retention, productivity and performance improvements.

RFG has long maintained an Employee Assistance Program (EAP) to offer free external professional, confidential support and counselling assistance to team members who may require help with particular challenges affecting their wellbeing, both personally and in the workplace. Currently provided in partnership with mental health professionals Me&Work, our EAP program can also be extended to immediate family members that might benefit from this service.

The availability of our EAP is regularly promoted within the workplace, and we consciously participate in and leverage events such as 'R U OK Day' to further highlight awareness and the importance of mental health and the support that we offer.



Excellence in Well-Being Across All Our People



Senior Manager Incentive Program (SMIP)

RFG understands that a quality senior management team is critical for the company's long-term success.

In 2021 the company introduced its Senior Manager Incentive Program (SMIP) as an important enabler to attract, retain, motivate, and ultimately reward key individuals within a framework that aligns the interests of management with those of the company's stakeholders.

Incorporating both short term and long-term incentive elements that offer opportunity to earn both cash and RFG shares based on satisfaction of relevant performance targets, the SMIP has proven a valuable enabler that has assisted retention amongst RFG's senior management cohort. Given these outcomes, it is our intention to continue with this program in the future, which also aligns with our goal of sustainable growth.

Reward and Recognition

We've also implemented a peer driven reward and recognition program to celebrate and recognise outstanding performance aligned to the principles underpinning our roadmap for growth: 'franchisee first'; 'customer obsessed'; 'people matter' and 'future focused'.

Incorporating a quarterly and annual rewards program, staff and internal teams are able to be nominated by their peers for recognition and reward.

Winners are selected via a voting process conducted by an impartial committee that includes both senior leaders and volunteer participants sourced from our broader team.

We take pride in announcing our winners at quarterly and annual 'all team' meetings, where awardees are celebrated for their successes and rewarded for going above and beyond to help us achieve our goals.

Company Store Managers

Company stores are an important part of our business. They offer our team members opportunities to learn new skills and develop their careers in a safe, vibrant and energetic environment focused on driving positive outcomes. They also contribute to our financial success, and are intended to be examples of 'best practice' within our network.

We recognise that a quality retail management team is critical for our company stores to achieve successful outcomes and meet the expectations we've set for them.

We've therefore implemented a Company Store Manager Incentive Program (CSMIP) that enables eligible participants to earn quarterly and annual rewards linked to criteria that reflects key drivers of company store performance, together with our operating values and principles. An overwhelming success, the CSMIP has assisted retention of store managers within a tight labour market, whilst also driving improved outcomes at store level.

Whistleblower policy

RFG is committed to fostering a culture of ethical behaviour, corporate compliance and risk management. We believe that speaking up when something doesn't seem right is important, and that it is critical that whistleblowers feel safe when doing so.

In order to provide that comfort, we have adopted a Whistleblower Policy that provides eligible whistleblowers a process to speak up and feel safe about doing so, together with a mechanism for material incidents reported under our policy to be communicated to the Board of Directors (no such reports occurred during FY22).

Importantly, we do not tolerate any form of retaliation or victimisation as a result of whistleblowers speaking up in accordance with our policy.

RFG's Whistleblower Policy can be viewed [here](#).



Excellence in Well-Being Across All Our People



Our Franchise Partners and their Teams

The term 'our people' extends beyond our internal team to include our franchise partners and their team members. Fundamental to RFG's turnaround plan has been an unwavering commitment to our franchise partners and an ever-present appreciation that our success is fundamentally linked to theirs.

To build on that success, RFG has implemented various initiatives to support our franchise partner community, to help them to become better retailers, and ultimately, to assist them to maximise their return on investment. These initiatives have included:

- The launch of compelling marketing and new product initiatives to drive increased sales and profitability;
- Close management of supply chain and cost of goods pressures;
- Redesign of our field service model to provide additional 'on the ground support';
- Development of improved systems and network communications; and
- Considerable financial, operational and other assistance provided over the course of the COVID-19 pandemic.

