



Glad Group 2025 Modern Slavery Statement

We create welcoming experiences and safe places, every day.



Contents

Acknowledgment of Country

Glad Group acknowledges the Traditional Owners of the land and pays respect to their Elders, ancestors, cultures and history.

We pay tribute to First Nations Peoples' resilience and culture. We acknowledge their continuing connection to the land upon which we all live, work and play.

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This Modern Slavery Statement forms part of our broader reporting suite. Visit gladgroup.com.au to read our latest ESG reports.

Mandatory reporting criteria	
Criteria 1 & 2	Identify the reporting entity and describe its structure, operations and supply chains.
Criteria 3	Describe the risk of modern slavery practices in operations and supply chains of the reporting entity and any entities it owns or controls.
Criteria 4	Describe the actions taken by the reporting entity and any entities that it owns or controls to assess or address these risks, including due diligence and remediation processes.
Criteria 5	Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks.
Criteria 6	Describe the process of consultation with any entities the reporting entity owns or controls.
Criteria 7	Provide any other relevant information.

01. About this statement

This joint statement is submitted on behalf of the Glad Group of Companies (Glad Group), which includes Glad Group Pty Ltd, Glad Security Pty Ltd trading as Glad Group Services, Glad Maintenance Pty Ltd, Australian Protective Services Pty Ltd, Auxus Pty Ltd and Stratium Global Pty Ltd trading as Unifyd Technology.

This is Glad Group's sixth Modern Slavery Statement. This Modern Slavery Statement has been prepared to meet the mandatory reporting criteria set out under the Australian Modern Slavery Act 2018 (Cth) for the financial year ended 30 June 2025. It describes the steps taken by the Glad Group of companies to mitigate modern slavery in our business' operations and supply chains.

Glad Group Advisory Board

The Glad Group Advisory Board is responsible for the governance and oversight of the Glad Group of companies. These companies share the same:

- Governance, policies and procedures
- Environment, social and governance (ESG) strategy and goals
- Risk management and compliance framework

The companies share a Chief Executive Officer, Chief Operating Officer and Senior Management Team who have been consulted and who have contributed to the preparation of this Statement. In addition to working closely with our Operations teams, we engaged key functional areas including Procurement, Risk & Compliance, and People & Culture, to ensure their insights informed our assessment and actions. Therefore, in preparing this statement, we have actively consulted across all the Glad Group of Companies, including reviewing the reporting requirements under the Modern Slavery Act 2018 (Cth).

This statement was approved on 23 December 2025 by the Glad Group Advisory Board.



Nick Iloski

Executive Chairman
Glad Group Advisory Board



02. Message from the CEO

It is my pleasure to present the sixth joint Modern Slavery Statement of Glad Group for the financial year ending 30 June 2025 (the Reporting Period). This Statement outlines the actions we have taken to assess, address and mitigate the risk of modern slavery across our operations and supply chain.

Glad Group is committed to upholding the human rights and dignity of people who contribute to our services. Modern slavery (including forced labour, debt bondage, deceptive recruitment, servitude, human trafficking and other forms of exploitation) has no place in our business or any part of our supply chain.

As a provider of integrated property services including cleaning, security, concierge and maintenance, we recognise the responsibility we hold. Our industry relies on extensive supply chains and, at times, labour-hire providers. This makes strong oversight essential. We remain committed to continuous improvement, transparency, and meaningful collaboration with our customers, suppliers, employees and broader stakeholders to help prevent the conditions in which modern slavery can occur.

Our approach continues to be guided by the United Nations Guiding Principles on Business and Human Rights and is supported by our ESG strategy, which focuses on the issues most material to our business and stakeholders. Managing and mitigating modern slavery risks remains critical to how we operate and how we deliver services responsibly.

Ultimately the effectiveness of our actions should be measured by whether we can identify modern slavery risks within our own business and supply chain. During the Reporting Period, we did not identify any instances of modern slavery in our operations or supply chain. We acknowledge the ongoing risks within our industry and continue to take proactive steps to improve the effectiveness our systems, enhance our safeguards and uphold the rights and wellbeing of all workers connected to Glad Group.



Steve Iloski

Steve Iloski

Chief Executive Officer

FY25 highlights:

- Reducing the number of labour-hire partners we work with, allowing us to focus our due diligence on a smaller group of trusted providers.
 - Maintaining our EcoVadis Silver Medal rating, placing Glad Group in the top 25% of companies assessed globally and recognising our strong environmental, labour, human rights and governance practices.
 - Participating in customer-led third-party audits (Intertek) and completing the annual PCA Informed 365 survey.
 - Remaining an active signatory to the United Nations Global Compact (UNGC) and participant in the Modern Slavery Community of Practice.
- Continuing our partnership with the Cleaning Accountability Framework (CAF), including:
 - o Achieving CAF Contractor Prequalification, an independent assessment confirming that we meet higher standards of ethical labour management, transparency and compliance across our cleaning supply chain.
 - o Supporting customers to achieve the CAF 3 Star Standard at four assets—Eastlands, Castle Towers, Grand Central and Westpac Place.
 - Reinforcing with our employees the reporting pathways available for raising concerns.

