



FY25 Modern Slavery Statement



Contents

Acknowledgement of Country.....	3
Message from Our Chief Executive Officer	3
Border Express Pty Ltd Modern Slavery Statement.....	4
Introduction	4
Border Express' Structure, Operations and Supply Chain.....	5
Our Structure.....	5
Our Operations.....	6
Bulk Express.....	6
Parcel Express.....	6
Warehouse Facilities and Solutions.....	6
Supply Chain.....	7
Modern Slavery Risk in Our Operations and Supply Chain	8
FY25 Actions taken to assess and address Modern Slavery risks.....	9
Policies and Contracts.....	9
Governance and Management.....	9
Supplier Engagement and Implementation.....	10
Reporting Concerns.....	10
How Border Express Assesses the Effectiveness of its Actions.....	11
Risk Assessment Process	11
Our Future Initiatives, Impact and Change.....	12
Consultation Process	13



Acknowledgement of Country

Border Express respectfully acknowledges the Traditional Custodians of the lands on which we operate, including the Wurundjeri Woi Wurrung people of the Eastern Kulin Nation, on whose Country our head office in Melbourne Airport, Victoria is located.

We also acknowledge and pay respect to the Traditional Custodians of all lands across Australia where Border Express operations, facilities, and services are situated. We honour Elders past, present, and emerging, and extend that respect to all Aboriginal, Torres Strait Islander and First Nations Peoples.

Message from Our Chief Executive Officer

Since 1981, Border Express has remained committed to connecting communities through reliable logistics solutions while upholding the highest ethical standards. Addressing modern slavery risks is a critical priority for us and reflects our responsibility to employees, customers, and stakeholders.

Over recent years, we have strengthened our approach through enhanced governance, supplier engagement, and workforce capability building. Key initiatives include embedding modern slavery risk into our governance framework, implementing supplier due diligence, and rolling out training for employees and the leadership team.

While progress has been made, continuous improvement, collaboration, and transparency remain central to our strategy as we work to mitigate modern slavery risks and create positive change across our industry and communities.

David Charlesworth
Chief Executive Officer



Border Express Pty Ltd

Modern Slavery Statement

Introduction

This Statement describes the actions taken by Border Express Pty Ltd (ABN 82 000 533 880) ("**Border Express**"), to assess and address modern slavery in our operations and supply chains in compliance with the Modern Slavery Act 2018 (Cth) (**Modern Slavery Laws**) for the reporting period 1 April 2024 to 31 March 2025. Where we refer to "our," "we", "group" or "us" in this statement, it means the reporting entity.

Modern slavery refers to situations where coercion, threats, or deception are used to exploit individuals and undermine their freedom. It includes practices such as human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, deceptive recruiting for labour or services, and the worst forms of child labour.

Border Express has a zero-tolerance approach to human rights abuses, including modern slavery. We are committed to assessing and addressing these risks within our operations and supply chains. We expect all employees, suppliers, and subcontractors to uphold the highest standards of integrity, and ethical conduct.

Our commitment to eliminating modern slavery is central to our governance framework and broader responsibility to society. This Statement outlines our actions during the reporting period, our ongoing priorities, and our roadmap for continuous improvement. Addressing modern slavery risks requires collaboration across all levels of our organisation — including our Executive Leadership Team, employees, suppliers, subcontractors, and other third parties.

On 1 March 2024, Border Express became part of Freight Management Holdings Pty Ltd (**FMH Group**), followed by the acquisition of FMH Group by private equity firm, Pacific Equity Partners (PEP) on 27 March 2025.

These milestones have strengthened governance and resources across the FMH Group, supporting greater alignment of policies and processes to ensure a consistent and robust modern slavery framework.

While Border Express publishes this Statement independently of FMH Group, we are progressing toward full alignment with the FMH Group's governance framework.

This Statement covers the financial year ending 31 March 2025. During this period, Border Express transitioned from a financial year ending 30 June to one ending 31 March. Accordingly, this updated Statement realigns our reporting period. Several initiatives outlined in our previous Statement (dated 13 December 2024) remain ongoing due to the shortened reporting period. These, along with new priorities, will remain our key focus for the next financial year.



Border Express' Structure, Operations and Supply Chain

Our Structure

Border Express has operated as an express freight company for 44 years, with a strong commitment to delivering reliable logistics solutions across Australia.

