



FY23 MODERN SLAVERY STATEMENT

**MAKING
THE
COMPLEX
SIMPLE**



Reporting Entity

This Statement is submitted by SRG Global Limited (ABN 81 104 662 259) (SRG Global), an Australian public company listed on the Australian Stock Exchange (ASX: SRG) with its corporate head office located at Level 2, 500 Hay Street, Subiaco WA, Australia.

For the purposes of reporting in compliance with the Australian Modern Slavery Act 2018 SRG Global is considered the reporting entity.

All policies, procedures, operating systems and controls are managed by SRG Global are administered consistently across all operations. This Statement is submitted by SRG Global and on behalf of all controlled or wholly owned entities identified in Appendix A – Schedule of Reporting Entities for the reporting period 1 July 2022 to 30 June 2023, including any entities acquired or disposed.

This Statement does not represent or is intended to cover any joint venture vehicle or asset which is not either wholly owned or controlled by SRG Global.

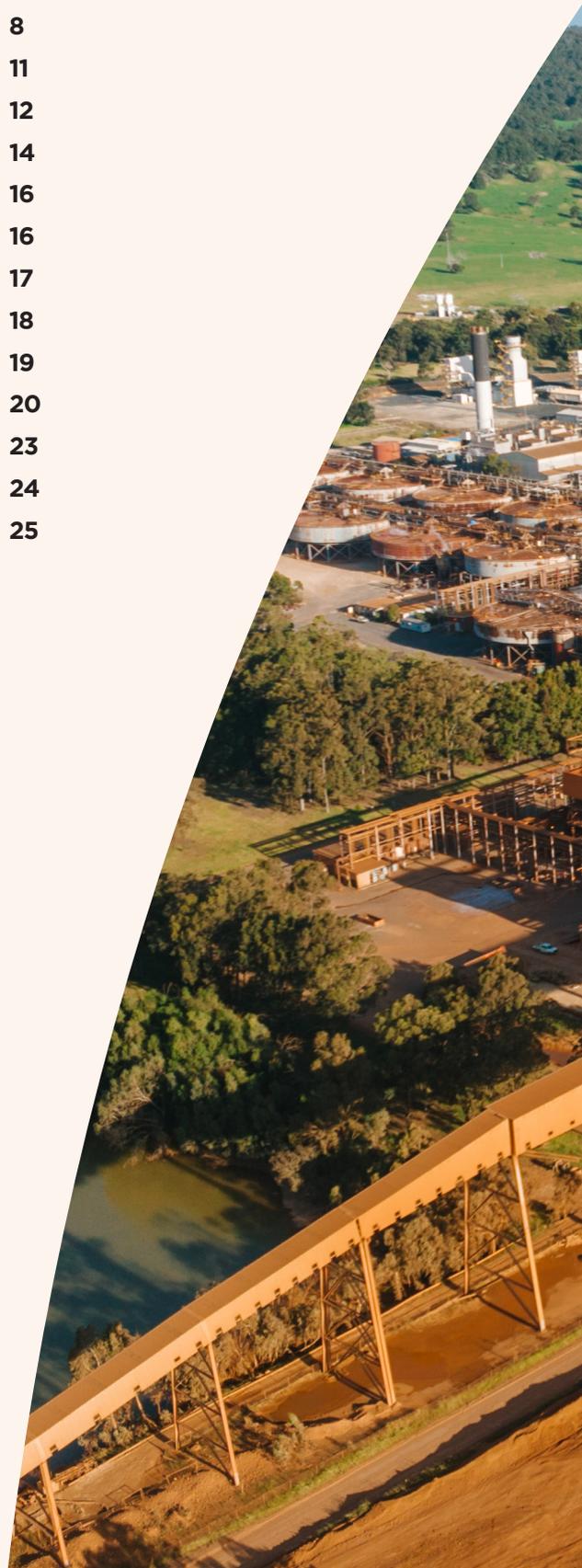
In preparing this Statement, SRG Global has considered prior feedback received from the Australian Border Force following the issuance of previous statements of compliance, external published material and by reviewing the statement submissions of our peers. All references to ‘us’, ‘we’, ‘our’ or ‘the Company’ in this Statement is a reference to SRG Global.

