



FY24 Modern Slavery Statement

December 2024

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Message from Our Chief Executive Officer

Since 1981, Border Express has been an intrinsic part of the community. It has served as a connection point for our customers, providing support and expertise across our expansive national network. Our strong values set the foundations of the company, as we strive to be recognised as an industry leader in service, delivery and value. For 43 years, we have remained committed to our employees, our customers, and our communities, nurturing both new and old relationships.

Every day, Border Express strives for excellence, trust and communication, and safety. We are committed to ensuring that our actions are performed with passion and enthusiasm, and that our services can make a real difference to our communities.

Intertwined in our dedication to our services, is our dedication to upholding human rights and modern slavery. Modern slavery has been identified as a focus area for our organisation, and, over the course of three years, we have prioritised and focused on uplifting our approach and capability around the issue, upskilling our internal workforce and engaging with our suppliers.

We have adopted a broad but comprehensive approach to modern slavery. We have implemented several phases of work and activities that have enhanced and improved our approach to modern slavery. This has included conducting training of our workforce and Executive Leadership Team (ELT), updating of our risk management process, undertaking supplier due diligence and engagement, integrating modern slavery within our governance framework, conducting supplier risk assessments and many others.

On 1 March 2024, Freight Management Holdings Pty Ltd (ACN 144 724 532) (**FMH**) a reporting entity for the purposes of Modern Slavery Laws acquired Border Express Pty Ltd (**ACN 000 533 880**) (**Border Express**). Our focus for financial year 2025 will be on aligning Border Express's policies, procedures, and initiatives with FMH Group's systems and governance framework and refining our roadmap for addressing modern slavery risks for the years ahead. We will continue to actively invest efforts to enhancing our policies, processes, and measures aimed at minimising and preventing risks of modern slavery within our operations and supply chain.



David Charlesworth
Chief Executive Officer

Border Express Pty Ltd Modern Slavery Statement

Introduction

Border Express is committed to making a positive impact on society. We recognise the utmost importance of eliminating the risk and presence of modern slavery from all facets of our society.

In alignment to the requirements of the *Modern Slavery Act (2018)* (“the Act”), Border Express Pty Ltd (ABN 82 000 533 880) (“**Border Express**”) is publishing this statement to outline our position, actions and approach to modern slavery risk within our value chain.

Border Express strongly recognises modern slavery risk to be a grave and devastating concern for our society, both in Australia and on a global level. Our organisation is actively prioritising this issue, to minimise and mitigate the presence of modern slavery and human rights violations within our operations and wider supply chain.

Our Modern Slavery Statement (“the Statement”) for the financial year 2024 outlines our strong commitment to the issue, the actions we have undertaken internally and through engagement with our suppliers, and our future roadmap activities to drive continuous improvement. Collaboration from all levels of our organisation, including employees, suppliers, subcontractors and other third parties, is required to eradicate this issue, and ensure high standards are adhered to.

This Statement is published by Border Express as the reporting entity and encompasses the financial year ended 30 June 2024.

