

Modern Slavery Statement 2025





Walker acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

A message from our Managing Director and Chief Executive Officer

As Walker continues to grow and transform, our commitment to ethical conduct and social responsibility remains at the heart of all our operations. Walker's Modern Slavery Statement for the 2025 Financial Year outlines the actions and initiatives we have undertaken during the reporting period of 1 July 2024 to 30 June 2025 to uphold human rights and promote integrity across our operations and supply chains.

Over the past year, we have made progress in strengthening our systems and processes to better identify, assess, and mitigate the risks of modern slavery within our operations and supply chains. We recognise that addressing modern slavery is not a singular achievement, but an ongoing responsibility that requires sustained vigilance, continuous improvement and adaptability. Our approach has evolved through proactive engagement with our suppliers, regular training for our people, and ongoing governance processes. We have also enhanced our reporting and monitoring mechanisms to more effectively capture and respond to potential risks, reinforcing transparency, accountability, and ethical integrity throughout all levels of our business.

Walker's commitment to addressing modern slavery extends well beyond compliance — it reflects our broader responsibility to act with integrity and contribute to lasting, positive change. We actively seek to collaborate with our partners, suppliers, industry peers, and stakeholders to drive collective action toward the elimination of modern slavery. Through open dialogue, transparency, and the sharing of best practices, we aim to raise awareness and promote responsible conduct across our extended supply chains. We recognise that meaningful progress depends on partnership, shared responsibility, and a commitment to continual improvement.

Looking ahead, we remain steadfast in our commitment to uphold the highest standards of ethical behaviour and respect for human rights. We will continue to strengthen our practices, learn from experience, and work closely with others to foster a world where dignity is upheld, fairness is embedded, and modern slavery has no place.

David Gallant



Managing Director and Chief Executive Officer



Reporting entities

The Walker entities

This Joint Modern Slavery Statement (**Statement**) has been prepared for the reporting period 1 July 2024 to 30 June 2025. It is made jointly by Walker Family No 1 Pty Limited (ACN 116 273 379) as trustee for the Walker Family Trust (WFT) and Walker Group Holdings Pty Limited (ACN 001 215 069) (**WGHPL**), pursuant to section 14 of the Modern Slavery Act 2018 (Cth).

This Statement has been developed in close consultation with all **WFT and WGHPL** controlled entities (collectively referred to as **Walker**) to provide a consistent, comprehensive, and transparent overview of Walker's operations, supply chains, and governance framework. It reflects Walker's shared commitment to transparency, accountability, and continuous improvement in addressing the risks of modern slavery across all areas of business.

As part of developing this Statement, Walker Management consulted its controlled entities, raised awareness and identified risk, and discussed the action it intends to take to address modern slavery risks within the organisation. This consultation is primarily undertaken via ongoing liaison between Group Executive, Management and Project Teams across all the business.

Joint ventures

Walker has entered into several incorporated joint venture arrangements on mutually agreed terms including a requirement for the parties to comply with all applicable laws (including modern slavery laws). The information contained in this Statement only relates to those entities controlled by Walker.

