
MODERN SLAVERY STATEMENT 2025





JOHNS LYNG GROUP

JOHNS LYNG GROUP

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JOHNS LYNG GROUP

OUR BRAND IS OUR PEOPLE AND OUR CULTURE IS OUR SUCCESS





INTRODUCTION

Modern Slavery Statement FY25

Johns Lyng Group Ltd (the Group, Johns Lyng, JLG) is opposed to slavery in all its forms, including: human trafficking; slavery; servitude; forced labour; deceptive recruiting for labour or services; debt bondage; forced marriage; and all forms of child labour.

This Modern Slavery Statement has been prepared in accordance with the reporting requirements of Australia's Modern Slavery Act 2018 (Cth) and associated guidelines (see Annexure). It describes the steps taken by Johns Lyng during the financial year ending 30 June 2025 to assess and address the risk of modern slavery occurring in its operations and supply chains.

Reporting Entities

This Statement is a joint statement, made on behalf of all reporting entities in the Group. A reporting entity is an entity based or operating in Australia with a revenue exceeding \$100 million in the reporting period. Not all businesses within the Group are reporting entities. A list of Group reporting entities is included in Appendix A.

In this Modern Slavery Statement, a reference to:

- 'The Group', 'Johns Lyng' or 'we' is a reference to Johns Lyng Group, each of its reporting entities and its owned or controlled entities.



OUR STRUCTURE, OPERATIONS AND SUPPLY CHAINS

Market leading integrated building services group delivering building, restoration and disaster management services

Structure

Johns Lyng is a market leading integrated building services provider delivering building, restoration and disaster management services nationally and internationally, along with strata management services and essential home services in Australia.

Beginning in 1953 as Johns & Lyng Builders, initially servicing Melbourne and its surrounding areas, the Group has grown into an international business with over 2,600 employees and a Subcontractor base in excess of 16,000.

The Group has a diversified client base comprising: major insurance companies, insurance brokers, loss adjusters, commercial enterprises, local and state governments, body corporates/owners' corporations and retail customers.

Johns Lyng has its head office at 1 Williamsons Road, Doncaster, VIC, 3108 in Melbourne, Australia. JLG has majority control over all entities within the Group. Group revenue in FY25 was \$1,179.9M.

In FY25, Johns Lyng Group Ltd was listed on the Australian Securities Exchange (ASX:JLG). In October 2025, shareholders of Johns Lyng Group Ltd voted in favour of a scheme of arrangement between Johns Lyng Group Ltd and its shareholders under which Sherwood Bid Co Pty Ltd, an entity controlled by Pacific Equity Partners Pty Limited, acquired 100% of the issued shares in Johns Lyng Group Ltd.

OUR STRUCTURE, OPERATIONS AND SUPPLY CHAINS

Operations

Johns Lyng provides services in four key areas:

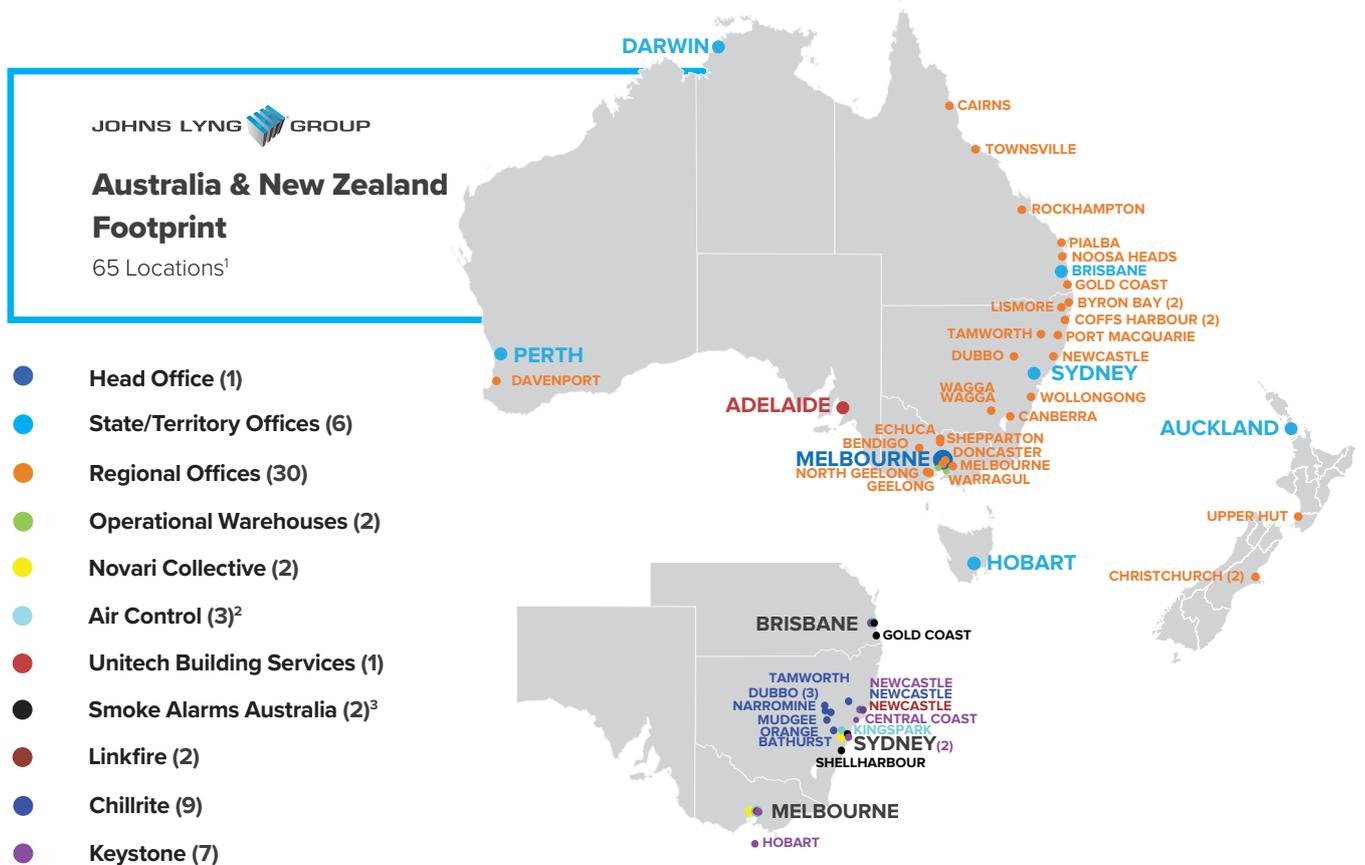
- Insurance Building and Restoration Services.
- Strata Building and Management Services.
- Essential Compliance and Home Services.
- Disaster Management and Recovery Services.

The Group has operations in Australia, New Zealand and the United States.

Australia & New Zealand

Johns Lyng’s core business is built on its ability to rebuild and restore a variety of properties and contents after damage by insured events and natural disasters, including impact, weather and fire events. Johns Lyng’s footprint in Australia and New Zealand (excluding Bright & Duggan and Steamatic Australia) consists of 65 locations, including the Group’s head office in Melbourne, six state and territory offices and 30 regional offices.

On 23 September 2024 (effective 1 July 2024), the Group acquired an 87.5% equity interest in Keystone Group (“Keystone”) – one of Australia’s leading insurance building and restoration services businesses. Keystone provides insurance repairs, restoration and hazardous material removal through its subsidiaries: Rizon, Remeed and Corvex.



¹ Excluding Bright & Duggan Strata Management and Steamatic Australia.

² Air Control operates from Johns Lyng’s Brisbane Office.

