



Modern Slavery Statement 2025



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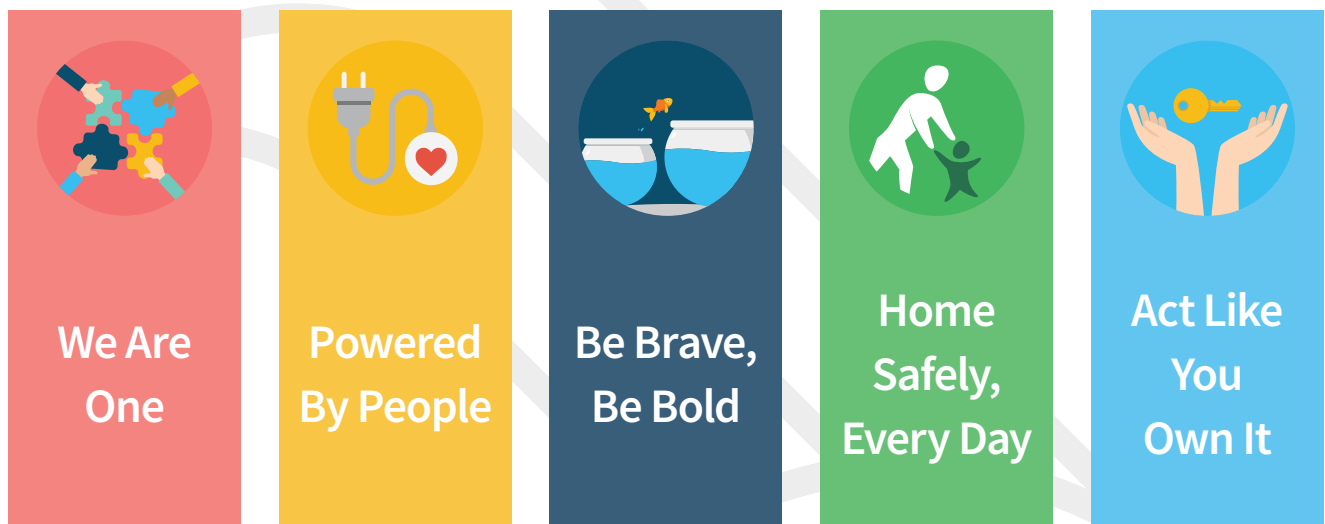
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Introduction

LINX Cargo Care Group acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

We continue to reaffirm our strong commitment towards, and values of, respecting human rights and the eradication of modern slavery. In line with LINX CCG's values, in this sixth submission of our Modern Slavery Statement, our position remains clear, that we reject any form of slavery. We have implemented a risk-based due diligence framework to assess where we may cause, contribute or be linked to adverse human rights impact to people in our operations and supply chain. We have again broadened the scope of vendors we review within the due diligence process to ensure an ongoing continuous improvement approach.

Our values



In our business practices we strive to apply our values and business principles which reflects our continued commitment to not use forced, compulsory, trafficked or child labour within our Group.

We are committed to conducting our business in an ethical and responsible manner and endeavour to carry out our activities in a way that respects and supports human rights, including but not limited to:

- the prohibition of child and forced labour;
- the elimination of discrimination in employment;
- operating in a manner that supports the goal of zero safety incidents; and
- the eradication of harassment and physical or mental abuse in the workplace.

We strive to embed these commitments across all our business units and operations, extending to training, communications, tender activities, and contractual agreements.

This statement has been prepared by LINX Cargo Care Group (**LINX CCG, the Group, we, us or our**) pursuant to the *Modern Slavery Act 2018* (Cth) (**(Act)**) in respect of the risks of modern slavery in our operations and supply chains and the actions we have taken during the financial year ending 31 December 2025 (FY25).

This statement covers the activities of LINX CCG including all of our wholly owned and controlled subsidiaries within the Group.

