

Modern Slavery Statement 2024-25

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Foreword by the Board Chair and CEO

Power and Water and its wholly owned subsidiary, Indigenous Essential Services Pty Ltd (IES) recognise that modern slavery practices are a serious violation of human rights. We do not tolerate any form of modern slavery in our operations or supply chains. We believe all workers across the supply chain should be treated with dignity and respect and recognise each person's rights to freedom, justice and fair work conditions and we seek to emulate the outstanding corporate citizenship of our peers and partners in relation to this ethical sourcing consideration by making it part of our business.

We are proud of our progress on our commitments towards analysing and mitigating the risk of modern slavery in our operations and supply chains to date and raising awareness within our sector and region. With this statement, we declare our continued commitment to upholding our ethical and legislative obligations by taking action to ensure that our sector wide operations throughout the Northern Territory do not encourage or support the enactment of modern slavery.

This modern slavery statement is signed and lodged with the authority of the Power and Water Corporation Board.



Peter Wilson AM
Board Chair
Power and Water and IES

Date: 2 October 2025



Djuna Pollard
Chief Executive Officer
Power and Water and IES

Date: 2 October 2025

The reporting entity

This joint statement has been prepared and made in accordance with *Modern Slavery Act 2018 (Cth)* (**Act**) for the financial year ending on 30 June 2025 relating to the activities of the reporting entity Power and Water Corporation (ABN 15 947 352 360) and its wholly owned, not-for-profit subsidiary Indigenous Essential Services Pty Ltd (ABN 50 105 269 636). While both entities operate under separate board structures, we share a common Board Chair and Chief Executive Officer.

Our business

Structure

Power and Water is established under the *Power and Water Corporation Act 2002* and is a Northern Territory government-owned corporation, established under the *Government Owned Corporations Act 2001*. We have a shareholding minister and a portfolio minister, with the former holding Power and Water's shares on behalf of the Northern Territory Government.

Our board of directors is responsible to the shareholding minister for the Corporation's operational and financial performance and is required to provide a Statement of Corporate Intent each financial year.

Operations

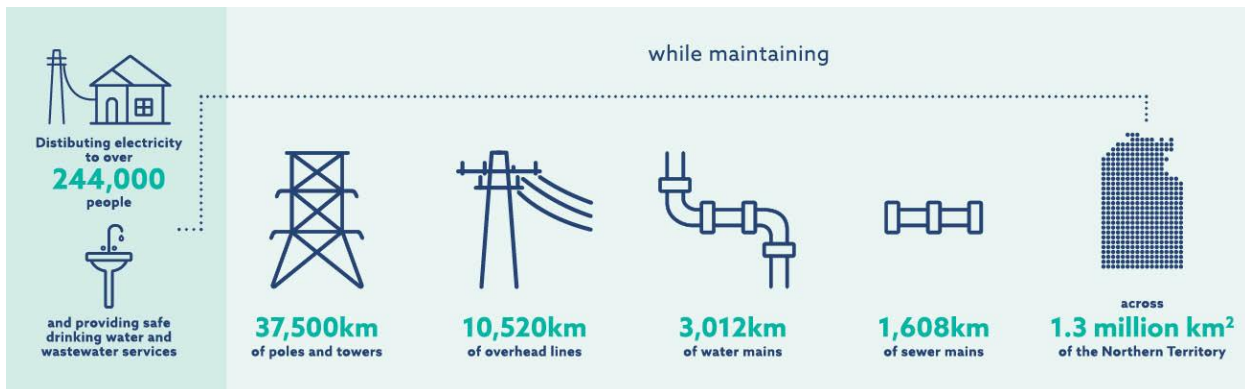
Power and Water is a complex multi-utility business with many competing priorities. Our operations span the entire supply chain of the energy, water and wastewater industries, plus a gas business.

With approximately 900 employees, Power and Water is one of the largest employers in the Territory and our essential services of gas, water and sewerage makes us a key enabler supporting the Northern Territory Government's economic development strategies. We are also a key responder after a natural disaster, helping to restore essential services to the community safely.

The principal activities of Power and Water and IES are the distribution of electricity, the provision of water and sewerage services to the people of the Northern Territory, and gas supply to third parties.

