





As Australia’s leading online-only retailer of furniture and homewares, we recognise the importance of partnering across our value chain to prevent and mitigate any potential for our operations or products to be associated with modern slavery practices.

The term ‘modern slavery’ refers to severe forms of exploitation that deprive a person of their freedom for another’s personal or commercial benefit. Under the Modern Slavery Act 2018 (Cth), this includes trafficking in persons, slavery, servitude, forced labour, debt bondage, the worst forms of child labour, deceptive recruitment, and forced marriage.

Modern slavery is a salient human rights risk in global supply chains, particularly where low-cost labour and complex sourcing are involved. As a furniture and homewares retailer, our supply chain spans multiple countries and production stages, increasing the potential for worker vulnerability. In line with the UN Guiding Principles on Business and Human Rights, we are committed to ongoing human rights due diligence to identify, prevent and mitigate modern slavery risks, and to use our influence to promote fair and safe working conditions across our value chain.

Over the past six years, we have strengthened our ability to identify, assess and address modern slavery risks across our supply chain through enhanced risk management, targeted training and measurable, action-oriented systems.

Actions that highlight our progress include:

- Auditing direct import suppliers¹ against ethical frameworks and administering corrective action plans (‘CAPs’).
- Providing all suppliers with self assessments to identify risks, develop mitigation action plans, and quantify risk scores for continuous improvement.
- Providing education and training to upskill and empower our employees and suppliers.
- Strengthening policies and procedures to address human rights abuses and integrating these into our operational contracts.
- Integrating modern slavery risk into our enterprise risk management framework.
- Establishing internal governance structures, such as our Modern Slavery Committee, for ongoing management of modern slavery risk.

We continue to build on the insights gained in recent years by strengthening collaboration with our suppliers to address modern slavery risks. Our approach prioritises partnership and capacity-building to achieve measurable and lasting improvements, recognising that meaningful progress is best achieved through shared responsibility rather than disengagement.

This Modern Slavery Statement outlines the actions taken to assess, address and mitigate modern slavery risks in our operations and supply chains over the financial year ending 30 June 2025. It was created in accordance with the Modern Slavery Act 2018 (Cth).

This is our sixth Modern Slavery Statement. It has been reviewed and approved by our Board of Directors (‘the Board’).

¹ Direct import suppliers are factory partners we work with directly to design, source, and import private label products

Our structure, operations and supply chains

Temple & Webster is Australia’s leading online-only retailer of furniture and homewares.

Through our mobile app and online store at www.templeandwebster.com.au, we sell a diverse range of products for the home to residential and commercial (trade) customers in Australia.

Our registered office and principal place of business is in the Sydney Basin, Sydney, Australia. We only deliver within Australia and do not currently operate physical showrooms or stores. Our team consists of more than 470 people across our onshore and offshore operations.

Temple & Webster Group Ltd listed on the Australian Securities Exchange under the code TPW on 10 December 2015. This Modern Slavery Statement covers Temple & Webster Group Ltd, the holding company and all subsidiaries ('Temple & Webster').

Temple & Webster offers a curated selection of more than 170,000 products (as at 30 June 2025) from hundreds of suppliers. We use an innovative dropshipping model, whereby products are sent directly to our customers from supplier warehouses. This allows us to offer a wide variety of items without needing to hold inventory.

