GOVERNANCE

MODERN SLAVERY STATEMENT

FY2025

LANDER & ROGERS

ABOUT THIS STATEMENT

This modern slavery statement is prepared and issued by the Partnership, Lander & Rogers (A Abrahams & Others, ABN 58 207 240 529) in accordance with requirements of the *Modern Slavery Act 2018* (Cth) (Modern Slavery Act) and covers the period 1 July 2024 to 30 June 2025.

In this statement, Lander & Rogers adopts the meaning of modern slavery as defined in the Modern Slavery Act.

This statement details Lander & Rogers' approach to identifying, mitigating and managing the risks of modern slavery across our operations and supply chain.

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INTRODUCTION

The reporting period coincided with a period of reform in Australia's modern slavery framework, with developments of particular relevance to the legal profession and the clients it advises. In December 2024, the Australian Government released its response to the statutory review of the Modern Slavery Act 2018 (Cth), signalling an intention to strengthen the operation of the Act and reinforce due diligence as a core legal and risk management expectation.

The legal sector welcomed the appointment of Australia's first Anti-Slavery Commissioner and the publication of a clear strategic reform agenda to support more effective implementation of the Act. These developments underscore the role of the legal profession in shaping how modern slavery risks are understood and addressed in practice, including through the advice provided to clients on governance, due diligence and compliance as global economic volatility, conflict and climate-related displacement continue to heighten the risk of exploitation.

Our approach

Consistent with our values and culture, we're not just advocates for our clients; we're advocates for positive change, we want to help create a fairer society. Through leveraging our deep legal expertise and by working alongside individuals as well as driving and contributing to broader systemic initiatives, we support people, communities, and organisations to build this future together. As champions of justice, equity, community, and our environment we recognise the profound impact businesses, including our own, can have on the world around them.

Our firm is a place where legal service delivery is constantly being reimagined and reengineered. We've cultivated a vibrant ecosystem where lawyers, tech innovators and business experts collaborate on ground-breaking solutions to real problems. We're proudly a force for positive change, to the benefit of our clients and our profession.

Progress towards change

Lander & Rogers has been a signatory to the United Nations Global Compact since May 2022. The firm is one of hundreds of Australian businesses and thousands globally since 2000 to sign the compact and commit to the initiative's ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. Each year we report our progress against the United Nations Global Compact Ten Principles via the Communication of Progress

As an executive member of the Australian Legal Sector Alliance (AusLSA) we support and advocate for sector-based initiatives across the spectrum of sustainability topics. In FY25 representatives from the firm participated in the AusLSA Modern Slavery webinar Tackling Modern Slavery with guest speaker Chris Evans, the Australian Anti-Slavery Commissioner.

We continue to contribute to reducing root-cause vulnerabilities through our long-term partnership with Anti-Slavery Australia's work to strengthen worker voice, ethical recruitment, migrant-worker support, and lived-experience insights.

Our legal advice contributes to addressing structural drivers of modern slavery by advising clients on governance, procurement, contract risk allocation, and compliance frameworks. Our work helps organisations improve due-diligence systems, strengthen worker protections, and increase market-wide expectations of responsible business conduct.

Our pro bono practice has worked directly with clients experiencing modern day slavery through our relationship with Anti-Slavery Australia who refer clients to our Family and Relationship Law Practice. We continue to grow our relationship to include ongoing capacity building for the organisation such as legal updates through our Family and Relationship Law Practice and Workplace Relations and Safety Group.

FIRM STRUCTURE OPERATIONS AND SUPPLY CHAIN

Founded in 1946 in Melbourne, Victoria, Lander & Rogers has grown to be a leading independent Australian law firm, comprising approximately 750 people including over 100 partners, with a presence in each east coast capital city.

The reporting entity for the purpose of this statement is our Partnership, Lander & Rogers (A Abrahams & Others, ABN 58 207 240 529).

This statement has been prepared in consultation with all entities that our Partnership owns or controls.

All actions referred to within this statement have been completed by both:

- Lander & Rogers (which operates and markets the legal business in Australia), and
- Lansol Nominees Pty Ltd (ACN 005 232 682), a 100% owned and controlled business services representative.