Power and Water also manages the provision of electricity, water and wastewater services to remote Aboriginal communities and outstations on behalf of the Department of Territory Families, Housing and Communities. These arrangements are through IES under agreement with the Northern Territory Government.

As a multi-utility we recognise the enormous social responsibility we have in sustaining our way of life. Territorians rely on our networks and services, placing their trust in us to make sure power and water is always there when they need it, and at a price they can afford.



Values

Everyone at Power and Water has a responsibility to do the best we can. Not only in the way we do our jobs but in how we work together as a team and interact with our customers. Our values are an essential part of our culture, reflected in everything we do.



Power networks and distribution

We own and operate the regulated electricity network, as well as certain components of the unregulated network within our licensed areas, delivering electricity across three power networks from transmission lines to end-user meters. Additionally, we manage generation facilities in five minor centres and in remote communities.

As the system controller for the Territory's three power systems, we are responsible for maintaining system balance, stability, safety, security, and reliability. We also serve as the market operator, overseeing the interim wholesale electricity market.

Water and wastewater

We manage major dams and groundwater systems supplying water to homes and businesses, and handle wastewater treatment and disposal with environmental care. We are licensed to deliver both water and sewerage services to 5 major and 5 minor urban centres, and provide water services only to 8 additional minor centres.

Gas purchase and distribution

We own and maintain numerous gas pipelines and manage the largest gas wholesale supply and transportation portfolio within the Northern Territory. This includes sales to generators and large businesses across the Northern Territory, and into the interstate markets.

Where we operate

Our combined operating environment provides network services to a highly dispersed, relatively low population base, spanning over 1.3 million square kilometres of the Northern Territory to some of Australia's most isolated locations.



Our supply chain

Power and Water is among the largest buyers of goods and services in the Northern Territory and our procurement and contract management activities play an important role in the health of the local economy. Within the reporting period, Power and Water procured goods and services to the value of approximately \$1.26 billion from over 1,500 suppliers across a diverse range of industries.

Power and Water is committed to a fair and transparent procurement process, encouraging competitive tendering, cost effectiveness and proactive contract management, guided by a robust governance framework and legislative obligations.

Power and Water manages its supply chain in accordance with the following fundamental principles:

- **Best value for Territory** – achieving the best return for Power and Water and the Northern Territory – through an optimum combination of quality, quantity, risk mitigation, timeliness and whole-of-life cost effectiveness – recognising that this may not necessarily be at the lowest price.
- **Ethical and fair treatment** – conducting all dealings in an open, honest and impartial manner – through open and competitive tendering (unless impracticable and/or inefficient), equal opportunity for suppliers, clear and easy to understand assessment criteria and methodology, timely tender assessments, effective communications and complaints process, and appropriate risk allocation in contract documentation.
- **Probity, accountability and transparency** – ensuring the integrity of the procurement and contract management processes and actions taken by Power and Water employees – through established roles and responsibilities, transparency of decisions made, adherence to Power and Water’s Standards of Behaviour, confidentiality of all commercial information and accountability for decisions.
- **Sustainable and skilled industry partners** – supporting development of industry partners with the capability and capacity to assist in delivering Power and Water’s evolving needs - raising performance issues and user complaints early and effectively with suppliers to obtain value and create healthy, mutually beneficial relationships.
- **Environmental protection** – supporting Power and Water’s objective of promoting and protecting the environment and minimising environmental harm.
- **Promotion of Power and Water’s objectives** – to add value to Power and Water in fulfilling our vision, goals and corporate objectives as defined in our Statement of Corporate Intent.
- **Continuous improvement** – engaging with our stakeholders, building procurement and contract management capability, and maintaining effective management standards, procedures, governance, assurance and compliance to continuously improve the effectiveness of our procurement and contract management frameworks.

