



Modern Slavery Statement

2025



Acknowledgement of Country

CleanCo respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians. We recognise their cultures, histories and diversity, and their continuing connection to the lands, waters and seas of Australia and the Torres Strait.

We acknowledge the Traditional Custodians and Traditional Owners of the many lands where we meet, work, learn and connect. We pay our respects to all Elders past, present and emerging.



About this Statement

This Statement has been prepared by CleanCo Queensland Limited (ACN 628 008 159) (CleanCo) in accordance with our obligations under the *Modern Slavery Act 2018* (Cth). CleanCo does not own, or control, any other relevant entities. This Statement covers the financial year ending 30 June 2025 (Reporting Period).

This Statement details:

- the potential risks of Modern Slavery in CleanCo's operations and supply chain,
- the actions taken to address these risks,
- how the effectiveness of those actions is assessed, and
- CleanCo's commitments to continuous improvement in our actions against Modern Slavery.

This Statement was approved by CleanCo's board of directors, in their capacity as principal governing body of CleanCo, on 11 December 2025.

Susan Rix

Susan Rix AM (Chair)

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A Message from our CEO

At CleanCo, we're proud to be a part of Queensland's energy transition, delivering affordable, reliable and sustainable energy while building strong, respectful relationships with our customers, shareholders and communities.

In 2025, our values continue to guide everything we do. From award-winning projects to new partnerships with local and First Nations communities, we focus on deepening engagement and building genuine connections at every site where we operate. Inspired by the legacy of our assets, and the people and communities who shaped them, we're committed to creating a clean energy future that's grounded in respect, collaboration and shared benefit.

Over the past year, we've continued to mature our approach to responsible business.

As part of this commitment, we:

published the CleanCo Modern Slavery Policy, Plan and Procedure,
released our first Diversity, Equity, Inclusion and Belonging (DEIB) Strategy, alongside the FY26 Action Plan,
integrated climate change and carbon lifecycle analysis into our project decision-making,
continued our support for the Community Futures Fund, which delivers local impact through community-led initiatives, and
deepened our engagement with First Nations peoples, with a focus on building trust and long-term partnerships.

CleanCo has strengthened its governance and procurement frameworks to better identify and manage modern slavery risks. The release of our Modern Slavery Policy and associated procedures marks a significant step forward, reinforcing our commitment to ethical and transparent business practices.

Our FY26 Enterprise Strategy builds on strong foundations, embedding integrity and sustainability into every decision we make, from strategic project planning to supply chain governance.

As a Queensland Government Owned Corporation, we know the importance of earning and maintaining our social licence. By acting with integrity, listening to our communities and holding ourselves to high standards, we're helping shape a more equitable and sustainable energy future for Queensland.



Tom Metcalfe

Chief Executive Officer

CleanCo – An Overview

CleanCo is a Queensland Government Owned Corporation, employing 285 permanent staff, 26 maximum-term employees and 94 contractors (as of Q1 FY26). We deliver cleaner energy solutions that support Queensland businesses and communities to decarbonise and thrive in a net zero future.

Our customers represent a broad cross-section of Queensland's economy, each on a unique path toward decarbonisation. We aim to be more than just an energy provider. By partnering closely with our customers, we help turn the transition to net zero into a strategic advantage, enhancing competitiveness both locally and globally for some of Queensland's largest and most influential employers.

CleanCo is the custodian of some of Queensland's most flexible lower-emission energy generators, including Queensland's only operational pumped storage hydroelectric generator at Wivenhoe Dam. These valuable assets provide the foundation on which we are building our portfolio of renewable energy generation and storage facilities to meet the growing energy needs of our current and future customers.

We are committed to growing a market-leading energy business in Queensland, specialising in low and lower-emission energy products. Beyond energy generation, our activities support broader objectives including building local supply chains, supporting a pipeline of jobs and training for the regions, decarbonising Queensland's energy intensive industries, supporting regional economic development and securing public ownership of generation assets.



“Tomorrow, less will be more, we will measure success not by what we collect, but the lightness of our footprints.” *CleanCo Queensland YouTube presentation 5 Dec 2023*

Our Enterprise Strategy

We are creating a better energy future for our customers, communities and Queensland.

What we do...

Cleaner firmed power for Queensland

Position CleanCo as Queensland's largest lower-emission generator, delivering leading decarbonisation solutions.

