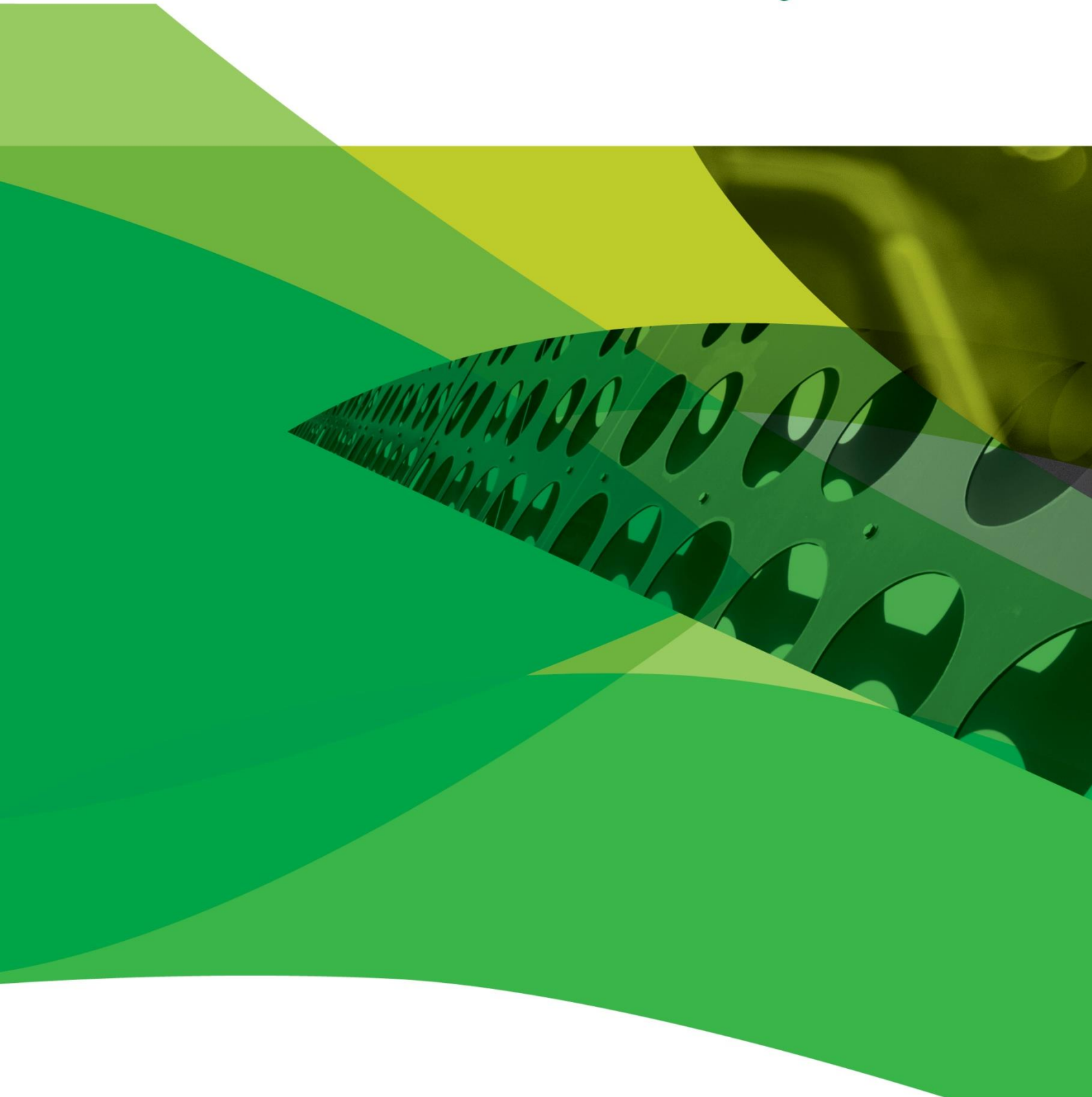


Modern Slavery Statement

December 2024



VicRoads Registration and Licensing Services

Modern Slavery Statement December 2024

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CEO Message



VicRoads recognises modern slavery is a global issue, which takes many forms of serious exploitation such as human trafficking, slavery, servitude, forced labour, forced marriage, debt bondage and child labour.

