

MODERN SLAVERY STATEMENT



MESSAGE FROM OUR CEO



At Contract Resources, we are unwavering in our commitment to eradicating modern slavery in all its forms. We recognize the responsibility we have to ensure that our operations and supply chains are free from exploitation, forced labour, and human trafficking. Our approach is proactive and transparent, continually strengthening our policies, engaging with our partners and suppliers, and fostering a culture of vigilance and accountability. We are dedicated to upholding the highest standards of ethical conduct and human rights, and we expect the same from everyone we work with. Together, we are determined to stamp out modern slavery wherever it may occur.



Michael Charles
CEO and Managing Director
December 2025

1 MODERN SLAVERY

Contract Resources Group Pty Ltd (ACN 637 730 511) (**Contract Resources**) and its controlled entities are resolute in our commitment to stamping out modern slavery in all its forms.

This statement, covering the Contract Resources group entities as of 30 June 2025, reaffirms our dedication to identifying, addressing, and preventing exploitation, forced labour, and human trafficking across our operations and supply chains.

For FY25, we strengthened our approach through revised policies and transparent engagement with our partners and suppliers. We expect the highest standards of ethical conduct and human rights from everyone we work with. By fostering a culture of vigilance, accountability, and continuous improvement, we are determined to ensure that modern slavery has no place in our business.

Together, we will continue to lead by example and drive meaningful change, stamping out modern slavery practices wherever they may arise.

2 VALUES

At Contract Resources, our core values are the foundation of everything we do. We are dedicated to leading positive change in our industry by championing ethical conduct, respect for human rights, and the eradication of modern slavery.

Our commitment extends beyond compliance. We actively foster a culture of integrity, vigilance, and accountability. By prioritizing the well-being of our people, the sustainability of our operations, and the health of our planet, we strive to set a standard for responsible business and inspire meaningful progress throughout our supply chains and communities.

Contract Resources Values

 Zero Harm Care for health, safety, community and environment	 Delivery Changing the critical path by exceeding expectations
 People Our most valuable asset	 Quality 100% Right first time
 Customers Working together for continuous improvement	 Presentation Proud to stand out
 Teamwork Performance through teamwork	 Sustainable Commercially successful and environmentally sustainable
 Innovation Leading in innovative technology and performance	

3 OUR STRUCTURE, OPERATIONS, AND SUPPLY CHAIN

Contract Resources stands at the forefront of specialised industrial services, drawing on more than 35 years of expertise in heavy process industries. We are dedicated to delivering sustainable, transitional solutions that balance cost-effectiveness with long-term value. With operations spanning Australia, New Zealand, Middle East and Egypt, our global presence exemplifies our expertise.

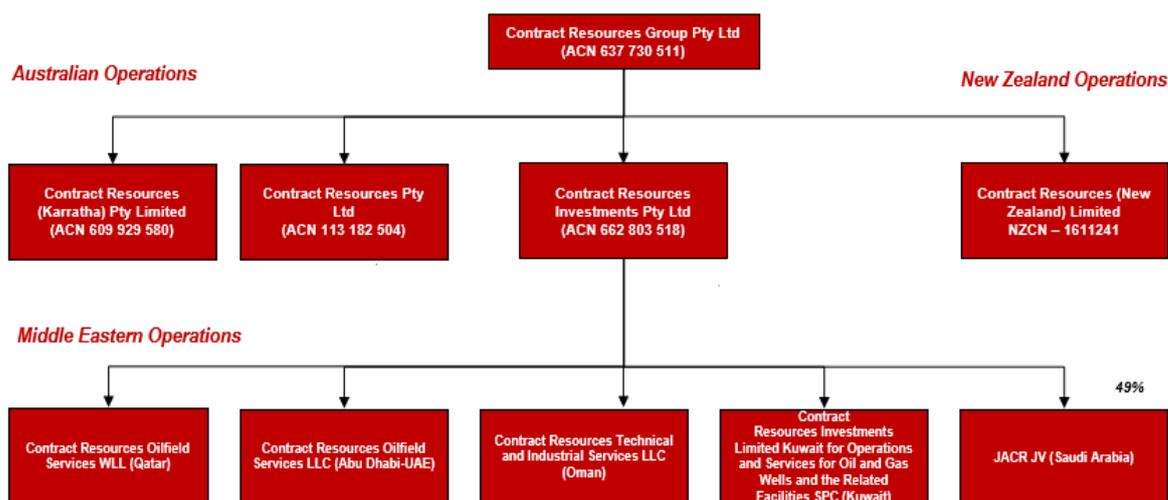
Our service offerings include catalyst handling and confined space rescue, specialised mechanical and industrial services, tank cleaning, industrial chemical cleaning, and industrial waste treatment.