Each of our franchise partners' team members also makes a significant contribution to the success of our network and play an important role as representatives of our brands. We recognise that many of them are young, possibly working in their first jobs, and are therefore potentially more vulnerable than others in the workforce.

All team members are entitled to be paid fair wages, consistent with relevant Awards, for the work they do, and we are committed to educating and monitoring our franchise partner community so that this basic principle is observed. We do this by, amongst other things:

- Promoting awareness of employment responsibilities and the activity we take to monitor compliance;
- Offering communication channels for team members to raise complaints; and, by
- Dealing with all complaints fairly and quickly.

Our wage compliance monitoring framework also encompasses fit-for-purpose training and support structures for all stakeholders, together with a robust wage compliance audit process that is designed to assist franchise partners with their obligations

as employers. More than 950 store wage audits have been completed since the implementation of this process in 2016, with more than \$500,000 in lost wages returned to team members during this period.

Franchise Partner Appreciation Awards

In order to recognise and celebrate outstanding performance across the three key areas of customer service, campaign performance and sales growth, RFG introduced its Franchise Partner Appreciation Awards program in 2021. Under this program, each quarter, our brand systems choose winners based on the above criteria and award a franchise partner business with a certificate to display in-store. Winners are also recognised in branded communication sent weekly to the franchise network.



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Healthier Customers, Healthier Communities.

Healthier Customers, Healthier Communities



Ambition

Ensuring that nutrition and inclusion are provided for individual choice while giving back to our communities where we live and work.

The geographic and demographic depths of our business operations reach many diverse Australian communities. RFG appreciates the important role we can play in helping to drive positive outcomes for those communities by integrating good corporate citizenship and sustainability initiatives with our operations. An integral part of this awareness is our focus on inclusive menus that recognise the different nutritional needs and choices of our communities.

Inclusive Menus: QSR Plant-Based Ranges

RFG is evolving our brand menus in a progressive, dynamic and inclusive way to better cater for vegan, vegetarian, flexitarian, gluten-free, dairy-free and other dietary choices. The FY22 introduction of plant-based ranges at Crust and Pizza Capers is an example of the work we are doing in this space, with each range having quickly been established as a customer favourite.

Crust's launch of its "Livin' on the Veg" plant-based and vegan range of pizzas to better align with the evolving dietary requirements of Australian consumers has been an overwhelming success, generating over 200,000 plant-based pizza sales and securing Crust's nomination for a 2022 Nourish Vegan Award. During FY22, Crust's plant-based pizza sales equated to more than 3% of total pizzas sold and 3.4% of total sales revenue. Similarly, Pizza Capers' "No Meat No Worries" campaign, which offered plant-based alternatives across nine of the brand's all-time favourite pizzas, resonated with customers.

Inclusive Menus: Alternative Milks

Australia-wide, an increasing number of consumers are switching from regular dairy to plant-based options. At each of our cafes and mobile vans, we offer a range of plant-based milks (including almond, oat, soy, macadamia, coconut and lactose-free) as an alternative to dairy, so our consumers can experience our coffees, Chillers™ and frappes to their fullest, whatever their preferences.



Healthier Customers, Healthier Communities



Inclusive Menus: Gloria Jean's Fruit Chillers™

Gloria Jean's famous Chiller™ range boasts a variety of fresh fruit flavours and is now made with real fruit purees and blended ice. Recent improvements to the range include:

- A change from artificial flavouring to real fruit base, reducing the sugar content and kilojoules count; and
- The introduction of two new flavours to the range to expand the healthier drink menu. The range now boasts five flavours – Mango, Mixed Berry, Strawberry, Passionfruit and Sour Lemon.

Inclusive Menus: Gloria Jean's Vegan Drinks Range

As part of the extensive hot and cold drinks range at Gloria Jean's, we have a selection of vegan options. Coffees are served with a variety of milk alternatives, hot coffees and teas are supplemented by the ever-growing demand for cold brew, and matcha green tea and Fruit Chillers™ options complete the range.