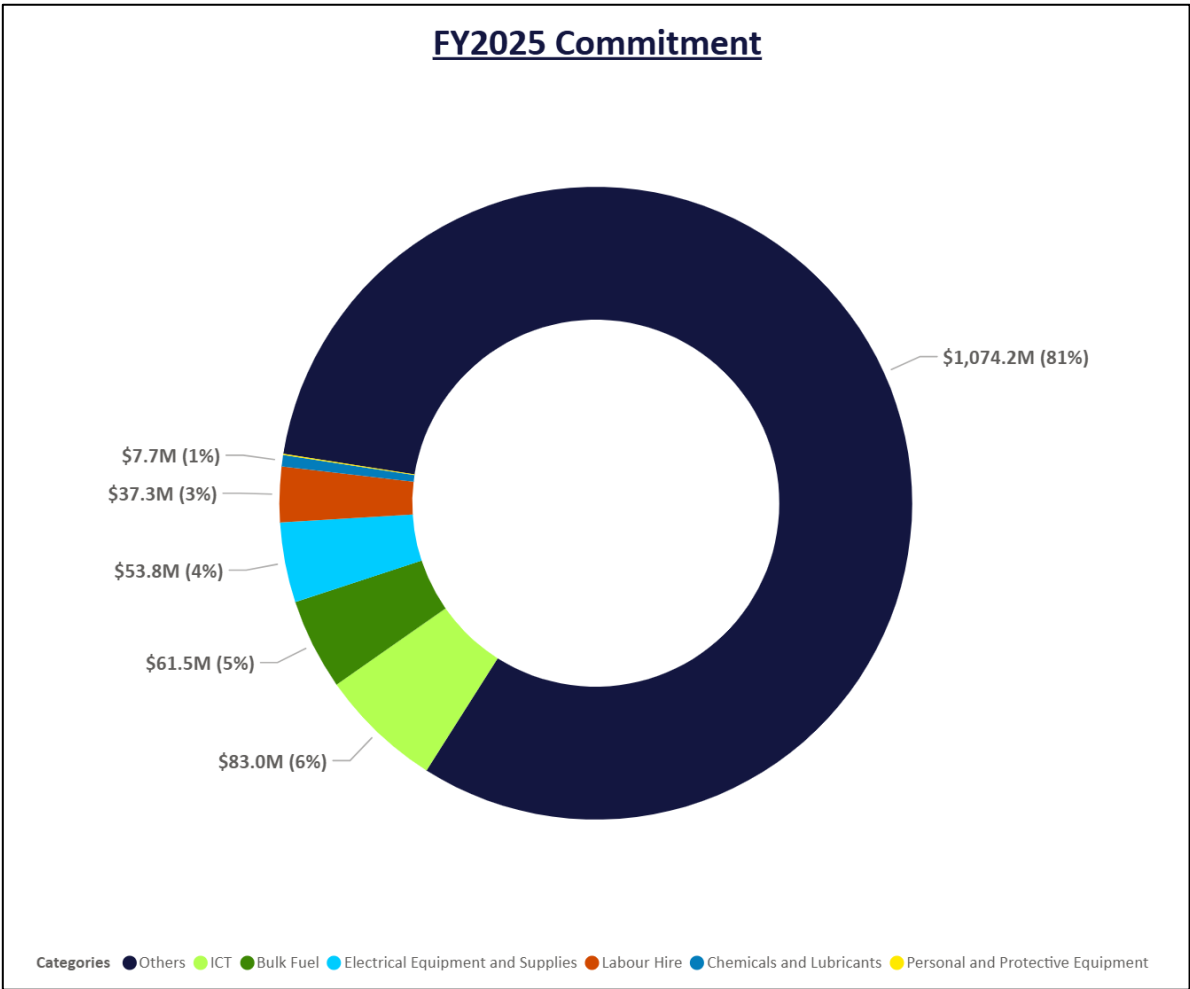
Supply chain risks

Overall, and largely due to our buy local policy resulting in the majority of our supplies and labour sourced from within the Northern Territory and domestic economy, the risk associated with modern slavery associated with our sourcing activities is considered low. Ongoing analysis and supply chain investigation across our top tier suppliers will provide increased insight into risk.

The greatest risk of the presence of modern slavery in our supply chain has been identified as being from suppliers that may rely on labour from vulnerable populations in high-risk procurement categories or high-risk geographies.

