

Modern Slavery Statement FY25

Aurecon Limited
Aurecon Group Pty Ltd
Aurecon Australasia Pty Ltd



aurecon
Bringing ideas to life



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Acknowledgement of Country

Aurecon acknowledges Aboriginal people and Torres Strait Islanders as the traditional owners of the land in Australia and the Torres Strait Islands. We recognise their ongoing connection to Country, their status as the oldest continuous culture in the world, their knowledge, history and storytelling.

We pay our respects to Elders past and present and to all Aboriginal people and Torres Strait Islanders who are colleagues, partners in business and within the communities in which we operate. We are grateful for their generosity in sharing their culture and history with all Australians as we walk and work together into the future.



Reporting entities

This Modern Slavery Report is submitted pursuant to the reporting requirements of the Modern Slavery Act 2018 (Cth) (the Act) for the financial year ending 30 June 2025.

Our business comprises several different corporate entities including:

- Aurecon Limited (ACN 156 139 847) the ultimate parent company
- Aurecon Group Pty Ltd (ACN 133 838 187)
- Aurecon Australasia Pty Ltd (ACN 005 139 873) our largest subsidiary

All three entities meet the reporting threshold requirements of the Act and are required to lodge a statement annually. Please refer [Appendix A](#) for a list of the Aurecon entities covered by this report.

This statement details the steps Aurecon has taken to assess the modern slavery risks within its operations and supply chains and the specific actions implemented in FY25 to address those risks.



About Aurecon

Aurecon is a design, engineering and advisory company.

Creating a better future and delivering better outcomes for our clients and communities has always been in our DNA.

Our strength lies in how we bring together our design, engineering and advisory capabilities to provide our clients with integrated solutions across the entire asset lifecycle. Aurecon designers, engineers, scientists and advisors work with our clients across markets and asset types, to tackle some of the world's most complex challenges.



Who we are

Our organisational structure

At Aurecon, pursuit of a better future for people and the planet is our purpose.

We are an owner managed company with a strong presence across Australia, New Zealand, and Asia.

The Aurecon Board is responsible for the overall corporate governance of Aurecon and our business strategy. The Board is comprised of our CEO, four non-executive directors and two executive directors. Learn more about the Aurecon Board [here](#).

Our Executive Leadership Team

Our CEO and Executive Leadership team are collectively responsible for the strategic direction, growth and operations of Aurecon’s businesses and for ensuring our behaviour in the market aligns with our corporate values.



Louise Adams Chief Executive Officer



Andrew Muller Chief Financial Officer



Scott Powell Chief Operating Officer



Todd Battley Chief Executive, Australia



Tracey Ryan Chief Executive, New Zealand



Gabe Carter Chief Executive, Asia



Tanya de Hoog Chief Engineering, Eminence & Innovation Officer



Liam Hayes Chief People Officer



Andrew Maher Chief Client & Growth Officer



Emily Sunman Chief Legal & Risk Officer

**Todd Battley was appointed as Chief Executive, Australia on 24 March 2025. Gabe Carter was appointed as Chief Executive, Asia on 1 March 2025. William Cox resigned as CEO from Aurecon on 30 June 2025. Louise Adams was appointed as CEO and Scott Powell was appointed as COO on 1 July 2025.*



Our Operations

People	Locations	Offices
6,400+	11	31

To learn more about what we have been up to [visit our newsroom](#).

You might also want to [view our history](#).

Our Locations

In FY25, Aurecon was operating in:

- Australia
- Greater China
- Hong Kong
- Indonesia
- Macau
- Malaysia
- New Zealand
- Philippines
- Singapore
- Thailand
- Vietnam

Our People

In FY25, Aurecon was operating with approximately 6,400 employees, representing a 9% decrease from FY24.

- Asia 2,000+
- Australia 3,500+
- New Zealand 800+

Aurecon complies with applicable laws governing non-discrimination in employment in every location in which we operate.

Our Respect @ Aurecon Policy, supporting procedure and guideline, reinforces our zero tolerance for harmful behaviours, including any form of workplace harassment and discrimination.

