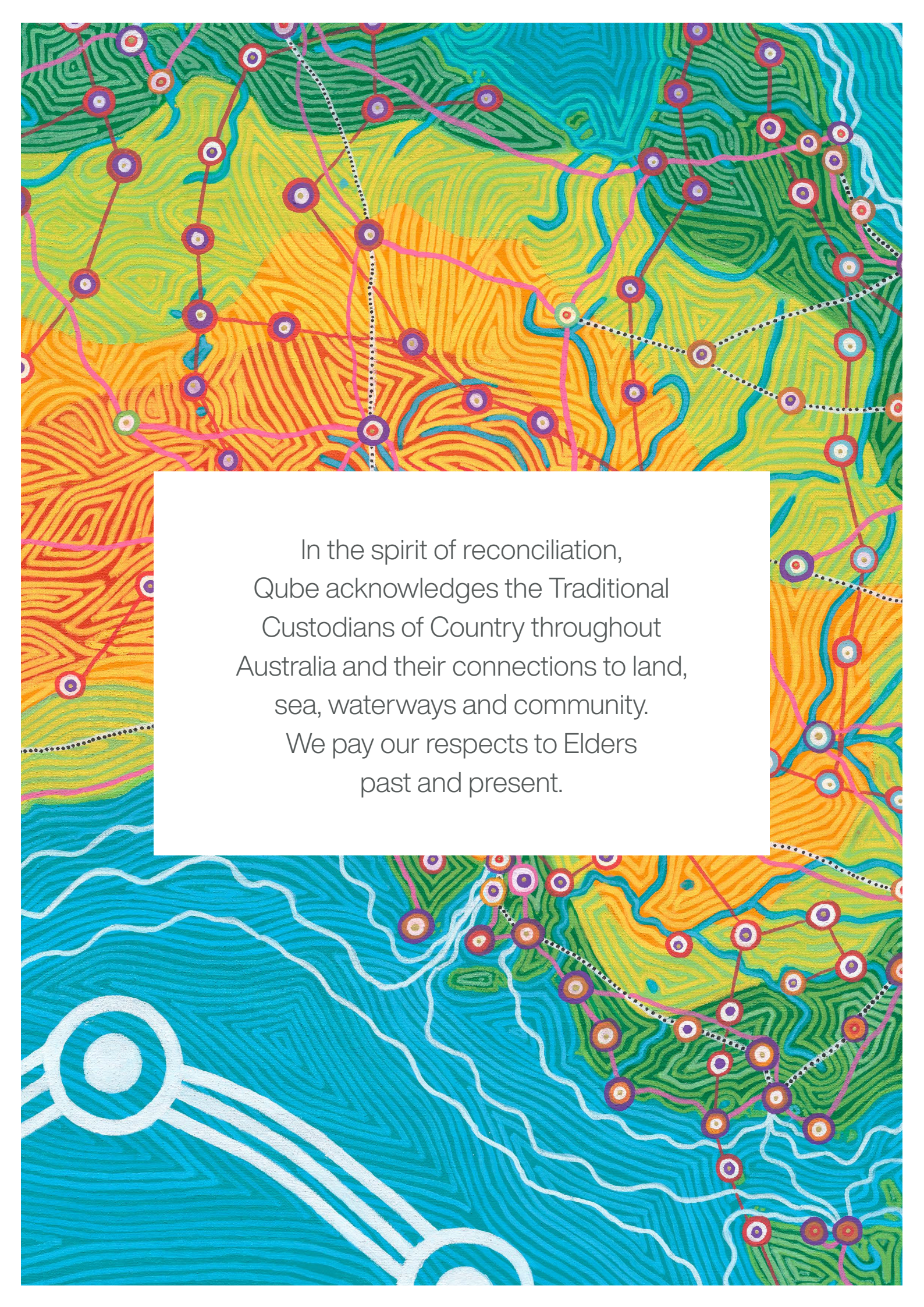




Australia's
leading
provider of
integrated
import and
export logistics

Modern Slavery Statement 2026





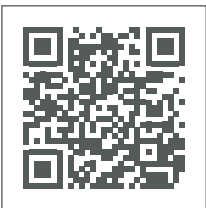
In the spirit of reconciliation,
Qube acknowledges the Traditional
Custodians of Country throughout
Australia and their connections to land,
sea, waterways and community.
We pay our respects to Elders
past and present.

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Our whistleblower hotline

Qube upholds high standards of conduct and welcomes feedback from affected parties to improve our due diligence practices within our operations and supply chains. For more information about Qube's commitment to ethical conduct please visit our website. If you have concerns about modern slavery, potential human rights issues, or unethical behaviour in our operations or supply chain, we strongly encourage you to contact us.



Visit qube.com.au/whistleblowing-at-qube for more information and to report.

Your input is important, and your right to anonymity will be protected.

Disclaimer

This statement has been prepared by Qube Holdings Limited (Qube) on its behalf and on behalf of its reporting entities in relation to their activities, and those of their owned and/or controlled entities, between 1 July 2025 and 30 June 2026. Qube has prepared this document based on information available to it at the time of preparation and it does not purport to be complete or without error.

Managing Director's message

I'm pleased to share Qube's FY26 Modern Slavery Statement, prepared in line with the Australian Modern Slavery Act 2018 (Cth). As a leading provider of integrated import and export logistics services, our purpose is to support our customers, communities and industries to thrive.

A key part of delivering on this purpose is working closely with our business partners, contractors and suppliers to identify, assess and address modern slavery risks that may be linked to our operations and supply chains.

Qube plays an important role in Australia's economy, connecting supply chains across port, rail and road networks to keep goods moving. With that role comes a clear responsibility to ensure that everyone supporting these operations, whether directly employed by Qube or engaged through suppliers and contractors, is treated fairly and with respect, in line with our values of integrity, reliability and inclusion.

We recognise that addressing modern slavery is complex and requires dedicated expertise, strong processes and ongoing collaboration across industry. We are committed to continuing to build the capability needed across our business to respond effectively.

Over the past year, we have taken further steps to strengthen our approach. This includes enhancing our risk assessment processes, introducing improved due diligence tools, reviewing our grievance and remediation frameworks, and establishing clearer measures to track progress. These actions are part of our broader effort to embed respect for human rights into our day-to-day operations.

We remain focused on transparency and continuous improvement, and on working with our suppliers, partners and stakeholders to identify and address modern slavery risks wherever they may arise.

More detail on these initiatives and others underway across the business is outlined in the following pages.

Statement approval and sign-off

This statement is prepared by Qube under the Modern Slavery Act, and the reporting entities listed in this statement which Qube, as parent entity, owns and/or controls.