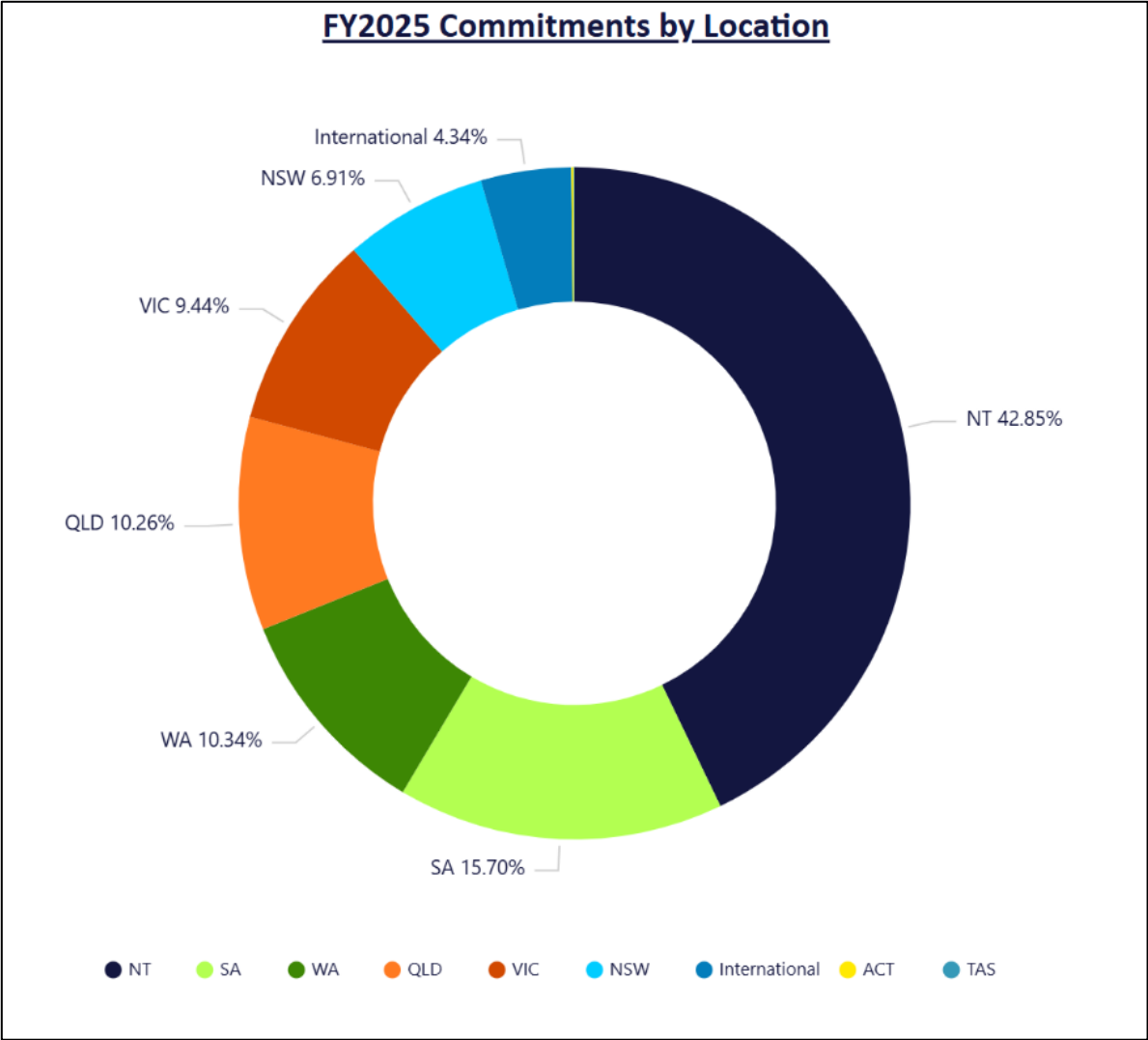
High-risk categories

Power and Water procures goods and services from a number of potentially high-risk categories, including information and communication technology, electrical parts and equipment, bulk fuel, chemicals and lubricants, and suppliers that rely on outsourced labour hire. Suppliers within these categories will require further review and analysis during the 2025-2026 reporting period to determine context specific risk in supply chain in relation to modern slavery.