We exist because the world needs people who see beyond what is, to what could be. We take complex challenges and find elegant solutions, and believe in humanity's amazing capacity to progress, while respecting the planet that sustains us all.



Louise Adams
Chief Executive Officer



Our Supply Chain

Aurecon’s supply chain comprises of three key categories:

1. **Corporate suppliers** – goods and services for daily operations (e.g. advisory services, staff training, cleaning, PPE).
2. **IT suppliers** – infrastructure and equipment.
3. **Project suppliers** – engagement of subconsultants.

Procurement approach

- Our procurement practices focus on partnering with reputable suppliers and fostering long-term relationships.
- The Procurement Policy, supported by detailed processes and the Delegation of Authority Policy, governs sourcing activities to ensure transparency, consistency, and compliance.
- A structured sourcing methodology guides stakeholders and the procurement team through all sourcing events.

Active Suppliers

4704

We have mapped our global supply chain. In FY25, we had a total of 4704 active suppliers. The top five categories in which our supply chain operates are:

Research & Consulting Services	1229
Construction & Engineering Services	394
Professional Services	405
Specialised Finance Services	142
Commercial & Professional Services	162

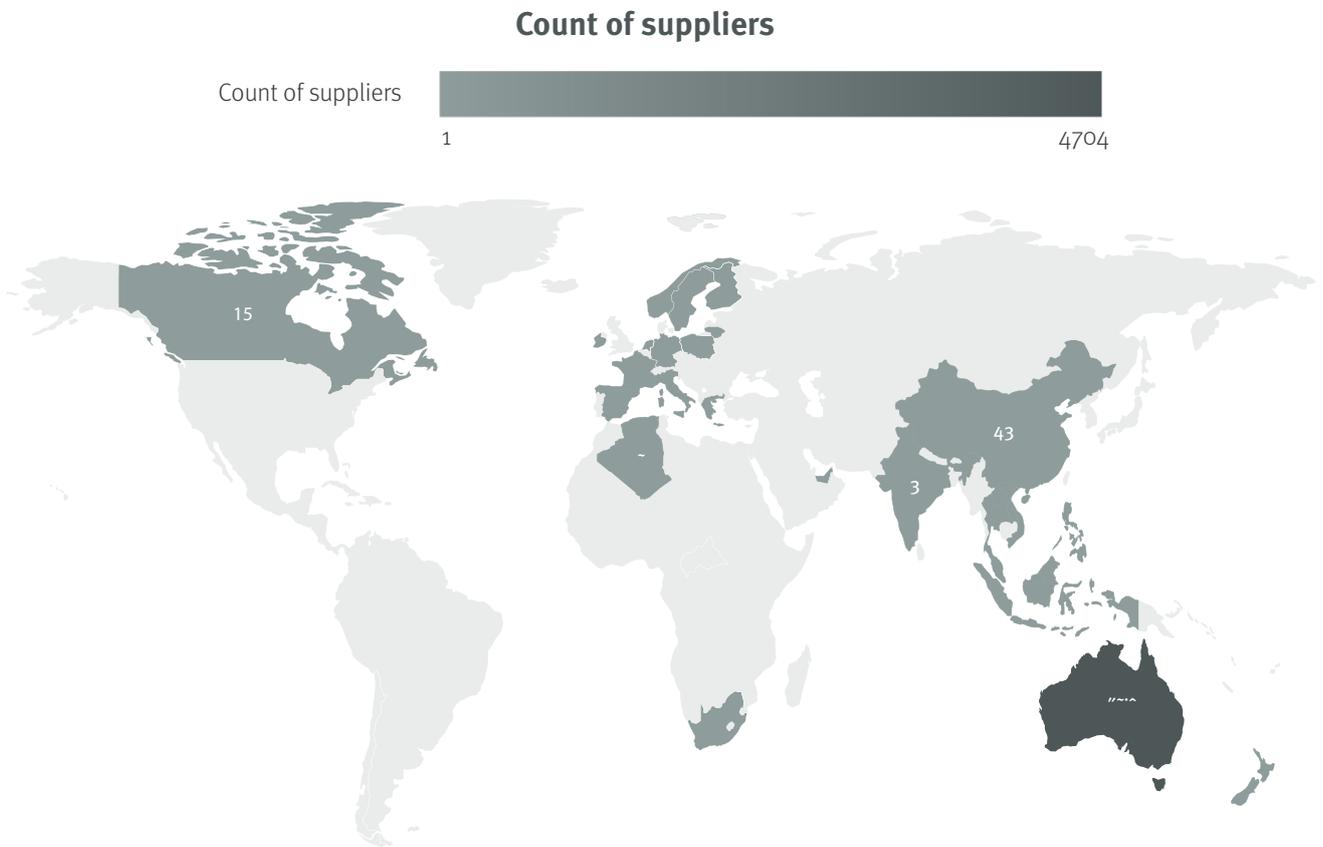
We remain focused on addressing the risks of modern slavery within our supply chain and will continue to map our supply chain through our supplier screening process.