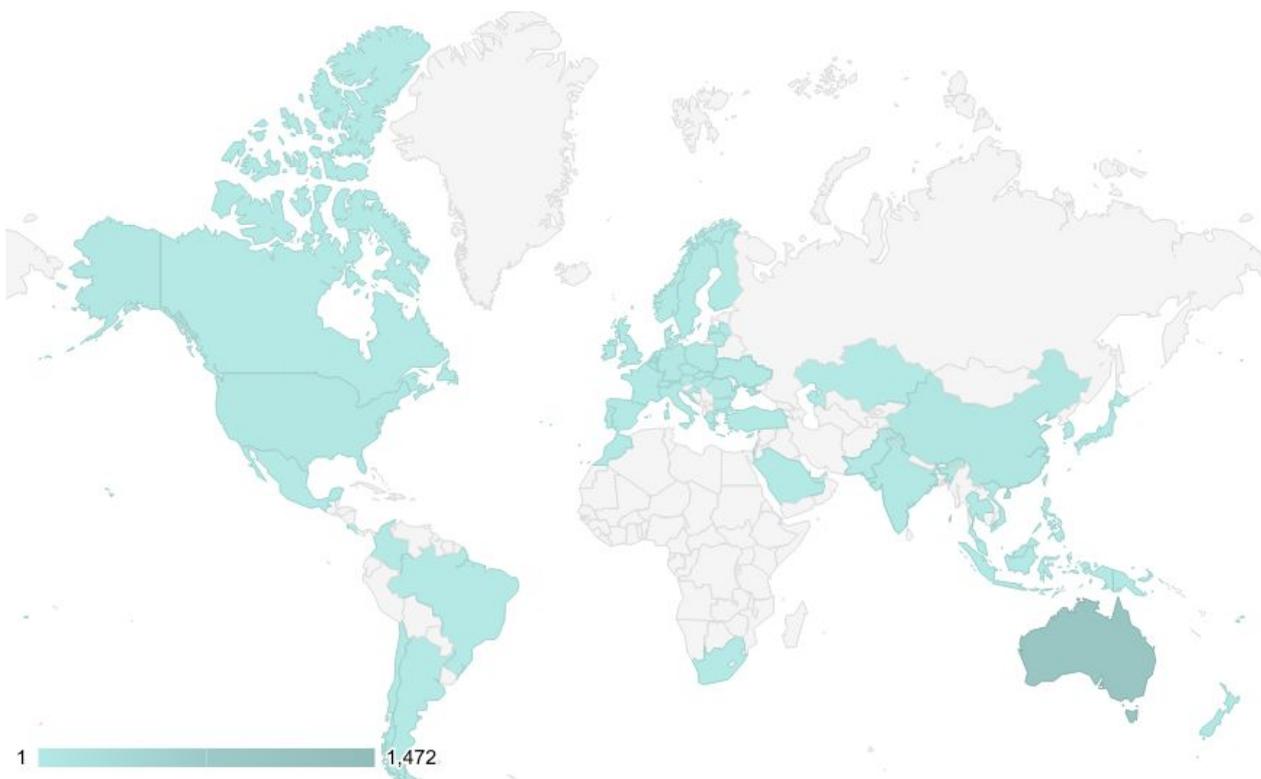


Figure 1: Global supplier presence by country of operation

Our dropship range is complemented by private label ranges, which we source and import directly from overseas suppliers and manufacturers. We source retail goods directly from eight countries. This includes Australia, China, India, Indonesia, Malaysia, Philippines, Thailand, and Vietnam.

We work with more than 640 local and offshore suppliers to source products such as artworks, furniture, kitchenware, décor accessories, appliances, lighting, rugs, textiles, fitness equipment and home improvement items.

We procure a range of products and services from more than 470 suppliers to support and facilitate our business operations.

These include cleaning, security, catering, electronics, energy and other utilities, IT support, logistics and transport, marketing, third-party labour hire, warehousing (third-party logistics), and professional services.

We have a longstanding charity partnership with Women's Community Shelters and a newly developed partnership with the Black Dog Institute. We support both organisations by providing furniture and homewares, volunteering time towards projects, and through fund-raised cash donations.

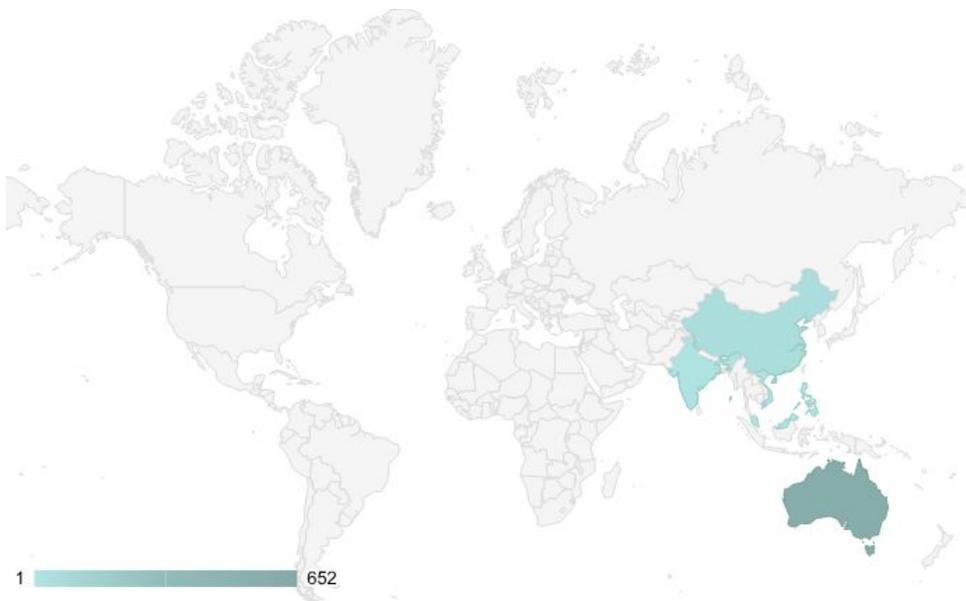


Figure 2: Countries we directly source products from - dropship and private label suppliers



Governance

Oversight and accountability

Oversight of modern slavery risk management forms part of our broader ESG governance framework. The Board retains ultimate responsibility for overseeing human rights and ethical sourcing risks through the Audit and Risk Committee ('ARC'), supported by management-level governance led by the Head of Sustainability.

An internal Modern Slavery Committee oversees the implementation of our modern slavery program. The Modern Slavery Committee is chaired by the Head of Sustainability and includes senior representatives from Buying, Legal, Planning, and Supply Chain. It meets quarterly to review supplier risk assessments, training outcomes, and progress against our modern slavery roadmap. Through the Sustainability team, the Modern Slavery Committee reports key findings and recommendations to the ARC regularly, ensuring effective oversight and alignment between risk, strategy, and operational delivery.

Our Sustainability team is responsible for the delivery and implementation of our modern slavery action plan, including supplier engagement, risk assessment, policy development, and capability-building initiatives. The team works closely with the Modern Slavery Committee to ensure consistent application of due diligence processes and to track progress against defined milestones and targets.

Modern slavery risks are embedded in our enterprise risk management framework and are included in the company's risk register. These risks are reviewed by the ARC on a regular basis alongside other material business risks, supporting consistent oversight and continuous improvement.

Where necessary, the ARC requests an action plan be formulated to ensure that potential risks are investigated and addressed within a specified timeframe. The ARC also assists the Board in assessing the effectiveness of our risk management strategy.



Figure 3: Temple & Webster organisational governance structure

Policy framework

Our governance approach is supported by guiding policies that articulate our commitment to respecting human rights and preventing modern slavery. These include our Anti Slavery Policy and Supplier Code of Conduct. Together, they outline expectations for employees, contractors, and suppliers and are informed by the UN Guiding Principles on Business and Human Rights and the International Labour Organisation’s Fundamental Principles and Rights at Work.

Policies are reviewed periodically to ensure they remain effective and aligned with evolving regulatory requirements and internal process developments.

All other supporting corporate governance policies and statements can be found on our [investor relations website](#).