REPORTING CRITERIA	SECTION
Identify the reporting entity and describe its structure, operations and supply chains	Pages 2, 7, 12-15, 25
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities the reporting entity owns or controls	Pages 16
Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls to assess and address these risks, including due diligence and remediation processes	Page 16-18
Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks	Page 19
Describe the process of consultation with any entities the reporting entity owns or controls	Page 23
Any other relevant information	Page 20



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THIS IS US

WHO WE ARE

We are a **diversified industrial services company**



WHAT WE DO

We bring an **engineering mindset** to deliver **critical services** for major industry

- Engineer
- Construct
- Sustain

OUR VISION

The most **sought-after** diversified industrial services business

**MAKING
THE
COMPLEX
SIMPLE**

OUR
OPERATING
SEGMENTS



Asset Maintenance



Mining Services



Engineering & Construction

WHEN IT HAS TO BE DONE RIGHT

SRG Global Limited is a diversified industrial services company

We bring an engineering mindset to deliver critical services for major industry through our asset maintenance, mining services and engineering and construction businesses to solve complex problems across the entire asset lifecycle.

Founded in 1961, SRG Global has grown into a premier service provider to critical infrastructure owners partnering with iconic Australian and international organisations.

In FY22 our operations grew to employ in excess of 2600 individuals with a highly diverse range of backgrounds and skillsets. We remain highly visible within the communities we work within through charitable donations, indigenous and local employment opportunities and sponsorship.

As we continue down the path of our strategic transformation, we remain committed to doing so in a sustainable manner both operationally and socially in the geographies where we work.

Our Vision

To be the most sought-after diversified industrial services business.

We make the “Complex Simple” by bringing an engineering mindset to all we do as an embedded partner to our clients. As we continue to take significant steps toward our strategic horizon to industry leadership, we are taking proactive steps to bring our Supply Partners on this journey.

With a changing social landscape it is imperative that we continue to work toward a collective goal.

Live for the challenge

We live to solve problems and have the courage to challenge the status quo and what's considered possible.

Smarter together

Individually, we're all pretty smart but when we pool our resources and work together as one, we're capable of taking on the world.

WHAT WE STAND FOR



Never give up

We're doers. We are resilient and relentlessly pursue excellence in everything we do. 100% accountability, zero excuses.

Have each other's backs

We're stronger as one team. We look out for each other and keep each other out of harm's way.



Statement of The Chairman

SRG Global has continued its transformational journey during the FY23 reporting period.



As our operations continue to grow, we remain vigilant of ensuring our supply chain remains robust against the risks of modern slavery.

Our acquisition of SRG Global Asset Care Pty Ltd (formally ALS Industrial Pty Ltd) in February 2023 significantly expanded our capabilities within our Asset Maintenance operations and provides new opportunities for domestic and international growth.

During FY23, our notable achievements include:

- Appointed a dedicated Vendor Manager with oversight across our collective supply chain with accountability to ensure compliance with our quality and compliance procedures as the relate to suppliers
- Launching of our Supplier Portal, providing a robust structure around the process of how SRG Global assesses and ultimately engages new suppliers by now applying a rigorous evaluation procedure.

- Developed and conducted deep dive audits on supply partners located in foreign jurisdictions or with operations deemed at higher risk of exposure (to second and third tier modern slavery abuse conditions).

We recognise the importance of our role in promoting awareness of the risk of modern slavery within our supply chain and how we can educate our partners on the risk that may exist within their own supply chains. As we progress through FY24, we will continue build on our foundational work to date.

This Statement was approved by the SRG Global Board of Directors on 21 November 2023 on behalf of itself and the other reporting entities listed in Appendix A (page 25).

Peter McMorrow

Non- Executive Chairman

Organisational Overview

Structure of the reporting entity

SRG Global is headquartered in Subiaco, Western Australia, and a wider geographical footprint with permanent office locations in:

- New South Wales
- Queensland
- Victoria;
- New Zealand; and
- satellite offices located in Dubai (United Arab Emirates) and a remote joint venture with Traylor Brothers LLC (United States).

