

# Modern Slavery Statement 2025



MADE  
Registered Office: 14 Rodeo Drive,  
Dandenong South, Victoria 3175.

MODERN SLAVERY STATEMENT  
UNDER THE MODERN SLAVERY ACT 2018 (CTH)  
REPORTING PERIOD: 1 July 2024 – 30 June 2025

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# CEO report



MADE is pleased to share our second annual Modern Slavery Statement, which represents our commitments and practices for the financial year 1 July 2024 to 30 June 2025.

MADE dedicates itself to 'Making healthy happy'. As such, we are proudly a responsible business committed to positively impacting the people we connect with - from our employees and customers to our suppliers and our communities.

MADE became a reporting entity under the Modern Slavery Act 2018 (Cth) in 2022.

As a food and beverage business and operating within Asia Pacific, we recognise that our industry and location carries an elevated risk of modern slavery. In FY25, we expanded our operations into South East Asia and New Zealand. Fortunately, the actions established during our baseline year (FY24) enabled us to proactively review risks as we scaled. At the same time, we have continued to make further improvements – with the goal to protect workers across our operations and supply chain.

During the reporting period, MADE did not become aware of any actual incidences of modern slavery in our supply chain or operations. While this is reassuring, we acknowledge there is still work to do as we continue to invest in this area.

We recognise that addressing modern slavery is essential to protecting human rights and supporting sustainable development. This year, we have taken the following steps to strengthen our approach:

- Formed a three-year phased plan of improvements
- Strengthened accountability by appointing an internal ESG lead to guide governance, plus established a cross-functional working group to drive action
- Improved our process for identifying high-risk suppliers
- Introduced a Code of Conduct requirement and additional screening measures for higher-risk suppliers
- Expanded training and awareness programmes across the business, with a broader group undertaking enhanced modern slavery training.

As our business has expanded this year, our focus in the coming years will be bringing our global joint entities into alignment with Australian standards, as well as a focus to increase due diligence areas identified as higher risk.

I look forward to providing a progress update in our 2026 Modern Slavery Statement.

A handwritten signature in blue ink that reads "Amanda Butler". The signature is written in a cursive, flowing style.

**Amanda Butler**  
CEO – MADE

# Reporting entity

This Modern Slavery Statement has been prepared by Made (Aust) Pty Ltd. It covers all fully owned and operational subsidiaries within the MADE group of companies - which are ultimately owned by Tucker HoldCo Pty, an Australian registered company.

MADE (Aust) Pty Ltd leads all other entities within the group, which each share common Directors, key management personnel and counter-slavery practices.

The MADE Board is the group's highest governing entity and in this capacity oversees all practices. This Statement has been approved by the Board and signed by Amanda Butler as CEO and as a duly authorised responsible person under the Act.

## Section 1

# MADE structure, operations and supply chain



# Our history

Founded in Melbourne, Australia in 2005, MADE began with a clear purpose – to create innovative, better-for-you products for health-conscious consumers. Over the years, our business has grown to encompass seven major brands, supported by ongoing investment in new product development and advanced manufacturing technologies.

As an Australian-owned company with operations across the Asia Pacific region, we are committed to sourcing the highest-quality ingredients and materials, locally wherever possible, and from trusted international partners when needed. Our guiding philosophy remains unchanged: 'making healthy happy'.

We recognise that achieving this vision relies on operating responsibly; caring for our people, our communities, and our planet in every decision we make and every partnership we form.

**MADE** MAKING HEALTHY HAPPY



# Our operations

MADE's core business is manufacturing and distributing healthy food and beverages under its portfolio of leading brands.

453 employees  
across the group\*



3 manufacturing  
sites



7 brands



Products sold in  
11 markets



\*315 direct full-time equivalent employees (FTE) across Australia, New Zealand and Singapore plus 138 FTEs in joint ventures.

## Local operations

As part of our commitment to local production in Australia, we established our Australian Head Office and opened our state-of-the-art manufacturing facility in Dandenong South, Victoria in 2019. This facility is where we co-locate our commercial and operations team and produce and warehouse many of our products.

## Growth in FY25

Reflecting the growth of our brands internationally, MADE expanded its international operations in the reporting period with four investments across several areas and geographical locations:

### New Zealand

- Leading dairy yoghurt and B Corporation certified business based in New Zealand, with Auckland-based manufacturing and warehousing facilities. MADE Group hold full control of this new entity.

### Asia

- International manufacturing facility located in Bangkok, Thailand, which currently manufactures coconut-based beverages for the Asia Pacific region
- Leading protein beverage business based in Thailand with operations in Bangkok.
- Warehouse and Distribution Center located in Singapore, servicing retail customers based in Singapore.