Lander & Rogers is a leading independent Australian law firm and is a leader in legal technology and innovation through its award-winning LawTech Hub. The firm has grown organically resulting in a highly cohesive service focused on delivering the best law firm experience for its people, clients, and the communities in which it operates. The firm delivers a broad suite of commercial legal services, along with one of Australia's largest family law practices.

Our key client sectors include Government, Insurance & Financial Services, Real Estate, Retail & Supply Chain and Technology. Consistent with our values and culture, we are strongly committed to pro-bono and community work and minimising our impact on the environment.

Organisational Structure & Governance

Our firm is headed by our Chief Executive Partner, Daniel Proietto, and we are governed by our Board, which comprises Daniel, 3 other senior partners of our firm and (currently) 2 non-executive members.

We have established a cross-functional modern slavery working group, led by our Chief Risk Officer and General Counsel, which provides executive oversight and reporting into the Board and Chief Executive Partner. Working group members represent finance, workplace relations and safety, learning and development, technology and facilities teams.

Our operating model spans upstream suppliers that support our activities, the firm as the central decision-making entity, and downstream clients and stakeholders influenced by our services and advice.

Upstream, the firm engages suppliers and subcontractors that provide facilities, technology, professional services and labour, including multi-tier supply chains associated with cleaning, security, technology hardware and office consumables. At the centre, the firm operates as the primary governance and control point, comprising equity partners, governance bodies, executives and corporate functions.

Downstream, our legal services are provided to clients and, through those services, extend influence across a broader ecosystem, including workers in client supply chains, regulators, industry bodies and other professional stakeholders.

This operating context highlights both our reliance on upstream suppliers and our capacity to influence downstream practices, which is central to understanding our modern slavery risks and responsibilities.

The firm typically engages suppliers through formalised, multi-year contract-based relationships that support business-critical functions such as facilities management, cleaning, security, technology, recruitment, travel, print, waste, and other professional services.

Contracts are usually governed by our Supplier Code of Conduct, risk, privacy, information-security and sustainability requirements.

These arrangements are not transactional as the firm maintains repeat engagements with key vendors to provide stability for both parties and support deeper oversight of modern slavery, labour conditions and subcontracting practices.

Operations

Across our Brisbane, Canberra, Sydney and Melbourne offices in FY25 we employed 676 permanent and fixed-term employees. In FY25 we appointed six new lateral hire partners, and promoted ten people internally to partner, taking our total number of partners to 110.

The firm's core operations are delivered by staff employed or engaged in Australia. Lander & Rogers complies with, and exceeds, all applicable Australian labour laws regarding working conditions and remuneration, with a range of policies and management practices in place to support operations.

Supply chain

Key spend categories are: Operations, Technology & Telecommunications, Human Resources, Business Travel, Facilities including Catering, Professional Services and Hospitality.

We maintain predominantly long-term, stable relationships with our suppliers. Core operational and technology services are usually contracted on multi-year terms with structured renewal points, performance reviews and due-diligence obligations. These arrangements provide continuity and give us greater leverage to influence supplier behaviour. Long-term partnerships reduce the commercial instability and rapid supplier turnover that can exacerbate modern slavery risks, particularly in high-risk sectors such as cleaning, security and technology hardware.

While our supplier base is relatively stable, we recognise that risks can still exist within subcontracting and multi-tier supply chains, and we continue to strengthen oversight and risk-management practices across all tiers.

Some roles (e.g., specialist consultants, short-term contractors and maintenance services, event services) are more ad-hoc, and these require enhanced due diligence and risk screening because the supplier is not as well-known.

We have a total of 443 suppliers and we spend approximately $33m with those suppliers.

During the reporting period, 84% of total supplier spend was assessed through the firm's modern slavery and human rights risk-screening process.

The remaining 16% of spend primarily relates to low-value, transactional credit-card expenditure and suppliers that were deregistered or inactive during the assessment window. These suppliers are predominantly Australian-based and operate in sectors assessed as low inherent risk.

Notwithstanding this, the firm recognises the importance of improving assessment coverage and will prioritise increased visibility of transactional spend during the next reporting period.