...and why

Empower customers to lead decarbonisation

Clean energy solutions to help our customers thrive in a net zero future.

Energy when the market needs it

Maximise the value of our portfolio to reliably generate energy when Queenslanders need it most.

Affordability

Reliability



Profitability

Generating during scarcity puts downward pressure on prices, while supporting reliability and financial sustainability.

Integrated Sustainability

At CleanCo, sustainability is at the heart of everything we do. In 2025, we undertook a sustainability materiality assessment, to ensure our efforts are focused where it matters most. This process helped us identify the key environmental, social, and governance issues that are most relevant to our business and stakeholders.

Our Sustainability Strategy comprises five priority areas:

- Greenhouse gas emissions
- Biodiversity conservation
- Social value
- Climate change risk and adaptation planning
- Supply chain and procurement



These priority areas reflect our commitment to responsible business practices and long-term value creation for our customers, communities, and the environment.

Sustainability Achievements 2024-2025

In FY25, CleanCo continued to deliver sustainability outcomes. Highlights include:

- Embedding climate change and carbon lifecycle analyses into strategic project planning decisions
- Implementing Scope 1 and Scope 2 emissions reporting to inform mandatory climate-related financial disclosures
- Developing and implementing our Thriving Communities Strategy
- Establishing baselines for biodiversity values for all landholdings
- Assessing current procurement practices to enhance value chain transparency, ensure ethical sourcing and support circular economy practices

People and Culture

Diversity, Equity, Inclusion and Belonging Strategy

In 2025, CleanCo launched its first ever Diversity, Equity, Inclusion and Belonging (DEIB) Strategy, fostered on the belief that, at CleanCo, diversity is a strength. By bringing together people with unique experiences, perspectives, and backgrounds, it sparks new ideas, builds stronger connections and creates lasting impacts, for our people, our customers and the communities we serve. The DEIB (Diversity, Equity, Inclusion, and Belonging) Strategy is more than a set of goals, it's a commitment to take action.

In a world that is rapidly evolving, embedding DEIB into our DNA is more critical than ever. As the energy sector undergoes a profound transformation, we have a unique opportunity to lead with inclusivity. By placing DEIB at the heart of this transition, we can help ensure that the journey toward a net zero future is equitable.

Diversity, Equity, Inclusion and Belonging Action Plan

CleanCo's DEIB Action Plan is built upon DEIB Strategy, which was shaped through a collaborative, data-driven process. The Action Plan reflects the voices of our employees and aligns with best practices in diversity, equity, inclusion and belonging. To ensure a cohesive approach, we have realigned our focus areas under the pillars of the DEIB Strategy, creating a clear framework for both action and accountability.

At CleanCo, our vision is to foster an inclusive culture where every individual feels valued, empowered, and is supported to thrive. We believe that diversity strengthens our connections, fuels innovation and enhances decision making, creating an environment where everyone can succeed and make a lasting impact.

Social Value

CleanCo registered its first Reconciliation Action Plan (RAP), a Reflect RAP, in October 2024. The RAP has helped CleanCo to provide tangible and substantive benefits for First Nation peoples, increasing economic equity and supporting First Nations self-determination. The major achievements from our Reflect RAP include:

- Building respect for First Nations cultures and histories by celebrating NAIDOC Week and National Reconciliation Week (NRW)
- Developing a business case for building First Nations employment within our organisation
- Developing a First Nations Procurement Guide, which is now in use
- Researching best practice and principles that support partnerships with First Nation stakeholders and organisations
- Developing a storytelling video in collaboration with the Djabuguy People at Barron Gorge
- Establishing and strengthening mutually beneficial relationships with First Nations stakeholders and organisations

In parallel, CleanCo is developing its First Nations Engagement Strategy (Respecting Country, Walking Together and Empowering Change) to formalise its approach to engagement. This strategy centres on trust-building and culturally appropriate practices, ensuring that all cultural, heritage and community considerations are addressed. It aligns with the Leading Practice Principles for First Nations and Renewable Energy Projects (CEC & KPMG, 2024) and the Commonwealth First Nations Clean Energy Strategy (2024), reinforcing CleanCo's commitment to the principles of Free, Prior and Informed Consent (FPIC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Key engagement activities with First Nations People and communities include early consultation in project planning, ongoing dialogue, collaboration on cultural heritage management and support for community and economic opportunities. CleanCo also prioritises knowledge sharing between First Nations peoples, project teams and stakeholders to strengthen relationships and deliver inclusive outcomes.