Border Express is recognised as a trusted leader in the express freight industry, delivering efficient and reliable freight and distribution services nationwide. Our extensive network spans metropolitan and regional areas across every State and Territory in Australia, supported by branches, warehouses, dedicated people, and resources. We proudly provide seamless freight solutions to customers of all sizes, consistently known for our operational excellence.

Our expansive network and presence, including depots and locations are outlined in the graphic below. Our branches are diversified across 18 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.

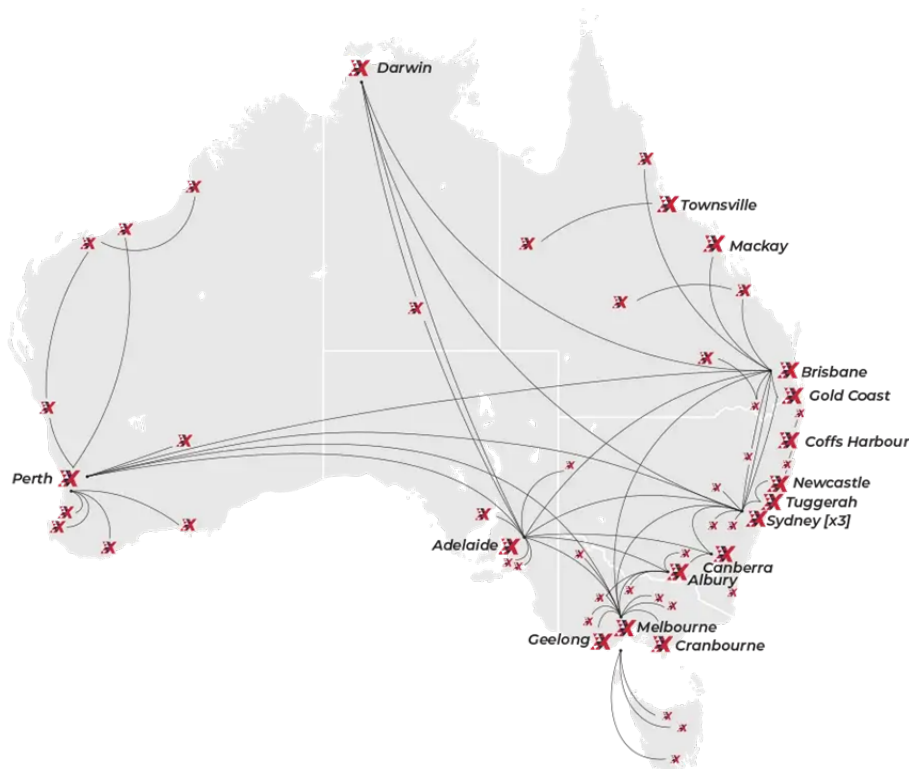


Figure 1. Border Express' National Network as at 31 March 2025.



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 all freight profiles, 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, 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

Border Express operates a 3PL warehouse in Salisbury, South Australia, providing spacious floor storage and pallet racking solutions to ensure our customers have the infrastructure needed to support their business.

Border Express employs over 1400 staff across full-time, part-time, and casual roles. The location of each employee is detailed in Figure 1

Figure 1. Border Express' Employee Breakdown per State as at 31 March 2025.