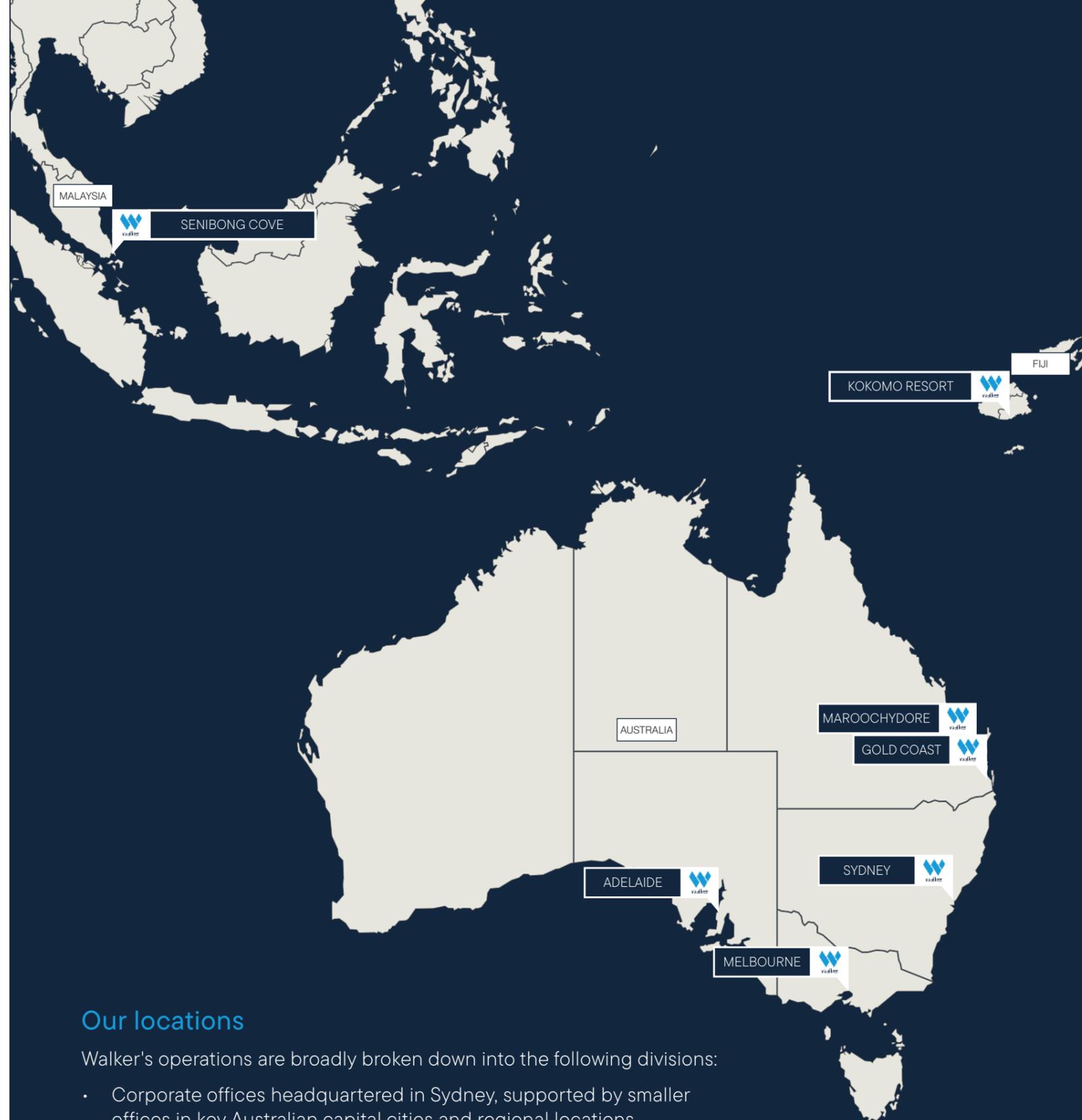
About Walker

Walker is one of Australia’s largest private property development companies, with more than 50 years experience in the development of over 1,000 landmark projects across Australia, North America, Fiji, and Malaysia.

With proven expertise across every major property sector — including masterplanned communities, retail, commercial, industrial, and resort developments — Walker is dedicated to creating enduring places that are both community-focused and environmentally responsible. Our depth of capability and integrated approach enable us to respond with agility to evolving market demands and deliver dynamic environments where people can live, work, and thrive.

At the heart of everything we do is a deep understanding of the people and communities we serve. We are committed to ensuring every Walker project contributes meaningfully to its local context — fostering connection, belonging, and a genuine sense of place through thoughtful design, responsible planning, and long-term stewardship. As specialists in urban transformation, we take pride in delivering projects that not only enhance quality of life but also stand as lasting legacies for generations to come.

Guided by a strong sense of purpose, an unwavering commitment to excellence, and a forward-looking vision for sustainable growth, Walker continues to lead the way in shaping the future of placemaking both in Australia and abroad.



Our locations

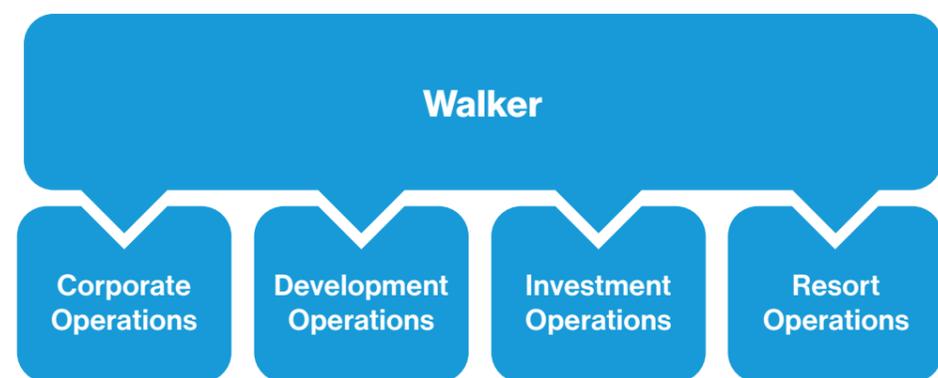
Walker’s operations are broadly broken down into the following divisions:

- Corporate offices headquartered in Sydney, supported by smaller offices in key Australian capital cities and regional locations
- Development and project activities including Melbourne, Maroochydore, Sydney, Adelaide, and Johor Bahru (Malaysia)
- Investment operations including Sydney, Melbourne, Adelaide, and Maroochydore
- Resort operations in Fiji

Walker's structure and operations

WGHPL is a wholly owned subsidiary of WFT. The ultimate beneficial owners of WFT are Mrs Suzanne Walker and the trusts of which Langley Alexander Walker's lineal descendants are (or may be) beneficiaries.

Walker's operations are overseen by David Gallant, Managing Director and Chief Executive Officer with the support of the Group Executives, Company Secretary, Management Team, and the Walker Family Foundation. WGHPL and WFT's activities are governed by a common board of nine directors, ensuring strong leadership, accountability, and strategic oversight across all areas of the business.

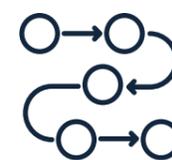


Corporate operations

Walker's corporate operations provide overall management, strategic direction, and administrative oversight for the business. Core functions include finance, tax and treasury, marketing and communications, information technology, legal and compliance. The majority of this work is performed at Walker's head office in Sydney with support from a network of offices across various Australian capital cities and regional centres to facilitate effective project delivery and operational coordination. Walker also has an office in Malaysia and operates the Kokomo Private Island in Fiji, extending its corporate and operational footprint into the Asia-Pacific region.



