endeavour group

Modern Slavery Statement 2026

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Acknowledgement of Country

We acknowledge the First Peoples of the lands on which Endeavour operates across Australia and New Zealand. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir.

We also acknowledge and respect ngā iwi Māori and their unique role as tangata whenua of Aotearoa/New Zealand and as Treaty of Waitangi partners. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses. Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images and/or names of Aboriginal and Torres Strait Islander people who may be deceased.

Endeavour Group Limited

Endeavour Group Limited (ACN 159 767 843) is an Australian public company listed on the Australian Securities Exchange (ASX: EDV). The Company's registered office address is Level 3, 10 Shelley Street, Barangaroo NSW 2000. Any reference to Endeavour Group, Endeavour, 'we', 'our' or 'us' refers to Endeavour Group Limited and its controlled entities (together 'Endeavour,' 'Endeavour Group' or 'the Group'). This Statement has been published in accordance with the *Modern Slavery Act 2018* (Cth) (the Act). It identifies the steps that Endeavour Group and relevant group companies – including each wholly owned entity of Endeavour Group and other entities it controls for accounting purposes – took during the period of 30 June 2025 to 28 June 2026 (referred to as 'F26' or 'the reporting period' in this Statement), to assess and address modern slavery risks in our operations and supply chains. Information presented in this Statement is, unless stated otherwise, current as at 28 June 2026.

This statement may contain forward-looking statements in relation to Endeavour Group Limited ACN 159 767 843 ('Endeavour') and its controlled entities (together 'Endeavour Group' or 'the Group'), including statements regarding Endeavour Group's intent, belief, goals, objectives, initiatives, commitments or current expectations with respect to the Group's business and operations, market conditions, results of operations and financial conditions, and risk management practices. Forward-looking statements can generally be identified by the use of words such as 'forecast', 'estimate', 'plan', 'will', 'anticipate', 'may', 'believe', 'should', 'expect', 'intend', 'outlook', 'guidance' and similar expressions. These forward-looking statements are based on the Group's good-faith assumptions as to the financial, market, risk, regulatory and other relevant environments that will exist and affect the Group's business and operations in the future. The Group does not give any assurance that the assumptions will prove to be correct. The forward-looking statements involve known and unknown risks, uncertainties and assumptions and other important factors, many of which are beyond the control of the Group, that could cause the actual results, performances or achievements of the Group to be materially different from future results, performances or achievements expressed or implied by the statements. Investors and prospective investors are cautioned not to place undue reliance on forward-looking statements. Except as required by applicable laws or regulations, the Group does not undertake any obligation to publicly update or revise any of the forward-looking statements or to advise of any change in assumptions on which any such statement is based. Past performance cannot be relied on as a guide to future performance.

A message from the Chairman and CEO

Our Commitment to Human Rights

We recognise our responsibility to respect human rights and address the risks of modern slavery across our operations and supply chain.

During F26, we continued to strengthen our management of modern slavery risks. We worked in partnership with industry to improve supply chain transparency, further built the capability of our team to identify and respond to potential risks, and continued to manage risks through our Responsible Sourcing Program.

Addressing modern slavery risk requires ongoing collaboration with trade partners and suppliers, industry partners and other stakeholders. As our understanding of where modern slavery risks may arise continues to evolve, so too does our response.

This is our fifth annual Modern Slavery Statement under the *Modern Slavery Act 2018* (Cth). This statement outlines the steps we took during the financial year ended 28 June 2026 to identify, assess and address modern slavery risks within our operations and supply chain.

Tim Poole
Chairman

Jayne Hrdlicka
CEO

Our structure, operations and supply chain

Endeavour Group operates Australia's largest retail drinks network and portfolio of licensed hotels, sourcing beverages, food, merchandise and related services from domestic and international suppliers.

Our structure

Endeavour Group Limited is a publicly listed company headquartered in Sydney, Australia. A collection of brands and entities contribute to our consolidated revenue. This statement is made jointly on behalf of the Group's three reporting entities:

Endeavour Group Limited (ABN 77 159 767 843)

Endeavour Group Limited is the parent company of Endeavour Group. Endeavour Group Limited is incorporated in Australia and listed on the Australian Securities Exchange. Endeavour Group Limited is a reporting entity under the Modern Slavery Act. It also owns and controls two other reporting entities and a number of non-reporting entities.

ALH Group Pty Ltd (ABN 68 098 212 134)

ALH Group Pty Ltd is owned and controlled by Endeavour Group Limited and is also a reporting entity. It controls one other reporting entity and a number of non-reporting entities.

Australian Leisure and Hospitality Group Pty Ltd (ABN 37 067 391 511)

Australian Leisure and Hospitality Group Pty Ltd is our third reporting entity. It sits under ALH Group Pty Ltd. It does not own or control any other reporting or non-reporting entities.

Non-reporting entities

Endeavour Group owns and controls 26 other subsidiary companies that are not reporting entities.

Endeavour Group Limited owns and controls 28 total subsidiary companies (wholly and majority owned), including both reporting and non-reporting entities. All but two of these entities are incorporated in Australia: our Isabel Estate winery operations in New Zealand; and a wine importer in the United States. No new entities were added to our portfolio in the reporting period and no entities were delisted or removed.

Together, these entities, businesses and brands form Endeavour Group. With one Executive Leadership Team and Group-wide policies and governance processes, we work together as one team.

Our operations

Endeavour Group operates a network of retail stores, hotels and hospitality venues, specialty drinks businesses, digital platforms, and a small number of production facilities. The Group's operations can be broadly separated into three key areas:

- **Retail:** Includes liquor retail stores across Australia and online. We retail products we make ourselves through our production operations (e.g. Own Brand products), as well as third party proprietary brands made by our trade partners.
- **Hotels and hospitality:** Includes hotels and licensed venues providing food, beverage, gaming and accommodation services. We own and/or operate hotel venues through our ALH Hotels brand.
- **Production and sourcing:** Includes beverage production and supply operations. We own and/or operate a small number of production facilities. We also manage a portfolio of Own Brand trade partners who produce products on our behalf.

Together, our operations can intersect to create efficiencies for our team and customers.
A simplified example of how this can occur:

Production

Vineyard — Our wine grape supplier grows the grapes

Winery — Grapes are sent to one of our trade partner's wineries to produce wine

Bottling facility — Wine is bottled and packaged by one of our trade partners or at our Vinpac bottling facility

Retail

Retail store — Bottled wine is delivered to our stores for sale to customers

Customers — Customers purchase bottled wine to enjoy later

Hospitality

Hospitality venue — Bottled wine is sent to our venues for sale to customers

Customers — Customers purchase wine by the glass to enjoy over dinner in our venues

In the reporting period, we announced our new strategy to strengthen the business and position Endeavour for its next phase of growth. This strategy involves divesting some of our vineyard, winery and bottling facility assets and scaling down our production operations. While these assets remained active and current for the Group in F26, our production operations have now been strategically repositioned to support our retail business. We will continue our efforts to mitigate, manage and address modern slavery risks in production (see 'production and manufacturing' as a risk on page 13), but this will not be reported as a standalone key operation for Endeavour in future years' reports.

Our key businesses

Nobody Beats Dan Murphy's

Dan Murphy's is Australia's #1 large format drinks retailer with 288 stores nationally. Dan Murphy's is the destination for value and range, carrying hundreds of spirits, beers and wines in store, with thousands more available to purchase online.