In 2025, we continued to assess and address the risk of modern slavery across our workforce, operations, and supply chains. Our existing policies and procedures, as described in our previous modern slavery statement, are set out on page 9.

Key highlights

We continue to enhance our approach to better understand and mitigate the potential for modern slavery risks in our supply chain by working more closely with key suppliers who may have a higher risk or exposure to ensure existing and emerging risks are identified and appropriately addressed.

Our due diligence is an ongoing and iterative process of identification, prevention and mitigation that considers both actual and potential adverse human rights impacts through our activities and supplier and business relationships.



Continued our annual Tier 1 supplier review – covering 95 key suppliers engaged in 2025.



Engaged with select Tier 1 suppliers to understand their approach and controls in place for managing modern slavery supply chain risks through a modern slavery questionnaire. The results demonstrated a consistent approach by selected suppliers in managing their internal controls and processes to mitigate modern slavery risks.



Where applicable, we continued the process of direct contact with key Tier 1 suppliers focussing on their modern slavery supply chain risks and assessing their Tier 2 supply chain focus. This process also extended to the Group's New Zealand operations.



Continued to incorporate wherever possible contractual obligations in key procurement contracts to address and mitigate against modern slavery. Any supplier pushback on the inclusion of our modern slavery clause was due to their own equivalent modern slavery policies and procedures.



Continued regular engagement with suppliers on the topic of modern slavery through contract negotiations, contract management meetings and vendor onboarding due diligence reviews.



On 10 February 2026, a bipartisan Modern Slavery Bill was formally introduced in the New Zealand Parliament, the landmark Bill is expected to progress during 2026 to target supply chain transparency by introducing mandatory reporting similar to current Australian legislation. In the meantime, C3 Limited and Pedersen Group operations continue to implement governance practices such as the inclusion of modern slavery clauses in contracts, purchase orders, and tendering activity. The New Zealand staff also complete annual modern slavery training.

About LINX Cargo Care Group

LINX CCG is a diversified logistics provider which offered a range of services in 2025 including warehousing, stevedoring and forestry related logistics services including road haulage. The Group comprises three businesses LINX, C3, and Pedersen Group.

Our Group brings together the capabilities of three market-leading operations built on decades of ports and logistics experience. Together LINX, C3 and Pedersen Group employ more than 2,100 people across Australia and New Zealand. LINX CCG is owned by a consortium of shareholders, with Brookfield Infrastructure Partners the majority shareholder.

Our vision and mission

Our **Group's Vision** is

*Delivering a connected supply chain,
one move at a time.*

Our Vision is the aspiration of what we want to achieve in the future, what our customers expect from us, and the role each of our people play to deliver integrated supply chain and logistics solutions.

The people at LINX CCG play an important role in delivering a connected supply chain for our customers, communities, and themselves. A connected supply chain is what our customers and industry desire; to seamlessly and efficiently deliver goods and we achieve this together – one move at a time.

Our **Group's Mission** is

*Safely working together to keep the
supply chain moving for our customers
and communities.*

Our Mission is what we achieve every day – what we do and how we do it. There is nothing more important than our people going home safely every day. Working together safely to deliver to our customers and communities is not negotiable.



Reporting entity structure

BAPSH Pty Ltd (**BAPSH**) is the principal governing body (as that term is defined in the Act) within the LINX CCG corporate structure whose primary activity is that of a holding company. BAPSH makes this statement on behalf of itself and LINX Port Services Pty Ltd, the only other entity within LINX CCG that met the threshold under the Act¹. As a holding company, BAPSH does not manage supply chains or procure any goods or services. LINX Port Services Pty Ltd does not own or control any other entity.

BAPSH and its owned or controlled entities (including LINX Port Services Pty Ltd) have the same company secretary and there are some common directorships. This statement has been reviewed and approved by the directors of each entity within the LINX CCG corporate structure. In addition, all wholly owned subsidiaries operate under the same modern slavery governance framework, delivered and managed through the corporate structure of LINX CCG.