Later in FY23, and consistent with its Flavour Famous® positioning, Gloria Jean's will further expand its range to offer drinks specifically designed with vegans in mind. Rather than simply offering a milk alternative, these new beverages will comprise vegan bases – a first for the brand.



Inclusive Menus: Brumby's Bakery

Brumby's Bakery is proud of the wholesome products produced in each of its locally based bakeries every day.

Brumby's Bakery bread is made with Australian wheat and is 100% preservative free, with no additives. The brand's Ancient Grain Authentic Sourdough range also contains quinoa, buckwheat and millet which are high in protein and fibre to promote health benefits such as muscle development and a healthy digestive system.

The brand has also long been an innovator within the bakery space, being, in 2017, the first Australian bakery franchise to offer low FODMAP⁹ options hand-crafted from scratch. Created in response to growing demand for low FODMAP solutions amongst consumers suffering from food sensitivities and digestive challenges, Brumby's low FODMAP range is high in protein and fibre and contains reduced fermentable carbs, making it easier to digest and an ideal bread alternative for customers with sensitive stomachs. Incorporating quinoa and linseed bread loaves and rolls, the range was also certified by Monash University, the original founder of the low FODMAP diet.

Community: Movember Partnership - Brumby's Bakery

RFG and its franchise partners have a long history of partnering with charitable endeavours at a group or local level. A recent example of this is Brumby's partnership with Movember to raise awareness and funds for men's health.

Having established the relationship in 2021 as part of a longer term partnership, Brumby's introduced the 'Mo Loaf' - a moustache-stencilled sandwich loaf - which was placed on sale for the duration of the annual 'Grow a Mo' campaign, raising \$50,000 for the charity.

Inviting customers to 'break bread with a mate', the 'Mo Loaf' returned in November 2022. 30c from each loaf sold during the campaign will be passed to charity, with Brumby's underwriting a minimum donation of \$75,000 for 2022.

As part of this initiative, Brumby's has also partnered with the Sports Entertainment Network (SEN), who are conducting a weekly 'breaking bread' on-air segment to discuss men's mental health issues, further raising awareness for this important issue.



⁹ FODMAP is an acronym for Fermentable Oligosaccharides, Disaccharides, Monosaccharides and Polyols. These are complex names for a collections of molecules found in food which can be poorly absorbed by some people.

Healthier Customers, Healthier Communities



Community: Bakers Apprentices/TAFE Program

The recruitment of qualified bakers has been an ongoing challenge for the baking industry in Australia for many years, with declining interest in bakers apprenticeships contributing to limited occupational growth.

As part of its response to this challenge, in September 2021 Brumby's Bakery took action to support franchise partners by initiating a baker recruitment program for the network. This included a wide-ranging campaign across social media which drove over 450 expressions of interest from potential apprenticeship candidates across locations throughout Australia and engaging with the network of State based TAFEs to further explore that interest, facilitate a training plan with Brumby's apprentice candidates, and generally creating career opportunities for young people. An ongoing program, this initiative has resulted in several apprentices having been employed to date.

RFG Quality Focus: Franchise Partner Support and Engagement

Strong support and engagement programs are a hallmark of all successful franchise systems, and we believe that our brands are no different.

We've invested in systems and support structures so that our franchise partners are supported and feel they are part of a bigger community, which in turn will facilitate improved operational outcomes and encourage loyalty.

Our support structures commence at the beginning of a franchise partner's journey with a comprehensive training program tailored to each brand. A combination of theory and practical applications designed to ensure all new franchise partners are set up for success, this program is complemented by a suite of online programs which can be accessed via a dedicated training portal.

Post training, our Partnership Program is designed to give each franchise partner unique insights into their business so that they can tailor business plans, target growth opportunities and drive operational efficiencies with the customised support of field team and support office expertise, whilst also recognising and rewarding positive outcomes, outperformance and commitment to brand values and standards.

We maintain a strong field support team who engage directly with our franchise partners at store level pursuant to regular call cycles, or more often where required. Various operational escalation and support points exist.