Leading the way in convenience

BWS is Australia's largest and most convenient drinks retailer with 1,451 stores in its portfolio. BWS offers a tailored range that meets the needs of its local communities and a variety of store formats, including convenient drive-thrus and standalone shops, as well as a growing delivery network and strategic partnerships with Woolworths and ultra-convenience delivery providers.

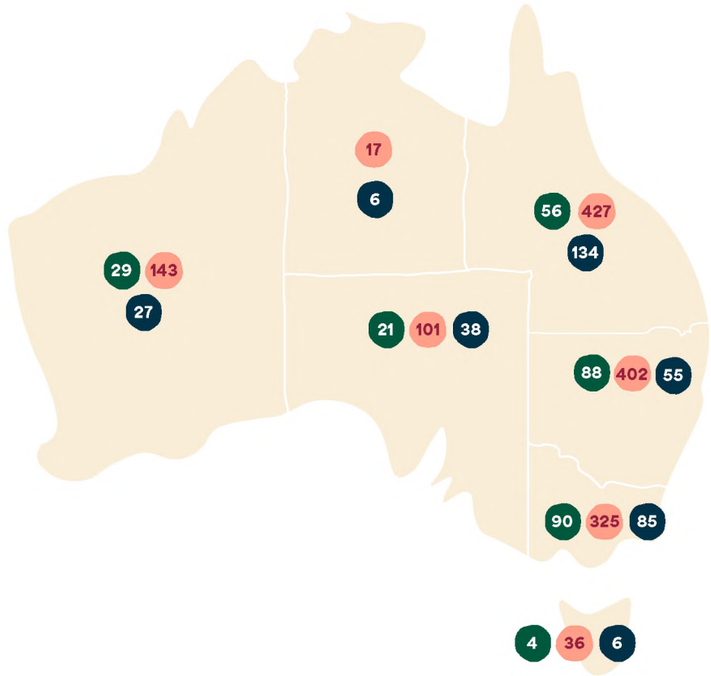
Creating experiences locals love

ALH Hotels operates Australia's largest network of hospitality venues with 351 licensed venues nationally. ALH Hotels offers a range of hospitality experiences including electronic gaming, sports bars, bistros, restaurants, accommodation, nightclubs, live sports and racing.

Our key businesses by location[1]

In addition to our 1,739 retail stores and 351 hotels, in the reporting period we also operated five wineries and two bottling facilities in Australia, and one winery in New Zealand. We also own a wine import business in the United States.

- Dan Murphy's
- BWS
- Hotels (and clubs)



1 As at 28 June 2026.

Our team

Endeavour Group employs approximately 30,000+ team members across Australia and New Zealand. Our workforce includes a mix of permanent and casual employees across retail, hospitality, production and corporate functions. We define our own operations as any Endeavour Group entity where we directly employ team members. We also engage contractors and labour hire providers in certain parts of our operations, including hospitality, logistics and production, where flexibility is required to support operational needs. We define workers employed by these third parties as our supply chain workers.

We are committed to maintaining a safe, inclusive and equitable workplace through policies and practices that promote fair recruitment, remuneration and workplace conditions. We're proud to have reached Silver Tier in the Australian Workplace Equality Index (AWEI) survey, which measures corporate policies, practices, support services, strategies, training and development for LGBTQ+ inclusion.

We regularly review remuneration across our business to maintain gender pay parity and fair, equitable remuneration for every role. This includes alignment with the Workplace Gender Equality Agency's +/-5% guidelines.

Dedicated teams work closely with employee representatives and trade unions to negotiate enterprise agreements and support positive workplace relations. These are supported by a suite of policies and processes (see pages 17-18) that help our business to comply with employment laws, industrial instruments and workplace obligations, as well as teams charged with overseeing their implementation.

Examples of team members supporting our operations:

- **Retail team** includes our store team members, auction house team, retail media and IT specialists, category managers.
- **Hotels and hospitality team** includes bar staff, cooks/chefs, venue managers, administration support, entertainment operations managers.
- **Production team** includes viticulturists, wine makers, operations team members, quality assurance and sustainability specialists.

30,000+
Team members

41%
Women represented in Senior Leadership Group

96%
Team members covered by an award or Enterprise Agreement

2.8%[1]
Team members identify as First Nations

10%[1]
Team members identify as LGBTQ+

1 Data is based on responses to Endeavour's annual Voice of Team survey.

Our supply chain

Endeavour Group's large and geographically diverse network of suppliers support the delivery of our products and services across retail, hospitality and production.

Our suppliers range from small local businesses to large, multinational organisations. Our supply chain includes both goods and services with varying levels of complexity and visibility across different categories.

Trade

Our trade partners supply the products – or elements of the products – we sell. As Australia's largest liquor retailer, we have a large alcohol supply chain. We procure products that are ready to be sold in store such as beer, wine and spirits, as well as a range of products and materials procured for use in our retail products. Other examples include:

- Grapes we source from our supply chain growers that we use to make wine.
- Food products used to make meals for customers in our venues, such as fruit, vegetables and meat.
- Glass bottles and associated items like corks and bottle tops used by our bottling facilities to package products.

Endeavour has 1,800+ tier one trade partners.

Non-trade

Our non-trade suppliers supply the products and services that allow us to operate.

We procure a range of goods and services that support our operations but are not for trade. These suppliers support us to keep our stores and venues open, to market our products, irrigate our vineyards and more. Examples include:

- Security service providers who supply security guards to help keep our team and customers safe.
- Suppliers of store furnishings for our retail store fit-outs.
- Suppliers of team uniforms.

Endeavour has 5,700+ tier one non-trade suppliers.

Small suppliers

Most of our tier one suppliers are based in Australia and the majority of what we range is from independent, small suppliers. We define small suppliers as those receiving less than $1 million in payments from us with an annual turnover under $10 million. These suppliers receive faster payment terms under our Small Supplier Payment Policy.

First Nations suppliers

Endeavour works with 32 First Nations suppliers across both trade and non-trade. We have been a member of Supply Nation since F23, aimed at strengthening our commitment to supplier diversity. In F26, we increased our spend with First Nations trade partners and suppliers by more than 40% from the year prior.

Beyond our tier one supply chain

We have over 7,500 tier one suppliers and thousands more in lower tiers.

- **Tier one** suppliers have a direct contractual relationship with us to supply goods or services.
- **Tier two and below** are indirect suppliers, who either directly or indirectly supply our tier one suppliers.

Our visibility is strongest at the level of our direct (tier one) suppliers. Beyond this, and where we do not have direct relationships, we do not have full oversight over employees' working conditions, which makes it difficult to monitor for modern slavery and other human rights risks. This is particularly relevant in categories such as manufacturing and agricultural production, where raw materials and labour inputs are generally sourced through extended networks.