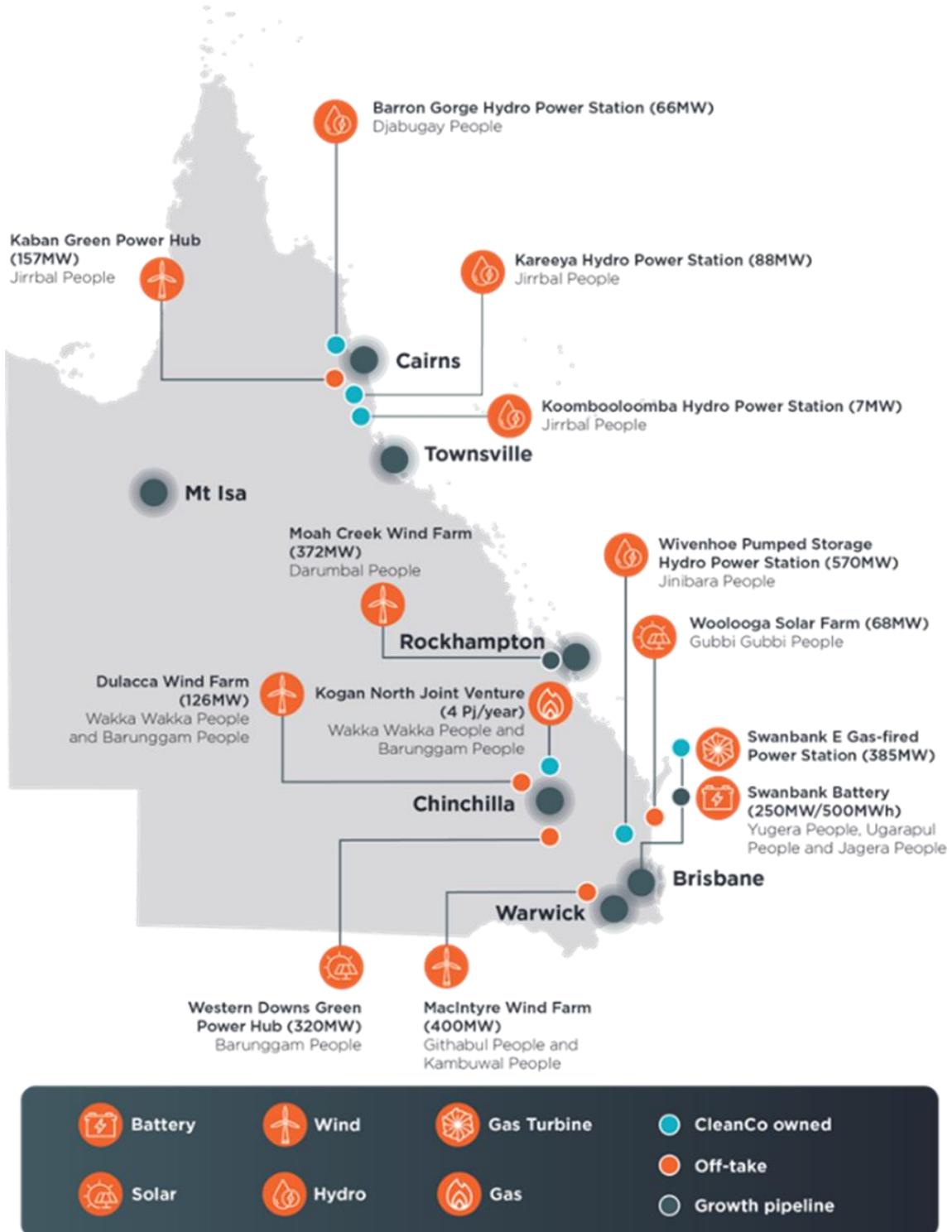
CleanCo's relationship-based approach moves beyond compliance to genuine partnership, grounded in trust and mutual respect.

Operations

CleanCo is a purpose driven energy provider, delivering clean and lower emission energy solutions to help our customers to thrive in a net zero future.