Monitoring and reporting

Performance is monitored through our private label supplier dashboard and third-party risk assessment software, iPRO. The Sustainability team reviews key performance indicators such as supplier audit outcomes, corrective action progress, training participation, and supplier self-assessment questionnaire status.

Insights are reported to the Modern Slavery Committee and the ARC to inform governance decisions, prioritise risk areas, and assess our mitigation measures.

Continuous improvement

We recognise that strong governance is critical to managing modern slavery risks effectively. In FY26, we will enhance the visibility of modern slavery metrics in Board and supplier reporting, revise the structure of the Modern Slavery Committee, and continue to build cross-functional accountability through the Modern Slavery Committee.



Classification of potential risks in our supply chains

Sector: Trade Suppliers

Category	Risk identification / indicators	Priority rating	FY25 actions
Imports – Temple & Webster private label brands	<p>We acknowledge risks of modern slavery are inherent in the furniture and homewares manufacturing industries, particularly within the lower-tier raw material and component sourcing. Based on the geographical locations from which we source products and the findings of factory audits, we have identified potential risks for forced labour (excessive overtime), child labour (lack of age verification processes), deceptive recruitment and bonded labour (recruitment fees), and workplace health and safety (building compliance and certification).</p> <p>Given that we have direct relationships with manufacturers, we continue to use our position of influence and prioritise due diligence and risk mitigation in this category through the implementation of factory audits and CAPs.</p>	<p><i>High</i></p> <p>Continue to prioritise CAPs (where necessary) to address key risk areas and display continuous improvement.</p>	<ul style="list-style-type: none"> – Followed up with private label suppliers on all CAPs to assess progress and verify completion. – Conducted follow-up audits to confirm effectiveness of remediation and identify recurring risks (flagged using new 'Failed' and 'Reoccurrence' statuses). – Implemented short- and long-term mitigation targets with suppliers, including governance improvements and policy development.
Dropship – Brands sourced from local suppliers	<p>We acknowledge risks of modern slavery are inherent in furniture and homewares manufacturing. Based on geographic origin and supplier operations, potential risks include forced labour, child labour, deceptive recruitment, and bonded labour. While our direct leverage is lower than with private label suppliers, ongoing engagement and risk mitigation remains a high priority.</p> <p>In FY24, we issued modern slavery self-assessments to dropship suppliers to identify inherent risks and evaluate existing controls, enabling risk scoring and establishing a foundation for ongoing monitoring. Building on this, in FY25 we ensured that 100% of key dropship suppliers had completed self-assessments and, where necessary, had mitigation action plans in place, providing a baseline for continuous improvement and targeted engagement.</p>	<p><i>High</i></p> <p>Continue due diligence, share learnings, and work collaboratively with our dropship partners to implement mitigative measures listed in their action plans.</p>	<ul style="list-style-type: none"> – Achieved 100% completion of modern slavery self-assessments for key dropship suppliers. – Developed mitigation action plans for suppliers where unmitigated risk was identified. – Monitored suppliers through iPRO software to identify those needing additional support or escalation.

Sector: Operational Suppliers

Category	Risk identification / indicators	Priority rating	FY25 actions
Logistics and transport	We recognise that risks of modern slavery remain inherent in the Australian transport and logistics industry, particularly relating to the recruitment and treatment of migrant and contract labour, excessive working hours, and underpayment of wages. Building on the initial assessments conducted in FY24, all key logistics and transport partners were engaged through the iPRO platform to complete modern slavery self-assessments and identify inherent and unmitigated risks within their operations.	<i>High</i> Undertake due diligence with transport partners and implement controls to reduce unmitigated risk score in iPRO.	<ul style="list-style-type: none"> – 100% of key logistics and transport partners completed their modern slavery self-assessment, improving visibility of unmitigated risks. – Established baseline risk score for this sector to support ongoing mitigation measures and continuous improvement.
Electronics	We acknowledge that risks of modern slavery are inherent in the global electronics industry, particularly in the extraction of raw materials and manufacturing of components and finished products. These risks include forced labour, child labour, and deceptive recruitment practices.	<i>Low</i> While our leverage in this category remains low, we will monitor industry initiatives and supplier practices to inform future due diligence activities, as they become more viable.	<ul style="list-style-type: none"> – In FY25, no specific actions were taken on raw material sourcing for electronics, given our limited leverage and low overall exposure in this category. Our focus instead was to ensure that 100% of key suppliers in this sector completed their modern slavery self-assessment to support the development of mitigation action plans.
Cleaning and security services	We acknowledge that risks of modern slavery are inherent in the sourcing and recruitment of cleaning and security services, particularly in relation to the employment of migrant and temporary labour. These risks may include forced labour, deceptive recruitment, and underpayment of wages.	<i>High</i> In FY25, we continued to assess suppliers in this sector through our modern slavery self-assessment process, ensuring all key suppliers were evaluated and had mitigation action plans in place where required.	<ul style="list-style-type: none"> – 100% of key cleaning and security service providers completed their modern slavery self-assessment, improving visibility of unmitigated risks. – Established baseline risk score for this sector to support ongoing mitigation measures and continuous improvement.

Sector: Operational Suppliers

Category	Risk identification / indicators	Priority rating	FY25 actions
Third-party labour hire	We acknowledge that risks of modern slavery are inherent in the recruitment and management of third-party labour. These risks may include deceptive recruitment practices, unreasonable disciplinary procedures, and lack of access to legal entitlements.	<i>Low</i> Our due diligence process has shown that our key long-term third-party labour provider continues to have appropriate documentation and policies in place in relation to modern slavery.	<ul style="list-style-type: none"> – 100% of key third-party labour-hire providers completed their modern slavery self-assessment, improving visibility of unmitigated risks. – Established baseline risk score for this sector to support ongoing mitigation measures and continuous improvement.
Catering and hospitality	We acknowledge that risks of modern slavery are inherent in the catering and hospitality sectors, particularly in the recruitment and employment of low-skilled and migrant workers. These risks can include forced labour, bonded labour, and deceptive recruitment practices.	<i>Medium</i> Continue due diligence with key catering service providers through iPRO software and implement controls to mitigate modern slavery risks.	<ul style="list-style-type: none"> – 100% of key catering providers completed their modern slavery self-assessment, improving visibility of unmitigated risks. – Established baseline risk score for this sector to support ongoing mitigation measures and continuous improvement. – Transitioned to onsite catering two to three days per week, which reduced the number of suppliers that we work with annually. This provides greater control and ability to influence change if corrective actions are required.