Example wine production supply chain

Tier Four Supplier	Tier Three Supplier	Tier Two Supplier	Tier One Supplier
Labour hire provider workers pick the grapes on a grower's vineyard	Logistics workers deliver the grapes to a winery	Direct employees of our tier two winery produce grapes into wine	Workers for our tier one supplier import the wine

Example cleaning services supply chain

Tier Four Supplier	Tier Three Supplier	Tier Two Supplier	Tier One Supplier
Workers in our supply chain process and produce cleaning products	Supply chain workers distribute cleaning products for purchase by cleaning businesses	Workers employed by an authorised cleaning subcontractor help keep our sites clean	Workers may also be employed directly by contractors

Example glass bottle supply chain

Tier Four Supplier	Tier Three Supplier	Tier Two Supplier	Tier One Supplier
Mining workers extract raw materials (e.g. silica)	Workers in a manufacturing facility press and blow raw materials to make bottles	Workers in the distribution supply chain deliver bottles to our supplier	Tier one supplier workers deliver to Vinpac (our bottling facility)

Example store development supply chain

Tier Four Supplier	Tier Three Supplier	Tier Two Supplier	Tier One Supplier
Workers in our supply chain mine raw materials (e.g. copper, wood)	Supply chain workers manufacture raw materials into construction materials	Workers in our logistics supply chain deliver materials to site	Contracted workers build and fit out our stores and hotels

While the majority of our direct suppliers are in Australia, parts of our supply chain extend internationally, including in regions where labour rights protections may be less robust. We recognise that modern slavery risks may be more prevalent in these areas, as well as in sectors where labour is low-paid, seasonal or reliant on subcontracting arrangements.

Our global supply base

Our supply chain is global. Our tier one suppliers span more than 34 countries, with the vast majority based within Australia.

Examples of products procured by region

- Trade
- Non-trade

South America
- Wine
- Spirits

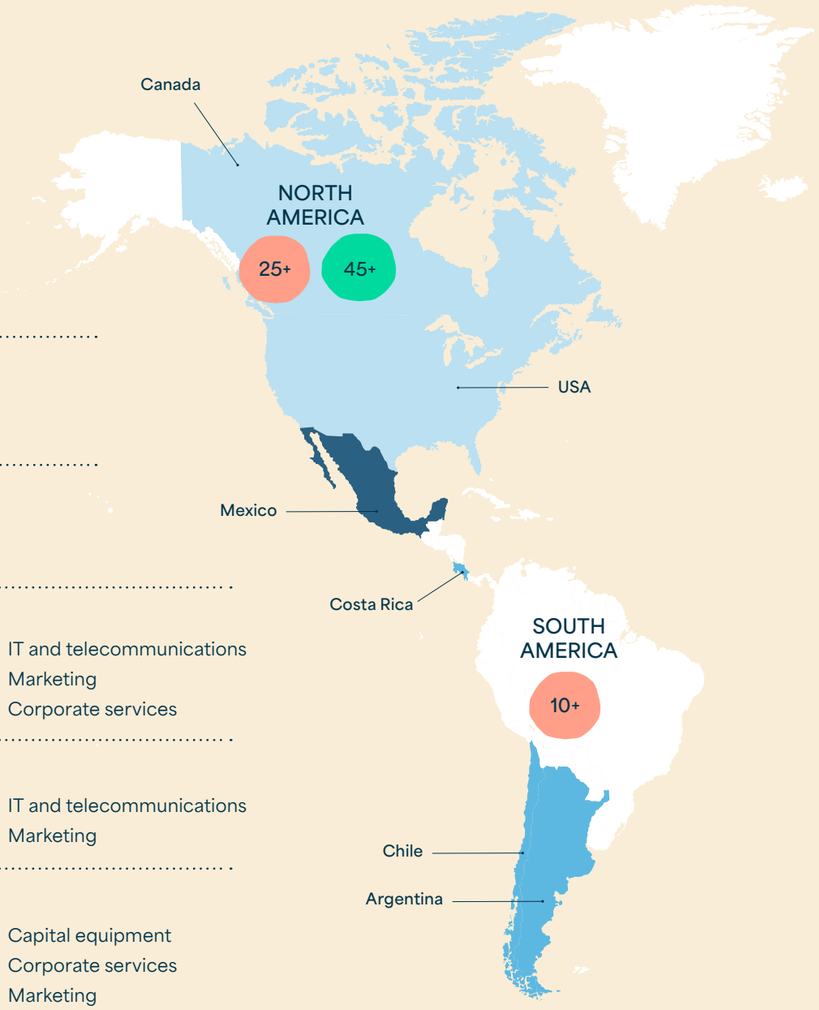
Africa
- Wine
- Spirits

North America
- Spirits
- Wine
- IT and telecommunications
- Marketing
- Corporate services

Europe
- Wine
- Spirits
- IT and telecommunications
- Marketing

Asia
- Non-liquor merchandise
- Spirits
- Capital equipment
- Corporate services
- Marketing

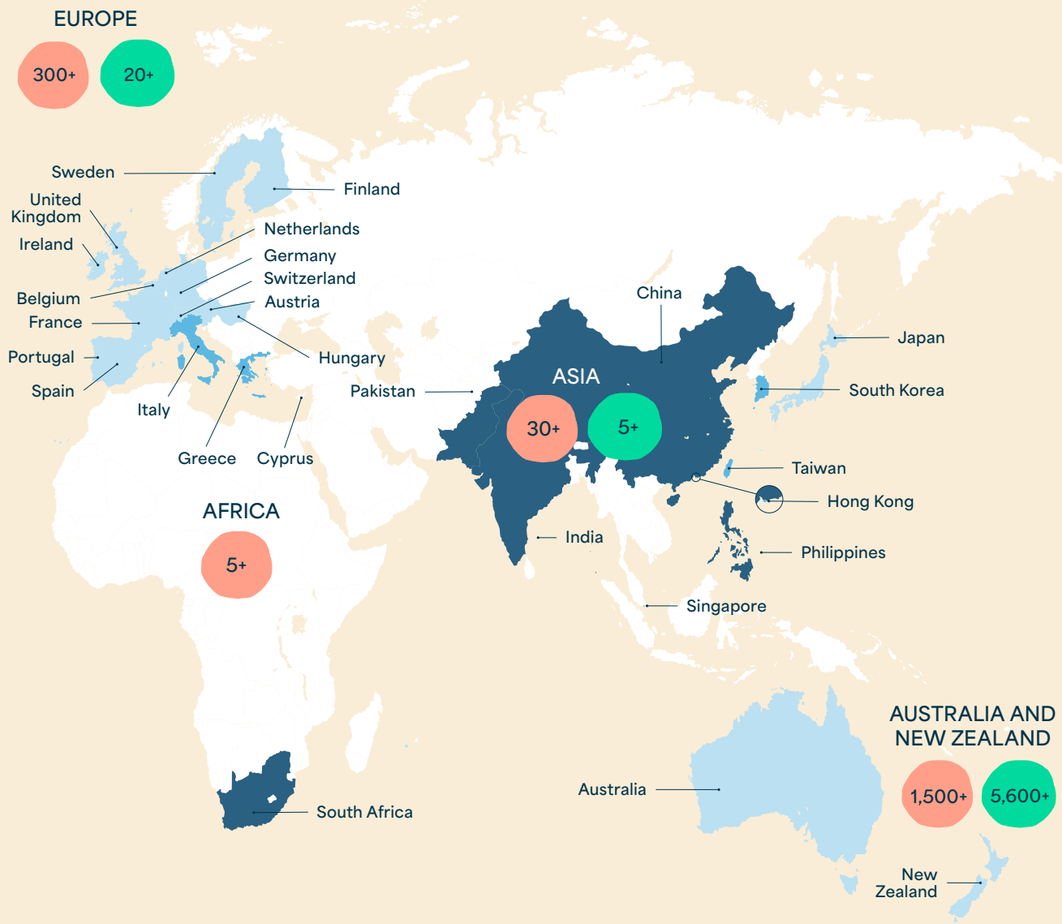
Australia/NZ
- Beer
- Wine
- Spirits
- Grapes
- Cleaning services
- Security services
- Building maintenance and construction



Risk of modern slavery[1,2]

Endeavour has direct (tier one) suppliers based in the countries coloured on this map.

