



Modern Slavery Statement 2025



Acknowledgement of Country

C&K acknowledges and pays its respects to the Traditional Custodians of the lands on which we live and work and honour their continuing connection to land, sea, and community. C&K also pays respect to all Elders past, present and emerging.

C&K recognises that the footprints of our offices and centres are located across Queensland and our learning communities have been shaped, and will continue to be shaped, by the influences of Aboriginal and Torres Strait Islander cultures, wisdoms, and knowledge.

Honouring First Nations Peoples' histories, perspectives and continuing connections to land, sea and sky in all early childhood programs deepens everyone's learning; to learn from, and with, the longest living culture in the world, and to walk together for a better future for all.

C&K's early childhood centres recognise that an innovative early childhood curriculum is richest when it connects past, present, and future. The C&K Curriculum Approach, Listening and Learning Together, draws on our 118-year history of commitment to early childhood education, reflects current research and policy, and enables scope for embracing the future.



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This Modern Slavery Statement is approved by The Creche and Kindergarten Association Limited Board of Directors on 30 June 2026.


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Associate Professor Megan Gibson
Chair – Board of Directors

Disclosure Note

This statement has been made on behalf of The Creche and Kindergarten Association Limited. ACN – 150737849 ABN – 59150737849

1. Introduction

1.1 About

C&K has proudly nurtured the learning and development of Queensland children for 118 years. As a not-for-profit organisation, we have always put children at the centre of everything we do, which allows us to honour every child's curiosity, individuality and potential.

C&K remains a trusted brand by families and communities to offer an engaging and enriching educational environment across 184 branch kindergartens and childcare centres in Queensland.

This document is C&K's Modern Slavery Statement for the 2025 reporting year issued under the Modern Slavery Act 2018 (Cth) (Act). It outlines the steps we have taken to identify, manage, and mitigate the specific risks of modern slavery in our operations and supply chain.

C&K is committed to respecting human rights, including the right to be free from slavery, forced labour, domestic servitude, and, most specifically – the exploitation of children.

We work with integrity and strive for excellence - every day. Our purpose is to nurture and inspire children to succeed in an ever-changing world. Modern slavery is entirely unacceptable to us, and we are committed to continuous improvement so that our processes remain effective in preventing modern slavery.

1.2 Chief Executive Officer's message

C&K opposes all forms of modern slavery, such as forced labour, child labour, debt bondage, servitude, human trafficking, and deceptive recruiting for labour or services. These actions violate human rights, are against the law and are entirely at odds with C&K's core values.

We are committed to proactively understanding the risk of modern slavery, raising awareness within our centres, and identifying, assessing, and mitigating modern slavery risks in our supply chain.

Education is the hallmark of C&K, and we believe that knowledge sharing can drive change. In 2025, we continued focusing on raising staff awareness of modern slavery. We have strengthened our procurement procedures, prioritising larger procurement activities and goods originating outside of Australia.

We assess that C&K has an overall low risk profile, and during 2025, we did not detect any instances of modern slavery in our operations or supply chain.

