

Modern Slavery Statement

Spark North East Link Pty Ltd
(ACN 633 649 439)
as trustee of the
Spark North East Link Trust

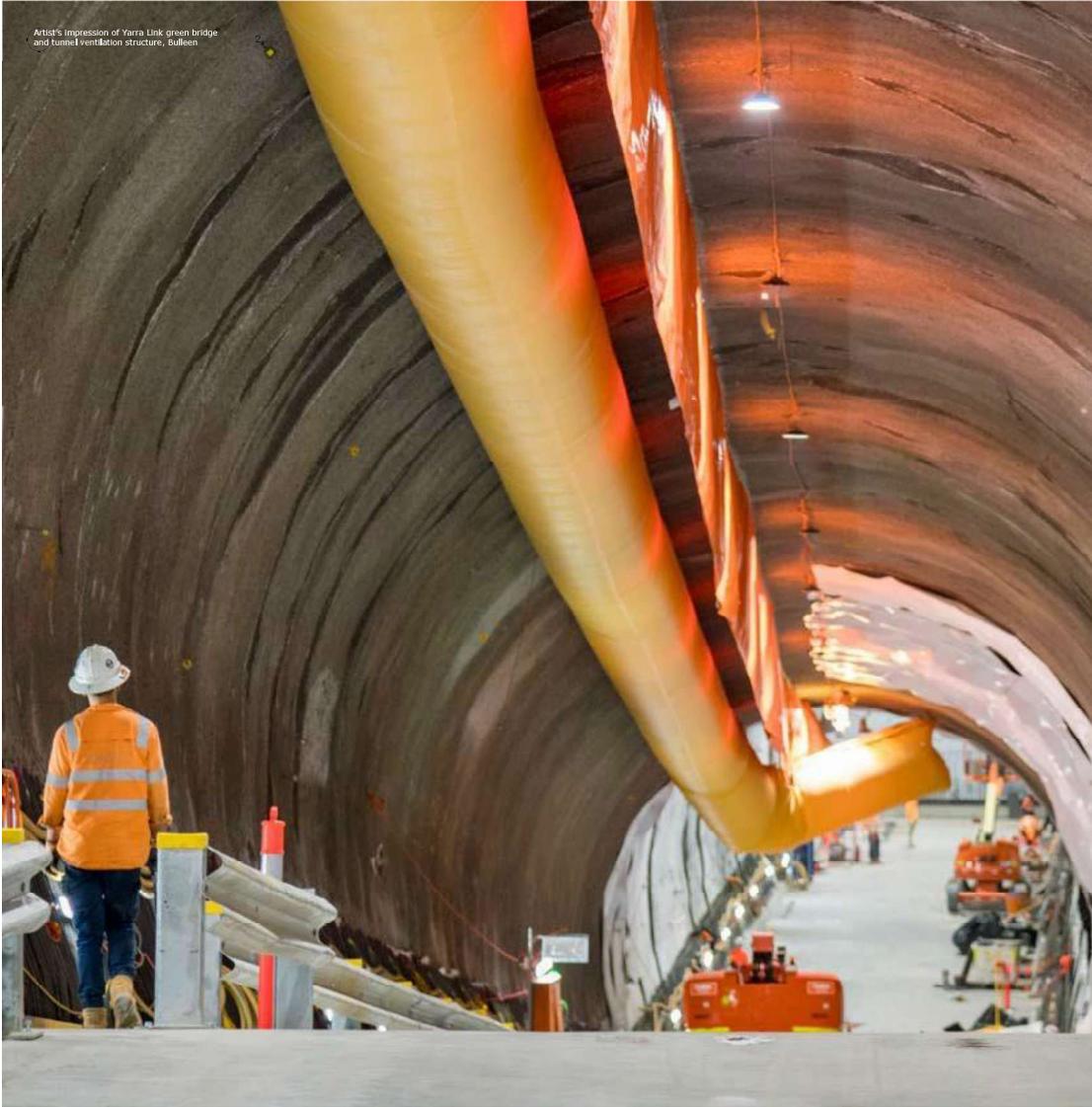
Financial Year
2025



Artist's Impression of Yarra Link green bridge and tunnel ventilation structure, Bulleen

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Identifying the Entity

This Modern Slavery Statement (**Statement**) is made by Spark North East Link Pty Ltd (ACN 633 649 439) as trustee of the Spark North East Link Trust (Spark) and relates to the financial year 1 July 2024 to 30 June 2025. Spark is a Reporting Entity for the purposes of the Modern Slavery Act 2018 (Cth). Spark is committed to having a robust framework and processes in place to minimise the risk of modern slavery in its business operations and supply chain.