- **Higher** risk of modern slavery
- **Medium** risk of modern slavery
- **Lower** risk of modern slavery



1 Based on available data from the Global Slavery Index.
2 This map and breakdown is based on the known locations of our direct (tier one) suppliers based on available data at the time of preparing this Statement. It does not necessarily reflect the locations of suppliers' operational sites, country of origin or place of final manufacture.

Identifying modern slavery risks

Modern slavery is a significant human rights risk that can exist across all industries and geographies. We work to identify indicators of modern slavery risk so we can assess, address and respond to issues if and when they arise.

A human rights saliency assessment conducted in F24 identified modern slavery as a salient human rights risk to Endeavour. This work remains central to how we understand the areas and sectors where the greatest risks of harm may lie, and it continues to inform and guide our modern slavery response.

Modern slavery risks can exist in all sectors, industries and geographies. At Endeavour Group, modern slavery risks may arise in parts of our operations or supply chain where work is labour-intensive, where there is a reliance on migrant or low-skilled workers, or where subcontracting and labour hire arrangements are common:

- Directly related to our operations, potential risks may be associated with contracted services such as cleaning, security and maintenance, as well as labour hire arrangements used to support seasonal or operational needs.
- Within our supply chain, risks may be present in areas such as manufacturing, agriculture and raw material sourcing, particularly where there is limited visibility beyond our direct suppliers. Additional risks may arise in sectors such as logistics and outsourced services, where complex supply chains and subcontracting can reduce transparency.

Defining Modern Slavery

In our Sustainability Strategy and our Human Rights Statement, we outline our commitment to use our influence to prevent and mitigate all forms of modern slavery within our operations and extended supply chain. This supports our ambition to leave a positive imprint on the people we work with and the communities we serve.

In alignment with the *Modern Slavery Act 2018* (Cth), the *Criminal Code Act 1995* (Cth) and international laws and conventions, we understand modern slavery to include human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, child labour, and deceptive recruiting for labour or services. We're committed to using our influence to advocate for all human rights so that people are safe at work, paid properly and treated fairly.

How we identify our risks

There are four main risk factors driving modern slavery as a salient human rights risk to Endeavour:

Risk factor	**Presence of vulnerable populations**	**High risk work practices**	**Product and service categories**	**Geography or country of origin**
Risk details	Use of base-skilled labour, migrant labour or non-native language speakers can increase modern slavery risks, including where workers may not understand workplace protections available in the country they are working in.	Using subcontractors, labour hire providers or other third parties reduces transparency and may limit visibility over working conditions.	Specific categories in the supply chain are more prone to labour-related risks, such as due to the way they are manufactured, use of certain raw materials, or reliance on vulnerable workers.	Modern slavery can be more likely to occur in locations with conflict, weak rule of law, high levels of corruption or poor governance. We also recognise that this does not mean modern slavery cannot occur in Australia.

During F26, we also considered emerging risk factors:

Labour shortages: Industries impacted by labour shortages continue to present increased modern slavery risks, particularly where the work is remote or regional. If labour hire providers can easily source work elsewhere, they are less incentivised to comply with workplace compliance requests from the businesses using their services.

Industries declining in demand: Continued oversupply in the wine industry may impact grower revenue and cash flow, placing downward pressure on prices and margin. We recognise that these conditions can increase the risk of labour exploitation if businesses seek to reduce costs through labour practices that do not meet expected standards.

Cost of living: Similar to the above, rising cost of living puts pressure on businesses, which may in turn increase risks of worker exploitation to compensate for reduced margins.

Endeavour also looks at modern slavery risk indicators. We recognise that our team members are unlikely to find obvious instances of modern slavery itself. Rather, they are more likely to identify signs or conditions of modern slavery, which we refer to as modern slavery risk indicators. We train relevant teams on these indicators so they know what to look for:

- **Costs:** Suppliers charging less than market rate could indicate cost-cutting through worker exploitation.
- **Recruitment fees:** Workers forced to pay recruitment fees could give rise to situations of bonded labour.
- **Excessive fees:** Similarly, migrant workers charged excessive fees by their employer could indicate bonded labour.
- **Entitlements:** Workers not receiving their full and fair legal entitlements could indicate deliberate exploitation, which may include modern slavery.
- **Poor treatment:** Bullying, discrimination and harassment could be indicative of even more serious forms of exploitation, such as forced labour.
- **Unauthorised subcontracting:** Suppliers who subcontract out work without telling us limits Endeavour's oversight into working conditions, heightening the potential for modern slavery practices to occur.

Sectors and industries with modern slavery risk

Endeavour has identified the following sectors and industries, relevant to our operations and supply chain, that may present modern slavery risks:

Horticulture and viticulture

Relevance to Endeavour

We grow and purchase grapes, produce and buy wine, and source fruit and vegetables for our venues.

Risk factors

Details

These industries often rely on a migrant workforce and, due to the seasonal nature of the work, on contracted and subcontracted labour.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers
- Seasonal workers
- Remote or regional workers

Security

Relevance to Endeavour

We use security services for our stores and venues.

Risk factors

Details

High presence of migrant and base-skilled labour. High levels of subcontracting are known to occur, with external reporting on known industry risks in this sector.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers

Cleaning

Relevance to Endeavour

We use cleaning services for our stores, venues, offices and other sites.

Risk factors

Details

Similar to security, the cleaning industry has a high presence of migrant and base-skilled labour, high levels of subcontracting, and known reported risks.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers

Non-trade products

Relevance to Endeavour

We procure solar panels, rubber gloves, uniforms and other non-trade products.

Risk factors

Details

Products may be manufactured in regions with comparatively weaker human rights protections. They may also rely on raw materials produced or processed by base-skilled workers in reported high risk geographies.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers
- Children and young people

Raw materials

Relevance to Endeavour

We source products with raw materials that may come from high risk geographies (e.g. tobacco, cotton).

Risk factors

Details

Production relies on the use of temporary, migrant and seasonal labour, particularly in harvesting crops and mining minerals, with limited oversight of working conditions.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers
- Children and young people
- Workers recruited from overseas recruitment firms

Production and manufacturing

Relevance to Endeavour

We own and operate wineries and production facilities, and we rely on production and manufacturing across our trade and non-trade supply chain.

Risk factors

Details

Production in our wineries and bottling facilities includes the use of contract labour. Production in our supply chain spans multiple jurisdictions (including countries with comparatively weaker human rights protections), and often relies on a base-skilled and migrant workforce.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Workers recruited from overseas recruitment firms
- Base-skilled workers
- Children and young people

Risk factor key:

- Presence of vulnerable populations
- Product and service categories
- Labour shortages
- Cost of living pressures
- High risk work practices
- Geography or country of origin
- Industry in declining demand

Sectors and industries with modern slavery risk (continued)

Transport and logistics

Relevance to Endeavour

We have an extensive logistics network to import products to Australia and transport them to our sites.

Risk factors

Details

High risk category due to the known high levels of subcontracting and reliance on indirect labour, as well as working conditions due to the use of heavy machinery. We also recognise the heightened risks of modern slavery to seafarers that have been reported.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers
- Remote or regional workers

On-demand delivery

Relevance to Endeavour

On-demand delivery services support delivery of our products to customers.