Consistent with our core values and environmental, social, and governance (ESG) strategic objectives of sustainability, we believe as a member of the business community we play an important role in addressing modern slavery by ensuring the goods and services purchased through our mostly Australian-based supply and value chains are ethical and minimise or eradicate modern slavery risks. VicRoads respects the human rights of our people, partners, customers, suppliers, and the community we operate in. Our intentions are to identify and manage the risks related to human rights across our business and through our supply chain management.

To this end, we have expanded our Modern Slavery management and due diligence activity in the latest reporting year building on the systems and processes previously put in place.

Our latest work has focussed on validating the overarching screening assessment carried out in 2023. We have reassessed our key suppliers to ensure our risk profile has not materially changed, while we have also undertaken further direct investigation of areas of our supply chain which were identified as representing a theoretically higher risk.

While our risk profile remains low, and all of our tier 1 to 3 suppliers are located in Australia, we are committed to taking a robust and proactive approach to monitoring and assessing Modern Slavery risk annually.



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Commitment

This Statement is VicRoads' second Modern Slavery Statement under its Joint Venture partnership and was prepared in accordance with the *Modern Slavery Act 2018* (CTH) (the Modern Slavery Act) including to meet the mandatory reporting criteria set out in section 16 of the Modern Slavery Act.

It outlines the steps taken to assess risk and seek to prevent modern slavery practices in the operations and supply chains of the VicRoads Group, its partners and stakeholders.

The parent of the VicRoads Group for the purposes of the Modern Slavery Act is Voltaire No.1 Pty Limited (ACN 659 838 650) as trustee for the Voltaire No.1 Trust (ABN 29 313 174 758), a private Australian-domiciled trust (Voltaire No. 1 Trust). This Statement by Voltaire No. 1 Trust is in its own right and on behalf of the following entities:

- i. Voltaire No. 2 Pty Limited ACN 659 838 641 as trustee of the Voltaire No, 2 Trust ABN 38 149 668 674, which are owned and controlled;
- ii. R&L Services Victoria Pty Ltd ABN 28 657 005 493 as trustee for the Victorian R&L Services Trust ABN 96 342 123 072, which are owned and controlled and the latter which is a reporting entity;
- iii. Voltaire Australia Pty Limited ACN 656 104 497, which is owned and controlled, and which is a reporting entity;
- iv. Voltaire A Pty Limited ACN 659 566 702 as trustee of the Voltaire A Trust ABN 39 521 761 220, which are not owned nor controlled by Voltaire No. 1 Trust, but are commonly managed;
- v. Voltaire B Pty Limited ACN 659 566 711 as trustee for Voltaire B Trust ABN 52 775 225 841, which are not owned nor controlled by Voltaire No. 1 Trust, but are commonly managed;
- vi. CP Services Victoria Pty Ltd ABN 16 657 005 439 as trustee for the Victorian CP Services Trust ABN 72 128 511 730, which are not owned nor controlled by Voltaire No. 1 Trust, but are commonly managed; and
- vii. Voltaire Australia No. 2 Pty Limited ACN 659 369 614, which is not owned nor controlled by Voltaire No. 1 Trust, but is commonly managed.

By virtue of there being three reporting entities for this year (being Voltaire No. 1 Trust and the entities referred to in the list above in items ii. and iii.), this Statement is a joint statement for all those reporting entities, and also reflects VicRoads Group information that incorporates all the other entities in the list above.

This Statement has been prepared with the support of Consentium consultants. Assurance of supplier management and risk assessment processes has been provided by Consentium. This statement is relevant to all reporting entities in the VicRoads Group, and provides a single, consolidated description of their actions to address modern slavery risks.

Executive management and the directors of the reporting entities have been consulted and informed of the actions taken throughout this reporting period.