At Aurecon, The Aurecon Way shapes who we are and how we work. The “Believe it. Say it. Do it.” principle underpins our commitment to ethical conduct, honesty, and integrity in every aspect of our business. This includes upholding and respecting the human rights of all individuals who work with or alongside us.



Emily Sunman
Chief Legal & Risk Officer

Our Supply Chain numbers by location



Top 10 Suppliers Locations:

- Australia
- Singapore
- United States
- New Zealand
- Philippines
- Indonesia
- Malaysia
- Thailand
- Hong Kong
- Vietnam



Our Approach

At Aurecon, we protect integrity fiercely

Aurecon acts with integrity in all its business and operational activities and relationships.

Aurecon acts with integrity in all its business and operational activities and relationships. Our **Ethos** serves as Aurecon's code of conduct, outlining the responsibility we all share to act ethically and with integrity. It shapes how we connect and collaborate with each other, our clients, and our partners. The high standards of integrity embedded in Our Ethos enable us to live and work The Aurecon Way. Together with our Commitments, it sets clear expectations for the behaviours we demonstrate every day. Our Ethos defines the standard we hold ourselves to as a business. We also seek to work with clients who act in a consistent manner.

Our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet. This purpose unites us. It allows us to feel the impact we have through our work, not just in the projects we deliver, but in the communities we strengthen, the environments we protect, and the futures we help create.

Aurecon is committed to supporting the Ten Principles of the United Nations Global Compact, encompassing human rights, labour, environment, and anti-corruption. This commitment includes actively addressing the risk of modern slavery within our operations and supply chain. We have embedded these principles into our strategy, culture, and business practices.

Industry cooperation and participation

Aurecon is a member of the Modern Slavery Community of Practice Group through the UN Global Compact Network Australia. This forum is used to connect and share information, opportunities and challenges with various organisations who are committed to reducing modern slavery practices in their supply chain.



FY25 Highlights

Aurecon is committed to aligning its modern slavery approach with legislative intent and our broader strategy to build and maintain an ethically responsible business.

In FY25, Aurecon strengthened its Modern Slavery response through:

- Ongoing monitoring of existing suppliers and rigorous screening of new suppliers via a robust due diligence process.
- A comprehensive review of Aurecon's Compliance Framework.
- Implementation of a new risk assessment platform, delivering industry-leading compliance screening capabilities.
- Initiation of a detailed review of Aurecon's Procurement Policy and Supplier Lifecycle procedure.
- Updated key policies and procedures to align with Our Ethos, including:
 - Modern Slavery Policy
 - Anti-Bribery & Anti-Corruption Policy
 - Gifts, Entertainment & Hospitality Policy
- Actively promoting awareness of modern slavery within the wider organisation with compulsory modern slavery training for legal, procurement and risk.
- Participating as an active member of the Modern Slavery Community of Practice Group.

Identification and assessment of modern slavery risks

Aurecon's approach to reducing modern slavery risk

Aurecon is committed to reducing the risk of modern slavery through a robust, risk-based procurement process for engaging external suppliers.