700+
Total employees



\$30 B+
Development pipeline



2496
Suppliers



162
businesses we provide workplaces for

Development operations

Walker is a leading developer and owner of commercial office towers, including Parramatta Square in Sydney, Collins Square in Melbourne, and Festival Tower in Adelaide. In addition to these landmark assets, Walker is advancing a number of major commercial developments currently under construction across Australia including 50 First Avenue in Maroochydore which is nearing completion. The organisation is also delivering master planned communities such as Appin and Wallis Creek in New South Wales, and Riverlea in South Australia, as well as large-scale initiatives in Queensland including Citiswich Industrial Business Park and a mixed-use precinct in Maroochydore including its SOL by Walker residential development.

Walker's development team brings extensive expertise across the entire property lifecycle – spanning residential, master planned communities, retail, commercial, industrial, and luxury island projects. With a strong and diverse \$30 billion project pipeline, Walker remains committed to creating exceptional, sustainable environments that enrich the lives of residents, tenants, and visitors alike.

To deliver these assets and major capital projects, Walker engages a broad network of third-party suppliers, advisors, and consultants across the design, construction, planning, and project management disciplines. As referred to above, Walker is a participant in several incorporated joint venture arrangements established on mutually agreed terms, each governed by strict compliance obligations with all applicable laws, including modern slavery legislation.

For the purposes of this Statement, the information presented relates exclusively to entities under Walker's direct control.

Investment operations

The investment operations division oversees the ongoing ownership, management and maintenance of Walker’s portfolio of commercial office towers, including landmark precincts such as Collins Square in Melbourne, Festival Tower in Adelaide, and Parramatta Square in Sydney. This division is dedicated to ensuring these flagship assets are managed to the highest industry standards, delivering exceptional environments for tenants, visitors, and the broader community. Walker’s highly skilled and experienced investment asset team oversee facilities management, lease administration, safety and regulatory compliance, cleaning, and security services.

External service providers form an essential part of Walker’s supply chain, delivering critical services fundamental to the maintenance and presentation of Walker’s properties and master planned communities. These services include, but are not limited to, cleaning, security, maintenance, and general building services. Within these property management services, Walker’s top ten suppliers account for approximately 56% of total annual expenditure.

To uphold responsible procurement and ethical supply chain practices, Walker requires all cleaning and security suppliers to complete a modern slavery questionnaire and provide regular updates on modern slavery compliance and processes. While Walker is satisfied with the responses from its suppliers received to date, the business acknowledges that these sectors continue to present heightened industry risks. Accordingly, Walker maintains ongoing monitoring and active engagement with its service providers and contractors to ensure continued alignment with best practice standards and the company’s broader commitment to ethical operations.

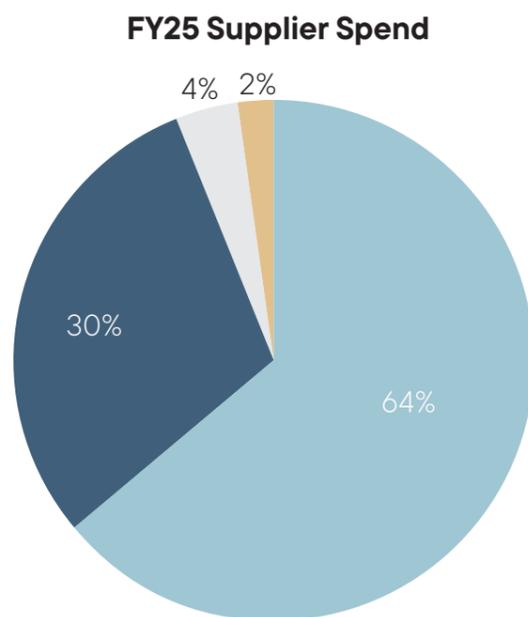


550,000sqm
Net lettable area

Resort operations

Walker owns and operates Kokomo Private Island, a private island resort in Fiji staffed by a dedicated team of local employees and expatriate professionals. The resort’s operations encompass a wide range of services, including hospitality, multiple dining venues, an aircraft hangar, a marine fleet, and a dive centre. Kokomo Private Island is committed to delivering exceptional guest experiences while championing the regeneration and long-term sustainability of the island’s unique natural environment.

Walker recognises the broader challenges associated with modern slavery risks in Fiji and remains committed to the ongoing monitoring and assessment of its operations to uphold the highest standards of ethical conduct and worker welfare.