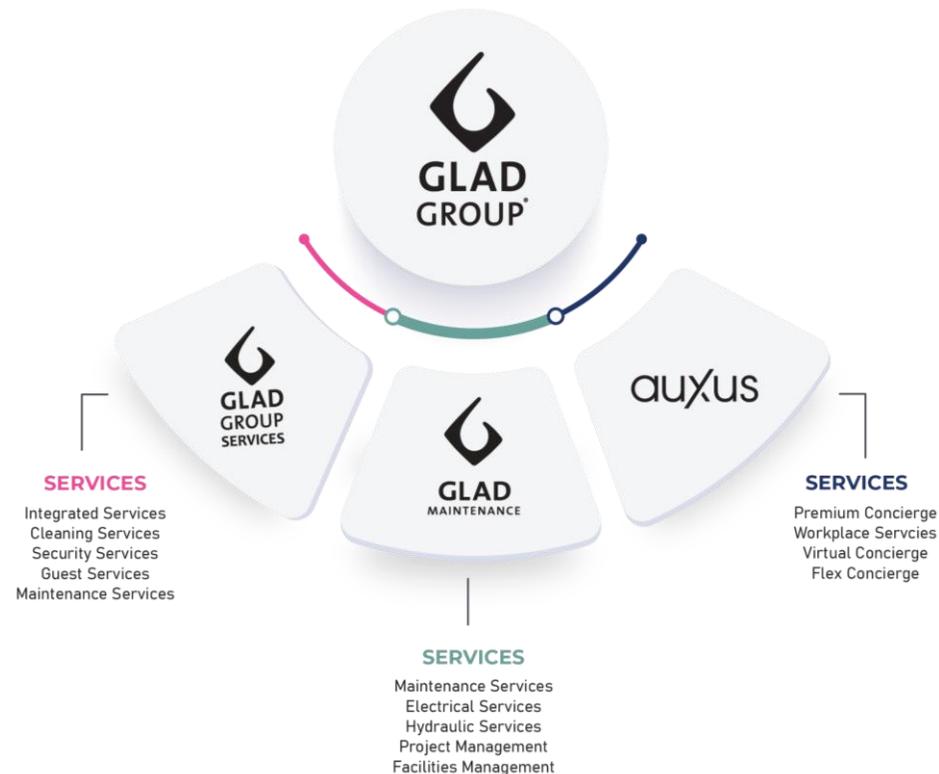


03. Our structure, operations and supply chain

Glad Group is a privately owned Australian integrated property services provider delivering cleaning, security, concierge and maintenance services. Headquartered in Sydney, NSW, we operate across Australia through state-based offices in Victoria, Queensland, South Australia and Western Australia. During the Reporting Period, we employed approximately 3,060 people at customer sites across Australia, comprising permanent employees and casual employees engaged to meet operational requirements. Our customers include ASX-listed property funds and managers, government agencies and educational institutions.