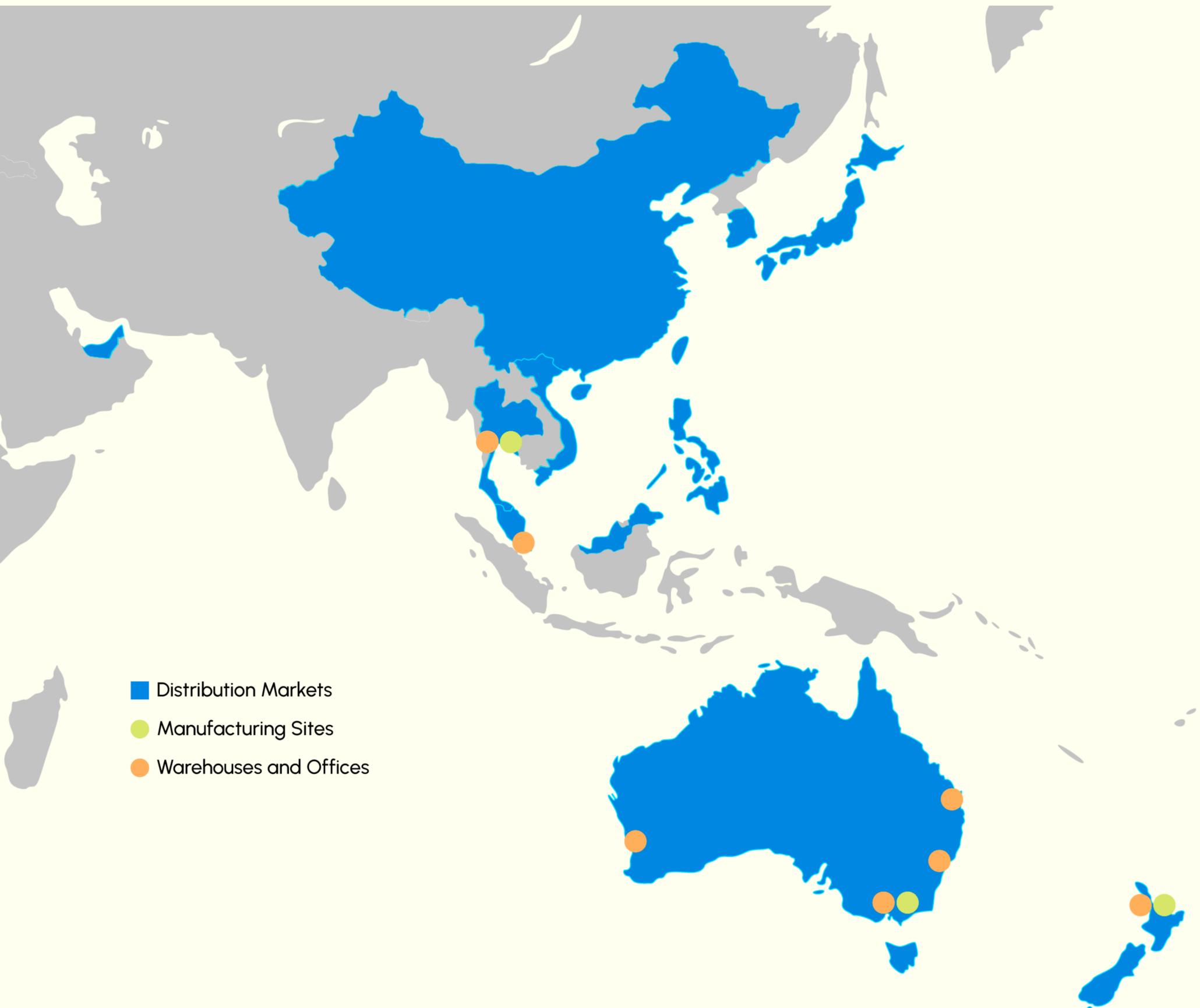
All our entities in South East Asia are joint ventures where MADE Group holds majority control. To remain consistent with financial consolidation, we consider all these entities within scope of operational control irrespective of varying levels of ownership.

# Our distribution and supply chain

In Australia, our primary warehouse and logistics site is located in Melbourne with supporting offices and warehouses in Sydney, Brisbane and Perth. In New Zealand, our warehouse and logistics sites are located in Auckland. Our international head office is in Singapore along with a warehousing and logistics site for distribution across Singapore.

MADE manufactures all our products across three manufacturing locations – Melbourne, Auckland and Bangkok – and is supported by our long-term third-party manufacturing partner in Thailand.

## MADE Group key locations & market distribution



Within Australia our products are widely distributed across national stores such as Coles, Woolworths and IGA. In New Zealand, products are distributed nationwide to Woolworths, New World and PaknSave.

Our products are distributed across an additional nine markets including Singapore, Malaysia, Philippines, China, Thailand, Vietnam, Japan, Korea and UAE. Key retailers in these markets include Fairprice, Cold Storage, Giant, Redmart and 7 Eleven.

# Our structure

MADE is a group of companies that ladder to a holding company. For operational and due diligence responsibilities, Made (Aust) Pty Ltd (ACN 009 936 574) is the lead Australian operating company, owning all fixed assets and employing Australian-based staff. The entities this covers includes the below;

- Made (Aust) Pty Ltd      ACN 009 936 574      • Made Innovations Pty Ltd      ACN 619 007 313
- Made Brands Pty Ltd      ACN 147 273 514      • Made Manufacturing Pty      ACN 164 389 011

The Singapore-based international Head Office is owned by Made (Aust) Pty Ltd and employs Singapore-based staff.

- Made Brands Pte Ltd (UEN 202239762W)



During this reporting period, four operating entities from outside Australia joined MADE Group and now sit under Made (Aust) Pty Ltd. Of these, Epicurean Dairy Ltd, over which MADE Group holds full control, was prioritised as first for alignment with the Modern Slavery Act 2018 (Cth) and is now fully compliant with Australian requirements.

The remaining three entities that joined MADE Group during the reporting period are joint ventures over which we hold majority financial and operational control. These entities have completed a risk assessment, and a plan is in place to achieve further alignment with the Australian entities in the portfolio by FY27. In this report, Sections 1 and 2 present information from all operating entities within the MADE Group. Section 3 excludes joint venture entities as they are in the initial stages of integration.

## New entities to the group in FY25

Entity	Business number	Business type	Location	Ownership type
Epicurean Dairy Limited	NZBN 3734658	Food manufacturer	New Zealand	Full control
Made Manufacturing TH Ltd	No 0105566119823	Food manufacturer	Thailand	Joint venture
Made Connect Pte Ltd	UEN 202426892K	Distribution	Singapore	Joint venture
Crossmax Retail Co Ltd	No 0105558136102	Sales and distribution	Thailand	Joint venture

# Our brands

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At MADE we produce and sell a variety of health-focused food and beverages. As part of our growth strategy in FY25, we welcomed several new brands into the group – New Zealand brands The Collective and Moogurt, as well as Hooray in Thailand. Distribution of each brand varies by market.