In addition to its permanent operations, SRG Global also

has a significant number of remote and regional project locations across Australia and New Zealand.

There were no active projects in the United Arab Emirates or United States for the FY23 reporting period.

As of FY23, our workforce comprises of more than 3,200 employees all of whom contribute to the successful delivery of our projects. We operate as a group of companies with a consolidated reporting structure.

Australia continues to dominate our revenue profile, with approximately 93% of all income generated through domestic operations, while our New Zealand operations contribute to the balance. Our recent acquisition of Asset Care complements our Asset Maintenance segment and expands our Australian footprint.

More information on our organizational structure, revenue and operational profile is contained in our FY23 Annual Report which is located on our website (www.srgglobal.com.au).

¹Workforce numbers fluctuate subject to project requirements including shutdown maintenance services which may see employee numbers significantly increase for short durations.



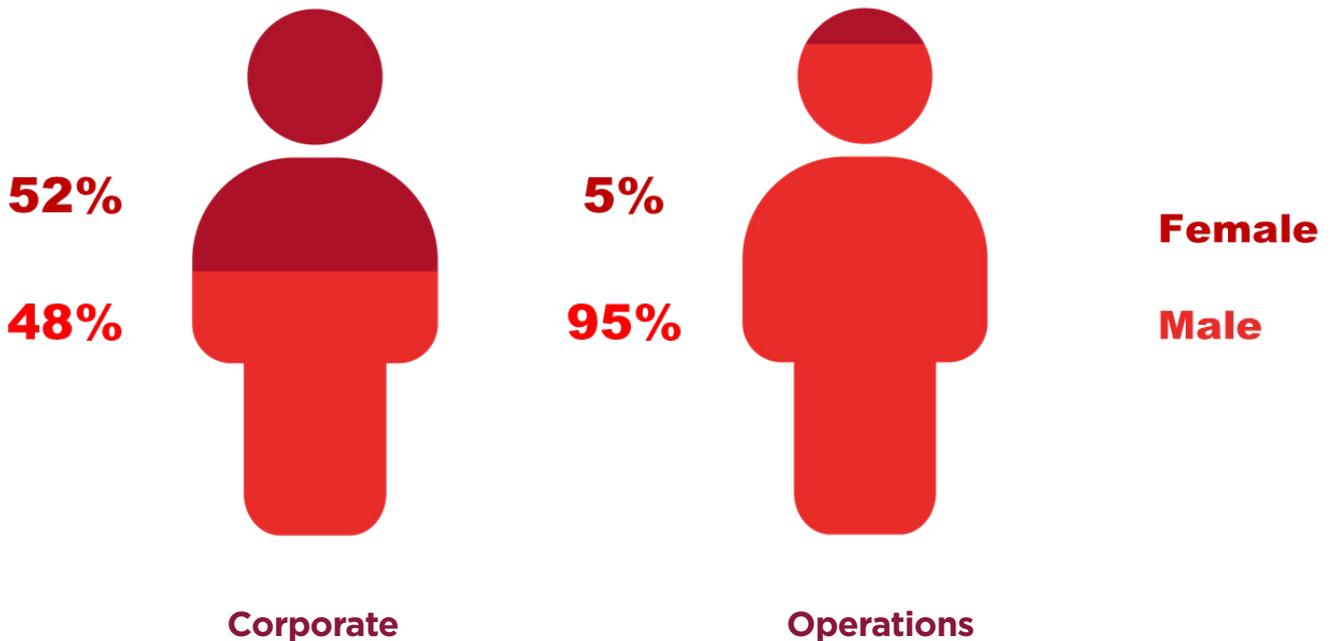


Our Supply Chain: Overview

Our operations cover a diverse range of industries, geographies and resourcing (including contract) requirements. During FY23 our external supply chain consisted of 3,419 suppliers, 95% of which supply their products and services in Australia. Our total expenditure across all suppliers exceeded \$500 million during the reporting period.