These are complemented by various support office functions including marketing and procurement teams focused on the development of compelling marketing and new product initiatives to drive increased sales and profitability, and the close management of supply chain and cost of goods pressures.

We regularly engage with our franchise partner community and have established a variety of media and forums for connection. These include brand specific Franchise Advisory Committees that incorporate elected franchise partner representatives to advocate network views in relation to key initiatives, challenges and activities.

These support structures were evident throughout the COVID-19 pandemic, during which considerable financial, operational and other assistance was provided to our franchise partner community. Close to 250 bespoke communications across the duration of the pandemic also ensured relevant information and support was provided in a timely manner so that our stores could promptly respond to ever changing rules, responsibilities and assistance measures.



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RFG Quality Focus: Product Quality, Food Safety and Standards

Food safety is a non-negotiable in our brands, and we invest considerable time and resource on ensuring that the food and drink produced under each of our brands is of the best possible quality and is safe for all customers.

We maintain high standards and provide our teams and franchise partners with the resources, training and support necessary to assist in their execution at store level.

As we onboard new franchise partners, field team support managers and store managers, we train and verify Food Quality and Safety (FQ+S) at our purpose built Training Academy. This training includes certification for all attendees in Food Safety Supervisor Certificate units SIXTFSA 005 and SIXTFSA 006. Further training support is provided via our internal training platform, RIOT (RFG Information & Online Training).

At a store level, our brand processes involve multiple FQ+S checkpoints throughout the year, including:

- Mandatory completion and verification of FQ+S books daily, weekly, and monthly in all brands;
- Regular field support team reviews of the five key areas of food safety and FQ+S book completion, supported by electronic record keeping, tracking and sign-off;
- Annual brand-specific standards reviews for each store, conducted by our field support team; and
- An escalation process to drive enhanced compliance and execution of opportunities identified at store level.

Labels / Calories and Allergens

Our brands provide clear and unambiguous access to nutritional information for every product we sell, and whilst kilojoule disclosure obligations exist in some Australian jurisdictions but not others, we've elected to display relevant kilojoules information consistently across the country in each of our stores.

All our retail team, together with our franchise partners and their teams, are required to undertake food safety training on our internal training platform, RIOT, with three comprehensive modules covering the person, the food and the store designed to ensure all are trained in connection with food safety issues and allergens in order to keep our customers safe.



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Ensuring a Prosperous RFG.



Ensuring a Prosperous RFG

Ambition

Ensuring an appropriate governance framework that incorporates the highest standards of behaviour and ethics to continue delivering a prosperous organisation.

RFG recognises that good corporate governance is critical to the company's success. The Board has in place governance practices it considers to be the most appropriate for RFG and its controlled entities, and is committed to holding the company to the highest standards in behaviour and ethics. These practices are continually monitored and reviewed, including by reference to historical matters which have been the subject of litigation¹⁰.

Documentation regarding RFG's corporate governance can be found on our Corporate Governance [webpage](#).

Board Composition

The Board seeks to ensure that its combination of members provides an appropriate range of experience, expertise, skills, diversity and attributes relevant to the company and its business, to enable it to carry out its obligations and responsibilities.

As at the date of this report, the RFG Board comprises three Directors, two of whom are considered independent:

Peter George: Executive Chairman

Peter was appointed Executive Chairman in November 2018, following his original appointment as a non-executive Director earlier that year. An experienced executive and non-executive Director and executive, Peter has an extensive background in telecommunications, media and corporate finance. He led the restructuring and merger of listed print, media & digital services provider PMP as Managing Director from 2012 – 2017, and was Executive Chairman of Nylex Limited from 2004 to 2008. Peter was also a non-executive Director and Chair of the Audit & Risk Committee of Asciano Limited from 2007 – 2016, and spent four years on the Board of Australia's second-largest telecommunications carrier, Optus, between 1994 – 1998. He is also the non-executive Chairman of listed online retailer Booktopia Group Limited.