Actions to assess & address modern slavery risks

Our efforts to assess and address modern slavery risks remain focused on areas where we identify the highest potential for these to exist and where we have the greatest leverage with our direct import suppliers. In FY25, we reviewed CAPs from suppliers to evaluate outcomes and progress towards addressing identified risks, communicated short and long term goals with private label suppliers to establish standards and expectations for improvement, ensured that key suppliers had mitigation action plans in place, provided modern slavery awareness training to business process offshoring ('BPO') contractors, and integrated 100% of suppliers into the iPRO modern slavery risk assessment software.

For the purposes of this statement, we define 'leverage' as the degree of influence we can exercise through close, ongoing relationships, typically reflected by spend volume and regular engagement. While we encourage all suppliers to work collaboratively with us to address modern slavery, we prioritise action in areas where we have the greatest capacity to influence change.

We define 'key suppliers' as those representing approximately 80% of our total spend. As our initial risk assessment using the iPRO software began in FY24, the key suppliers referenced throughout this statement are specifically those that accounted for 80% of our spend during that fiscal year.

Over the past three reporting periods, the ARC has reviewed potential risks and findings arising from private label supplier audits. This process has enhanced understanding of the root causes of risk and informed a coordinated approach to mitigation across our supply chain.

Direct import supplier corrective action plans

In FY25, we focused on strengthening how we track and verify the progress of corrective actions within our supplier network. Rather than simply issuing action plans, we conducted systematic follow-ups with all direct import suppliers, reviewing the measures they had implemented and whether they considered each item resolved.

Follow-up audits provided independent verification, helping us identify instances where corrective actions had either not fully addressed a risk or where a previous issue had reappeared.

To manage these outcomes more effectively, we introduced new monitoring categories:

- Failed corrective action — where the action taken did not adequately address the risk.
- Reoccurrence — where the same risk was identified again in subsequent audits.

This improvement allows us to better track patterns, prioritise escalation, and target support where suppliers need it most. It also represents a tangible step in continuous improvement, enabling more effective oversight of supplier remediation and stronger assurance that corrective actions result in sustained risk reduction.

In FY26, we will undertake targeted follow-up verification of high-priority corrective actions to confirm that remedial measures are effective, sustained, and achieving the intended risk mitigation outcomes. This approach strengthens our ability to identify recurring issues earlier, escalate where necessary, and continuously improve supplier performance.

We continue to work closely with suppliers to ensure corrective actions are practical, achievable, and mutually beneficial. Our internal guidelines set clear expectations and timelines, requiring that confirmed modern slavery incidents be remediated within 12 months, and potential risks addressed within 36 months. This structured approach supports accountability while allowing time for meaningful and lasting improvements.

Our current priority is to address the most prevalent modern slavery risks in our direct import supply chains, particularly excessive working hours, which have been consistently identified in audit findings. Left unaddressed, these practices can contribute to conditions associated with forced labour, especially where overtime is systemic rather than voluntary.

We recognise, however, that many workers choose to work additional hours to increase their income. As part of our factory audit process, independent auditors interview a representative sample of workers to understand whether overtime is genuinely voluntary and whether workers feel able to refuse extra hours without penalty.

These insights help us to differentiate between voluntary and systemic overtime practices and to identify where intervention is needed. In these instances, we will work with suppliers to develop and implement voluntary overtime policies and strengthen production planning practices to prevent excessive or coercive working hours.

We acknowledge that effective mitigation and prevention will take time, but we remain committed to a worker-first approach, ensuring that workers' rights and needs are prioritised, while supporting suppliers to embed strong governance and labour standards that lead to sustainable improvements.

Risk mitigation targets for direct import suppliers

Building on the groundwork established in FY24, we continued to refine and implement short- and long-term mitigation targets for our direct import suppliers. These targets were communicated clearly, setting shared expectations for improvement and outlining how we can support suppliers throughout implementation. The purpose of this initiative is to provide consistent and practical guidance across our direct import supply chain to address key modern slavery risks, focus our efforts on the most prevalent issues, and help suppliers balance worker wellbeing with compliance and governance requirements.

