



# MODERN SLAVERY STATEMENT

For the 12 months ended 30 June 2025  
December 2025

# 1. Introduction

The term 'modern slavery' is used to describe situations where coercion, threats or deception are used to seriously exploit individuals and undermine or deprive them of their freedom.

Modern slavery includes any practice or conduct that constitutes slavery, forced labour, human trafficking, child exploitation, involuntary servitude, debt bondage, human trafficking and other slavery-like exploitation.

The *Modern Slavery Act 2018* (Cth) (**Act**) requires reporting entities to publicly report (by way of a 'modern slavery statement') what they are doing to address modern slavery risks in their operations and supply chains.

Each of:

- NSW Business Chamber Ltd ABN 63 000 014 504 (a public company limited by guarantee which trades under various brands, including Business NSW) (**Business NSW**);
- Australian Business Solutions Group Pty Ltd ACN 153 829 666 (**ABSG**); and
- Alliance Health Services Group Pty Limited ACN 100 736 294 (which trades under various brands including Alliance Nursing, Alliance Rural & Remote Health, Alliance Community, Alliance Extra Staff and Appren

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This is the joint modern slavery statement of Business NSW, ABSG and AHSG under the Act in respect of the reporting period 1 July 2024 to 30 June 2025 (**Reporting Period**).

A list of all controlled entities of Business NSW (and their place of incorporation) is set out in page 86 of Business NSW's 2025 Annual Report, which is available at: [www.businessnsw.com/getmedia/a40e76a4-11b8-446c-abbf-cd408e753c7d/2025\\_BNSW\\_Annual\\_Report\\_Final.pdf](http://www.businessnsw.com/getmedia/a40e76a4-11b8-446c-abbf-cd408e753c7d/2025_BNSW_Annual_Report_Final.pdf) (**Business NSW Group**). Business NSW is the parent entity of the Business NSW Group and is the sole shareholder of ABSG, which in turn is the sole shareholder of AHSG, Ability Plus Disability Services Pty Ltd ABN 72 614 419 546 (**Ability Plus**) Heartbeat Nursing Agency Pty Ltd ABN 49 084 686 76 (**Heartbeat Nursing**).

Whilst the business activities of Business NSW, ABSG and AHSG (and their respective controlled entities) are different, a joint statement is appropriate given that the entities largely share the same executive leadership team and are subject to the same enterprise-wide policies, procedures, systems and processes.

For prior reporting periods, Business NSW submitted a joint statement with its controlled entity Recruitment Solutions Group Australia Pty Ltd ACN 162 071 490 as trustee for the Recruitment Solutions Group Australia Trust ABN 86 157 291 541 (**RSGA**). During the Reporting Period, as part of an internal corporate restructure, all of the assets and business of RSGA were transferred to AHSG. As a result of this restructure:

- RSGA is not a reporting entity; and
- ABSG and AHSG became reporting entities,

in respect of the Reporting Period.

## 2. Business NSW Group's operations

Business NSW, the group's parent entity, has been operating for 199 years and has approximately 95,500 members.

The Business NSW Group has 35 offices across Australia. The group has approximately 673 permanent employees and, during the Reporting Period, deployed approximately 7500+ on-hire and support workers to clients.

A summary of the group's operations is set out below.

### 2.1 Member services



As a purpose-driven organisation, Business NSW is committed to supporting, protecting and helping to grow Australian businesses.

Business NSW is a member-owned organisation that provides advice, support, products and services for businesses.

Business NSW offers members free content and resources, as well as paid commercial services in workplace, HR, legal and recruitment.

Business NSW also offers:

- a Business Grants Finder to help businesses access eligible funding
- a cyber security solution that includes staff training, phishing simulations, tools and resources
- a Workplace Advice Line that resolves member enquiries about industrial awards, employment conditions and other workplace issues
- certified trade documents to enable Australian businesses to export to new markets
- advisory and support services covering:
  - HR and workplace, health and safety (WHS) templates and documents (e.g. employment contracts, HR and WHS policies and procedures)
  - updates on compliance and legal developments in industrial relations, employment relations and WHS
- participation in thought leadership opportunities
- hosting numerous events and webinars annually

Member services are provided under a number of brands, including Business NSW, MyBusiness, Business Illawarra, Business Hunter, Business Sydney, and Business Western Sydney.