The nature of our operations will see a significant mix of single (one time use) and repeat (multi use) suppliers, while our expenditure broadly includes:

- **Goods, materials and consumables:** such as steel, cement and manufactured or fabricated products or otherwise used in the delivery of a project.
- **Services:** the delivery of manual or physical works, which may include the supply of equipment, labour or professional services and non-manual activities.
- **Equipment:** including mobile and static property, such as electrical and lighting, heavy mechanical and similar.



² Our supply chain considers our employee group as an internal supply chain with all other suppliers to us considered external.

Our supply chain plays a critical role in our delivery model and encompasses a broad array of local and regional partners. To ensure we deliver quality projects in a sustainable and ethical way, we have developed a series of governance controls.

Our internal supply chain comprises of more than

3,200 employees operating seamlessly over 100 sites. We recognise that our employees are critical to our ability to deliver for our clients.

SRG Global fosters an environment where you have a voice and the opportunity to make a difference in what you do. We provide career

development and growth opportunities in an inclusive culture that values diversity.



Risk Identification

As already highlighted, our supply chain is diverse. We recognise that whilst our primary supply chain are Australian domiciled, this does not extinguish the exposure of second and third tier risks that may exist to our suppliers.

Overarching, our exposure to modern slavery risks is managed via our Human Resources and

Commercial teams at the point of onboarding. For our employees, all engagements are managed via an Award (Employment Bargaining Agreement) or common law contract. For our suppliers, our assessment management of risk commences at the point of engagement.

Risk Assessment

To ensure we focus on key areas of risk within our supply chain, we firstly break down our supply chain into two high level groups:

- **Corporate Supply Partners:** third party suppliers who provide materials, goods and services to our corporate or office functions.
- **Operational Supply Partners:** suppliers who provide goods, services and equipment for the delivery of a project.

Following the initial grouping, we then assess our suppliers on against:



The outcome of this assessment enables a ranking to be produced on the assumed risk of modern slavery arising from the engagement of a supplier.

Risk Assessment Improvement

We recognise that whilst our supply chain is primarily domiciled within Australia, this does not extinguish the risk of modern slavery occurring within our suppliers second and third tier supply chain.

In FY23, we sought to build on our assessment process through the implementation of a deep dive assessment (Supply Partner Assessment or SPA). The SPA builds on our foundational review by completing an extended audit of the suppliers operations against three lead indicators:

RISK INDICATOR	ASSESSMENT CRITERIA
Governance	<ul style="list-style-type: none"> Identify how the Supply Partner reviews and assesses its own supply chain network Review of how the Supply Partner addresses the risk of abuses in their network Frequency of internal communications and training provided to the Supply Partners workforce
Goods	<ul style="list-style-type: none"> Categorization of goods by type Identify if the goods fall into an At Risk Category (to be developed using authenticated sources) Whether the purchased goods supplied are manufactured/ assembled locally or sourced from overseas locations
People	<ul style="list-style-type: none"> Understand the employment arrangements for the Supply Partners workforce Review of the Supply Partner workforce demographic (age, ethnicity, nationality and visa status) Culture review, including whether the workforce is required to work unpaid hours

During the course of FY23 we conducted six SPA's targeting our largest at risk international suppliers and providers of personal protective equipment.

No adverse findings or results were identified via the SPA's completed.

Risk management and remediation

Modern slavery is a global issue and as we continue to seek improvement in the tools and processes we use to identify our exposure in our supply chain, noting that risk can often lay deep within extended supply chains. While we seek to influence the suppliers we directly engage with,

there are limitations to which we can extend our influence.

Our approach to the management of our own direct exposures and influence on deeper supply chain exposures is through:

GOVERNANCE

Establishment of policies and procedures that seek to identify and control our exposure to modern slavery including:

Board Oversight

Commencing at the highest level our Board remain committed to ensuring we conduct our operations in an ethical and transparent manner with all internal and external stakeholders.

Code of Conduct (Code)

Our overarching Code establishes the values SRG Global and its employees are held to account in how we conduct our operations.

Supplier Code of Conduct (SCOC)

Introduced in FY22 our SCOC models our enterprise Code and is a requirement of all new suppliers to agree to.

Corporate Policies

Including our Sustainability, Diversity and Inclusion, Health Safety and Quality and Ant-Bribery and Corruption.