In 2025, CleanCo supplied large-scale lower-emission energy to our customers and their communities, empowering our customers to make the transition to safe and reliable low-emission energy through innovation collaboration and operational excellence.

Our portfolio includes some of Queensland's most flexible lower-emission energy generators.



Major Projects and Upgrades

Kuranda Weir Recovery Project

The Barron Gorge Hydroelectric Power Station, commissioned in 1963 and operated by CleanCo, is one of the state's oldest and most reliable renewable energy assets. Located near Cairns, the 66 MW run-of-river facility uses natural water flows from the Barron River and, when needed, releases from Tinaroo Falls Dam to generate clean electricity—enough to power approximately 50,000 homes. Water is diverted at Kuranda Weir, passed through two underground 33 MW generators, and returned to the river in its original condition. Supporting Queensland's transition to a low-emissions future, Barron Gorge provides clean energy solutions to large commercial and industrial customers, helping reduce their carbon footprint.

In December 2023, ex-Tropical cyclone Jasper passed over the Queensland coast, impacting many North Queensland communities and essential service infrastructure, including CleanCo's Barron Gorge Hydroelectric Power Station. Extremely high-water levels caused the embankment to wash away, and the damage was such that the Barron Gorge Power Station was rendered inoperable.

Throughout 2024–2025, works on the Barron Gorge Hydro Kuranda Weir Recovery Project have progressed in leaps and bounds:

- **Phase A** – The temporary cofferdam was completed within six months of ex-TC Jasper, enabling water impoundment and the resumption of power generation.
- **Phase B** – Completed in December 2024, this phase delivered the first stage of the permanent concrete dam.
- **Phase C** – Currently underway, this phase includes stabilisation of the remaining rail corridor embankment, completion of the concrete dam and appurtenant training wall, installation of an underground piled concrete cut-off wall to protect the rail corridor, reinstatement of the access road to downstream infrastructure, removal of the temporary cofferdam, repairs to damaged structures and services, and site rehabilitation in collaboration with local peoples and nurseries to restore appropriate native landscaping. The target completion date for these works is September 2026. Embankment stabilisation has been completed, and construction of the concrete dam is progressing well.

These upgrades have been designed for enhanced resilience, providing flood immunity up to a 1-in-10,000-year event. The works will strengthen embankments, restore the dam wall to its original height, and incorporate new protective infrastructure.

In addition to the recovery works, geotechnical drilling is about to commence on the existing weir wall to assess its stability and structural integrity

Wivenhoe Major Overhauls Units 1 and 2

Wivenhoe's role is simple but vital: it stores excess solar energy generated during the day and releases it during the evening peak, when demand is high and solar output drops. This function has become even more important as Queensland ramps up its renewable energy targets. In FY25, Wivenhoe delivered its highest-ever quarterly generation, an impressive 775 GWh, underscoring its importance in keeping the lights on and the grid stable.

To maintain the sustained reliability, efficiency, and protection of our assets, CleanCo routinely conducts complete overhauls of each unit every four years. As part of this ongoing commitment, major overhauls are scheduled for both Wivenhoe units to ensure high availability and performance in line with the Electricity Maintenance Guarantee:

- **Wivenhoe Unit 1** – scheduled for mid-2026
- **Wivenhoe Unit 2** – scheduled for mid-2027

Included in the scope of the overhauls are:

- Full mechanical and electrical overhauls of both 285 MW units.
- Internal inspections of pressure components after dewatering.
- Assessment and works on penstocks (tunnels), draft tubes and spiral casings.
- Bearings, impellers (rotating components), generator stator and rotor inspections.
- Electrical testing of breakers and boards.

Long-life works including comprehensive recoating of the penstock bifurcate (where it separates into two tunnels), guard gate track machining, main step-up transformer bushing replacements, and a major refurbishment of the generator circuit breaker. An open tender will be conducted for the appointment of a primary contractor, marking the first open market engagement in approximately 10 years for this scope of work. The procurement strategy proposed contracting Units 1 and 2 together to achieve the strongest commercial value, contingent on market responses and relevant approvals.