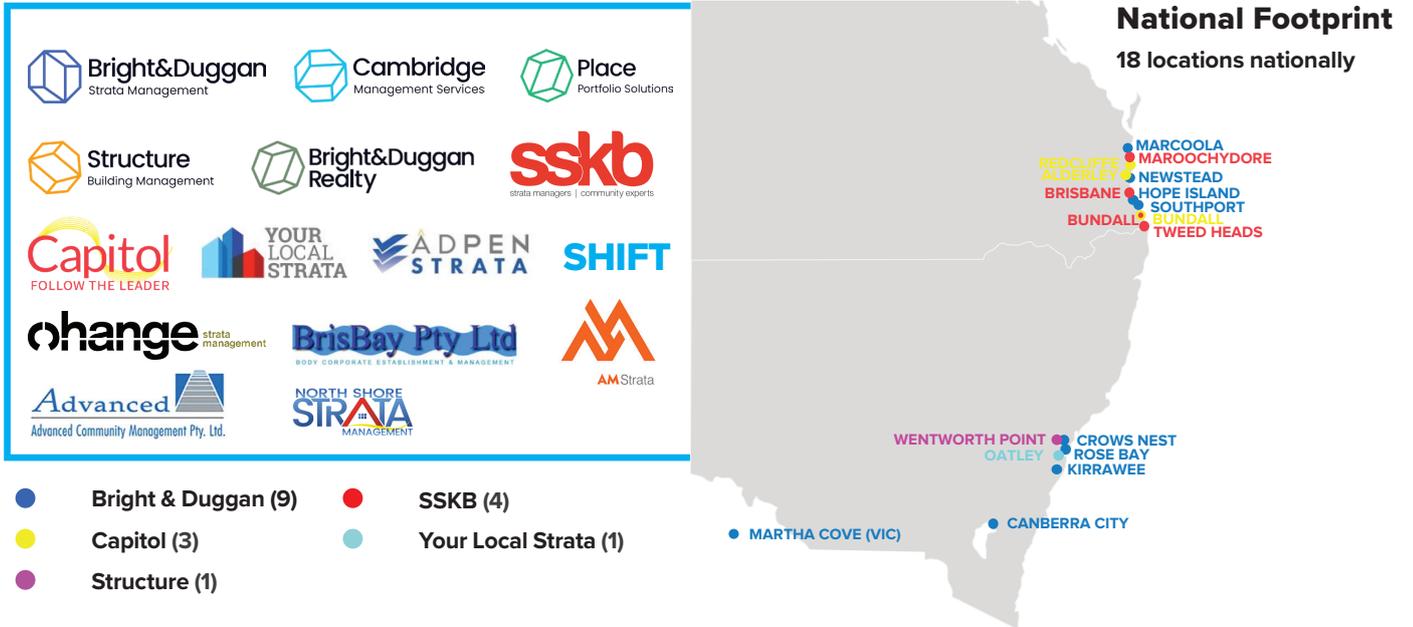
³ Smoke Alarms Australia operates from Johns Lyng’s offices in the Gold Coast and Brisbane.

Bright & Duggan

Founded in 1978, Bright & Duggan is a leading strata, facilities and building management business. Following Johns Lyng's initial acquisition in August 2019, Bright & Duggan has made 11 bolt-on strata management brand acquisitions.