This Statement has been reviewed by relevant members of the VicRoads Executive and approved by the Board of Directors of the reporting entities.

This Statement for the financial year ending 30 June 2024 was approved by the Board of Voltaire No.1 Pty Limited (ACN 659 838 650) as trustee for the Voltaire No.1 Trust (ABN 29 313 174 758)

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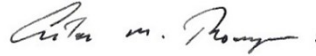
on 12 December 2024. The Board have delegated authority to the Chairperson and Chief Executive Officer to sign and submit this Statement for and behalf of VicRoads.



Signature of the Independent Chair

Patrick Flannigan

Independent Chair



Signature of CEO

Giles Thompson

Chief Executive Officer

Dated: 12 December 2024

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Progress report

In our last Modern Slavery Statement, VicRoads identified a series of next step activities to commence in 2024. We are pleased to report progress across each of these areas.

Commitment	Progress in 2024
Map supply chain to identify risks.	Investigation into key supply chains, including ICT and number plate manufacturing underway.
Ensure new vendors are assessed for modern slavery risks.	Modern slavery assessment to understand MS position of all new vendors continue as mandatory under probity check. All critical and material vendor contracts have completed probity checks including MS assessment. Further company level due diligence also continues to be carried out. For more information – see “Due Diligence and Remediation” section below.
Engage key suppliers to further understand how they are addressing modern slavery risks.	<p>In 2024 VicRoads engaged a third-party specialist to review the company’s standard number plate supplier. The review included direct liaison with the immediate supplier and the plate manufacturer to understand working conditions and modern slavery mitigation.</p> <p>An internal review of key ICT supply chains was also conducted. Potential supplier engagement with key suppliers is currently being considered.</p>
New and existing contracts reviewed for fit for purpose and inclusion of modern slavery prevention and detection measures.	Modern Slavery clauses now included in new and existing supplier contracts in alignment with Modern Slavery Act 2018.
Further identification of existing credible assessments of entities in our supply chain.	As part of our internal review of our key suppliers, our third-party advisor undertook desk top research on key suppliers to validate our ‘low risk’ assessment. To do this, a (10%) sample of Tier One suppliers were identified. A scan for media, INGO, and third-party organisation reporting plus of each respective entity was completed, plus a review of previous entity Modern Slavery Statements was also undertaken. No red flags were identified through this process, which

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	will be repeated and potentially expanded next year (2025).
Explore processes and systems to strengthen our controls as part of our onboarding and monitoring of our suppliers.	In 2024 VicRoads undertook an internal assessment in collaboration with the company’s external sustainability advisor. Given the context of the company and the profile of its Tier 1-3 suppliers, the core processes and systems in place to manage and monitor modern slavery risk were deemed sufficient. However, VicRoads will continue to review our approach annually.

VicRoads Purpose Vision and Values

Our Purpose

To make services seamless, so we support safe networks for our communities

Our Vision

To be the most progressive registry in Australia

Our Values



Strive for Better
We accept challenges and find ways to make things better



Create Trust
We do the right thing by each other with respect and integrity



Connect with Care
We focus on making a difference in the lives of others and ourselves



Succeed Together
We work in ways which set each other up for success

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About Our Business

Our Operations

VicRoads is responsible for licensing over 5 million drivers in Victoria and registering more than 6.2 million cars, motorbikes, trucks, buses, and trailers for the Victorian road network. VicRoads' digital licence testing system is also available in 20 languages and can be used for cars, motorbikes, heavy vehicles, and boats.

VicRoads operates 44 Customer Service Centres and Testing and Inspection Centres across Victoria. These centres provide customers with access to registration and licensing services.

VicRoads is supported in the delivery of services by a network of third-party agencies and key suppliers.

VicRoads operationalised the Hazard Perception Test, a world-first interactive program that tests the skills of an inexperienced driver. This program assesses a driver's reaction to traffic situations, and their ability to make safe driving decisions.

In 2016 we launched the my VicRoads online account in response to our customer feedback. This system lets customers pay their vehicle registration online, update personal details, check their licence conditions and status, and receive email and text reminders about due dates for payments. Over 4.8m customers now have a my VicRoads account.

