

**TAYLOR**

2024 Statement

# Modern Slavery



Taylor

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.

**Land at Heart**  
Artwork by Jasmine Sarin



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

# Our Commitment



We are committed to focusing our efforts on the prevention of harm to people, and by managing the risk of modern slavery in our operations and supply chains we are tackling the increasing number of human rights abuses and incidents of modern slavery being reported around the world.

Our approach is a proactive one that aligns with our vision and our principles. We are listening, we are enthusiastic about building awareness, and embedding policy and processes that guide us to respond in an appropriate, timely, and considered way to respect, protect and fulfil human rights and fundamental freedoms.

We are setting clear expectations for our supply chain and supporting our suppliers and subcontractors in building their capacity to help eradicate human rights issues. Through inclusive supplier relationship management, we aim to support ongoing due diligence and compliance.

This statement sets out our efforts to manage those risks. It delivers transparency on how we are working together with our partners to eliminate situations where coercion, threats, or deception are used to exploit people and undermine or deprive them of their freedom.

Where modern slavery risks arise outside Taylor's direct control, Taylor will use its influence and leverage to engage with suppliers, partners and stakeholders to effect change in their relevant practices.

Through effective leadership that drives effective responses to overcoming critical challenges, through training and awareness-raising, and through greater collaboration we are on a journey of continuous improvement. By clarifying our values and attitudes, we are increasing the understanding of modern slavery and helping to embed policies to effect change.

A handwritten signature in black ink, enclosed within a thin, hand-drawn oval border. The signature is stylized and appears to read 'G. Bardas'.

George Bardas  
Chief Executive Officer

# Reporting Entity



This modern slavery statement has been prepared as a joint statement on behalf of the Taylor Group of Companies, including parent company Taylor Corporation Pty Ltd ABN 40 146 589 344.

The statement is prepared by the reporting entity Taylor Construction Group Pty Ltd ABN 25 067 428 344, hereafter referred to as Taylor.

We acknowledge that Taylor Group of Companies and its stakeholders in the supply chain are required to comply with the requirements of the Modern Slavery Act 2018 (the Act) and our Whistleblower Policy.

This statement made pursuant to Section 14(2) of the Modern Slavery Act 2018 for the financial year ended 30 June 2024.

This statement was approved by the board of Taylor Construction Group Pty Ltd on 18 November 2024.

A handwritten signature in black ink, appearing to read 'M Taylor', written over a horizontal line.

Mark Taylor  
Chairman of the Board, Managing Director & Founder

## TAYLOR GROUP OF COMPANIES

Taylor operates as a corporate group. Our Parent: Taylor Corporation Group Pty Ltd ABN 40 146 589 344. The Taylor Group has a diverse range of controlled entities, including trusts, and special purpose vehicles (SPV). These entities are all incorporated or established in Australia. Our entities undertake varied functions such as construction, development, and investment management.

Our main operating and employing entity, and the reporting entity for our modern slavery statement, our construction business. Reporting Entity: Taylor Construction Group Pty Ltd ABN 25 067 428 344 (Employing Entity)

Our property development business and employing entity is Taylor Developments Group Pty Ltd ABN 30 096 851 697 (Employing Entity). We have two other active entities for property and development purposes, namely Taylor Kingsway Pty Ltd ABN 24 604 293 030 and Post Office Bondi Pty Ltd ABN 16 618 420 652. Other Subsidiary Entities:

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, Mark S Taylor Investment Trust, Taylor Projects Group Pty Ltd ACN 135 324 051, Taylor Residential Group Pty Ltd ABN 35 096 851 277.

# Structure Operations & Supply Chain



## About Us

Taylor is a privately owned Australian company established by Mark Taylor in 1994. The Taylor brand stands for certainty. It's the solid foundation upon which our business was built and why we have grown into one of Australia's most trusted construction partners. A safe pair of hands with the experience, scale, and stability to deliver complex projects.

Combining our financial strength with a personal business service philosophy, we offer the confidence, trust and communication needed for an enjoyable journey and collaborative success.

**As a trusted delivery partner – we believe in driving change, one project at a time.**

## Environmental, Social and Governance

Our environmental, social, and governance (ESG) Strategy is firmly rooted in Taylor's organisational purpose and principle-driven culture. A strong culture of Zero Harm. Ensuring every team member returns home safe, every day. Committed to mental health and wellbeing.