- All suppliers and subcontractors undergo a thorough evaluation and risk assessment prior to formal engagement.
- Aurecon leverages a digital screening platform, Informed 365, that assesses both new and existing suppliers using industry-leading international and government databases, media monitoring, and sanctions lists to identify human rights and ethical compliance risks.
- Each supplier is assigned a modern slavery risk rating based on geographic location and industry sector data from the Global Slavery Index. This rating is then combined with a comprehensive review of company information, including directors, ownership structure, adverse media, sanctions, state-owned status, politically exposed persons, and related entities.
- High risk assessments are escalated to the Legal & Governance team for review and approval prior to engagement.
- Following the initial risk assessment, Aurecon is automatically alerted to any new risks or issues for its suppliers.

This holistic approach enables early identification and appropriate management of potential risks.



Aurecon's key Modern Slavery risk areas



High-Risk Regions

Goods or services sourced from regions with elevated modern slavery risk.



Construction Services

Multi-tiered supplychains that may involve labour from poorly regulated countries.



Office Equipment

Components sourced from regions with higher modern slavery risk.



Facilities Management

Subcategories (e.g., cleaning services) that may involve inappropriate labour practices.

Supplier Engagement

We ask suppliers to contract under Aurecon's General Conditions of Engagement, which require them to:

- Comply with all modern slavery laws.
- Maintain and follow their own modern slavery prevention policies.
- Notify Aurecon of any actual or potential breaches and assist with investigations or remediation.
- Include equivalent modern slavery provisions in contracts with their subcontractors.



Assessing effectiveness

Aurecon is committed to addressing modern slavery risks across our operations and supply chain. We assess the effectiveness of our actions by:

- Actively monitoring our supplier risk assessment platform and how it is being implemented and used;
- Reviewing our supplier due diligence assessments and how they are being conducted and reported. Aurecon utilises its Global Design Centre supplier maintenance team located in the Philippines to onboard suppliers and conduct supplier risk assessments;
- Reviewing our supplier assessment questionnaire to confirm it reflects current risk areas of modern slavery;
- Participating in industry groups to identify emerging best practices;
- Reviewing our modern slavery training and knowledge. Modern Slavery awareness training is provided to Aurecon employees with modern slavery touchpoints as part of their role; and
- Tracking the number and types of reports received through Aurecon's confidential reporting platform, Whispli, to identify any trends. There were no reports of modern slavery concerns during FY25.

We remain committed to mitigating modern slavery risks across our supply chain and will continue to monitor our supply chain through our supplier screening process.



Our Policies

We believe in creating a world that works for all of humanity and the planet.

Our Ethos guides the way our people work, and every one of our people commit to following our Ethos without compromise. In tandem with Our Commitments, they infuse our culture with a baseline of non-negotiables—shaping the way we behave, connect and collaborate. Aurecon expects that its consultants, contractors and suppliers will comply with Our Ethos when they are working with us.

Our Ethos has been translated into Simplified Chinese, Bahasa Indonesian, Thai & Vietnamese.

Our Ethos encompasses modern slavery principles through our ‘Respecting Human Rights’ principle. Ethos training is compulsory for all Aurecon staff, including casual and contingent workers and is required to be completed every 12 months.

The following policies further support our commitment to respecting human rights and managing the risk of modern slavery in our operations and supply chain:

- **Modern Slavery Policy** – Recognises slavery as a crime and a violation of human rights. Outlines Aurecon’s commitment to addressing modern slavery risks in the supply chain and sourcing goods and services in line with legal obligations and community expectations.
- **Procurement Policy** – Commits to delivering tailored, cost-effective, and efficient procurement solutions. Prioritises health, safety, sustainability, and engagement with local and Indigenous suppliers, while aligning practices with Aurecon’s broader corporate commitments.
- **Ethics Policy** – Reinforces Aurecon’s commitment to act ethically, honestly, and with integrity. Supported by the Conflict of Interest, Gifts & Entertainment, and Anti-Bribery & Anti-Corruption Policies.
- **Sustainability Policy** – Embeds sustainability objectives and targets into Aurecon’s strategy, operations, and culture, guiding decisions that support a liveable future for people, communities, and the planet.
- **Whistleblower Policy** – Promotes a culture of ethical behaviour and good governance. Provides protections for reporting suspected or actual misconduct or improper circumstances at Aurecon.

