



Modern Slavery Statement 2025

16 December 2026

A note from the CEO

Slater and Gordon is a law firm founded on principles of social justice, with a strong history of advocating for individuals whose rights have been compromised. We uphold and respect the inherent rights of all people, including the fundamental right to be free from all forms of modern slavery.

Our commitment extends beyond maintaining safe and ethical workplaces and minimising modern slavery risks within our own operations and supply chains. Through our legal practice, we also advocate for individuals who have experienced exploitation and unfair labour practices, helping to expose harm and promote accountability.

We continue to strengthen our governance frameworks and practices to better identify, manage and mitigate modern slavery risks. This sixth modern slavery statement outlines the actions taken over the past year to support these commitments.

While meaningful progress is being made, we acknowledge that the global eradication of modern slavery remains an ongoing challenge. Slater and Gordon remains committed to continuous improvement and to contributing meaningfully to this effort—both through responsible business practices and through our advocacy for those affected.

The actions taken today are part of our broader effort to foster a more just, fair and equitable future.



A handwritten signature in blue ink, appearing to be 'Dina Tutungi', written in a cursive style.

Dina Tutungi

Chief Executive Officer

Slater and Gordon Ltd

Slater and Gordon acknowledges the Traditional Owners of the lands on which we work and live. We also pay respect to the Traditional Custodians and Elders past, present and emerging of this nation and the continuation of cultural practices of Aboriginal and Torres Strait Islander peoples, and their continuing connection to land, water and community

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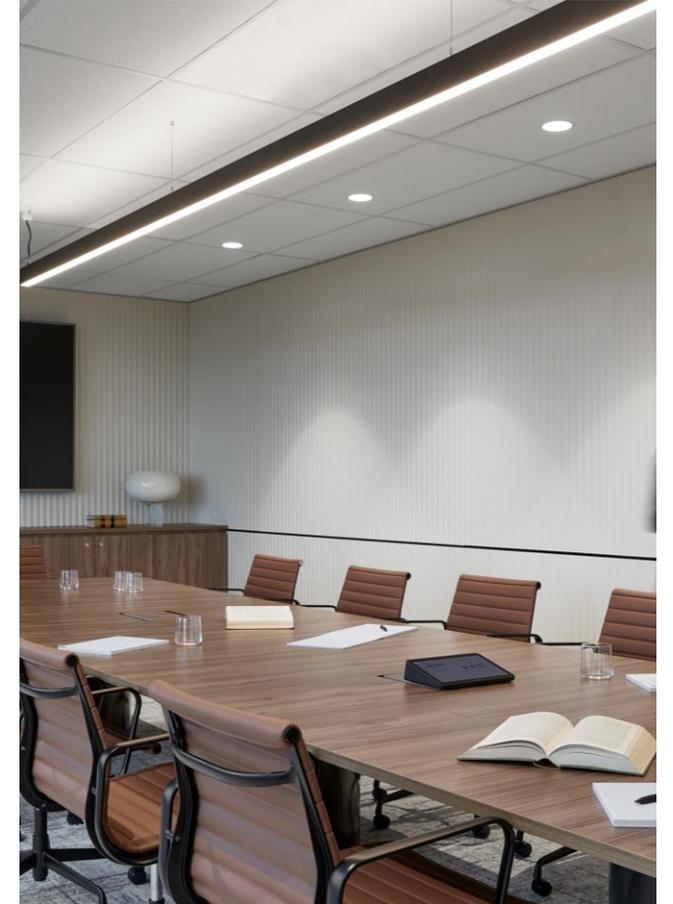
A. Reporting entity

A. Reporting entity

This Modern Slavery Statement (**Statement**) is submitted by Slater and Gordon Ltd (ABN 93 097 297 400) (**Slater and Gordon**) and its wholly owned subsidiaries (collectively referred to as the **Group**), pursuant to the requirements of the *Modern Slavery Act 2018 (Cth)* for the financial year ending June 2025 (**Reporting Period**).

In addition to its primary business, Slater and Gordon also conducts its operations through several subsidiaries. These subsidiaries reflect historical asset acquisition and have been maintained for legal, taxation and accounting purposes.