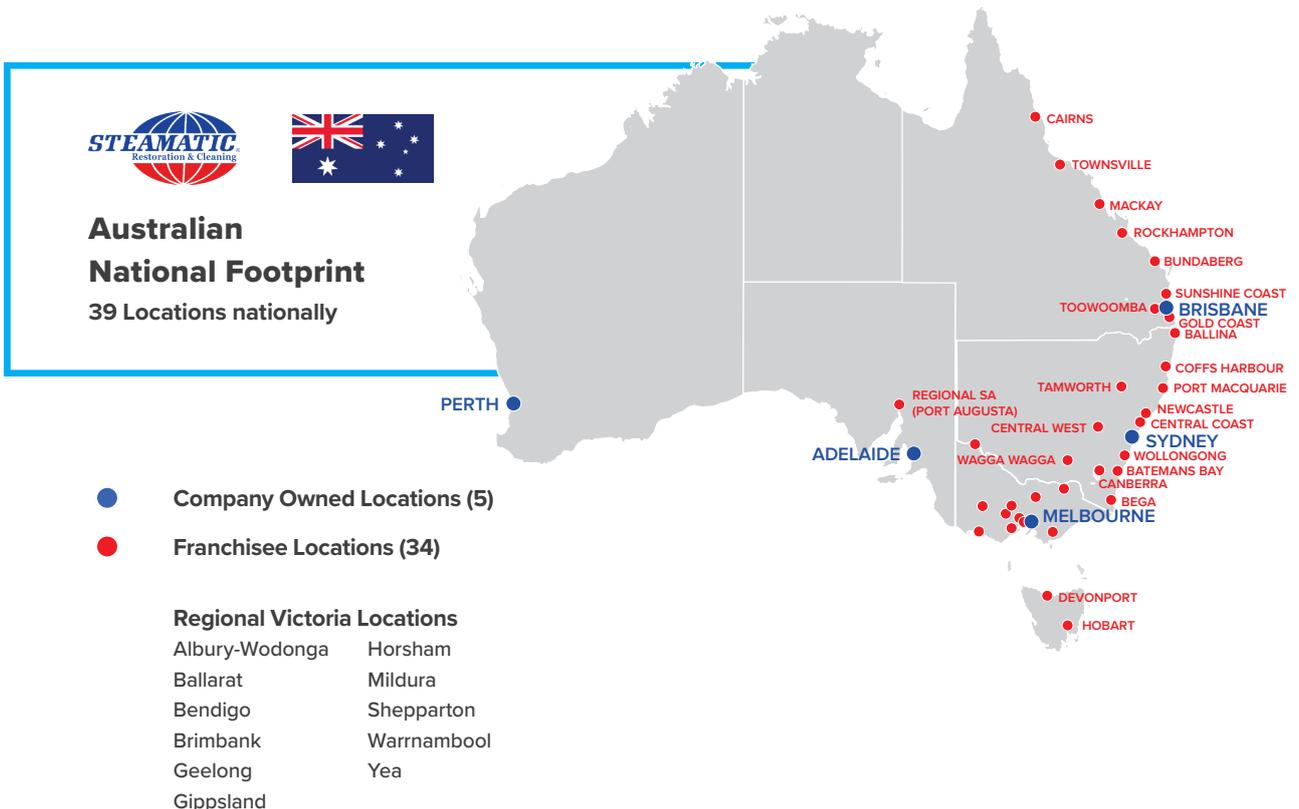
On 2 August 2024 (effective 1 July 2024), Bright & Duggan acquired a 100% equity interest in SSKB Strata ("SSKB"). SSKB is a leading provider of strata management and related services focused on the east-coast of Australia, with a portfolio of over 44,000 lots across 790 schemes.

Bright & Duggan employs more than 450 staff across 18 Australian offices with a portfolio comprising a total of more than 140,000 lots under strata and/or building management contracts across more than 4,800 buildings/strata schemes.



Steamatic Australia

Steamatic Australia is a leading national restoration services company. Established in 1986 under the Steamatic Inc. master franchise, the business currently employs 148 staff and operates a total of 39 locations (including 34 regional franchisees and five company-owned metro locations).



MODERN SLAVERY RISKS

In FY23, Johns Lyng engaged an independent specialist to undertake a risk assessment to identify and assess the risk of modern slavery in Group operations and supply chains. The findings of this risk assessment have been reviewed and remain unchanged with respect to the Group’s operations and supply chains in FY25.

The risk assessment was conducted applying a methodology derived from the United Nations (UN) Guiding Principles on Business and Human Rights. Risks were identified through the lens of a continuum of involvement, from ‘causing’, ‘contributing’ and ‘directly linked to’, while the severity of risks was assessed by their scale, scope and irremediable character.



The risk assessment considered the findings of external modern slavery risk indices, including the Walk Free Foundation Global Slavery Index 2023, in a broad range of risk areas ranging from: geographic risks, sector risks, workforce risk, and supply chain (product and services risks).

An employee survey was also conducted of a representative sample of Johns Lyng management and key functional and operational personnel across Group businesses in Australia, New Zealand and the United States. The survey included questions to gauge views of the respondents on Johns Lyng’s modern slavery risks and the adequacy and effectiveness of the Group’s risk management approach.