Using our website, auto traders can register vehicles, fleet operators can renew vehicle registrations, and transport organisations can access driver and licence status reports electronically. Our customers can also order number plates online and find detailed information before purchasing second-hand vehicles.



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Our Structure

Each of the entities that we own or control, were engaged in the development of this Statement through the following:

- Common Directors and officers appointed to VicRoads. Each controlled entity within the VicRoads Group shares the same executive management.
- Each entity within the VicRoads Group is covered by VicRoads' policies, procedures, and systems, including those relating to contracting, purchasing and human resources.
- Our Board and Executive are aware of those activities relevant to our Modern Slavery risk management efforts including our reporting obligations under the Modern Slavery Act.
- VicRoads has implemented a compliance and risk function across its entire operations and operates as a single business unit.

Our Corporate Governance

Ultimate oversight and responsibility for the steps we take to ensure that we eradicate Modern Slavery practices in our business and supply chains rests with our Board.

Our Audit and Risk Committee (the Committee) plays a pivotal role in ensuring the robustness of our risk management processes and evaluating the effectiveness of VicRoads' performance.

This committee will actively engage in the ongoing scrutiny of our approach to modern slavery risks, conducting thorough assessments to identify, evaluate, and manage potential threats within our operations and supply chains. By employing a proactive monitoring framework, the Committee will track the implementation of risk mitigation strategies and assess their impact on our overall performance.

Our Suppliers

Vic Roads had direct (first tier) supplier relationships with 62 entities during the reporting period 2024. Most of our direct suppliers are Australian companies and all of the services provided to VicRoads are undertaken within Australia as mandated under our Foreign Investment Review Board (FIRB) approval requirements. Probiity checks on our suppliers are conducted to ensure compliance with Modern Slavery and Human Rights legislation.

Our Customers, Partners, and Key Stakeholders

VicRoads is a moderate purchaser of goods and services required for our business ranging from single occasion purchases to longstanding contractual relationships.

VicRoads customers are diverse and encompass a broad range of individuals and entities. They primarily include:

- **Individual Drivers:** VicRoads serves the general population of licensed drivers in the state of Victoria, including learners, probationary drivers, and full licence holders. Modern Slavery risks may emerge in the supply chain of services related to driver education materials and

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other resources provided to individual drivers. Reviewing the supply chain and contractors' employment can mitigate these risks.

- **Vehicle Owners:** Vehicle owners in Victoria, whether they own cars, motorcycles, or other vehicles, rely on VicRoads for vehicle registration, licensing, and related services. Modern slavery risks may be present in the production and supply chain of vehicle registration materials and licence plates.
- **Transport Operators:** Commercial transport companies and operators, such as logistics and freight companies, rely on VicRoads for permits, licences, and compliance with transport regulations. Modern slavery risks may be present in the production and supply chain of licence plates.
- **Motorcyclists:** VicRoads serves the motorcycling community, providing services related to motorcycle licensing, road safety, and registration. Similar to vehicle owners, modern slavery risks may exist in the supply chains associated with motorcycle licensing.
- **Businesses:** Various businesses engage with VicRoads for fleet management, including vehicle registration and compliance. Modern slavery risks may be present in VicRoads using contractors to assist with vehicle registration and compliance.
- **Government Agencies:** VicRoads collaborates with other government agencies and entities, particularly for the exchange of information and coordination on various matters related to transport, infrastructure, and road safety. Collaboration with other government agencies may involve information exchange and coordination on various matters, potentially introducing risks related to the information technology and communication services used which relate to the supply chain.

Most of our customers are based in Victoria. Customer Services delivers vehicle registration & driver licensing services through face to face, phone, and online channels. Modern slavery risks identified in our clients relate to suppliers and labour hire. Refer to our suppliers and supply chain and people assessments.



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Our Risk Management Approach

VicRoads remains committed to taking a proactive, whole-of-company approach to eradicating modern slavery risks across its supply chain and workforce.