NEL SEM Breakthrough Manningham to Bulleen - March 2025

Structure, operations and supply chains



NEL Lower Plenty - May 2025

Structure

Spark is a special purpose vehicle, formed to enter into a Project Deed with the Minister for Transport Infrastructure for and on behalf of the Crown in right of the State of Victoria (the State) to deliver the North East Link Project

– Primary Package (NEL PPP) as part of the North East Link Project in Melbourne, Victoria (Project Deed).

Spark is held by its 6 equity investors:

- MEL PP Pty Ltd (ACN 652 418 785) as trustee for MEL PP Trust (7.5%);
- GS SPV Pty Ltd (ACN 652 119 394) as trustee for GS NEL Trust (12.5%);
- Pacific Partnerships Investments 2 Pty Ltd Limited (ACN 652 191 074) as trustee for Pacific Partnerships Investment 2 Trust (20%);
- John Laing Limited (NEL) B.V. (KVK 83472053) (20%);
- CC NEL Pty Limited (ACN 653 325 207) as trustee of the LL NEL Trust (20%); and
- DIF NEL Pty Ltd (ACN 652 241 337) as trustee for DIF NEL Trust (20%).

Spark does not own or control any other entities and does not have any employees.

Spark has engaged Capella Management Services Pty Limited (ACN 127 727 842) (CMS) to provide various services to Spark including contract administration services and staff under a Management Services Agreement (MSA), described in further detail below.

Spark's CEO and staff are employed by Capella Corporate Services Pty Limited (formerly known as Capella Capital Lendlease Pty Limited) (ACN 127 727 566) (CCS) and seconded to Spark pursuant to secondment agreements (Secondment Agreements). Spark's CEO reports to the Board, which is made up of Directors appointed by each of the 6 equity investors. The Spark staff in turn, report to the Spark CEO.

The Secondment Agreements require the CEO and Spark staff to comply with Spark's procedures and policies. Spark also drew on the systems and processes of the Lendlease Group during the reporting period as part of the services provided by CMS under the MSA modern slavery risk supplier assessment and mitigation measures, noting CMS forms part of Capella Capital, a business that operated within the Lendlease Group during the reporting period.

Our operations and supply chains

Spark has been contracted by the State to complete the missing link in Melbourne's orbital freeway between an upgraded Eastern Freeway and the M80 Ring Road. In line with Figure 1, Spark is responsible for delivering the Primary Package (Project) under a public-private partnership (PPP) framework encompassing:

- Design, financing, construction and commissioning of the Works, including 6.5km twin three or four-lane tunnels, with interchanges at Manningham and Lower Plenty Roads and upgrades to Greensborough and Bulleen Roads, as well as the Secondary Package (SP) Intelligent Transport System (ITS) Works;
- Development of the Secondary Package Interface Zones Preliminary Design; and
- Undertaking the Services for the Primary Package and the Extended Operational Activities for the Extended Operational Area.

The Secondary Packages will be designed and constructed by other parties.

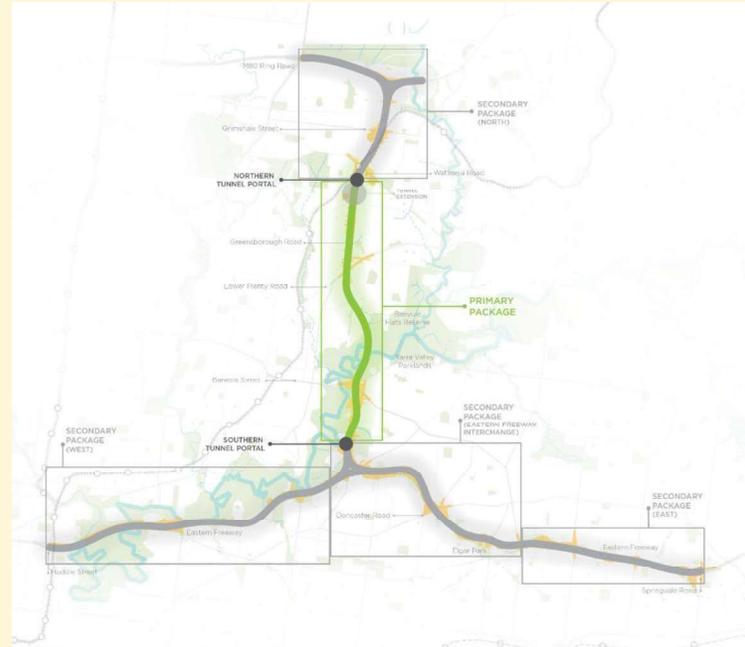


Figure 1: Project Boundary

More information regarding the North East Link Program can be found at <https://bigbuild.vic.gov.au/projects/north-east-link-program>.

