

The Taylor University logo, featuring the word "TAYLOR" in a bold, white, sans-serif font with a small yellow square above the letter "A".

TAYLOR

FY25 Statement

A group of approximately ten people, including men and women, are walking along a modern building's walkway. They are wearing white hard hats and bright yellow safety vests with reflective stripes. The building has a distinctive yellow perforated metal facade and large windows. The walkway is covered by a white overhang with recessed lighting. The scene is set outdoors with trees and a clear sky in the background.

# Modern Slavery

Acknowledgment of Country

We acknowledge the Traditional Custodians of Country throughout Australia and recognise their connection to land, water, and community.

We pay our respects to Elders past, present and emerging.



Modern Slavery is a complex global problem. At Taylor, we recognise that Australia is affected. We appreciate that globally the construction sector has a supply chain that is markedly vulnerable to forced labour, with the raw materials often sourced from high-risk geographies known to be associated with human rights violations.

# Our Commitment

# Reporting Entities

This is a joint Modern Slavery Statement (Statement) under Section 14 of the Modern Slavery Act 2018 (Cth) by Taylor Corporation Pty Ltd (ABN 40 146 589 344) (Taylor Corporation) for Taylor Corporation and Taylor Construction Group Pty Ltd (ABN 25 067 428 344) (Taylor Construction) (together the Reporting Entities). Taylor Corporation is the parent company of the Taylor group of companies (Group), which includes Taylor Construction.

This Statement is prepared for the reporting period 1 July 2024 to 30 June 2025 (FY25) and sets out risks of modern slavery in Taylor's operations and supply chains, actions taken to assess and address those risks during the reporting period and how we assess the effectiveness of our actions. Unless otherwise stated, all references to "we", "us", "our", "the Group" and "Taylor" in this Statement refer to Taylor Corporation and its subsidiaries.

## Approval

This Statement was approved and signed by Mark Taylor as the Sole Director and principal governing body of each of the Reporting Entities covered by this Statement on 19 December 2025.