In the FY25 reporting year we engaged a third-party platform to conduct a labour, human rights and modern slavery risk assessment across our categories of spend and assess all suppliers within the spend categories. The individual supplier profile provides us with oversight of:

- Entity information including parent entity, industry, geographic location
- An inherent risk rating, including geographic exposure, sector risk exposure, and multi-tier supply chain visibility
- Control measures in place and a rating of effectiveness across preventative, detective, directive and corrective measures across operations and supply chains
- Any risk events, and
- A final residual risk rating.

96% of our spend is with Australian-based suppliers (geographic risk rating of Very Low), 2% from the United States (geographic risk rating of medium), 1% from the United Kingdom (geographic risk rating of Low) and 1% from Singapore (geographic risk rating of Very Low)

The firm procures a range of products that support its day-to-day operations. These products are generally standardised, commercially available goods, sourced predominantly through Australian-based suppliers, with limited direct visibility of upstream manufacturing beyond tier-one suppliers.

The main categories of products include:

Office supplies and consumables

This includes stationery, paper products, printing consumables, office equipment and general workplace supplies. While these products are typically low value and purchased from domestic distributors, many have international manufacturing origins, particularly paper goods and plastics, which can involve higher-risk upstream inputs such as pulp production, packaging and assembly.

Information technology hardware and accessories

The firm procures laptops, monitors, peripherals, networking equipment and accessories. These products are usually supplied by well-established global technology companies via Australian resellers. The manufacturing of electronic hardware commonly occurs offshore and can involve complex, multi-tier supply chains, including mineral extraction, component manufacturing and assembly, which are recognised as higher inherent modern slavery risk sectors globally.

Promotional merchandise and branded materials

From time to time, the firm procures branded merchandise and marketing materials. These products are often manufactured overseas and may involve labour-intensive production processes, such as textiles, printing and assembly, which can elevate modern slavery risk if not appropriately managed by suppliers.

Facilities, fit-out and minor capital goods

This includes furniture, fixtures, fittings and minor fit-out materials. These products may be sourced through Australian suppliers but can involve offshore manufacturing, including timber, metal and composite materials, with varying levels of supply-chain transparency.

Catering and hospitality-related products

This includes food and beverage products provided for internal events or client functions. These products may involve agricultural supply chains, which are recognised globally as having heightened modern slavery risks, particularly at the raw material and harvesting stages.

The firm does not directly source raw materials or manufacture products. As a result, its exposure to modern slavery risks associated with products is predominantly indirect, occurring further upstream in supply chains beyond tier-one suppliers. Risk levels therefore vary by product type and are influenced by country of origin, labour intensity, and supply-chain complexity, rather than by the firm's direct operations.

In addition to the products and services it procures directly, the firm is indirectly exposed to a range of products and services further upstream in supplier value chains. These are not contracted for by the firm but are necessary inputs to the goods and services it receives.

The principal types include:

Manufactured inputs and components

Many products supplied to the firm — including IT hardware, office equipment, furniture and promotional items — rely on upstream manufacturing inputs such as electronic components, plastics, metals, textiles and packaging materials. These inputs are commonly produced through globalised, multi-tier supply chains, often in jurisdictions with elevated modern slavery risk indicators.

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Raw materials and extractives

Upstream supply chains may involve raw materials such as timber, paper pulp, metals, rare earth minerals and agricultural commodities. These materials are typically sourced several tiers removed from the firm and can involve resource-intensive and labour-intensive extraction or harvesting activities, where modern slavery risks are known to be more prevalent globally.

Labour-intensive manufacturing and assembly services

Indirect services include offshore manufacturing, assembly, printing and finishing services used to produce goods ultimately supplied to the firm. These activities may involve contract labour, temporary workforces or subcontracting arrangements, which can increase vulnerability to labour exploitation if not properly managed.

Logistics, warehousing and transportation services

Products procured by the firm may rely on upstream logistics services, including international freight, shipping, warehousing and last-mile delivery. These sectors can involve low-paid or migrant labour, often operating across complex subcontracting models.

Agricultural production and food processing

Food and beverage products supplied to the firm may involve upstream agricultural production, processing and packaging. Agricultural supply chains are recognised internationally as having heightened risks of forced labour, debt bondage and worker vulnerability, particularly at the early stages of production.