By integrating ESG goals into Taylor's business operations and decision-making, we contribute to a more sustainable and socially responsible world. Our ESG Strategy is underpinned by our purpose of Connecting People & Spaces, and supports us in maintaining an accountable, sustainable, and inclusive company.

Modern slavery is a core part of Taylor's ESG strategy. Taking steps to address modern slavery risks in our business operations and supply chain is an issue that requires proactive management with our suppliers and subcontractors, and with clients who are increasingly concerned about ethical procurement. This is especially relevant in a sector that is known to have long and complex supply chains, where there is often less visibility over the operations of lower tier suppliers.

## We are committed to:



Reducing our greenhouse gas emissions in our operations and value chain

Safe and healthy workplace that prioritises worker wellbeing and service quality

Reducing our impact on nature through nature-positive initiatives

Embedding a diverse and inclusive workforce and processes

Reducing our waste and water usage through renewable, circular, and green building initiatives

Maintaining strong relationships and building resilience within our communities

# Connecting People & Places

## Our Vision

We are a trusted delivery partner that uses construction as a force for good. Our vision is to build a more inclusive, equitable and regenerative industry – driving change, one project at a time.

### Better Together

We build great relationships by living our Principles — Listen, Include, Create, and Excel. They drive our every decision and define our unique culture.

By investing in positive, dynamic relationships we grow repeat business and rewarding careers.

### 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.



# Connecting People & Places



# Organisational Structure

Operating wholly within Australia, Taylor's core business operations, and main employing entity Taylor, has around 200 employees delivering across six divisions.

In 2024, we celebrated the successful completion of numerous projects across our five business units, showcasing our dedication to quality and innovation. A highlight of the year was our work on the Powerhouse Castle Hill, which earned us the prestigious MBA NSW Excellence in Construction Award in the Public Buildings \$25 million - \$50 million category.

## Our Divisions



**New Build:** Provides construction services across all sectors and delivers a diverse range of projects, including Health, Education, Commercial, Residential, Data Centres, and Aged Care, and across all forms of delivery models.



**Regional:** When delivering for our clients across regional NSW, we ensure our project teams on the ground are local and locally based. We partner closely with other local firms to support regional transformations.



**Major Projects:** Established to address growing market needs for both our existing and new clients, the Major Projects division addresses complex works where value engineering, construction innovation, and sustainability are rewarded.



**Property:** Taylor's Property division provides a complementary service to our construction clients with the capacity and capability to deliver projects from inception to completion across a diverse range of sectors.



**Refurbishment & Live Environments:** Delivering complex developments on constrained sites, ranging from zoos and equine environments to airports, schools, hospitals, and sports facilities. We refurbish complex heritage sites and deliver projects within sensitive public spaces.

# Our People

Taylor currently directly employs around 200 employees, mainly throughout greater Sydney. We may operate from time-to-time dependant on our current projects in the Newcastle area, or regional NSW.

Our people are employed in varied roles, corporate roles, pre-construction, and construction management roles, including Bid Managers, Estimators, Design Managers, Contract Administrators, Project Engineers, Project Managers, Site Managers, Forepersons, Safety Advisors, and Construction Workers.

We engage many consultants, subcontractors, and suppliers through our supply chains.

Our people are the key to our success. Taylor has built a culture of focused and passionate people who, together, are working with us to identify, mitigate and manage our human rights due diligence processes, including modern slavery risks.

## Executive Team



**Mark Taylor**  
Managing Director

Mark founded Taylor in 1994 and has been the driving force behind our evolution. His vision and strategic direction have transformed us into a leading construction and property company, delivering a holistic experience.



**George Bardas**  
Chief Executive Officer

With 30 years of property and construction expertise, George Bardas, our CEO, excels in value, risk management, and execution and has led successful business transformations across diverse sectors. George champions zero harm and workplace diversity, making Taylor a great place to work and collaborate.



**Clive Wickham**  
Chief Financial Officer

Clive joined Taylor in 2003 and has 35+ years of CFO/Financial Director experience. He leads Taylor's financial and business operations, including legal, technology, and WHSE and champions ESG strategies.

# Environmental, Social & Governance



The Executive team supports and respects international human rights protection within our business and sphere of influence. Our understanding of our sphere of influence to protect human rights is evolving from our efforts to embed best practices. Our Leadership is ultimately responsible for and committed to addressing modern slavery within the organisation. By establishing a strategic goal at Taylor to protect and respect human rights, our leaders have embedded this responsibility to act into our company culture and operations.