High-risk geographies

In the reporting period 2024-2025, more than 95% of Power and Water’s spend was sourced from Australian-based suppliers. Procurement from overseas entities was approximately \$57 million, or 4.5% of our annual spend. Ongoing risk assessment of the direct and indirect supply chain sourcing activities associated with high-risk geographies will be reviewed throughout 2025-2026.



Due diligence and addressing risks

Power and Water continues to progress its category management practices across the reporting period, to allow its procurement resources to focus on specific areas of expenditure to achieve value. This model has contributed to improved supply chain analysis with a strategic view of risk areas that can be assessed for modern slavery.

Many of our major suppliers are also obligated under the **Act** to address the risk of modern slavery within their operations and supply chains. Therefore, while bulk fuel has been identified as a high-risk category, we can see evidence of continuing effort by our suppliers to address modern slavery risk.

Initiative update

The following progress was made in the reporting period against our 2024-2025 objectives:

FOCUS	OBJECTIVE	PROPOSED 2024-2025 ACTIONS	2024-2025 PROGRESS UPDATE
Risk identification	To identify any modern slavery risk in our supply chain	<ul style="list-style-type: none"> ▪ Ensure supplier questionnaires are issued with tender documentation ▪ Review and assess responses for any changes in risk profiles ▪ Examine other utilities modern slavery risk identification tools and processes 	<ul style="list-style-type: none"> ▪ Our supplier questionnaire has been completed by over 80 suppliers and is now a standard requirement for all tenderers to complete. Initial reviews found no changes in risk profiles. ▪ We engaged with industry peers to share knowledge and gain insights for addressing modern slavery risk in our operations and supply chain. ▪ We explored several third-party options for enhancing our reporting and risk capabilities.
Policy and procedure review	Ensure modern slavery is appropriately addressed at an enterprise level and external facing activities with suppliers are appropriately supported by policy	<ul style="list-style-type: none"> ▪ Compliance management (using our Compliance Management System), including regular review of obligations by owners to ensure effective controls are in place. ▪ Periodically review the continued effectiveness of controls listed against obligations and raise actions were required. ▪ Ongoing review of supply chain documentation 	<ul style="list-style-type: none"> ▪ Using our Compliance Management System, we reviewed our obligations to ensure effective controls are in place. ▪ Through our Compliance Management System, we created actions and reported against these until completion. ▪ The review of supply chain documentation is ongoing.

FOCUS	OBJECTIVE	PROPOSED 2024-2025 ACTIONS	2024-2025 PROGRESS UPDATE
Industry and Supplier Engagement	Supplier engagement and alignment with peers, regulators and peak industry bodies to promote two-way feedback	<ul style="list-style-type: none"> ▪ Ongoing engagement with Energy Procurement Supply Association's working group on modern slavery to progress our maturity or other comparable businesses ▪ Engage with the Utility Regulators Forum as represented by the Utilities Commission of the Northern Territory ▪ Share information with strategic suppliers about modern slavery risk 	<ul style="list-style-type: none"> ▪ We attended a modern slavery workshop hosted by the Energy Procurement Supply Association (EPSA). ▪ We re-evaluated our engagement with external utility regulators and identified the Water Services Association of Australia (WSSA) as an appropriate stakeholder to engage with. ▪ Our Modern Slavery Factsheet is published on our website and made available to potential suppliers.
Education and awareness	To ensure all parts of the corporation are aware of our obligations	<ul style="list-style-type: none"> ▪ Monitor ongoing completion of training ▪ Periodic review of training module to ensure it is up to date ▪ Communicate statement approval and publishing to employees and stakeholders ▪ Inclusion of a modern slavery update within the quarterly supply chain performance report to the Audit and Risk Management Committee (ARMC) meeting 	<ul style="list-style-type: none"> ▪ Modern slavery awareness training is mandatory for all staff and has been completed by 96% of employees and contractors. Completion of training is monitored through our performance achievement system. ▪ The training module has been reviewed and remains current. ▪ We have published our Modern Slavery Statement on our internal intranet and the Power and Water website. ▪ We include a modern slavery update within the quarterly supply chain performance report to the Executive Leadership Team (ELT) and the ARMC meetings.
Oversight and planning	Embed ownership of modern slavery risk and processes into the performance management framework and document within our strategic plan.	<ul style="list-style-type: none"> ▪ Ongoing incorporation of modern slavery obligations into the business unit and supply chain strategy and operations team plan. ▪ Develop metrics or KPIs to measure effectiveness of actions. 	<ul style="list-style-type: none"> ▪ We undertook an assessment of our modern slavery risk management approach, and benchmarked Power and Water against industry peers. ▪ Modern slavery actions and activities continue to be incorporated into business unit plans and team plans including Category Management Plans. ▪ Development of metrics or KPIs to measure effectiveness of actions has begun and will be ongoing.

