



# Modern Slavery Statement

## ARAMEX AUSTRALIA AUSTRALIAN COURIERS PTY LTD

ABN 38 057 389 769  
trading as Aramex (Australia)

### Modern Slavery Statement Reporting Period: 1 January 2025 – 31 December 2025

This Modern Slavery Statement is made by Australian Couriers Pty Ltd (ABN 38 057 389 769), trading as Aramex (Australia) ("Aramex Australia", "Aramex" or "the Company"), pursuant to section 13 of the Modern Slavery Act 2018 (Cth). This statement describes the modern slavery risks within our operations and supply chains, the actions taken during the reporting period to assess and address those risks, and our ongoing commitment to strengthening our approach to identifying, preventing and responding to modern slavery.

## 1. Introduction

Aramex Australia recognises that modern slavery remains a significant global challenge affecting millions of people. Modern slavery takes many forms, including forced labour, debt bondage, human trafficking, servitude, deceptive recruitment practices and the worst forms of child labour.

As a leading logistics and courier provider operating across Australia, Aramex Australia acknowledges its responsibility to identify, assess and address the risk of modern slavery within its operations and supply chains. We are committed to conducting business ethically, respecting human rights and continually strengthening our approach.

This statement reflects Aramex Australia's current level of maturity in managing modern slavery risks and outlines a practical roadmap for strengthening governance, supplier due diligence and effectiveness measurement over time.

This statement outlines the actions taken during 2025 and our commitments for 2026, and is approved in accordance with the requirements of the Modern Slavery Act 2018 (Cth).

## 2. Structure, Operations and Supply Chains

Aramex Australia provides domestic and international courier, freight forwarding, logistics and related supply chain services.

### Our operations include:

- Domestic courier and parcel delivery services
- International express courier services
- Depot and sorting operations
- Freight and linehaul services
- Customer service operations
- Corporate and administrative functions, Regional Franchisee, Courier Franchisees and contractor networks



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The business operates through a combination of direct employees, contractors, suppliers, Independent Regional Franchisees and Corporately Owned Regional Franchisees. These two franchisee models differ in structure and employment arrangements and are described below.

## Our Delivery Model

Last-mile delivery is conducted primarily through two franchisee models:

- Independent Regional Franchisees, independent owner-operators who conduct last-mile pick-up and delivery services under the Aramex brand. Aramex Australia has 11 Regional Franchisees operating across Australia. Regional Franchisees may themselves engage courier drivers to support their operations, creating a further tier of labour that requires deliberate oversight.
- Corporately Owned Regional Franchisees, franchise operations that are corporately structured and may employ staff directly. Corporately Owned Franchisees operate under the same Aramex brand standards and contractual framework as Regional Franchisees.

This layered delivery model creates supply chain complexity that Aramex Australia is actively working to address through improved oversight, engagement and due diligence.

## Our supply chain includes:

- Transport, linehaul and subcontract delivery providers
- Independent courier operators and owner-drivers
- Vehicle suppliers and maintenance providers
- Fuel suppliers
- Labour hire providers
- Property and facilities management services
- Cleaning and sanitation contractors
- Uniform and merchandise suppliers
- Packaging suppliers
- Information technology and telecommunications providers
- Professional services providers
- Waste and recycling contractors

Given the labour-intensive nature of the logistics sector, Aramex recognises that modern slavery risks are most likely to occur in extended supply chains, particularly where outsourced services, migrant labour, temporary workforce arrangements or offshore manufacturing are involved.



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## 3. Modern Slavery Risks

Aramex has identified the following areas as carrying elevated modern slavery risk:

| Risk Area                                       | Why It Is Elevated Risk                                                                                                                                                                     | Aramex Exposure                                  |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Transport subcontractors                        | Use of labour hire, migrant workers, owner-operator models with potential for wage pressure                                                                                                 | High – core to delivery network                  |
| Independent Regional Franchisees (RF)           | Independent operators; limited visibility of employment practices; financial stress may create conditions for exploitation. RFs may sub-engage courier drivers creating further labour tier | High – significant component of delivery network |
| Corporate Regional Franchisees                  | Corporately structured franchise operators employing staff directly; variable employment practices and oversight requirements                                                               | High – significant component of delivery network |
| Independent courier operators and owner-drivers | Owner-driver model with variable income; risk of debt bondage or underpayment in competitive conditions                                                                                     | High – significant component of service delivery |
| Labour hire arrangements                        | Temporary and casual workers vulnerable to exploitation; debt bondage risk                                                                                                                  | Medium – used in operational settings            |
| Cleaning and facilities services                | Often subcontracted; migrant workforce common; low-wage sector                                                                                                                              | Medium – across depot network                    |
| Uniform and merchandise manufacturing           | Offshore manufacturing in higher-risk jurisdictions                                                                                                                                         | Medium – procurement-dependent                   |
| Packaging suppliers                             | Global supply chains; variable labour standards                                                                                                                                             | Low to medium                                    |



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Aramex Australia recognises that economic vulnerability can increase social and labour-related risks. As part of broader business oversight, Aramex Australia monitors the performance and financial health of Regional Franchisees and seeks to identify operators experiencing financial stress or hardship an indicator that may heighten modern slavery risk within the franchise network.