The statement was approved by the Qube Board on 21 October 2026 in its capacity as Qube's principal governing body.



A stylized, handwritten signature in black ink, appearing to read 'P. Digney'.

Paul Digney
Managing Director





Our commitments

Our progress in FY26

Table 1: Progress of FY26 Modern Slavery action items

●	Continue individual supplier risk assessments, prioritised by location, spend, supplier category and opportunity to influence.
●	Undertake due diligence for identified suppliers focusing on Tiers 2 and 3 risk.
●	Integrate Fair Supply Spotlight Search into purchasing procedure for new suppliers.
●	Review and update modern slavery education and training materials to ensure they remain effective and relevant.
●	Conduct targeted reviews of higher-risk suppliers.

● Completed ● Commenced

Our commitments for FY27

In FY27, we will continue to deliver on the carry-over actions from FY26, including continuing to update and refine our procurement processes, strengthening our engagement with joint venture partners, and conducting an internal assurance process on Qube’s approach to responsible sourcing. In addition, the following action items form our modern slavery commitments for the year ahead:

1. Continue individual supplier risk assessments, prioritised by, location, spend, supplier category, opportunity to influence.
2. Integrate modern slavery requirements into financial systems supplier set up process
3. Continue targeted reviews of higher-risk suppliers focusing on Tier 2 risk
4. Review suppliers of grain and cereals for our Agri business
5. Adaptation of current Modern Slavery procedures for compliance with New Zealand’s proposed new Modern Slavery legislation, which is currently before Parliament.

About Qube

Qube Holdings Limited is Australia's largest integrated provider of import and export logistics services. Operating in hundreds of locations across Australia, New Zealand, and Southeast Asia and we employ over 9,500 people.

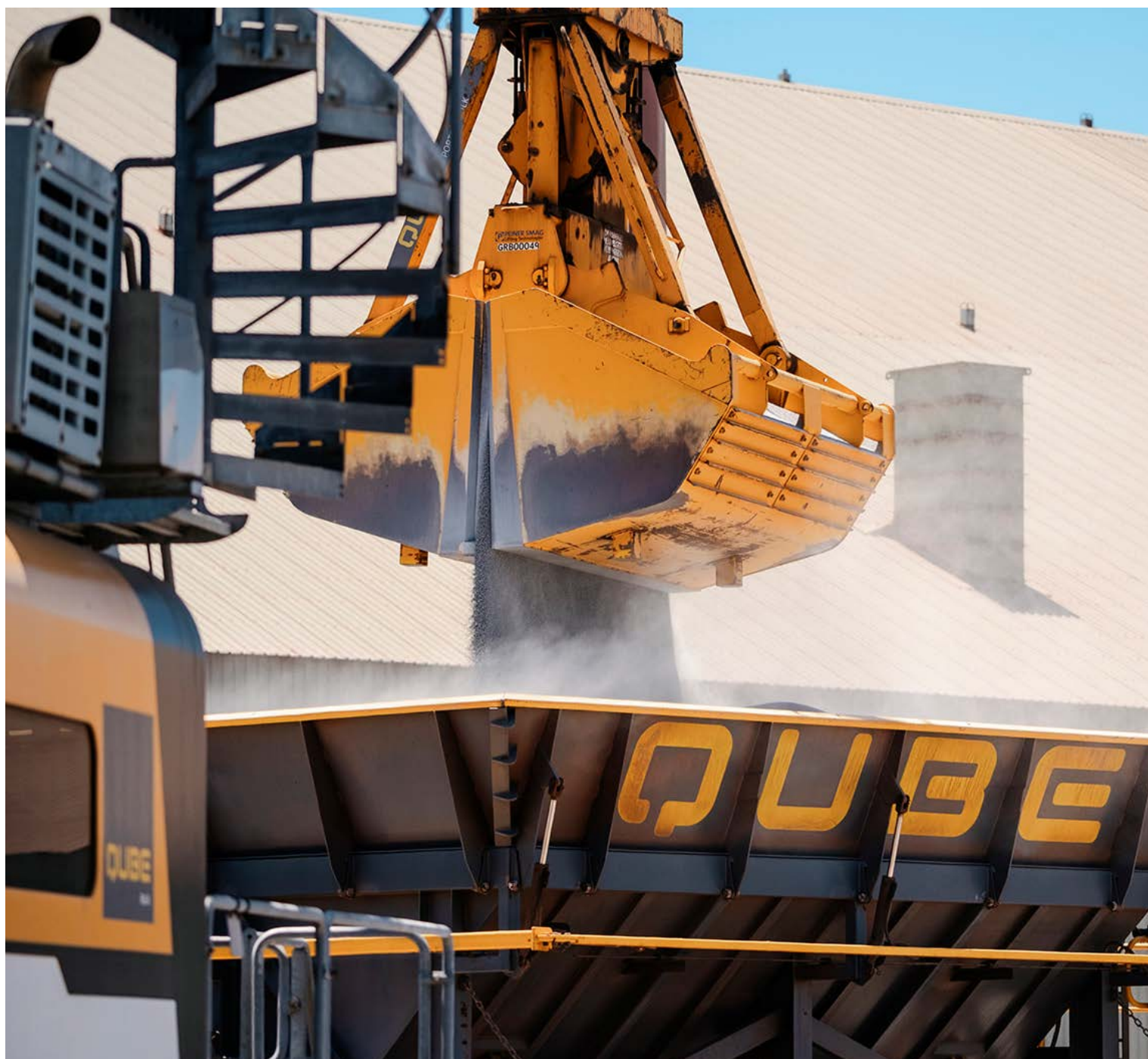
The Qube Group is comprised of more than 30 entities (both reporting and non-reporting) engaged in logistics, ports, bulk, forestry, and related services. These entities are included in the scope of this statement to ensure transparency.

Our business has two core divisions: the Operating Division, and Qube's 50% interest in Patrick Terminals, Australia's leading container terminal operator. The Operating

Division comprises two business units: Qube Logistics and Infrastructure and Qube Ports and Bulk.

Our role is to keep the trade of containerised goods, bulk commodities and manufactured and processed goods moving through ports, along rail networks and across road freight corridors, providing the critical link between producers, markets and consumers.

Our purpose is to help our customers, communities, industries and people to thrive through a relentless focus on our five priorities: Safety, Wellbeing, Planet, Opportunity and Performance.