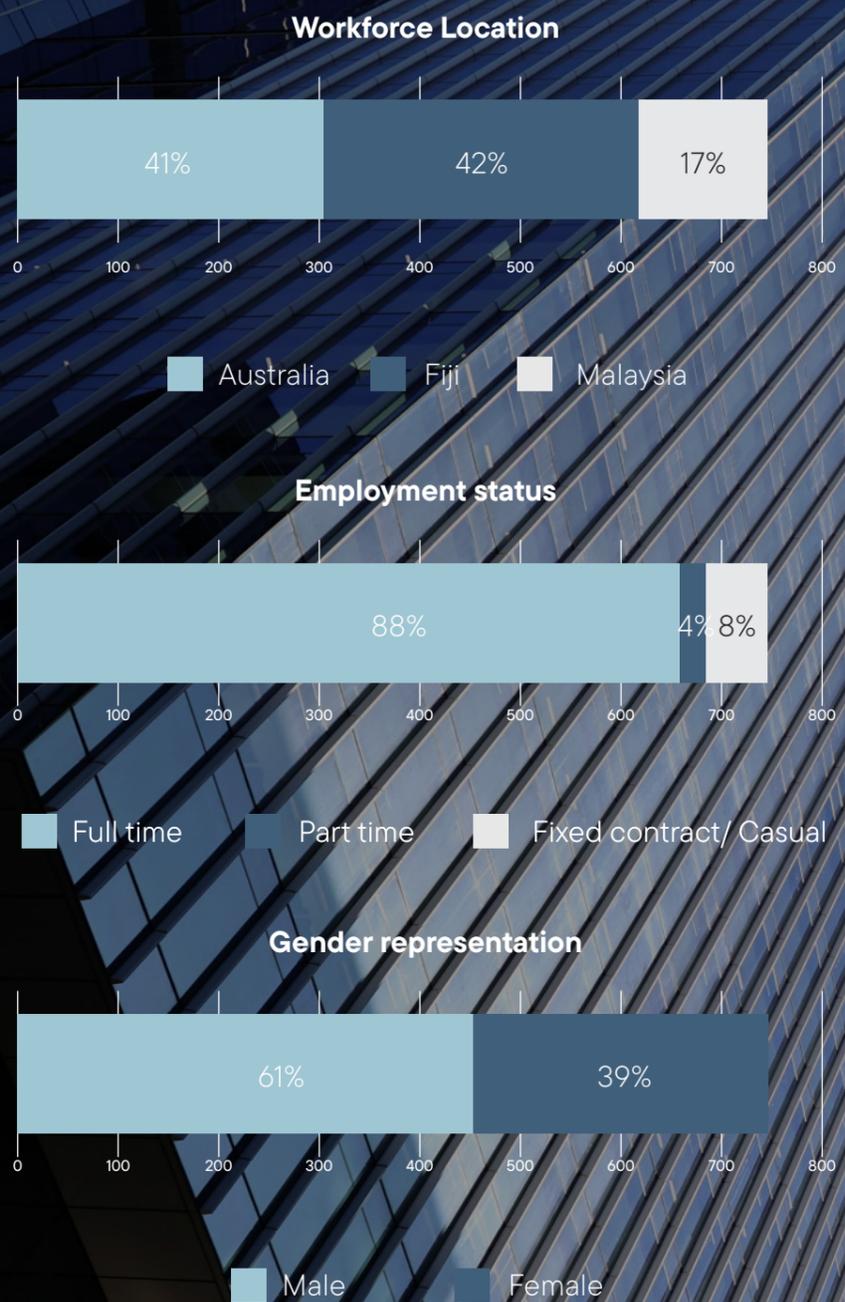


■ Australia ■ Malaysia ■ Fiji ■ Rest of the world



Kokomo Marine Biologists:
Lily, Lisi, Viv

Risk of modern slavery in our operations and supply chain



Percentages indicate break up across workforce

Walker has established an ongoing process to identify and assess risks within its operations and supply chains. This process involves consultation with controlled entities, key stakeholders, and the heads of relevant business units to evaluate potential modern slavery risks across high-risk areas of the group’s supply chain and to develop appropriate mitigation measures.

As at the date of this Statement, Walker has identified the following key areas of risk:

- A. Geographical
- B. Corporate procurement
- C. Health and safety
- D. Building materials and labour hire
- E. Cleaning and security

The sections below address each of these risk areas in further detail.

Geographical

Walker employs more than 700 staff across Australia, Fiji, and Malaysia. Geography remains a key risk consideration given Walker’s operations in Malaysia and Fiji, where regulatory frameworks, labour costs, and worker protections may vary. The majority of Walker’s workforce comprises skilled professionals employed in areas such as projects, asset management, development, legal, and finance. Walker considers the risk of modern slavery within its directly employed workforce to be low, as the organisation maintains direct oversight of all employment arrangements, including pay and working conditions.

As at 30 June 2025, Walker’s direct and indirect workforce totalled over 746 employees, located across Australia, Malaysia, and Fiji, and engaged in the functions referred to above. Walker ensures that all employees receive remuneration packages that are competitive within their respective markets and consistent with applicable employment standards and regulations.

Corporate procurement

Walker's corporate procurement function supports the organisation's core administrative operations through the acquisition of office supplies, merchandising, catering, and a range of business support services that enable efficient and effective operations.

While the potential for modern slavery risks may arise where goods are sourced from regions with weaker labour protections or within sectors such as catering and hospitality, Walker assesses the overall risk within its corporate procurement activities to be low. This assessment reflects Australia's status as a low-risk jurisdiction with strong labour laws and protections, as well as the fact that the majority of Walker's direct suppliers are established Australian businesses operating under robust regulatory frameworks.

Health and safety

Health and safety represent a significant operational risk across Walker's business activities. To manage this risk, Walker has implemented and continues to maintain comprehensive workplace health and safety policies that apply to all direct operations. In addition, Walker requires all suppliers and their respective supply chains to adhere to clearly defined workplace health and safety standards and to comply fully with all applicable laws and regulations when engaged on Walker projects and the provision of services.

Building materials and labour hire

Walker engages reputable builders to deliver its development projects, ensuring that all assets are constructed to the highest standards of quality, safety, and regulatory compliance. These large-scale developments often require the procurement of substantial quantities of building materials, some of which may originate from regions with weaker labour protections and a heightened risk of modern slavery.

In addition to material sourcing, Walker and its principal contractors engage a network of subcontractors within the construction industry — a sector that can be vulnerable to exploitation due to its reliance on low-skilled, manual labour, including migrant and other at-risk workers. Walker places strong emphasis on contractor selection, governance, and oversight, and routinely includes modern slavery compliance obligations within its contractual arrangements and joint venture agreements to ensure alignment with ethical and legal standards across its supply chain.