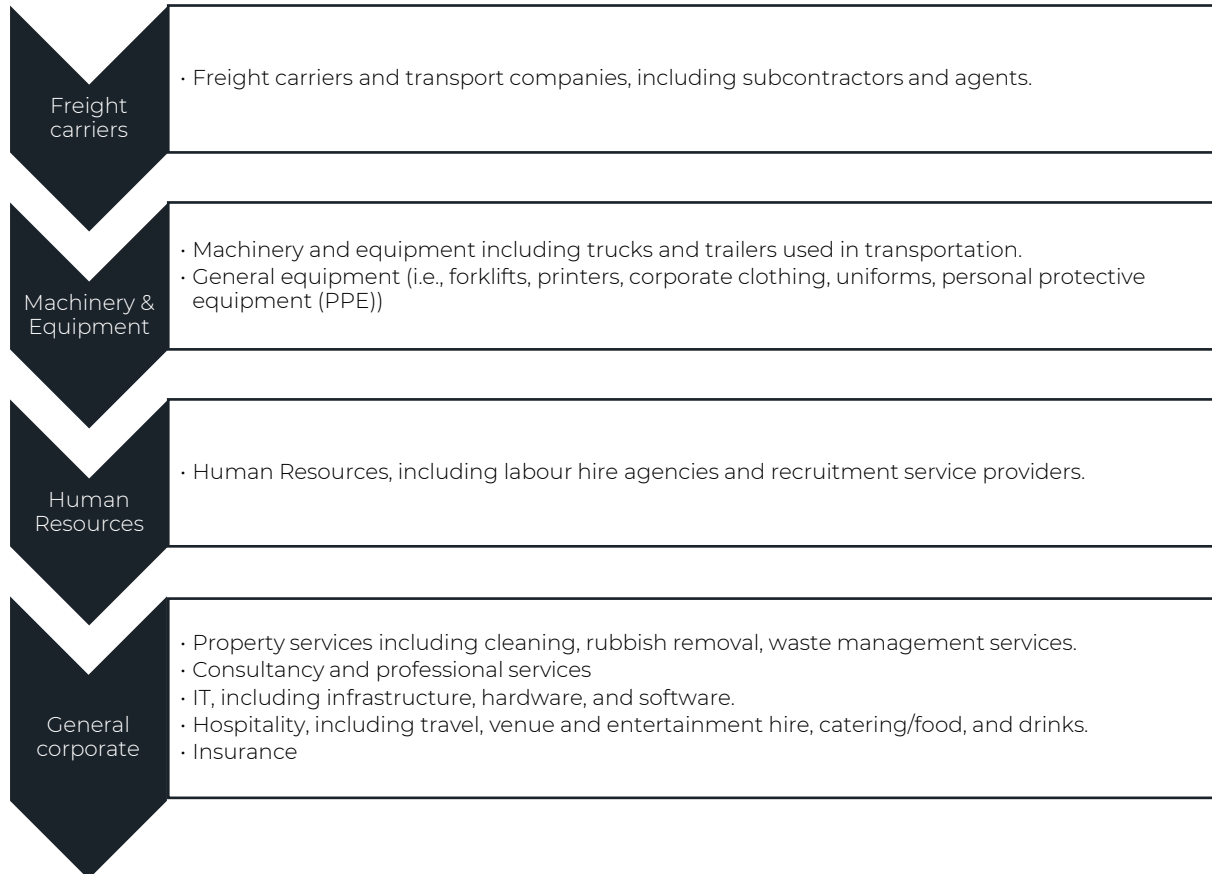
Employees per State				
State	Casual	Full Time	Part Time	Grand Total
ACT		13	0	13
NSW	160	322	21	503
NT	2	6		8
QLD	84	168	5	257
SA	26	45	3	74
VIC	189	273	19	481
WA	18	89	2	109
Grand Total	479	916	50	1445



Supply Chain

Building on the supplier risk assessment conducted in 2021, Border Express quantified its Tier 1 general suppliers, identifying a network of over 1,000 suppliers and subcontractors. These operate primarily across Australia and New Zealand.

Our Tier 1 key supplier categories continue to be concentrated in the following sectors:



Border Express prioritises sourcing from Australian suppliers wherever possible. However, certain operational and business requirements necessitate engagement with international vendors. Regardless of location, we remain committed to addressing modern slavery risks within our supply chains and ensuring that our values and expectations are consistently upheld across all regions in which we operate.



Modern Slavery Risk in Our Operations and Supply Chain

Border Express acknowledges the potential risks of modern slavery across our value chain and recognises the significant social impact these practices can have, both in Australia and globally. Human rights violations remain a critical concern for all organisations and require a collaborative and proactive approach to address effectively. Given the nature of our operations in the transport and logistics sector, we recognise that modern slavery risks may arise within our own operations and, more broadly, throughout our supply chains.

To date, our company has not identified or been informed of any instances of modern slavery within our supply chain, nor any cases reported through our due diligence processes or grievance mechanisms.

In the reporting period, we adopted a risk-based approach that enables targeted engagement with higher-risk suppliers where necessary, to better understand how modern slavery risks are managed within their operations and supply chains. Further detail will be provided in the section below titled *FY25 Actions taken to assess and address Modern Slavery risks*

Border Express recognises that supplier engagement is critical, particularly with those operating in industries considered higher risk from a modern slavery perspective. Through this process, we gain valuable insights into the broader supply chain, enabling us to identify potential risks, impacts, and dependencies, foster open dialogue with suppliers, communicate expectations, share best practice approaches, and drive continuous improvement across our operations and supply chains.