Border Express' Structure, Operations and Supply Chain

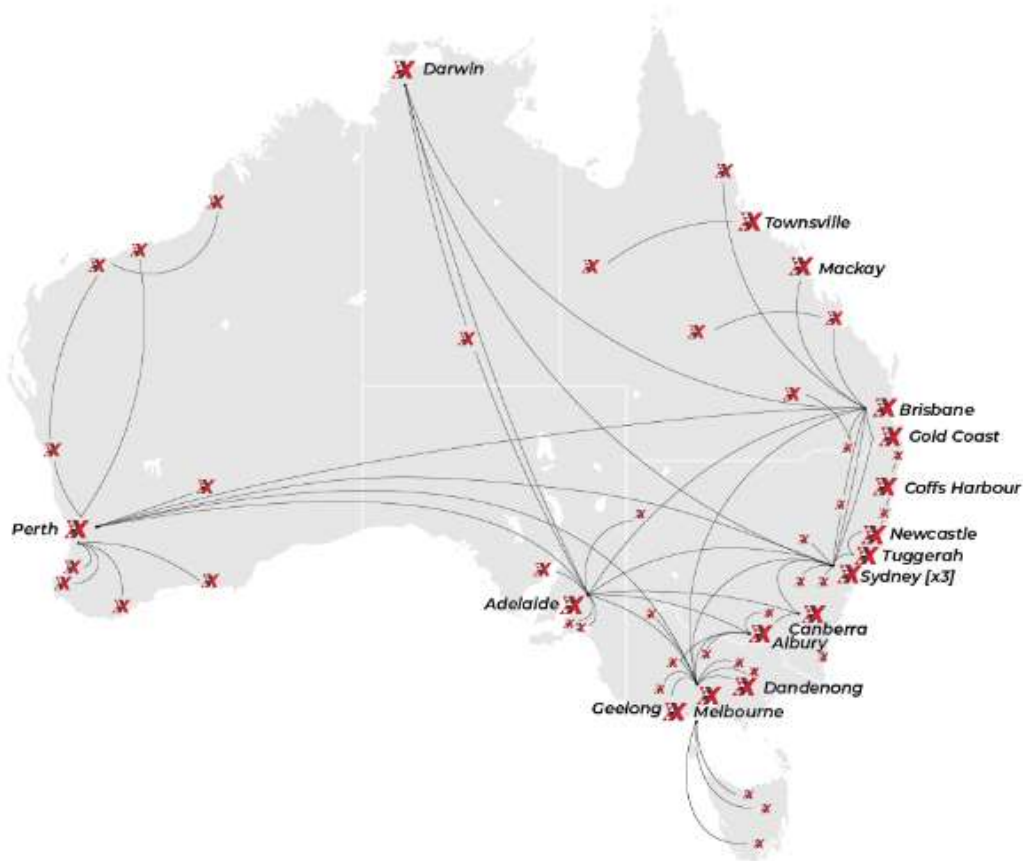
Our Structure

Border Express has been operating as an express freight company for over 43 years. Border Express was Australian owned for 42 years up until 1 March 2024 where it was acquired by Freight Management Holdings Pty Ltd a subsidiary of Singapore Post. Border Express is recognised as a trusted leader within the industry, ensuring efficiency and reliability in express services and distribution nationwide. Our network is spanned across all of Australia, comprised of branches, warehouses, people and resources in metropolitan and regional areas. We hold a significant presence in every State and Territory, and we facilitate freight and distribution for any customer with renowned efficiency.

Our extensive network and presence, including depots and locations are outlined in the graphic below. Our branches are diversified across 16 metropolitan and regional locations, with our headquarters based in Tullamarine, Victoria.

Figure 1. (below) illustrates Border Express' national network, and the locations in which we operate and have depots.

Figure 1. Border Express' National Network as at 30 June 2024



Our Operations

Our organisational business model operates under three pillars: Bulk Express, Parcel Express and Warehousing.

Bulk Express

Bulk Express refers to our services and specialisation in bulk freight pallet deliveries. These services operate under mass distribution for our B2B customers. We are equipped to deliver and distribute any freight profile, from full truck loads to one pallet. Our network spans across the whole of Australia, capturing all metro areas and regional locations.

Parcel Express

Border Express also operates as a trust parcel delivery leader. We provide tailored services to our clients, regardless of the product profile, to retail stores, businesses and final delivery customers all over the nation. We utilise a seamless parcel tracking service, so our customers are aware of all aspects of the transportation process.

Warehouse Facilities and Solutions

In financial year 2024, Border Express operated a 3PL warehouse network, comprising two locations: Salisbury, South Australia and Dandenong, Victoria. Both facilities offer spacious floor storage and pallet racking solution, ensuring that our customers have the infrastructure and solutions required to service their business.

As seen below (Figure 2), Border Express employs approximately 1,437 employees in total which includes casual, part time & full-time employees with locations of each employee listed in Figure 3.

Figure 2. Border Express' Employee Breakdown by Each Location as at 30 June 2024

| Count of Employees by Each Border Express Location | | | | |
|--|------------|------------|-----------|-------------|
| Location | Casual | Full Time | Part Time | Grand Total |
| Adelaide | 26 | 49 | 3 | 78 |
| Albury | 11 | 83 | 7 | 101 |
| Brisbane | 77 | 126 | 3 | 206 |
| Canberra | 1 | 14 | 0 | 15 |
| Central Coast | 0 | 16 | 0 | 16 |
| Chullora | 20 | 26 | 0 | 46 |
| Coffs Harbour | 1 | 5 | 0 | 6 |
| Dandenong | 80 | 62 | 5 | 147 |
| Darwin | 4 | 6 | 0 | 10 |
| Geelong | 3 | 5 | 0 | 8 |
| Gold Coast | 3 | 24 | 0 | 27 |
| Mackay | 2 | 4 | 0 | 6 |
| Melbourne | 105 | 194 | 16 | 315 |
| Newcastle | 3 | 18 | 0 | 21 |
| Perth | 18 | 85 | 3 | 106 |
| Sydney | 129 | 171 | 17 | 317 |
| Townsville | 1 | 11 | 0 | 12 |
| Grand Total | 484 | 899 | 54 | 1437 |