Factory audit due diligence progress

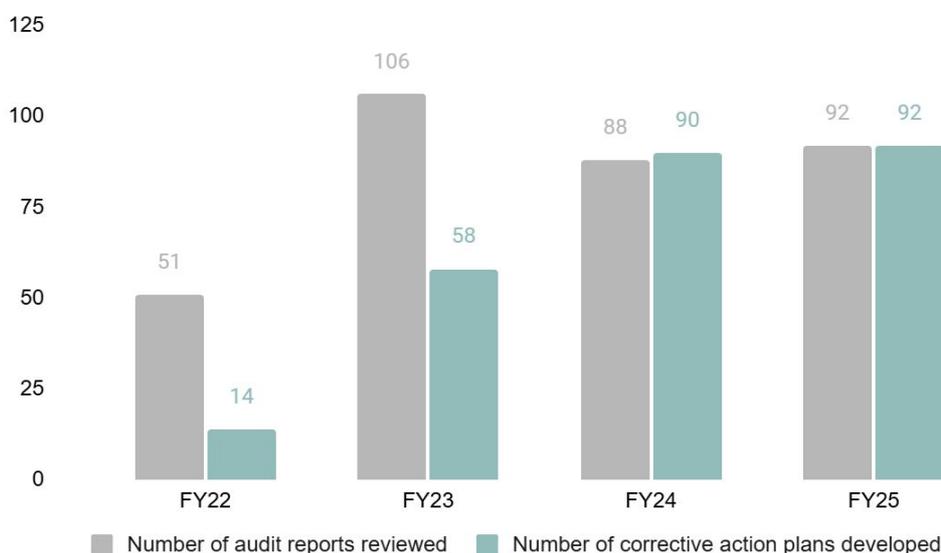


Figure 4: Progress of direct import factory due diligence

Our short-term targets, with a completion timeframe of one to two years, are designed to strengthen governance and awareness within factories. These include implementing policies that set clear labour standards and ensuring all workers are trained to understand their rights and entitlements. Examples of our short-term targets include:

- Forced labour: Establish and implement a Voluntary Overtime Policy to ensure that any overtime is genuinely voluntary and free from coercion.
- Child labour: Introduce a strict age verification policy requiring suppliers to maintain documentation confirming worker age.
- Bonded labour and deceptive recruitment: Implement and enforce a zero-tolerance policy on recruitment fees charged to workers.

Our long-term targets, spanning three to five years, aim to go beyond compliance and promote systemic change that prevents modern slavery risks from reoccurring. We recognise that achieving this will require time, collaboration, and a shift in organisational culture. Examples of our long-term targets include:

- Forced labour: Promote and support fair wage initiatives to reduce the reliance on excessive working hours.
- Child labour: Collaborate with NGOs to support community education programs that address the root causes of child labour.

- Bonded labour and deceptive recruitment: Work towards certifying all suppliers with recognised ethical recruitment standards.

Progress towards these targets may be monitored and supported through:

- Supplier audits to identify and verify modern slavery risks within factory operations.
- CAPs outlining the key risk areas that must be addressed to meet target requirements.
- Regular supplier engagement to discuss progress, challenges, and capacity-building needs.
- Accessible grievance mechanisms for workers to safely and confidentially report concerns.
- Stakeholder collaboration with industry groups, NGOs, and local governments to remain aligned with emerging best practices and regulatory changes.

All progress and outcomes are recorded in our Private Label Audit Tracker to ensure consistent monitoring and accountability. Where suppliers fail to meet the specified targets within the agreed timeframe, we may implement an internal hold on all new or replenishment orders until compliance is achieved. Where a supplier is unwilling to commit to these targets or demonstrates persistent non-compliance, we may discontinue our business relationship.

Corrective action progress status

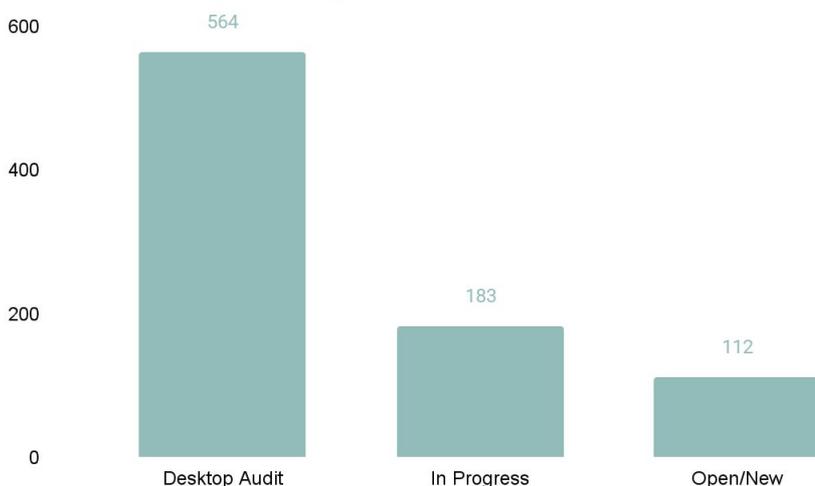


Figure 5: Progress status of established corrective actions

Capability building, education and training

Since FY20, we have progressively strengthened our organisational capability to identify and manage modern slavery risks through targeted training and awareness initiatives. These programs have focused on equipping employees and partners with the skills needed to recognise risk indicators and understand their role in remediation.

In FY25, we expanded our modern slavery training framework to include all workers employed through our BPO partner. While not direct employees, these team members play a vital role in our daily operations and maintain close interaction with our suppliers. Given their integral role, we considered it essential that all BPO personnel receive formal training to:

- Understand what modern slavery is, in both a legal and business context.
- Recognise the different forms of modern slavery and where they are most likely to occur.
- Understand how modern slavery risks relate to their specific work and our broader operations.
- Know how and where to raise a concern.
- Access resources for further learning and support.

As at 30 June 2025, 100% of our BPO team had completed modern slavery awareness training. This program has also been integrated into the onboarding process for all new starters to ensure that everyone representing our company understands the fundamentals of modern slavery risk, our approach to addressing it, and the mechanisms available to report concerns.

Empowering our people to identify and report potential risks is a critical part of our broader risk management approach. Those on the frontline are often best placed to recognise early warning signs, and this training ensures they have the knowledge and confidence to report them so that issues can be investigated and, if necessary, remediated in line with our procedures.

Looking ahead to FY26, we will deliver targeted, scenario-based training focused on modern slavery risks in manufacturing and procurement. This will be directed to:

- Employees across our buying, category management, planning, quality, and supply chain functions.
- Overseas partners who support our sourcing and quality control activities.

The objective of this training is to build deeper capability across the procurement function — enabling our teams to identify risks, manage them appropriately, and report findings in accordance with our internal remediation process.