Our value chain

Qube delivers sustainable value to help our customers, investors and communities to thrive



Our priorities



Safety



Wellbeing



Performance



Planet



Opportunity

Value chain

Inputs



Group expertise



Financial capacity



Strategic assets



Environmental focus



Network



Robust business



People



Operational experience



Community



Relationships



Customer service



Governance

Key markets



Containers import/export



Automotive and general stevedoring



Project cargo



Resources



Energy



Agriculture



Forestry

Value drivers



Our services and infrastructure

Logistics and Infrastructure

End-to-end import/export services for containerised cargo, including transport, warehousing and freight forwarding.

- Strategic network linking ports to metro and regional areas.
- Key assets:
 - AAT automotive and break-bulk terminals.
 - Grain terminals and storage and handling infrastructure in NSW.
 - IMEX and metro rail terminals.

Ports and Bulk

- Non-containerised freight logistics across 100+ port and 40+ bulk sites in Australia, NZ and SE Asia.
- **Qube Ports:** Custom solutions for bulk, container, automotive and general cargo, including forestry and energy.
- **Qube Bulk:** Full-service bulk handling –transport, stockpiling, mine resupply, and ship loading – specialising in large-scale exports.

Patrick Terminals

- Qube holds a 50% stake in Patrick, a leading Australian container stevedore.
- Operates in Melbourne, Sydney, Brisbane and Fremantle, covering 4km of quay line with 25 cranes and 130 straddles, including two automated terminals.
- Holds long-term lease concessions.

Outcomes

- A key enabler of national, state and regional economies.
- #1 or #2 in all key markets.
- Almost 10,000 employees working in over 200 locations across Australia, New Zealand and South-East Asia.

- 50+ key services provided.
- 60+ logistics and infrastructure locations.
- 100+ port locations.
- 40+ bulk locations.
- >1,000 ha operational area.

- 2,500+ customers.
- More than \$12 million invested annually in community-based partnerships and sponsorships.
- 467KtCO₂-e operational Scope 1 and 2 emissions.

Our operations

As an integrated logistics provider, Qube relies on a broad network of suppliers and service partners to deliver port operations, road and rail transport, warehousing, and bulk commodity handling. Critical inputs include labour hire services, fuels and lubricants, heavy and specialised vehicles, parts and maintenance services, and electronics and IT systems.

In categories such as labour hire, transport, and site services, we maintain direct contractual relationships with suppliers that provide frontline operational support.

In other categories, such as fuels, vehicles, and electronics, our exposure is primarily through purchasing from local retailers, distributors or equipment dealers, which link us to global manufacturing and resource extraction supply chains. This means that while many of our Tier 1 suppliers are based in Australia, New Zealand and Singapore, modern slavery risks are more likely to arise in the lower tiers of our supply chain, where visibility is limited.

Workforce

We employed 9,561 people across our operations on 30 June 2026, of whom 61% were employed under an industrial instrument, such as an enterprise or collective agreement. Our remaining permanent employees are provided competitive pay and benefits and participate in an annual salary review considering their individual performance and the performance of the company. Our casual employees are remunerated under the relevant award or agreement based on their role.

Table 2: Operating Division workforce on 30 June 2026

Location	Employees	Workforce
Australia	7,879	73% Full-time 1% Part-time 26% Fixed term or casual 70% under industrial agreement
New Zealand	1,535	75% Full-time 6% Part-time 19% Fixed term or casual 18% under industrial agreement
Singapore	14	100% Full-time
Indonesia	112	54% Full-time 46% Fixed term
Papua New Guinea	21	91% Full-time 9% Casual