Operations

Johns Lyng has assessed the risk of modern slavery within the Group's direct operations to be low. The Group has a robust system of human resources policies and procedures that ensure compliance with legally mandated employment entitlements and awards across the entire Johns Lyng workforce. The policies apply to all controlled Johns Lyng entities within Australia, New Zealand and the United States.

Johns Lyng operates within the construction and cleaning sectors. These sectors have been identified by the Global Slavery Index as having modern slavery risk in Australia, New Zealand and the United States due to the sectors' reliance on migrant workers who are particularly vulnerable to exploitation. However, Johns Lyng does not generally employ labourers in its service-based operations. Instead, exploitation of migrant workers is a risk that may arise within Johns Lyng's Subcontractors and is therefore addressed in the context of supply chain risk.

Johns Lyng's Steamatic businesses in Australia and the United States operate a franchise model with third party franchisees carrying out cleaning related services. This may expose Steamatic businesses to the risk of migrant worker exploitation in the cleaning operations of third-party franchisees, noting that this is in the context of supply chain risk and not direct employee risk.

Supply Chains

The Group's modern slavery risk assessment found that Johns Lyng may have exposure to modern slavery supply chain risks in two areas:

Subcontractors:

Within Johns Lyng's supplier base, the Group has Subcontractors operating in the construction and cleaning sectors in Australia, New Zealand and the United States. As discussed above, these two sectors are among the sectors identified at risk for modern slavery in the Global Slavery Index on account of the prevalent use of migrant labour by construction and cleaning businesses.

Procurement of goods and materials:

Johns Lyng procures goods and materials directly, through corporate procurement, and indirectly when Johns Lyng contractors procure materials to fulfill works agreements. The Global Slavery Index has identified a list of 14 imported products common in the G20 countries, such as Australia and the United States, which present a risk of forced labour. As set out in the table below, the Group has direct and indirect procurement exposure to three products on the list (garments, electronics and timber).

Global Slavery Index: Products at Risk of Forced Labour	Direct Johns Lyng Group Exposure
Garments	Uniforms, workwear, PPE
Electronics	IT, computers, tablets, phones
Timber	Office paper and office furniture
	Indirect Procurement Exposure (via Johns Lyng Subcontractors)
Timber	Construction and building materials

RISK MITIGATION ACTIONS

In FY21, Johns Lyng commenced implementation of a modern slavery roadmap consisting of risk mitigation actions in six program areas. The roadmap is reviewed and updated annually as part of the Group's commitment to continuous improvement in modern slavery risk management.

Program Areas	Roadmap Actions
1. Policy and contractual framework	<ul style="list-style-type: none"> The Johns Lyng Code of Conduct Policy has been updated to include new standards of conduct applicable to modern slavery. A Johns Lyng Supplier Code of Conduct has been adopted with modern slavery prohibitions. This Code was updated extensively in FY25 and rolled out to all subsidiaries. Subcontractor agreements and purchase orders have been updated to strengthen compliance with the Supplier Code of Conduct. These clauses were reviewed and updated in FY25.
2. Risk Assessment	<ul style="list-style-type: none"> Johns Lyng conducted its first comprehensive modern slavery risk assessment in FY21. An updated risk assessment was conducted in FY23. Next update is scheduled for 2026.
3. Due Diligence	<ul style="list-style-type: none"> Modern slavery due diligence processes have been incorporated as part of new business acquisitions and entering offshoring arrangements. Police checks are conducted on new Steamatic franchisees. Modern slavery due diligence processes in place and effective for acquisitions completed.
4. Training	<ul style="list-style-type: none"> Modern slavery training for all Subcontractors has been introduced via the Johns Lyng learning platform and Supplier Code of Conduct. Group employees are trained on the Johns Lyng Code of Conduct Policy.
5. Grievance mechanism and remediation	<ul style="list-style-type: none"> The Johns Lyng Safe to Speak Policy outlines a whistle-blower system and incident management process that can be used by a Group employee to raise modern slavery concerns. The Safe to Speak Policy has been updated to extend to Johns Lyng suppliers and their employees.
6. Monitoring, review and reporting	<ul style="list-style-type: none"> The Group's modern slavery risk management approach is reviewed annually and reported to the Board's Risk and Compliance Committee. Johns Lyng issues an annual Modern Slavery Statement in compliance with the Modern Slavery Act 2018, which is approved by the Group Board. Modern slavery has been integrated into the Johns Lyng Corporate Responsibility Framework to provide further governance, strategic oversight on actions and continual improvement.