**Environmental Social Governance**  
ESG Lead



**Adam Towner**  
Head of New Business & Strategy

Adam is leading our ESG Strategy at Taylor. Implementing an effective ESG strategy is an ongoing process that requires commitment, collaboration, and a holistic approach to sustainability and responsibility. It involves integrating ESG considerations into the core business operations and fostering a culture of responsibility throughout our business.

Committee Lead  
Social



**Karen Ryan**  
People Relations Manager

Led by Karen Ryan, People Relations Manager, this committee oversees the business's approach to modern slavery and contributes to ethical business practices, human rights, and the creation of a responsible and sustainable business environment. This approach aligns with ESG principles and reflects a commitment to social justice and responsible business conduct. This committee works on developing and implementing a Modern Slavery Policy that clearly outlines our commitment to eradicating modern slavery in our operations and supply chain. Developing communication and training programs, establishing clear expectations regarding labour rights and ethical business conduct.

Committee Lead  
Governance



**Roy Li**  
Head of Finance & Company Secretary

Having expertise in corporate governance practices, ethical business practices, and transparent decision-making, this committee is led by the Head of Finance and Company Secretary, Roy Li. Our Governance Committee is responsible for ensuring that Taylor complies with relevant laws and regulations. By overseeing the business's approach to modern slavery, they contribute to ethical governance, risk mitigation, and the creation of a responsible and sustainable business environment. This approach aligns with ESG principles and reflects a commitment to upholding human rights and ethical business practices.

## Structure Operations & Supply Chain

### Human Rights & Our People

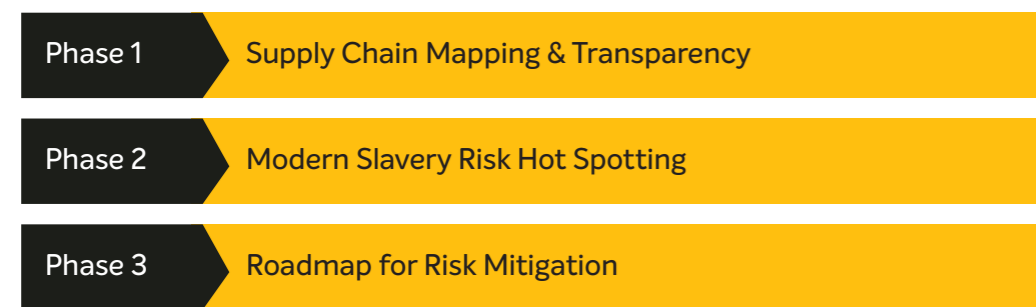
Taylor engages all our employees in the effort to eradicate modern slavery by fostering awareness, promoting vigilance, and providing avenues for reporting. By engaging our people in the fight against modern slavery, we benefit from a more vigilant and ethical workforce and contribute to a broader culture of responsibility and accountability within the business.

Our relationship with our employees lies at the centre of our sphere of influence. Our people and safety teams are focused and involved in implementing and monitoring modern slavery policies and ensuring that our workforce is aware of the policies and is trained to identify and report any concerns.

### External Auditors

Taylor has engaged Price Waterhouse Coopers (PwC) to advise us on ESG matters, including modern slavery, and help us navigate regulatory requirements, improve ESG disclosures, and develop strategies that align with our sustainability goals.

We joined with Stockland and KPMG on our M\_Park Stage 1 Building A project, on a Modern Slavery Supply Chain Transparency Pilot Program. This program is being delivered in three phases:



We were proud to collaborate with our valued client Stockland on their project to carry out an innovative pilot audit on the supply of the curtain wall façade to assist them in supply chain transparency and accountability. By working closely with this Client and other clients, we aim to gain comprehensive insights into our supply chains, identify potential risks, and implement corrective measures that resonate across the industry.

By engaging with external auditors, Taylor is contributing to transparency, accountability, and the overall health of our business. It brings objectivity, credibility, and quality assurance to our business decisions and practices and aligns with our goal of continuous improvement.

### Supply Chain Management

Taylor works directly with a variety of suppliers in Australia; we recognise that these suppliers may purchase many products and services from sub-suppliers in Australia and overseas. Taylor Subcontractors, Suppliers and Consultants (SSC) Database provides us with a supply chain of preferred suppliers. Ensuring a consistently high level of quality and compliance throughout our projects. When it comes to selection for our preferred supplier list and during the tender and procurement process, we conduct modern slavery due diligence management is crucial in addressing modern slavery, particularly with the supply chain we encounter in the construction sector.