Rokeby delivers natural straight-up nutrition to power active people, including Protein Smoothies, Protein Snack desserts, and Fitmilk high protein milk.



Cocobella takes coconuts grown and harvested in paradise to make deliciously nourishing coconut yoghurt and coconut water products.



Impressed Juices are crafted from scratch using the best quality ingredients in our very own juicing facility in Melbourne, Australia.



NutrientWater enhanced water beverages offer unique functional benefits from a blend of vitamins, minerals and botanicals.



The Collective brings a healthy dose of irreverence to the yoghurt aisle, pairing high-quality New Zealand ingredients with inventive formats and a commitment to quality, taste and fun.



Moogurt is a range of tasty probiotic yoghurt pouches designed specifically for kids, making life easier for families.



Hooray is driven by a passion for great food and fitness, making protein drinks and supplements packed with nutrients to fuel your mind and body.

# Our team

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On 30 June 2025, MADE employed:

- 316 full-time equivalents (FTE)
- 59% in Australia, 36% in New Zealand and 5% in Singapore
- A further 138 FTEs in our joint ventures across Thailand and Singapore.

In Australia and New Zealand, we undertake visa and identity checks during the recruitment process as part of our due diligence. For direct or contract employees, we have control over employment terms and have confidence they do not pose modern slavery risks.

We have 56 employees on working visas in Australia, and 7 in New Zealand. In most cases these employees were based in Australia or New Zealand prior to joining MADE. They are covered by our standard contracts that meet all Australian and New Zealand standards as well as being covered by MADE Group's policies and procedures.

At Epicurean Dairy in New Zealand, half the staff are based in manufacturing and the warehouse. Operations in this market have a higher proportion of factory staff due to a more traditional manufacturing set up. There are also 16 remote workers based outside of the Auckland Head Office working in sales and merchandising.

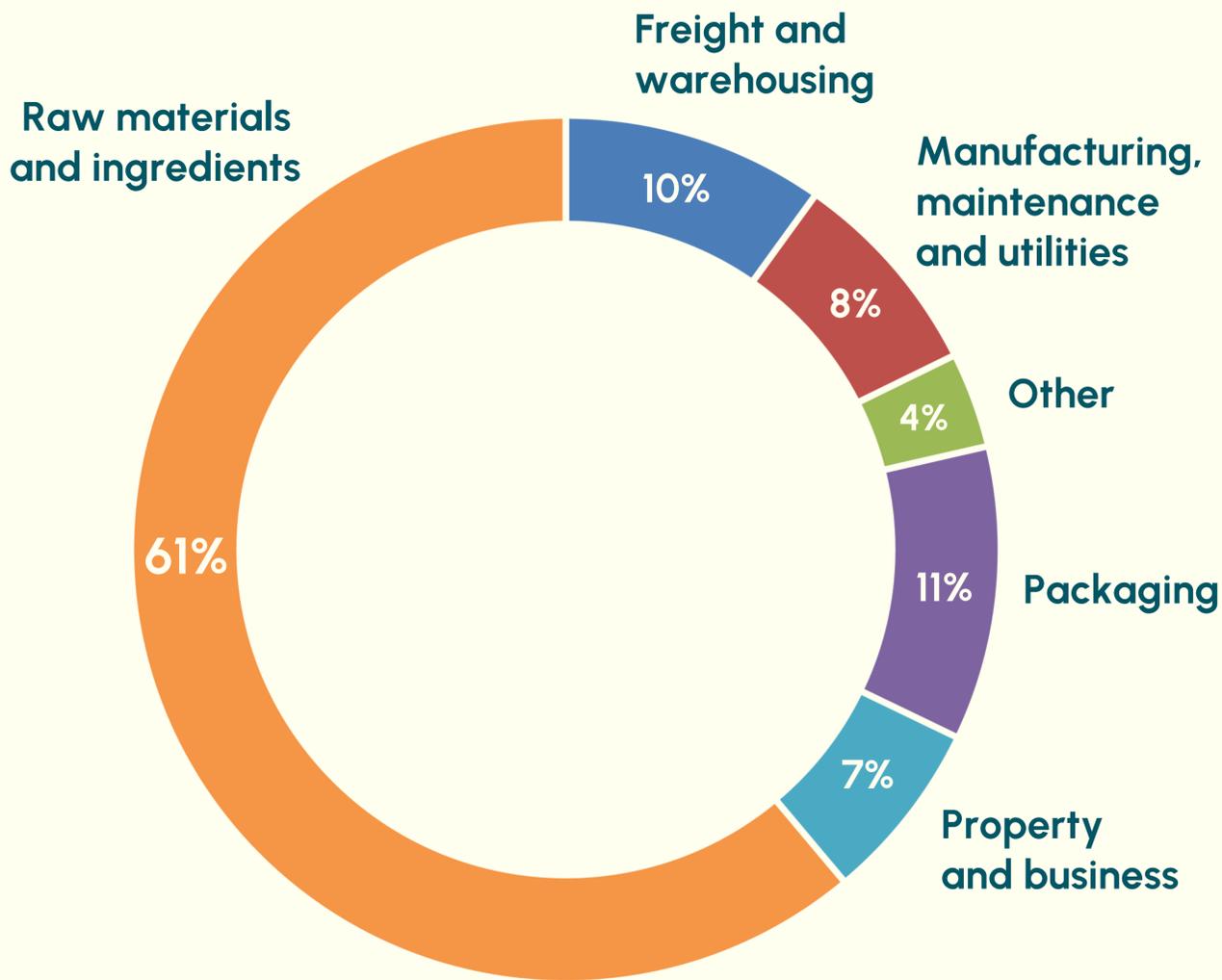


Temporary labour is used across both our Australian and New Zealand operations. In Australia, we've engaged the equivalent of 14.5 FTEs for warehouse and delivery driver tasks, while in New Zealand, the equivalent of 30 FTEs have been engaged primarily for factory shifts. No temporary labour agencies are engaged at our joint venue entities. Recognising temporary labour as a potential modern slavery risk, we undertook further due diligence in this space in FY25 which is detailed further in this report.