David Grant: Non-executive Director

David joined the RFG Board in September 2018 and is also an experienced public company director with a broad financial and commercial resume. He is currently a non-executive Director of Event Hospitality & Entertainment Limited and The Reject Shop Limited, and is a former director of A2B Australia Limited, iiNet Limited, Consolidated Rutile Limited and Murray Goulburn Cooperative Limited. David has deep experience in chairing key board subcommittees, especially in relation to audit and risk, and assumed chairmanship of RFG's Audit & Risk Management Committee on his appointment. He also serves as chair of RFG's Nominations & Remuneration Committee. David's executive career includes extensive food industry experience through a range of accounting, finance and commercial roles with Goodman Fielder Limited. He was also Chief Financial Officer of Iluka Resources Limited.



Kerry Ryan: Non-executive Director

Kerry joined RFG's Board in August 2015. Kerry is an experienced non-executive director across a range of industries, including professional services, sport, health and fitness, and education. Kerry's professional background is in commercial law where she was a former partner at international law firm Norton Rose Fullbright. She has substantial international experience, including on-the-ground experience in Asia, and has worked with many well-known retail, food and beverage brands in relation to their international business dealings. Kerry is currently on the boards of Aligned Leisure (a subsidiary of the Richmond Football Club), Mental Health First Aid and Kids First Australia. She is also an external member of the Audit & Risk Committee of the Parliament of Victoria, and currently chairs the Risk, Compliance & Integrity Committee of the Richmond Football Club and is a member of its governance committee.



¹⁰ Refer contingent liabilities detailed in the company's FY22 Annual Financial Statement (released to the ASX on 24 August 2022), together with RFG's other periodic and continuous disclosure announcements lodged with the ASX, regarding existing & possible material litigious matters.

Ensuring a Prosperous RFG



Corporate Governance Statement

RFG reports annually on its corporate governance practices and response to the Australian Securities Exchange's Corporate Governance Council's Governance Principles & Recommendations. A copy of RFG's most recent Corporate Governance Statement can be found [here](#).

Payment Times Reporting and Compliance

As the franchisor for hundreds of small businesses operated by our franchise partners throughout Australia, we understand the importance of cash flow and prompt payment times to small business operators.

We are fully compliant with lodgements under the Federal Government's Payment Times reporting Scheme which aims to improve payment times for Australian small businesses. The Scheme requires large businesses and large government enterprises to report their small business payment terms and times and:

- Makes information about large businesses' payment performance available to the public;
- Helps small businesses decide whom to do business with; and
- Creates incentives for improved payment times and practices.

Investment in Systems

RFG is focused on enhancing systems and software to realise efficiencies and improve business outcomes for all relevant stakeholders. Initiatives include:

- Adoption of ProcessMaker, a business process management (BPM) and workflow management solution that reduces the time taken to monitor purchase-to-pay compliance;
- A current upgrade of our ERP (enterprise resource planning) system, which will include the implementation of Optical Character Recognition (OCR) technology for invoice entry that will facilitate significant efficiencies;
- The future implementation of a new ordering portal for franchise partners ordering coffee and ancillary products directly from us to improve functionality and efficiencies, allowing our franchise partners to spend more of their valuable time on directly operating their businesses; and
- Automated processing of franchise partner invoicing and bank reconciliations, which has significantly reduced processing times and improved data integrity.

- Deployment of the TASK transaction management platform across the Australian Crust and Pizza Capers networks providing end-to-end digital capabilities to support e-commerce growth. This deployment brings all of RFG's domestic retail food franchise network onto TASK technology.

Sustainability Policy

RFG recognises the importance of implementing sustainable strategies to equitably meet our current needs without jeopardising the ability of future generations to meet their own needs. We recognise that we can do this by taking appropriate steps to preserve and protect the ecosystem, natural resources and people impacted by our business and supply chain. See our sustainability policy in full [here](#).