Aramex Australia also recognises that independent courier operators and transport contractors form a significant component of its service delivery model. Contractor engagement and awareness has therefore been identified as an area of focus for future modern slavery risk management activities.

No confirmed instances of modern slavery were identified through our reporting mechanisms during the reporting period. However, Aramex Australia acknowledges that the absence of identified cases does not indicate the absence of risk, particularly in areas where our due diligence capability is still developing.

## 4. Due Diligence

Aramex Australia's due diligence approach to modern slavery risk is structured around three areas: supplier onboarding, ongoing oversight and franchise and contractor network monitoring.

### 4.1 Supplier Onboarding

Aramex Australia currently utilises supplier onboarding processes which include compliance-related information gathering. During 2026, Aramex Australia intends to review these processes and further strengthen modern slavery considerations within supplier onboarding, including formalising questionnaire requirements that cover:

- Business ownership and structure
- Human and labour rights standards
- Acknowledgement of the Aramex Australia Code of Conduct
- Subcontracting and labour hire arrangements

### 4.2 Ongoing Supplier Oversight

During 2025, Aramex Australia reviewed its existing supplier base to identify categories carrying elevated modern slavery risk. This review will inform the development of a formal supplier risk segmentation framework in 2026, through which higher-risk supplier categories will be subject to enhanced due diligence and periodic reassessment.

### 4.3 Franchise and Contractor Network Monitoring

Aramex Australia maintains operational and management oversight of its Regional Franchisee network. Monitoring includes financial performance indicators that may signal franchisee distress. During 2025, Aramex Australia identified franchisee and contractor engagement as a priority area for targeted awareness activity and intends to develop specific modern slavery materials for franchisees and independent contractors during 2026.



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## 5. Governance and Accountability

Modern slavery risk management forms part of Aramex Australia's broader governance, risk management and sustainability framework.

The Board of Directors of Aramex Australia receives and approves the annual Modern Slavery Statement and is responsible for oversight of modern slavery risk management at the highest level of the organisation.

Accountability for day-to-day modern slavery compliance sits with the CEO, supported by the Head of Legal, Human Resources, Sustainability and relevant business functions. Modern slavery risks and actions are discussed through executive and management forums, with progress reported to the CEO and escalated to the Board as appropriate.

Formalising Board-level governance arrangements and reporting structures is a priority action for 2026.

## 6. Policies and Standards

Aramex Australia maintains a range of policies and standards that support ethical business conduct and respect for human rights, including:

- Code of Conduct
- Human and Labour Rights Policy
- Whistleblower Policy
- Grievance and Reporting Mechanisms
- Health and Safety Policies
- Procurement and Supplier Requirements
- Diversity and Inclusion Policies

These policies establish expectations for employees, contractors, suppliers and business partners. Aramex Australia intends to review the modern slavery and human rights provisions within supplier and contractor agreements during 2026 to ensure they reflect current obligations and expectations.

## 7. Training and Awareness

Training and awareness are central to Aramex Australia's approach to managing modern slavery risk.

During the reporting period, Aramex Australia delivered modern slavery awareness training through its online learning platform. Training content covers:

- Understanding modern slavery risks
- Human rights obligations
- Recognising warning signs of exploitation
- How to report concerns
- Employee responsibilities and ethical business conduct

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During the 2025 reporting period, approximately 30% of direct employees completed Aramex Australia's online modern slavery awareness training. While this established an important foundation for building awareness across the organisation, Aramex recognises that participation was below the level expected. Increasing completion rates has therefore been identified as a priority for 2026, supported by enhanced communication, management accountability and improved tracking of mandatory training completion.

Awareness materials, including information on modern slavery risks and reporting pathways, were maintained across operational sites during the reporting period. Aramex Australia intends to expand awareness activity to include the franchisee and contractor network during 2026.



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## 8. Actions Taken During the Reporting Period

The following actions were undertaken during 2025:

| Action                       | Detail                                                                                                                                                                                                                                                                       | Status      |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Employee awareness training  | Online modern slavery awareness training remained available to all direct employees throughout the reporting period. Approximately 30% of direct employees completed the training during 2025. Improving participation rates has been identified as a key priority for 2026. | Ongoing     |
| Workplace awareness          | Awareness materials and reporting information maintained across operational locations                                                                                                                                                                                        | Implemented |
| Governance discussions       | Modern slavery and human rights considerations incorporated into executive, management and sustainability forums                                                                                                                                                             | Ongoing     |
| Statement review             | Prior Modern Slavery Statements reviewed; improvement opportunities identified across metrics, governance and due diligence                                                                                                                                                  | Complete    |
| Franchisee network oversight | Maintained monitoring of Regional Franchisee performance; identified franchisee and contractor engagement as a 2026 priority                                                                                                                                                 | Ongoing     |
| Reporting mechanisms         | Whistleblower and grievance mechanisms maintained and communicated to employees and stakeholders                                                                                                                                                                             | Implemented |
| Supplier risk review         | Initial review of supplier base to identify elevated-risk categories, to inform 2026 segmentation framework                                                                                                                                                                  | In progress |



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## 9. Remediation

Aramex Australia is committed to taking prompt and appropriate action if modern slavery is identified within its operations or supply chain.