Effectiveness of actions

Power and Water has a risk-based approach to investment decision-making and has adopted a risk-based approach to the assessment of modern slavery implications across its supply chain.

To date, we have not identified any instances of modern slavery directly associated with our operations. No client or supplier has raised modern slavery concerns. No modern slavery-related issue or concern has been submitted by any employee.

Raising awareness and front of mind consideration continues to be a focus over the next reporting period to ensure executive leaders, procurement professionals, asset managers and project teams consider the impact of modern slavery within the context of their operating environment.

Future focus

Acknowledging the ongoing nature with regard to the identification and mitigation of modern slavery risks and our progress to date, the key focus for the 2025 -2026 reporting period will be:

FOCUS	OBJECTIVE	2025-2026 ACTIONS
Risk identification	To identify any modern slavery risk in our supply chain	<ul style="list-style-type: none">▪ We will continue to refine our understanding of modern slavery risk in our supply chain and operations.▪ We will continue to improve our modern slavery risk identification tool▪ We will consider implementing third party options to help us manage our modern slavery and environmental, social, and governance (ESG) obligations.
Policy and procedure review	Ensure modern slavery is appropriately addressed at an enterprise level and external facing activities with suppliers are appropriately supported by policy	<ul style="list-style-type: none">▪ Our Modern Slavery Factsheet will be reviewed, updated and published on our intranet and made available to potential suppliers via our website.▪ We will publish a Modern Slavery Risk Management Standard▪ Our compliance documents, WHS documents and other relevant documents will continue to be reviewed and updated regularly

FOCUS	OBJECTIVE	2025-2026 ACTIONS
Industry and Supplier Engagement	Supplier engagement and alignment with peers, regulators and peak industry bodies to promote two-way feedback	<ul style="list-style-type: none"> ▪ We will continue to engage with the Energy Procurement Supply Association (EPSA) Modern Slavery Working Group to progress our modern slavery awareness and work with industry peers to address modern slavery risks in our supply chain and operations. ▪ We will engage with Water Services Association of Australia (WSSA) to broaden our understanding of modern slavery risks in the water services supply chain. ▪ Develop a Statement of Business Ethics document (aligned with Power and Water Standards of Behaviour) that our suppliers will need to adhere to. ▪ Share information with strategic suppliers about modern slavery risk.
Education and awareness	To ensure all parts of the corporation are aware of our obligations	<ul style="list-style-type: none"> ▪ Continue to monitor ongoing completion of mandatory modern slavery awareness training for all employees and contractors. ▪ Communicate statement approval and publishing to employees and stakeholders. ▪ Inclusion of a modern slavery update within the quarterly supply chain performance report to the ELT and ARMC. ▪ Explore opportunities to engage with our smaller suppliers and/or NT industry groups to educate them on modern slavery
Oversight and planning	Embed ownership of modern slavery risk and processes into the performance management framework and document within our strategic plan.	<ul style="list-style-type: none"> ▪ Use modern slavery metrics and KPIs embedded into business unit and team plans for enhanced reporting to senior leadership group, and Board.

Statement development

The formal approval process of this statement has progressed in accordance with Power and Water’s governance framework, constitution and Board charter, including:

1. Executive Leadership Team endorsement on 9 September 2025
2. Board approval on 22 September 2025.

	PWC Board	IES Board	ARMC	PSSRC	GASCO	SCMORC
Peter Wilson ^{AM} Chair	●	●	●	●	●	●
Trevor Armstrong	●	●		●		●
Paul Italiano	●	●	●	●	●	Ex officio ●
Jodie Ryan	●	●	●	●		
Megan Corfield	●		●	●	●	
Legend: ● = Chair ● = Member ◆ = Specialist (non-director) member						

Contact

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