- Casual employees: 26.6%
- Part-time: 36.6%
- Full time: 36.8%

Our structure and operations



Our locations



Key

-  Head Office
-  State Office
-  Sites



3,060
experienced team members



6
offices in Australia



440+
assets we clean, secure and maintain every day

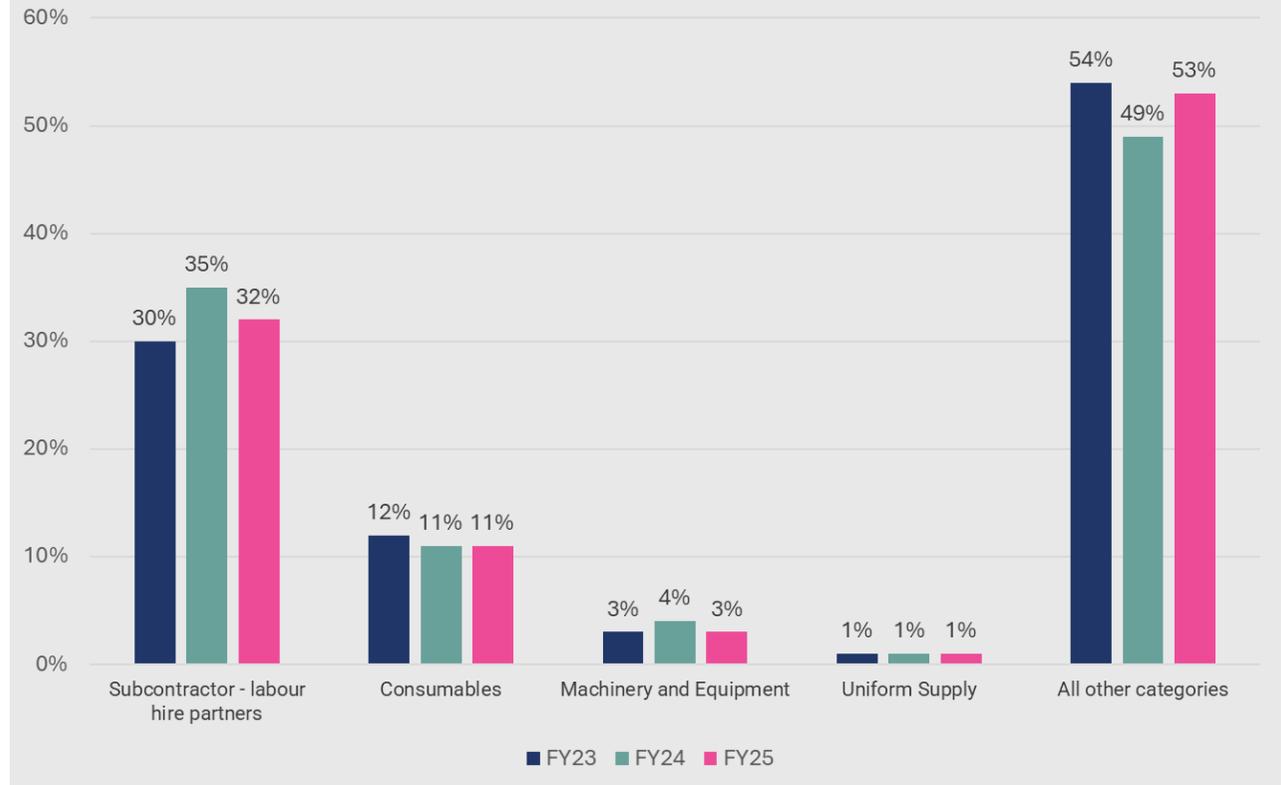
Our supply chain

Our main spend categories remain unchanged and include:

- **Products procured to deliver services** include cleaning materials and equipment, fleet vehicles, tools, information technology supplies, electrical items, uniforms and personal protective equipment.
- **Services procured** include technical or specialist cleaning services (such as high-rise window cleaning), specialist security services (such as mobile patrols) and labour hire for specific projects.
- **Corporate products and services procured** include office stationery and supplies, furniture, IT equipment and professional services.

Each year we map our annual spend against known high-risk categories for modern slavery to identify where the greatest potential risks lie and to prioritise our mitigation efforts accordingly. This analysis enables us to focus our actions and resources on the areas of highest exposure. Further detail on how we are managing these risks in our supply chain is provided on pages 11-18.

Supply chain spend by category



04. Identifying our modern slavery risks in our operations and supply chain

Identifying and understanding modern slavery risks is not a one-off exercise; it is a gradual, ongoing process that requires continued attention and refinement. Each year we build on what we have learned, strengthening the systems and controls that support our risk management approach. This work is underpinned by Glad Group's broader governance and enterprise risk frameworks and is actively supported by our Operations, Risk & Compliance, Procurement, People & Culture and ESG teams.

We recognise that modern slavery risks are most likely to arise in business models characterised by labour-intensive services, dispersed worksites and complex global supply chains—all features relevant to the property services sector. As such, our understanding of risk is shaped by the nature of our workforce, how our services are delivered, and the characteristics of the industries and suppliers we rely on.

Consistent with prior years, the key risks we have identified across both our operations and supply chain are:

- The protection of all labour rights.
- Ensuring a safe and healthy work environment.

Any shortcomings in these areas can signal emerging vulnerabilities and highlight where further preventative action may be required to guard against modern slavery.