### **Our remediation approach includes:**

- Immediate reporting to executive leadership
- Engagement with affected individuals to understand their circumstances and ensure their safety
- Suspension or termination of the relevant supplier or contractor relationship where appropriate
- Cooperation with law enforcement or regulatory authorities as required
- Review of internal processes to prevent recurrence

No instances requiring remediation were identified during the reporting period. Aramex Australia will continue to develop and formalise its remediation framework during 2026, including defining roles, responsibilities and escalation pathways more explicitly.

## 10. Assessing Effectiveness

Aramex Australia recognises that measuring effectiveness is an important component of managing modern slavery risks. Effectiveness indicators are considered across two categories:

### **Leading indicators (inputs and activities):**

- Training completion rates
- Number of supplier reviews and compliance assessments completed
- Awareness materials deployed across sites and networks
- Franchisee and contractor engagement activities undertaken

### **Lagging indicators (outcomes):**

- Whistleblower and grievance reports received
- Modern slavery incidents identified or referred



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Current status against key indicators:

| Area                                   | 2025 Status                                                               | 2026 Target                                                                                                                  |
|----------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Employee awareness training completion | Approximately 30% of direct employees completed mandatory online training | Achieve at least 80% completion of mandatory modern slavery awareness training with formal reporting and executive oversight |
| Awareness materials across sites       | Implemented                                                               | Maintain and expand to contractor network                                                                                    |
| Whistleblower/grievance mechanisms     | Available and communicated                                                | Maintain; add franchisee access pathway                                                                                      |
| Supplier compliance processes          | Onboarding processes in place; formalisation underway                     | Strengthen modern slavery provisions in supplier onboarding                                                                  |
| Supplier risk segmentation             | Initial review underway                                                   | Segmentation framework complete                                                                                              |
| Franchisee and contractor engagement   | Monitoring in place                                                       | Targeted awareness materials developed and distributed                                                                       |
| Board-level reporting                  | Not yet formalised                                                        | Formal governance structure in place                                                                                         |
| Whistleblower reports received         | None received                                                             | Continue monitoring; track and report                                                                                        |
| Modern slavery incidents identified    | None identified                                                           | Continue monitoring; track and report                                                                                        |

Aramex Australia intends to develop formal KPIs for its modern slavery program during 2026, providing a more rigorous basis for assessing effectiveness in future reporting periods.

## 11. Consultation

This statement was prepared with input from relevant business functions across Australia including sustainability, operations, legal, human resources and management representatives.

Aramex Australia recognises the importance of ongoing consultation and intends to broaden engagement across the franchise network and contractor base as the modern slavery program develops.



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## 12. Continuous Improvement and 2026 Priorities

Aramex Australia is committed to ongoing improvement. The following priority actions are planned for 2026:

| Area                                                             | 2025 Status                                                                                                                   | 2026 Target                          |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Formalise Board governance and reporting                         | Establish formal accountability structure and Board-level visibility for modern slavery program                               | CEO / Legal – Q2 2026                |
| Confirm training completion data                                 | Obtain verified training statistics for 2025; implement tracking system for 2026 cycle                                        | HR – Q1 2026                         |
| Expand mandatory modern slavery training and executive oversight | Increase completion rates; extend campaigns to all locations including franchise and contractor network                       | HR / Operations – ongoing            |
| Develop supplier risk segmentation framework                     | Categorise suppliers by risk; prioritise high-risk categories for enhanced due diligence                                      | Procurement – Q3 2026                |
| Strengthen supplier onboarding                                   | Formalise modern slavery questionnaire requirements within supplier onboarding process                                        | Procurement / Legal – Q3 2026        |
| Review supplier and contractor agreements                        | Update contractual requirements to reflect modern slavery expectations and audit rights                                       | Legal / Procurement – Q3 2026        |
| Franchisee and contractor awareness                              | Develop targeted materials and reporting pathways for Regional Franchisees, Corporate Franchisees and independent contractors | Sustainability / Operations – 3 2026 |
| Develop KPIs and performance reporting                           | Define measurable KPIs across leading and lagging indicators; establish formal tracking                                       | Sustainability / Legal – Q3 2026     |
| Formalise remediation framework                                  | Document roles, responsibilities and escalation pathways for potential incidents                                              | Legal – Q4 2026                      |

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## Approval

This Modern Slavery Statement has been reviewed by senior management and approved by the Board of Aramex Australia in accordance with the requirements of the Modern Slavery Act 2018 (Cth).

The Board considers this statement to be a true and fair account of Aramex Australia's modern slavery risks and mitigation actions.

This statement is signed by Mark Little in his role as Chief Executive Officer of Aramex Australia, a responsible member of its Board, being the principal governing body of Aramex Australia.

## Signed

Signed by:

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**Mark Little**

Chief Executive Officer

Aramex Australia

Date: 7/20/2026