Whilst LINX Port Services Pty Ltd is the only operating entity for which this statement is required in accordance with the Act, this statement sets out how LINX CCG manages modern slavery risks across the whole of the Group.

Our operations and the risks of modern slavery in our operations

Our operational footprint includes more than 45 corporate and operational sites situated in the majority of Australia and New Zealand's capital cities, plus other regional areas. Despite Australia and New Zealand's lower prevalence and vulnerability to modern slavery, the 2023 Global Slavery Index reports that there are still approximately 41,000 people subjected to modern slavery in Australia. This statistic reminds us that modern slavery is 'hidden in plain sight' and that no country is immune to slavery.

We have a workforce comprising a diversity of roles, ranging from office-based functions, skilled trades, through to those in our yards performing manual labour. A large part of LINX CCG frontline workforce is unionised with employment terms governed by Enterprise Agreements. During the reporting period, many of these agreements have been renewed and renegotiated. We comply with industrial relations laws and regulations wherever we operate and implement workplace policies to mitigate the risks of modern slavery within our operations.

1. The only reporting entity within LINX CCG is LINX Port Services Pty Ltd. BAPSH Pty Ltd is a holding company. The BAPSH Directors are not involved in the day-to-day operations of the businesses within LINX CCG.



LINX's combined capabilities across logistics and stevedoring enable the provision of flexible, customer-focused supply chain solutions. LINX employs approximately 850 people around Australia.

LINX employs stevedores, tradespeople (e.g. mechanics, electricians), machinery operators (e.g. forklift), crane operators, warehouse operators, yards people, administrators, supervisors, and managers.



For more than 65 years, C3 Limited (C3) has been New Zealand's largest on-port services provider and has established operations in Australia specialising in forestry-aligned logistics. C3 New Zealand is a leading provider in product handling solutions, on wharf and beyond, working in partnership with exporters, importers and shipping lines across New Zealand and Australia.

C3's services include, log marshalling and log stevedoring, as well as general cargo handling, warehousing, container consolidation, and transportation. C3 employs more than 1,100 employees across Australia and New Zealand. C3 employs truck drivers, machine operators, tradespeople (e.g. mechanics, fitters), log scalers, log marshallers, stevedores, yards people, administrators, supervisors, and managers.

C3 Australia's operations focus on specialist harvesting, hauling, and in-field chipping across an ever-growing network of plantation forests. These services are customisable and capable of delivering from plantation to both domestic and export markets.



Pedersen Group is a market leading specialist provider of wood chipping, wood debarking and woodyard management services to pulp and paper mills, sawmill and forestry companies in New Zealand and Australia. Pedersen employs more than 120 people across three key operating sites, handling millions of tonnes of fibre annually. Pedersen Group employs machine operators (mobile plant and fixed plant), truck drivers, tradespeople (e.g. mechanics, fitters), log scalers, administrators, co-ordinators, supervisors, and managers.

Our policies and procedures

The following policies and procedures continued to apply during the reporting period:



✓ LINX CCG Anti-Slavery and Human Rights Policy

Our Anti-Slavery and Human Rights Policy was reviewed in October 2025. This policy applies to anyone working on the Group's behalf in any capacity including employees, agency workers, contractors, and suppliers. A copy of this policy is available at www.linxcc.com.au/documentation/.



✓ The Whistleblower Policy

Our Whistleblower Policy was updated in October 2025. It sets out how eligible persons can report certain matters, including illegal conduct such as modern slavery. Under the Policy, employees as well as anyone who supplies goods or services can make a report. The confidential reporting hotline is managed by Navex Global, and the website is www.brookfield.ethicspoint.com and the phone number is 1800 152 863. A copy of this policy is available at www.linxcc.com.au/documentation/.



