



## **FY23 Modern Slavery Statement**

**December 2023**

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## Message from Our Chairman and Executive Director

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 42 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. Over the past three years, 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.

Combatting modern slavery is a critical and overwhelming challenge for our society. In the face of this challenge, we must acknowledge that collaborative and all-encompassing participation is integral. This year has marked a tremendous year for Border Express, as we progressed our modern slavery journey and pronounced our commitment to the issue.

In light of the current review of the Australian Modern Slavery Act, Border Express welcomes any further changes or reform to the legislation. Encouraging and driving further action and accountability around modern slavery risk is critical if we want to envision true change and impact in our society. We have developed a roadmap with an external consultant, which will support and drive our future actions within this area. We also encourage our suppliers, vendors, customers, and other organisations to commence their modern slavery journey, define their ambition and enhance their modern slavery response and direction.



**Tom Vukovic**  
Executive Chairman



**Mark Luff**  
Director

Approved by the Board on: 29<sup>th</sup> November 2023

## Border Express Pty Ltd Modern Slavery Statement

### Introduction

Border Express is committed to making a positive impact on our 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 2023 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 2023.

## Border Express' Structure, Operations and Supply Chain

### Our Structure

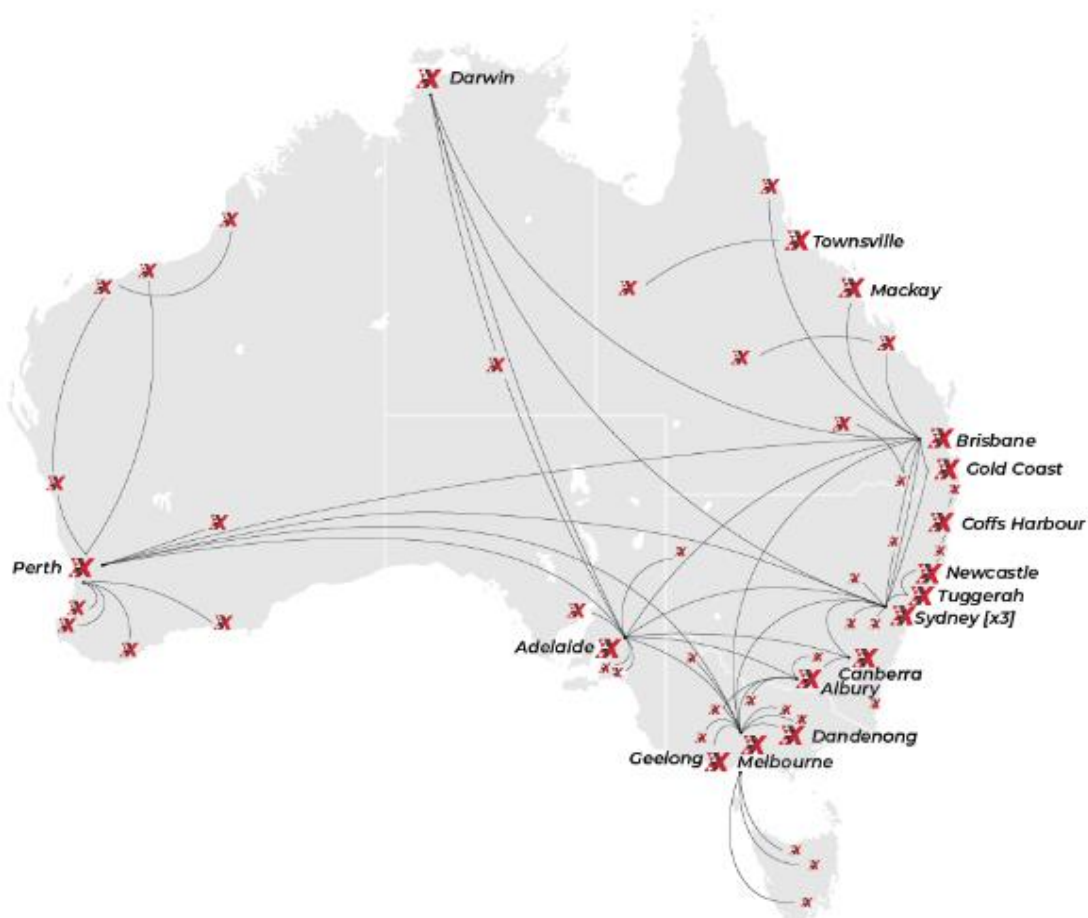
Border Express is an Australian-owned express freight company. Holding over 42 years in experience, Border Express is recognised as a trusted leader within the industry, ensuring efficiency and reliability in express services and distribution nationwide. Our network is spanned across all of Australia, 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.