Professional and support service inputs

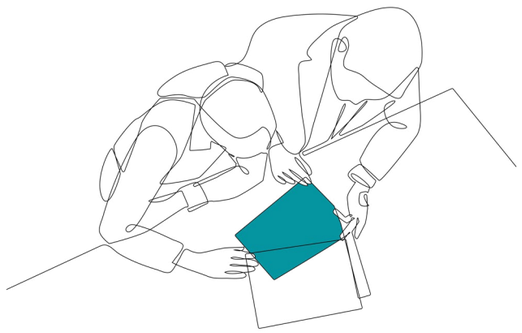
Some professional services engaged by the firm may rely on indirect inputs such as outsourced administrative services, IT support, data processing or facilities management activities, which may be delivered through third-party service providers or offshore delivery models.

The firm has limited visibility and control over these indirect products and services, as they sit beyond tier-one suppliers. As a professional services organisation, the firm does not directly procure raw materials or labour-intensive services at scale. Accordingly, its modern slavery exposure arises primarily through extended supply chains, rather than through its direct operations.

Risk levels vary depending on factors such as industry sector, country of operation, labour intensity and supply-chain complexity, and are managed through proportionate due diligence focused on higher-risk categories.

Across our portfolio of spend our independent risk screening platform risk allocation has identified:

- 0 high residual risk tier 1 suppliers and supply chains
- 14% medium residual risk tier 1 suppliers and supply chains
- 65% low residual risk tier 1 suppliers and supply chains
- 21% very low residual risk tier 1 suppliers and supply chains



ASSESSING & ADRESSING RISK

The firm assesses modern slavery risk across its operations and supply chains using a risk-based methodology that distinguishes between inherent risk and residual risk.

Inherent risk reflects the level of modern slavery risk associated with sector, geography, labour intensity and supply-chain complexity prior to controls. Residual risk reflects the level of risk remaining after the application of due-diligence measures, contractual controls and ongoing monitoring.

During the reporting period, the firm engaged an independent third-party platform to assess labour, human rights and modern slavery risk across its categories of spend and suppliers. Supplier profiles considered entity information, sector and geographic exposure, supply-chain complexity, and the effectiveness of existing control measures.

Based on this assessment, no tier-one suppliers were assessed as presenting a high residual modern slavery risk at the end of the reporting period. Approximately 14% of tier-one suppliers were assessed as presenting a medium residual risk, 65% as low residual risk, and 21% as very low residual risk.

Suppliers assessed as having medium residual risk are prioritised for enhanced monitoring and engagement. The firm recognises that risk assessments are based on available information and that modern slavery risks can change over time.

Most modern slavery and labour rights risks arise indirectly through supply chains, while risks such as workplace conduct, wellbeing and data protection are areas where the firm may cause or contribute to impacts through its own operations and decisions.

Actions taken to assess and address salient human rights risks

The firm's response to modern slavery risks is informed by the UN Guiding Principles on Business and Human Rights.

Where the firm may have caused or contributed to adverse impacts, it recognises its responsibility to provide, or cooperate in, remediation through appropriate corrective action.

Where the firm is directly linked to adverse impacts through a business relationship, it seeks to use and build leverage with suppliers to support corrective action, improve practices and prevent recurrence.

Responses may include requiring corrective action plans, enhanced supplier monitoring, engagement with senior supplier management, or, where risks cannot be appropriately mitigated or the supplier is unwilling to take appropriate action, reconsideration of the commercial relationship.

To date, no instances of modern slavery requiring remediation have been identified through the firm's due-diligence processes. The firm acknowledges that the absence of identified cases does not equate to the absence of risk and remains vigilant.

The firm acknowledges that it does not control upstream supply chains and therefore focuses on influence, engagement and continuous improvement.

Operations risks

While the firm's operations are solely delivered in Australia and subject to strong workplace relations, employment and safety regulation, the firm does not consider its operations to be risk-free.

Within its own operations, the most relevant human rights risks relate to workplace conduct, psychological health and wellbeing, discrimination, and access to grievance mechanisms. These risks are managed through internal policies, training, governance oversight and confidential reporting channels.

Continuous improvement

The firm recognises that addressing modern slavery and related human rights risks is an ongoing process. It continues to refine its approach by improving data quality, strengthening supplier engagement, and embedding human rights considerations into governance, procurement and operational decision-making.

