

VicRoads Modern Slavery Statement

2025

Contents

About our Modern Slavery Statement	3
1. Introduction	4
2. About Our Business	4
2.1. About VicRoads.....	4
2.2. Our Operations.....	4
2.3. Our Structure.....	5
2.4. Our Corporate Governance Framework	5
2.5. Our Suppliers	5
2.6. Our Customers, Partners, and Key Stakeholders.....	5
3. Our Risk Management Approach	6
3.1. Overall Modern Slavery Risk Assessment.....	6
3.2. Operations Risk Assessment.....	6
3.3. Supplier Risk Assessment.....	6
3.4. Identified Areas of Risk.....	7
3.5. Risk Profile of our Supply Chain	7
3.6. Additional Risk Considerations.....	8
4. Assessing and Addressing Risks	8
4.1. Our Systems, Processes, Policies, and Procedures	8
4.2. ESG Reporting.....	9
4.3. Our Workforce.....	9
4.4. Due Diligence and Remediation.....	10
4.5. Effectiveness and performance indicators	10
4.6. Reporting.....	10
5. Progress Report	10
6. Our Next Steps	11

About our Modern Slavery Statement

This Modern Slavery Statement (**Statement**) has been prepared in accordance with the Modern Slavery Act 2018 (Cth) (the **Modern Slavery Act**), inclusive of meeting the mandatory reporting criteria set out in section 16 of the Modern Slavery Act.

This Statement details the policies, standards, and procedures that form our control framework to mitigate the risk of modern slavery practices. It describes the measures undertaken to assess and actively prevent such practices within the operations and supply chains of the VicRoads Group, as well as those of 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:

- 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.
- 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.
- Voltaire Australia Pty Limited ACN 656 104 497, which is owned and controlled, and which is a reporting entity.
- 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.
- 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.
- 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.
- 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), 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 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 2025 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) on 11 December 2025. The Board has delegated authority to the Chairperson and Chief Executive Officer to sign and submit this Statement for and behalf of VicRoads.

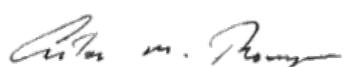


Signature of the Independent Chair

Patrick Flannigan AM

Independent Chair

Dated: 10 December 2025



Signature of CEO

Giles Thompson

Chief Executive Officer

1. Introduction

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, 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.

We have reassessed our key suppliers to ensure our risk profile has not materially changed, while we have also undertaken further investigation on an area of our supply chain which was identified as representing a theoretically higher risk.

While our risk profile remains low, we are committed to taking a robust and proactive approach to monitoring and assessing Modern Slavery risks with a view of continuous improvement of our reporting under the Modern Slavery Act.

2. About Our Business

2.1. About VicRoads

Since 2022, VicRoads has operated as a Joint Venture with the Victorian State Government in partnership with Aware Super, Australian Retirement Trust and Macquarie Asset Management. The Joint Venture aims to leverage investment and expertise to modernise systems and digital technologies, introduce innovation and streamline and improve our services to the benefit of the Victorian Community.

2.2. Our Operations

VicRoads undertakes more than 40 essential registration and licencing services on behalf of the Victorian State Government, registering more than 6.7 million vehicles and licencing 5.4 million drivers of cars, motorcycles, heavy vehicles and boats. Millions of online transactions are processed annually and personalised support is provided at 44 licencing, testing and Customer Service Centres across Victoria. In addition to the Customer Service Centres, VicRoads is supported in the delivery of services by a network of third-party agencies and key suppliers.

A range of innovative digital services have been launched to make it easier for Victorians to manage their registration and licencing needs, including:

- myVicRoads App - which provides secure access to a range of registration and licencing services on your phone, with over 2 million Victorian drivers using the app. Through the myVicRoads app, drivers can access their Digital Drivers Licence, check demerit points, manage registration and licence renewals and allow organisations to verify age and identity quickly and securely.
- Vehicle History Report - which allows purchasers to get insights into a vehicle's history and make a more confident purchase. As we continue to evolve, we will remain focused on enhancing the customer experience and delivering practical benefits for Victorians, as well as continuing to provide seamless and efficient services.

- Modernised VicRoads website – accessible in 5 languages, 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.

2.3. Our Structure

Each of the entities in the VicRoads Group, were engaged in the development of this Statement through the following:

- Common Directors and Officers appointed to each VicRoads Group entity. In addition, each controlled entity within the VicRoads Group shares the same Executive Leadership Team.
- 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 Leadership Team 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 which operates as a single business unit.

2.4. Our Corporate Governance Framework

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 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.

2.5. Our Suppliers

Most of the VicRoads direct suppliers are Australian companies and all of the services provided to VicRoads are undertaken within Australia. Probing checks on our suppliers are conducted to ensure compliance with Modern Slavery and Human Rights legislation.

2.6. 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 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.

3. 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.