The overarching governance and strategic direction of the Group is managed by the Board of Directors and Executive Leadership Team of Slater and Gordon.





B. Our structure, operations and supply chains

B. Slater and Gordon Structure

➤ Structure

Slater and Gordon conducts its operations through a number of subsidiaries.

While each subsidiary has its own Board of Directors, they do not employ staff or undertake only limited procurement, primarily legal services suppliers to finalise matters or other professional services.

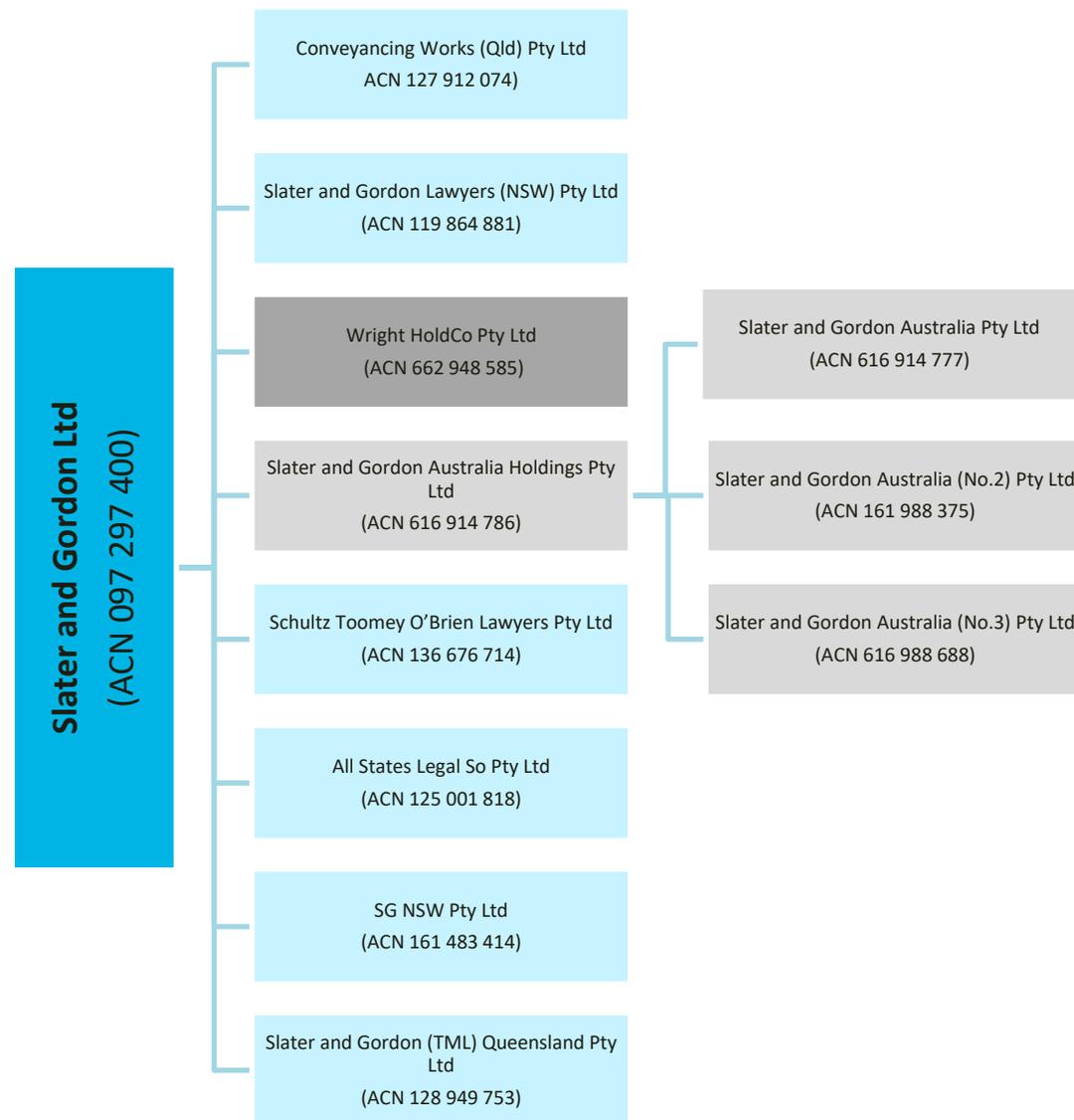
The majority of procurement activity and supplier contracting is undertaken centrally by Slater and Gordon Ltd.