FY25 Actions taken to assess and address Modern Slavery risks

Border Express has continued to build on its commitment to addressing modern slavery, taking meaningful steps each year to strengthen the identification, mitigation, and management of risks across its supply chain. During the reporting period, we began aligning key policies, processes, and governance mechanisms with those of the FMH Group, supporting a consistent and integrated approach to modern slavery across our operations. This alignment is contributing to increased organisational awareness and more effective supplier engagement.

Guided by our three-year modern slavery roadmap developed in partnership with an independent consultancy, we remain focused on implementing targeted initiatives that drive measurable progress within our operations and the broader transport and logistics sector.

This Statement also outlines actions taken to uplift internal capability and enhance our risk management framework, reinforcing a structured and sustainable approach to addressing modern slavery risks within our business and supply chains.

Policies and Contracts

As part of our ongoing commitment to strengthening governance, Border Express has continued to embed modern slavery considerations into its policies, operations, and supply chain practices. Building on the policy review initiated in 2022, we have progressively updated key policies, statements, and contractual terms to enhance supplier obligations and reflect evolving expectations.

We have also commenced aligning our approach with the FMH Group to ensure consistency and improve the effectiveness of modern slavery risk mitigation across the broader organisation.

Key achievements during this period include:

- Introduction of the FMH Group Modern Slavery Questionnaire (**MSQ**) and Supplier Code of Conduct (**SCoC**) in October 2024.
- Ongoing implementation of key governance policies, including the Human Rights Policy, to further strengthen our framework and supplier compliance obligations.

The progressive rollout of the MSQ and SCoC to new and existing suppliers has strengthened awareness of modern slavery risks, supported compliance, and provided valuable insights into supplier operations, helping identify high-risk suppliers.

Governance and Management

Border Express continues to implement training materials and modules developed in consultation with an independent consultant to support enhancing awareness and education of our leadership team, broader employee base, and selected higher-risk suppliers. The training covers:

- What modern slavery risk is
- Where and why modern slavery risks occur
- Border Express's policy response and its significance
- How to identify modern slavery in the workplace
- Case studies relevant to different business areas



This training is essential to equip employees with the knowledge and skills needed to identify, assess, and respond to human rights issues within our value chain, recognise potential modern slavery indicators, and report concerns appropriately.

The training is embedded in the Human Rights Policy module, which is mandatory for all Border Express employees. Completion data is reviewed internally to ensure company-wide compliance. The training modules are also accessible through Border Express's internal learning system, enabling new employees to complete the training during onboarding.

Supplier Engagement and Implementation

Border Express recognises that managing modern slavery risks is an ongoing journey requiring continuous improvement, collaboration, and transparency across the supply chain.

As part of our modern slavery roadmap, we initiated a targeted review in 2022 to assess and uplift practices among selected higher-risk suppliers. This review involved distributing detailed questionnaires to better understand how modern slavery risks are identified, managed, and mitigated within their operations and supply chains. Based on responses, tailored Corrective Action Plans (**CAPs**) were developed to address specific gaps and strengthen risk management practices.

Building on this foundation, we engaged directly with these suppliers to review CAPs, assess their readiness and commitment to implementing improvements, and provide practical guidance on next steps. Comprehensive reports were shared with each supplier, outlining key findings, recommended actions, and best practice resources to support implementation.

This process was designed to raise awareness, promote transparency, and reinforce the importance of proactive risk mitigation. Border Express also provided tailored learning materials and support tools to enhance supplier capability and embed responsible practices.

In parallel, the rollout of the MSQ and SCoC during this reporting year has strengthened our ability to monitor compliance and educate suppliers, particularly those with limited prior exposure to modern slavery risks.

We remain committed to deepening our understanding of emerging risks, continuously refining our due diligence processes, and fostering strong supplier partnerships to embed ethical and responsible practices across our supply chain.

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.



How Border Express Assesses the Effectiveness of its Actions

Border Express is committed to continuously enhancing the effectiveness of our response to modern slavery risks. We recognise that a proactive approach, identifying potential or actual risks across our operations and supply chain, and implementing appropriate mitigation and remediation, is essential to an effective program.

We maintain a strong commitment to encouraging the reporting of any concerns or suspected instances of modern slavery. Our Whistleblower Policy provides a secure and confidential channel for employees, suppliers, subcontractors, and other third parties to raise issues without fear of retaliation. This policy, along with its reporting mechanisms, is clearly communicated across the organisation and integrated into our training programs to ensure all stakeholders understand how to report concerns.