# Supplier profile

## Supplier spend by category



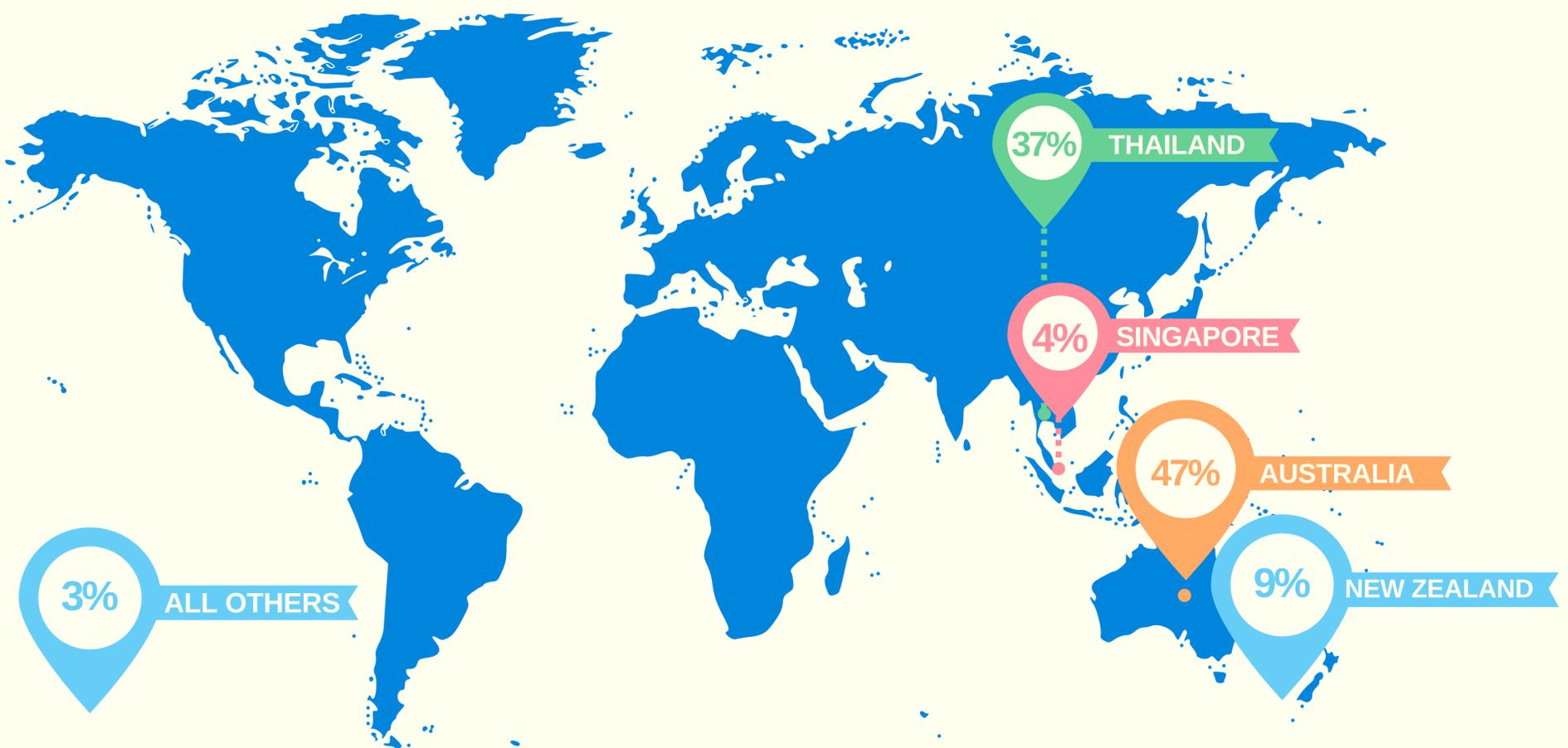
Across the MADE Group, 7% of suppliers account for 80% of total spend. Within this group, 4% account for 70% of spend. These suppliers have a greater impact on our business due to their scale; therefore we classify them as higher risk when risk profiling.

In contrast, half of our suppliers had annual spend below \$10,000 in the reporting period. Despite their relatively lower spend, all suppliers are assessed through our risk ranking review as detailed in Section 3.

## Supplier locations – concentration by country

MADE Group direct suppliers are located across 16 countries. The expansion of the group during F25 resulted in increased supplier spend in Thailand, where two entities are located.

### MADE's supplier spend by country



## Section 2

# Risks of modern slavery practices in operations and supply chain



# Modern slavery risks

## Risks in operations and supply chain

The process for risk identification follows Commonwealth Guidance for Reporting Entities<sup>1</sup>. We reviewed risks in three categories – the potential for MADE Group to cause, contribute or be directly linked to modern slavery practices.

The risk review considered:

1. Operations: Country of entities and the nature of operations
2. Supply Chain: Internal procurement practices plus raw material type and source.

This review assessed inputs from an in-house analysis drawing on data and information from:

- The Walk Free Foundation Global Slavery Index
- US Department of Labour (USDOL) Goods Produced by Child Labour or Forced Labour
- Commonwealth Modern Slavery Act 2018, Guidance For Reporting Entities (May 2023)
- Monash University's Centre for Financial Studies Modern Slavery Disclosure Quality Rating Framework<sup>2</sup>
- Advice from external specialist in ESG consultancy.