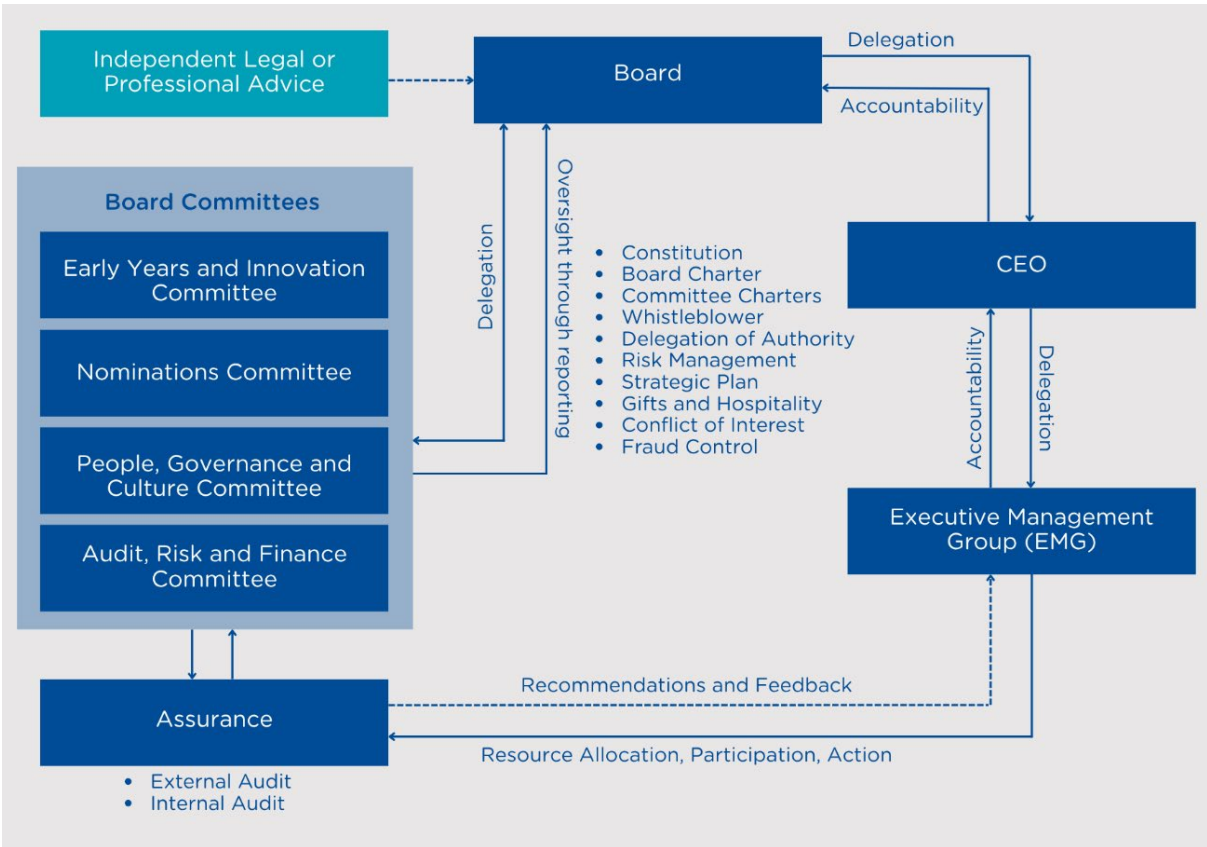
2. Our structure, operations, and supply chain

2.1 Our organisational structure

C&K is a public company limited by guarantee and a registered charity. We are headquartered in Brisbane, Queensland, and our workforce and operations are located in Australia.

Effective Corporate Governance is critical to our ongoing success. Our Governance Structure for the 2025 reporting year is below and highlights the interaction between the Board, external advisors, and the Executive Management Group.

2025 C&K Governance Structure



2.2 Our operations

C&K was formed in 1907 to support disadvantaged families whose children had nowhere safe to play and learn. Throughout C&K's 118-year history, our organisation has met the needs of the families and communities we support. Our business operates in two key areas:

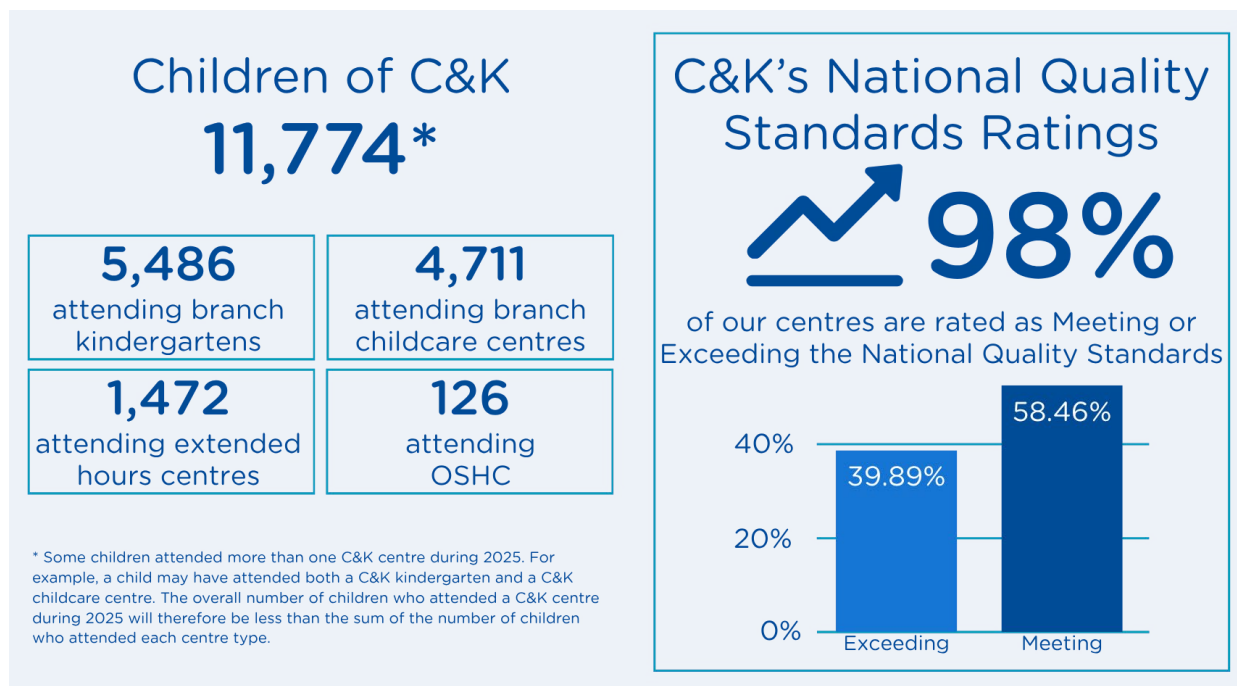
Early Childhood Education and Care Service	C&K operates 184 early childhood education and care centres throughout Queensland, including kindergartens, childcare centres, limited hours care and outside of school hours care.
Registered Training Organisation	Our C&K College of Early Childhood offers formal courses in Early Childhood Education (certificate III and diploma). The college caters for 200-250 students per year and is open to employees and the public.

C&K are authorised by the Queensland Department of Education to administer funding to 141 Affiliate Services.

2.3 Our supply chain

In 2025, C&K worked with more than 1,400 direct suppliers of goods and services, which are critical to our business. Our supply chains range from small family businesses to national and international organisations. C&K is committed to respecting the fundamental human rights of all people, and we work with our key suppliers to communicate our expectations of them. C&K expects the highest ethical practices and professional standards from its suppliers through their commitment to:

- Compliance with laws and regulations.
- Socially responsible and sustainable practices.
- Valuing and respecting all people by respecting diverse backgrounds, experiences, and perspectives.
- Robust corporate governance.
- Displaying integrity with a proactive focus on risk awareness and management.
- Environmental stewardship.



3. Identifying risks in modern slavery practices

C&K acknowledges that modern slavery risks may be present in the products and services we purchase and that primarily engaging Australian suppliers does not necessarily offset this risk.

3.1 Operations risks

There were no material changes to our operations during 2025 that would impact our modern slavery risk profile. We have not identified any issues or concerns as part of our control mechanisms, and we continue to assess our modern slavery profile as low risk.

The following elements contribute to C&K's low-risk profile:

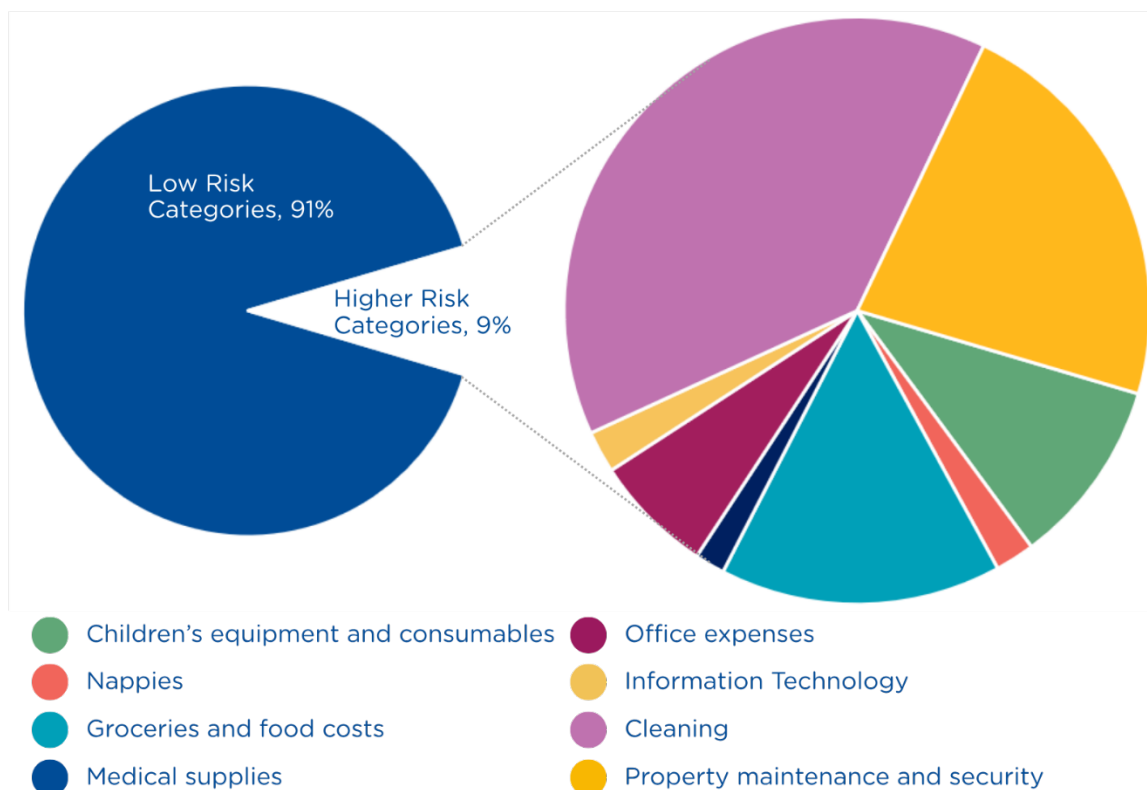
- Many of our casual centre and permanent staff are employed directly and paid under enterprise agreements.
- C&K pays higher than award rates.
- C&K has higher staff retention than the sector average.
- C&K operations are subject to regular internal and external audits as part of a highly regulated sector.
- C&K centres are all located in Australia.

3.2 Supply chain risks

Like many businesses, C&K's main modern slavery risk exposure resides within its supply chain. C&K procures a broad range of goods and services from various suppliers each year. However, based on the Department of Home Affairs Modern Slavery Guidance Notes and the Global Slavery Index, around 91% of C&K's annual expenditure falls into low-risk categories, such as employee, depreciation, finance, and occupancy costs.

Of the remaining 9%, our spend in cleaning, grocery and food costs, repairs and maintenance and IT hardware are sectors that pose a higher modern slavery risk given the type of employment structures often utilised in the sector and or the reliance on manufacturing in countries with poor governance, relatively weak rule of law and inadequate worker protections.

2025 Expenditure by Modern Slavery Criteria



C&K reduces its risk in our supply chain by prioritising the use of major suppliers who demonstrate their own due diligence, such as through their own modern slavery statements, and provide information on their supply chains. However, the wide geographical distribution of C&K's centres across Queensland means that this is not always achievable, and we often rely on smaller local suppliers who do not necessarily have the same knowledge of modern slavery risks or systems and processes to manage them.

4. Actions taken in 2025 to assess and address the risk of modern slavery

C&K's modern slavery risk mitigation actions are focused on two main areas: training and procurement.

C&K is committed to ensuring that all C&K employees understand that modern slavery is a real and present issue that can affect the people we encounter or that we may contribute to through our purchasing decisions.

At C&K, all head office employees and our centre Directors are assigned the modern slavery training module as part of their mandatory compliance training. This course is required to be completed within 90 days of commencing employment. By undertaking this module, C&K employees develop a foundational understanding of modern slavery, its prevalence in Australia and worldwide, and how C&K potentially contributes to the issue through its business activities.