✓ Code of Conduct and Business Ethics

Our Code of Conduct and Business Ethics applies to all officers, employees, and temporary workers. It clearly states our commitment to, and expectations of, conducting business in an ethical and responsible manner and prohibiting child and other forced labour. It applies to all officers and employees who must obtain an annual certification of compliance with the Code.



✓ Procurement Policy and Processes

The Procurement Policy and Processes describe the approach for sourcing, exercising due diligence and monitoring new and existing suppliers with the intention of managing risks including modern slavery. It applies to all of our employees with a procurement function.



✓ Vendor Risk Management Framework

The procedures included in the Vendor Risk Management Framework provide the foundation for both the onboarding and ongoing monitoring of suppliers across multiple risk categories including, modern slavery.

Our supply chain and policy framework

Our suppliers are predominantly Australian and New Zealand based companies although some of the goods supplied originate from other countries. A small number of our suppliers are based outside of Australia and New Zealand, and these suppliers are primarily located in Europe, Asia, and North America.

The LINX CCG procurement spend is distributed across approximately 5,000 (as of 2025) active vendors and a range of goods and services are sourced across multiple supply categories. Key categories include fuel and lubricants, plant and vehicles, property repairs and maintenance, transport subcontracting, business services and consultants, electricity and utilities, and IT and telecoms. These are supply categories in common across the subsidiaries within the Group except for transport subcontracting which is mainly used by LINX Kooragang under LINX Port Services.

We have also assessed the potential for our business to cause, contribute to, or be directly linked to modern slavery via our supply chain. Given the nature of our procurement categories and practices as described in further detail below, it is unlikely that we have caused or contributed to modern slavery in our procurement of goods or services during the reporting period. There is, however, the latent risk that we may be connected to modern slavery practices through the activities of our suppliers and their supply chains.

The location of our suppliers based on their modern slavery questionnaire response is represented on the map below:



● Third Parties

LINX CCG modern slavery categories

LINX CCG continues to review and refine those categories of goods and services with a higher modern slavery risk.

The overarching LINX CCG procurement strategy covering these higher risk categories has been to focus on engagement of organisations (where possible and aligned to operational requirements) that have adequate procedures in place to mitigate modern slavery risks.

High



Equipment & Assets:
R&M – Tyres



Facilities Management,
Cleaning and Janitorial



Freight &
Courier



Fuel &
Lubricants



Human Resources
Expenses (including
temporary labour hire)



IT Hardware &
Network Infrastructure



Office Supplies
and Furniture



Operational
Consumables
including dunnage,
packaging, and
general consumables



Promotional
Items



Property – New Site
Development &
Upgrades and Ongoing
Maintenance & Repair Costs



Security
Services



Transport
Sub-contracting



Uniforms, PPE &
Safety Equipment



Banking &
Corporate Advisory



Marketing,
Advertising



Meetings, Conferencing,
Travel and Events

Low

* Where part of a category was high risk, the entire category has been classified as such

Progress on our key commitments and actions for 2026

Throughout 2025 LINX CCG continued to use its existing risk-based framework to assess, manage and mitigate modern slavery risks within our supply chain. This combines both internal and external platforms to undertake assessment on all suppliers to determine the appropriate course of action.

We seek to assess the effectiveness of our actions by reference to the goals that we set each year and reporting on our progress against the goals.

Action	2025 Goals	Status	2026 Goals
Risk-based assessment conducted for key Tier 1 suppliers	Conduct a review of contracts with key tier 1 suppliers to assess compliance with modern slavery terms and obligations, with a focus on engagement with those presenting the least robust compliance programs.	Completed for 2025, will remain ongoing into and alongside 2026 goals.	Assess whether the modern slavery mitigation measures within the Procurement Policy and processes, the Vendor Risk Management Framework and the New Vendor Engagement Process Flow Chart are being implemented consistently across the business.
Risk-based assessment conducted for all Tier 2 suppliers	Direct interview program to continue through 2025, with a focus on lower spend but high risk suppliers within the overall supply chain. Implementation of the actions identified through the Tier 2 Supply Chain Analysis.	Direct contact with vendors occurred for 2025, remains ongoing into 2026.	Direct interview program with key Tier 1 suppliers to continue through 2026. Key Tier 1 suppliers deemed “at-risk” in previous years to be followed up to assess their progress on their continuous improvement commitments.