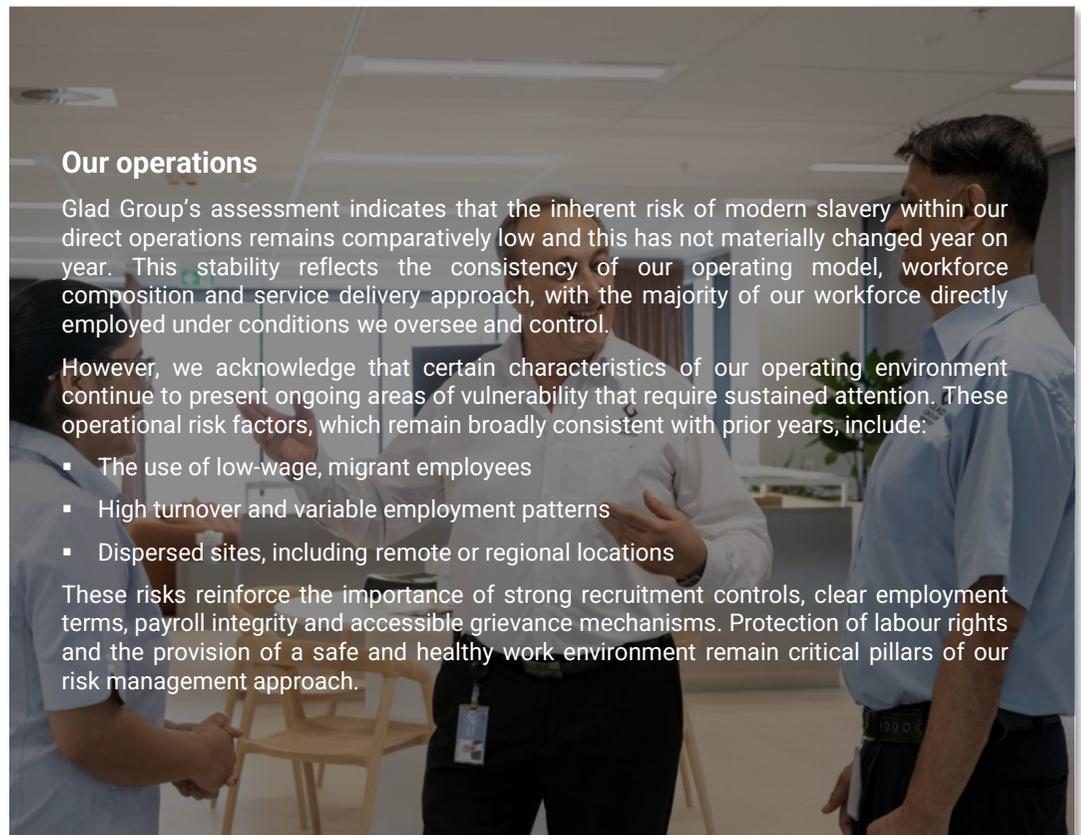
Our operations

Glad Group's assessment indicates that the inherent risk of modern slavery within our direct operations remains comparatively low and this has not materially changed year on year. This stability reflects the consistency of our operating model, workforce composition and service delivery approach, with the majority of our workforce directly employed under conditions we oversee and control.

However, we acknowledge that certain characteristics of our operating environment continue to present ongoing areas of vulnerability that require sustained attention. These operational risk factors, which remain broadly consistent with prior years, include:

- The use of low-wage, migrant employees
- High turnover and variable employment patterns
- Dispersed sites, including remote or regional locations

These risks reinforce the importance of strong recruitment controls, clear employment terms, payroll integrity and accessible grievance mechanisms. Protection of labour rights and the provision of a safe and healthy work environment remain critical pillars of our risk management approach.



Our supply chain

We know that modern slavery risks are inherently higher in our supply chain than in our direct operations. While 99% of our Tier 1 suppliers are based in Australia, the multi-layered and global nature of modern supply chains means we do not have full visibility or control beyond our direct supplier relationships. Given that Glad Group's core services, procurement profile and operating model have remained largely consistent year to year, our supply chain risk profile has also remained relatively stable over the reporting period.

Consistent with prior years, we recognise that elevated risks may arise where we source goods and services through complex, multi-tier supply chains or from offshore manufacturing environments.

Key risk areas continue to include:

- Labour hire and subcontractor providers, particularly where short-term, high-volume or seasonal labour arrangements are used
- Uniforms, garments and personal protective equipment (PPE) manufactured in higher-risk countries

- Cleaning products, chemicals and consumables sourced through multi-tier manufacturing and distribution chains
- Technology, access control and surveillance equipment manufactured offshore and involving multiple tiers of sub-suppliers

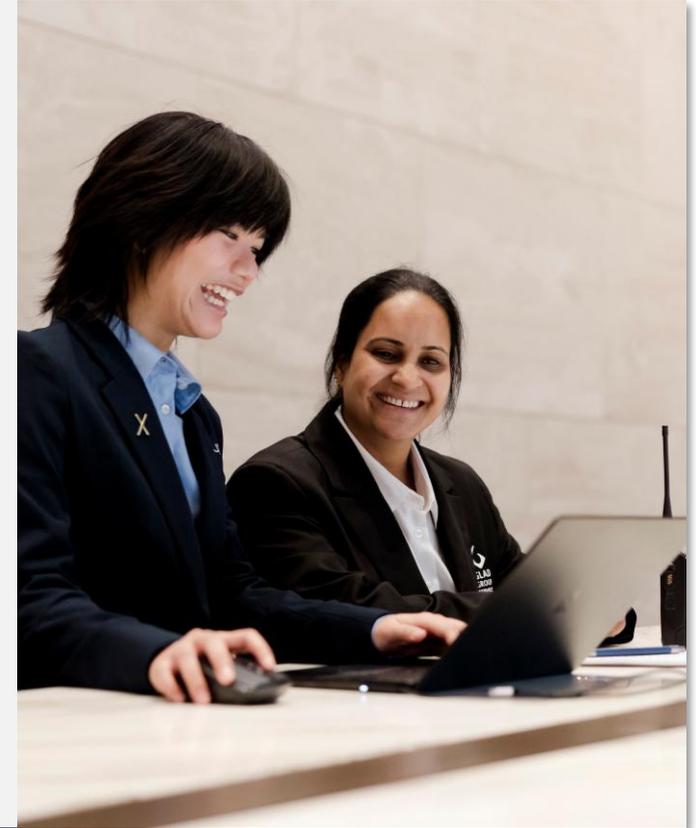
These categories continue to inform our higher-risk supplier classification, prioritisation of enhanced due diligence, and targeted supplier engagement and assurance activities.

Industry-specific risk factors

We also recognise several risks that are well-documented across the broader property services, cleaning and security sectors, including:

- Underpayment and wage theft risks
- Training, licensing and competency risks in security services

These sector-wide risks reinforce the need for sustained vigilance, strong internal controls, and continued engagement with industry bodies, unions and external partners.