ASSESSING EFFECTIVENESS

Responsibility for assessing and addressing modern slavery risks has been assigned to Johns Lyng's National, HSE Risk and Compliance Manager under the oversight of the CEO of Johns Lyng Australia and the Board's Risk and Compliance Committee.

The Group's modern slavery risk management approach is reviewed annually and reported to the Board's Risk and Compliance Committee. Modern slavery has been formally integrated into the broader Environmental, Social and Governance (ESG) strategy and as such, governance and strategic overview at Board level has been strengthened.

We continue to assess the effectiveness of our actions in identifying and managing modern slavery risks by tracking our actions and outcomes as part of the Johns Lyng Modern Slavery Roadmap. This occurs in consultation with the Group's owned and controlled entities, including those covered by this Statement.

The Group's FY23 modern slavery risk assessment included a controls assessment, which examined the adequacy of Johns Lyng's modern slavery risk mitigation processes in each of the program areas identified above. Recommendations were made where control improvements would strengthen the Group's modern slavery risk management approach, which continue to guide the maturity and progression of control measures.

CONSULTATION WITH ENTITIES OWNED OR CONTROLLED

During the reporting period, Johns Lyng consulted with the relevant companies it owns or controls in the development of this statement, including all reporting entities (listed in Appendix A).

As discussed above, the FY23 risk assessment process included an employee survey of a representative sample of Johns Lyng management and key functional and operational personnel across Group businesses in Australia, New Zealand and the United States to gauge views on modern slavery risks and the adequacy and effectiveness of Johns Lyng's risk management approach. Feedback from these businesses and personnel informed the development of this Statement and the risk mitigation actions outlined within it.

This Statement was approved by the Johns Lyng Group Board, on behalf of all reporting entities listed in Appendix A, on 12 December 2025.



Scott Didier AM
CEO Johns Lyng Group

MODERN SLAVERY ACT 2018 (CTH) STATEMENT ANNEXURE

Mandatory reporting criteria required by the Modern Slavery Act 2018

Johns Lyng Group Ltd Modern Slavery Statement

Identify the reporting entity.

Section 1 – Introduction, Page 5

Describe the reporting entity's structure, operations and supply chains.

Section 2 – Structure, Operations & Supply Chain, Page 7

Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls.

Section 3 – Modern Slavery Risks, Page 11

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.

Section 4 – Risk Mitigation Actions, Page 13

Describe how the reporting entity assesses the effectiveness of these actions.

Section 5 – Assessing Effectiveness, Page 14

Describe the process of consultation with any entities the reporting entity owns or controls.

Section 6 – Consultation, Page 14

Any other information that the reporting entity, or the entity giving the statement, considers relevant.

N/A

APPENDIX A: GROUP REPORTING ENTITIES

This Modern Slavery Statement is made on behalf of Johns Lyng Group and the following reporting entities:

Reporting Entity	Head Office
JOHNS LYNG GROUP LIMITED ABN (86 620 466 248)	1 Williamsons Road, Doncaster, VIC, 3108, Australia
KEYSTONE INVEST PTY LTD ABN (90 639 059 028)	7 Baroona Road, Milton, QLD, 4064, Australia
BRIGHT & DUGGAN GROUP PTY LTD ABN (63 633 379 629)	Unit 8, 37-43 Alexander Street, Crows Nest, NSW, 2065, Australia

JOHNS LYNG  GROUP

MODERN SLAVERY STATEMENT

JOHNS LYNG GROUP LIMITED