Figure 3. Border Express' Employee Breakdown Per State as at 30 June 2024

| Count of Employees per State | | | |
|------------------------------|------------|------------|-----------|
| State | Casual | Full Time | Part Time |
| ACT | 1 | 14 | 0 |
| ALB | 11 | 83 | 7 |
| NSW | 153 | 236 | 17 |
| NT | 4 | 6 | 0 |
| QLD | 83 | 165 | 3 |
| SA | 26 | 49 | 3 |
| VIC | 188 | 261 | 21 |
| WA | 18 | 85 | 3 |
| Grand Total | 484 | 899 | 54 |

Supply Chain

Through conducting our supplier risk assessment in 2021, Border Express was able to understand its Tier 1 general suppliers. Findings indicated that Border Express engages with approximately 1400 individual vendors between Australia, New Zealand, United States and Lithuania.

Our Tier 1 suppliers are predominantly from the following sectors:

- Paper products
- Insurance
- Wearing apparel
- Machinery and equipment
- Financial services
- Recreation and other services
- Cleaning services
- Motor vehicles and parts.

Border Express seeks to prioritise our Australian suppliers and relationships, where possible. However, there are circumstances where an international vendor is required. Border Express is taking the necessary steps to address risks within our supply chain and ensure our values and expectations surrounding modern slavery are upheld.

Modern Slavery Risk in Our Operations and Supply Chain

Border Express recognises the potential risks of modern slavery throughout our entire value chain and the significant impact it can have on global society. Human rights violations are a concern for all organisations, and addressing this issue requires a collective approach. Given the nature of our operations in the transport and logistics industry, we acknowledge the possibility of modern slavery risks within both our operations and the broader supply chain.

To date, our company has not identified or been informed of any instances of modern slavery within our supply chain.

In the most recent financial year, we have adopted a proactive approach to engage with some of our higher-risk suppliers to understand how modern slavery risks are currently addressed in their operations. This engagement will be further discussed under FY24 Modern Slavery Actions. We firmly believe that engaging with suppliers, especially those considered high-risk, is crucial as it provides valuable insight into the supply chain, helps identify potential risks, impacts, and dependencies, fosters dialogue, shares best practices, and represents an important step toward continuous improvement.

FY24 Modern Slavery Actions

Border Express has made significant efforts to prioritise and strengthen its approach to eliminating and mitigating modern slavery risks across its value chain. This financial year, we have continued to integrate modern slavery considerations into all aspects of our organisation, raising awareness and understanding of the issue, while actively engaging with our higher-risk suppliers to minimise and address these risks.

In line with the three-year roadmap on modern slavery, co-developed with an independent consultancy firm, Border Express is committed to implementing these prioritised actions and initiatives. Our goal is to drive meaningful progress and change within both our organisation and the wider sector.

We have detailed the valuable work carried out internally, in collaboration with consultants, to enhance our internal capabilities and understanding. This work supports the systemic integration of the issue among our employees and selected suppliers

Policies and Contracts

In September 2022, Border Express conducted a review and refinement of its internal policies, contracts and documents to ensure the adequate integration of modern slavery risk. It was identified as an opportunity to create unification across all documents, and reflect the updated work, ambitions and commitments that had been set.

Updates and revisions were made to the following documents:

- Board Commitment Statement
- Human Rights Policy
- Procurement Policy
- Supplier Code of Conduct
- Work Health and Safety Policy
- Supplier Master Services Agreement
- Sourcing and Agreement Standard.

With the Supplier Code of Conduct and Supplier Master Services Agreement, we have included terms which ensure that our prospective suppliers and vendors are aware of our standards and expectations surrounding modern slavery risk. The Supplier contracts have clauses that stipulate modern slavery conditions. It states that a supplier must take reasonable steps to identify, assess and address risks of modern slavery practices in operations and supply chain.

Governance and Management

We continue to leverage extensive training materials and modules that were developed by an independent consultant to support the education of our leadership, wider employee base and selected higher risk suppliers. The training covers:

- What is modern slavery risk?
- Where and why does modern slavery risk occur?
- What is the policy response and significance to Border Express?
- How to identify modern slavery within the workplace?
- Case studies applicable to various business areas.

This training is integral to educate our employees to have the knowledge and understanding of how to identify, assess and respond to human rights issues that may arise within the value chain and understand what modern slavery may look like and how to correctively report it.

The modules within the training are also available on Border Express' internal learning system, to allow new employees to have access to it in the onboarding process.