05. Managing our modern slavery risks

During FY25, Glad Group continued to mature the way we manage modern slavery risks across our operations and supply chain through a combination of governance, policies, risk management systems, training, supplier engagement and grievance mechanisms. We recognise that addressing modern slavery risks requires persistence, focus and continuous improvement, and we remain committed to progressing our approach year on year.

Governance and policy framework

Glad Group's approach to managing modern slavery risk is underpinned by strong governance, clear accountability and a comprehensive policy framework. Oversight of our modern slavery response sits with our Advisory Board and Senior Management Team, who are responsible for setting expectations, monitoring performance and driving continuous improvement.

Modern slavery risk is integrated into our broader enterprise risk management framework and ESG oversight, ensuring it is considered alongside our other strategic and operational risks. This structure supports informed decision-making, consistent implementation and regular review of the effectiveness of our controls.

Our policies form the foundation of how we translate this governance into practice. They establish clear expectations for ethical conduct, human rights, supplier behaviour and responsible business practices across our operations and supply chain.

At the centre of this framework is our Human Rights Policy, which affirms our commitment to respecting and promoting internationally recognised human rights and upholding the intrinsic value and dignity of every individual.

Our Human Rights Policy is supported by a suite of complementary policies that give practical effect to our commitments, including our:

- Code of Conduct
- Social Compliance Policy
- Anti-Bribery, Fraud and Corruption Policy
- Supplier Code of Conduct
- Sustainable Procurement Policy
- Whistleblower Policy
- Remuneration Policy
- Diversity and Equal Employment Opportunity Policy
- Anti-Discrimination and Grievance Resolution Policy

Together, these policies provide a clear framework for responsible decision-making, ethical behaviour and speaking up. They also set explicit expectations for our suppliers and subcontractors regarding labour standards, lawful conduct and respect for human rights.

Importantly, these policies are embedded into our day-to-day operations through employee induction, mandatory training, supplier onboarding, contract terms and ongoing governance processes. This ensures our commitments are actively applied in practice, not simply documented.

All Glad Group policies are publicly available at gladgroup.com.au.



Glad Group Advisory Board

Chaired by the Executive Chairman, the Advisory Board provides strategic direction and oversees effective management and performance of Glad Group. This includes overseeing the development and delivery of Glad Group's business strategy, ESG approach, policies and procedures and human rights and modern slavery response. Meets monthly.



Chief Executive Officer
Responsible for day-to-day management of Glad Group and implementation of strategic objectives and actions to deliver on Glad Group's business and ESG strategies, and our human rights and modern slavery response.



Governance Committee

Chaired by our National Risk & Compliance Manager, our governance committee comprises from our senior management. Provides advice and oversight of governance and ethics issues, including overall responsibility for the risk and compliance management systems. Meets quarterly.



Group Senior Management Team

Comprising of senior management. Our senior management team oversees the development and implementation of Glad Group's ESG strategy, including policies, objectives and actions in relation to human rights and modern slavery. Meets bi-monthly on ESG risks and opportunities.



Human Rights and Modern Slavery Program

Delivered by a collaborative team including People & Culture, Risk & Compliance, ESG and Procurement specialists who come together to develop and implement policies, practices and reporting on human rights and modern slavery risks within our own operations and supply chain.

Risk management framework

Glad Group applies a structured enterprise risk management framework that integrates ESG risks, including modern slavery, across the organisation. Modern slavery risk is assessed alongside our other strategic, operational and compliance risks to ensure it is identified, prioritised and managed in a consistent and disciplined way. This approach ensures that modern slavery risk management is embedded into our core business processes rather than treated as a standalone compliance activity.

Management and training

Building internal capability and maintaining high levels of awareness of modern slavery risks continues to be a core focus for Glad Group. We recognise that effective risk management relies on our people understanding what modern slavery is, how it may manifest in our industry and supply chains, and what to do if concerns arise.

In FY25, we continued to deliver mandatory Modern Slavery Awareness training to employees through our online learning platform, Glad Academy.

This training is incorporated into induction for new starters and forms part of our ongoing compliance training program for existing employees. The training supports our workforce to:

- Understand modern slavery and associated human rights risks
- Recognise potential indicators of exploitation
- Understand escalation pathways and reporting mechanisms
- Reinforce our expectations of ethical conduct and accountability

Following its introduction in FY24, Glad Life continued to play an important role in supporting employee engagement, access to information and our Speak Up culture throughout FY25. Glad Life is a dedicated online portal available to all employees and provides:

- Clear information on how to raise concerns confidentially
- Access to our whistleblower channels and grievance mechanisms

- Downloadable access to all Glad Group policies
- Direct contact details for our compliance team
- A QR code linking to relevant state-based WHS regulators

Glad Life supports transparency and empowers our people to raise concerns safely, including concerns related to potential modern slavery, workplace misconduct or unsafe work practices.

This is supported by ongoing internal communications, including site-based posters, intranet updates and bi-monthly Townhall communications from leadership, which reinforce our expectations, ethical standards and Speak Up culture.