Mark Taylor  
Sole Director of Taylor  
Corporation Pty Ltd



Mark Taylor  
Sole Director of Taylor  
Construction Group Pty Ltd



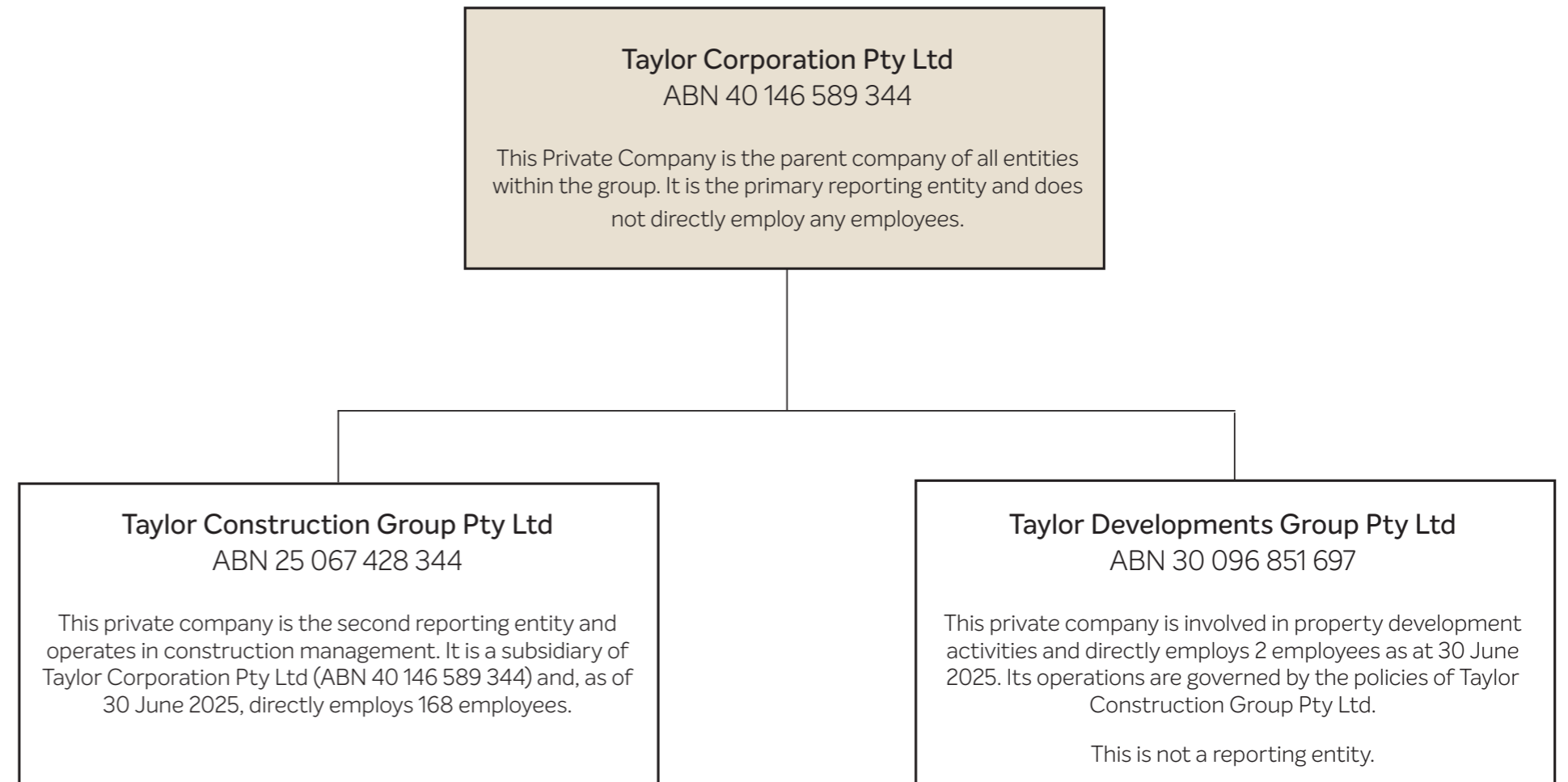
# Our Structure, Operations & Supply Chains



# Our Entity Structure

Taylor is a privately owned Australian business established by Mark Taylor in 1994. Taylor Corporation is incorporated in Australia and is the parent company of the Group, which includes wholly-owned subsidiary Taylor Construction (a Reporting Entity) and other wholly-owned entities which undertake various functions, including supporting business operations in construction management and property development.

All entities in the Group are based in Australia. Taylor's head office (and registered office for all entities in the Group) is Level 16, 100 Pacific Highway North Sydney NSW 2060. Entities in the Group apply the same policies, processes and systems relevant to the Statement.



# Other Entity Information

## Other Special purpose Vehicles (SPVs)

### **Post Office Bondi Pty Ltd ABN 16 618 420 652**

Project completed in FY24. The SPV remains active and engages in commercial leasing activities. It is not an employing or reporting entity. It does not directly employ any employees.

### **Taylor Kingsway Pty Ltd ABN 24 604 293 030**

This project completed early in the reporting period. This company engaged suppliers, including subcontractors of a similar nature to the Reporting Entities and followed the same policies and procedures. It does not directly employ any employees.

There are a number of other subsidiaries within the group that are open but not actively trading:

---

Mark S Taylor Properties Pty Ltd ACN 118 017 155

---

Mark S Taylor Property Trust ABN 25 048 287 509

---

Mark S Taylor Investments Pty Ltd ABN 25 146 588 909

---

Taylor Projects Group Pty Ltd ACN 135 324 051

---

Taylor Residential Group Pty Ltd ABN 35 096 851 277

---

Taylor Deepwater Pty Ltd ABN 13 601 338 596

---

Taylor Fourteenth Pty Ltd ABN 90 604 197 800

---

Taylor Croydon Pty Ltd ABN 81 604 356 578

---

Marsden Hollingsworth Pty Ltd ABN 43 604 773 579



## Our Organisation

Taylor is a privately owned Australian business established by Mark Taylor in 1994.

Our environmental, social, and governance (ESG) Strategy integrates ESG goals into Taylor's business operations and decision-making. It is underpinned by our purpose of Connecting People and Spaces, and supports us in maintaining an accountable, sustainable, and inclusive company.