## Higher risk factors identified:

### Geographic risk

- Ingredients and materials from higher-risk countries
- MADE entities operating in higher-risk countries.

### Sector risk

- Ingredients primarily from agriculture sources
- Packaging
- Equipment manufacturing.

### Services risk

- Temporary labour hire
- Professional services, i.e. cleaning
- Freight and transport.

<sup>1</sup> Commonwealth Modern Slavery Act 2018. Guidance for Reporting Entities May 2023.

<sup>2</sup> Pham, N., Cui, B., & Ruthbah, U. (2024) Modern Slavery Disclosure Quality Ratings: ASX100 Companies Update 2024 [Research brief]. Monash Centre for Financial Studies, Monash Business School. DOI: 10.26180/27645072.

# Higher risks to monitor: Geographic risk

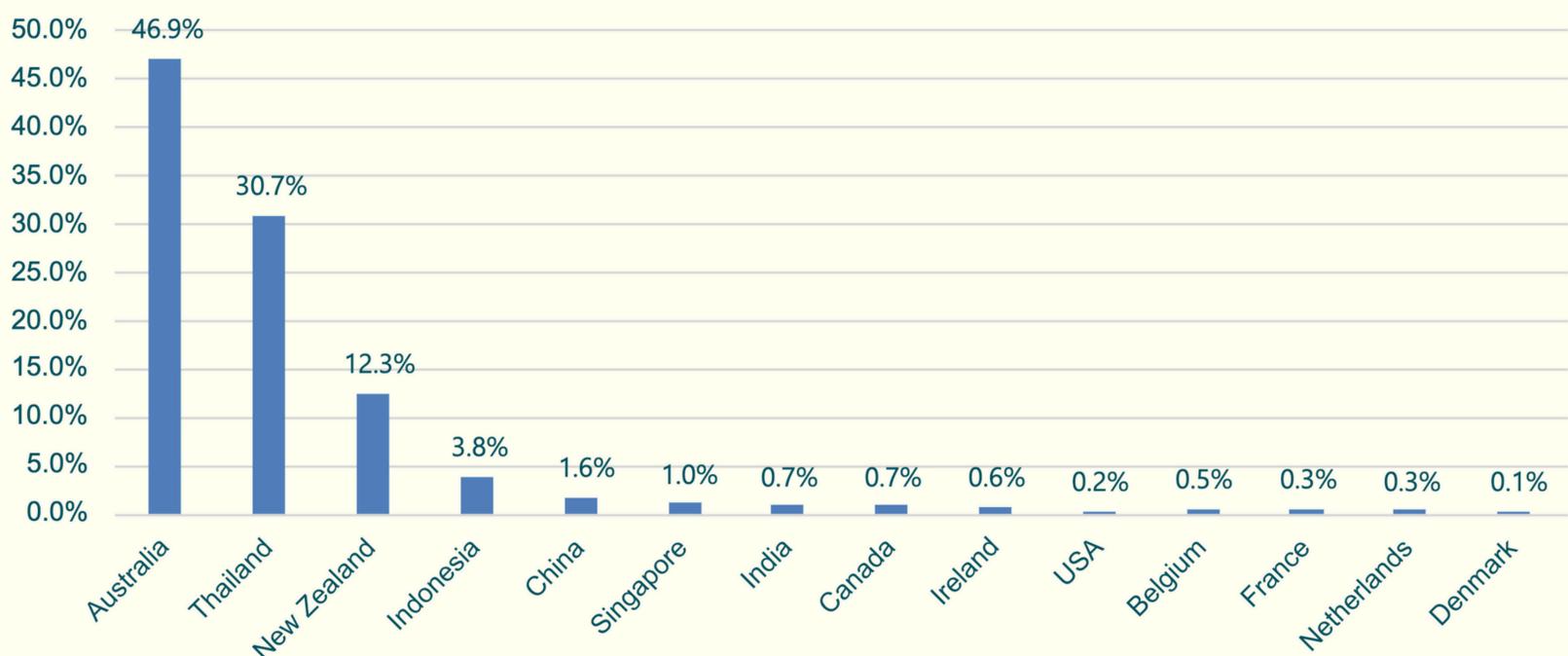


MADE analysed its operational and supply chain risks associated with the country in which suppliers are based using the Walk Free Foundation Global Slavery Index 2023 (GSI). The methodology estimates the number of people in slavery conditions per 1,000 people.

With GSI figures applied to our higher-spend raw material suppliers, Thailand, China, Indonesia and India were identified as higher-risk locations, with GSI prevalence ranking of 5.7, 4, 6.7 and 8 respectively. Together, these countries represent 20% of supplier spend across Australia, New Zealand and Singapore. Malaysia (GSI 6.3), Greece (GSI 6.4) and the USA (GSI 3.3) also ranked as higher-risk countries for modern slavery. Collectively, these suppliers account for less than 1% of total spend and are a mix of administration, marketing and digital services, along with one raw material supplier.

In addition to the geographic supply chain risks, we are involved in two joint ventures in Thailand that have a GSI ranking of 5.7, which we classify as higher risk. As well as these entities operating in Thailand, their supplier spend is also predominantly Thailand-based. These entities are new to MADE and have completed a preliminary modern slavery risk assessment. We acknowledge that operating in this market requires a heightened level of due diligence.

**F25 Supplier Spend by Country\***



\*Country represents the geographic location of the direct supplier. Where country of origin was identified through the supplier risk assessment, this has been applied for greater accuracy. Chart shows supplier countries with .01% spend or greater. All countries, regardless of material value to MADE, remain subject to risk identification and review.