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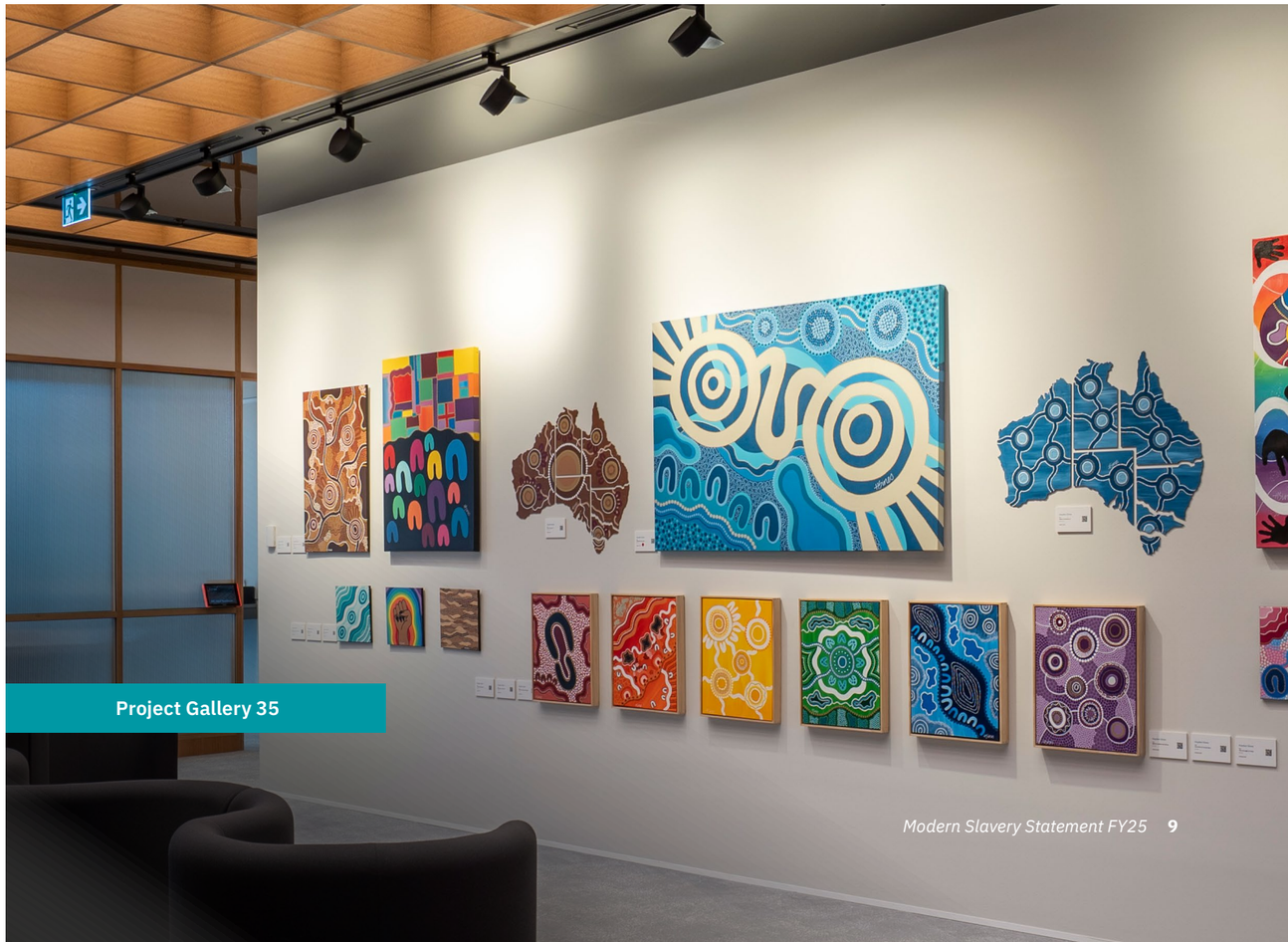
Capability and Awareness

Raising awareness about modern slavery and ensuring staff are familiar with and able to detect it is important to our firm.

During the reporting period, Lander & Rogers continued providing training to all staff and partners through our AusSLA-approved training webinar on modern slavery.

Our training focuses on raising awareness of how modern slavery impacts people and is not just a part of a procurement compliance process.