Action	2025 Goals	Status	2026 Goals
Enhancement of overall Modern Slavery risk assessment framework	Continued focus will be on how we use the data collected and act upon it. Key focus on New Zealand operations and continuing to undertake Tier 1 and Tier 2 supplier engagement.	Internal review of risk categories and alignment to the LINX CCG matrix was completed for 2025 for the remaining business units.	Issue the MSQ to New Zealand suppliers relating to New Zealand operations operating in high risk sectors and engaging with them regarding the proposed modern slavery laws to be introduced in New Zealand.
Addition of modern slavery clauses into new supply agreements	Review modern slavery clauses and integrate revised clauses into contracts coming up for renewal.	Approximately 90% of supplier contracts agree to the inclusion of our modern slavery clause.	Assess high risk Tier 1 supplier compliance with the modern slavery clause.

Tier 2 Supply Chain Analysis

For 2025 LINX CCG continued a process of direct contact with key suppliers to further understand their supply chain and in particular, their ongoing approach to modern slavery compliance.

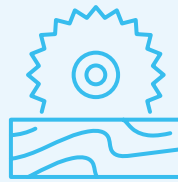
This covered the following key categories across the Australian operations:



Repair & Maintenance
Contractors



Road Freight
Transport



Timber & Hardware
Goods (Wholesale)



Safety Workwear
Health & Safety
(Drug & Alcohol
Testing)

Outcomes Identified:

This process focussed on understanding suppliers' overall supply chain and the inherent risks within those, and in particular their approach to minimising or eradicating these risks. Some of the key consolidated responses from our suppliers are detailed below:

Question	Key Response Summary
Does your organisation already have a modern slavery management process in place to address gaps?	Approximately 85% of respondents confirmed they had modern slavery management processes in place to address potential gaps in their modern slavery compliance. The majority of surveyed suppliers demonstrated established modern slavery risk management processes, such as self-assessment questionnaires, specialised committees, and third-party oversight, to evaluate and bridge compliance gaps.
Who has ultimate responsibility for modern slavery management and outcomes?	The majority of respondents noted the Director or CEO as having ultimate responsibility for modern slavery management and outcomes.

Question	Key Response Summary
What are the main modern slavery risks to your business? (Please identify potential types of modern slavery hotspots in operations and supply chains and available tools.)	The key risk identified was sourcing goods and services offshore from higher risk locations.
How many suppliers and tiers of suppliers will the organisation directly check for modern slavery?	Most of the respondents confirmed that their suppliers and tiers of suppliers were reviewed as part of their internal processes; some noted any changes to their supplier list would trigger a new review commencing immediately to ensure they meet or exceed their own modern slavery requirements.
What process is in place for assisting discovered victims of modern slavery in suppliers?	In most cases respondents had a roadmap to take immediate steps if they became aware of a victim of modern slavery; including, but not limited to, ensuring victim safety and confidentiality; providing access to support services; and the supplier to prevent further harm in accordance with human rights best practices.
Information obtained throughout this process will be incorporated into the 2026 Modern Slavery reporting procedures to:	
• enhance the remediation framework for addressing suspected modern slavery breaches within our operations and supply chains, with a focus on refining escalation pathways and supplier accountability. • strengthen engagement with high-risk suppliers to improve transparency and oversight beyond tier 1 supply chains. • evaluate and expand enhanced responsible supply terms and conditions for high-risk suppliers and assessing supplier compliance with contractual obligations. • continue to collaborate with stakeholders to strengthen awareness, capability, and collective responses to modern slavery risks.	