ENGAGEMENT

We recognise that corporate controls set a standard on the conduct expected from our operations, however engagement remains critical to the identification of supply chain risks.

All SRG Global employees are encouraged to proactively engage with their supply chains via open dialogue with key stakeholders and supplier employees. This includes conversations around the nature of the work and working conditions, operations and resourcing.

In addition to SRG Global led engagement, our SCOC encourages our suppliers and their employees to utilise our Whistle-blower Policy to raise any concerns of potential breaches.

TRAINING & EDUCATION

Our last line of control vests in continual education and awareness.

During FY22 we introduced an internal training and awareness program for our employees on what modern slavery is, the impact it can have on society and the role they play in identifying and raising areas of concern. The program will continue to run annually.

In FY24 we will continue exploring how we can disseminate information to our expanded supplier base including online learning modules, streamlining the through of **Whistleblower Policy** and access to the assessment tools used by us.

Assessing the effectiveness of our Actions

Determining the effectiveness of our actions firstly requires recognition that the risk of our modern slavery exposure vests deeper within our supply chain. We have taken significant steps to improve our visibility of our supply chain and the

inherent points of risk.

Our main form of assessment is linked to tracking the progress we make against our stated actions in the previous year. Our progress against each FY22 actions is highlighted below:

FY22 ACTION	PROGRESS	OUTCOME
<p>Expansion of Supplier Portal</p>	<p>100% Complete</p>	<p>The appointment of our dedicated Vendor Manager and Supplier Portal remain a key focus as both an onboarding tool for new Suppliers and point of knowledge.</p> <p>In FY23 we focused on process improvement which included revisions to our application and prequalification forms and internal management of existing suppliers.</p> <p>The expansion of our Supplier Portal will continue as an FY24 Action, by introducing more information to Suppliers including education, news and resources.</p>
<p>Introduction of a Supply Partner Assessment</p>	<p>100% Complete</p>	<p>Development of an expanded assessment tool which will be utilised for all major international suppliers and suppliers who are operating in or from at risk locations.</p>
<p>Undertake a deep dive audit of targeted core supply partners</p>	<p>100% Complete</p>	<p>Completed a deep dive assessment on a number of high spend and international suppliers across our supply chain utilising our SPA.</p> <p>We will continue this action through FY24.</p>

Our actions to date have focused on modern slavery risk identification, assessment and by virtue, education. We continue to work with our supply chain to raise awareness of the depth of modern slavery risks within their own operations and encourage dialogue to raise issues if they are identified.

As a result of the SPA's completed to date, this data will enable us to establish a benchmark of responses and areas of improvement within our supply chain.

FY24 Actions and Improvement Areas

As we continue to progress and close out FY23 actions, we recognise that we must also continue to build on the foundations we have set. The appointment of our Vendor Manager provides a significant stepping stone in how we engage with our supply chain in an effective and meaningful way.

Focus areas for FY24 will include:

ACTION	OBJECTIVE
<p>Implement a Sustainable Procurement Framework</p>	<p>Creation of the framework will align SRG Global's purchasing strategies to its long term goal of ESG industry leadership and commitment to ethical procurement. Central to the framework will be a Sustainable Procurement Policy and supporting procedures for our operations that structures our decision making processes.</p>
<p>Assessment of our Remediation Framework</p>	<p>Complete a self-assessment of our modern slavery remediation process, including an update to our risk assessment and implement an improvement program for any identified at risk gaps or processes.</p>
<p>Develop a scorecard</p>	<p>To be provided as part of future reporting identifying key risk and assessment areas for our operations.</p>
<p>Supplier Portal Improvement</p>	<p>Increase the delivery of information to our suppliers including resources to assess their exposure to Modern Slavery abuses within their own supply chains.</p>

Our focus remains steadfast on the development of meaningful and practical outcomes that add value to our operations. We believe our FY24 actions will continue building on the progress we have made to date to address the risk of modern slavery within our operations and further underpin our commitment to address and educate the root causes of exposure.