Ownership for assessing risk and implementing controls is shared to ensure we safeguard VicRoads from exceeding its risk appetite. Additionally, risk is integrated with strategy and business planning to drive improved performance and outcomes.

Supplier Risk Assessment

In 2023, we engaged an external ESG technology and data business, Fair Supply Pty Ltd (Fair Supply) to support our risk assessment process and provide a baseline for ongoing assessment. We used FairSupply's proprietary technology, which includes company spend through global markets, to trace the economic inputs required to produce products and services and maps supply chains to ten tiers, representing the suppliers of suppliers up to the tenth supplier.

Tiers 1 to 3 of supply chains are representative of supply chain labour that is "caused" or "contributed" to by a company. Tiers 4 to 10 represent supply chain labour that is "directly linked" to a company's spend.

This process provided VicRoads with a theoretical modern slavery risk across its supply chain incorporating the following:

- Industry;
- Geography; and
- Relative spend

Identified Areas of Risk

It is important to note that as with the previous year, in FY24 VicRoads has **not** identified any actual or potential instances of modern slavery occurring within the operations or supply chains of our FY24 suppliers.

In 2023 the proprietary risk assessment conducted through Fair Supply Pty Ltd, analysed *potential* exposure to modern slavery risks and provided VicRoads with a baseline for identifying and assessing modern slavery risk across our supply chains at an industry and country level.

This assessment established that:

- VicRoads has an overall theoretical modern slavery risk across its supply chain of **low**.
- VicRoads current assessment determined that our potential to cause, contribute to or be directly linked to modern slavery, including in our supply chain, is **low**.

After internal review of updated 2024 supplier and procurement data, the company's risk profile has not changed materially to warrant a new full external risk assessment based on industry, geography, and relative spend. Internal assessment indicates that the modern slavery risk will

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have reduced due to the removal of the single Indian based software provider identified in the previous year.

As such, in 2024, VicRoads focussed on additional analysis of potential high-risk supply chains identified in 2023, and on strengthening our modern slavery management, systems and processes.

Risk Profile of our Supply Chain

Risk by Vic Roads Suppliers

Using procurement data for the 2023-2024 financial year, VicRoads' highest theoretical exposure to modern slavery risk remains the Information Communication and Technology (ICT) sector where the company continues to spend on ongoing and project-based ICT support, and on ICT hardware procurement, predominantly computers.

VicRoads' also continues to source standard licence plates manufactured through prison labour in Australia.

While the actual rather than theoretical risk in these supply chains is low, VicRoads took the decision to investigate both areas in 2024 to further verify the risk assessment and risk management approach. This is outlined further in the 'Additional Risk Considerations' section below.

Risk by Industry

VicRoads highest tier 1 to 3 supply chain spend occurs across the other business services industry with an approximate 39% direct spend in this sector. Other business services are services which support businesses to deliver their output.

This encompasses a broad range of services such as accounting, legal advice, provision of outsourced labour, market research, cleaning, advertising, and consulting services.

#	Industry	Estimated people in forced labour	%
1	Other business services	0.4279	39%
2	Textiles	0.0837	8%
3	Retail trade services, except of motor vehicles and motorcycles; repair services of personal and household goods	0.0627	6%
4	Wholesale trade and commission trade services, except of motor vehicles and motorcycles	0.0393	4%

Table 1 – Estimated people in forced labour by industry

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Risk by Geography and Tier

Our greatest source of potential geographical risk exposure remains with our Australian based suppliers. This is purely because of our high overall spend on Australian suppliers relative to any other geography. In reality, Australia is not a high-risk jurisdiction for modern slavery.

Beyond Australia, in the previous assessment, our cumulative exposure to Modern Slavery was heavily impacted by the identification of a single tier-one Indian based software provider, and evidence of some direct spend in China. Since this last assessment, we have been able to confirm that we no longer have any direct spend on suppliers in India. Current investigations also indicate no direct spend on suppliers in China.

This further reinforces VicRoads' assertion that supply chain due diligence has resulted in further reduction of supply chain forced labour threat.