This overhaul project will bring the benefit of the upgrades to the power station and will drive growth in the local economy, including businesses and communities. With the increase of the overhaul staff in town, local hotels, cafes, and shops will also experience the benefit. It will mean more spending on food, accommodation, and services in the area. Tender packages are available for local companies offering scaffolding, fabrication, coatings, craneage, and other specialist trades, a massive support for Queensland Businesses. CleanCo will share confirmed schedules with councils and local stakeholders and will ensure that strong safety and environmental standards are upheld throughout the project, in accordance with sustainability goals, environmental regulations, and council requirements.

The total project investment is estimated at \$48 million, inclusive of all sub-projects delivered during the planned outage windows for both units.

Swanbank Battery

Construction of Swanbank Battery (F Station) began in February 2024, with delivery and integration managed by Yurika, part of Energy Queensland, on the large-scale battery energy storage system (BESS) located approximately 10 kilometres south-east of Ipswich in Southeast Queensland. This project is the first of its kind for CleanCo and signals a strategic shift toward reliable, renewable energy solutions that support Queensland's energy transition.

This includes the development of the substation, switchyard, and network connection via Powerlink's point of connection. After 20 months of construction, the battery's online commissioning phase began in October 2025, and is on track to be fully operational and commercially active by December 2025. Final project handover is scheduled for early January 2026.

Swanbank Battery (F Station) is being built on the site of the former Swanbank B coal-fired power station, a powerful example of how legacy energy infrastructure can be repurposed to serve the needs of a low-emissions future. The battery will play a critical role in storing excess renewable energy and dispatching it to the grid during periods of peak demand, helping to maintain reliability and affordability as more renewable sources come online.

The battery system itself comprises **138 Tesla Megapack 2XL units**, utilising **Lithium Iron Phosphate (LFP)** chemistry — one of the safest and most stable battery technologies available today. With a **charge and discharge capacity of 250 megawatts** and the ability to store **500 megawatt-hours of energy**, Swanbank Battery (F Station) can supply clean, stored electricity to the grid for two hours at full capacity.

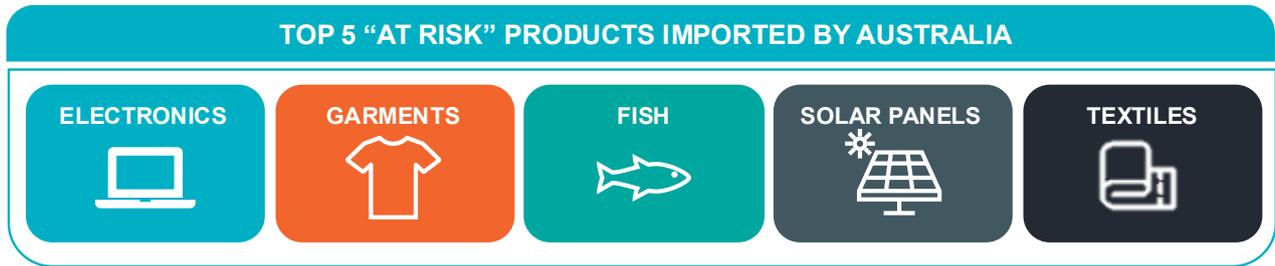
Once operational, Swanbank Battery (F Station) will not only enhance CleanCo's ability to store and dispatch green energy on demand, it will also support grid stability, reduce reliance on fossil fuels during high-demand periods, and provide a scalable model for future energy storage investments across the state.

This project underscores CleanCo's commitment to leading Queensland's clean energy future by combining innovation, sustainability and strategic infrastructure repurposing.



Modern Slavery - CleanCo Supply Chain and Operations

According to the 2023 Index, Australia (together with other G20 countries) contributed to the import of US\$468 billion of products “at risk” of being subject to modern slavery practices.



“Modern slavery is hidden in plain sight and is deeply intertwined with life in every corner of the world. Each day, people are tricked, coerced, or forced into exploitative situations that they cannot refuse or leave. Each day, we buy the products or use the services they have been forced to make or offer without realising the hidden human cost.”

—Global Slavery Index 2023

Modern Slavery Risks

In 2023, Australia was ranked 149 out of 160 countries globally in terms of prevalence of modern slavery. It was estimated that on any given day, there were 41,000 individuals living in modern slavery in Australia.

In 2026, CleanCo remains dedicated to ensuring we understand risks associated with modern slavery, how these risks are identified and the ongoing action plans we have in place to mitigate the risks.