## 2.2 Policy and advocacy

Business NSW has an expert policy and advocacy division that:

- develops and promotes thought leadership and policy positions aimed at addressing market or regulatory failure across a range of industry sectors
- advocacy of policy positions that promote the development of manufacturing, industry, trade and commerce in Australia
- meets with and surveys members to understand the challenges and issues they face
- regularly engages with government leaders to advance the interests of members and the broader business community

## 2.3 Recruitment and health care services

AHSG, Ability Plus and Heartbeat Nursing collectively provide the group's recruitment and health care services. ABSG is the intermediate holding company of AHSG, Ability Plus and Heartbeat Nursing and does not actively trade.

This is the group's largest business division. The business:

- places apprentices, trainees, nurses, and other casual workers and community support staff with diverse clients (from hospitals, aged care and other health facilities to small businesses, large developers, manufacturers, government and other organisations) in metropolitan, regional, rural and remote Australia. These placements occur on both a permanent, semi-permanent and labour-hire basis;
- provides direct health and personal care services to the community through the NDIS, aged care and other programs.; and
- corporate health services, including the provision of immunisation and health screening services.

The business trades under a variety of brands: Alliance Nursing, Alliance Community, Ability Plus Disability Services, Alliance Rural & Remote Health, Apprenticeship Careers Australia and Alliance Extra Staff.



## 2.4 Legal services



Business NSW's wholly owned subsidiary, Australian Business Lawyers & Advisors Pty Ltd ABN 39 146 318 783 (**ABLA**), provides legal services to members of Business NSW and other clients in workplace, employment, industrial relations and work health and safety law.

## 2.5 Joint ventures



Chambers Apprenticeship Support Australia Pty Ltd ABN 51 602 702 796 (trading as Apprenticeship Support Australia) (**CASA**) is a joint venture that is owned in equal proportions by Business NSW, Victorian Chamber of Commerce and Industry and Chamber of Commerce & Industry Western Australia.

CASA is contracted by the Commonwealth Department of Employment and Workplace Relations to provide Australian apprenticeship support network services to employers and Australian apprentices in New South Wales, Victoria, Queensland, South Australia, Western Australia and Tasmania.

These services involve the provision of advice, support and tools to both employers (e.g. advice in relation to accessing government incentives to take on apprentices) and apprentices (e.g. career advice and assessments) that are focused on lifting apprenticeship commencement and completion rates at every stage of the employment cycle.

CASA subcontracts the delivery of CASA's contract with the Commonwealth Government to each of its shareholders for their respective geographical areas of operation (in Business NSW's case, New South Wales and Queensland).

## 2.6 Investments

Business NSW has a large, diversified investment portfolio across a range of asset classes, including commercial and industrial real estate, equities, private equity, fixed income and alternative assets.

Business NSW has appointed an external investment adviser to manage the investment portfolio on its behalf.