# Higher risks to monitor: Sector and industry risk

## Agriculture

In Australia and New Zealand, we are proud to source ingredients from over 84 supply partners – and continue to invest in long-term relationships with key suppliers of fresh milk and other produce. Australia and New Zealand have a relatively low GSI prevalence of 1.6.

The agriculture sector is susceptible to modern slavery risks, with multiple factors to be monitored because they can contribute to the problem. These can include labour supply shortages, remote and isolated work environments and seasonal work. In addition, agriculture can attract a higher proportion of migrant workers who can be more vulnerable to modern slavery due to lack of education, understanding of English and the local law.<sup>2</sup>

In Thailand (GSI 5.7), we source some ingredients, including coconut water, that can carry a higher risk of modern slavery, such as human trafficking and debt bondage, than the overall agriculture sector. For over 15 years, we have worked with our trusted co-manufacturing partner in Thailand, where we source our coconut water.

We have also identified the country of origin of other coconut ingredients being sourced from India (GSI 8) and Indonesia (GSI 6.7). Other agricultural ingredients we source include cocoa, coffee, vanilla, rice milk, banana and pineapple. These are listed on the U.S. Department of Labor's List of Goods Produced by Child Labor or Forced Labor (USDOL).

These regions and ingredients are classified as carrying a higher risk of modern slavery. As a result we undertook a higher level of screening this year for these suppliers, which is detailed in Section 3 of this report.



## Other industries

A further three categories are identified as sector risks in order of modern slavery risk potential:

1. Packaging: For our food and beverage products, as well as the packaging used for their transportation, most of our packaging suppliers across Australia and New Zealand are local. We have one key supplier located in China who is a Sedex member and has been audited against the SMETA (Sedex Members Ethical Trade Audit) standard. Some packaging products have materials sourced from countries at a heightened risk of modern slavery.
2. Manufacturing equipment, maintenance for our production sites: Equipment and parts are sourced from many countries globally often in areas with a higher GSI.
3. Utilities: The energy sector in Australia holds an elevated risk of modern slavery due to the high demand for migrant and base-skills workers, short term labour and use of contractors plus a high frequency of operating in high-risk geographies.<sup>3</sup> Other utilities carry a level of risk primarily due to complex supply chains of equipment and materials.

<sup>2</sup> Walk Free Global Slavery Index Country Studies NZ

<sup>3</sup> KPMG Modern Slavery Risks in Australia's Resources and Energy Sector Study 7 Dec 2021

# Higher risks to monitor: Services risk

## Temporary workers

Temporary workers can be at risk of modern slavery when recruited through intermediaries or agencies. Specific risks to temporary workers to monitor can include debt bondage, withholding of passports, poor living conditions and wage theft.<sup>4</sup>

In this reporting period, temporary labour was equivalent to 26% of FTEs in New Zealand and 11% in Australia. The higher proportion in New Zealand was primarily due to less automation in manufacturing equipment, which required a larger workforce on certain production lines. Temporary labour is also used in New Zealand to accommodate shift patterns. Across Australia and New Zealand, we are exploring business solutions to reduce the use of temporary staff.

In both markets, we maintain long-term partnerships with trusted providers to reduce the risks of exploitation. To strengthen accountability, 100% of temporary labour providers have signed the MADE Supplier Code of Conduct and completed our Ethical Supplier Self-Assessment process, which assesses compliance with responsible workforce practices. In New Zealand, these two practices have been in place since 2024. We also require all temporary staff to hold a valid working visa for the respective country, ensuring legal employment status.



## Office services

Cleaning services have been identified as a key risk area for modern slavery in Australia. Withholding of wages, immigration-related coercion, deceptive recruitment are all practices that can be found in the cleaning industry in Australia.<sup>5</sup>

MADE has two cleaning service providers across Australia and New Zealand. Both have agreed to MADE's Supplier Code of Conduct and completed our Ethical Supplier Screening process ensuring alignment with our standards.

<sup>4</sup> Walk Free Global Slavery Index Country Studies NZ

<sup>5</sup> Source: Australian Human Rights Commission. Tackling Modern Slavery and Labour Exploitation

## Section 3

# MADE's approach, actions and effectiveness assessment



# MADE governance

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The MADE Leadership Team has governance oversight and accountability for all group practices, including our human rights risks and responsibilities. We manage this via our governing policies, education programmes and operational interactions with our teams and suppliers.

## Accountability enhancements

The fiduciary accountability resides with the Leadership Team and our Board. In this reporting period, we strengthened accountability by appointing an internal ESG Lead and establishing a Modern Slavery Working Group. This cross-functional team comprised of sustainability, procurement, human resources and finance representatives who worked closely across key functions. The team was assigned KPIs to drive due diligence actions and manage day-to-day risks across our value chain and high-risk services. In addition, operations teams were consulted in the due diligence stage for the relevant high risk areas.

Specific responsibilities:

- Sustainability: Oversaw governance and drove modern slavery due diligence across the MADE group of companies.
- Procurement: Conducted supplier risk assessments as the relationship owners for our raw material suppliers in their respective markets. These suppliers cover packaging and ingredient inputs used in our finished products.
- Human Resources: Reviewed and implemented policies and training, plus assessed high-risk service categories.
- Finance: Supported risk identification through vendor data analysis and led supplier screening of non-material suppliers.



## Policies to manage modern slavery risks

To help manage and mitigate the risk of modern slavery within our operations we review all relevant policies each year. In FY25 we reviewed:

- Code of Conduct: Our internal Code of Conduct, outlining ethical standards and expectations, is available to all employees in Australia and New Zealand via Employment Hero and MyHR respectively.
- Whistleblower, Grievance Mechanisms and Protected Disclosures: An update to Protected Disclosures was implemented in New Zealand in this period, which was signed by all staff in the MyHR portal.