- Spark is a party to the following key agreements (Key Agreements), with parties who are based in Australia, which are the main source of Spark's operations and supply chain:
- **Design & Construct (D&C) Contract** with the unincorporated joint venture comprising Webuild S.p.A, GS Engineering & Construction Australia Pty Ltd, CPB Contractors Pty Ltd and China Construction Oceania Pty Ltd (together the D&C Contractor) to deliver the Development Activities

(which include the design of the Works; the SP Interface Zone Design; the manufacture, supply, construction, installation, commissioning and completion of the Works);

- **Services Contract** with Ventia Australia Pty Ltd (the Services Contractor), to carry out certain work, things, services and tasks, over the Operational Phase (a 25-year term anticipated to commence 1 January 2029), which Spark is required to perform under the Project Deed; and
- **Management Service Agreement** with Stella MMTS Finance Pty Ltd (ACN 612 094 078) and CMS under which

CMS provides services to Spark which include:

- Procurement of Spark staff and secondment to Spark;
- Financial reporting including preparation of monthly reporting, annual financial reports and tax return preparation;
- Facilitating recruitment, setting up of business systems, IT systems and bank accounts, and arranging office space; and
- Executive and compliance support.

Modern slavery risks in our operations and supply chains



NEL Watson's Aerial - June 2023

In this reporting period, construction activities in tunnelling, excavation and casting have been well advanced in multiple locations concurrently. The ramp-up in the D&C Contractor's procurement activities in direct and indirect labour resources over the past years since Financial Close has enabled the construction activities to progress thus far. From here onwards, procurement activities regarding direct labour are minimal. The future procurement activities are largely the subcontracting of discrete packages of work, with the labour component being predominantly professional services.

Spark continues to undertake a risk assessment of its Key Agreements periodically and in doing so, takes into consideration the following risk factors:

- The industry sector of its operating supply chain;
- The types of products and services provided; and
- The business models of its key contractors.

The three key modern slavery risk areas for Spark are outlined below:



D&C Contract Risk

Spark recognises there may be modern slavery risks in the D&C Contractor's supply chain as the D&C Contractor is both subcontracting works and procuring materials through a complex supply chain. The challenge in the construction sector is linked to a history of using low-skilled, manual, often migrant labour, which makes it vulnerable to the risks of modern slavery practices. The risk of modern slavery in this sector is essentially related to labour in the supply chain, and/or labour engaged in the construction process. Transparency of labour used for materials and components used in the construction is particularly difficult, with long complex supply chains, not readily visible to the end product user, distributor or installer.

For direct operations, whilst much of the construction labour used in Australia is unionised, and a licensing regime operates for labour-hire providers in Victoria under the Labour Hire Licensing Act 2018 (LHL Act), the indirect use of site labour, utilising low-skilled manual workers recruited by smaller sub-contractors either informally or as a result of the general contractor still remains an area of focus. In particular, having the oversight to ensure due diligence in labour recruiting processes is carried through by a principal contractor is a key risk to monitor and includes ensuring:

- Lawful methods for sourcing, engaging and paying workers in accordance with industry awards and related entitlements;
- Workers are of minimum legal age, and legally permitted to work;
- Conditions of work are formally and clearly conveyed to those workers whose English is not their first language or their knowledge of their employment rights may be limited;
- Appropriate documentation to show workers' correct pay rates and any entitlements, including payslips, frequency of pay and employment contract documentation; and
- A grievance pathway for workers to raise concerns confidentially and without retaliation.



Services Contract Risk

Services Contractor risk is not yet present, as the operations phase has not yet commenced and at this time the Services Contractor is providing advisory services only.

We note that the provision of some services, such as cleaning, asset maintenance and security, exists in a price competitive low margin market, sometimes relying on low-skilled migrant labour for viability. We are aware that these service providers will require targeted risk screening when that engagement phase arises and will be planning for this in anticipation.