3.1. Overall Modern Slavery Risk Assessment



3.2. Operations Risk Assessment

In relation to our Operations risk assessment, we investigated the various employment arrangements in place to identify practices within our operations which may be indicative of a risk of Modern Slavery.

3.3. 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. The model considers company spend through global markets, to trace the economic inputs required to produce products and services and maps supply chains to ten tiers.

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.

We have remained consistent in the application of our risk assessment methodology and in assessing our supply chain, the process has provided VicRoads with a theoretical modern slavery risk across its supply chain incorporating the following:

- Relative spend
- Geographic Region
- Industry

3.4. Identified Areas of Risk

It is important to note that as with the previous year, in FY25 VicRoads has **not** identified any actual or potential instances of modern slavery occurring within the operations or supply chains of our suppliers.

After internal review of the 2025 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.

As such, in 2025, VicRoads again focussed on additional analysis of potential high-risk supply chains identified in 2023, and on strengthening our modern slavery management, systems and processes.

3.5. Risk Profile of our Supply Chain

Risk by Industry

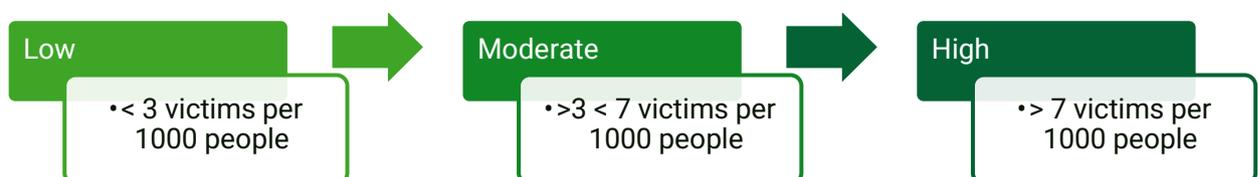
The VicRoads Tier 1 supply chain still largely consists of Information Communication and Technology services (ICT) where the company continues to spend on ongoing and project-based ICT support, and on ICT hardware procurement, predominantly computers. The remainder of the supply chain largely consists of firms providing professional services, outsourced labour and general services including for hospitality and facilities operations.

VicRoads’ also continues to source general issue licence plates manufactured through prison labour in Australia. More details are provided in section 3.6 Additional Risk Considerations below.

While the actual rather than theoretical risk in these supply chains is low, it remains a focus for VicRoads and we will continue to monitor the vendors in the ICT sector and number plate manufacturing. This is further outlined in section 3.6 Additional Risk Considerations below.

Risk by Geography

Using the Global Slavery Index 2023¹ prepared by the Walk Free Institute, our suppliers were assigned a country risk rating based on the geographical location of their operations. The risk rating is based on the Estimated Prevalence of Modern Slavery victims (per 1000 population) as set out below:



While we engage predominantly with Australian suppliers, we acknowledge that some of our suppliers have global operations. Due to the high overall spend on Australian suppliers relative to any other geographies, the highest geographical risk exposure remains with our Australian based suppliers.

¹ Walk Free Foundation, The Global Slavery Index 2023.

Australia is deemed a low Risk jurisdiction for modern slavery and desktop investigations also indicate that we have no direct spend on any suppliers in any high risk countries. A breakdown of our suppliers (with the 3 largest relative spend) per country is illustrated below:

Country	Relative Spend	Estimated Prevalence of Modern Slavery (per 1000 population)	Risk Rating
Australia	99.18	1.6	Low
Germany	0.51	0.6	Low
USA	0.14	3.3	Moderate

3.6. Additional Risk Considerations

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

The implications of modern slavery across all facets of its supply chain including contracted services have been considered and especially whether modern slavery risks may be present with the production of vehicle registration plates, given the use of prison labour for the production of 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.

In 2025 this was again a focus for VicRoads, with a desktop review undertaken along with questions posed to the supplier. 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.

VicRoads will continue to assess the potential modern slavery risks associated with the use of prison labour.

4. 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.

4.1. Our Systems, Processes, Policies, and Procedures

We continue to maintain 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.

4.2. 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. During November 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.