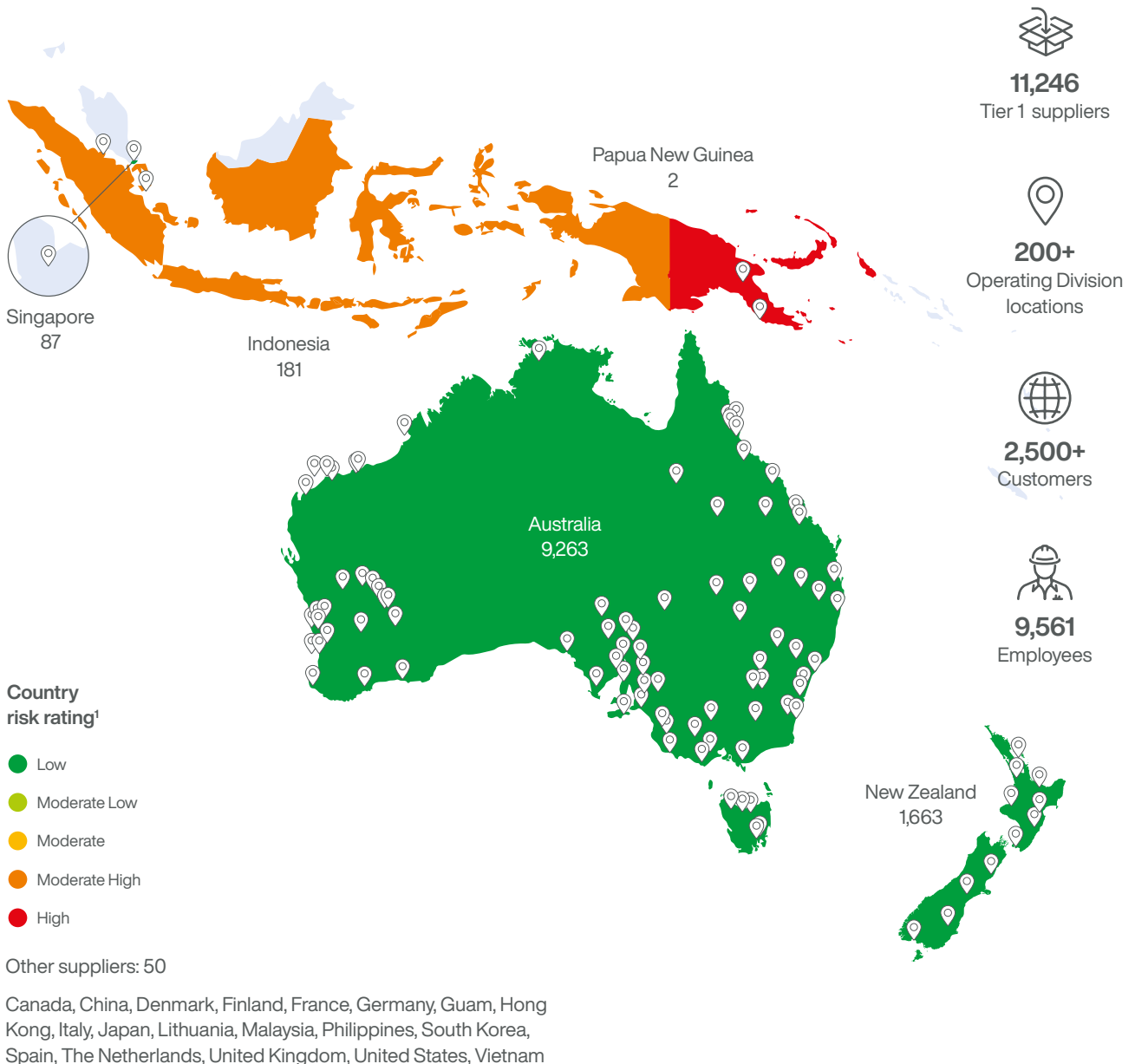


Supply chain

Qube's supply chain is supported by a predominantly low-risk supplier base, with 98% of Tier 1 suppliers located in Australia, New Zealand and Singapore. In FY26, Qube's five largest supplier categories by spend were fuel, grain, subcontracting, repairs and maintenance, and heavy vehicle leasing. This supplier profile reflects the operational requirements of Qube's integrated logistics network, while also helping to reduce exposure to geographical and human rights risks commonly associated with higher-risk sourcing regions.

As part of its responsible procurement and supply chain governance approach, Qube applies a risk-based supplier screening and assessment processes to identify and manage potential modern slavery and sustainability risks. Of Qube's supplier base, 17.6% are currently within scope for initial screening, representing 58.1% of total supplier spend. Of the 1,980 suppliers identified as being in scope, 77% (1,467 suppliers) have already been assessed within the past 12 months. This risk-based approach allows Qube to focus its due diligence efforts on suppliers that represent the greatest potential impact, while continuing to strengthen transparency, oversight and accountability across its supply chain.

Figure 1: Tier 1 suppliers by region - supplier count and modern slavery risk



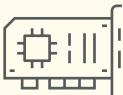
¹ Source: Fair Supply ESG risk management and due diligence tool. Calculates estimated country risk through a proprietary tool using a range of sources including The UN Guiding Principles on Business and Human Rights, The Global Slavery Index, International Labour Organisation (ILO) Global Estimates of Modern Slavery, and The United States' Reports on International Child Labour and Forced Labour

Identifying risk within our supply chain

Qube recognises that while many of the goods and services we procure are sourced locally, certain categories, such as fuel, vehicles, spare parts and electronics, are linked to more complex global supply chains where the risk of modern slavery can be higher. Our operations in higher-risk regions can also increase exposure, particularly in areas where labour laws may be less effectively enforced and there is greater reliance on informal labour practices. Even within Australia and New Zealand, some categories—including labour hire and subcontracted services—can carry elevated risk if not supported by appropriate due diligence, controls and ongoing management.

With these factors in mind, we have identified several areas of spend that present a higher inherent risk of modern slavery within our supply chains, particularly beyond our direct suppliers at Tier 2 and further down the chain.

Table 2: Categories of inherent risk

	<div>Fuels, oil and gas</div> <p>Modern slavery risks within fossil fuel and oils supply chains are significant due to the complexity, global reach, and opacity of these networks. Key issues of concern include:</p> <ul style="list-style-type: none">- Extraction and mining: Workers in oil fields, coal mines, and gas extraction sites may face forced labour, poor working conditions, and limited oversight.- Pipeline construction and maintenance: These activities often rely on subcontracted labour in remote or under-regulated regions, increasing vulnerability to exploitation.- Shipping and logistics: Maritime transport of fuel often involves crews from low-income countries, where forced labour and human trafficking risks are high.- Refining and processing: Refineries in countries with weak labour laws may use bonded or coerced labour.
	<div>Labour hire</div> <p>Modern slavery risks in labour hire arrangements can arise through underpayment and debt bondage, particularly in offshore recruitment from higher-risk countries. In Australia, sectors like agriculture, cleaning, and security services often depend on seasonal or migrant workers. These workers may face heightened vulnerability to exploitation due to language barriers, visa limitations, and limited awareness of their workplace rights.</p>
	<div>Heavy and specialised vehicles</div> <p>Heavy specialised vehicles (HSV) such as container handlers, intermodal equipment, port equipment, and construction machinery rely on components sourced from multiple countries, some of which may have weak labour protections or a high prevalence of forced labour. Key concerns include:</p> <ul style="list-style-type: none">- raw materials like steel, rubber, and electronics (e.g. batteries, wiring) may be mined or processed in regions where child labour or forced labour is common, and- subcontracting and outsourcing can obscure visibility, making it difficult for buyers to trace labour conditions.
	<div>Parts and materials</div> <p>Parts and materials used in vehicles (especially in HSV) are a concern in relation to modern slavery because their production often involves high-risk supply chains where exploitative labour practices can occur, and include:</p> <ul style="list-style-type: none">- many vehicle parts, which rely on raw materials sourced from regions with documented slavery risks, and- parts like wiring harnesses, electronics, and textiles, which may also be produced in countries where workers may face excessive hours, low wages, and unsafe conditions.
	<div>Electronics</div> <p>There are significant concerns regarding labour practices and health and safety conditions within the overseas electronics supply chain, with child labour being a particular area of concern. Certain raw materials and components are especially at risk of being linked to modern slavery due to the conditions under which they are extracted or manufactured.</p>

Prioritising human rights: managing and mitigating risk



Human rights are fundamental to our procurement practices and engagement with suppliers.

Qube has a modern slavery protocol and Supplier Code of Conduct in place under which Qube undertakes due diligence and assessment of human rights risks in relation to prospective and current suppliers. Where we do not have direct operational control of procurement practices (for example, in relation to our non-controlled or non-operated joint ventures), we will ensure the entity is aware of its legal obligations and raise any concerns for the entity to take appropriate steps to mitigate human rights risks.

Governance

Embedding ESG into our decision-making processes supports transparent, evidence-based and compliant non-financial reporting. A focus on process, policy and systems enables effective response to changing regulation.

In FY26, the Qube Board was focused on material risks that can potentially undermine the strategy or viability of the Group or severely damage its reputation. Normal operating risks are assessed and managed by the divisional and business unit operational leadership teams.

The Board established a formal enterprise Risk Management Framework, supported by a Board-approved Risk Management Policy and Risk Appetite Statement. These documents define the parameters within which management is expected to operate and ensure alignment with Qube's purpose, values, and strategic direction.

In FY26 implementation of modern slavery work was overseen by the Board and Executive teams' Health, Safety and Sustainability Committees.