At C&K, we want our staff to understand how their purchasing decisions could be contributing to modern slavery and to be able to recognise possible warning signs that someone may be a victim of modern slavery and what actions they can take if they are concerned for their welfare.

During 2025, C&K continued to strengthen our modern slavery governance arrangements when engaging with our suppliers.

- Modern slavery clauses are considered for all new contracts that C&K enters into with suppliers.
- C&K also incorporates modern slavery risk mitigation in our formal tender processes for engagements worth more than \$100,000. As part of this process, Tenderers must outline, as part of their submission, information about their modern slavery risks, if they are a reporting entity under the Modern Slavery Act 2018 and, if they are a reporting entity, provide a copy of their most recent modern slavery statement for review.
- C&K also required new high value or higher risk suppliers to complete C&K's modern slavery questionnaire as part of the onboarding process. The questionnaire provided more detailed information on the supplier's operations, policies, procedures, and supply chain.
- In 2025 C&K also published an updated Procurement Policy and Procedure and supporting materials that reinforce C&K's commitment to responsible and ethical procurement and managing modern slavery risks in our supply chain.

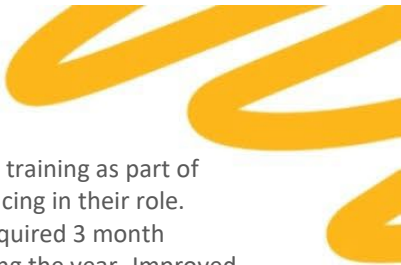
5. Assessing the effectiveness of our actions

We acknowledge that reviewing and assessing our actions to identify and tackle modern slavery risks within our operations and supply chain is an ongoing and evolving process. We are fully committed to enhancing and expanding this process.

C&K's progress against its 2025 Modern Slavery KPIs is outlined below.

C&K's assessment of progress on our actions

Approved Measures	Approved Target for 2025	Outcomes as at 31 December 2025
Completion of introductory modern slavery training module within 3 months of commencing employment. Percentage of central staff.	100%	100%
Completion of introductory modern slavery training module within 3 months of commencing employment. Percentage of centre directors.	100%	84.5%
Number of modern slavery incidents identified within our operations or supply chain.	Zero	Zero
Agreements executed with a contract value of at least \$100,000 with specific modern slavery clauses.	100%	100%
Publication of revised procurement policies and processes with strengthened modern slavery criteria.	100%	100%



All new employees in C&K's central office and our centre directors are assigned Modern Slavery training as part of their induction process. Staff are required to complete this training within 3 months of commencing in their role. Seven centre directors who took up the role in 2025 did not complete the training within the required 3 month window. It is noted that these staff members did not make any major purchasing decisions during the year. Improved monitoring and reporting support timely completion of staff training within required timeframes.

During 2025, C&K adopted specific modern slavery clauses in its standard services contract terms and conditions. All supplier agreements valued at more than \$100,000 executed in 2025 contained modern slavery clauses.

During 2025, C&K also developed and approved a new procurement policy and procedure with the aim of improving governance and value for money whilst minimising supply chain risk, including modern slavery. Through these procurement reforms C&K expects to consolidate a higher proportion of our expenditure with suppliers that have undergone more rigorous due diligence processes and to reduce risks present in the use of suppliers with minimal visibility around the manufacture and distribution of the goods and services they sell. expenditure with

6. Process of consultation with entities owned or controlled by us

We do not own or control any other entities; therefore, this criterion is not applicable.

7. Other relevant information

We commit to recognised human rights frameworks, standards, and goals, including:

- International Bill of Human Rights (United Nations Human Rights, Office of the High Commissioner)
- International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work (adopted 1998 and amended 2022)
- United Nations Guiding Principles on Business and Human Rights. Implementing the United Nations' Protect, Respect and Remedy Framework (United Nations Human Rights, Office of the High Commissioner)
- United Nations Sustainable Development Goals – including Target 8.7 to eradicate modern slavery.
- Human Rights Act 2019 (Qld)



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