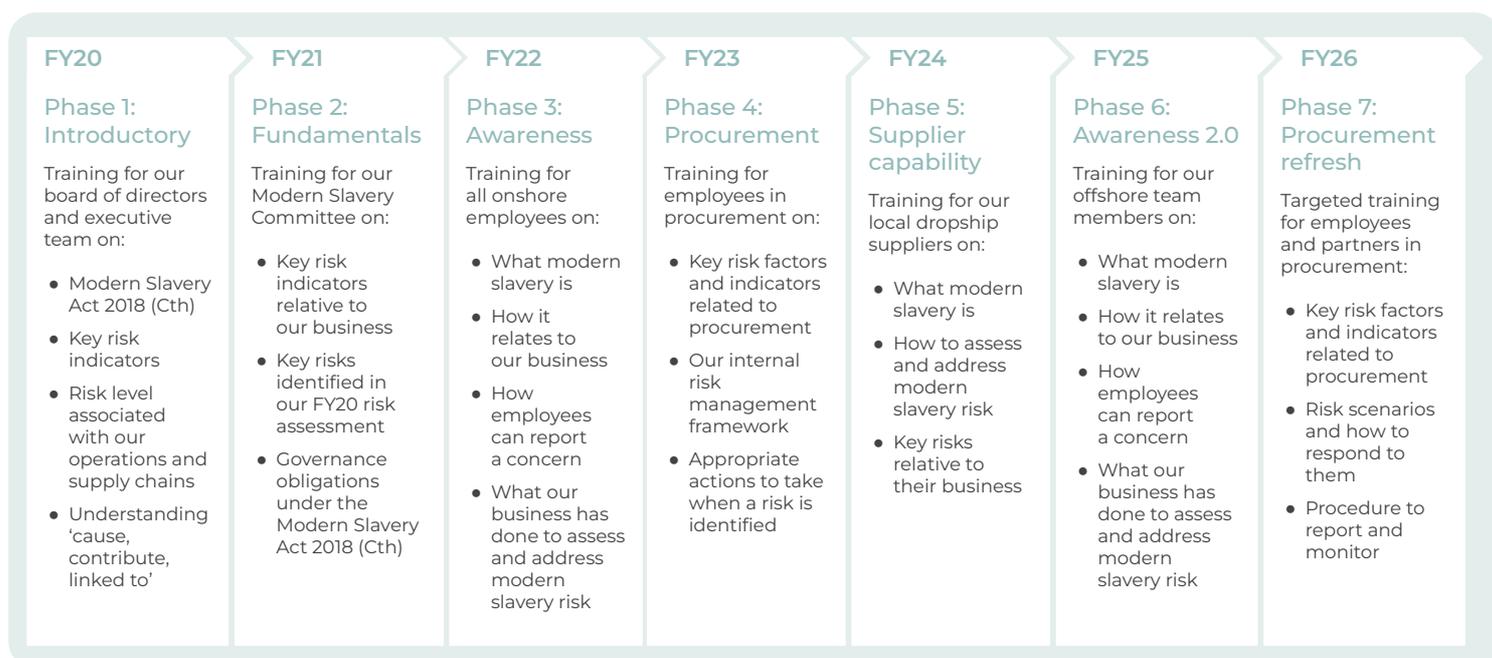


Figure 6: Phased delivery of modern slavery training and education

Key supplier action plans

In FY24, we partnered with iPRO software to facilitate the modern slavery risk assessment of our dropship and operational suppliers. This transition enabled us to conduct risk assessments at scale, supported by a self-assessment framework informed by reputable global standards².

The iPRO platform provides a standardised scoring methodology that enables consistent measurement of supplier risk indicators and progress. It also generates tailored action plans based on supplier responses, supporting each supplier to address identified risks, reduce their unmitigated risk score, and demonstrate continuous improvement over time.

In FY25, following the success of this approach, we expanded the iPRO framework to include our direct import suppliers. As a result, 100% of our suppliers, including direct import, dropship, and operational suppliers, are now managed through a single, centralised system. This integration has provided a clearer, standardised view of our risk exposure across tier-one suppliers, supporting a more coordinated and data-driven approach to due diligence.

Within the past year:

- 58% of all suppliers had completed their modern slavery self-assessment.
- 100% of key suppliers, representing approximately 80% of our annual spend, had completed their assessment.