Macquarie Asset Management acquisition

Qube Holdings was delisted from the Australian Stock Exchange on 17 August 2026, after all shares in Qube Holdings were acquired by Rubik Australia Pty Limited – a company owned by the Macquarie Asset Management consortium.

Policy and procedures

Our human rights due diligence processes are embedded within policy and procedures. In FY26 we introduced a new Modern Slavery Procedure to align with our adaptation of the Fair Supply platform.

Table 3: Policy and procedures

Policy, procedures and contracts	Covers
Human Rights Policy	Informed by the goals and practices outlined in the UN Guiding Principles on Business and Human Rights.
Whistleblower Policy	Sets out the process for reporting concerns and the support, protections and remedies which people may be eligible to access in respect of reports of Reportable Matters in accordance with relevant Legislation.
Supplier Code of Conduct	Outlines our commitment, values and expectations of our suppliers. Compliance with such laws, standards and principles are a material consideration for us in assessing every aspect of our Supplier relationships.
Supplier agreements and contracts	Our supplier contracts and agreements include clauses in relation to compliance with human rights laws.
Modern Slavery Procedure (New)	Outlines responsibilities and process in relation to implementation of modern slavery practice.
Code of Conduct and Ethics	Outlines guiding principles and examples on how the values of honesty, integrity, quality and trust are expected of Qube employees.
Health Safety and Sustainability Policy	Outlines our approach to Health and Safety that reflects a shared responsibility to operate in an environment where risks are managed, and work does not impact on the health and wellbeing of others.
Recruitment procedure	Outlines the procedure for all recruitment at Qube including compliance with all relevant laws and industrial agreements

These processes are aimed at identifying, seeking to prevent, mitigating and accounting for how we address any adverse human rights impacts concerning our business. These include:

- assessing actual and potential human rights impacts
- integrating findings into business operations and acting on them
- tracking responses and assessing their effectiveness
- communicating about how effectively we addressed those impacts throughout our employment practices, supply chain and procurement activities.

Qube will continue to evaluate the effectiveness of the policies, processes and procedures to address all modern slavery risks that our business causes, contributes to, or is directly linked to, in line with the UN Guiding Principles on Business and Human Rights. Based on the results of these processes, we will adapt and strengthen our actions to continually improve our response to modern slavery.

Governance Structure in FY26

Board of Directors

In FY26, the Board was responsible for overseeing climate and other sustainability-related impacts, risks and opportunities, and is assisted in its oversight by its committees. Of the eight non-executive directors on Qube's Board, seven have advanced knowledge and experience in sustainability oversight, while one has expertise in the area.



Audit & Risk Management Committee

- Review integrity of Qube's financial reporting and report the results of its activities to the Board.
- Review the adequacy of Qube's corporate reporting processes, internal control framework and compliance with legal and regulatory obligations.
- Oversee operation of Qube's compliance systems and corporate governance processes.
- Review the adequacy and operation of Qube's enterprise-wide risk management framework in light of risk appetite set by the Board.



Safety, Health & Sustainability Committee

- Oversee safety, health and environment matters arising out of the operations and activities of the Qube Group.
- Oversee Qube's sustainability strategy, activities and long-term sustainability goals and ensure sustainability is embedded into decision-making.
- Oversee the review and management of Qube's material exposure and responses to environmental risks, including climate change.
- Oversee management's implementation, monitoring and integrity of reporting of sustainable and ethical business practices of the Qube Group and its suppliers.

Oversight

Report

Executive Team



Safety, Health & Sustainability Executive Committee

Deliver Qube's sustainability programs and practices across the operations and Group functions, in accordance with our operating model.



Systems & Innovations Executive Committee

Identify, implement and monitor efficiency improvements and technology investments, including alternative fuel and emissions reduction trials, to support decarbonisation.



Decarbonisation Executive Committee

Set the direction for Qube's approach to decarbonisation, including transition planning, climate-related risk and resilience planning, emissions reduction initiatives and monitoring and reporting.



People & Culture Executive Committee

Deliver Qube's people and culture programs across the operations and Group functions in accordance with our operating model.

Guiding our approach

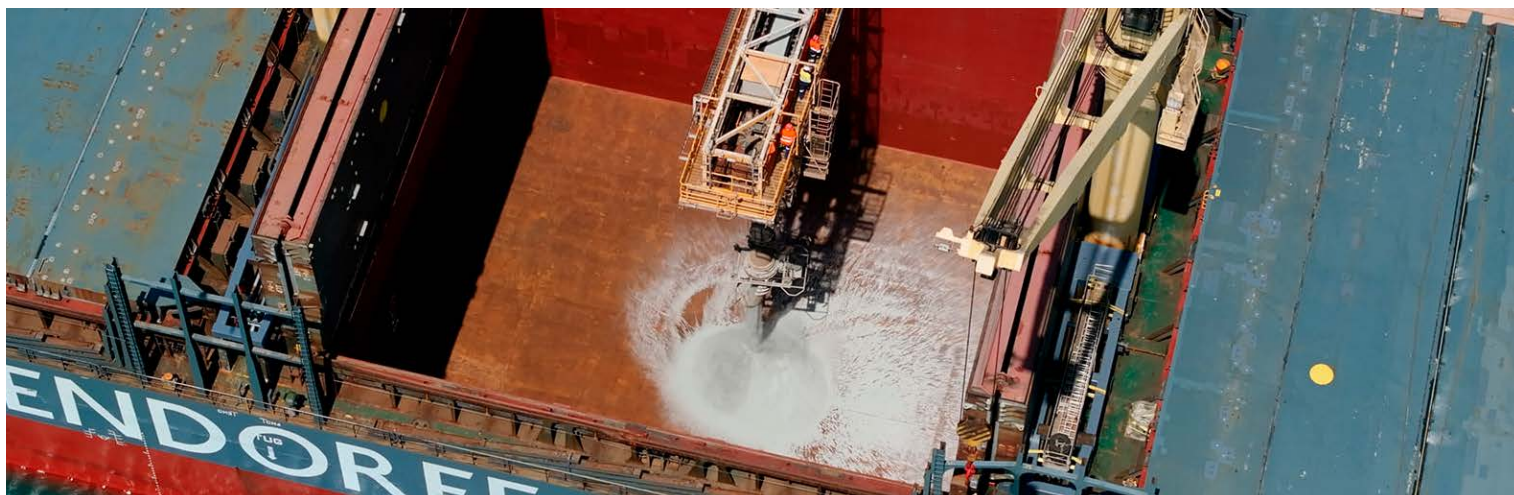
- Qube Thrive program and Statement of Values
- Code of Conduct & Ethics
- Materiality assessment
- Safety, Health & Sustainability Policy
- Human Rights Policy
- Diversity Policy
- Whistleblower Policies
- Community Wellbeing & Engagement Policy

Managing risk

- Risk Management Framework
- Risk Management Policy
- Supplier Code of Conduct
- Investor relations program
- Anti-Bribery & Anti-Corruption Policy
- Sanctions Policy
- Delegation of Authority Policy
- Environment Standard
- Health & Wellbeing Standard

Driving action

- Executive Remuneration Framework and key performance indicators
- Climate-related transition plan
- Reconciliation Action Plan
- Modern Slavery Statement
- Divisional and business unit strategies
- Culture Reference Group
- Gender Equality Reference Group



Education, training and awareness

Qube provides training for managers and supply chain personnel on all forms of modern slavery, including how to identify and assess risks within supply chains by considering key intersecting factors such as geography, industry sector, and workforce profile. The training also covers processes for reporting and remediation of risks that are identified.