We serve key markets such as liquefied natural gas (LNG), refining and petrochemicals, minerals processing, fertilizers, food processing (dairy), upstream oil and gas, renewable energy (including geothermal), mercury and waste decontamination and decommissioning.

Globally, we employ between ~800 and ~1,500 people, depending on project timing. Our workforce is engaged under individual contracts, with some employees covered by regional industrial agreements. To support our operations, we strategically utilize our own overseas workforce, ensuring consistent standards and operational continuity across all regions. We maintain robust systems for compliance with local labour laws in every country where we operate, and we seek external expert advice as needed.

Our supply chain spans Australia, New Zealand, Papua New Guinea, UAE, Qatar, Oman, Saudi Arabia, Kuwait, Bahrain, USA, China and Egypt. We focus on safety, reliability, and quality, sourcing plant, equipment, PPE, and raw chemicals from suppliers who meet our standards. Many of our suppliers are highly specialized, making supplier relationship management a critical aspect of our operations.

As of 30 June 2025, the corporate structure of the group is depicted below.



As of 30 June 2025, our company office locations are depicted below:



4 WHAT RISKS DO WE FORESEE?

Contract Resources acknowledges that its global operations in industrial service, particularly in hazardous environments such as shutdowns, maintenance, and cleaning, may involve elevated modern slavery risks. Whilst Contract Resources predominantly engages employees under direct employment agreements, on occasion it is necessary to source labour through external arrangements, which introduces additional risk. These risks are significantly heightened when entry-level labour is procured in jurisdictions where labour protections are weak.

Further risks arise from complex global supply chains, where the procurement of equipment, PPE, and industrial materials may involve forced or child labour, particularly in manufacturing and raw material extraction. Limited visibility into subcontractor practices, particularly during short-term, high-pressure projects like shutdowns may expose Contract Resources to unlawful wage deductions, excessive working hours, and unsafe conditions. Operating in countries with poor enforcement of labour laws or systemic corruption also increases exposure to human trafficking.

Contract Resources is committed to identifying, assessing, and mitigating these risks through robust due diligence, supplier engagement, and continuous improvement of its ethical sourcing and labour practices.

5 WHAT CONTROLS DO WE HAVE IN PLACE?

Contract Resources is committed to mitigating modern slavery risks through a range of proactive measures. Respect for human rights and the eradication of modern slavery are embedded in our governance and management systems.

We have established and regularly review a comprehensive suite of policies and procedures to uphold these commitments. Our Code of Business Conduct sets the minimum standards of behaviour expected of all employees, including respect for human rights, while our Supplier Code of Conduct extends these expectations to all contractors.

Contract Resources engages its workforce under individual employment contracts and, where applicable, regional industrial agreements, ensuring transparency and fairness in all employment terms. We maintain systems to comply with local labour laws across all jurisdictions in which we operate, supported by regular consultation with external experts to uphold legal and ethical standards. Compliance with local labour laws is our baseline; however, we aim to achieve standards that reflect our core values. Through rigorous recruitment, onboarding, and workforce management processes, we actively work to prevent exploitation, forced labour, and human trafficking.