Addressing modern slavery risk is a part of Taylor's approach to managing ESG. Taylor aims to limit the risk of modern slavery occurring within its business and supply chain and has identified continuous improvement opportunities in our approach, for implementation in FY26 and ongoing.

## Our Principles

### Listen

Listen to understand.  
**Be curious. Ask questions.**  
**Collaborate to** define what success means for our clients, and for us.

### Include

Make space for everyone. Diverse ideas and inclusion drives innovation, and makes our business stronger.

### Create

Connect with people's needs.  
**Construct quality places that are fit for purpose.**

### Excel

Go beyond the expected.  
Drive change through innovation.  
Collaborate and build trust with clients and partners. Always deliver.



## Our Projects

Taylor’s operations in FY25 were focused on delivering high-quality construction projects aligned with our strategic objectives across New South Wales. In addition, Taylor undertook private property development and leasing activities.

During the reporting period, Taylor had 16 active construction projects, of which 8 were completed during the reporting period.

Taylor’s Construction Projects were across the following sectors:

- **Living:** Aged Care and Student Accommodation Precincts and Buildings.
- **Education:** Primary Schools, High Schools and Tertiary Education Buildings for public and private clients.
- **Health:** Refurbishments and existing building upgrades across public and private Hospitals .
- **Industrial Warehouses and Data Centres**
- **Minor Works and Refurbishments:** Small scale fit outs and upgrades to existing entertainment facilities

Our delivery model combines internal expertise with a network of subcontractors<sup>1</sup> and other suppliers<sup>2</sup>.

<sup>1</sup> **Subcontractor** relates to a business engaged by the contractor (Taylor) to perform part of the work or supply goods/services; considered part of the supply chain.

<sup>2</sup> **Supplier** relates to any organisation or individual providing goods or services, including Taylor’s subcontractors.

# Our People

Taylor's organisational structure includes four functional teams:



## New Business & Pre-Construction

This team is responsible for identifying and pricing new project opportunities.



## Construction Project Delivery

This team is responsible for delivering our construction projects.



## Corporate Services & Support

This includes providing expert support to the business in Human Resources, Finance, IT, WHSE, Quality and Commercial.



## Property Development

This team is responsible for identifying and delivering new developments.

# Our People

As of 30 June 2025, Taylor employed 168 people, comprising:

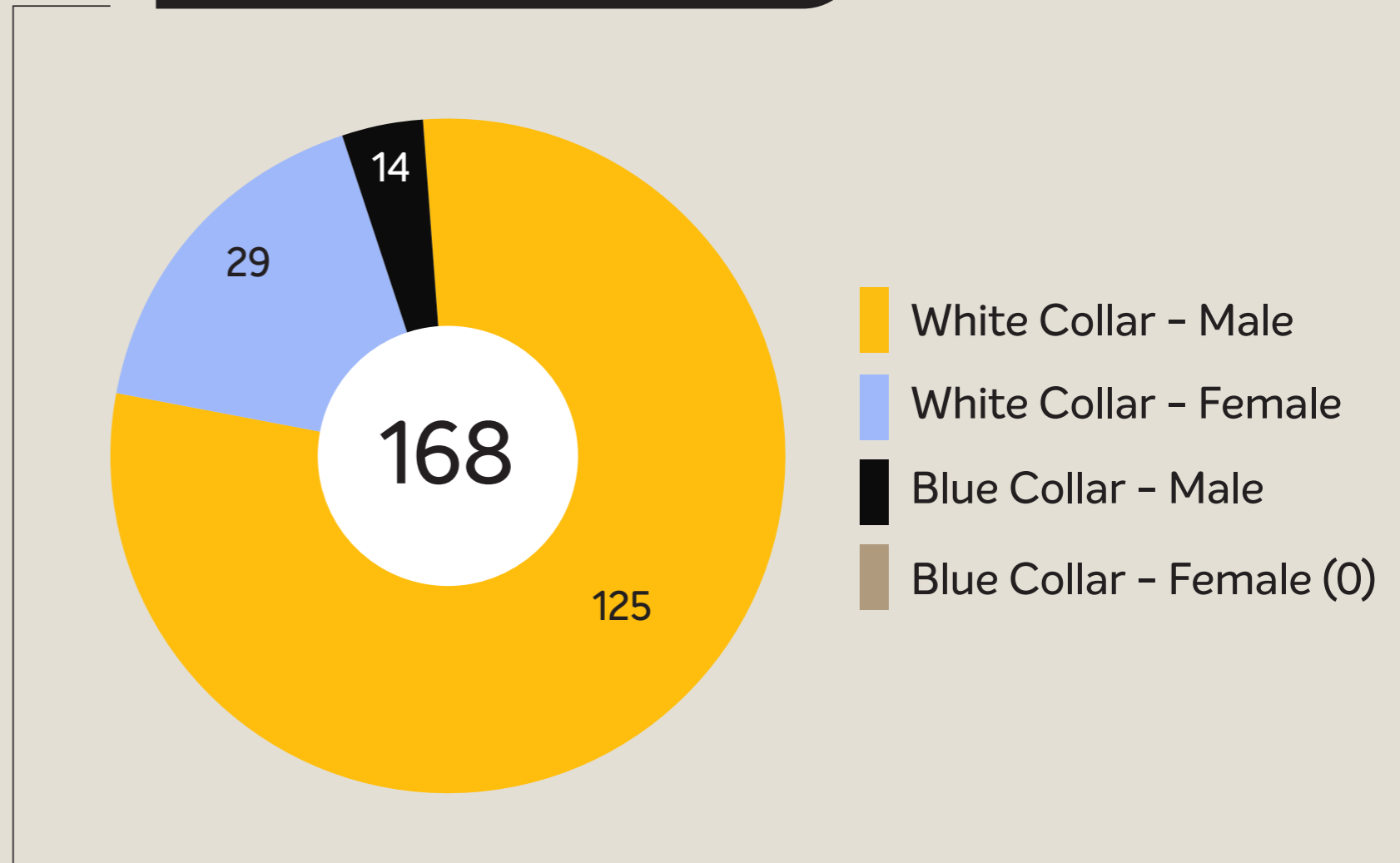


## Definitions

White collar professionals (full-time, part-time, and casual) include project managers, site managers, engineers, contracts administrators, design and services specialists, WHSE and quality professionals, and estimating and bid management teams.

Blue collar construction workers (full-time) support on-site activities.

## Gender Composition



## Our Supply Chain

Taylor's supply chain is primarily built on subcontractor and other supplier relationships that enable the delivery of our construction projects. While majority of our 168 employees focus on managing and administering head contracts, the execution of works relies on these external partners.

Procurement of subcontractors is managed by the Commercial Function. On our construction projects, the Project Manager (or equivalent) and the Commercial/ Contracts team are accountable for this process. Processes are standardised across the Group, governed by our Management System.