CleanCo's energy portfolio encompasses battery, wind, gas turbine, solar, hydro and gas assets, with our future pipeline continuing to invest in those energy sources. We acknowledge that the lack of manufacturing capabilities within Australia, the remoteness of some asset locations and the staff required to operate and maintain those assets, as well as limited specialist labour service providers, all place CleanCo in a position where we may be at risk of potentially contributing to modern slavery practices within our supply chain.

Modern Slavery Risks in our Operations

CleanCo's operational sites are based in Australia, which has robust industrial relations legislative requirements that shape working conditions. Australia is considered to have one of the strongest government responses to modern slavery according to the 2023 Index. Despite this, the Index places Australia in the top 30 countries with the highest prevalence of modern slavery, at a rate of 1.6 individuals per 1,000 people.

The modern slavery risks within our direct workforce remain very low. Our workforce is comprised of permanent staff (full-time and part-time), fixed contract staff, contracted staff engaged from recognised Australian labour hire companies or sole traders and apprentices. CleanCo's robust personnel engagement and management frameworks have not indicated any known, or potential, modern slavery practices in our operations.

The Fair Work Commission has approved the Enterprise Agreements (EA) for our operational sites and corporate office, ensuring all personnel meet the minimum pay levels dictated within the relevant EA.

CleanCo acknowledges that modern slavery risks can exist in any sector or organisation, including the renewable energy sector. We remain committed to our responsibilities, under Australian statutory requirements and as a good corporate citizen, to remain vigilant and take all necessary measures to address any material changes to modern slavery risks within our operations.

Modern Slavery Risks - Supply Chain

CleanCo recognises there may be elements in our supply chain causing, contributing to, or directly linked to modern slavery practices globally. With regards to the top 5 “at risk” Australian imports (as identified in the 2023 Index), CleanCo’s supply chain potentially contributes to the spend in 4 out of the 5 “at risk” products, specifically electronics, garments, solar panels and textiles.

CleanCo has identified the following spend categories with higher modern slavery risks within our supply chain:

Risk Indicator	Category
Sector and industry risks	<ul style="list-style-type: none"> • Labour hire (including construction services) • Clothing (workwear, personal protective workwear) • Consumables • Computing equipment • Electrical equipment
Product and service risks	<ul style="list-style-type: none"> • Solar panels (including with our PPA partners) • Clothing (workwear, personal protective workwear) • Consumables • Computing equipment • Electrical equipment
Geographic risks	<ul style="list-style-type: none"> • Solar panels (including with our PPA partners) • Turbine equipment • Fabricated metals • Labour hire (including construction services) • Clothing (workwear, personal protective workwear) • Consumables • Computing equipment • Electrical equipment • Remote site locations • Remote staff locations
Indicators of modern slavery	<ul style="list-style-type: none"> • Labour hire (including construction services)

Our Supply Chain

In this reporting period, CleanCo's supply chain consisted of spend across multiple categories, through Queensland-based, Australian-based and international suppliers.



NB: Data correct as of 2023

Risk Identification and Assessment

In 2025, CleanCo strengthened our stance on modern slavery, ensuring we continue to manage any potential risks. CleanCo's Procurement Framework requires modern slavery risk assessments to be undertaken to identify and assess potential risks to CleanCo's operations and supply chain, including:

- For all competitive procurement activities, suppliers are required to provide details of their modern slavery frameworks and their approach to addressing any risks.
- Request for Quote (RFQ) response forms ask suppliers to provide details of their entities structure and tier classification and any sub-contractors tiers. They are required to provide details of any past petitions, claims, judgements and decisions against them.
- RFQ responses must detail their entity or any sub-contracting entity's information regarding any previous matters and or investigations relating to modern slavery, bribery and or corruption.
- For higher risk and higher value procurement activities, supplier references are checked to obtain direct third-party details on the supplier.
- Further due diligence is undertaken during the supplier onboarding process, with each supplier being subjected to the Queensland Government's "Ethical Supplier Mandate" and "Ethical Supplier Threshold" reviews, in addition to general supplier background checks.
- Direct supervision, and observation, of suppliers by our operational personnel.