Complementing these reporting mechanisms, we have strengthened our proactive risk management through the implementation of the FMH Group MSQ and SCoC. These tools support systematic risk assessment and enhance supplier awareness regarding their responsibilities to identify and manage modern slavery risks within their own operations and supply chains.

Aligned with FMH Group's broader approach, we continuously monitor and improve the effectiveness of our modern slavery mitigation efforts, policies, and procedures. Key strategies include:

- **Policy Reviews:** Conducting regular evaluations of company and group-wide policies and procedures to ensure compliance with legislative requirements, alignment with industry best practice, and consistency across the FMH Group.
- **Cross-Functional Collaboration:** Engaging the Modern Slavery Working Group and internal subject matter experts to provide insights, prioritise actions, and guide continuous improvement initiatives.
- **Supplier Engagement:** Strengthening communication with suppliers to clarify expectations, provide guidance, and raise awareness, especially for suppliers with limited familiarity with modern slavery risks.
- **Industry Benchmarking:** Undertaking ongoing research and adopting industry best practices to continuously refine our approach and enhance compliance mechanisms.

Through these strategies, Border Express and the broader FMH Group aim to ensure that our modern slavery framework remains robust, effective, and responsive to emerging risks.

Risk Assessment Process

The Border Express Risk Register has been updated to explicitly include modern slavery and human rights risks. For each identified risk, recommended controls and mitigation measures have been defined, along with assessments of potential business impact and an overall risk rating. These risks and associated controls are regularly reviewed and monitored to ensure ongoing relevance and effectiveness.

The Executive Leadership Team oversees the risk register and conducts periodic reviews to ensure that modern slavery risks are appropriately managed within the broader enterprise risk framework. This process supports proactive identification and mitigation of emerging risks related to human rights and modern slavery across Border Express's operations and supply chains.



Our Future Initiatives, Impact and Change

Border Express' modern slavery roadmap sets out ambitious and forward-looking actions designed to evolve and strengthen our approach to addressing modern slavery risks. This roadmap will now be harmonised with that of FMH Group to further unify and enhance our efforts, ensuring a consistent, robust, and comprehensive approach across the entire organisation.

In recent years, modern slavery risk has been a key focus area for Border Express. Looking ahead, we remain committed to minimising, mitigating, and ultimately eradicating the risks of modern slavery and human rights violations within our value chain and the wider transport and logistics sector.

In close collaboration with FMH Group, we will continue aligning policies, procedures, and governance frameworks to promote consistency and effectiveness in our holistic approach. A core priority for the upcoming financial year is the successful integration and harmonisation with FMH Group, which will strengthen our capacity to manage risks across both organisations and their supply chains by improving clarity, consistency, and operational effectiveness.

Key initiatives supporting this harmonisation include:

- Implementing the FMH Group Procurement Policy to standardise procurement practices across the organisation;
- Mapping and categorising high-risk suppliers to prioritise due diligence and targeted risk mitigation;
- Integrating and streamlining Whistleblower Policies to provide consistent reporting channels and protections across Border Express and FMH Group;
- Expanding education and support initiatives for suppliers and employees to increase awareness and understanding of modern slavery risks; and

We remain committed to continuously enhancing our internal capabilities and knowledge. By engaging proactively with higher-risk suppliers, we seek to share best practices and embed modern slavery risk management across all levels and functions of the business.



Consultation Process

Border Express is considered the reporting entity under the *Modern Slavery Act 2018 (Cth)*.

This Statement has been prepared in consultation with key stakeholders across Border Express to ensure alignment with our governance framework, including the management of modern slavery risks. Senior management from each reporting entity has reviewed and approved this Statement and remains committed to ongoing engagement and accountability in addressing modern slavery risks and responsibilities.

This Statement was approved on 29 September 2025 by the Board of Directors of Border Express Pty Ltd, the relevant reporting entity.

David Charlesworth, as Border Express CEO was authorised to sign this Statement.

Chris Linnett, as FMH Group CFO and Director of Border Express Pty Ltd was authorised to sign this Statement on behalf of Border Express.

A handwritten signature in black ink, appearing to read 'D. Charlesworth', positioned above a horizontal line.

David Charlesworth
Border Express CEO

Date: 29 September 2025

A handwritten signature in black ink, appearing to read 'C. Linnett', positioned above a horizontal line.

Chris Linnett
FMH Group CFO

Director, Border Express Pty Ltd (ACN 000 533 880)

Director, Freight Management Holdings Pty Ltd (ACN 144 724 532)

Date: 29 September 2025