# Our Supply Chain

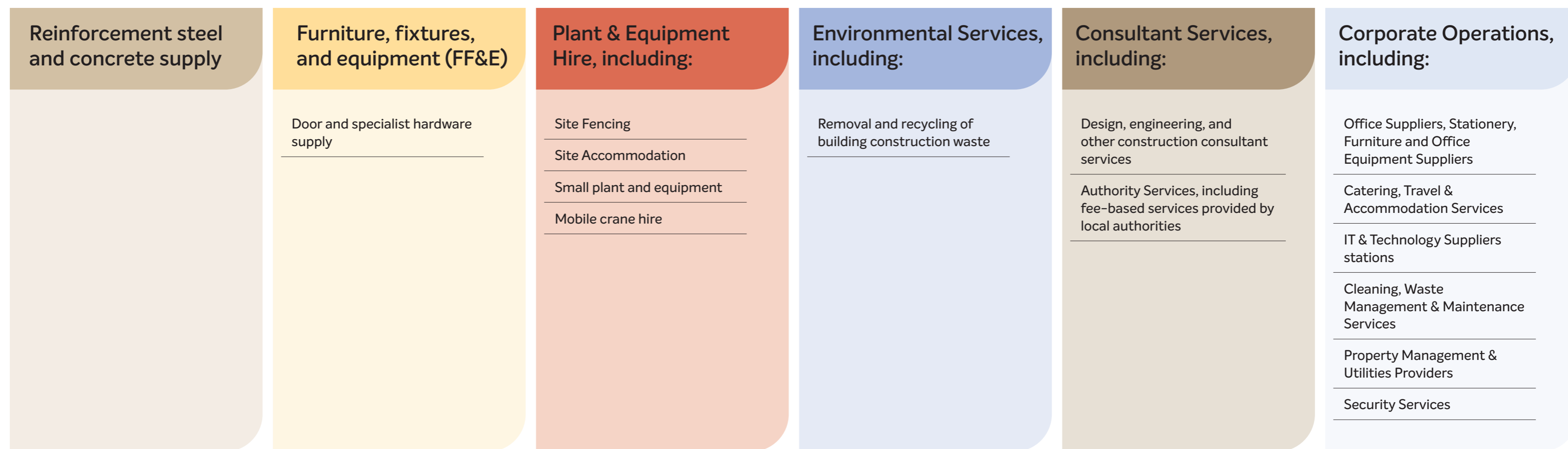
In FY25, Taylor engaged more than 1,400 Tier 1<sup>3</sup> suppliers across our operations in New South Wales, representing an annual procurement spend of approximately \$349 million. This includes:

## 1. 550 construction subcontractors who performed construction works such as:

Civil Works	Structural Concrete Works	Structural Steel Works	Facade Works	Internal Works	Carpentry & Joinery	Building Services
Excavation / Roadworks Associated Raw Materials	Formwork	Structural Steel	Facade Cladding Systems	Internal Partitions	Carpentry & Joinery	Electrical
Piling Works	Steel Reinforcement	Architectural metalwork rooding	Light Steel Framing	Ceilings and Linings	Cabinetry	Mechanical
Shoring & foundation systems that includes Concreteing and Reinforcement	In situ Concrete and precast concrete	Steel Roof Sheeting and Insulation	Aluminium Panelling	Light Steel Framing	Workstations	Hydraulic
	Brickwork & Masonary		Fibre Cement Panelling	Timber Framing		Fire & Security
			Aluminium Louvers	Platerboard Linings		Audio Visual
			Facade Glazing Systems	Lightweight Ceiling Grids		Lift & Escalators
			Aluminium Framing and Glazing	Pre-finished Ceiling Tiles		Includes: Wiring, Components, Pipework Fixtures & Fittings
			Curtain Walling Systems	Acousting Linings and Pinboards		Specialist Equipment & Technology
				Timber Doors		
				Metal Door Frames		

# Our Supply Chain

## 2. 882 goods and services suppliers across a range of categories including:



Majority of our Tier 1 suppliers are based in Australia. We understand that Tier 1 suppliers may source goods and materials from overseas markets. This structure limits our visibility into certain tiers of the supply chain, particularly where subcontractors procure materials and manage transport and logistics through their own networks.

# Identified Risks



## Risks of Modern Slavery Practices in Operations & Supply Chains

In relation to our operations, we recognise there is the potential for Taylor to cause modern slavery through employment practices. We consider this risk remains moderately low, as:

---

Taylor does not have operations or employees overseas.

---

All our employees are employed in accordance with Australian Employment Law:

- Over 90% of our direct workforce are classified as white-collar and are employed on above award terms and conditions.
- The balance of our direct workforce is covered by enterprise agreements or have terms and conditions which are underpinned by minimum rates and other conditions prescribed by Modern Awards that have been approved by the Fair Work Commission.

---

We have established policies and processes including:

- Workforce Controls and Compliance: HR processes manage onboarding, working rights checks, wage and salary reviews, and payment verification. These controls form part of our Management System.
  - Awareness and Induction: All new employees are required to complete induction processes that include training on human rights and modern slavery awareness, to educate them on how to identify risks and report concerns.
- 

We recognise that certain areas of our supply chain and operations present elevated modern slavery risks due to factors such as the geographic location of a small number of suppliers and the origin of building materials used in products supplied to us. As a head contractor, we have limited visibility across Tier 2+<sup>4</sup> suppliers in our supply chain, particularly in relation to sourcing raw and building materials from overseas markets, which increases the potential risk of modern slavery.