Consultation

SRG Global operates a centralised corporate governance and risk management framework (Governance Framework) which is overseen by our Board of Directors (Board). The duties and powers of the Board are identified in the company’s Board Charter which confers the role, functions, powers and duties reserved for the Board.

Our Governance Framework is inclusive of various policies, procedures, standards, tools

and guidance materials that are applied to all controlled entities and operations. The Board delegates the management and oversight of the Governance Framework to SRG Global’s Managing Director, who is then responsible for its administration across all operations via the Executive Leadership Team.

The development, implementation and execution of risk management strategies, including those specific to identify and address modern

slavery risks, are uniform across all SRG Global operations.

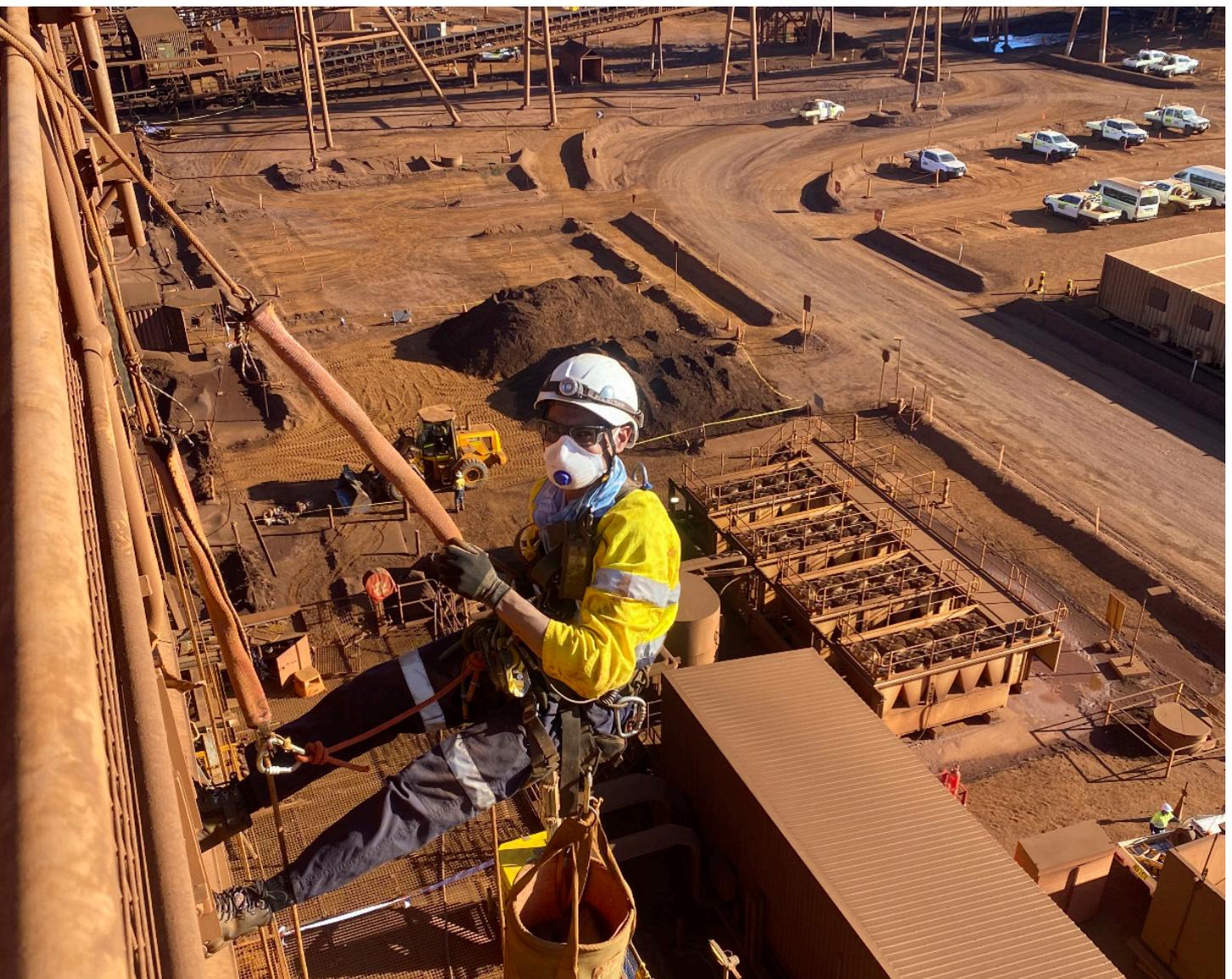
Our 2023 Statement has been prepared with feedback from and consultation with the Managing Director and Executive Leadership Team, commercial representatives, project teams and related internal stakeholders.