Together, our training, systems and communication channels ensure that modern slavery awareness is embedded across the organisation and that our people are equipped to identify and respond to potential risks in both our operations and supply chain.

Further detail on our grievance mechanisms is provided on page 19.

Collaboration and engagement

Glad Group recognises that addressing modern slavery risk requires collaboration beyond our own business and supply chain. We continue to engage with relevant industry bodies, subject-matter experts and external partners to strengthen our understanding of evolving modern slavery risks, emerging good practice and regulatory expectations.

Through this engagement, we seek to:

- Stay informed on changes in legislation, guidance and industry standards
- Deepen our understanding of modern slavery risks relevant to the property services sector
- Build internal capability and maturity in our risk management approach
- Support suppliers and business partners to strengthen their own practices

We also engage directly with our customers on modern slavery matters, including through customer-led audits, information sharing and compliance programs. These engagements provide an additional layer of oversight and help drive consistent expectations across the industry.

Our collaborative approach supports continuous improvement and reflects our commitment to playing an active and constructive role in addressing modern slavery risks across our sector.



We've been a signatory of the United Nations Global Compact since 2020.

Achieved Cleaning Accountability Framework (CAF) Contractor pre-qualification, as well as continued to partner with customers to achieve the CAF 3 Star Standard for four assets.

We maintain a strong partnership with the United Workers Union (UWU) which represents the interests of cleaning and security officers across Australia.

We've been a member of the Australian Security Industry Association Limited since 2016.

We've been a Property Council of Australia (PCA) member since 2023 and participate in the PCA's Informed 365 platform modern slavery survey.

In our operations

Consistent with prior reporting periods, Glad Group continues to assess the risk of modern slavery occurring within our direct operations as low. This assessment reflects our employment practices and the range of controls embedded across our recruitment, onboarding, payroll, safety and grievance systems. Our assessment is supported by the following factors:

- Of our approximately 3,000 employees, all are now based in Australia, following the cessation of our New Zealand operations during the year.
- All employees are engaged under written employment contracts that clearly outline their terms and conditions of employment
- We do not employ anyone under the age of 18
- All new employees receive Fair Work Information Statements outlining their workplace rights and entitlements, which are provided in multiple languages
- More than 80% of our workforce is covered by a Modern Award, providing an additional regulatory safeguard for wages and conditions
- We operate consistent recruitment, verification and onboarding processes, including confirmation of identity, right to work and any role-specific licensing requirements (such as for security personnel)

- Employees must be fully onboarded into our payroll and time and attendance systems before payment can occur, reducing the risk of wage exploitation or off-system payments
- To enhance worker protection and ensure accurate verification of attendance, we utilise a facial-recognition digital sign-on/sign-off system that confirms each employee's identity at the start and end of their shift.

Glad Group maintains a strong focus on providing a safe and fair workplace. We operate an ISO 45001 accredited Workplace Health and Safety Management System, which supports the protection of employees and promotes safe, lawful and ethical working conditions across our sites.

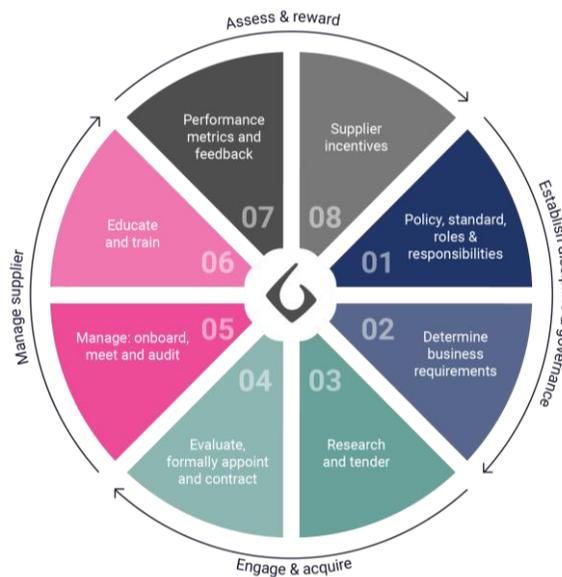
Our employees have access to multiple grievance and reporting pathways, including Management, People & Culture, the Glad Life portal and our independent whistleblower service. These channels allow concerns to be raised confidentially and without fear of retribution, including concerns relating to potential exploitation, underpayment or unsafe work practices.

We undertake regular internal audits of our systems and processes and participate in customer-led independent audits, including CAF audits. These audits provide additional assurance over our labour practices and payroll controls.

In our supply chain

Glad Group recognises that the risk of modern slavery is inherently higher within our supply chain than in our direct operations. This is due to the nature of the sectors we procure from, the use of labour hire, and the potential for upstream risks in the manufacture of goods and equipment.

Glad Group works with more than 518 Tier 1 suppliers. We apply a risk-based approach to supply chain management, prioritising enhanced due diligence for suppliers assessed as posing a higher potential modern slavery risk.