Border Express has been a family owned and Australian company since 1981. The legacy and trust we have built over the years, and fostered with our clients and customers, is our proudest attribute. We are continuously using and growing this legacy to ensure our customers have access to reliable, visible and accountable freight services and solutions, and have the support required to grow their businesses.

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**



## 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 services, so our customers are aware of all aspects of the transportation process.

### *Warehouse Facilities and Solutions*

We operate a robust 3PL warehouse network, comprising of two strategic 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. And 3.), Border Express engages with 230 subcontractor companies, and 559 drivers in total.

**Figure 2. Border Express' Employee Breakdown by Each Location**

Count of Employees by Each Border Express Location				
Location	Casual	Full Time	Part Time	Grand Total
Adelaide	31	49	3	83
Albury	6	83	7	96
Brisbane	62	131	3	196
Canberra	-	16	1	17
Central Coast	-	17	-	17
Coffs Harbour	1	4	-	5
Dandenong	97	62	3	162
Darwin	4	8	-	12
Geelong	4	5	-	9
Gold Coast	4	24	-	28
Mackay	2	3	-	5
Melbourne	120	197	15	332
Newcastle	3	20	-	23
Perth	15	84	2	101
Sydney	190	187	15	392
Townsville	1	10	-	11
<b>Grand Total</b>	<b>540</b>	<b>900</b>	<b>49</b>	<b>1489</b>

**Figure 3. Border Express' Employee Breakdown Per State**

Count of Employees per State			
State	Casual	Full Time	Part Time
ACT	0	16	1
ALB	6	83	7
NSW	194	228	15
NT	4	8	
QLD	69	168	3
SA	31	49	3
VIC	221	264	18
WA	15	84	2
<b>Grand Total</b>	<b>540</b>	<b>900</b>	<b>49</b>

### 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 acknowledges the potential presence of modern slavery risk within our entire value chain, and the devastating impact it can have on our global society. The infringement of human rights is an issue that affects all organisations, and a collective solution is required. Given the nature of our operations within the transport and logistics sector, we recognise our potential contribution to modern slavery risk within operations and wider supply chain.

To date, our organisation has not identified, or been made aware, of any modern slavery instances or issues from within the value chain.

As noted in our prior years' Modern Slavery Statements, Border Express has conducted extensive work surrounding its supply chain, and the presence and elimination of modern slavery risk. In 2021, we conducted a general supplier risk assessment. Our Tier one suppliers were collated, reviewed and analysed to understand Border Express' baseline risk within its supply chain, and to identify the higher risk specific suppliers. As part of this assessment, an independent consultant collected and validated the supplier data provided by our procurement team, and mapped Border Express' spend categories to the Social Hotspot risk assessment categories.

The findings of the assessment indicated that Australia is the main sourcing country for Border Express' Tier 1 general suppliers, indicating that there is a relatively low risk on a country level. Higher risk categories of its suppliers were, however, including transport, motor vehicles and parts, and machinery and equipment. This is due to the inherent risk of modern slavery due to the complexities within Border Express' supply chain.

In the most recent financial year, we have taken on a robust approach to engaging with a selection of our higher risk suppliers, to understand how modern slavery risk is currently integrated into operations. This will be discussed below, in FY23 Modern Slavery Actions. We strongly affirm that engagement with suppliers, and particularly higher risk suppliers, is valuable in that it provides insight into the supply chain. It also provides oversight into potential risks, impacts and dependencies in the value chain. It generates discourse and discussion with the organisation, allows for best practice resources to be shared, and is an important contribution and step in the right direction.



## FY23 Modern Slavery Actions

Border Express has actively prioritised and strengthened its approach to eliminating and mitigating modern slavery risk within its value chain. In this financial year, we have continued integrating modern slavery within all facets of our organisation, building awareness and understanding of the issue, and engaging with our higher risk suppliers to minimise and address the risk.