Project Gallery 35

ASSESSING EFFECTIVENESS

Global events and uncertainty continue to apply pressure to supply chains. Lander & Rogers monitors and assesses its actions to address modern slavery risks and takes necessary action in response to findings.

The firm assesses the effectiveness of its actions to address modern slavery risks using a combination of quantitative indicators, qualitative review and governance oversight.

During the reporting period, effectiveness indicators included:

- Proportion of total supplier spend assessed for labour, human rights and modern slavery risk;
- Number of suppliers subject to enhanced due diligence in higher inherent-risk categories;
- Completion rates for modern slavery awareness training by employees and partners;
- Integration of modern slavery obligations into supplier onboarding and contracting processes.

These measures have supported improved visibility of supply-chain risks and informed prioritisation of higher-risk categories.

The firm recognises that effectiveness measurement is evolving and that further refinement is required to assess longer-term outcomes and impact.

Update on prior-year commitments

In its FY24 Modern Slavery Statement, the firm committed to strengthening benchmarking, metrics and effectiveness assessment across its modern slavery program.

During the current reporting period, the firm progressed these commitments by implementing an independent risk-screening platform across the majority of supplier spend, improving supplier data quality and strengthening governance reporting.

While these actions represent progress, the firm acknowledges that further work is required to mature outcome-based effectiveness measures. This will remain a focus area for the next reporting periods.

ADDITIONAL INFORMATION

In June 2025 Lander & Rogers commenced our first double materiality assessment, a defensible, evidence-led process to identify and prioritise the sustainability topics most relevant to our firm, capturing the perspectives of our internal and external stakeholders including organisations with rights holder representatives.

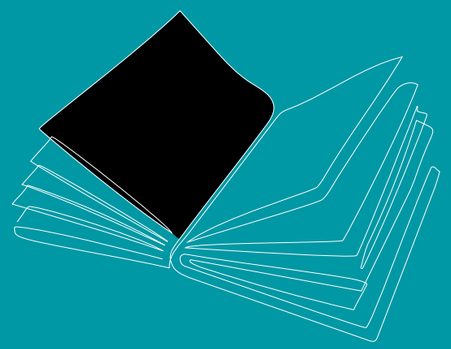
The outcome of the assessment will underpin the inaugural 2026 to 2030 Lander & Rogers Sustainability Strategy, goals, targets and metrics that strengthen our commitment to human rights, anti-modern slavery practices, labour rights and health, safety, wellbeing and the environment in addition to other material sustainability topics. In the FY25-26 reporting period we will update our internal practices and develop our new action plan to evolve our approach, increase our positive impact and enhance our transparency.

Melbourne Office

STATEMENT ANNEXURE

This modern slavery statement addresses each of the mandatory criteria in section 16 of the Modern Slavery Act, as outlined below.

Mandatory criteria	Page number/s
a) Identify the reporting entity.	2
b) Describe the reporting entity's structure, operations and supply chains.	4
c) Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns and controls.	4, 6 and 7
d) Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes.	8 and 9
e) Describe how the reporting entity assesses the effectiveness of these actions.	10
f) Describe the process of consultation on the development of the statement with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity covered by the statement).	4 and 5
g) Any other information that the reporting entity, or the entity giving the statement, considers relevant.	11



STATEMENT ENDORSEMENT

In accordance with section 13 of the Modern Slavery Act, this statement was approved by the Board of A Abrahams & Others T/A Lander & Rogers on 19 December 2025.

Daniel Proietto
Chief Executive Partner
Lander & Rogers
Date: December 2025

ABOUT US

Founded in 1946, Lander & Rogers is one of the few remaining truly independent Australian law firms and a leader in legal tech innovation.

With offices across the eastern seaboard of Australia, Lander & Rogers has grown organically resulting in a unified firm with a strong focus on client and staff care.

We believe legal services involve more than just the law – practical, commercial advice and exceptional client experience are equally important to our clients and to us.

Lander & Rogers advises corporate, government, not-for-profit and private clients in insurance law and litigation, family law, workplace relations & safety, real estate, corporate transactions, digital & technology and commercial disputes.

The firm is global in approach, working closely with a network of leading firms to provide advice to clients, both domestically and abroad. Lander & Rogers is also the exclusive Australian member of the world's leading independent network of law firms, TerraLex.

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