Supply chain risk identification

Our identification of higher-risk suppliers continues to be guided by several key indicators, including:

- Procurement above \$100,000
- High-risk products and industries identified through global risk indices, including electronics, garments, solar panels and textiles
- International suppliers
- Labour hire and subcontracted service providers

Suppliers meeting one or more of these criteria are categorised as Category A or B suppliers, triggering enhanced due diligence and closer ongoing monitoring. In FY25, just under 20% of our suppliers were categorised as A & B suppliers. These suppliers account for 89% of our spend.

As in previous years, our understanding of inherent supply chain risks is informed in part by the FairSupply assessment undertaken prior to FY25. While this assessment was not updated during the reporting period, we consider it remains relevant and appropriate to our risk profile, as our business model, procurement categories and supplier landscape have not materially changed. The insights from FairSupply continue to validate our internal risk categorisation and highlight upstream industries and product categories where modern slavery risks are more pronounced.



Supplier due diligence and engagement

Glad Group integrates modern slavery risk considerations into our supplier onboarding and ongoing supplier management through a structured responsible procurement approach. Our due diligence activities include:

- Clear contractual terms outlining labour standards, ethical conduct and compliance expectations
- Mandatory supplier self-assessment questionnaires for new and existing Category A and B suppliers
- Assessment of questionnaire responses to inform risk ratings and required follow-up
- Ongoing supplier engagement, education and performance monitoring
- Targeted audits of labour hire partners, where risk is elevated or concerns arise

New Category A and B suppliers must complete a self-assessment questionnaire before onboarding. Existing suppliers in these categories are reassessed on a rolling basis, except where the supplier is a government or statutory body, utility provider or large multinational with publicly available modern slavery reporting.

Leverage, escalation and consequence management

Glad Group acknowledges that our ability to influence supplier practices varies across our supply chain. With many of our subcontractors and labour hire partners, we retain strong leverage through commercial relationships, audit rights and ongoing performance management. If concerns or indicators of modern slavery or broader labour non-compliance were to be identified, our approach would be to:

- Engage with the supplier to understand and verify the issue
- Request corrective actions and establish time-bound remediation plans
- Monitor progress and provide guidance where needed
- Escalate internally where risks remain unresolved
- Discontinue relationships where serious non-compliance persists and remediation is not achieved

For large multinational suppliers—particularly in technology and equipment supply chains—our direct influence is more limited. In these cases, we rely on publicly available reporting, supplier modern slavery statements and third-party assurance to assess maturity and monitor ongoing risk.

Continuous improvement

Managing modern slavery risk in the supply chain requires sustained effort, capability and vigilance. Our focus remains on strengthening the depth and quality of supplier risk data, expanding targeted engagement and audit activity, building internal capacity in responsible procurement, and enhancing our escalation and remediation processes. We are committed to continuously improving our approach as expectations evolve and as we build greater transparency across our supply chain.

Glad Group Questionnaire



ESG Questionnaire

This is completed by all new suppliers and Category A & B suppliers.



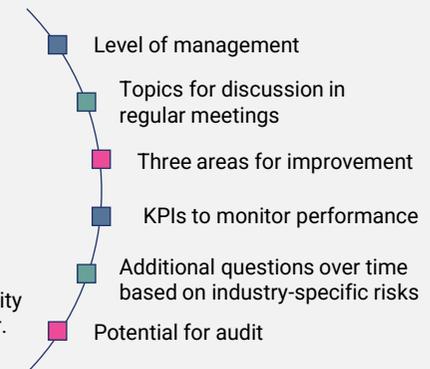
Assessment

Responses drive assessment of supplier performance and opportunities for improvement.



Active management

Driving how we actively manage the supplier, build their knowledge and capability and get to know them better.



Labour hire partners

Glad Group recognises that labour hire providers present unique and heightened modern slavery and labour exploitation risks, given the nature of outsourced workforces, layered employment arrangements and the potential for reduced visibility over recruitment and employment practices.

Where required, Glad Group engages a limited number of approved subcontractor and labour hire providers to support business operations. These providers are classified as Category A suppliers under our supply chain risk framework and are therefore subject to the highest level of due diligence, monitoring and engagement.

In FY25, the proportion of total spend allocated to labour hire and subcontractor providers decreased from 35% to 32%. This reflects the continued customer demand for specialist technical cleaning, maintenance, security services and concierge services, including in remote and regional locations. Where a subcontractor provider is engaged, this occurs with the approval of the relevant customer, and within the parameters of Glad Group's governance and due diligence processes.

As part of this program, we meet regularly with the labour hire provider and review performance against key performance metrics. In addition, we conduct at least one site-based visit to each labour hire provider annually, with additional visits initiated where risks, incidents or non-conformances are identified. These engagements provide critical insight into actual operating practices and enable early identification of potential issues.



Grievance and remediation

Glad Group is committed to providing safe, accessible and trusted pathways for our employees, contractors and external stakeholders to raise concerns about potential misconduct, workplace issues or human rights risks, including modern slavery.

We offer a range of speaking-up channels to ensure concerns can be raised in a way that feels safe and appropriate for everyone. These range from informal options, such as raising an issue with a direct manager, through to more formal pathways, including trusted members of our People & Culture team and our independent external whistleblower service. All channels explicitly support the reporting of modern slavery and labour exploitation concerns.