Risk factors

Details

Largely migrant workforce in an industry that relies heavily on independent subcontracting, with limited oversight over working conditions.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Base-skilled workers

Construction

Relevance to Endeavour

We are regularly refurbishing our venues and stores.

Risk factors

Details

The construction industry carries human rights risks due to the levels of known subcontracting, use of hazardous materials and machinery, and materials sourced from potentially high risk geographies.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Base-skilled workers
- Remote or regional workers

Overseas recruitment

Relevance to Endeavour

We use recruitment firms to bring cooks and chefs from overseas to fill labour shortages in our venues.

Risk factors

Details

Known industry risks associated with overseas recruitment include debt bondage and deceptive recruitment. Workers may be recruited from countries that may have comparatively weaker reported human rights protections.

Examples of vulnerable workers

- Migrant workers and temporary visa holders
- Workers recruited through third party labour providers
- Workers recruited from overseas recruitment firms
- Base-skilled workers
- Seasonal workers
- Remote or regional workers

Mergers and acquisitions

Relevance to Endeavour

We sometimes acquire existing businesses to bring them into one of our Endeavour Group brands.

Risk factors

Details

When purchasing existing businesses, we inherit any potential existing modern slavery risk indicators those businesses may carry.

Examples of vulnerable workers

- Base-skilled workers
- Seasonal workers

Outsourced technology support

Relevance to Endeavour

Endeavour uses outsourced IT services to support its own operations and we have outsourced IT support in our supply chain.

Risk factors

Details

IT services are common in jurisdictions with weaker human rights protections, and can have heightened risks due to reliance on subcontracting arrangements.

Examples of vulnerable workers

- Workers recruited through third party labour providers
- Migrant workers or temporary visa holders

Risk factor key:

- Presence of vulnerable populations
- Product and service categories
- Labour shortages
- Cost of living pressures
- High risk work practices
- Geography or country of origin
- Industry in declining demand

Assessing and addressing modern slavery risks

During F26, Endeavour Group continued to strengthen its approach to managing modern slavery risks across governance, supplier engagement and internal capability.

During the reporting period, our actions to assess and address modern slavery risks included:

- Continued management of risks through our formal Responsible Sourcing Program.
- Enhancing our contractual controls.
- Building supplier capability through certification.
- Working in partnership with industry through the Fair Farms External Stakeholder Reference Group and the Sustainable Wine Roundtable Labour Rights Group.
- Modern slavery awareness training for relevant teams.

Our Responsible Sourcing Program is embedded in different parts of our business and supports our commitment to respecting the human rights of all workers in our global supply chain. Our Modern Slavery Risk Management Framework sets out our approach to assessing and addressing modern slavery risks. Actual or suspected instances of modern slavery can be reported through Endeavour's whistleblowing channel, and will be managed in accordance with the remediation flowchart set out on page 24.

Endeavour did not identify any actual or suspected instances of modern slavery in the Reporting Period. If we did, we would use the United Nations Guiding Principles on Business and Human Rights (UNGPs) continuum of involvement to determine our connection to the modern slavery risk:

	Description	Hypothetical example
Cause	A business may cause modern slavery when its activities (including omissions) directly result in modern slavery occurring.	A business could cause modern slavery by, for example, requiring its migrant employees to hand over their passports to their manager to retain, resulting in potential forced labour.
Contribute to	A business may contribute to modern slavery where its actions (or omissions) significantly increase the likelihood of modern slavery occurring in a third party's operations or supply chains.	A business could contribute to modern slavery through its commercial practices. For example, by imposing time and cost pressures so severe that suppliers cannot deliver their orders without engaging in worker exploitation.
Directly linked	A business could be directly linked to modern slavery where it has a business relationship with an entity that causes or contributes to modern slavery.	A business may be directly linked to modern slavery where, for example, it has suppliers using debt bondage as part of their operations.

Governance and policies

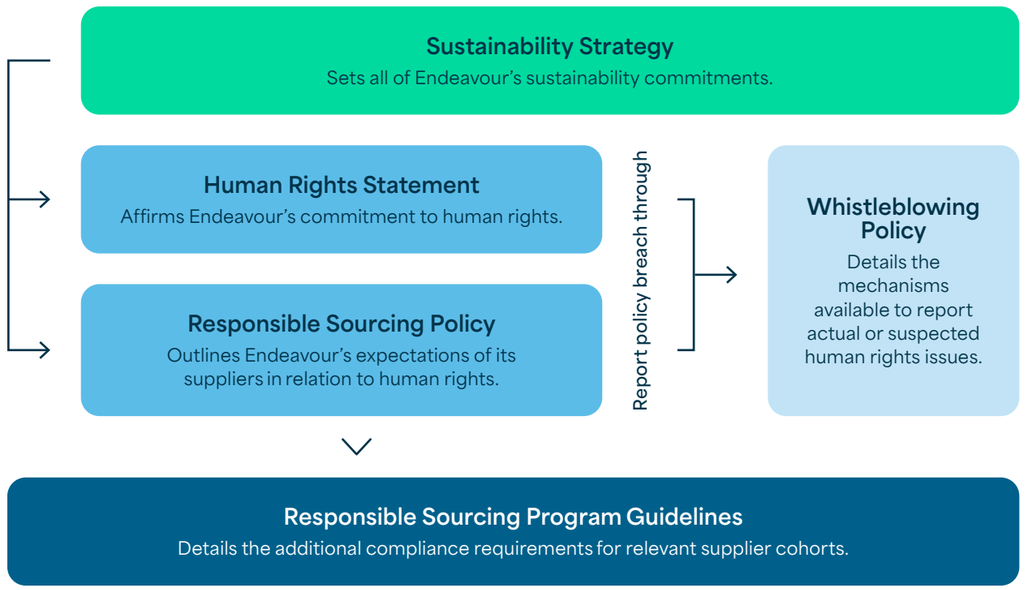
Our approach to modern slavery risk management is supported by a range of policies and governance frameworks that set expectations for our people and suppliers.

Key policies include:

Policy	Relevance to modern slavery	Policy implementation
Sustainability Strategy	Our Sustainability Strategy sets out our sustainability goals and commitments. These include respecting and promoting human rights and ethics in our operations and supply chain and to maintain an effective Responsible Sourcing Program.	Our Sustainability Strategy informs the sustainability work we undertake across the Group. We report against progress to relevant stakeholders within our business.
Human Rights Statement	Our Human Rights Statement sets out Endeavour's commitment to respecting human rights across both our own operations and supply chain. It includes a commitment to work to prevent modern slavery, forced labour and child exploitation in our supply chain.	The statement is published on our website. It has been communicated to our team members through senior leaders, where it was highlighted that all business decisions should align with our commitments.
Responsible Sourcing Policy	Our Responsible Sourcing Policy sets out our expectations of our suppliers. It details a range of requirements that relate to modern slavery, such as the requirement for worker freedom of movement and the explicit prohibition on modern slavery.	The policy is available on our website. Where appropriate (e.g. when onboarding new viticulture labour hire providers), we provide additional information about our policy and responsible sourcing expectations as part of an onboarding pack.
Whistleblowing Policy	Our Whistleblower Policy outlines the process for reporting concerns related to a number of different matters, including modern slavery or broader human rights issues.	Posters outlining our whistleblowing process are available on Endeavour Group sites. A simplified version of the poster has been translated into 18 different languages and made available on our vineyard sites.
Responsible Sourcing Program Supplier Guidelines	Our Responsible Sourcing Program Supplier Guidelines outline our requirements of certain supplier cohorts. This includes completing risk assessments and undertaking social compliance audits where requested for the purpose of screening for human rights and modern slavery risks.	We share our responsible sourcing requirements with relevant supplier cohorts. The requirements contained in the guidelines are also highlighted in other relevant documents, such as our Quality Assurance Supplier Requirements.