Our qualified quality, compliance and procurement teams work to identify and address risks within the supply chain, ensuring that suppliers adhere to ethical and fair labour practices. They assess and address the risks associated with modern slavery, through our supply chain.

### Critical Components in the Supply Chain

Funding entities	Banks, or private investment
Raw materials	Steel, cement, wood, and other construction materials
Manufacturing	Companies that process raw materials into construction components or prefabricated elements.
Transportation	Systems and companies to move raw materials and finished products from suppliers to manufacturers and construction sites.
Availability of skilled and unskilled labour	Subcontractors, tradespeople, construction workers. Employees and consultants (for effective planning and project management and adherence to building codes, safety standards, and environmental regulations. Adoption of construction technologies and innovations to enhance efficiency and productivity. Ensuring the well-being of workers through adherence to employment law and safety protocols.)

Client	Their level of demand for construction projects and overall economic conditions.
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### Dependencies related to our labour market

Availability of skilled labour, project management capabilities, and coordination with our suppliers impact construction timelines, quality, and overall success.

Dependance on accurate project timelines, budgeting, and communication with suppliers, subcontractors, and regulatory bodies.

Investment in technology, skilled workforce, and adaptability to new methods influence the overall performance of the supply chain.

Labour market conditions, training programs, and immigration policies impact the availability of a skilled workforce.

Safety regulations, training, and a culture of safety influence worker productivity and project success.

### Ongoing Operational Supply Chain – Overhead Costs

Taylor utilised around 200 suppliers in 2024.



### Goods and Services – Supply Only

Taylor employed over 1,000 suppliers in 2024

- Reinforcement steel and concrete supply furniture, fixtures, and equipment (FF&E) Door and specialist hardware supply.
- Plant and equipment hire, including site fencing, site accommodation, small plant and equipment, and mobile crane hire, Environmental services, including removal and recycling of building construction waste.
- Consultant services, including design, engineering, and other construction consultant services, Authority Services, including fee-based services provided by local authorities.



## Consultants & Subcontract Works – Supply and Installation

Taylor contracted over 500 entities in 2024

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		

# Identified Risks



## Identified Risks

We recognise modern slavery as a crime and a violation of human rights, which can take the form of slavery, human trafficking, servitude, forced and compulsory labour, debt bondage, human trafficking, child labour and employment in slavery-like conditions. These involve the deprivation of a person's liberty for another's personal or commercial gain.

The risks in our operations remain moderately low. Our employees are employed in accordance with Australian Employment Law. Our Construction Workers, who make up 9.5% of our workforce, are covered by an Enterprise Bargaining Agreement. We have well-established policies that provide a roadmap for day-to-day operations, ensure compliance with laws and regulations, guide decision-making, and streamline internal processes.

Modern slavery risks in the Australian construction supply chain can manifest at various stages, be more prevalent in high-risk sectors, and involve varied factors. This is what we understand to be the risks in our sector, and supply chain:

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Forced labour in the production of raw materials.

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High-risk materials and products sourced from regions with known human rights issues, including:

- Windows and facades
- Solar PV panels
- Electrical supply items
- Plant and equipment

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Exploitation of migrant workers, particularly those with temporary visas, language barriers, lack of awareness of their rights, and potential legal status issues.

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Labor-hire and Recruitment Agencies if they engage in exploitative labour practices or fail to verify workers' rights adequately. Subcontractors may use third-party agencies that they don't adequately vet.

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Subcontractors and sub-tier suppliers where visibility and oversight are reduced.

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Economic vulnerability of small suppliers who may face economic pressures that increase the likelihood of labour exploitation.

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Complex and global supply chains.

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Inadequate due diligence in procurement.

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Lack of worker empowerment and grievance mechanisms.

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Inadequate training and awareness.

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Inadequate legal compliance.

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Certain sectors within the construction supply chain are generally considered to have higher modern slavery risks due to factors such as the nature of the work, labour intensity, subcontracting practices, and reliance on vulnerable worker populations. While the risks can vary, the following sectors are often identified as having elevated risks of modern slavery:

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Cleaning and maintenance services.

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General structural trades.

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Internal finishing trades.

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Addressing modern slavery risks in these sectors requires a comprehensive approach, including thorough due diligence, risk assessments, worker empowerment, and collaboration across the supply chain. Businesses can also benefit from industry initiatives, ethical sourcing practices, and engagement with relevant stakeholders to combat modern slavery in the construction supply chain collectively.