Tools for reporting modern slavery concerns

As part of the Modern Slavery Training Program all employees are trained on what to do if they encounter or suspect an instance of modern slavery either within the business or our supply chain. These include any of the following ways to report their concerns:

- to their immediate supervisor;
- to their relevant HR representative;
- to the LINX Procurement Team; or
- to any of the Senior Management.

Alternatively, LINX CCG has an anonymous Ethics Hotline which is managed by an independent third party and available for LINX CCG employees, vendors, and any other interested parties to report any matters relating to unethical business conduct or violations of laws including modern slavery. The Ethics Hotline is available toll-free, 24 hours a day, seven days a week and may be accessed by phone or by internet.

Hotline details are included in Master Service Agreements and communicated to our vendors.

We continue to monitor the reports made through our Ethics Hotline and to the best of our knowledge we did not receive any reports of actual or suspected violations of our Human Rights Policy during the reporting period.



Effectiveness assessment

We continue to focus on evolving our approach to modern slavery to ensure that we are able to assess and address modern slavery risks within our operations and supply chains. As noted earlier in this statement, we seek to assess the effectiveness of our actions by tracking against the goals that we set each year to increase visibility in relation to our supply chain and test the robustness of our frameworks. In addition to those goals, we have set out below some of the markers for effectiveness.

Action	What Effectiveness Looks Like
Ongoing engagement with key higher risk suppliers regarding compliance with relevant policies and processes.	High-risk suppliers can demonstrate understanding of relevant policies, and take measurable steps to improve their own policies, processes, and supplier codes of conduct to mitigate modern slavery.
Ongoing reviews of our overall modern slavery program and controls, to address any new or emerging trends within the overall modern slavery risk framework.	Increased collaboration between suppliers, employees, and management to proactively identify and respond to gaps in how we mitigate the risks of modern slavery in our supply chain.
Ongoing engagement with internal stakeholders and departments including legal, insurance and risk, procurement, and the Senior Leadership Team.	Building a sense of collective ownership of responsibility to mitigate the risks of modern slavery as a business and embedding considerations of modern slavery as business as usual.
Interviews with key high risk suppliers in our Australian and New Zealand operations to further understand the risk and ongoing mitigation measures undertaken by these suppliers, to manage adverse human rights risks in their supply chain.	Suppliers increasing visibility in relation to their own supply chains as a result of improved measures to mitigate modern slavery in their own operations and supply chains.
Further strengthening of supplier evaluation criteria around modern slavery risk and the embedding of additional modern slavery risk management tools within the tender process.	Improved transparency of modern slavery risks and clarity on how those risks are proactively managed.
Continued training of our employees to increase awareness of modern slavery red flags.	Increasing completion rates for training and employee awareness of how to identify and report potential risks or ethical issues including what to look out for and who to speak to.

Our approach to due diligence is an ongoing and iterative process of identification, prevention and mitigation that considers both actual and potential adverse human rights impacts through our activities and supplier and business relationships.

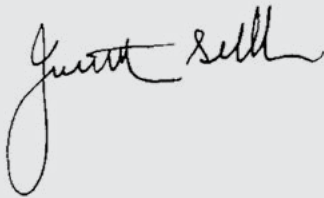
How this statement was prepared

The preparation of this statement involved the engagement and input of the different teams within LINX Cargo Care Group from Legal, Procurement and Finance who have functional and governance oversight for the entities within the Group, including the reporting entities. This process constituted consultation of each of these entities. This statement was also presented to the Group Senior Leadership team.

This Modern Slavery Statement has been approved by the Board of BAPSH Pty Ltd in its capacity as the parent company of the reporting entities within LINX CCG.

Jonathon Sellar

Chairman – BAPSH Pty Ltd



Ray Neill

Director – BAPSH Pty Ltd