All subsidiaries were acquired via historical mergers and acquisitions and are operating in run-off mode to finalise matters of legacy clients. No new business has been entered into by these subsidiaries.

The subsidiaries have never traded.

The subsidiary was acquired by Slater and Gordon as part of a debt forgiveness arrangement.



B. Slater and Gordon Operations

➤ Operations - Legal

Slater and Gordon is a leading Australian consumer law firm, providing specialist legal services in a broad range of areas:

-  Workers' compensation

-  Medical Negligence

-  Public liability

-  Abuse Law

-  Motor vehicle accidents

-  Superannuation and Disability Insurance Claims

-  Asbestos Related Diseases

-  Employment Law

-  Class Actions

Our legal services are provided by Australian registered lawyers from 42 locations around Australia.

➤ Operations - Professional Service

There are several professional services teams supporting Slater and Gordon lawyers and clients:

-  Legal, Governance and Risk

-  Finance

-  People and Culture

-  Information Technology and Security

-  Media Marketing and Communications

-  Client Care

-  Project Management and Legal Transformation

-  Procurement

-  Property and Facilities

Total Headcount	Legal + Support Staff	Professional Services Staff	Working visa staff (all based in Australia)
977	75%	25%	2.5%

B. Slater and Gordon Supply Chain

➤ Supply Chains

During the reporting period the structure and composition of Slater and Gordon’s supply chains remained largely consistent with previous reporting periods. The principal categories of expenditure with the supply chain did not undergo significant change either.

To support the modern slavery risk assessment process outlined in Section C, Slater and Gordon has categorised its suppliers into two distinct groups:

Legal Supply Chain

Slater and Gordon’s legal supply chain is primarily composed of goods and services procured to facilitate the delivery of legal services for and on behalf of its clients. The most significant suppliers include financiers, litigation funders, and other matter-specific service providers encompassing barristers, law firms, legal and medical professionals, and other subject matter experts who are engaged on behalf of our clients to support the progression of their legal matters.

Trade Supply Chain

Slater and Gordon engages a range of operational service providers to deliver essential business functions. These include external audit services, information technology support, marketing, recruitment, and facilities maintenance. Collectively, these services contribute to the resilience, efficiency, and sustainability of Slater and Gordon’s operations.

Legal Supply Chain	Trade Supply Chain
1,271 legal creditors for the reporting period.	572 trade creditors for the reporting period.





C. Modern slavery risks in our operations and supply chain

C. Modern slavery risks in Slater and Gordon’s Operations

Slater and Gordon undertakes modern slavery risk assessments in its operations and supply chain in a manner reflective of its professional ethos – systematic, evidence based, documented and integrated into the broader risk management framework.

Risk assessments for operations, legal and trade supply chains are informed by external data sources, including various Australia Government Modern Slavery guidance and reports, and the Walk Free Foundation’s Global Slavery Index 2023 (**GS Index**), and inherent risk factors and insights obtained through direct engagement with suppliers.

➤ Modern Slavery Risk in Slater and Gordon Operations

Slater and Gordon employs a diverse and highly skilled workforce to deliver legal services and manage core business functions. Based on the following factors, Slater and Gordon continues to assess the risk of modern slavery within its operations as low.