# Actions Taken

## Actions Taken

When it comes to addressing modern slavery risks in practice, the global and complex nature of modern slavery risks can make it challenging. Many of the well-understood modern slavery risks are global risks or risks beyond the reach of or direct control. However, Taylor has levers, controls, policy, and governance settings it directly controls, which can contribute towards addressing a global risk in a direct way. We are committed to maintaining continuous modern slavery compliance and continuously refining our policies, procedures, and practices to ensure ethical and responsible business conduct.

Taylor has implemented due diligence processes to mitigate the identified risks and engages in continuous improvement efforts. Monitoring subcontractor practices and promoting awareness and training programs are essential components of our modern slavery prevention strategy.

### Supplier Due Diligence

Supplier due diligence, conducting regular audits, and ensuring suppliers adhere to ethical labour practices can help mitigate this risk. We insert contractual warranties in Subcontractor Agreements. Subcontractors must warrant that they will not cause or contribute to modern slavery practices or risks, directly or indirectly, or act in contravention of Taylor's policies. They must discuss the steps taken to identify and assess the risks of modern slavery in their supply chain and consider geographical, sectoral, and contextual factors. Adherence to our policies requires our subcontractors and suppliers to develop tools and policies to monitor suppliers and mitigate associated risks.

We recognise that modern slavery risks may extend beyond our direct operations and, therefore, have implemented supplier assessment processes, awareness campaigns, employee training, and site worker engagement processes to combat the risks.

### Modern Slavery Policy [↗](#)

Taylor's Modern Slavery Policy emphasises our zero-tolerance stance towards modern slavery and underpins our annual Modern Slavery Statement. This policy 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. It outlines our commitment to ethical business practices and protecting international human rights within our business and sphere of influence.

### Supplier Code of Conduct [↗](#)

Taylor's Supplier Code of Conduct (The Code) is a set of set of guidelines and expectations that Taylor has established for its suppliers to ensure ethical, responsible, and sustainable practices throughout our supply chain. The Code asks our suppliers to demonstrate a commitment to human rights and fair employment and engagement practices. Our suppliers are expected to make all reasonable efforts to ensure that businesses with their supply chain are not engaged in, or complicit with, labour or human rights abuses.

It is specific and detailed with what is expected, including risk assessments, fair labour practices, freedom of association, safe working conditions, and reasonable working hours. We expect workers to be informed of their rights and have a grievance system in place to process complaints fairly and timely without victimisation. We ask that they ensure third-party recruitment agencies work in accordance with Australian Laws. We ask that our suppliers promote awareness and education on modern slavery and provide transparency in their supply chains. Our Supplier Code of Conduct is available on the Taylor Website [tayloraus.com.au](http://tayloraus.com.au)

### Modern Slavery Remediation Policy (for a suspected incidence of modern slavery) [↗](#)

This policy sets out how to respond to suspected or receiving a report of suspected modern slavery. An employee, worker, contractor, supplier, or other stakeholders must report their suspicion accompanied by any relevant evidence. It sets out actions that Taylor may take on the investigation's findings, these include but are not limited to ceasing business with implicated parties, providing support to affected individuals, and collaborating with authorities. This Policy establishes confidential reporting mechanisms for employees and stakeholders to report any potential cases of modern slavery.

### Whistleblower Policy

Taylor is committed to conducting business with honesty and integrity. We encourage the reporting of any instances of suspected unethical, illegal, fraudulent, or undesirable conduct involving its businesses. Taylor's Whistleblower Policy sets out the circumstances in which a person can make a whistleblowing disclosure, the process Taylor will follow in dealing with the disclosure and the protections that will apply to a whistleblower. 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).



## Actions Taken

### Grievance Policy

Our workers and any other persons on Taylor worksites, at Taylor events, or at other workplaces carrying out work for Taylor or others are encouraged to speak up and report unlawful or inappropriate conduct that may be occurring. We are steadfast in ensuring that anyone who intends to make a complaint, is making a complaint, or has helped someone else to make a complaint is not treated badly or unfairly. This Policy and Procedure provides a guideline for complaint handling by management at Taylor and is intended to ensure all complaints are handled fairly, efficiently, and effectively.

### Employee Training through Supply Chain Sustainability School

Taylor is a Member of the Supply Chain Sustainability School. The school facilitates socially, environmentally, and economically sustainable supply chain education for all organisations in Australia and New Zealand through open access to educational resources. All Taylor team members are required to complete the Supply Chain Sustainability School’s Human Rights and Modern Slavery Module (Intermediate level) at the time of induction. This training is a compulsory component of Taylor’s employee induction process.