Speak Up

We are committed to a ‘Speak Up’ culture where open and honest discussions are the norm. Aurecon provides access to a confidential reporting platform, Whispli, for employees and other stakeholders to raise any reports of modern slavery concerns or other unethical or illegal behaviour.

Risk Management Framework

Aurecon maintains a proactive and structured approach to risk management as an essential component of our governance and compliance obligations. Our Risk Management Framework establishes processes for identifying, assessing, and managing risks and opportunities across all operations, supporting informed and accountable decision-making.

We are committed to embedding a strong risk culture through visible leadership and alignment with Aurecon’s corporate values across traditional business areas, emerging markets, new technologies, and strategic initiatives.

In recognition of the risks associated with modern slavery, our Risk Management Framework incorporates controls to identify and mitigate potential risks within our supply chain and operational practices.

Oversight of the Risk Management Framework, including its implementation and effectiveness, rests with the Aurecon Board. Risk management performance is monitored, reviewed, and reported to enable sound decision-making.





Consultation with other entities owned or controlled by Aurecon

Aurecon recognises that each entity within the Aurecon Group has a role to play in addressing modern slavery risks.

The Aurecon Group has 31 entities across Australia, New Zealand and Asia (refer Appendix A). Aurecon has consulted with key areas of the business on modern slavery matters, including Legal, Risk, Compliance, Project Delivery, Procurement, and Business Operations. These teams operate across all regions of the Aurecon Group.

The Statement was drafted in consultation with the Chief Legal & Risk Officer and the final statement was approved by the Aurecon Board. All entities have received a copy of the statement and are aware of Aurecon's commitment to addressing modern slavery risks.

Looking forward: focus areas for FY26

Aurecon will continue to collaborate with external parties including suppliers, commercial partners, and industry regarding modern slavery to share knowledge and learnings as well as discuss approaches to this global issue.

We know there is more to do. As part of its ongoing commitment to reducing risks of modern slavery in its operations and supply chain, Aurecon has the following actions planned for FY26:

- Launch the refreshed 'Our Ethos'
- Roll out our updated Procurement Policy
- Centralise supplier management across Aurecon through a unified Supplier Lifecycle Procedure
- Enhance stakeholder capability through policy awareness initiatives and targeted training for relevant teams
- Continue improving supplier screening processes within the Informed 365 platform.




Louise Adams
Chief Executive Officer

Appendix A





Company Name	Company Details	Employees
Aurecon Limited	ACN: 156 139 847 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Group Pty Ltd	ACN: 133 838 187 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Holdings Pty Ltd atf The Aurecon 37 Trust	ACN: 161 347 913 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Investments Pty Ltd	ACN: 616 660 569 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Australasia Pty Ltd	ACN: 005 139 873 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	1000 - 4000
Aurecon Group Brand Pty Ltd	ACN: 135 557 498 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Advisory Pty Ltd	ACN: 133 655 419 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon New Zealand Limited	Company Number: 328517 Address: Level 8, Spark Central, 42-52 Willis Street, Wellington, 6011, New Zealand	1000 - 1000
Aurecon Carbon Advisory Pty Ltd	ACN: 626 764 216 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon International Pty Ltd	ACN: 001 305 095 Address: Level 8, 850 Collins Street, Docklands, VIC 3008	N/A
Aurecon Singapore (Pte) Ltd	Company Number: 197700873R Address: 152 Beach Rd, #16-00 Gateway East, Singapore 189721	10 - 200
Singapore Environmental Consultancy and Solutions Pte. Ltd	Company Number: 201422737D Address: 152 Beach Rd, #16-00 Gateway East, Singapore 189721	N/A
Engineering Insurances Pte Ltd	Company Number: 200206346D Address: 182 Cecil Street, #24-01 Frasers Tower, Singapore 069547	N/A
PT Aurecon Indonesia	Company Number: 7421-31-14.397 Address: Alamanda Tower, Jakarta, 24th Floor, Unit C, Jl. TB. Simatupang Kav. 23-24, Cilandak Barat, RT.1/RW.1, Cilandak Bar., Kec. Cilandak, DKI Jakarta, Daerah Khusus Ibukota Jakarta 12430, Indonesia	10 - 100