Risk Factors	Application
Geographic Risk	Slater and Gordon employees and contractors are based in Australia, which is considered low-risk jurisdiction by GS Index. Employees and contractors are required to work or engage with formal office settings which are directly managed by Slater and Gordon, making exploitative practices difficult to conceal.
Industry Risk	Slater and Gordon’s workforce consists of qualified lawyers and highly skilled business support staff. These roles are not typically considered vulnerable to exploitation. In addition, the legal profession is highly regulated by statutory bodies and professional, associates which enforces a high level of ethical conduct and compliance within its business practices.
Product or Service Risk	The legal sector relies on highly educated and skilled professional workforce, which is an indicator that significantly reduces the likelihood of exploitative labour conditions.
Entity Risk	<p>Slater and Gordon has well established human resources, governance and risk frameworks to ensure fair employment practices. Specifically:</p> <ul style="list-style-type: none"> • All employees, contractors and consultants have formal, written and legally compliant contracts • Employees are paid well above minimum wage, with salaries benchmarked against industry standards. Employees covered by awards are regularly reviewed for compliance. • Strict onboarding processes include checks to ensure candidates have the right to work in Australia • A comprehensive suite of policies dealing with anti-discrimination and harassment, whistleblower rights, health and safety and flexible work arrangements, and domestic violence leave • Employee assistance program (EAP) • Slater and Gordon does not employ casual or temporary employees in ‘low skilled’ positions or roles.

C. Modern slavery risks in our Legal Supply Chain



➤ Modern Slavery Risk in Slater and Gordon Legal Supply Chain

Legal Suppliers in Slater and Gordon's Legal Supply Chain overwhelmingly consist of highly educated, legally literate, and well remunerated legal, financial and medical professionals, as well as other highly specialised subject matter experts and suppliers (**Legal Suppliers**).

Notwithstanding the above, Slater and Gordon continues to assess the risks of modern slavery in its legal supply chain, and the assessment continues to remain low risk. This is because the risks associated with Slater and Gordon's operations are almost identical to the risks of the legal supply chain, given the professional nature of Legal Suppliers.

C. Modern slavery risks in our Trade Supply Chain

➤ Modern Slavery Risks in Slater and Gordon’s Trade Supply Chain

Slater and Gordon has a broad and varied trade supply chain which continues to be assessed as low risk for modern slavery. However, Slater and Gordon has identified the following elements that pose a higher level of modern slavery risk in its supply chain, and monitors these areas closely:

Risk Factors	Supply
Geographic risks	<p>The GS Index rates countries on their governmental response to modern slavery. Slater and Gordon procures goods and services directly from supplier based in Australia, the United States of America and the United Kingdom. Suppliers in these countries are from countries in the top five of with the lowest prevalence of modern slavery and a high governmental response to modern slavery.</p> <p><i>Currently 0% of Slater and Gordon trade suppliers are based in countries with a medium or high risk of modern slavery.</i></p>
Industry or sector risks	<ul style="list-style-type: none"> • Cleaning Services - presents a moderate inherent risk of modern slavery due to its reliance on migrant labour, low-skilled work, and frequent subcontracting practices. Slater and Gordon exercises enhanced due diligence when directly engaging cleaning service providers and has declined to contract with suppliers unable to guarantee non-subcontracted service delivery. Where cleaning services are procured indirectly through building management, visibility and oversight of employment conditions are unfortunately limited. • Building and fit out services – also present an increased risk of modern slavery due to the industry’s reliance on multiple tiers of subcontracting, which reduces visibility and accountability and increases the tendency to use vulnerable or migrant workforce. Slater and Gordon exercises enhanced due diligence when engaging these service providers and ensures it is using Australian Standards (AS) contracts or include strict mechanisms in place with an ability to reject subcontracting or subcontractors. <p><i>These industry specific supply chains make up less than 3% of our trade suppliers.</i></p>
Product or Service Risk	<ul style="list-style-type: none"> • ICT hardware – Electronics are high risk due to their complex, opaque supply chains that obscure the sourcing of raw materials, using forced labour and their assembly by low wage, vulnerable workers in high-risk regions under exploitative conditions. • Stationery and merchandising – whilst Slater and Gordon is reducing its carbon footprint by slowly eliminating the need for office stationery, it still presents a high risk for modern slavery due to the high production of low-cost items, which are often subcontracted through high-risk regions creating opaque supply chains. • Coffee beans – Coffee beans are a product which present an inherent risk of modern slavery due to its reliance on labour-intensive practices. <p><i>These product specific supply chain risks make up less than 2% of our trade suppliers.</i></p>
Entity or Supplier risk	<ul style="list-style-type: none"> • Labour Hire – Slater and Gordon has used Labour Hire on occasion during the Reporting Period. However, the positions filled by labour hire were highly skilled professional positions. <p><i>In the Reporting Period, labour hire made up 0.7% of our trade creditors.</i></p>