Additional Risk Considerations

VicRoads supplies Victorian community with vehicle registration plates on behalf of the Government. VicRoads is committed to delivery of this service via a contract inherited on commencement of the Joint Venture.

VicRoads has considered implications of modern slavery across all facets of its supply chain including contracted services.

VicRoads has considered if modern slavery risks may be present with the production of vehicle registration plates, one of those risks being the use of prison labour for some plates as referenced above.

In 2023 VicRoads assessed the risk associated with the use of prison employment by Corrections Victoria (being part of the supply chain for the production of some plates) as low to nil.

In 2024 VicRoads decided to undertake further investigation and verification, which included talking directly to the tier one plate supplier and talking directly to Corrections Victoria.

It was re-confirmed that prison industries are operated within the requirements of the Charter of Human Rights and Responsibilities Act 2006 (the Charter). This is monitored via the ongoing assessment of the Corrections Victoria Deputy Commissioner's Instruction on Prison Industries 3.03.

Through liaison with VicRoads, Corrections Victoria provided additional information about working conditions, channels for communication, complaints and whistle blowing, and confirmation that vocational, educational and rehabilitation services take precedence of work duties. A record of the Modern Slavery questions and answers from this liaison with Corrections Victoria is held by VicRoads.

VicRoads will continue to assess the benefits (reskilling, post detention employment and repatriation opportunities), versus the modern slavery risks associated with the use of prison labour.

VicRoads acknowledges individuals in prison receive a wage below minimum, however, believe this risk is offset by the significant benefit to society and individuals re-entering the community with employment skills.

The association between poverty and social exclusion and the negative impact of these factors on prisoner health is recognised worldwide. Growing evidence demonstrates that health and social interventions on individuals in prison, including employment, has positive impacts for their family and wider social network as they transition back into the general population.

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Assessing and addressing risks

Our focus remains, year on year, to apply a continuous improvement approach to monitoring our supply chain, maintaining our supplier risk profile and implementing recommendations for uplift, with a view to prioritising higher risk operational and supply chain risks.

Our Systems, Processes, Policies, and Procedures

We have established policies relevant to identifying, assessing, and mitigating the risks of Modern Slavery practices in our business as listed below.

Our policies ensure that we meet our ethical business objectives and comply with our legal obligations.

These policies are approved in accordance with our internal Delegations of Authority Policy and apply to all the entities we own and control.

Our key systems, processes, policies, and procedures which currently relate to the control of Modern Slavery risks include:

- General Policies which ensure we act ethically and with integrity observing fundamental aspects of human rights in all our business and employee relationships.
- Pre-Employment Screening which ensures VicRoads adopts robust practices and concerning employment screening (including work eligibility checks), employment conditions (including fair pay and hours) and appropriate workplace behaviour.
- Supplier and procurement policies which consider the industry, geography and potential modern slavery impacts across each supplier engagement.
- Safe workplace which maintains commitment to equal opportunity and is free from discrimination, harassment, and victimisation. VicRoads is also committed to maintaining an environment where staff feel comfortable raising issues or concerns including those related to modern slavery and do not experience detriment because of speaking up.

ESG Reporting

VicRoads continue to participate in annual global ESG benchmarking to measure VicRoads' performance across all material social, governance and environmental issues including aspects of Modern Slavery.

The ESG framework we use, assesses various social aspects, such as human rights, labour standards, and community engagement, as part of its evaluation process. In 2024 we completed a full materiality assessment of our operations, which included stakeholder consultation related to social and human rights issues including modern slavery. The insights from this process informed the Modern Slavery managed action carried out this year and will continue to do so.

Our People

VicRoads only engages full time or part time employees. VicRoads does not engage casual employees. During the 2024 financial year, VicRoads employed 844 employees with 82.5% full time; and 17.5% part time. Most VicRoads' employees are Australian citizens or Australian permanent residents.