Cleaning and security

Walker recognises that the cleaning and security sectors are widely recognised as high-risk industries for modern slavery, primarily due to their reliance on temporary and low-skilled labour. These roles are often characterised by lower wage levels, manual work, and casual employment arrangements, with a workforce that frequently includes individuals from migrant backgrounds, lower socio-economic groups, and culturally diverse communities.

For its Australian operations, Walker recently completed a national procurement process for cleaning services, placing particular emphasis on assessing and mitigating modern slavery risks within supplier networks. As part of this process, all successful service providers were required to be either Cleaning Accountability Framework (CAF) pre-qualified or actively working towards pre-qualification. While the responsibility for achieving full CAF certification ultimately rests with Walker as the landlord, aligning service providers with CAF standards represents a significant step forward in strengthening ethical labour practices across our operations and supply chain. This alignment provides a strong foundation for pursuing full certification across Walker's national portfolio.

Although no instances of modern slavery have been identified to date, Walker acknowledges the inherent risks of exploitation within these industries and remains committed to the close and continuous monitoring of key risk areas, particularly in relation to waste management and building management services.



Key actions to address modern slavery risks

Walker recognises its responsibility to take meaningful action in identifying, managing and mitigating the risks of modern slavery across its operations and supply chains. During the 2025 reporting period Walker continued to enhance its governance frameworks, systems, and processes to strengthen oversight and reduce potential exposure to modern slavery practices. This ongoing review has resulted in a number of key process improvements and refinements, outlined in the sections that follow.

Proactively addressing modern slavery risks remains a cornerstone of Walker’s broader commitment to ethical conduct, transparency, and social responsibility. By embedding fair and equitable labour practices, safeguarding human rights, and maintaining robust due diligence procedures, Walker ensures continued compliance with the Modern Slavery Act 2018 (Cth) while also advancing its ethical business standards.

This proactive approach not only reinforces Walker’s long-standing values of integrity and accountability but also contributes positively to the communities in which it operates. Through responsible leadership and continuous improvement, Walker seeks to build a supply chain founded on respect, fairness, and trust – strengthening stakeholder confidence and sustaining its reputation as a principled and forward-looking organisation.

Governance processes

Walker is committed to maintaining lawful, ethical, and socially responsible work practices across all aspects of its operations. Governance frameworks, supported by clear policies, regular reviews, and comprehensive risk management processes, underpin this commitment. These measures help to prevent modern slavery by establishing clear standards of conduct, ensuring compliance with legal and regulatory obligations, and holding both employees and suppliers accountable for ethical behaviour. Through this governance approach, Walker fosters a culture of transparency, integrity, and accountability, enabling the early identification and effective management of any potential risks of exploitation within its operations and supply chains.

The following table outlines the key policies and frameworks that underpin Walker’s governance approach and support its ongoing commitment to ethical conduct, compliance, and the prevention of modern slavery across its operations and supply chains.

Governance processes (continued)

Code of Conduct

This policy establishes the standards of conduct and ethical behaviour expected of all employees, contractors, and individuals performing work on behalf of Walker. It serves as a guiding framework for maintaining integrity, professionalism, and accountability across all areas of the organisation. Training on the Code of Conduct is provided to all new employees as part of Walker's induction program, ensuring that every team member understands their responsibilities and upholds the company's values from the commencement of their employment.

Workplace Health and Safety Policy

This policy outlines Walker's commitment to fostering a safe, healthy, and respectful working environment for all individuals engaged in its operations. It establishes the framework through which Walker and its suppliers are required to maintain the highest standards of workplace health and safety, ensuring full compliance with all applicable laws, regulations, and industry standards when performing work on Walker projects. Through this commitment, Walker seeks to protect the wellbeing of its employees, contractors, and partners while promoting a culture of safety, accountability, and continuous improvement.

Supplier Code of Conduct

This policy outlines Walker's expectations of its suppliers, including the requirement to comply with the provisions of the Modern Slavery Act 2018 (Cth) and all other applicable laws. Upon engagement, suppliers are provided with Walker's Supplier Code of Conduct, which sets clear standards for ethical behaviour, labour practices, and business integrity. Walker's contractual terms require ongoing compliance with this Code, ensuring that suppliers maintain responsible and lawful operations throughout the duration of their engagement. To support accountability, Walker regularly reviews supplier performance and conduct to confirm adherence to these standards and to identify any areas requiring improvement.

Anti-Bribery and Corruption Policy

This policy prohibits all employees and individuals acting on behalf of Walker from engaging in any form of bribery, corruption, or other unlawful conduct. It also establishes a clear framework for identifying, reporting, and responding to any suspected or actual instances of corrupt behaviour, ensuring that all concerns are managed with integrity, transparency, and in accordance with applicable laws and company procedures.

Modern Slavery Policy

This policy establishes the framework through which Walker identifies, manages, and mitigates modern slavery risks across its business operations and supply chains. It aligns with Walker's obligations under the Modern Slavery Act 2018 (Cth) and reflects the organisation's broader commitment to ethical conduct, human rights, and responsible business practices.

Whistleblower policy

This policy establishes the mechanisms for reporting and addressing grievances, complaints, and whistleblower disclosures, providing employees and stakeholders with clear and confidential channels to raise concerns about workplace issues, misconduct, or unethical behaviour. It ensures that all matters are managed fairly, promptly, and in accordance with Walker's values, whistleblower protections, and applicable legal obligations.