Through an updated scoping exercise<sup>5</sup> to better understand potential inherent modern slavery risks in our supply chain we identified several areas with potential moderate to high inherent modern slavery risk levels, including:

---

Forced labour in the production of building materials such as timber and wood, quarried stone (including granite), electrical and lighting supplies, plumbing fixtures, steel and aluminium, HVAC equipment, and sealants and adhesives.

---

Labour hire services.

---

Exploitation or debt bondage of migrant workers, driven by reliance on a workforce with limited local language skills and temporary visa arrangements.

---

Economic vulnerability of small suppliers, who may face pressures such as low-margin contracts or tight deadlines, increasing the likelihood of labour exploitation.

---

We referenced the NSW Anti-slavery Commissioner's *GRS Resource tool for Modern Slavery Risks in Construction: An Overview* to support this work.

<sup>4</sup> In the context of modern slavery, **Tier 2+ Supplier** refers to organisations or individuals that supply goods or services to Taylor's Tier 1 Suppliers, rather than directly to Taylor.

<sup>5</sup> Which was completed in FY26.

# Actions Taken



# Actions Taken to Assess and Address Risks

Taylor's approach to assessing and addressing modern slavery risks includes our policy framework, engagement with suppliers (with a particular focus on subcontractors in our supply chain), training and communication, our grievance mechanisms and approach to remediation.



# Actions Taken

## Subcontractor Due Diligence and Contractual Controls

During the subcontractor tender process, Taylor establishes clear contractual obligations and conducts targeted assessments to align with our Modern Slavery Policy and Supplier Code of Conduct, including:

---

During tender interviews review and discuss questions related to:

- The subcontractor’s awareness of Taylor’s Code and grievance handling mechanisms;
- aspects of the subcontractor’s modern slavery risk awareness, assessment and management;
- their agreement to early, open and transparent communication to support risk identification and management;
- and compliance with worker entitlements.

---

Employees involved in tender interviews and contract administration are responsible for promoting awareness and compliance, so that subcontractors and suppliers are familiar with our expectations.

---

All subcontractor agreement templates include anti-modern slavery clauses, requiring subcontractors to make reasonable enquiries regarding their own supply chains and to confirm their awareness of, and compliance with, the Modern Slavery Act 2018 (Cth).

---

Subcontractors may also be required to submit an annual voluntary Modern Slavery Statement and must not act in any way that could compromise Taylor’s compliance obligations.

---

## Recruitment and Employment Practices

---

Taylor vets direct recruitment agencies, requiring them to complete a Modern Slavery Questionnaire before becoming preferred suppliers, thereby promoting responsible recruitment and mitigating associated risks.

---

Taylor directly recruits, selects, and hires all employees on a full-time, part-time, or, rarely, casual basis. Employment contracts are audited annually as part of our financial audit.

---

# Actions Taken

## Protection of Vulnerable Workers

Taylor's Supplier Code of Conduct requires all suppliers to act consistently with our principles, including:

---

Practicing fair and ethical sourcing.

---

Employing only workers that have legitimate current work rights to work in Australia.

---

Promoting open communication regarding working conditions without fear of reprisal.

---

Taking reasonable steps to ensure supply chains are free from human rights abuses, such as forced or child labour.

---

Sourcing labour, products, and materials from sources free of modern slavery.

---

Promoting education and awareness of modern slavery risks within their operations and supply chains.

---

## Transparency and Labour Rights

Taylor expects suppliers to comply with Australian employment laws and:

---

Provide new employees with the Fair Work Information Statement (FWIS) or Casual Employment Information Statement (CEIS) as appropriate.

---

Ensure compliance with laws regarding wages, working hours, and workers' compensation.

---

Guarantee all workers receive legally mandated wages, benefits, superannuation, leave, and holidays.

---

Pay wages in a timely manner and not use wage deductions as discipline.

---

Avoid misrepresenting employment relationships as independent contracting.