VicRoads engages employees subject to one of the following:

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- an enterprise agreement (the two which apply to VicRoads are: VicRoads EA9 | Fair Work Commission (fwc.gov.au) and Victorian-Public-Service-Enterprise-Agreement-2020.pdf (www.vic.gov.au) – the enterprise agreement that will apply will depend on the employee’s role); or
- an individual contract, which is underpinned by a relevant modern award (relevant one is: FWO - Award Viewer - MA000002 (fairwork.gov.au)) and/ or the Fair Work Act 2009 (particularly the National Employment Standards (National Employment Standards - Fair Work Ombudsman)).

All the terms and conditions which regulate the employee’s service (and with which VicRoads must comply) are set out in the above documents. VicRoads assesses its employment arrangement regularly through the implementation of its Workplace Relations Strategy.



Cross Functional Working Group

We have established a group in VicRoads through which we monitor and manage modern slavery risks related to our business activities.

This team engages to monitor risks associated with modern slavery and takes informed action to mitigate emerging risks.

The Working Group comprises, as required, of representatives from Risk and Compliance, People and Culture, Legal, Procurement, Enterprise Project Management Office, and Corporate Communications teams.

This group aims to:

- share information on modern slavery actions across the business,
- to embed modern slavery and broader human rights knowledge deeper into our businesses,
- to provide key inputs and consultation into the development of this statement, and
- updates to Executive Leaders, the Audit and Risk Committee and Board.

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Due Diligence and Remediation

In our commitment to combat modern slavery, we have undertaken a comprehensive approach encompassing identification, assessment, and remediation of associated risks within our business operations. This approach has been further strengthened in 2024.

Supported our governance arrangements, and led via the Cross Functional Team VicRoads due diligence includes;

- **Analysis and discovery:** identification of modern slavery risks relevant to our operations, involving a thorough examination of our supply chain and annual assessment of internal processes,
- **Supplier verification:** assessment of our supplier's modern slavery statements including assessment of their practices for identification, measurement, and monitoring of modern slavery risks,
- **Contracting:** all critical and material supplier contracts include Modern Slavery due diligence and management requirements,
- **Internal policy and practice:** annually we scrutinise our internal policies and procedures to ensure they robustly address and mitigate modern slavery risks,
- **Culture:** we continuously review and enhance our training, communication and information sharing practices to foster a culture of ethical conduct throughout our organization,
- **Assurance:** we apply quality assurance and internal audits across our end-to-end operation to ensure effective consideration and adoption of practices which may introduce modern slavery risk.

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Effectiveness and performance indicators

While our business operations and activities are considered to present a low risk for modern slavery, we are committed to minimising the risk of all forms of forced labour within our business.

We are enhancing our monitoring and effectiveness in combatting modern slavery and will continue to monitor the following performance indicators:



Indicators: 2024 performance  	% Staff completion rate Code of Conduct Training
	% Supplier Audits including modern slavery assessment
	% Fit for purpose Supplier contracts
	Number of emerging modern slavery risks or reports

Table 2 - VicRoads Key Performance Indicators

Reporting

In this second year of reporting and under the establishment of our new joint venture, we acknowledge the significance of evaluating the effectiveness of our Modern Slavery risk management framework. As we navigate this initial phase, it is essential to recognise the evolving nature of our organisational structure and functions.

In embracing transparency, we openly acknowledge that this year marks the beginning of our reporting journey, and while we are committed to building on our efforts, we also recognise areas for enhancement. Through this iterative process, we aim to strengthen our framework and contribute positively to eradicating Modern Slavery from our operations.

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Our Next Steps

During the 2024-25 financial year, we are expanding our supplier due diligence processes by:

- Undertaking further investigation of our key ICT supply chains beyond tiers 1 – 3 and, if required, undertake deep dive analysis of identified suppliers.
- Expand our sample size for deep dive desk top assessments of Tier 1 suppliers and systematise our investigation criteria, and information sources.
- Undertake an updated overall supplier assessment using a third-party provider to gauge aggregate exposure to modern slavery based on industry, geography and relative spend.
- Continue to explore processes and systems to strengthen our controls as part of our initial onboarding and continuous monitoring of our suppliers.