Awareness training

Modern slavery awareness training is a vital component of Walker’s commitment to ethical conduct and responsible business practices. It equips employees with the knowledge and tools to identify, address, and prevent modern slavery risks across the organisation’s operations and supply chains. This training promotes a culture of vigilance, accountability, and respect for human rights, ensuring that employees at all levels understand their obligations and actively contribute to upholding Walker’s ethical standards.

During the reporting period for 2025 Walker implemented organisation-wide eLearning for its Australia-based employees, further embedding modern slavery awareness into day-to-day business practices and reinforcing the company’s ongoing commitment to compliance, transparency, and social responsibility.

Supplier questionnaire

Walker is committed to strengthening its supplier onboarding processes by requiring all new suppliers to complete a comprehensive modern slavery due diligence questionnaire as an integral part of the procurement process. This supplier questionnaire, which is continually reviewed and refined, is designed to identify and assess key risk factors, including the nature of goods or services supplied, the category of expenditure, and any industry-specific vulnerabilities. By embedding this requirement into its procurement framework, Walker demonstrates a proactive and systematic approach to identifying, managing, and mitigating modern slavery risks within its supply chain.

The supplier questionnaire serves as a critical control mechanism to ensure that all suppliers comply with modern slavery legislation and adhere to Walker’s Supplier Code of Conduct. Through the regular review and monitoring of supplier responses, Walker is able to detect potential risks at an early stage, uphold high ethical and operational standards, and promote responsible business practices across its network. This process also reinforces Walker’s commitment to transparency, accountability, and continuous improvement throughout every level of its supply chain.

Contracts and template clauses

Walker has incorporated contractual provisions requiring all suppliers to comply with applicable modern slavery laws and to promptly notify Walker of any suspected or confirmed incidents of modern slavery. The inclusion of these clauses demonstrates Walker’s commitment to ethical conduct, legal compliance, and responsible supply chain management. These provisions establish clear expectations for suppliers, reinforcing transparency, accountability, and integrity across Walker’s operations and supply network.

Where an instance of modern slavery is identified, Walker works collaboratively with the supplier to address and remediate the issue. If the matter cannot be satisfactorily resolved, Walker may escalate its response, which could include the suspension or termination of the contract. This approach safeguards Walker’s business interests, promotes supplier accountability, and supports the organisation’s goal of continuous ethical improvement.

Walker also regularly reviews and strengthens its contractual requirements, with particular focus on high-risk supply chains, to enhance its capacity to detect, prevent, and respond to modern slavery risks in a consistent and effective manner.

Grievance Processes

Walker’s grievance mechanisms provide a secure and confidential channel through which personnel can raise concerns or report suspected unethical behaviour. By establishing clear procedures for reporting, investigating, and resolving grievances, Walker fosters a culture in which employees feel empowered and supported to speak up about potential risks or incidents, including those relating to modern slavery.

The Whistleblower Policy reinforces this framework by encouraging the disclosure of any suspected misconduct, unlawful activity, or breaches of company policy connected to Walker’s operations or supply chain. Together, these mechanisms uphold Walker’s core values of safety, respect, integrity, and inclusion, while playing a vital role in the early identification and resolution of issues—strengthening the company’s commitment to ethical business conduct and accountability.