### Subcontractor Tender Assessment

Establishing clear contractual obligations, conducting supplier assessments, and fostering a culture of transparency throughout the supply chain will mitigate risks. Taylor employees conducting tender interviews and administering Taylor contracts are required to promote awareness and compliance with our modern slavery policy and ensure all suppliers have read and understood the Taylor Supplier Code of Conduct.

### Subcontractor Contractual Requirements

All Taylor supplier contracts include anti-modern slavery clauses that set out the requirements for our subcontractors and suppliers. Subcontractors, upon ratifying contracts, acknowledge having made reasonable enquiries to make themselves aware of any dealings with suppliers, employees, subcontractors, or agents that may be in contravention of the Modern Slavery Act 2018 (Cth).

Further, our subcontractors agree to upon request to submit an annual voluntary Modern Slavery Statement’ in a form acceptable to the Main Contractor in accordance with the Modern Slavery Act 2018.

The Subcontractor confirms they are aware of the Modern Slavery Act 2018 (Cth) and will not act (whether by its employees, contractors, or agents) in any way that would negatively impact or cause the Main Contractor to provide a false or misleading ‘modern slavery statement’.

### Onsite Inductions & Induction Questionnaire

New subcontractors to Taylor must complete an onboarding induction and questionnaire on Taylor’s HSEQ software platform before being permitted entry to the site. The questionnaire enables us to clarify the expectations for all workers entering Taylor work sites and promotes awareness and a proactive approach to modern slavery. If responses give rise to modern slavery concerns, the HSEQ software sends a notification to the Head of WHSE who will investigate the matter in accordance with our Modern Slavery Remediation Policy.

### Modern Slavery Site Signage

Taylor has appropriately positioned posters throughout our worksites “Modern Slavery happens in Australia”. These posters aim to heighten awareness and encourage reporting of any concerns and suspected cases of modern slavery. We encourage any worker to report according to the Taylor Grievance Policy or in accordance with our Whistleblower Policy.

### Training & Education

Proactive education and promotion initiatives strengthen awareness onsite and are important to support our Modern Slavery policies and procedures. Taylor provides education and training on our project sites through a multifaceted approach. This includes inductions, toolbox talks, posters, and various other communication channels.

### Protection of Vulnerable Workers

By ensuring fair employment practices, transparent recruitment processes, and providing information on workers’ rights can help address this risk. All Taylor Suppliers as outlined in our Supplier Code of Conduct are required to act consistently with these our principles and:

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Practice fair and ethical sourcing practices. Inadequate due diligence in procurement.

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Ensure all persons engaged to work, hold valid work permits and visas.

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Promote open and transparent communication with management regarding working conditions without threat of reprisal, intimidation, or harassment.

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Take all reasonable efforts to ensure that businesses within their supply chain are not engaged in, or complicit with human rights abuse, such as forced child labour.

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Take all reasonable steps to source labour, products, services, and materials from sources free of modern slavery.

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Promote education and awareness of modern slavery risks within their own operations and Supply Chains.

### Transparency & Labour Rights

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Taylor expects its suppliers to comply with Australian Employment Laws and:

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Give every new employee a copy of the Fair Work Information Statement (FWIS) before, or as soon as possible after, they start their new job.

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Give new casual employee a copy of the Casual Employment Information Statement (CEIS) follow all applicable laws and regulations with respect to wages, working hours and workers’ compensation insurance.

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Ensure that all workers receive their legally mandated minimum wages, benefits, superannuation, leave entitlements and time off for legally recognised holidays.

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Pay workers’ wages as required under applicable laws in a timely manner and not use wage deductions as a disciplinary measure.

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Not misrepresent an employment relationship or a proposed employment relationship as an independent contracting arrangement.

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Use all reasonable endeavours to ensure that any third-party subcontractors including labour services providers it uses undertake to comply with Commonwealth Workplace Laws.

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Undertake that they do not and will not attempt to disguise an employment relationship as an independent contracting arrangement.

## Actions Taken

### Vetting Recruitment Agencies

Taylor vet our direct recruitment agencies. Vetted agencies that comply with our requirements to complete a Modern Slavery Questionnaire are able to become Taylor preferred suppliers. By ensuring the promotion of responsible recruitment, we can help mitigate this risk.

Taylor directly recruits, selects, and hires all employees on a fulltime, part-time, or on the rare occasion a casual basis. Our employment contracts are audited through our annual financial audit. We use certified and vetted labour-hire companies where necessary to temporarily supplement our workforce.