# Supplier screening practice improvements

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## Supplier assessments and risk analysis

In 2025, MADE developed a tier system for assessing suppliers on modern slavery risk. The system was designed to help identify and rank modern slavery risks across all vendors using the risk framework of geographic, sector or industry risk and services risk. A conservative approach was applied to also capture suppliers who were higher value, had direct inputs to finished products or were higher risk for any other reason.

All suppliers were assessed through this tiering process and allocated to tier 1, 2 or 3. Where a supplier met criteria across multiple tiers, the highest tier applied.

## Supplier risk assessment categories

The supplier types associated with each tier of risk are outlined below. Where a supplier has practices that fit into more than one category, they have been categorised under the higher-risk tier.

### Higher risk: Tier 1

- High value spend suppliers
- Ingredients and agricultural products
- Labour hire
- Cleaning agencies
- Freight providers
- Suppliers from higher-risk geography countries (GRI rating (>3)).

### Medium risk: Tier 2

- Utility providers
- Key marketing services providers
- Local capital goods providers
- Key office and fleet services providers
- Professional services.

### Lower risk: Tier 3

- Lower spend providers based in Australia and New Zealand that have not been flagged for tier 1 or 2.

Tier 1 and 2 suppliers account for 98% of spend in FY25. Both groups were moved into supplier screening requirements which are detailed next in this report.

# Supplier screening practice improvements

## The assessment process

Each tier had different actions aligned with the level of modern slavery risk. The supplier screening process was implemented across Australia and New Zealand. The tier risk assessment is also now embedded into our Approved Supplier Questionnaire that is sent to new vendors. The Quality Team is responsible for conducting a review of the responses, assessing and following up any discrepancies and creating a record for each supplier.

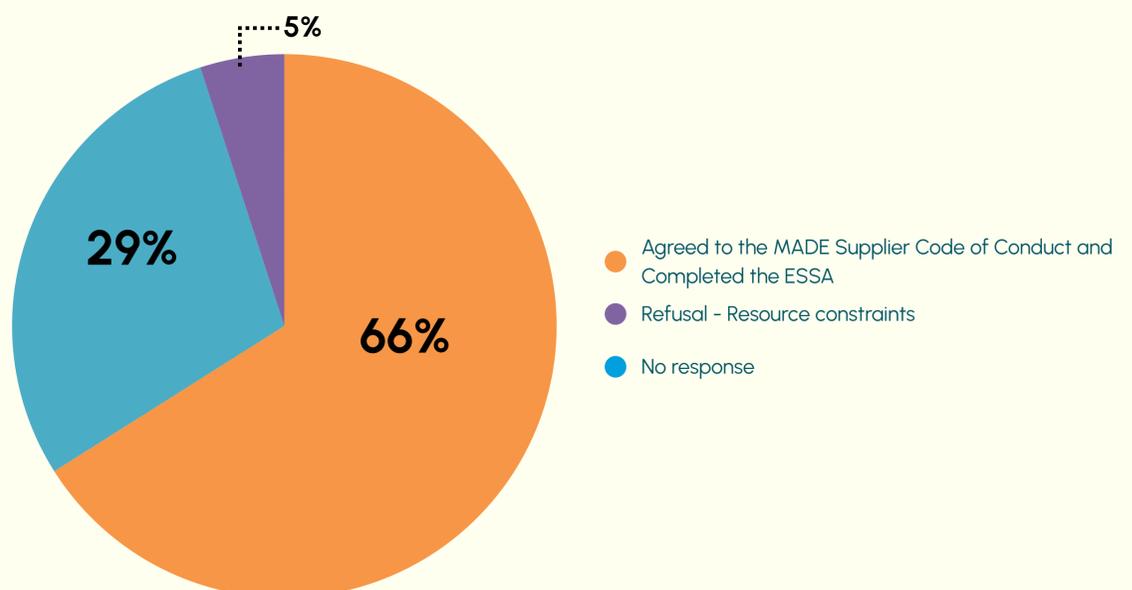
The two requirements were:

1. **Agreeing to the MADE's Supplier Code of Conduct:** The code sets our minimum standards of conduct relating to people and labour, Health and Safety, the environment, ethical business practices and related governance and management systems from our suppliers.
2. **Completing the Ethical Supplier Self Assessment (ESSA):** This questionnaire specifically focused on uncovering modern slavery 'red flag' practices and positive practices such as reporting mechanisms.

Tier	Agree to the MADE Supplier Code of Conduct	Ethical Supplier Self-Assessment (ESSA)	Proportion of suppliers by spend
Tier 1	Required	Required	76%
Tier 2	Required	Not Required	22%
Tier 3	Not Required	Not Required	2%

## The assessment outcomes for higher risk suppliers

At this stage we are pleased with reaching 66% compliance for tier 1 suppliers. However we recognise there is further improvement required going forward to ensure non-respondents are significantly reduced.



## Mechanisms to identify and action incidents

There is a dedicated reporting email set up for modern slavery breaches by a supplier or any party in the supplier's supply chain, including supply chain employees. This is shared with employees at Modern Slavery Training and is also listed in the MADE Supplier Code of Conduct.

**Australia:** A whistleblower policy and incident reporting mechanism are in place for our operations. The whistleblower policy is fully compliant with the Australian requirements and applies to:

- All current and past employees or officers of MADE
- A current or former contractor or supplier of goods or services to MADE, including current or former employees of the contractor or supplier an associate of MADE, or
- A relative, dependent or spouse of an individual referred to above.

**New Zealand:** A Protected Disclosures policy is in place for incident reporting mechanisms for operations. This policy is fully compliant with New Zealand requirements and applies to current and former employees, consultants, contractors, sub-contractors and associates of Epicurean Dairy Ltd.