Cleaning Accountability Framework (CAF) Certification

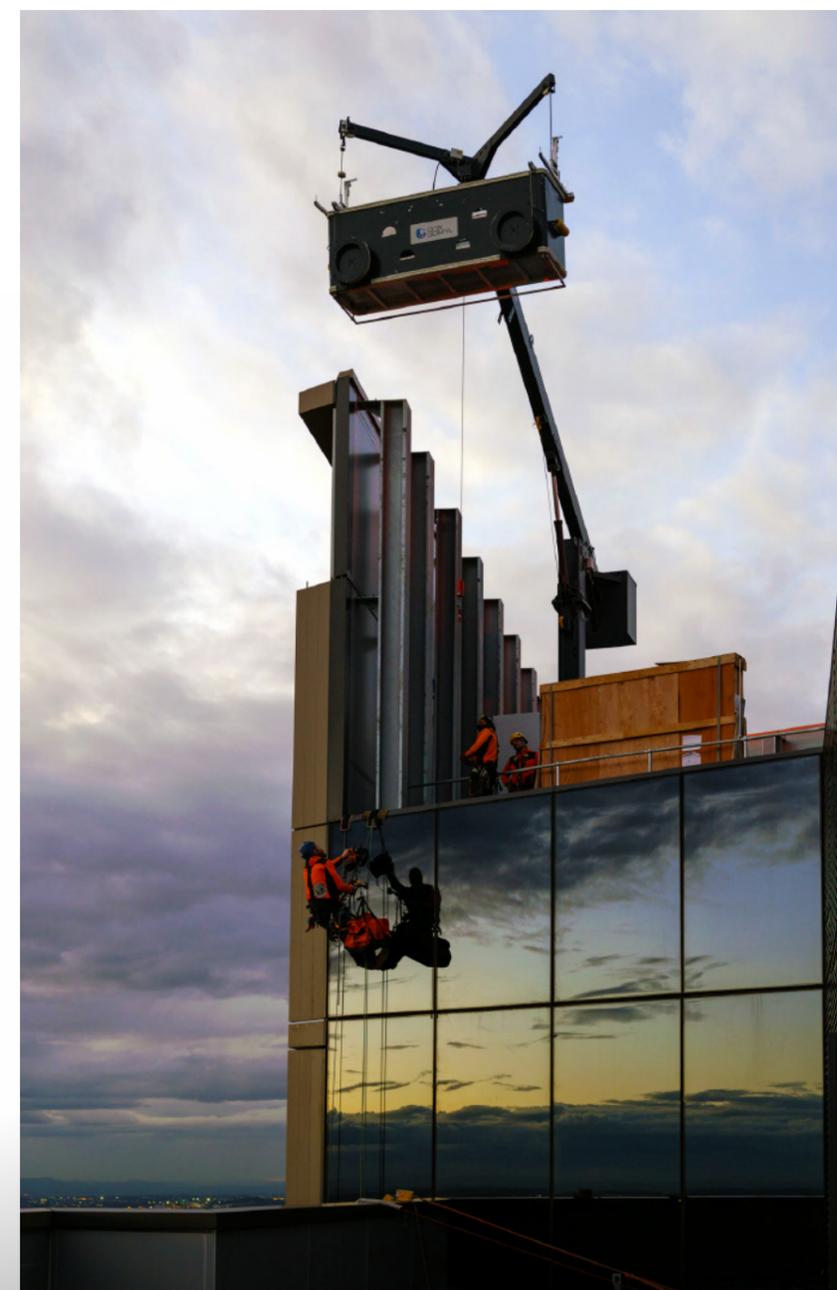
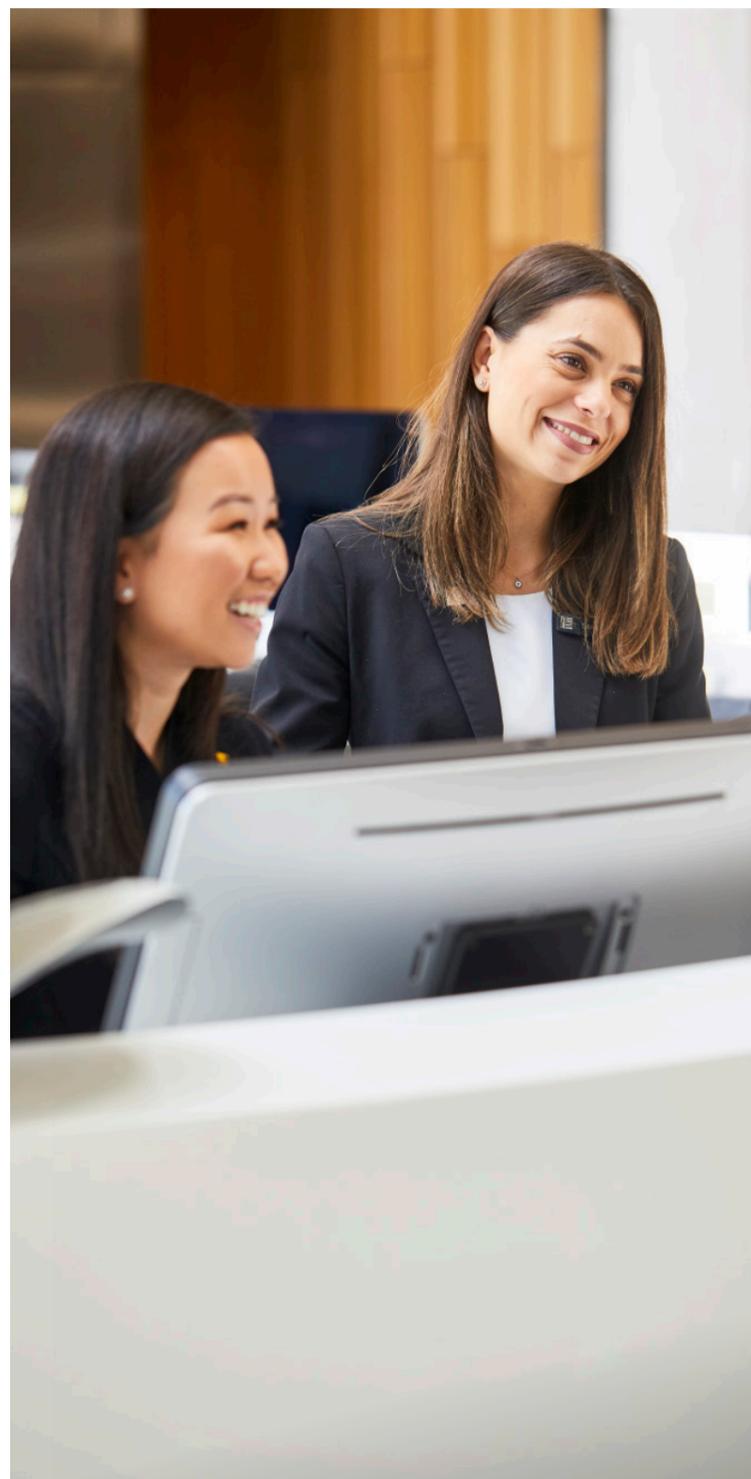
Walker acknowledges that the cleaning sector presents heightened risks of modern slavery, driven by the nature of its operations and workforce composition. In response, and as part of a national procurement strategy for cleaning services, Walker now requires that all appointed providers be either CAF pre-qualified or actively progressing toward pre-qualification. This requirement underscores Walker’s commitment to ethical labour practices, transparency, and accountability across its cleaning supply chain.

While no instances of modern slavery have been identified within Walker’s cleaning contracts, the organisation’s ongoing pursuit of CAF certification across its commercial property portfolio reflects a proactive and responsible approach to risk management and reinforces its dedication to promoting fair, safe, and sustainable working conditions throughout its operations.