## 3. Business NSW Group's supply chains

### 3.1 Procurement categories

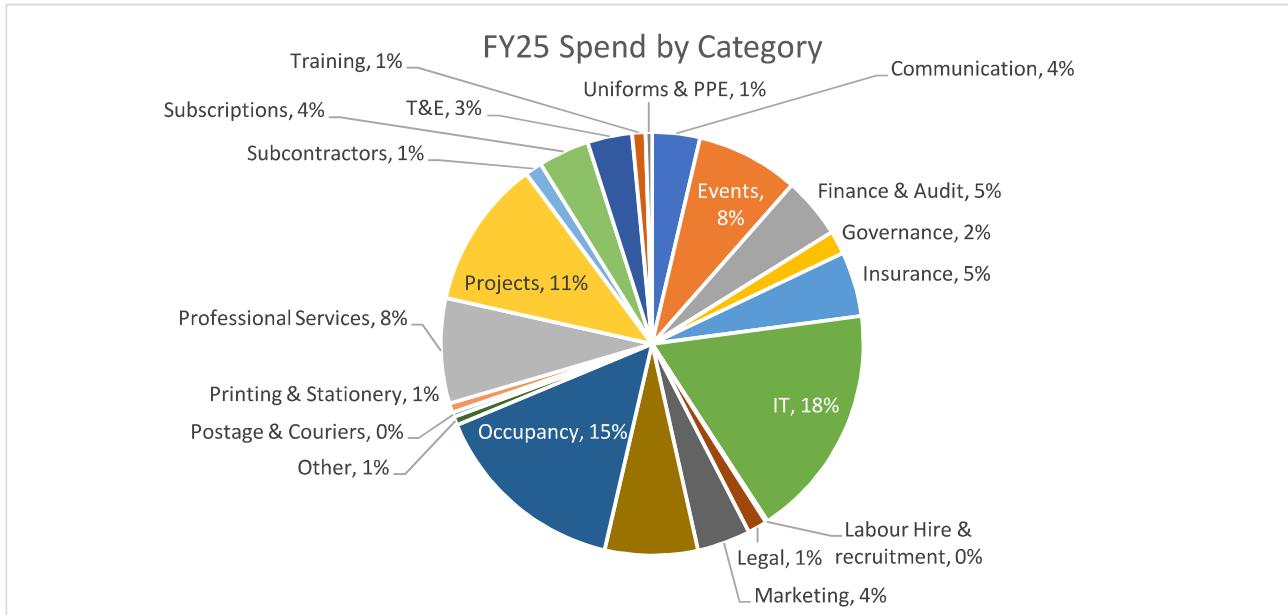
Given the nature of the largely professional services provided by the Business NSW Group, the following key supply chains are common to all activities and entities within the Business NSW Group:

- the Business NSW workforce (including the on-hire workforce in the context the recruitment business);
- office premises, office cleaning services and utilities;
- office equipment, fit-out and consumables, including computer hardware, furniture, printers/photocopiers, stationery, catering, tea, milk, coffee and couriers;
- utilities;
- information technology and communication products and services (including computer hardware and software as a service);
- insurance and workers compensation;
- marketing, advertising and printing services;
- training services;
- employee transport;
- employee entertainment;
- professional/corporate subscriptions; and
- professional services (e.g., legal, accounting, audit, governance, investment, financial and other consulting/professional services).

The table below describes supply chains that are more relevant to particular business activities:

Business Activity	Supply chain
Recruitment and community/health care services	<ul style="list-style-type: none"><li>• Uniforms</li><li>• Personal protective equipment</li><li>• Vaccines</li></ul>
Apprenticeship support services	<ul style="list-style-type: none"><li>• Uniforms</li><li>• Motor vehicles and associated accessories and services</li></ul>

The majority of Business NSW's expenditure (83%) during the Reporting Period was on salaries and wages for the permanent and on-hire workforce of the group. The breakdown of the Group's remaining expenditure (being 17% of total expenditure) is set out in the graph below:



## 3.2 Geographical spread of suppliers

The Business NSW Group's supply chain is largely domestic, with most suppliers registered and primarily operating within Australia:

**Third Parties By Countries**



## 4. Business NSW Group's approach to modern slavery

The Business NSW Group's approach to identifying and addressing modern slavery risks is set out in its Modern Slavery Policy that was approved by Business NSW's board on 18 June 2020 and revised on 28 March 2022.

The policy commits the group to the twin objectives of the Act:

- increasing awareness of modern slavery risks; and
- reducing such risks in the production and supply chains of Australian entities.

The group has zero tolerance for modern slavery practices. The group expects its suppliers will share that commitment and a desire to eliminate modern slavery practices from their respective businesses and supply chains.

The group's modern slavery policy contemplates a three-pronged approach (set out below) to identifying and addressing modern slavery risks. The internal corporate restructure discussed in section 1 did not affect the group's modern slavery risk management practices.

### 4.1 Contractual assurance

Contractual assurance involves the inclusion of provisions in contracts under which a group entity is the recipient of goods, premises, products or services (**supply contracts**). Among other things, these provisions require suppliers to:

- warrant that modern slavery practices do not exist in their own businesses;
- warrant, to the best of their knowledge, that modern slavery practices do not exist in the businesses of their suppliers;
- promptly disclose the existence of modern slavery practices in their business or supply chains.

The provisions also permit Business NSW to terminate the supply contract if the relevant supplier does not comply with the above requirements.