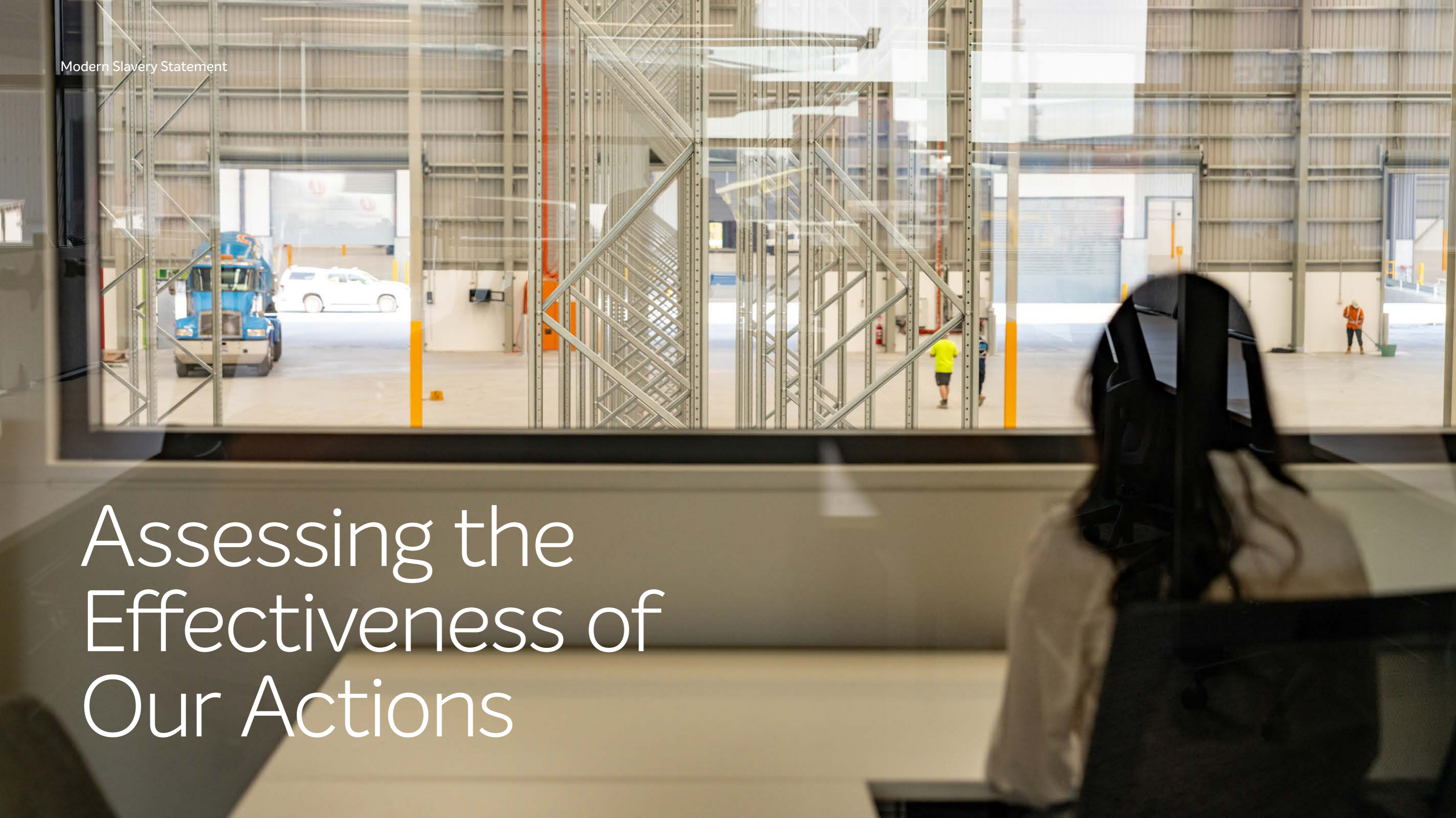
### Supporting Suppliers

We support our small suppliers through awareness and capacity-building initiatives, by promoting fair payment practices, and conducting due diligence on all suppliers, regardless of size, we help mitigate the risk.

Where we can, we work in partnership with suppliers to incorporate measures safeguarding against potential modern slavery risks and monitor progress. This two-way, collaborative partnership will contribute to both the supplier and the procurement team building knowledge of government supply chain risks and how to best manage them.