Modern Slavery Working Group

The Walker Modern Slavery Working Group was maintained during the reporting period for 2025 to leverage expertise from across the organisation and strengthen Walker’s collective response to modern slavery risks. By bringing together representatives from a range of business functions, the group fosters cross-functional collaboration and diverse perspectives that inform and advance Walker’s broader modern slavery strategy.

The Walker Modern Slavery Working Group serves as a structured forum for identifying emerging risks, evaluating the effectiveness of existing controls, and developing targeted initiatives to address new and evolving challenges. Through regular meetings and open communication, the group promotes a culture of transparency, accountability, and shared responsibility, supporting the ongoing integration of ethical and sustainable practices throughout Walker’s operations and supply chains.



Measuring effectiveness

Walker is committed to maintaining a robust and continuous process for measuring the effectiveness of its actions in addressing modern slavery risks across its operations and supply chains. The organisation recognises that assessing effectiveness is an ongoing and complex process that requires time, reflection, and collaboration. A meaningful response extends beyond the implementation of policies, contractual obligations, and training—it also involves evaluating their practical impact. This includes gathering feedback from leadership and employees, monitoring supplier compliance, analysing grievance data, and regularly reviewing and refining procedures to incorporate lessons learned and respond to emerging risks.

A proactive and evidence-based approach enables Walker to identify which measures are most effective, detect any gaps or unintended consequences, and continuously strengthen its strategies. Through this cycle of review and improvement, Walker fosters a culture of transparency, accountability, and continuous learning, ensuring that its modern slavery initiatives remain relevant, practical, and resilient in the face of evolving challenges.

Ultimately, this process of ongoing measurement and refinement is central to minimising the risk of modern slavery. By holding itself and its suppliers to the highest ethical and operational standards, and by basing improvements on tangible outcomes, Walker reinforces its commitment to responsible business practices and the protection of vulnerable individuals throughout its value chain.



Governance and policies

Walker conducts regular reviews, consultations, and feedback processes involving the Board, Executive Group, and senior management to evaluate the effectiveness of its governance and policy frameworks. These reviews assess how well existing policies align with Walker's strategic objectives and ethical commitments, as well as their capacity to respond to emerging risks.

Policy compliance is monitored through structured reporting and oversight mechanisms, ensuring that governance arrangements remain fit-for-purpose, transparent, and adaptable. This cyclical process of evaluation and refinement promotes continuous improvement and reinforces Walker's commitment to eliminating modern slavery risks throughout its operations and supply chains.

Awareness training

During the 2025 reporting period Walker delivered updated modern slavery awareness training to Australia-based employees, achieving a participation and completion rate exceeding 85%.

To assess effectiveness, Walker will seek targeted participant feedback to identify areas requiring further clarification or emphasis in future training cycles. Feedback will inform enhancements to both training content and delivery, ensuring employees continue to build confidence in recognising, preventing, and reporting potential modern slavery risks.

By monitoring completion data, evaluating feedback trends, and tracking subsequent behavioural outcomes, Walker can measure the real-world impact of its training initiatives and ensure they remain relevant, engaging, and effective.

Supplier questionnaire

Walker continues to track, review and retain responses to its supplier due diligence questionnaires. Responses are reviewed to identify potential risk indicators, with follow-up actions and improvement plans developed where elevated risks are detected.

The data collected through this process provides quantifiable insight into supplier awareness, responsiveness, and compliance levels.

This allows Walker to assess progress year-on-year, measure improvements in supplier performance, and strengthen the overall maturity of its modern slavery risk management framework.

Contract and template clauses

Walker monitors all supplier requests for amendments or clarifications to its standard modern slavery clauses. Each year, the organisation undertakes a comprehensive review of its contract templates, incorporating legal updates, market feedback, and emerging best practice to ensure clauses remain current, enforceable, and ethically robust.

This annual review process serves as a measurable control, ensuring Walker's contractual frameworks continue to support consistency, accountability, and continuous improvement across its supply chain.

Grievance procedures

Walker monitors all complaints and grievances received through its formal reporting mechanisms, including those potentially relating to modern slavery or unethical conduct.

During the 2025 reporting period, no reports or confirmed instances of modern slavery were identified. The effectiveness of Walker's grievance procedures is measured through their accessibility, staff awareness, and timeliness of response, with lessons learned informing ongoing improvements. This reinforces a culture of trust, transparency, and ethical integrity across the organisation.

Modern Slavery Working Group

The Modern Slavery Working Group plays a central role in assessing and enhancing the effectiveness of Walker's initiatives. Comprising representatives from multiple business units, the group meets regularly to review progress, analyse performance data, identify emerging risks, and integrate stakeholder feedback into evolving strategies.

Through collaboration and accountability, the group fosters a shared culture of responsibility and continuous learning. Success is measured through tangible outcomes — including improved governance practices, greater supply chain transparency, and ongoing uplift in the organisation's capacity to prevent and address modern slavery risks.

3. Approval

The Walker Modern Slavery Joint Statement for FY25 has been approved by the boards of Walker Family No 1 Pty Limited (ACN 116 273 379) as trustee for the Walker Family Trust and Walker Group Holdings Pty Limited (ACN 001 215 069).

Signed by a director of Walker Group Holdings Pty Limited (and its controlled entities) on behalf of those entities:



Director

David Gallant

Signed by a director of Walker Family No 1 Pty Limited (ACN 116 273 379) as trustee for the Walker Family Trust (and its controlled entities) on behalf of those entities:



Director

David Gallant