Supplier Engagement and Implementation

In June 2022, we completed a phase of work focused on conducting due diligence with selected higher-risk suppliers. We provided each supplier with questionnaires to gather information about their current processes for identifying, mitigating, and addressing modern slavery risks. Based on this assessment, Corrective Action Plans (CAPs) were developed for each supplier.

In June 2023, we engaged with the selected higher-risk suppliers to discuss the CAPs and the recommended actions. The goal of this engagement was to understand their current approach to modern slavery risk, assess their capacity and willingness to implement the necessary actions, and share the CAPs. A report was then created and shared with each supplier, outlining the findings from the engagement, recommended actions, and providing guidance and best practice resources for implementing these actions.

The aim of this phase was to engage with our higher-risk suppliers to raise awareness of modern slavery risks, emphasize the importance of mitigation, and highlight the potential presence of such risks within their operations and supply chains. We provided high-quality materials and best practices to support them in enhancing their practices.

How Border Express Assesses the Effectiveness of Actions

Border Express relies on its employees, suppliers, subcontractors, and other third-party personnel to report any concerns or instances of modern slavery through our Whistleblowing Policy. This policy and reporting mechanism have been clearly communicated to all relevant internal and external stakeholders and are included in the training module. It is crucial that our personnel and third-party contractors fully understand the process for reporting issues. Any violations of our Human Rights Policy, Work Health and Safety Policy, or Procurement Policy will be escalated and addressed as necessary.

We are committed to continuously monitoring the effectiveness and performance of our modern slavery actions, policies, and processes to ensure ongoing improvement and progress in this area. To support this, we have appointed a member of our Executive Team to oversee and be accountable for the integration of modern slavery risk within the business. Additionally, modern slavery risk is included within the scope of our Environmental Social & Governance (ESG) committee's responsibilities.

As mentioned earlier, we have developed a three-year roadmap for modern slavery, which outlines prioritised actions and initiatives aimed at driving progress, change, and impact within our organisation.

Within our broader supply chain, Border Express has updated its Supplier Code of Conduct, Supplier Master Agreement, and Sourcing and Agreement Standard to ensure that modern slavery and human rights risks are comprehensively integrated. These documents ensure that our third-party partners understand and adhere to our values, standards, and expectations. They will be periodically reviewed and updated to reflect our ongoing commitments and actions.

Border Express Risk Assessment Process

The Border Express Risk Register has been updated to include risks pertaining to modern slavery and human rights risk. Suggested recommendations and controls have been outlined and assigned to each risk, as well as perceived business impact, and overall risk rating. The risk register is reviewed on a periodic basis by the ELT.

Our Future Initiatives, Impact and Change

Our modern slavery roadmap has outlined ambitious and leading actions to support the evolution of Border Express' modern slavery approach. Over the past 4 years, modern slavery risk has been a prominent focus area for our organisation.

In the next financial year, and the following years beyond that, Border Express remains committed to minimising, mitigating and eradicating the risk of modern slavery and human rights violations from within our value chain, and within the wider industry. We will work closely with FMH Group to ensure alignment of policies, procedures and governance frameworks, ensuring consistency and effectiveness in our holistic approach to minimising and preventing modern slavery risks.

We will continuously strive to enhance our internal capabilities, skills, and understanding of modern slavery, engaging with our higher-risk suppliers to share this knowledge and our best practice approach, and ensuring the integration of this important subject across all levels and areas of our business.

This Statement was approved on 10 December 2024 by the Board of Directors of Border Express Pty Ltd, the relevant reporting entity.

This statement was signed by the Border Express CEO and Director David Charlesworth as the responsible member of the reporting entity.



David Charlesworth
Border Express CEO
Director, Border Express Pty Ltd (ACN 000 533 880)
Date: 10 December 2024

Reporting Concerns

Border Express has a Whistleblowing Policy provides a platform for all employees, suppliers, officer or any individual connected to Border Express to disclose issues, concerns, or instances of unethical behaviour.

It seeks to promote a transparent and ethical culture within the value chain to ensure that legitimate concerns or breaches of policy are communicated, assessed, managed and resolved.

Border Express encourages an Eligible Whistleblower to make disclosure by contacting the **Border Express Whistleblower hotline** via email at WhistleBlowerConf@borderexpress.com.au, or via post at 140-144 Link Road, Melbourne Airport, VIC, 3045 marked Strictly Private & Confidential: for the attention of Head of People and Culture, BEX); or

By submitting a report directly to any of the following: Executive General Manager People & Performance, Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer, or Chief Information Officer.