### 4.2 Know Your Supplier (KYS)

The group undertakes supplier due diligence to assess the risk of modern slavery practices existing within the relevant supplier's business or supply chains. This process is detailed further in section 0 of this Statement.

### 4.3 Staff to report modern slavery practices

If a staff member becomes aware of, or suspects the existence of, modern slavery practices within a supplier's business or supply chains, the individual is required to promptly report this to their immediate manager and the in-house legal function and provide as much detail as possible in relation to their concerns. The group supports and encourages a 'speak up' mentality and culture.

Should a supplier fail to comply with a KYS or contractual assurance request (as referred to above), or KYS or other due diligence activities reveal evidence of modern slavery practices, the group's Modern Slavery Policy requires the following actions to be taken:

- the matter is to be raised with the business unit who has the relationship with the supplier;
- the nature and extent of the risk posed must be considered;
- consideration should be given to whether there is an alternative supplier;

- a decision should be made to either cease using, or not proceed with the proposed engagement of, the supplier or, if these options are not possible, implement plans (where possible) to transition out of procurement from the supplier;
- the above matters, and any actions taken, must be promptly reported to the in-house legal function; and
- where there is persuasive evidence of the existence of modern slavery practices, the contract owner must first engage with the in-house legal function to determine how the group may work with the supplier, victims or other external authorities or agencies to remediate those practices.

## 5. Actions taken to address modern slavery risks in the Reporting Period

### 5.1 Contractual assurance

Approximately 107 supply contracts were entered into during the Reporting Period. Modern slavery contractual assurance was secured in all but 11 supply contracts. Where fulsome contractual assurances could not be obtained, the Business NSW Group often sought other assurances in relation to the supplier's compliance with modern slavery, such as:

- reviewing the supplier's published Modern Slavery Statement where the supplier is a reporting entity under the Act; and
- seeking partial contractual assurances in relation to modern slavery, such as reserving the right to cease trading with the supplier should it become aware of any real or suspected breaches in relation to modern slavery.

In respect of those suppliers who are not reporting entities and refused to provide any contractual assurances, entry into the supply contract only proceeded if the perceived risk of modern slavery practices was deemed low. Unfamiliarity with modern slavery concepts or the Act sometimes drives a reticence to engage around modern slavery contractual provisions. Where contractual provisions were refused, the Business NSW Group still had the benefit of profiling the prospective supplier's modern slavery risk through know your supplier processes.

The process of seeking contractual assurance from all suppliers is firmly embedded in the group's procurement activities.

### 5.2 'Know your supplier' (KYS) screening

As noted earlier in the prior Statement, the Business NSW Group has engaged a third party KYS provider to assist in the screening and ongoing monitoring of suppliers from a modern slavery risk perspective.

KYS due diligence is carried out prior to the execution of supply contracts. Two tiers of KYS due diligence are carried out, depending on nature of the supply contract:

- all suppliers are subject to the first tier of due diligence, known as Instant Due Diligence (IDD). IDD screens and identifies any relevant concerns that pose a risk in terms of modern slavery;
- additionally, Enhanced Due Diligence (EDD) is carried out on the following supplier categories:
  - suppliers in respect of whom the IDD screening reveals potential concerns;
  - suppliers who are in higher risk sectors from a modern slavery perspective, including but not limited to:
    - cleaning services;
    - uniform suppliers;
    - couriers;
    - suppliers domiciled in countries where modern slavery practices are more prevalent; and
  - suppliers where the relevant supply contract is material in nature (materiality based on qualitative and quantitative factors).

IDD involves independent review of the relevant supplier based on company registry information, checked against the third party supplier's global database of over 192 million online registry records, as well as company name and associated individual name checks against a global list of sanctions and enforcements.

EDD involves an independent assessment of the risk profile of the supplier from a labour, health and safety perspective based on the supplier's answers to a questionnaire prepared by lawyers with in-depth expertise in relation to the Act.

In both the case of IDD and EDD, the third party platform provides a predictive risk score for the supplier.

Once a supplier's details are entered on the KYS platform, the platform performs daily IDD on the supplier. Accordingly, if a supplier's predictive risk score changes, the Business NSW Group is alerted to this and will use this as a basis to make further enquiries in relation to the risk.