Supplier Self-Assessment Completion Status: FY25

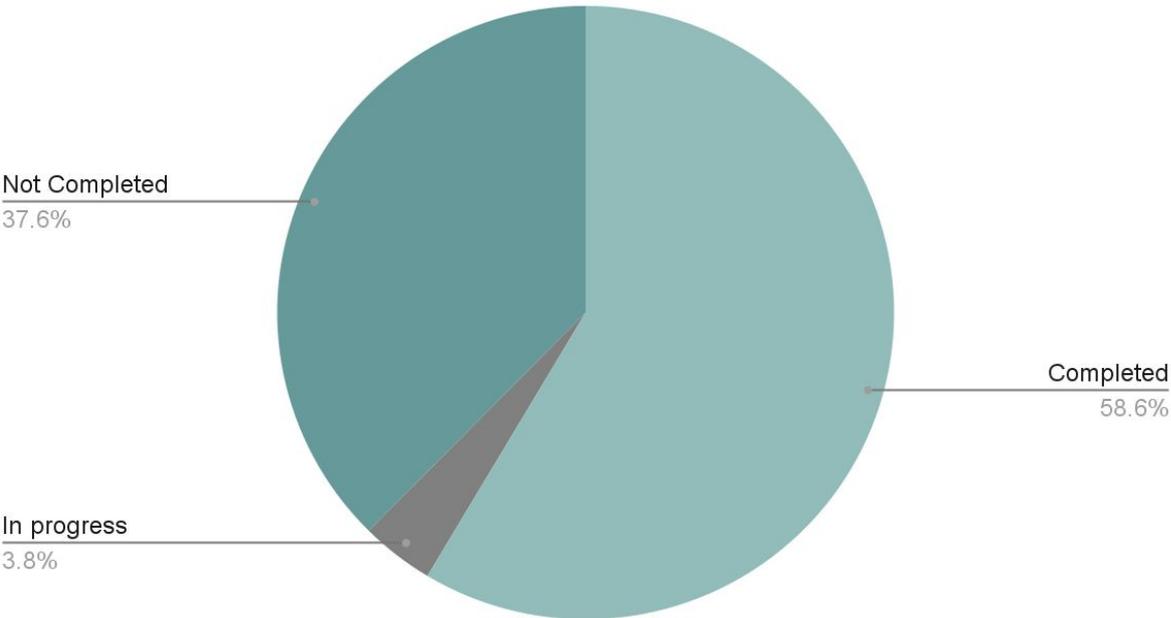


Figure 7: Completion status for supplier self assessments

² The iPRO Modern Slavery Assessment Framework is based on the global framework developed by the Social Responsibility Alliance, with minor adjustments made under the guidance of Australian modern slavery expert Kate Kennedy AM. The Social Responsibility Alliance's global framework was developed by over 50 experts from industry, academia, legal, consulting and advocacy backgrounds. The framework assesses risk by bringing together research and reports from credible sources such as the International Labour Organisation, International Organisation for Migration, UNICEF, Bureau of International Labor Affairs, and others. The particular sources used change from year to year as new research and reports are released.

This focus on key suppliers reflects our broader strategy to prioritise those with whom we have the greatest leverage to influence change and achieve meaningful outcomes.

We continue to engage with suppliers who are yet to complete their self-assessments, providing guidance and support, particularly to smaller suppliers who may be unfamiliar with modern slavery reporting requirements. We recognise that most of our suppliers are not directly subject to the Modern Slavery Act 2018 (Cth), and therefore benefit from capacity-building support to embed human rights and labour standards into their practices.

Looking ahead to FY26, we will shift focus from assessment to action by monitoring the implementation of corrective actions identified through supplier self-assessments. Supplier progress will be tracked through the iPRO software using their unmitigated risk scores, enabling us to measure improvement, identify common themes, and refine our engagement and escalation processes accordingly.

This approach reflects our commitment to continuous improvement and aligns with the UN Guiding Principles on Business and Human Rights, which emphasise the importance of risk-based due diligence and using business leverage to prevent and mitigate human rights harm.



Remediation

We recognise our responsibility to provide or contribute to remediation where we have caused or contributed to modern slavery, and to use and build leverage where we are directly linked to such practices through our business relationships. Our approach to remediation is guided by the UN Guiding Principles on Business and Human Rights, with a focus on promoting fair outcomes for affected workers and driving systemic change within our supply chains.

In FY25, we continued to strengthen our remediation framework by embedding clearer escalation and response procedures across our supplier monitoring systems. While no cases of modern slavery were identified that required direct remediation, we worked to ensure that our processes remain effective, transparent and centred on worker wellbeing.

Remediation continues to be supported through our broader supplier due diligence program, which includes:

- Supplier audits that identify labour risks and trigger corrective action plans.
- Corrective action verification through follow-up audits and progress tracking in our internal audit tracker.
- Risk scoring and monitoring for all suppliers in the iPRO software, allowing us to identify and address high-risk suppliers early.

This proactive approach supports the early identification of potential severe human rights impacts, aligning with our strategic aim to intervene and prevent rather than react to modern slavery risks.

Where an instance of modern slavery is identified within our supply chain, our response procedure prioritises:

- The immediate safety and wellbeing of affected workers.
- Collaboration with suppliers and qualified remediation partners to ensure fair and lasting outcomes.
- Ongoing monitoring to verify that the root cause(s) of the issue have been effectively addressed.

Looking ahead to FY26, we will review our internal remediation procedure and guidance documents to ensure consistent, rights-based responses to any future incidents, supported by the oversight of the ARC. As part of this process, we plan to engage an external audit and supply chain expert to explore options for establishing effective worker grievance mechanisms within our suppliers' factories, ensuring workers and members of the community have safe and accessible channels to raise concerns and seek remediation.



Figure 8: Direct import factory due diligence process

Assessing effectiveness

Building on our progress from FY24, we strengthened our ability to measure and evaluate the effectiveness of our actions to address modern slavery risks across our operations and supply chains. By combining supplier self-assessments with audit findings, we can evaluate how well our mitigation measures are being implemented and identify areas where additional support is required.

In FY25, we integrated all supplier groups, including direct import, dropship, and operational suppliers, into the iPRO software platform, facilitating full coverage across our tier-one supply chain. This transition has enabled us to establish a consistent, data-driven approach to assessing supplier performance and risk reduction over time.

The iPRO scoring system is broken into two key scores:

1. **Inherent risk score:** evaluates the base level of risk associated with factors such as geography, industry, and workforce profile.
2. **Unmitigated risk score:** reflects the level of risk remaining after suppliers implement their risk mitigation actions.

As our program develops, we plan to quantify the effectiveness of our engagement and corrective action efforts by tracking changes in supplier risk scores over time. This will enable us to identify trends across supplier groups, target additional support where needed, and assess whether our actions are contributing to measurable reductions in modern slavery risk.