Management Services Risk

Under the Management Services Agreement, CMS provides management services to Spark. These include financial management of Spark (financial reporting, payment of invoices, accounts receivable), financial modelling and the employment of Spark staff. These services are provided directly by employees of Capella Corporate Services Pty Limited (formerly known as Capella Capital Lendlease Pty Limited) (all employees being domiciled and employed in Australia under National Employment Standards).

Suppliers engaged by CMS during the reporting period in supporting the delivery of these services were engaged in accordance with the relevant Lendlease Group procurement and due diligence processes applying to CMS during the reporting period.



Actions taken to assess and address modern slavery risks, including remediation

During the reporting period, Spark has worked with its D&C Contractor and Services Contractor (**Key Contractors**) to assess their approaches to mitigation of modern slavery risk, including questionnaires and enhanced reporting.

Spark has:

- Engaged with its Key Contractors to understand how they are assessing and addressing their modern slavery risks by requesting them to:
 - Provide a Modern Slavery Risk Management Plan that must, at a minimum, detail:
 - The Key Contractor's steps to identify and assess risks of Modern Slavery practices in the operations and supply chains used in the performance of the Project Activities;
 - The Key Contractor's processes for addressing any Modern Slavery practices of which it becomes aware in the operations and supply chains used in the performance of the Project Activities;
 - The content and timing of training for Key Contractor associates regarding Modern Slavery; and
 - The Grievance Mechanisms available to Key Contractor associates.
- Requested its Key Subcontractors to complete the annual Modern Slavery Questionnaire which is used to assist Spark and its Key Contractors to:
 - Identify and assess possible modern slavery risks in Spark's supply chain;
 - Identify mitigation efforts to combat the risk of modern slavery in Spark's supply chain; and
 - Foster collaboration between Spark and its Key Contractors to address these risks. This includes understanding supplier verification procedures and internal policies and procedures including workers' labour conditions and workplace practices;
- Used responses from the questionnaire as a basis of its risk assessment to identify the need for additional checks; and
- In relation to the D&C Contractor, continued ongoing monitoring of updates and exceptions reporting from the D&C Contractor to the Development Phase Modern Slavery Risk Management Plan.

Spark is taking the following actions to continue to raise awareness of, and mitigate, modern slavery and labour rights risks within its supply chain:

- Depending on the nature of the agreement, include requirements relating to modern slavery risk in agreements entered into by Spark;
- Encourage its Key Contractors to annually review their policies and procedures in relation to labour rights risks and modern slavery issues and report on these in the Modern Slavery Questionnaire;
- Require its Key Contractors to demonstrate how they are addressing their modern slavery risks in a Modern Slavery Risk Management Plan, including through regular updates of these plans; and
- Request its Key Contractors to annually confirm in writing that they have read and understood the Spark Supplier Code of Conduct.

During the reporting period, Spark staff complied with the following policies which respond to modern slavery risks:

Key Lendlease Policies	Description
Health and Safety	Sets up oversight and management of Health and Safety and embedment of Global Minimum Requirements
Lendlease Global Minimum Requirements (GMRs)	The GMRs operate as minimum Environment Health and Safety standards for how we operate anywhere in the world. All suppliers and their supply chains are required to observe these policies when working on our projects.
Employee Code of Conduct	The Code explains the standards the Company expects in the conduct of its operations and supports the Core Values, especially Integrity (which "is not negotiable").
Conduct Breach Reporting Policy	Enables employees (their families), contractors, suppliers and agents to speak up and report illegal or improper conduct occurring in the business, including behaviour that does not accord with our Core Values, Employee Code of Conduct or Supplier Code of Conduct.
Diversity and Inclusion Policy	Sets out commitments to workplace diversity and inclusion and conveys goals, measures and management approach.
Anti-Bribery Anti-Corruption Policy	All directors, employees and third parties are to observe the UK Bribery Act 2010 wherever they operate, and for third parties, including suppliers, to have undergone compliance processes for screening plus due diligence checks.



Assessing the effectiveness of actions taken for mitigating modern slavery risks

Consultation and Engagement undertaking on managing modern slavery risks

Spark has considered modern slavery risk issues in its risk framework to ensure accountability and oversight of mitigation approaches by its legal and commercial team and the Spark Board.

On an annual basis, Spark reviews the effectiveness of the actions taken to address Modern Slavery risk in Spark's operations and supply chain through the Modern Slavery Questionnaire and Modern Slavery Risk Management Plan update. Spark recognises the benefit of D&C Contractor's operations from drawing on its JV partners' (Webuild and CPB) established worldwide modern slavery management system.