No adverse results arose in respect of suppliers who were subjected to KYS during the Reporting Period. Whilst the vast majority of KYS results recorded very low risk of modern slavery, in the few cases where the perceived risk score was medium or above, the Business NSW Group undertook further enquiries of the supplier to satisfy itself that the likelihood of modern slavery risk was indeed low.

### **5.3 Modern slavery training**

Training in relation to modern slavery risk management also forms part of the on-boarding process for all new staff and is provided to existing staff in the form of 'refresher' training on a periodic basis.

As at the end of the Reporting Period approximately 94% of the permanent workforce<sup>1</sup> had completed an online modern slavery training module, down from 99% last year. While this number has decreased, it is still within the organisation's risk tolerance for compliance training completion.

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<sup>1</sup> This does not include the on-hire workforce given that they do not have procurement responsibilities.

## 6. Identified modern slavery risks

### 6.1 Business NSW Group's supply chains

The Business NSW Group did not identify any evidence of modern slavery practices in its supply chains during the Reporting Period.

Further, the KYS screening undertaken on, and enquiries made of, suppliers during the Reporting Period did not indicate any evidence or risk of modern slavery occurring within the operations or supply chains of those suppliers. Further, ongoing monitoring of existing or legacy suppliers produced no alerts during the Reporting Period.

As previously reported, where the group entity has little or no leverage to replace an existing supplier who has refused to provide contractual assurance or, if applicable, complete EDD, a note is made in the Modern Slavery Register to revisit the issue with the supplier when the relevant contract is due for renewal.

Consistent with the prior Reporting Period, the above results are not unexpected as the group has assessed the overall risk of modern slavery in its supply chains as relatively low. This is because the majority of the group's suppliers are providing professional, property or software services and are located in Australia. The risk of modern slavery practices is significantly lower in Australia and in these sectors.

### 6.2 Business NSW Group's operations

While the group's modern slavery policy is predominantly focused on identifying and addressing modern slavery risks in the group's supply chains, the group has also not identified any modern slavery risks or practices within its own operations.

The risk of modern slavery occurring within the group's own operations is very low given:

- the expertise the group possesses (and applies in practice to its workforce) in relation to workplace, industrial relations and workplace health and safety regulation;
- all Business NSW Group employees are required to provide 100 points of identification and evidence of their right to work in Australia prior to commencement of employment; and
- the group has robust governance and compliance mechanisms in place that mitigate the risk of human rights abuses occurring. These include:
  - oversight by Business NSW's board and board committees (Audit, Risk & Compliance Committee, People, Remuneration & Culture Committee and Investment Committee);
  - oversight by the risk, quality and clinical governance management committees within the recruitment and health care services division; and
  - in-house corporate services (ie Information, Communications and Technology, People Culture & Workplace and Finance, Legal and Risk) that are well resourced, and ISO 9001 (Quality Management Systems) accredited.

With respect to the group's investment portfolio, the group has not itself assessed the risk of modern slavery practices in the entities in which it is invested given that it does not actively manage its investment portfolio.

However, the external investment adviser engaged to manage the portfolio considers, and reports annually on, the performance (from an Environmental, Social and Governance (**ESG**) perspective) of the underlying investment managers of funds in which Business NSW is invested. That is, the adviser considers whether the underlying investment managers embrace ESG principles in the management of their respective funds. Investment managers are assessed against the 'Principles of Responsible Investment', including:

- does the manager incorporate ESG issues into investment analysis and decision-making processes?
- does the manager incorporate ESG issues into its ownership policies and practices?
- does the manager seek appropriate disclosure on ESG issues by the entities in which it invests?

While the ESG assessment is qualitative in nature, the adviser uses a scoring framework to evaluate managers within each asset class on a consistent basis.

The adviser has assessed the ESG status for managers within the group's investment portfolio as follows:

- 10 managers are considered 'Leaders' (superior ESG capability);
- 16 managers are considered 'Above Average' (ESG practices considered notably above the peer group);
- 7 managers are considered 'Average' (ESG Practices are broadly in line with the peer group); and
- 1 manager is considered a 'Laggard' (ESG practices are meaningfully below that of the peer group and will not be recommended by the adviser for new investment/further cash flows). It should be noted that this manager operates in the 'alternatives' asset class, where investment techniques frequently exclude individual stock analysis, making assessment of ESG factors practically difficult to apply.