These assessments help identify CleanCo's modern slavery risk exposures across its operations and supply chain. For this reporting period, the following risk indicators have informed CleanCo's modern slavery risks:

Sector and industry risks	Indicators include: <ul style="list-style-type: none">• use of unskilled, temporary or seasonal labour• use of short-term contracts and outsourcing• use of foreign workers or temporary, or unskilled, labour to carry out functions that are not immediately visible because the work is carried out at nighttime or in remote locations (e.g. security or cleaning)• use of child labour• recruitment strategies of individuals from marginalised or disadvantaged communities
Product and service risks	Indicators include: <ul style="list-style-type: none">• cost requirements or delivery timeframes may require suppliers to engage in excessive working hours, make cost savings on labour hire or rapidly increase workforce size• the development of the product or delivery of the services has been reported as involving Modern Slavery practices• the product, or components of the product, are made in countries where there is a high risk of labour exploitation

Geographic risks

Indicators include:

- the country is reported to have high prevalence of modern slavery or labour right violations, or other human rights violations and/or child labour by international organisations or non-governmental organisations
- the country has inadequate protection for workers, including no or weak capacity to effectively monitor workplace standards and enforce compliance with national standards
- the country forces part of the population to work for development purposes (e.g. to assist in construction)
- the country is reported to have weak rule of law by international organisations, including corruption, conflict, and/or political instability
- the country has a high prevalence of people who are vulnerable to exploitation because they are impoverished, displaced or subject to severe discrimination

Indicators of modern slavery

Indicators include:

- living at the workplace, or another place owned/controlled by their employer
- underpaid or not paid at all
- required to work excessive hours
- subject to different, or less favourable, working conditions compared to other workers because of their country of origin, gender or other factors

Actions Taken in 2025

In 2025, CleanCo has taken the following actions:

- Engaged the services of an external Modern Slavery Auditor to conduct an audit of our network of suppliers, highlighting any suppliers posing potential concerns or risk.
- Renewed its Certificate of Membership to Supply Nation. CleanCo commenced this membership in 2024 with Supply Nation to connect with Indigenous businesses to build a prosperous, vibrant and sustainable Indigenous business sector.
- Implemented a more robust modern slavery training format to be undertaken by all personnel and contractors.
- Updated RFQ supplier response forms to include details of suppliers and their sub-contractor tiers.
- Updated RFQ supplier response forms to include details on previous matters and/or investigations relating to modern slavery, bribery and or corruption.
- Updated Contract Management Framework to place more importance on contract and contractor management including ensuring effective reporting.
- Created a company tier table to identify and categorise company structures under a tier format.
- Created a blacklist register for reporting and managing companies with higher risk profiles of modern slavery, corruption or human rights abuses.

For the first time, CleanCo has formally published its comprehensive suite of modern slavery documents, reinforcing its dedication to transparency, accountability, and ethical practices.

The newly released documents include:

- **CleanCo Modern Slavery Policy** – Outlining our zero-tolerance approach to modern slavery and human trafficking, and setting expectations for employees, suppliers, and stakeholders.
- **CleanCo Modern Slavery Plan** – Detailing our strategic framework for identifying, assessing and addressing risks related to modern slavery within our business operations and extended supply chain.
- **CleanCo Modern Slavery Procedure** – Providing clear, actionable steps for staff and partners to report concerns, escalate issues and ensure ongoing compliance with relevant legislation and ethical standards.

All documents are now published and available on the CleanCo intranet. The CleanCo Modern Slavery Policy is also published on our website.

These documents mark a pivotal milestone in CleanCo's ethical governance and reflect our unwavering commitment to protecting human rights and promoting fair labour practices.

Effectiveness

By utilising the audit services to identify and address any potential high-risk suppliers, this process will also define how effective the CleanCo modern slavery mitigation processes have been to date.

Remediation

Modern Slavery and Supply Chain Obligations (CleanCo and QPP 2023)

Legislative and Policy Framework

Under the Queensland Procurement Policy (QPP) 2023, all government entities must:

- Identify, assess and take action to eliminate or mitigate Modern Slavery risks within agency supply chains.
- Follow guidance from "Eliminating Modern Slavery in Government Supply Chains."

CleanCo's Supplier Blacklist Process (2025)

Objective: Ensure suppliers comply with CleanCo's Procurement Policy and Modern Slavery Policy.

Key Actions:

- Suppliers proven to be non-compliant will be placed on the Supplier Blacklist.
- Inclusion on the blacklist is based on evidence of:
 - (i) Breach of procurement standards; and/or
 - (ii) Involvement in or failure to address known Modern Slavery risks.

