Modern Slavery Statement 2026

Mott MacDonald Australia Pty Ltd – ABN 13 134 120 353

This statement has been prepared in accordance with the Australian Modern Slavery Act 2018 (Cth) (the Act). It has been approved by the Board of Mott MacDonald Australia Pty Ltd (Mott MacDonald Australia) and signed by a responsible member in accordance with the Act.

Mott MacDonald's structure, business and supply chain

We are a global engineering, management and development consultancy headquartered in the United Kingdom.

Mott MacDonald Australia is a wholly owned subsidiary of the Mott MacDonald Group, with offices and operations across Australia. Merz Consultancy Pty Ltd is Mott MacDonald Australia's sole subsidiary and operates under the same processes and systems.

Our People

We employ approximately 900 people, most of whom have tertiary qualifications and are members of professional organisations.

Our supply chain

Our supply chain includes:

- Professional services companies supporting client delivery, including architects and infrastructure consultancies.
- Project delivery suppliers, including surveyors, specialist labour suppliers and local support firms.
- Business operations suppliers, including personal protective equipment, office supplies, IT equipment, catering, facilities management, cleaning, accommodation and travel.

Labour within these supplier groups may be engaged through:

- Direct employment.
- Subcontracted arrangements.
- Associated labour arrangements, where our joint venture partner engages workers through an agency.

We recognise our responsibility to promote respect for International Labour Organisation conventions across our supply chain. We require suppliers to comply with applicable laws and our ethical standards as well as undertake due diligence to assess compliance. We continue to strengthen transparency across our supply chain.

Our Policy

Our Purpose is to use our expertise for the benefit of our clients and the communities they serve.

Our code of conduct - "Our Code - Delivering with PRIDE", sets out our standard and expectation for all colleagues and those we work with, and advances our PRIDE values Progress, Respect, Integrity, Drive, and Excellence. With respect to slavery and human trafficking Our Code sets out:

"We reject modern slavery in all its forms, including servitude, forced or compulsory labour and human trafficking. This includes providing a fair living wage for all our staff. We follow local legislation and regulation wherever we work. However, where Our Code provides the higher standard, we expect that to apply."

Our global commitments, responsibilities and approaches are outlined in our policies. These are reviewed annually and signed off by the Executive Board director, responsible for ensuring its implementation and continuous improvement. The key policies related to slavery and human trafficking are:

- Ethics policy
- People policy
- Procurement policy
- Risk policy
- Sustainability policy

We are committed to providing effective grievance channels and access to remedy for anyone affected by human rights, labour, or modern slavery issues in our operations or supply chain.

Concerns can be raised confidentially or anonymously through our independently operated Speak Up helpline, which is available in multiple languages. Our compliance and ethics teams review reports and, where appropriate, investigate them with senior management.

We do not tolerate retaliation against anyone who raises a concern in good faith. We use lessons learned and ethical dilemmas to strengthen our policies, training and due diligence processes.

Risk management

We assess the modern slavery risk within our workforce as low. Most employees are permanent, professionally qualified and paid in line with market norms. We use agency-supplied labour to supplement skilled or professional roles.

We have identified higher potential risk in:

- Outsourced low-wage services, including cleaning and support services
- Supply chains for purchased commodities and products
- Working with joint ventures and sub-contractors
- Employees not recognising the indicators of modern slavery
- A failure to report or investigate suspected modern slavery issues

We manage these risks through our employment and procurement policies, supplier assessments, contractual requirements, and due diligence processes.

As an employee-owned organisation, we have the flexibility to pursue projects that align with its values and clients' priorities. We are certified to ISO 37001, the international standard for anti-bribery management systems. Although we work closely with the construction industry, Mott MacDonald Australia does not undertake traditional construction activities.

How we assess and address risk

To assess and address modern slavery risks in our operations and supply chain, we:

- Use recruitment and interview processes to confirm that candidates have the right to work, meet role requirements and are applying freely. We have also updated this statement to address recruitment fees explicitly.
- Assess clients and suppliers using our previous experience, local supplier knowledge and information identified through a third-party screening service.

Screening starts with a web-based review of the company and its affiliates, with a more detailed assessment undertaken where required.

- Assess prospective and existing suppliers using a standard questionnaire covering competence, ethical standards and modern slavery risks. We repeat these assessments periodically in line with our procurement requirements.
- Undertake modern slavery risk assessments and develop management plans for projects assessed as higher risk.

Our supply chain

We seek to ensure that our purchasing practices do not create pressure on our suppliers that could lead to modern slavery, for example, by avoiding aggressive pricing that does not consider production costs, late payments or imposing unfair penalties.

We prohibit the charging of recruitment or employment fees to workers by our suppliers, subcontractors, or their labour agents. No worker in our supply chain should bear any recruitment-related costs or make any payment to secure employment.

Our business management systems require prospective suppliers to be assessed against its policies, standards, and compliance requirements before they are engaged.

Our procurement contracts include requirements relating to modern slavery, human rights, ethical conduct, and anti-bribery compliance. Suppliers must meet these requirements alongside agreed performance and delivery standards.

Through these contractual requirements and supplier assurance processes, we identify, assess, and manage modern slavery risks across our supply chain.

Training

Our employees complete training on Our Code, ethics and compliance, and the Group Business Integrity policy, confirming that they will comply with the respective provisions.

We have developed a modern slavery training module that is available to all employees. It builds understanding of modern slavery, who may be affected and how to recognise indicators, including risks related to debt bondage and unethical recruitment.

Our Code is available to suppliers and on our external website. It sets out our values, standards and expectations, including those relating to modern slavery and human rights, and explains how to raise concerns. Employees who work outside our offices must also complete mandatory learning that includes modern slavery training material.

Speaking up

We are committed to providing effective grievance mechanisms and access to remedy for anyone affected by human rights, labour or modern slavery issues within our operations or supply chain.

Speak Up is an independent, confidential online and telephone reporting service. The service is available to employees, suppliers and other stakeholders connected to our business.

During 2025, we did not receive any reports relating to modern slavery or human trafficking through Speak Up or other internal reporting channels.

We promote Speak Up through employee communications and targeted engagement.

Assessing effectiveness

We assess the effectiveness of our approach through internal reviews, audits, supplier assessments, due diligence outcomes and training compliance.

We undertake internal audits to verify compliance with business processes and maintain independent certification against relevant ISO standards.

Since 2022, we have partnered with the international social enterprise Slave-Free Alliance to strengthen its approach to identifying and managing modern slavery risks. Recommendations from a gap analysis

completed in 2023 continue to inform our global modern slavery programme.

During 2025, we strengthened the consideration of modern slavery risks in supplier due diligence questionnaires and supplier performance assessments.

We monitor quantitative and qualitative measures to evaluate performance and identify opportunities for improvement across our operations and supply chain.

Key performance indicators	FY25
Our Code training completion	99%
Speak Up reports related to modern slavery or human trafficking	0

Plans for future improvement

In 2026, we will strengthen our approach to identifying and managing modern slavery risks by reviewing our organisation-level risk rankings and developing a multi-year management plan. The plan will define priorities, responsibilities and measures for monitoring progress.

We will also align our Australian activities with relevant elements of our global modern slavery work plan.

The Modern Slavery Statement was approved by the Board of Mott MacDonald Australia Pty Ltd and signed by:



Frances Badelow
Managing Director, Australia

10 September 2026