Following the modern slavery three-year roadmap that was co-developed with an independent consultancy firm, Border Express is continuously striving to implement these prioritised actions and initiatives to drive momentum and change within our organisation, and the sector more broadly.

We have outlined our valuable work that has been undertaken internally, in conjunction with the consultants, to uplift our internal capability and understanding and support the systemic integration of the issue with our employee base 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 has clauses that stipulates 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**

The external consultant was engaged to develop training materials and modules and deliver it to our Executive Leadership Team (ELT) and wider employee base. It was identified that there was an evident capability discrepancy within our operations, and thus, this learning and education piece was integral to our overall uplift.

The training workshop consisted of five modules, including:

- 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.

We received feedback from individuals within the workplace that this training was incredibly valuable. It is integral that our employees have the knowledge and understanding of how to identify, assess and respond to

human rights issues that may arise within the value chain. Understanding what modern slavery may look like, and how to correctively report it, is necessary.

The training modules were also provided to selected higher risk suppliers, to ensure their employees can build a foundational understanding of the issue.

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 that involved conducting due diligence into selected higher-risk suppliers. The three higher risk suppliers were identified through the supplier risk assessment that was conducted with the third-party consultant, and were from the retail manufacture, machinery and equipment, and transport sectors. Questionnaires were provided to each of the suppliers to obtain information around its current processes for identifying, mitigating and responding to modern slavery risk. Following from this assessment, Corrective Action Plans (CAPs) were developed for each supplier.

In June 2023, we engaged with the selected higher risk suppliers. The purpose of the engagement was to discuss the CAPs and the recommended actions, understand the current state of modern slavery risk and appetite and capability to conduct the actions. A report was then drafted and provided to each supplier, which outlined findings from the engagement, recommended actions and guidance and best practice materials for implementation of the actions.

The objective of this phase of work was to engage with our higher risk suppliers to educate them on the risk of modern slavery, the importance of mitigation, and the potential presence of the risk within the operations and supply chain. We provided high-quality and best practices materials and resources for the suppliers to uplift their practices.

## How Border Express Assesses the Effectiveness of Actions

Border Express is reliant on its employees, suppliers, sub-contractors and other third-party personnel to raise any concerns or instances of modern slavery through the Whistleblowing Policy. This Policy and mechanism has been widely communicated and articulated to all relevant internal and external parties and was included within the training module. Ensuring the capability and understanding of our personnel and third-party contractors as to the process in raising any issues is integral. Any breaches of our Human Rights Policy, Work Health and Safety Policy or Procurement Policy, will be escalated and resolved, as necessary.

We are continuously monitoring the performance and effectiveness of our modern slavery actions, policies and processes, to ensure there is continuous improvement and progress within the space. We have elected an individual within the Executive Team to oversee and be accountable for the integration of modern slavery risk within the business. Similarly, our ESG Committee's remit encompasses modern slavery risk.

As discussed above, a three-year modern slavery roadmap has been developed and approved by the Board. This roadmap outlines prioritised actions and initiatives for Border Express that support progress, change and impact within our organisation.

With regard to our wider supply chain, Border Express has updated its Supplier Code of Conduct, Supplier Masters Agreement and Sourcing and Agreement Standard to ensure the adequate and comprehensive integration of modern slavery and human rights risk. This ensures that our third parties adhere to and are aware of our values, standards and expectations. These documents will be periodically reviewed, refined and updated to ensure they are reflective of our evolving 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 Border Express Board and 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 3 years, modern slavery risk has been a prominent focus area for our organisation. We have maintained a leadership position on the issue within our sector, and we are proud of our journey so far.

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 continuously strive to build upon our internal capability, skill and understanding surrounding modern slavery, engaging with our higher risk suppliers to share this knowledge and our best practice approach, and ensure the integration of the issue across all levels and areas of our business.

Border Express currently has a conditional sale and purchase agreement in place with Freight Management Holdings (FMH), a subsidiary of Singapore Limited (SingPost). This acquisition will not create any material change to Border Express' ongoing commitment to modern slavery.

This statement was approved by the Chief Financial Officer, Jason Thorley, and the Border Express Pty Ltd Board on 29<sup>th</sup> November 2023.

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**Jason Thorley**  
Chief Financial Officer  
Border Express Pty Ltd

## Contact Us



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### 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](mailto: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: Head of People and Culture, Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Commercial Officer, or Chief Information Officer.