Our FY26 education, training and awareness initiatives included:

- Online SafeTrac training module to equip participants with the knowledge to identify and eliminate modern slavery risks within the supply chain, promote ethical business practices and to foster a culture of transparency and responsibility.
- Toolbox talks: equipping colleagues to identify and report signs of worker exploitation, covering 'Indications of potential exploitation of vulnerable individuals', 'What to do if something doesn't seem right', 'Call to action' and 'Further information'.
- Development of new onsite signage and a website page for our people to be easily able to access information to report suspected cases and direct people to support services.
- Development of a Supplier Guide to Modern Slavery.

Between 1 July 2025 and 30 June 2026:

- 681 new Qube employees and contractors completed our online training.
- 200+ sites conducted modern slavery training sessions.
- 200+ sites displayed awareness-raising posters in meal and break areas across all our operations.
- We engaged with the Office of the Australian Anti-Slavery Commissioner through participation in webinars during FY26.
- Our Group Manager, Social Impact has also attended events hosted by the NSW Anti-Slavery Commissioner and other corporate modern slavery forums, including forums in relation to the developments of a New Zealand Modern Slavery legislations that has relevance to Qube's operations there, and provided briefings to the executive on relevant developments and implications for Qube.

Strengthening supplier engagement through a modern slavery guide

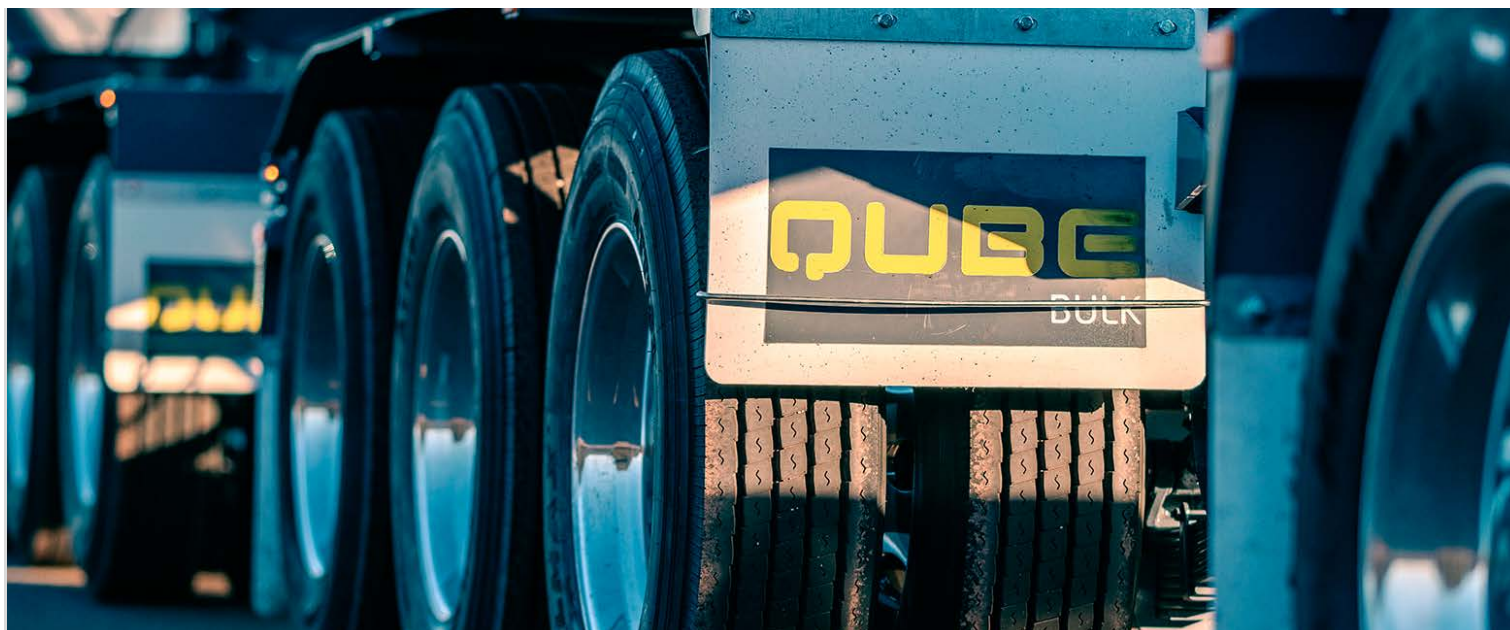
To further embed our approach to managing modern slavery risk across our supply chain, Qube developed a guide for suppliers and subcontractors in FY26.

The guide was designed to build on the commitments already set out in our Supplier Code of Conduct and contractual requirements, providing suppliers with clearer, practical guidance on what modern slavery due diligence looks like in practice and what is expected of them. While our existing frameworks outline the standards we require, the guide helps translate these into tangible processes, actions and behaviours that suppliers can understand and apply within their own operations.

The resource outlines key elements of Qube's due diligence approach, including risk identification, supplier engagement, grievance mechanisms and remediation expectations. It also clarifies how these processes may impact suppliers, particularly in higher-risk categories, and how they can work proactively with Qube to manage and reduce risks.

Recognising the diversity of our supply chain, the guide has been translated into Indonesian, Simplified Chinese and Thai to better support our international suppliers. This ensures the information is accessible and relevant and helps remove language barriers that could otherwise limit understanding or effective implementation.

By providing clearer guidance and improving accessibility, this initiative supports more consistent and informed engagement with suppliers. It also helps strengthen shared accountability for identifying and addressing modern slavery risks, reinforcing Qube's commitment to ethical and responsible business practices across all tiers of our supply chain.