We maintain a Whistle-blower Policy, providing clear channels for reporting concerns about unacceptable conduct and ensuring protection for those who speak up. An independent Speak Up Hotline is available to employees, contractors, and the broader community, enabling the reporting of grievances and breaches of our values and contracting principles.

Our Diversity and Inclusion Policy reflect our dedication to fostering a diverse and inclusive workplace, embracing differences across all environments in which we operate. We are committed to providing a workplace free from bullying, harassment, unlawful discrimination, and victimization, as outlined in our Bullying, Harassment and Discrimination Procedure.

Our Supplier On-boarding Procedure ensures rigorous supplier approval and due diligence processes to identify and mitigate any actual or potential risks related to our operational activities. Our audit regime, delegation of authority, and gate meetings form the backbone of our governance procedures, managing the approval and engagement of new supplier relationships prior to any contractual commitments. Finally, embedding anti-slavery clauses in supplier agreements ensures our suppliers are aligned with our values.

6 HOW DO WE ASSESS OUR CONTROLS?

Contract Resources remains committed to the ongoing implementation and enhancement of its governance and management systems related to modern slavery. We continue to engage with internal and external stakeholders to assess and strengthen the effectiveness of these processes.

The effectiveness Contract Resources actions in addressing modern slavery risks is evaluated through a range of measures undertaken throughout FY25, including:

- Annual risk management meeting to review and monitor changes in the risk profile across operations and the supply chain;
- Annual and bi-annual systematic review and refinement of policies and procedures aligned to Contract Resources values and changing risk profile;
- Increased employee awareness and understanding of modern slavery risks through discussion and training - focussing on supplier on-boarding training for new employees with 4 scheduled training sessions per annum;
- 3 suppliers audits and 4 visits to international supplier facilities - in line with our supplier management procedure to ensure alignment with our modern slavery expectations;
- Ongoing consultation with internal stakeholders through management/employee discussions and employee survey;
- At least 15 site visits and/or audits of company provided accommodation to identify gaps or risks related to welfare, including overcrowding, hygiene, safety, and access to basic amenities with a view to standardise facilities across the business;

- Focus on internal training including bullying and harassment toolbox sessions with 36 training sessions conducted during the period.
- Promotion of EAP services with 5 external led wellness and welfare session conducted.

7 FUTURE ACTIONS

Contract Resources is committed to continuous improvement and awareness of the risks of modern slavery in our operations and supply chains.

As of 30 June 2025, Contract Resources had entered into an agreement with Cleanaway Waste Management Limited (**Cleanaway**) for Cleanaway to acquire 100% of the shares of Contract Resources Group Pty Ltd (subject to approval by the Australian Competition and Consumer Commission (**ACCC**)). It was anticipated that, completion of this transaction will take place in the first quarter of FY26. If, as anticipated, acquisition takes place, Contract Resources will work with Cleanaway to assess, integrate and align Contract Resources modern slavery risk management practices to ensure the overall Cleanaway Group framework remains effective and robust.*

Notwithstanding the acquisition, future initiatives for FY26 include:

- Expand our understanding of our supply chain, beyond our direct suppliers.
- Develop a framework to track the effectiveness of modern slavery risk management; and
- Provide ongoing training for employees to recognise and respond to potential instances of modern slavery.

8 CONSULTATION

Representatives from all entities within the Contract Resources group, as outlined in this statement, collaborated closely in the preparation of this document. Working groups evaluated and identified modern slavery risks across our business. Together, we reviewed and discussed the actions we plan to implement to meet these requirements.

This statement has been reviewed and approved by the Board of Directors of Contract Resource Group Pty.

*** Post 30 June 2025 Note.**

The acquisition of Contract Resources Group Pty Ltd by Cleanaway Waste Management Ltd completed on 31 July 2025. As part of the integration of Contract Resources into the Cleanaway group, both companies will look to integrate and align modern slavery management noting the introduction of international operations now forming part of the Cleanaway risk profile.