The review is performed by Spark's legal and commercial team to identify and assess any new risks that may

emerge in the course of Spark's operations and supply chain. In the course of the annual review, if there are identified exceptions, these findings are presented to the Spark Board for response, monitoring and corrective action.

The following governance process has been implemented by Spark to provide the Spark Board oversight of Spark's actions to manage its modern slavery risk:

- Established a working group consisting of Spark's CEO and legal and commercial representatives to effectively manage modern slavery risk, discharge the obligations imposed on Spark set out in this Statement and otherwise ensure compliance with the Modern Slavery Act; and

- On an annual basis and if there are exceptions to report, the working group will provide the Spark Board with its findings in relation to assessment of potential risks and mitigating actions.

In addition, Spark has undertaken supply chain engagement via the Modern Slavery Questionnaire, meeting with its Key Contractors to discuss modern slavery risk and making the Spark Supplier Code of Conduct available to all of its contractors to assist them in identifying high-risk suppliers.

Spark requires 100% of its Key Contractors to annually confirm in writing that they have read and understood the Spark Supplier Code of Conduct.

During the reporting period, no reports were logged regarding modern slavery or labour rights concerns through Ethics Point, nor through other channels as far as we are aware.

Other relevant information

Monitoring and Assessment

Spark's focus in the reporting period was on embedding policies, guides, systems and tools to identify and manage modern slavery risk in its supply chain.

Spark recognises that tackling systemic modern slavery practices in global supply chains requires strong collaboration not only with suppliers, but government, industry and civil society.

Spark will continue to support Key Contractors to focus on robust risk assessment activities such as targeted screening and assessment of key suppliers' operations and location and supply chain categories of products and services based on risk factors.



Looking back

In FY25, the Project achieved significant milestones in the Development Phase as the Project reached several key milestones. Tunnelling commenced at three sites and continued at two, with 50% of total tunnelling completed by the end of the reporting period. All supporting walls for the four ramp and interchange boxes have been excavated and cast, enabling excavation to the design depth.

Construction of these boxes required major road diversions, which are ongoing. Surface structures for both project construction and the future operation of the tunnel have also commenced at multiple locations. On 28 January 2025, the Project achieved a significant milestone of TBM excavation of at least 1,000 lineal metres of tunnel.

Throughout the reporting year, Spark's primary focus was to support the D&C Contractor with the ongoing compliance with the Development Phase Modern Slavery Risk Management Plan. This included encouraging the D&C Contractor to strengthen its risk assessment activities across operations and ensuring that awareness training is conducted in accordance with the management plan, as appropriate for the current lifecycle of the Project.

Spark remains committed to supporting the D&C Contractor's initiatives to safeguard the workforce. Protecting our people and those of our contractors continues to be a top priority, with these measures now embedded into business-as-usual practices.

Annually, Spark requires the D&C Contractor and the Services Contractor to complete a Modern Slavery questionnaire. The responses to the Modern Slavery questionnaires are used to assess and report on the effectiveness of the D&C Contractor and the Services Contractor actions to mitigate Modern Slavery risks. Accordingly, for the reporting year of FY25, there are no exceptions to report.

Looking ahead

From here onwards, procurement activities regarding direct labour are minimal for ancillary services. The future procurement activities are subcontracting discreet packages of work with the labour component being predominantly professional services the actions taken to assess and address modern slavery have been well embedded into the governance process.

As the Project is in business-as-usual status, Spark will continue to focus on the following areas for FY26:



Safe Operations

Spark will continue to operate responsibly and safeguard our workforce and contractors working on our various work locations across the Project offices and sites both from a physical and mental wellness perspective.



Monitoring + Assessment

Continue to support Key Contractors to focus on robust risk assessment activities such as target screening and assessment of key suppliers' operations and location and supply chain categories of products and services based on risk factors.



Continuous Raising Awareness

Engaging with suppliers, investors and Key Contractors on continuous education, collaboration and awareness raising to jointly tackle modern slavery risks.

This Statement is made pursuant to section 13 of the Modern Slavery Act 2018 (Cth) and constitutes the Modern Slavery Statement of Spark.

This Statement has been prepared by the Spark CEO and was approved by the principal governing body on 13 November 2025.

Signed: 
 Director name: Chris Oliver
 Chair of the Spark Board
 Date: 24 November 2025

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