# Other actions taken, ongoing monitoring and due diligence

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## Worker review

This year we implemented a worker review, screening our Australia and New Zealand entities for screen for modern slavery red flags and ensuring we are maintaining worker human rights. The survey checked practices were correct and consistent across markets.

## Detailed audits for our leading suppliers and highest-risk sector

Three major coconut suppliers are Sedex members and adhere to the SMETA audited standards, a requirement set by MADE in 2022. An additional 23 suppliers were identified during screening as Sedex members.

## Staff training

Awareness of modern slavery and recognising its signs are key to helping identify them. Training is important for our people to feel confident to recognise signs and speak up if a case of modern slavery were to be identified.

- The MADE Board of Directors undertook modern slavery annual training.
- The MADE Leadership Team and Modern Slavery Working Group undertook formal training, with the Modern Slavery Course provided by University of Technology Sydney.
- Awareness training designed for a broad audience was implemented across Australia, New Zealand and Singapore, this was attended by more than 75% of staff.



## Third-party review to improve our practices

MADE continued to partner with third-party ESG consultants to review and guide our human rights and slavery risks practices. This year our focus has been third-party review of our current practices, identification of improvements on the fundamentals and building our multi-year improvement plan. We have also conducted an internal review of our practices for a second year against the B Lab Business Impact Assessment, following the successful B Corporation certification of our New Zealand business in 2025.

# Our progress summary

FY24	Governance	Risk management	Training and policy
<b>What we achieved</b>	<ul style="list-style-type: none"> <li>Established governance structure and areas of responsibility</li> <li>Collaborated with industry at the Sustainable Coconut Partnership roundtable</li> <li>Third-party review of modern slavery practices.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted first risk review of operations and supply chain</li> <li>Identified modern slavery high-risk areas to monitor</li> <li>Sedex SMETA audits for two major coconut suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Modern Slavery Training for Board of Directors, Senior Leadership Team and Australian staff</li> <li>Whistleblower policy was created and shared with all Australian employees.</li> </ul>
FY25	Governance	Risk management	Training and policy
<b>What we planned</b>	<ul style="list-style-type: none"> <li>Instigate a phased, multi-year programme of improvements</li> <li>Review values to confirm our commitment to people's safety and human rights</li> <li>Extend this to individuals' KPIs and into our Enterprise Risk Management approach.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a review of our tier 1 supplier practices, including rolling out a new supplier screening and existing supplier self-assessment programme.</li> </ul>	<ul style="list-style-type: none"> <li>Extend education and training programmes within the group</li> <li>Update existing and instigate additional policies where needed.</li> </ul>
<b>What we achieved</b>	<ul style="list-style-type: none"> <li>Multi-year plan completed</li> <li>KPIs developed for individuals</li> <li>Risk management approach developed</li> <li>Full alignment of modern slavery compliance with newly-acquired New Zealand entity.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of a Supplier Code of Conduct and supplier self-assessment programme, including new supplier screening improvements.</li> <li>Tier 1 supplier practises reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Training programmes rolled out in New Zealand and Singapore offices</li> <li>Policies reviewed</li> <li>Global policies implemented in New Zealand and Protected Disclosures policy put in place.</li> </ul>
FY26	Governance	Risk management	Training and policy
<b>What we have planned</b>	<ul style="list-style-type: none"> <li>Review governance structure and working group to ensure they are fit-for-purpose for the full MADE Group.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements to manage supplier non-conformance</li> <li>Increased due diligence of tier 1 suppliers</li> <li>Tier 2 supplier mapping</li> <li>Worker review in joint ventures</li> <li>Introduce spot auditing of Code of Conduct compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Implement training in South East Asia joint ventures</li> <li>Start to roll out global policies to joint ventures</li> <li>Increase enhanced training with operations teams in Australia and New Zealand.</li> </ul>

# Assessing the effectiveness of MADE's actions

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During this reporting period, our priorities were to increase awareness of modern slavery at MADE, improve risk identification and screening, and integrate the New Zealand business to ensure compliance.

## Awareness and identification in the business

Staff awareness of modern slavery risks and identification improved this year, driven by the efforts of the working group, delivering a greater level of training and education on reporting mechanisms.

The training prompted questions and feedback from staff seeking more information – a positive sign of comprehension and engagement. However, further work is needed to build a deeper level of modern slavery awareness among more staff that work closely with suppliers and manage operational risks daily.

## Risk management and due diligence

We've continued to collect substantial data to enhance visibility and provide further context of our supply chain and operations – an important step toward understanding current practices. While our supplier screening offers insight into our immediate suppliers, further work is required to extend visibility deeper into the value chain. We also have a visibility gap with 29% of tier 1 suppliers who didn't respond to our supplier screening on time – many of whom are agricultural suppliers. For temporary staff agencies we have a higher degree of confidence; all completed the screening requirements and signed our Supplier Code of Conduct.

Currently, for the suppliers we have screened, the effectiveness is at a preliminary level. We have greater confidence in suppliers who are Sedex members and have undergone a SMETA audit, but the supply chain presents a significant opportunity to collaborate with suppliers further and gain a better understanding of industries closer to the source.

Overall, we will continue developing frameworks and processes to ensure we can review the effectiveness of our actions to assess and address modern slavery risks in our operations and supply chains. While progress has been MADE over the past year, it is still early days, and further work is needed before we can fully evaluate the impact of these measures.



# Consultation with entities that MADE owns or controls

This is a group wide statement submitted by MADE, with our headquarters in Australia.

The operating entities work closely together and share many of the same vendors and are subject to the same policies and procedures.

There has been consultation of data, policies and due diligence practices between owned entities in Singapore, New Zealand and Joint Venture Leadership Teams to prepare this statement.

This Modern Slavery Statement was approved on behalf of MADE by the Board of Directors in December 2025.



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