The adviser has advised that the majority of managers specifically consider, to varying degrees, modern slavery risk as part of their ESG practices and in many cases have voluntarily issued modern slavery statements or are bound by modern slavery reporting legislation in Australia or a foreign jurisdiction.

## 7. Assessment of the effectiveness of actions taken to address modern slavery risks

The Business NSW Group assesses the effectiveness of the actions it takes to assess and address modern slavery risks through the following measures.

### 7.1 Internal audit

To ensure periodic assessment and review of the compliance framework summarized in this Statement, the Business NSW Group's Enterprise Risk & Compliance function undertakes an annual audit of compliance with the requirements of the group's Modern Slavery Policy.

During the Reporting Period, the Enterprise Risk & Compliance function completed an audit of the group's compliance with the requirements of the Modern Slavery Policy and provided a report to the Business NSW Board's Audit Risk & Compliance Committee. The report did not contain any major concerns with an overall audit rating of 'Effective'. The key audit findings were:

1. The Business NSW Group's approach to manage its modern slavery risks remains appropriate having regard to the overall low level of modern slavery risk within the Group's operations and supply chain.
2. The current process does not extend to suppliers engaged without legal review/oversight, meaning that some suppliers including possible "high risk" suppliers may not be captured by the due diligence process. Addressing this gap would strengthen the process and overall compliance and provide greater assurance that modern slavery risks are consistently managed across all supplier relationships. It is noted, in respect of this finding that low value contracts generally do not require legal review. However, group policies nevertheless require low value but 'higher risk' contracts (from a modern slavery perspective) to undergo legal review.
3. The group's Modern Slavery Policy requires some minor updating to be consistent with internal staff changes.
4. Some uplift is required to ensure that modern slavery risk assessment records are, in all instances, complete so that there are no errors in modern slavery risk reporting and associated governance.

### 7.2 Continuous tracking

As noted above, management maintains a Modern Slavery Register to track and monitor suppliers who:

- have provided contractual assurance in respect of modern slavery compliance;
- have refused to provide such contractual assurance;
- have completed KYS screening (where applicable);
- have not completed KYS screening (where applicable); and
- are deemed higher risk from a modern slavery perspective (eg the KYS screening reveals they are higher risk). Where this occurs, the register will also record what action has been taken to attempt to address or remediate the risk.

## 8. Consultation to prepare this statement

There was limited consultation with entities within the Business NSW Group in respect of the preparation of this statement.

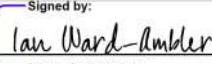
This is because the procurement, legal, enterprise risk and finance functions for entities within the Group are centralised. This enabled the Group's modern slavery compliance framework and this statement to be largely developed by the corporate services division having regard to information in relation to the group's expenditure and procurement arrangements with suppliers that is contained on centralised databases. That said, enhancing procurement capability across the organisation remains an objective for Business NSW.

## 9. Future commitments for the next reporting period

The Business NSW Group considers that its current approach to addressing modern slavery risk is robust and appropriate having regard to the risk profile of its operations and supply chains so far as modern slavery is concerned. Accordingly, the group's commitment for the next reporting period is to:

- maintain its current approach to modern slavery risk management;
- aim to reduce the proportion of suppliers who have not provided contractual assurances around modern slavery risk or have resisted EDD processes;
- aim to increase the modern slavery employee training completion rate; and
- aim to address the internal audit findings outlined in section 7.1 and in respect of finding 2 a 'reminder' communication will be sent to employees regarding the existing policy requirement to refer the low value but 'higher risk' (from a modern slavery perspective) contract to the legal function for modern slavery risk assessment.

This statement was approved by the Boards (being the principal governing bodies) of NSW Business Chamber Ltd, Australian Business Solutions Group Pty Ltd and Alliance Health Services Group Pty Limited on, respectively, 16 and 18 December 2025.

Signed for and on behalf of NSW Business Chamber Limited	Signed for and on behalf of Australian Business Solutions Group Pty Ltd and Alliance Health Services Group Pty Ltd
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Joseph Carrozzi AM President	Ian Ward-Ambler Chair
Date: 19-Dec-25	Date: 18-Dec-25