# Assessing the Effectiveness of Our Actions



## Assessing the Effectiveness of Our Actions

Our ESG Committees meet regularly and are committed to continuous improvement. The Social and Governance Committees evaluate risks and current actions for effectiveness and determine how we will minimise the risks of modern slavery within our operations and supply chains. We aim to eliminate or mitigate the risks through a strategy of continuous improvement, regular monitoring, assessing, and refining our approach.

This year, we have undertaken a scoping exercise of our supply chains and have been more specific in identifying our risks and mitigation actions. By clearly understanding the potential risks, we are better placed to perform and conduct focused risk assessments and audits, having a systematic approach to risk mitigation in our supply chain.

Through audits of corporate compliance, open communication, and transparency, and by implementing and enforcing effective management systems within our business to identify, prevent and mitigate exploitative practices that may undermine or deprive any persons within our business or in any of our supply chains of their freedom. As a business operating within the construction sector, Taylor is committed to acting ethically in all its business dealings and relationships. To date, we have not had any adverse findings in our supply chain.

Assessing the effectiveness of our actions taken to address modern slavery involves a systematic evaluation of the impact and outcomes of the measures implemented. Taylor's assessment process includes the following:

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We establish KPIs for preferred suppliers and assess all potential suppliers against these KPIs.

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We gather relevant data to measure progress against our established KPIs. This involves collecting information on supplier awareness, compliance, training, and other relevant metrics.

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Implement regular monitoring mechanisms to track ongoing activities and compliance. Develop reporting structures that enable the reporting entity to assess the effectiveness of actions on an ongoing basis.

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We conduct audits and verifications, both internally and through third-party assessments, to validate the accuracy of reported data and the implementation of modern slavery prevention measures. Independent assessments can provide additional credibility to the evaluation process.

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We have no reported incidents to date, however, should we have incidents we understand the importance of analysing any reported incidents related to modern slavery to understand the root causes and effectiveness of the response mechanisms. This includes evaluating the timeliness and appropriateness of actions taken in response to incidents.

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We engage with stakeholders, including employees, and suppliers, to gather feedback on the effectiveness of the actions. Stakeholder perspectives can provide valuable insights into areas that may require improvement.

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We assess the effectiveness of training programs by measuring the level of awareness and understanding among employees through surveys and plan to extend this to supplier modern slavery engagement surveys

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We emphasize a culture of continuous improvement by using the assessment findings to identify areas for enhancement. Develop strategies to address any shortcomings and refine existing processes to strengthen the organization's approach to modern slavery prevention.

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We compare the organisation's performance and actions against industry benchmarks, best practices, and evolving standards. Benchmarking provides context and insights into how the organization compares to peers in terms of modern slavery prevention efforts.

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Through our ESG Committee reporting lines we clearly communicate the outcomes of the assessment in the organization's Modern Slavery Statement or other relevant reporting mechanisms. Transparency about the effectiveness of actions demonstrates accountability and commitment to stakeholders.

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Through annual policy review and audit we ensure that the organization remains in compliance with relevant laws and regulations related to modern slavery. Regularly review and update policies and procedures to reflect any changes in legislation.

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Our Board report provides regular updates to executives and the board of directors, highlighting key findings, areas of success, and opportunities for improvement. Executive oversight ensures that modern slavery prevention remains a strategic priority.

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By engaging PwC to oversee our ESG strategy and to independently assess the organization's modern slavery actions.

By systematically evaluating these aspects, we gain insights into the effectiveness of our actions to combat modern slavery. This assessment process is essential for refining strategies, improving performance, and demonstrating a genuine commitment to eradicating modern slavery at Taylor and within the organisation's sphere of influence.



# Taylor Group Consultation Process



## Taylor Group Consultation Process

Taylor's modern slavery statement outlines the collective efforts of the group entities to combat modern slavery in their operations and supply chains.

Our risk assessments are collaborative across group entities to identify and assess modern slavery risks in various parts of the business, including supply chains, operations, and subsidiaries.

Relevant data is shared among group entities to create a comprehensive picture of the modern slavery risks and practices within the entire group. This includes information about suppliers, labour practices, and potential areas of concern.

We ensure that the joint modern slavery statement aligns with legal requirements and regulations in the group entities' jurisdictions. Collaboratively address legal compliance concerns and outline steps taken to meet regulatory obligations.

Our continuous improvement framework encourages ongoing collaboration and shared learning.

Through effective consultation and collaboration among group entities, our joint modern slavery statement reflects the collective commitment of the entire group to combat modern slavery.





# TAYLOR

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