---

Ensure third-party subcontractors and labour providers comply with Commonwealth workplace laws.

---

Not attempt to disguise employment relationships as independent contracting arrangements.

---

# Actions Taken

## Continuous Improvement and Review

During the reporting period, due to the turnover of personnel, the activities of the Committee and progress in our modern slavery program during the period were adversely impacted. In FY26 the modern slavery functions of the ESG Committee will be transferred to a new, dedicated Anti-Modern Slavery Committee with cross functional representation.

## Employee Training & Awareness

We continued with Compliance Training for new team members including compulsory Human Rights and Modern Slavery training. Employees acknowledge understanding of the Modern Slavery Policy at induction.

We continued to provide education and training on our project sites through site inductions, toolbox talks and site signage.

## Internal Policy

We reviewed our Modern Slavery Policy which sets out Taylor's expectations for our employees and for our suppliers, consultants, contractors, subcontractors, and any other persons working for and on behalf of the Company in any capacity.

## Onsite Inductions

New subcontractors to Taylor are required to complete an onboarding induction and questionnaire on Taylor's HSEQ software platform. If responses give rise to modern slavery concerns, the HSEQ software will notify our Safety and/or Site Management teams who will investigate the matter in accordance with our Modern Slavery Remediation Policy.

## Reporting Mechanisms

Taylor has established various channels to support the reporting of modern slavery in its supply chain, including:

---

Taylor's Grievance Handling Policy & Procedure.

---

**Modern Slavery Remediation Policy** - this establishes confidential reporting mechanisms for employees and stakeholders to report any potential cases of modern slavery.

---

**Whistleblower Policy** - The Company encourages the disclosure of information that suggests misconduct, an improper situation, or a contravention of legislation, including breaches of the Modern Slavery Act 2018 (Cth).

---

# Assessing the Effectiveness of our Actions



## Assessing Effectiveness

During the reporting period, due to the turnover of personnel, the activities of the Committee and progress in our modern slavery program during the period were adversely impacted. In FY26 the modern slavery functions of the ESG Committee will be transferred to a new, dedicated Anti-Modern Slavery Committee with cross functional representation.

We recognise that assessing the effectiveness of our actions to identify and address modern slavery risks is an ongoing process. We aim to continuously improving our approach as our operations and supply chain evolve.

To measure progress, we have set annual goals for FY26 that will allow us to review outcomes and refine our strategy.

For FY26, our key objectives are:

- 01 Conduct a pulse check survey to understand the current level of awareness and understanding of our employees who have completed our introductory Modern Slavery training.
- 02 Design and commence delivering training to specific groups across the business. Identify and prioritise employees in high-impact roles.
- 03 Design and pilot a survey of select suppliers within our supply chain.
- 04 Review procurement processes to identify opportunities to enhance data collection from suppliers that will assist with assessment of modern slavery risk.
- 05 Enhance executive-level reporting on modern slavery risks.
- 06 Strengthen governance by establishing a dedicated Anti-Modern Slavery Committee with cross functional representation.

# Consultation Process

This Statement was prepared in consultation with various corporate functions including Human Resources, Quality and WHSE, Finance and Procurement which provide Group-wide support.

The Statement was also provided to the Company Secretary of all entities in the Group for review, prior to review and approval by the Sole Director of the Reporting Entities.

# Index

This statement has been prepared considering the requirements of the Modern Slavery Act 2018 (Cth). The following table outlines where information related to the mandatory reporting criteria is located within the statement.

Mandatory Reporting Criteria	Page Number
1. Identify the reporting entity	4
2. Describe the reporting entity’s structure, operations and supply chains	5
3. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	15
4. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	17
5. Describe how the reporting entity assesses the effectiveness of these actions	22
6. Describe the process of consultation with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity giving the statement), and	24
7. Provide any other relevant information	N/A



# TAYLOR

**Taylor HQ**

Level 16, 100 Pacific Highway  
North Sydney NSW 2060

**P** 02 8736 9000

**W** [taylorau.com.au](http://taylorau.com.au)

**Taylor Construction Group Pty Ltd** ABN 25 067 428 344