Risk management

Qube's approach to managing modern slavery risks is embedded within our governance framework, with oversight in FY26 provided by the Board's Health, Safety and Sustainability Committee and implementation supported through divisional risk management processes. Within this framework, we use a range of tools and processes to identify, assess and address risks across our operations and supply chains.

It has now been 12 months since we introduced the Fair Supply ESG assessment tool as a key part of our screening approach. Fair Supply uses multi-regional input-output modelling and international datasets to generate inherent risk profiles across up to ten tiers of our supply chain. This gives us greater visibility beyond Tier 1 suppliers, helping to highlight the categories and geographies where modern slavery risks are more likely to occur.

Over the past year, we have further embedded Fair Supply insights into our risk management processes. The outputs from the tool are used to:

- prioritise suppliers for deeper due diligence through targeted questionnaires and engagement,
- inform training and awareness activities for employees and contractors working in higher-risk areas, and
- guide the development of appropriate remediation approaches where risks are identified.

This continued integration has strengthened our ability to identify and respond to modern slavery risks and supports a more informed and proactive approach to ongoing due diligence.

Due diligence

In FY26, Qube expanded its supply chain due diligence program by conducting an initial screening of 656 suppliers, bringing the total number of suppliers screened to more than 4,200. Using supplier spend data and Fair Supply's ESG risk assessment tool, we assessed potential modern slavery risks across procurement categories and supply chains. This provided broader visibility of risk exposures beyond direct suppliers and helped identify potential risks within lower tier supply chains.

Following this screening, Qube conducted additional due diligence on 20 suppliers identified as having potential elevated modern slavery risks. This process focused on understanding supplier practices, governance arrangements and risk management controls, while identifying opportunities for further engagement and improvement where required.

A key area of focus in FY26 was promotional merchandise and clothing, including personal protective equipment (PPE). These categories often involve complex global manufacturing supply chains and sourcing from regions and sectors associated with heightened labour rights and worker welfare risks. As a result, we prioritised supplier engagement and further due diligence activities in this area to better understand supply chain transparency, labour practices and existing risk management controls.

Findings

The supplier due diligence assessment identified generally strong levels of modern slavery governance and awareness across participating suppliers. All suppliers reported having modern slavery policies and processes in place, with most demonstrating established governance, risk assessment and remediation frameworks. The assessment also highlighted opportunities to strengthen visibility beyond Tier 1 suppliers, increase direct engagement with higher-risk suppliers and further develop frameworks to measure the effectiveness of modern slavery controls.

These insights will help inform Qube's ongoing supplier engagement and due diligence activities, particularly in higher-risk procurement categories and complex global supply chains.



CASE STUDY

Embedding responsible practice through joint venture collaboration

During FY26, Qube progressed targeted modern slavery due diligence activities with Indonesian suppliers through our joint venture partner, Bintan Offshore Marine Centre (BOMC). This work was prioritised based on Fair Supply insights, which identified Indonesia as a high-risk geography, reflecting broader sector and regional risk factors, including labour practices, subcontracting and regulatory enforcement challenges.

Why this was important

BOMC plays a key role in the offshore energy supply chain. Engaging directly with suppliers in this region supports improved visibility over labour practices and helps ensure alignment with Qube's expectations on human rights and responsible business conduct.

Approach and engagement

To support suppliers in understanding these expectations, Qube and BOMC:

- Delivered a supplier briefing session, outlining modern slavery risks, Qube's standards and the due diligence process
- Issued the Supplier Guide to Modern Slavery in Bahasa Indonesian, ensuring guidance was accessible and clearly understood
- Rolled out an in-language supplier questionnaire, enabling suppliers to provide detailed information on their policies, practices and controls

Key findings

The due diligence process indicated that many suppliers have foundational policies and commitments in place relating to labour standards and ethical conduct. However, the assessment also highlighted that:

- The practical implementation of these policies can be inconsistent
- Some suppliers require further support to embed processes into day-to-day operations
- Opportunities exist to strengthen monitoring, training and internal accountability mechanisms

Outcomes and next steps

These insights have informed a more targeted approach to supplier engagement in Indonesia, including ongoing communication, capability building and follow-up actions where needed. This work has also reinforced the importance of clear guidance, local language support, and direct engagement in strengthening the effectiveness of modern slavery due diligence.

Through this engagement with BOMC, Qube continues to build a more informed and proactive approach to managing modern slavery risks in higher-risk regions of our supply chain.

² This analysis was performed for the purposes of risk identification under the Act. It does not purport to confirm the actual existence (or non-existence) of slavery in Qube's supply chains and operations. Analysis was undertaken at the industry and country level. It does not account for variances at the entity, region or product level.



Grievance and remediation mechanisms

Qube recognises that effective grievance mechanisms are a core element of our human rights governance framework.

These mechanisms provide pathways for concerns to be raised, assessed, and, where substantiated, remediated in a manner consistent with the UN Guiding Principles on Business and Human Rights (UNGPs).

In 2025 we reviewed our Whistleblower Policies and Procedures to ensure compliance with legislative requirements in our area of operations. These policies, accessible on our website and via our employee app (Qube+), remains an important channel for staff and contractors to raise concerns confidentially. These policies will be reviewed again in 2027. In addition, grievance channels are embedded in our procurement processes: our Supplier Code of Conduct requires suppliers to provide safe and accessible grievance mechanisms for their workers, and our supplier engagement process includes awareness-raising about Qube's reporting channels.

Reports received through any channel are initially reviewed by our Director of People, Culture and Safety and, where relevant, escalated to the Executive Management Committee. Contact officers trained in trauma-informed investigation support are available to coordinate workplace investigations and ensure appropriate protections for individuals who raise concerns.

Remediation approach

Qube's remediation procedure is guided by the UNGP framework and informed by Walk Free's Response and Remedy Framework. The process emphasises protecting people first, taking responsibility, listening to victims, investigating and verifying concerns, and implementing remedy and preventive measures.

While no instances of modern slavery were identified in FY26, we recognise that any suspected instance would require a tailored response. In such cases, Qube would convene a response team appropriate to the industry, geography, and nature of the vulnerability, always ensuring the anonymity, dignity and agency of the affected person(s).

In the event of a reported incident, remediation outcomes are tracked and reported through to the Board, and insights are fed back into our risk management and supplier engagement

processes. This ensures remediation is not only about addressing individual concerns but also about strengthening Qube's overall ability to prevent future harm.

Assessing the effectiveness of our actions

Consultation

During the reporting period covered by this statement, Qube actively engaged and consulted with all the companies we own or control in the development of this statement, namely the entities mentioned in Appendix 2.