We clearly communicate our expectations of behaviour to both employees and suppliers and reinforce that retaliation for raising a concern will not be tolerated. Our grievance processes are governed by principles of:

- Confidentiality
- Procedural fairness
- Protection from victimisation
- Timely and proportionate response
- Support for all parties involved

Accessibility and workforce confidence

Glad Group recognises that trust in grievance mechanisms is fundamental to their effectiveness. Our workforce is culturally and linguistically diverse, with many employees for whom English is not a first language. We continue to focus on improving awareness, clarity and accessibility of our grievance pathways through:

- Increased on-site and digital communications
- Ongoing education through induction, training and leadership communication

These efforts are directed at strengthening confidence that concerns can be raised safely, will be taken seriously and will be handled appropriately.

FY25 reporting and remediation approach

During FY25, no reports of modern slavery were received through our whistleblower service or other grievance channels. We acknowledge that the absence of reports does not automatically equate to an absence of risk. We remain focused on continuing to build trust, awareness and accessibility across all areas of our business.

If Glad Group receives a report or identifies a potential instance of modern slavery within our operations or supply chain, we commit to taking immediate, appropriate and victim-centred action. This includes:

- Prompt verification and investigation of the concern
- Engagement with affected persons where safe to do so
- Identification of root causes and systemic issues
- Implementation of corrective actions
- Provision of appropriate remedy for any harm suffered
- Ongoing monitoring to prevent recurrence

Our approach to remediation is guided by the wishes, wellbeing and safety of affected persons and is aligned with the UN Guiding Principles on Business and Human Rights.



06. Assessing our effectiveness

Glad Group assesses the effectiveness of its modern slavery risk management approach through integrated governance, policy implementation, workforce training, supplier due diligence, grievance monitoring and independent assurance activities.



Governance, risk management and policies

Modern slavery is embedded within our enterprise risk management framework and ESG oversight. Regular reporting to senior management and the Advisory Board on risk trends, supplier issues and grievances provides active oversight and accountability. Our policies continue to set clear expectations for ethical conduct, human rights and supplier behaviour and remain a foundational control across our operations and supply chain.



Training, management and workforce awareness

Mandatory Modern Slavery Awareness training through Glad Academy, supported by Glad Life and ongoing internal communications, continues to strengthen workforce understanding of modern slavery risks, Speak Up expectations and available grievance pathways.



Supply chain due diligence and labour hire oversight

Supplier self-assessments, targeted audits, in-person engagement with labour hire providers and site-based visits continue to operate effectively. While our FairSupply assessment was not refreshed in FY25, it remains a relevant baseline given no material change to our business model or procurement profile.



Collaboration and external engagement

Engagement with industry bodies, customers, the UN Global Compact programs, CAF and Union partners provides external insight and independent challenge to strengthen our approach to worker voice, assurance and continuous improvement.



Grievance mechanisms and audits

Internal audits and customer-led assurance activities, including CAF audits, continue to provide independent validation of key labour and compliance controls.



Employee confidence in reporting

In FY25, 93.4% of employees who responded to our Employee Engagement survey either agreed or strongly agreed that they know how to report bullying, harassment and discrimination in a way that feels safe to speak up. This result is a key effectiveness indicator for our grievance framework and Speak Up culture, and an important control for the early identification of modern slavery and labour exploitation risks.

07. Looking forward

Our FY25 assessment confirms that our approach continues to mature year on year. At the same time, we recognise that addressing modern slavery risk is a long-term commitment and that there is still significant work to do as we build greater visibility, capability and consistency across our operations and supply chain.

We remain focused on “staying the course” by strengthening the foundations already in place, including improving the quality of supplier data, refreshing and deepening our supply chain risk mapping, building the capability of frontline leaders, and continuing to enhance trust and accessibility across our grievance mechanisms. We will also continue to draw on industry collaboration, worker voice insights and external expertise to challenge and refine our approach.

Our commitment to continuous improvement reflects our belief that meaningful progress requires persistence, transparency and sustained effort.

FY26 priorities include:

- Strengthening supplier and labour hire assurance:

Expand targeted engagement and audit activity with higher-risk suppliers and labour hire providers, with a continued focus on site-based verification, remediation and accountability.

- Enhancing frontline leadership capability:

Build practical capability among operational leaders and supervisors to better identify, escalate and manage modern slavery and labour exploitation risks within day-to-day operations.

- Building worker confidence in grievance mechanisms:

Continue to improve awareness, accessibility and trust in our Speak Up channels, with particular focus on culturally and linguistically diverse workers and frontline environments.

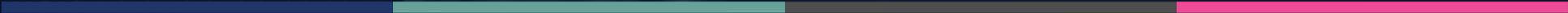
- Improving supplier data quality and consistency:

Strengthen the quality, consistency and use of supplier risk data to better support prioritisation, escalation and performance monitoring.

- Continuing collaboration and external engagement:

Maintain active participation in industry, customer, Union, CAF and UN Global Compact initiatives to strengthen worker voice, independent assurance and sector-wide improvement.





GLAD
GROUP
SERVICES