D. Our modern slavery risk mitigation and due diligence processes

D. Modern slavery risk mitigation and due diligence processes

During the Reporting Period, Slater and Gordon continues to further develop its response to the risks of modern slavery within its supply chain through extending the maturity of its governance and procurement practices.

➤ Governance

The Slater and Gordon Board is responsible for corporate governance across the Group, with support from the Audit and Risk Committee, People and Culture Committee and Executive Leadership team. During the reporting period we reviewed our policies and procedures related to modern slavery and implemented a new policy to lift our modern slavery due diligence and enhance risk management.

Policy	Purpose	
Modern Slavery and Procurement Framework		
Supplier Code of Conduct (New)	Amongst other things, the Code requires all trade suppliers to the Group to maintain policies, practices and procedures and conduct its business (including its supply chain) in a manner which will allow Slater and Gordon to comply with its obligations under its <i>Ethical Sourcing and Modern Slavery Policy</i> and the <i>Modern Slavery Act 2018 (Cth)</i> .	
Ethical Sourcing and Modern Slavery Policy	This Policy outlines the Company's commitment to sourcing products and services responsibly, in compliance with applicable legal obligations and aligned with community standards and corporate values. It establishes a framework for engaging with suppliers to proactively prevent, mitigate, and, where necessary, address instances of modern slavery within their operations and supply chains.	
Procurement Policy	A policy assist with the mitigate of modern slavery risks by setting ethical standards for supplier selection, enforcing due diligence across supply chains, and ensuring compliance with legal obligations including the <i>Modern Slavery Act 2018 (Cth)</i> .	
Vendor Engagement Guidelines	These Guidelines serve as a critical framework to ensure that every procurement action incorporates a modern slavery risk assessment and provides a clear, consistent instructions to suppliers and internal stakeholders on how to identify, evaluate, and address potential risks of exploitation within the sourcing process.	
Modern Slavery Resilience Building Policies		
Whistleblower Policy	Anti-bribery and Corruption Policy	Employee Codes of Conduct
Workplace Health, Safety and Wellbeing Policy	Disclosure of Workplace Relationship Policy	Recruitment Policy
Remuneration and Benefits Policy	Diversity and Inclusion Policy	Leave Policies

D. Our modern slavery risk mitigation and due diligence processes

➤ Reporting

During the previous reporting period, Slater and Gordon implemented the SpeakUp Hotline as part of the Whistleblower Policy. It is an anonymous reporting service which is available to employees, as well as suppliers and contractors, and relatives of these individuals. Slater and Gordon has not received any reports or complaints about modern slavery or potential modern slavery via the SpeakupHotline or via any other reporting mechanism.

➤ Procurement

Slater and Gordon's Trade Supply Chain is managed by a centralised Procurement team. Centralised procurement is considered best practice for reducing modern slavery risks in supply chains as it enables consistent implementation of risk identification, assessment, and mitigation strategies through a dedicated team of procurement professionals and adherence to the Modern Slavery and Procurement Framework.

The Framework ensures supplier selection is based on defined ethical criteria, including health and safety standards and modern slavery obligations. High-risk suppliers are evaluated for their transparency, ethical sourcing commitments, and cooperation during due diligence. Furthermore, the majority of trade supplier contracts are structured to include modern slavery clauses, granting audit rights and termination options in cases of non-compliance, thereby reinforcing accountability and ethical standards across the supply chain.

➤ Employee Training

Slater and Gordon mandates completion of its Modern Slavery training module for all new employees, with regular training updates for all employees to reflect evolving risks and best practices. In addition, specific training is provided to Whistleblower and Workplace Contact Officers to address modern slavery concerns raised under various policies, incorporating victim-centered approaches.