Company Name	Company Details	Employees
Aurecon Holding (Thailand) Co Ltd	Company Number: (3) 2121/2543 Address: Pakin Building 11th Floor 9 Ratchadapisek Road Bangkok 10400, Thailand	N/A
Aurecon Consulting (Thailand) Co, Ltd	Company Number: (3) 2121/2543 Address: Pakin Building 11th Floor 9 Ratchadapisek Road Bangkok 10400, Thailand	100 - 1000
Aurecon Hong Kong Limited	Company Number: 1273352 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	100 - 1000
Aurecon Consulting Philippines Inc	Company Number: CS201612546 Address: Level 3, South Wing, The Estancia Offices, Capitol Commons, Meralco Ave cor Shaw Boulevard, Pasig City, 1600 Metro Manila, Philippines	100 - 1000
Aurecon Macau Limited	Company Number: SO 45982 Address: Alameda Dr. Carlos D'Assumpção No. 263, Edificio China Civil Plaza, 6 andar M & N, Macao	1 – 10
Aurecon Engineering Consulting (Shanghai) Co Ltd	Company Number: 3100105135 Address: Room 606, Level 6, Building G, No.9335 Hu Min Road, Vanke Centre (Xuhui) Shanghai 200235	10 - 100
Aurecon Vietnam Co Ltd	Company Number: 0102193946 Address: Suite 1304, Centec Tower, 72-74 Nguyễn Thị Minh Khai, Phường 6, Quận 3, Hồ Chí Minh, Vietnam	100 - 1000
Aurecon Malaysia Sdn Bhd	Company Number: 199501016443 (345646-X) Address: 43-2, Jalan Medan Setia 1, Bukit Damansara, 50490 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia	10 - 100
Aurecon Lestari Sdn. Bhd.	Company Number: 199501027780 (356985-X) Address: Wisma 1 Alliance, Unit 3A-B (Room B), 4th Floor, No. 1, Lorong Kasawari 4B, Taman Eng Ann, 41150 Klang, Selangor, Malaysia"	10 - 100
Aurecon Perunding Sdn Bhd	Company Number: 199801004815 (460942-T) Address: Suite #8-13-6, Mutiara Bangsar, 8 Jalan Liku, 59100 Wilayah Persekutuan Kuala Lumpur, Malaysia	100 - 1000
Perunding BMR Sdn. Bhd.	Company Number: 200901029456 (872561-V) Address: Unit 3F-09, IOI Business Park, No. 1 Persiaran Puchong Jaya Selatan, Bandar Puchong Jaya, 47100 Selangor, Malaysia	1 - 10
CHT International Sdn Bhd	Company number: 200101005144 (540900-D) Address: Unit 07-02, Level 7 Persoft Tower, 6B Persiaran Tropicana, Petaling Jaya, Selangor	10 - 100



Company Name	Company Details	Employees
ECL Capital Limited	Company Number: 3033905 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	N/A
Acuity Sustainability Consulting Limited	Company Number: 2540942 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	N/A
Acumen Environmental Engineering & Technologies Co. Limited	Company Number: 810734 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	N/A
Acumen Laboratory and Testing Limited	Company Number: 1815948 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	N/A
AEC Limited	Company Number: 0082961 Address: Manulife Financial Centre Tower B, Unit 1608 16/F, 223 – 231 Wai Yip St, Kwun Tong, Hong Kong	N/A

About Aurecon

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For more information, please visit aurecongroup.com

The Aurecon logo features the word "aurecon" in a bold, white, lowercase sans-serif font. A small green square is positioned above the letter "a".
Bringing ideas to life