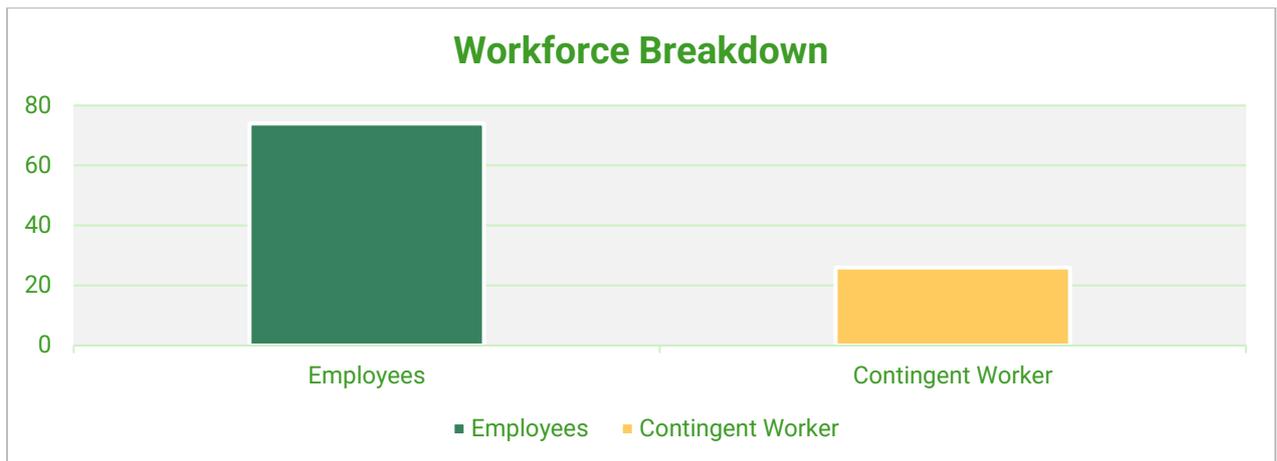
4.3. Our Workforce

VicRoads promotes ethical and responsible business practices and supports a diverse workforce, including as it relates to gender, cultural and ethnic backgrounds.

We proudly recognise that our employee base is comprised of staff with from several different nationalities, which could in some instances lead to an increased prevalence of Modern Slavery within our operations. All VicRoads employees are however based in Australia, have the legal right to work, are permanent residents or citizens of Australia. As part of our onboarding practices, background and right to work checks are conducted for all employees.

While most of our workforce is employed directly, we do engage contractors through third party vendors or labour hire companies. The contractors are engaged based on operational requirements and on a mix of short- and long-term arrangements.

A representation of the FY25 workforce is illustrated below:



VicRoads assesses its employment arrangements regularly and all VicRoads employees are engaged under one of the following arrangements:

- an enterprise agreement; or
- an individual contract, which is underpinned by a relevant modern award and/or the Fair Work Act 2009 (particularly the National Employment Standards (National Employment Standards - Fair Work Ombudsman)).

4.4. Due Diligence and Remediation

In our commitment to combat modern slavery, we have a comprehensive approach encompassing identification, assessment, and remediation of associated risks within our business operations.

VicRoads has robust governance processes in place, the implementation and adherence to is supported throughout the business and supports:

- 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 organisation.
- 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.

4.5. 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:



*Third party external audit was not conducted during 2025 and is planned for 2026.

4.6. Reporting

In embracing transparency, and with the primary aim on continuous improvement, we recognise there are always opportunities to enhance our approach. Through ongoing reflection and refinement, we strive to strengthen our framework and make a meaningful contribution towards eliminating Modern Slavery from our operations and supply chains.

5. Progress Report

In our last Modern Slavery Statement, VicRoads identified a series of next step activities to commence in 2025. We are pleased to report progress across each of these areas.

Commitment	Progress in 2025
Undertaking further investigation of our key ICT supply chains beyond tiers 1 – 3 and, if required, undertake deep dive analysis of identified suppliers.	In 2024 VicRoads engaged a third-party specialist to review the company’s ICT supply chain. Building on that, VicRoads conducted an internal assessment of the ICT suppliers with the largest amount of relative spend during 2025 (up to 5 suppliers).

	<p>In addition, VicRoads chose to again undertake a more detailed analysis of the supplier that produces general issue number plates.</p>
<p>Expand our sample size for deep dive desk top assessments of Tier 1 suppliers and systematise our investigation criteria, and information sources.</p>	<p>VicRoads has created a documented approach to how we conduct the assessment on suppliers when determining our modern slavery risks which involves, amongst other things:</p> <ul style="list-style-type: none"> • clearly defining what criteria will be used for the assessments. • standardising which sources of information will be consulted during these assessments
<p>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.</p>	<p>VicRoads has undertaken an internal supplier review based on industry, geography and relative spend in the first instance with the external review planned for 2026.</p>
<p>Explore processes and systems to strengthen our controls as part of our onboarding and monitoring of our suppliers.</p>	<p>In 2024 VicRoads undertook an internal assessment in collaboration with the company’s external sustainability advisor.</p> <p>Given the context of the company and the profile of its suppliers, the core processes and systems in place to manage and monitor modern slavery risk were deemed sufficient, which remains the view for 2025. VicRoads will however continue to review our approach annually.</p>

6. Our Next Steps

During the 2025-26 financial year, we are expanding our supplier due diligence processes.

- Expand and update internal training modules to cover not only modern slavery but also broader ESG topics, ensuring all staff understand their responsibilities and the organisation’s values.
- Undertake and update overall supplier assessment using a third-party provider to gauge aggregate exposure to modern slavery based on industry, geography and relative spend. Based on this engage with higher risk suppliers to determine risk and mitigations in place.
- Continue to participate in the global ESG benchmarking and work to increase the overall score, including aspects of Modern Slavery.