Disclaimer

Information contained in this Statement is of a general nature only and may include forward looking statements, commentary or actions including updates to any previously advised or stated statements, commentary and actions. Unless otherwise required by law, SRG Global does not intend to provide periodical or updated commentary to any information contained within this Statement.

This Statement is not intended for use as material to be considered for potential or actual investment in SRG Global.



Appendix A: Schedule of Reporting Entities

Reporting Entity	Country of Incorporation	Principal Activity	ABN	Ownership
SRG Global Limited	Australia	Corporate Services	81 104 662 259	100%
CONTROLLED COMPANIES				
SRG Global (Australia) Limited	Australia	Corporate Services	57 006 413 574	100%
SRG Global Corporate (Australia) Pty Ltd	Australia	Corporate Services	57 006 413 574	100%
SRG Global Building (Northern) Pty Ltd	Australia	Construction	87 076 604 281	100%
SRG Global Building (Southern) Pty Ltd	Australia	Construction	48 087 344 349	100%
SRG Global Building (Western) Pty Ltd	Australia	Construction	78 087 396 772	100%
SRG Global Services (Australia) Pty Ltd	Australia	Asset Services	40 111 102 240	100%
SRG Global Services (Western) Pty Ltd	Australia	Asset Services	71 145 854 360	100%
SRG Global Civil Pty Ltd	Australia	Construction	31 083 214 439	100%
SRG Global Mining (Australia) Pty Ltd	Australia	Mining Services	45 006 132 823	100%
SRG Global Products Pty Ltd	Australia	Construction	80 120 405 334	100%
SRG Global Structures (WA) Pty Ltd	Australia	Construction	41 008 946 469	100%
SRG Global CASC Formwork Pty Ltd	Australia	Construction	98 140 773 388	100%
SRG Global Structures (Vic) Pty Ltd	Australia	Construction	53 618 291 277	100%
SRG Global Assets Pty Ltd	Australia	Construction	85 104 662 213	100%
SRG Global Industrial Services Pty Ltd	Australia	Construction	81 128 921 344	100%
SRG Global Integrated Services Pty Ltd	Australia	Asset Services	86 604 010 639	100%
SRG Global Investments Pty Ltd	Australia	Construction	32 105 746 656	100%
SRG Global Facades Pty Ltd	Australia	Construction	25 604 493 174	100%
SRG Global Facades (Vic) Pty Ltd	Australia	Construction	47 606 869 014	100%
SRG Global Facades (NSW) Pty Ltd	Australia	Construction	97 602 257 929	100%
SRG Global Facades (Qld) Pty Ltd	Australia	Construction	87 602 258 257	100%
SRG Global Facades (WA) Pty Ltd	Australia	Construction	80 602 257 858	100%
SRG Global CASC Pty Ltd	Australia	Construction	98 140 773 338	100%
CASC Contracting Pty Ltd	Australia	Construction	53 636 127 756	100%
SRG Global Facades (Western) Pty Ltd	Australia	Construction	80 602 257 858	100%
SRG Global Structures (Vic) Pty Ltd	Australia	Construction	53 618 291 277	100%
SRG Global Infrastructure Pty Ltd	Australia	Construction	78 089 434 220	100%
SRG Global Asset Care Pty Ltd	Australia	Asset Services	21 006 353 046	100%
SRG Employee Share Trust	Australia	Trust	60 202 572 201	100%
SRG Global Asset Care Pty Ltd	Australia	Asset Services	21 006 353 046	100%

srgglobal.com.au

CORPORATE HEAD OFFICE

Level 2, 500 Hay Street
Subiaco, Western Australia 6008

+61 8 9267 5400
Info@srgglobal.com.au