➤ Slater and Gordon fighting Modern Slavery risks

Slater and Gordon recognises that the legal sector in Australia is not just a passive actor in the fight against modern slavery, it is an active agent in the fight against modern slavery. Through our practice, Slater and Gordon advocates for individuals who have experienced exploitation, including underpayment, coercive workplace conditions and other unfair labour practices. By pursuing remedies for affected workers and promoting accountability, we contribute to greater transparency, fair employment practices and stronger protections for vulnerable people.





E. Assessing the effectiveness of our Modern Slavery Tools

E. Assessing the Effectiveness of Slater and Gordon Modern Slavery Tools

Slater and Gordon’s commitment to continuous improvement in modern slavery mitigation continues to uplift the education and response to modern slavery throughout the business. Slater and Gordon uses the following points to assess the effectiveness of modern slavery mitigation, as follows:

Key Objectives	Performance
Modern Slavery clauses in our trade supplier contracts	During the reporting period Slater and Gordon entered or renewed a number of contracts with trade suppliers, with 74% of those contracts including an appropriate modern slavery clause given the risk attached to the contract.
Acknowledgments of our Supplier Code of Conduct	Since the development and introduction of the Supplier Code of Conduct earlier in the reporting period, Slater and Gordon has notified 65% of its trade suppliers of their obligations under the Code, and is including the Code when negotiating new or renewing contracts.
Continually reviewing policies and procedures to ensure they comply with our legal obligations including the Act	Slater and Gordon regularly reviews its policies and procedures, including its Modern Slavery and Procurement Framework, to keep the documents updated, fit for purpose and to include best practices, particularly in areas such as modern slavery.
Publishing the Modern Slavery Statement online	Slater and Gordon publishes its statement yearly on its website, allowing for clients, potential clients, colleagues, external stakeholders and the public at large to view its commitment to the reduction of modern slavery in its operations and supply chain.
Monitoring for suspicion of or reported incidents of modern slavery within our workforce and our supply chain	Slater and Gordon has not received any reports or complaints about modern slavery or potential modern slavery via the Speakup Hotline or via any other reporting mechanism during the reporting period or prior.
Employee training and awareness	During the reporting period, 98% of all new starters at Slater and Gordon have undertaken mandatory Modern Slavery compliance training module and attest that they understand the Ethical Sourcing and Modern Slavery Policy.



F. Consultation with stakeholders

F. Consulting with stakeholders



➤ Consultation with Stakeholders

As described in section A, the Group consists of several wholly owned subsidiaries sitting under Slater and Gordon. Slater and Gordon is the only entity in the group actively writing new business with clients, employing staff and leasing office space. All other entities are in “run off” mode, operating only for so long as necessary to finalise the legal matters of legacy clients.

The Executive Leadership team of Slater and Gordon provides oversight and direction for the operations of all companies in the Group. The Boards of the various subsidiaries are comprised of senior executives who are also members of the Executive Leadership team.

The Modern Slavery and Procurement Framework and Modern Slavery Resilience Building Policies apply to all entities in the Group.



G. Other Relevant Information

H. Other Relevant Information



In the next reporting period, Slater and Gordon commits to increasing its modern slavery compliance by establishing a cross functional Modern Slavery Working Group.

The Modern Slavery Working Group will gather diverse experiences across the business, develop future actions plans and ensure cross functional coordination to ensure Slater and Gordon continues to build its modern slavery resilience.



H. Statement Endorsement

➤ Approval

The Board of Directors of Slater and Gordon as the principal entity of the Group has reviewed and approved the publication of this Statement on 16 December 2025. It is issued as a joint statement on behalf of all reporting entities within the Group in accordance with section 14(2)(d)(ii) of the Act.

Slater and Gordon is pleased to publish this FY25 Modern Slavery Statement. In addition to strengthening our internal controls and supply chain governance, we remain committed to advocating for individuals affected by modern slavery practices through our legal work. We will continue to track and publicly report on our progress in combatting all forms of modern slavery across our operations, supply chains and the broader community we serve.



James Merlino
Chair of the Board
Slater and Gordon Ltd