Support for Local and SME Suppliers

If a Local or Small to Medium Enterprise (SME) supplier is found non-compliant:

- CleanCo will take a supportive and educational approach.
- The supplier will be given opportunities to improve practices with:
 - (i) Targeted education.
 - (ii) Support processes.
 - (iii) Collaboration to meet compliance standards.

Implications and Best Practices

- For Suppliers:
 - (i) Stay informed of CleanCo's and QPP's policies.
 - (ii) Proactively assess and improve supply chain transparency and ethical sourcing.

- For CleanCo:
 - (i) Maintain fairness and consistency in blacklist assessments.
 - (ii) Document improvement plans and support provided to SMEs and local suppliers.

Future Commitments

CleanCo's commitment to ensuring we have an effective response to modern slavery risks remains steadfast. As part of this commitment, in FY26 CleanCo will endeavour to complete the following activities:

- Work with the supply chain modern slavery assessment and ensure all operations and suppliers align with CleanCo's commitment to human rights and ethical sourcing.
- Engage our major contractors at onboarding and contracting stages to review and discuss their modern slavery principles, risk mitigations and remediation practices.
- Continue to review annually the Modern Slavery Statement and Procurement Sustainability Models to ensure they remain effective, relevant and aligned with best practice and regulatory requirements.
- Continue the enhancement of supply chain due diligence by categorising contractors and subcontractors into tiers and mapping high-risk suppliers and industries and conducting targeted assessments.
- Continue to develop modern slavery training for staff involved in procurement, legal and operations, to strengthen awareness and response capabilities.
- Embed the principles of the new 2026 Queensland Procurement Policy.
- Collaborate with industry partners and stakeholders to share best practices and support initiatives aimed at eradicating modern slavery.
- Monitor and evaluate the effectiveness of current controls and risk mitigation strategies through internal audits and performance reviews.
- Update CleanCo's Modern Slavery Policy and Supplier Code of Conduct to reflect evolving legal obligations and expectations.
- Continue to monitor and update our blacklisted suppliers list with suppliers who are found to not comply with or align to our commitments to modern slavery practices.
- Establish improved reporting mechanisms to ensure workers in our operations and supply chain have safe, accessible ways to raise concerns.

Reporting Entities and Consultation

CleanCo does not own, or control, any other entities for consulting purposes under the *Modern Slavery Act 2018* (Cth).



“Australia is also not immune from seeing modern slavery within its borders, with migrant workers suffering most from exploitation from employers”
Walkfree.org

Appendix 1 – Mandatory Reporting Criteria

Modern Slavery Act 2018 (Cth) provisions	Mandatory Reporting Criteria	Statement Location Reference
Section 16(1)(a)	Identify the reporting entity	CleanCo - An Overview (page 6)
Section 16(1)(b)	Describe the structure, Operations and supply chains of the reporting entity	CleanCo - An Overview (page 6) Operations (page 11,12,13,14)
Section 16(1)(c)	Describe the risks of Modern Slavery practices in the operations and supply chains of the reporting entity	Modern Slavery - CleanCo Supply Chain and Operations (Page 19, 20)
Section 16(1)(d)	Describe the actions taken by the reporting entity to assess, and address, those risks, including due diligence and remediation processes	Modern Slavery Risks (Page 19, 20) Modern Slavery Risks in our Operations (Page 19) Action Taken in 2025 (Page 21, 25) Remediation (page 22,23)
Section 16(1)(e)	Describe how the reporting entity assesses the effectiveness of such actions	Risk Identification and Assessment (Page 19,20) Effectiveness (Page 22)
Section 16(1)(f)	Describe the process of consultation with any entities that the reporting entity owns or controls, or with a joint reporting entity	Reporting Entities and Consultation (page 24)
Section 16(1)(g)	Other relevant information	CleanCo - An Overview (page 6) Our Enterprise strategy (Page 7, 8) Integrated Sustainability (page 8) Diversity, Equity, Inclusion, and Belonging (DEIB) Strategy (page 9) Future Commitments (page 23)
Section 16(2)(a)	For a single reporting entity – details of approval by the principal governing body of the reporting entity	About this Statement (page 3) Reporting Entities and Consultation Reporting Entities and Consultation (page 24)



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