Qube discussed details of the Modern Slavery Act reporting requirements with these entities and their key representatives, including information about the actions Qube intends to take over the next few years to address these requirements, raise awareness of modern slavery risks and grievance reporting mechanisms and reduce modern slavery risks through operations and supply chains. Qube also provided these entities and their key representatives with relevant resources, materials and updates.

Responsibility for assessing effectiveness rests with Qube's Group Manager, Social Impact, who collates results and reports quarterly to the Executive Management Team. In FY26 The Executive Management Team provides oversight of performance and ensures findings are considered by the Board as part of its annual review of the Modern Slavery Statement. Key performance indicators (KPIs) used in this assessment have been divided into four key focus areas:

Table 4: Qube modern slavery KPIs

Governance and due diligence
<ul style="list-style-type: none">- Maintain Fair Supply ESG tool.- Review risk management framework.- Ensuring policies and procedures are aligned with any changes to the Modern Slavery Act or new laws within our areas of operations.
Education and training
<ul style="list-style-type: none">- Number of employees or contractors completing modern slavery awareness training.- Participation in external Human Rights and modern slavery networks and events by program managers.- Highlight Qube's approach to modern slavery through internal communications channels.
Procurement and supply chain
<ul style="list-style-type: none">- The percentage of contracts with modern slavery clauses included.- Number of suppliers completing our modern slavery questionnaire.- Complete new supply chain heat mapping exercise of suppliers across our areas of operations.
Reporting and response
<ul style="list-style-type: none">- Number of modern slavery cases identified and remediated.- Report to Executive management quarterly on progress.



Appendix

Appendix 1: Regulatory disclosure matrix

This Statement was prepared to meet our regulatory disclosure requirements and complements our existing sustainability disclosures found in the Qube FY26 Sustainability Review.

This Statement is made in accordance with the *Australian Modern Slavery Act 2018 (Cth)*. The table below references where we address the mandatory criteria within this Statement.

Criterion	Where criteria are addressed in this report
Criterion 1: Identify the reporting entity.	Pages 3-4 - About Qube
Criterion 2: Describe the structure, operations, and supply chains of the reporting entity.	Pages 5-6 - Our operations
Criterion 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities the reporting entity owns or controls.	Page 7 - Our exposure to modern slavery
Criterion 4: Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls to assess and address these risks, including due diligence and remediation process.	Page 8-13 - Prioritising human rights: managing and mitigating risk
Criterion 5: Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks.	Page 14 - Assessing the effectiveness of our actions
Criterion 6: Describe the process of consultation with any entity the reporting entity owns or controls.	Page 14 - Consultation
Criterion 7: Any other relevant information.	Page 15 - Appendix

Appendix 2: Qube Group entities

Entities for the purpose of this Statement as of 30 June 2026.

Entity	ABN
1 Qube Holdings Limited (parent entity) ¹	14 149 723 053
2 Albany Bulk Handling Pty Limited ²	094 810 974
3 Australian Amalgamated Terminals Pty Ltd ¹	13 098 458 229
4 Bluewood Industries Pty Ltd as Trustee for the CSR Trust ²	26 099 459 809
5 C&H Acquisition Pty Ltd ²	48 600 205 909
6 CTC Terminals Pty Ltd ²	52 138 486 147
7 Giacci Bros Pty Ltd ¹	66 008 708 361
8 Harvestco Australia Pty Ltd ²	13 122 876 019
9 K-AATerminals Pty Ltd ¹	98 124 777 519
10 Kalari Proprietary Limited ¹	14 004 595 395
11 KFM Logistics Investments 2 Pty Ltd ¹	64 123 189 766
12 K-POAGS Pty Ltd ¹	26 122 675 629
13 K-POTA Pty Ltd ¹	58 123 390 107
14 LCR Mining Group Pty Ltd as Trustee for the LCR Mining Group Trust ²	42 135 447 506
15 Maritime Container Services Pty Ltd ²	69 001 169 240
16 Newcastle Agri Terminal Pty Ltd ²	138 486 254
17 P&O Wharf Management Pty Ltd ¹	57 100 737 264
18 Quattro P RE Services Pty Ltd as Trustee for the Quattro Grain Trust ²	63 472 949 145
19 Qube Agri Investments Pty Ltd ²	45 127 635 723
20 Qube Bulk Pty Ltd ¹	13 138 868 756
21 Qube Energy Pty Ltd ¹	33 006 430 039
22 Qube Equity Ltd ¹	38 096 840 318
23 Qube Forestry Pty Ltd ²	55 152 640 009
24 Qube Grains Pty Ltd ¹	62 613 560 400
25 Qube Heavy Lift Pty Ltd ²	78 095 626 798
26 Qube Logistics (Aust) Pty Ltd ¹	18 123 003 930
27 Qube Logistics (Global) Pty Ltd ²	71 123 236 260
28 Qube Logistics (NSW) Pty Ltd ²	99 123 022 588
29 Qube Logistics (QLD) Pty Ltd ¹	21 009 677 383
30 Qube Logistics (QLDT1) Pty Ltd ²	53 010 235 935
31 Qube Logistics (Rail) Pty Ltd ¹	63 082 313 415
32 Qube Logistics (SA) Pty Ltd ¹	43 087 193 299
33 Qube Logistics (SA) Pty Ltd ²	43 087 193 299
34 Qube Logistics (SA1) Pty Ltd ²	21 008 263 474
35 Qube Logistics (SB) Pty Ltd ¹	83 003 307 319
36 Qube Logistics (SL) Pty Ltd ²	90 004 935 915
37 Qube Logistics (VIC) Pty Ltd ¹	72 092 352 228
38 Qube Logistics (WA) Pty Ltd ¹	68 087 193 342
39 Qube Logistics (WA) Pty Ltd ²	68 087 193 342
40 Qube Logistics (WA1) Pty Ltd ²	65 093 981 134
41 Qube Logistics (WA2) Pty Ltd ²	41 130 530 111
42 Qube Offshore Services Pty Ltd ²	24 164 301 008
43 Qube Ports (No 1) Pty Ltd ²	74 128 404 900
44 Qube Ports Pty Ltd ¹	46 123 021 492
45 Qube Terminals Pty Ltd as Trustee for the Qube Logistics Trust ¹	92 866 006 182
46 Stevenson Logistics Pty Ltd ²	65 008 784 950

¹ These entities are reporting entities for the purposes of the Modern Slavery Act.

² These entities are not reporting entities for the purposes of the Modern Slavery Act but have been included in this list in the interest of transparency.

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