Modern Slavery Risk Management Framework

In practice, our key policies intersect to form our Modern Slavery Risk Management Framework:



Other relevant policies

Policy	Details
Trade Supplier Charter	Sets out our ways of working with our trade partners to promote mutual, sustainable growth, drive innovation, and uphold high standards of ethical conduct.
Diversity and Inclusion Policy	Reflects our commitment to creating a workplace where every team member feels valued, respected and empowered.
Reconciliation Action Plan	Guides Endeavour in developing trusted relationships with First Nations peoples over time.
Code of Conduct	Outlines our expectations of team members who perform work for Endeavour. Prohibits bullying, harassment, discrimination and victimisation.
Respectful Workplace Policy	Sets out team members' rights and responsibilities, as well as unacceptable workplace conduct.
Privacy Policy	Outlines how we handle personal information.

Our modern slavery governance structure

Board
Approves our Human Rights Statement, Responsible Sourcing Policy and annual Modern Slavery Statement.

Audit, Risk and Compliance Committee (ARC)
Assists the Board in discharging its duties in relation to modern slavery risks.

Executive Leadership Team
Accountable for implementing Endeavour's human rights commitments across the business. Operationally, responsibility sits with Endeavour's Chief Corporate Affairs and Sustainability Officer.

Business Units
The Sustainability team works closely with relevant business units to implement modern slavery risk mitigation frameworks and strategies and embed them into our ways of working.

Modern Slavery Working Group
Representatives from Sustainability, Risk and Compliance, Legal, Pinnacle and Non-Trade Procurement consult on the progress of the program and provide support to unlock barriers to execution.

Our tools, partnerships and associations

Global Compact Network Australia	We're a member of the United Nations Global Compact Network Australia (UNGCNA), where we attend industry events to hear from human rights experts about topics such as existing and emerging risks. We attend the annual UNGCNA Dialogue on Business and Human Rights, which provides opportunities to discuss the changing legislative environment around modern slavery and wider human rights issues in Australia and overseas.
FAIR FARMS	We have partnered with Fair Farms, which offers an online benchmarking self-assessment tool, gap analysis, site-specific training and third party audits to identify any pockets of risk relating to horticulture/viticulture suppliers. During the reporting period we worked closely with Fair Farms to train and certify our vineyard sites and support one of our labour hire providers through the process.
Sedex Member	We utilise Sedex's tools to assess suppliers' overall labour and human rights risks according to their location, operations and business practices. We assess our Own Brand suppliers' compliance with our Responsible Sourcing Program using Sedex's reporting tools.
Sustainable Wine Roundtable	The Sustainable Wine Roundtable (SWR) is an independent global platform dedicated to advancing sustainability in the wine industry. Endeavour is a member of the SWR and participates in sessions with the SWR to consider a framework to enhance human rights due diligence in the global wine sector.
CheckWorkRights™	We use CheckWorkRights to automate and manage our ongoing visa compliance checks for visa holders working in our business. We receive reports and automated notifications identifying any visa compliance issues and timely notifications of upcoming visa expiry dates.

Responsible Sourcing Program

Compliance with our Responsible Sourcing Policy is a requirement for trade partners and suppliers doing business with Endeavour. Our Responsible Sourcing Program is the means by which we monitor compliance. Under the Program, some supplier cohorts have additional compliance requirements. These include Own Brand trade partners producing brands owned or licensed by Endeavour, and high risk service suppliers offering cleaning, security and temporary labour services.

Own Brand suppliers in high risk geographies or industries are required to undertake a third party social compliance audit prior to commencing supply. This is to demonstrate to Endeavour that the businesses producing products on our behalf are compliant with relevant workplace laws and that no modern slavery or modern slavery risk indicators were identified. They are required to maintain a completed Sedex Self-Assessment Questionnaire (SAQ) (or equivalent) during the term of supply. This is to support Endeavour to identify any gaps in supplier capabilities to manage modern slavery risk. We ask our Partner Brand suppliers to maintain a complete SAQ (or equivalent) for the same reason.

In our F25 statement, we reported our efforts to bring more Partner Brand suppliers in scope of our Responsible Sourcing Program. These are trade partners with supplier-branded products that are sold exclusively by Endeavour Group. In F26, Endeavour Group announced a business transformation which includes a re-evaluation of the Pinnacle portfolio. As a result, we have paused the planned expansion of our Responsible Sourcing Program to additional Partner Brand suppliers.

Prospective cleaning, security and temporary labour providers are required to complete Endeavour's Modern Slavery Questionnaire. Their answers are evaluated and screened for modern slavery risks, with special approval needed before business can be awarded to vendors in these categories. The Sustainability and Non-trade Procurement teams work closely together throughout this process to support Endeavour's commitment to responsible sourcing.

We have a custom Labour Hire Provider Management Framework for vineyard contractors working on Endeavour Group sites. This framework outlines our requirements for doing business with Endeavour. It includes a letter to contractors detailing our expectations and a checklist for vineyard managers to perform once-a-season compliance reviews. As part of these reviews, vineyard managers check sample payslips, rosters and rights to work documentation as oversight to help make sure that seasonal workers on our site are receiving their fair entitlements. In the reporting period, we extended the scope of our Labour Hire Provider Management Framework to include labour hire providers working at our bottling facilities.

Own Brand Responsible Sourcing Program

47
Total Own Brand trade partners

11,000+
Workers employed by sites in our Own Brand program

21
Third party audits in the reporting period

As at the end of the reporting period, 100% of our Own Brand trade partners maintained compliance with our program with a completed SAQ. Twenty-one of these undertook social compliance audits during the reporting period. These audits are conducted by third party audit firms, helping to provide Endeavour with oversight of supplier operations, particularly for international supply partners where direct monitoring is not possible or practical. These social compliance audits relate to modern slavery as they evaluate labour rights, including appropriate remuneration and entitlements, alongside working hours and general working conditions. Some of the most commonly occurring audit findings related to fire safety, management systems and adequate processes to screen contractors with workers on site.

Enhancing our contractual controls

We continued to strengthen our supplier due diligence processes during F26, including supplier onboarding, risk screening and the further incorporation of modern slavery and responsible sourcing expectations into supplier agreements. During the reporting period, we updated our modern slavery and responsible sourcing clauses in our standard form agreements. This included updating our Own Brand and Partner Brand supply terms and conditions to better reflect our Responsible Sourcing Program, and enhancing our security services agreements to include detailed subcontracting provisions and human rights audit schedules.

Supplier engagement

Engaging with our trade partners and suppliers remains an important part of addressing modern slavery risks and supporting improved practices. During F26, we continued to engage with suppliers in higher risk sectors to better understand their operations and labour practices. Where risks were identified, we worked with suppliers to support improvement and reinforce our expectations.

In our viticulture operations, we progressed our work under the Fair Farms program. Our Oakridge vineyard completed Fair Farms certification during the year, with other owned and operated Australian vineyards remaining certified since the last reporting period.

We also supported one of our labour hire providers to undertake the Fair Farms Labour Hire Provider Certification pathway, which was new in F26. This involved document reviews, benchmarking assessments, training and an independent audit. The certification strengthens labour practices across the provider's broader operations, including at sites beyond our own. Our labour hire provider became the first Fair Farms certified contractor in Australia.