Environmental Statement

We recognise the challenges and opportunities that environmental sustainability poses for the communities in which we operate. We acknowledge our responsibility to help protect the planet and are committed to building a more sustainable and inclusive world by minimising the impact of our activities on the environment. We are motivated to become a leader in sustainable practices and to foster a culture of ethical behaviour and social responsibility that inspires others to work towards a more socially responsible and environmentally conscious world. See our environmental statement in full [here](#).

Ethical Marketing Strategies

By observing appropriate marketing ethics, RFG strives to engage with credibility, encourage customer loyalty, increase market share, and improve sales and revenue in an ethical way. RFG abides by the various Codes of the self-regulated system established by the Australian Association of National Advertisers (AANA), which includes:

- a Code of Ethics;
- a Code of Advertising and Marketing to Children; and
- a Food and Beverages Code.

A complete list of Codes can be found [here](#).

Whilst not an active member of the AANA, our brands and marketing material are subject to the referral and complaints process managed through its sister body, Ad Standards.



Ensuring a Prosperous RFG

Modern Slavery

We support every individual's right to live and work freely and oppose all forms of modern slavery. We also recognise the important role that all businesses can play in positively contributing to the reduction and ultimate elimination of modern slavery practices.

We have developed a framework to better manage modern slavery risks within our business and supply chains, supported by our Policy Regarding Modern Slavery Practices which, among other things, demonstrates our opposition to all forms of modern slavery.

Internal Code of Conduct

RFG is committed to fostering a workplace environment that promotes best practice and ensures that all participants observe the highest standards of behaviour and conduct. The purpose of our Code of Conduct is to describe the standards of behaviour and conduct expected from workplace participants having regard to RFG's underlying desire to maintain a workplace culture incorporating the following values:

- Respect for others;
- Honesty, integrity and accountability;
- Leadership and teamwork;
- Diligence and care in the performance of duties; and
- An acknowledgment of the service-orientated nature of our core franchising and other businesses.

Our Code of Conduct can be found [here](#).

Anti-Bribery Policy

We are committed to fostering a culture of ethical behaviour, corporate compliance and risk management. We expect our team members to do the right thing and to comply with applicable laws, codes and policies and maintain a zero-tolerance approach to bribery, corruption, fraud or dishonest conduct. Our policy also ensures that any breaches of this policy are reported to the Board. No such breaches occurred during FY22.

View our Anti-Bribery & Corruption Policy in full [here](#).

Data Privacy and Security

With the increased implementation of technology and use of personal information, customers, franchise partners, staff and shareholders have a greater interest in what we do to secure information, protect our systems and our business.

RFG adheres to the Australian Cyber Security Centre principles and framework and recognises that all companies are vulnerable to data breaches. We are constantly evaluating and improving our systems to stay ahead of potential risks or threats.

In 2018, we established a comprehensive cyber security technology program, establishing a 24x7 managed security services operations team, partnering with global industry-leading vendors. This team is responsible for implementing new security controls across our corporate platforms, as well as conducting security audits of our stores, e-commerce applications and corporate systems to ensure safeguards are operating effectively.

Our security monitoring and threat-prevention ecosystem includes encryption of critical data, user and event behaviour analytics, multi-factor authentication, advanced endpoint detection and response, email security services, web and denial of service security gateways, whitelisting software, network intrusion prevention systems and network segmentation. To date, we have had no material information security breaches.

Many of our customers have joined our loyalty programs by providing us with their information. It is paramount to RFG that all customers have peace of mind that any data they share with us is confidential and secure. We look to maintain responsible marketing and to comply with the current law and expectations regarding consumer data, as we evolve our digital customer experience across all RFG brands with a more personalised approach.



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Closing message



Closing Message

RFG is committed to transparency in connection with our sustainability related progress, achievements and future plans.

This is our first Sustainability Report, providing an overview of the performance of our Environmental, Social and Governance (ESG) strategy to date.

We intend to publish this report on an annual basis. Our next report will include an update on strategic initiatives implemented over the forthcoming 12-month period, set key commitments against our five ESG pillars, as well as the metrics and data to assess performance.