Figure 9: iPRO modern slavery risk assessment cycle

Our direct import supplier audit program continues to be another key mechanism for assessing effectiveness. In FY25, we followed up with suppliers to review their progress against CAPs, booking and reviewing follow-up audits to verify whether identified risks had been resolved. Insights from this process informed the introduction of enhanced monitoring statuses within our internal systems, including:

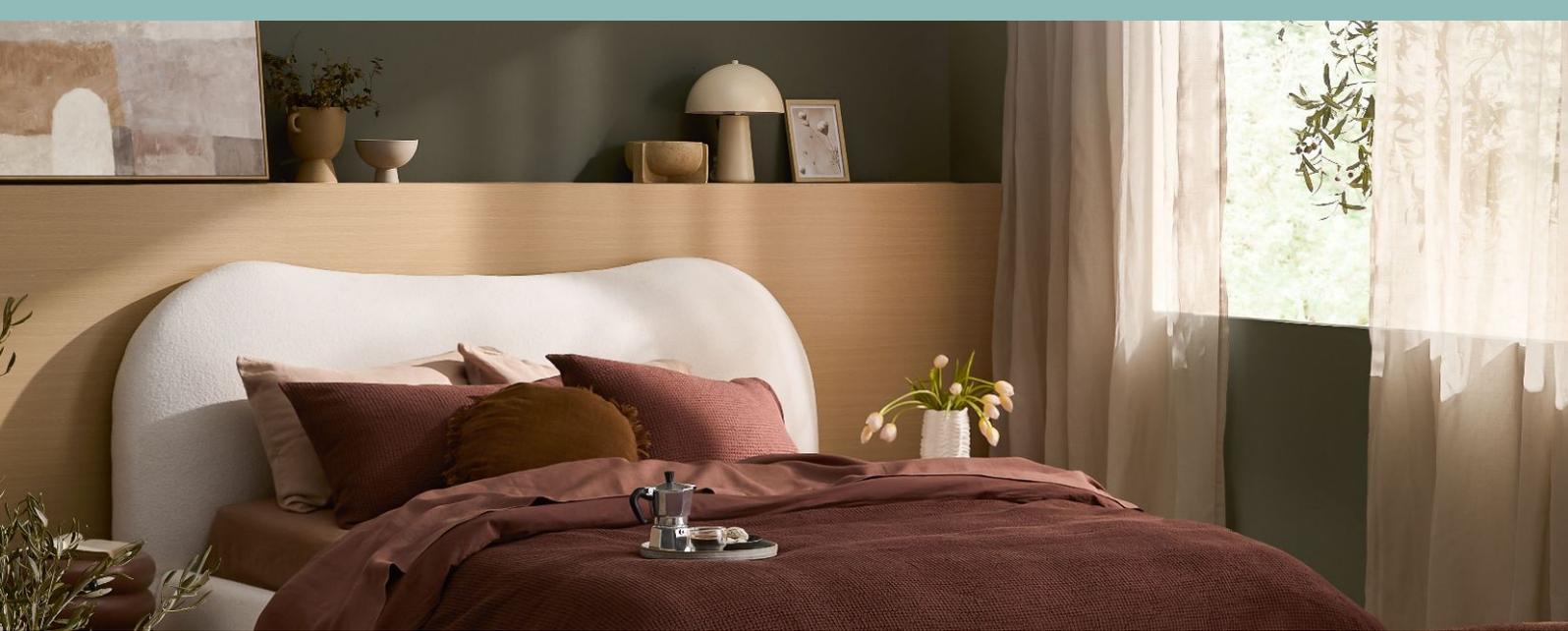
- **Failed corrective action:** where a supplier's response did not adequately address the underlying risk.
- **Reoccurrence:** where the same risk was identified again in a subsequent audit.

These refinements have improved our ability to track supplier performance over time and identify recurring issues that require escalation or additional support.

Together, the iPRO software and our supplier audit program provide complementary methods for evaluating effectiveness; combining quantitative risk data with qualitative evidence from audit outcomes. This integrated approach strengthens our oversight of modern slavery risks and ensures that we are able to monitor both progress and persistence of risks within our supply chains.

Looking ahead to FY26, we will use the insights from these systems to develop key performance metrics for assessing supplier improvement, including reduction in unmitigated risk scores, rate of CAP closure, and frequency of recurring audit findings. These metrics will form the foundation for ongoing monitoring and continuous improvement across our supplier network.





Future priorities and commitments

In FY26, our focus will be to strengthen the effectiveness of supplier corrective actions and risk mitigation across all tier-one suppliers. This will help us to:

- Ensure that modern slavery risks identified through audits and self-assessments are effectively addressed and remediated.
- Enable quantifiable measurement of supplier improvement, including reductions in unmitigated risk scores and closure of corrective actions.
- Reinforce supplier accountability and continuous improvement through integration of modern slavery metrics into performance management.
- Build capability and awareness among suppliers and key offshore sourcing partners to prevent recurrence of risks.
- Establish a more consistent, data-driven, and sustainable approach to mitigating modern slavery risk across our operations and supply chains, aligned with international best practice and regulatory expectations.

Our priorities for FY26 are as follows:

1. Ensure that 100% of corrective actions identified in audit reports are being addressed by private label suppliers.
2. Integrate modern slavery metrics into the performance review process with product suppliers.
3. Engage key suppliers on the implementation of risk mitigation action plans.
4. Deliver targeted, scenario-based training to offshore sourcing partners.
5. Review and update our internal remediation procedure to ensure it remains relevant and actionable.

Consultation

Our Chief Executive Officer, Mark Coulter, led the preparation of this Modern Slavery Statement. This included consulting with the executive team, the Head of Sustainability, and the Modern Slavery Committee regarding modern slavery risks, mitigation strategies,

training, how to evaluate effectiveness, resourcing, remediation and due diligence. The ARC also reviewed our actions, progress and adherence with the requirements of the Modern Slavery Act 2018 (Cth).

Approval of modern slavery statement

This statement relates to our financial year 2025 and was approved by CEO Mark Coulter and our Board of Directors.



Mark Coulter





Modern Slavery Statement FY25