Feedback from the provider indicated that the process was valuable and has enhanced both their capability and standing within the industry.

Monitoring and remediation

During F26, we continued to monitor labour practices within our operations and supply chain. At one of our facilities, we identified issues with a labour hire provider, including gaps in right-to-work verification processes. All workers were confirmed to have valid working rights, and the issue related to administrative processes rather than employment of undocumented workers. We worked with the supplier to remediate the issue and to strengthen their systems and processes. This engagement provided insight into the importance of strong administrative controls and supplier capability. We continue to work with suppliers to address issues where they arise and to strengthen practices over time.

Working in partnership with industry

In the reporting period, Endeavour nominated a representative to join the Fair Farms External Stakeholder Reference Group (ESRG). The purpose of the ESRG is to provide a formal mechanism for Fair Farms' engagement with its key stakeholders. Members include growers, relevant government departments, supply chain partners, retailers, audit bodies, peak industry bodies, worker representatives, and others who are involved in improving workplace practices in Australian horticulture. Together, the ESRG consults on matters to enhance the Fair Farms program for the most effective management of labour risks in Australian horticulture (including viticulture).

Endeavour also contributed towards the ongoing development of a global labour rights framework through its partnership with the Sustainable Wine Roundtable (SWR) in the reporting period. Planned for continued development across F27 and F28, the SWR Labour Standards Group - which includes retailers and producers - aims to establish a credible, shared approach to advance labour rights across the global wine sector. Aligned with the Human Rights Due Diligence framework (HRDD), together we are targeting the creation of a wine-industry specific framework that focuses on collecting data, developing practical tools, and supporting collective action to embed consistent expectations and drive sector-wide improvement. We look forward to reporting more on this in future reporting periods.

Training and awareness

Building awareness within our business helps our team understand modern slavery risks and how to respond. During F26, we continued to build internal capability through targeted training on modern slavery and responsible sourcing, with specific guidance to employees involved in procurement and supplier management. For supplier-facing teams, training focuses on supplier-related modern slavery risk indicators, such as costs and unauthorised subcontracting. For worker-facing teams, we focus more on issues related to workers charged unlawful or excessive fees or subject to unfair treatment. See page 11 for the modern slavery risk indicators we train our teams to look out for.

In the reporting period, we delivered modern slavery awareness training across Team Services, Procurement, and Risk and Protection functions. These sessions included standalone training and integration into existing team forums, with a focus on identifying risk indicators and understanding responsible sourcing requirements. We also promoted awareness of our whistleblower and reporting mechanisms to make sure concerns can be raised safely.

Reporting and grievance mechanisms

Endeavour Group provides mechanisms for employees and other stakeholders to raise concerns about potential misconduct, including modern slavery. These concerns can be raised through our whistleblower channel, which is designed to support confidential and secure reporting. We are dedicated to providing individuals and communities who may be affected by our operations with access to grievance processes that are protected against retaliation, harassment, discrimination, intimidation or victimisation.

Endeavour's Whistleblowing Policy outlines the process for managing and investigating reports. Managed by an independent third party specialist, our whistleblowing platform provides a confidential and secure avenue for reporting various grievances. This includes concerns related to human rights violations like modern slavery, as well as bullying, discrimination, legal breaches and harassment.

Consistent with our Responsible Sourcing Policy, we also require our suppliers to establish grievance channels that are easily accessible to their workforce, such as secure email accounts, hotlines, or anonymous suggestion boxes on site. Our policy requires suppliers to train workers on their right to raise grievances and the means by which they can do so, and that they can raise concerns without the risk of retaliation.

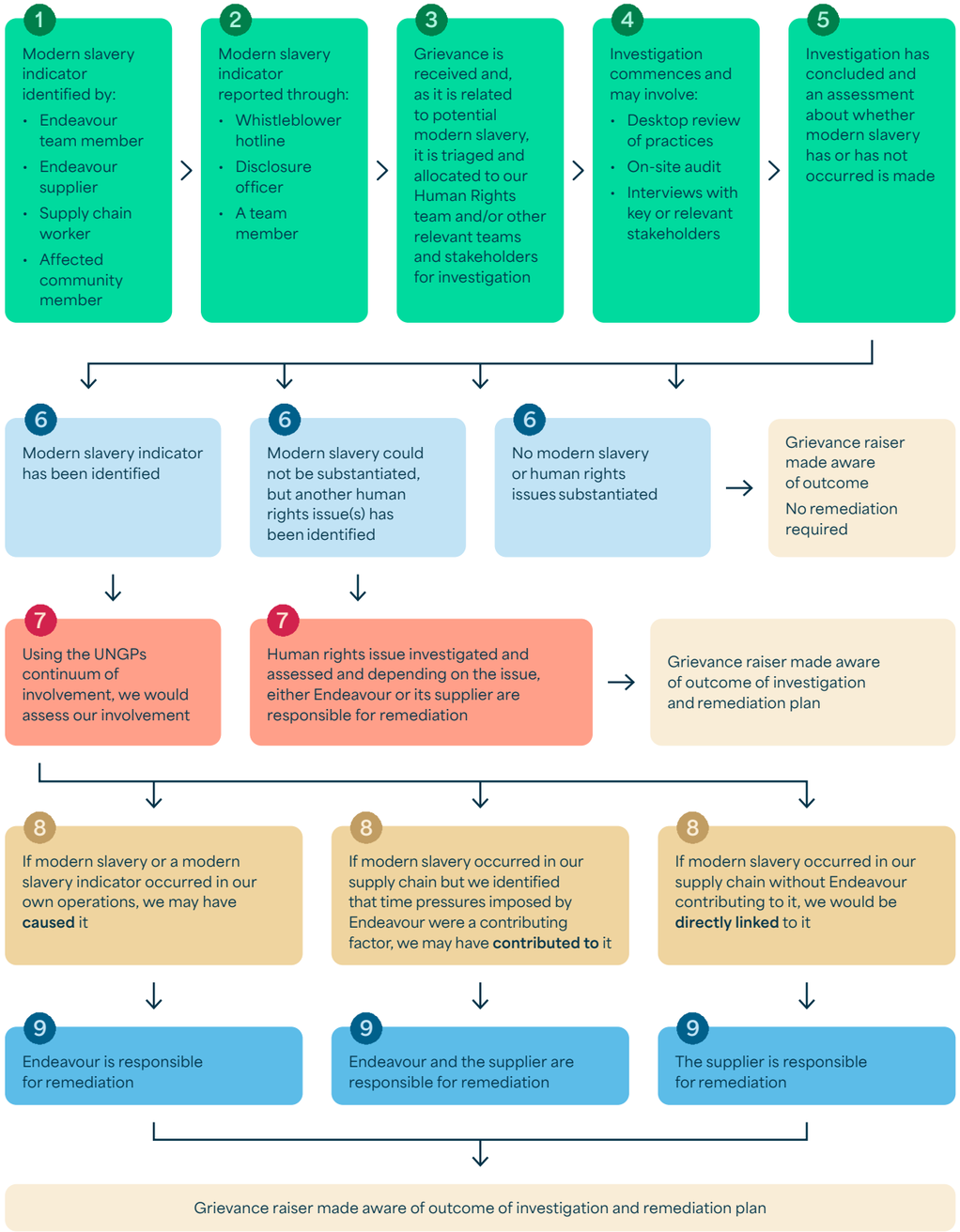
We seek to align our grievance handling process with the United Nations Guiding Principles (UNGPs) effectiveness criteria:

UNGPs Effectiveness Criteria	Description
Legitimate	Enables trust from stakeholder groups for whose use it is intended, and is accountable for the fair conduct of the grievance process.
Accessible	Known to all stakeholder groups for whose use it is intended, and provides adequate assistance for those who may face barriers to access.
Predictable	Provides a clear and known procedure with an indicative timeframe for each stage, and clarity on the types of process and outcomes available and means of monitoring implementation.
Equitable	Aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a grievance process on fair, informed and respectful terms.
Transparent	Keeps parties to a grievance informed about its progress and provides sufficient information about its performance to build confidence in its effectiveness and to meet any public interest at stake.
Rights-compatible	Ensures the outcomes and remedies accord with internationally recognised human rights.
A source of continuous learning	Draws on measures to identify lessons to improve the mechanism and prevent future grievances and harms.
Based on engagement and dialogue	Consults the stakeholder groups for whose use it is intended on its design and performance, and focuses on dialogue as the means to address and resolve grievances.

In the reporting period, no instances of actual or suspected modern slavery were identified within our operations or supply chain.

Remediation flowchart

We recognise the importance of effective governance and preparedness if Endeavour were to identify any actual or suspected instances of modern slavery. The below flowchart provides an indicative view of how we would seek to respond:



Assessing the effectiveness of our actions

We assess the effectiveness of our modern slavery risk management approach through ongoing monitoring and review of our processes and activities.

Our Human Rights Statement, Responsible Sourcing Policy and actions to manage modern slavery risks are informed by leading international standards including:

- International Labour Organization (ILO)'s core conventions
- United Nations Universal Declaration of Human Rights (UDHR)
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- Ethical Trading Initiative (ETI)'s Base Code
- United Nations Global Compact's (UNGC's) core values on human rights, labour standards, the environment and anti-corruption
- International Bill of Human Rights

We consider the below when assessing the effectiveness of our program:

Area	How we assess the effectiveness	Progress in the reporting period	How this supports us to assess the effectiveness of our actions
Policies and frameworks Our Modern Slavery Risk Management Framework contains policies designed to mitigate and manage modern slavery risks.	• Internal reviews of our policies and frameworks. • Feedback from stakeholders to determine their understanding of our policies and frameworks.	• During the reporting period and following stakeholder feedback, we identified an opportunity to simplify our Responsible Sourcing Policy for suppliers. We look forward to reporting more about this in F27.	• Strong policies and frameworks provide the structure, accountability and processes needed to consistently identify, assess and address modern slavery risk. Stakeholder feedback and internal reviews help test if they are working as intended, and to identify any gaps or emerging risks.
Responsible Sourcing Program Our Responsible Sourcing Program is how we monitor our suppliers' compliance with our Responsible Sourcing Policy.	• Percentage of trade partners with completed risk assessments. • Number of moderate to high risk suppliers who undertake audits. • Supplier feedback.	• 100% of our Own Brand suppliers have a completed risk assessment. • 21 suppliers undertook third party social compliance audits. • Positive feedback from our vineyard labour hire provider about how we supported them through their Fair Farms accreditation.	• Our program is designed to help us identify, assess and address modern slavery risk in our supply chain. Tracking the number of suppliers with completed risk assessments and audits helps us measure whether our processes are being implemented as intended. It also supports us to identify areas of our supply base that may require upskilling or capacity building.

Area	How we assess the effectiveness	Progress in the reporting period	How this supports us to assess the effectiveness of our actions
Grievance channels Our grievance channels are designed for the reporting of actual or suspected modern slavery or modern slavery risk indicators.	• Number of modern slavery related issues reported through our grievance mechanisms. • Number and percentage of issues remediated. • Feedback from relevant stakeholders on the accessibility and understanding of our channels for the use of modern slavery issues and reporting.	• Zero modern slavery related issues were raised through our grievance mechanisms. • In the last reporting period we made our channel more effective by having a bespoke supply chain whistleblowing poster translated into 18 different languages. In the current reporting period, we carried out checks to make sure the poster is available and visible in the right languages at each of our owned and operated vineyard sites.	• Access to grievance mechanisms is a key part of an effective modern slavery response. Monitoring the number of issues reported and remediated helps us assess whether reporting mechanisms are legitimate, accessible, and otherwise in line with the UNGP's Effectiveness Criteria.
Governance The Audit, Risk and Compliance Committee (ARC) receives regular updates on progress against Endeavour's sustainability commitments, including in relation to modern slavery.	• ARC feedback.	• The ARC received two updates on progress against our modern slavery commitments in the reporting period. • This was supported by time on the ARC agenda for feedback.	• Strong governance allows for oversight over Endeavour's modern slavery response. ARC feedback helps identify opportunities to strengthen our risk management practices.
External reviews We review third party reports that benchmark companies on their modern slavery disclosures. We also engage external business and human rights expertise to support the development of our modern slavery response.	• External benchmark scores from third parties. • Feedback from specialist firms on our controls to manage modern slavery risk in our high risk service areas. • Assessing and comparing our modern slavery response to those of our peers, and those with strong scores in external benchmarking assessments.	• During the reporting period, Monash University released its fifth report into Australian modern slavery statements. Endeavour received an A grade for its F24 report, which is the last report reviewed at the time of publication.	• Third party benchmarks provide an independent measure of performance, highlighting areas for improvement. By comparing our response to those of our peers, we can identify and seek to implement leading practices adopted across industry.

We recognise that assessing effectiveness is an ongoing process and will continue to evolve as our approach matures.

Our plans for F27

Enhancing our policies and frameworks

Assessing our Modern Slavery Risk Management Framework for continuous improvement

Building supplier capability through industry

Working with the Sustainable Wine Roundtable to develop a Labour Rights Framework for the global wine industry

Team awareness training

Continuing to offer targeted modern slavery awareness training to relevant teams so that we can work together to identify, assess and address modern slavery risks

Ongoing risk monitoring through our Responsible Sourcing Program

Continuing to monitor for modern slavery risks through our Responsible Sourcing Program

Strengthening our partnerships

Undertaking a review of our tools, partnerships and associations to help make sure we've got the right partners to help us manage risks

Consultation with controlled entities

Endeavour Group owns and controls a number of entities, including the reporting entities listed on page 2. All wholly owned reporting and non-reporting entities share the same external policies. Our Human Rights Statement applies to every Endeavour entity, and our Responsible Sourcing Policy applies to all Endeavour suppliers. Endeavour Group consulted with its controlled entities in the preparation of this statement. This included engagement with the relevant business functions responsible for procurement, risk, legal and sustainability to support alignment across the Group.

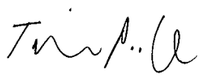
This Statement was prepared by the Sustainability team, with input from our Legal, Non-trade, Merchandise, People, and Risk and Compliance teams. Members of these functions responsible for supporting the drafting, development and final approval of this Statement have roles and responsibilities that span across Endeavour's reporting and other owned and controlled entities.

This Statement was shared with the Audit, Risk and Compliance Committee (a committee of the Board) and Board, ensuring consultation across all reporting and non-reporting entities in its development.

Approval

This joint statement was approved by the Board of Endeavour Group Limited on behalf of its reporting entities (see page 2) on 28 September 2026.

Signed,



Tim Poole

Chairman
Endeavour Group Limited

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