



# FY25 Modern Slavery Statement



## 1. Managing Director's Report

Emeco Holdings Limited (ABN 89 112 188 815), together with its consolidated subsidiaries (**Emeco**), is pleased to present our sixth consecutive modern slavery statement. This Statement covers the 2025 financial year (**FY25**) and reflects Emeco's ongoing investment in purpose driven actions to identify, assess and mitigate modern slavery risk within our operations and our supply chains.

FY25 saw Emeco reap the benefits of a simplified business model, following our exit from underground contract mining operations and strategic repositioning to squarely focus on our core equipment rental, maintenance and rebuild workshop services. As part of our strategy of business simplification and operational excellence, Emeco also pursued disciplined cost control, improved contract management and efficiency initiatives.

As part of our broader Environmental, Social and Governance (**ESG**) Strategy, we have continued to refine our modern slavery governance framework and response.

In FY25, we have:

- refreshed our supply chain mapping exercise assisted by FairSupply;
- commissioned a 'deep dive' analysis on a new set of at-risk suppliers and industries from which Emeco procures goods;
- conducted targeted queries with 'at-risk' suppliers;
- aggregated our spend and enhanced supplier relationship management through our centralised procurement team; and
- reduced reliance on contracted labour and converted a number of previously subcontracted positions to permanent positions.

Emeco remains committed to an ethical and sustainable business model incorporating structured and sustainable procurement practices and robust supply chain management that ensures our ongoing operation whilst mitigating our risk of modern slavery.

In FY25, we consolidated our supplier relationships, which included the reduction of our supplier base, and grew our spend under contract. This allowed us to increase focus on individual suppliers and an improved negotiating position to drive compliance with our policies and mitigate risk, including modern slavery risk.

Pleasingly, third-party analysis by FairSupply demonstrated that our modern slavery risk profile, adjusted on a per \$million spent with each supplier, reduced by 6.77% from FY24 to FY25.

Emeco is committed to continuous improvement as we further our efforts to ensure the sustainability and overall performance of our business in FY26.



Ian Testrow

*Managing Director and Chief Executive Officer*

*This statement was approved by the Board of Directors of Emeco Holdings Limited on behalf of itself and its controlled entities.*

## 2. FY25 Activities

Reporting criteria	Actions	Where reported
<b>1. Identify the reporting entity</b>	<ul style="list-style-type: none"> <li>• Provided an updated overview of the Emeco group and reporting entities</li> </ul>	<ul style="list-style-type: none"> <li>• Pages 4 and 5</li> </ul>
<b>2. Describe the reporting entity's structure, operations and supply chains</b>	<ul style="list-style-type: none"> <li>• Outlined nature and structure of operations, workforce and supply chains</li> </ul>	<ul style="list-style-type: none"> <li>• Pages 4 to 7</li> </ul>
<b>3. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls</b>	<ul style="list-style-type: none"> <li>• Reviewed modern slavery exposure in operations in Australia with reference to open sources of data</li> <li>• Analysed modern slavery risk exposure of workforce</li> <li>• Undertook supply chain mapping exercise with FairSupply</li> </ul>	<ul style="list-style-type: none"> <li>• Pages 4 to 7</li> <li>• Pages 4 and 5</li> <li>• Pages 6 and 7</li> </ul>
<b>4. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks</b>	<ul style="list-style-type: none"> <li>• Conducted desktop due diligence with reference to the FairSupply mapping exercise</li> <li>• Undertook in-depth diligence exercises on specific industries and suppliers.</li> <li>• Reviewed various Emeco policies and procedures utilised to identify and mitigate modern slavery risk</li> </ul>	<ul style="list-style-type: none"> <li>• Pages 5 to 7</li> <li>• Pages 6 and 7</li> <li>• Pages 8 to 10</li> </ul>
<b>5. Describe how the reporting entity assesses the effectiveness of these actions</b>	<ul style="list-style-type: none"> <li>• Provided comparative analysis of year-on-year changes in modern slavery risk and actions utilising latest available datasets</li> </ul>	<ul style="list-style-type: none"> <li>• Pages 11 and 12</li> </ul>
<b>6. Describe the process of consultation with any entities the reporting entity owns or controls</b>	<ul style="list-style-type: none"> <li>• Emeco personnel received Company provided modern slavery training and education</li> <li>• Procurement team received externally provided specialist modern slavery training and education</li> <li>• Centralised procurement team collaborated with operational entities and business units to consolidate supplier relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Page 12</li> </ul>
<b>7. Provide any other relevant information</b>	<ul style="list-style-type: none"> <li>• Outlined geopolitical impacts in FY25</li> <li>• Provided an overview of mitigating actions in relation to geopolitical events</li> </ul>	<ul style="list-style-type: none"> <li>• Page 13</li> </ul>

### 3. Operations

Emeco's strategy to identify, analyse and mitigate modern slavery risk in FY25:



This modern slavery statement has been prepared on a consolidated basis with Emeco Holdings Limited reporting on behalf of itself and its controlled entities. The following entities are 'reporting entities' under s 5(1) of the Modern Slavery Act 2018 (Cth) (Act) for FY25:

- Emeco Holdings Limited;
- Emeco International Pty Ltd; and
- Force Equipment Pty Ltd.

Emeco is an Australian-based group providing safe and reliable surface and underground mining equipment rental solutions to its customers. Emeco also provides onsite and offsite repair and maintenance, component and machine rebuild services and supplies technical and engineering solutions and services to the mining industry.

In FY24, Emeco completed the sale of key underground contract mining contracts and assets and existed contract mining operations. Emeco's operating segments for FY25 have been consolidated into two key segments: Emeco Rental and Force Workshops.

Emeco's major operations are based in Australia and comply with Australia's robust legislative framework protecting the labour force. The 2023 Global Slavery Index (**GSI**) ranks Australia as being 149 out of 160 countries assessed in terms of modern slavery prevalence. This represents that modern slavery risk within Emeco's Australian operations is comparatively lower than operators in other nations. Despite this, both the GSI and the International Labor Organization's (**ILO**) 2021 Global Estimates of Modern Slavery indicate a rise in the prevalence of modern slavery across the world.

Emeco's Board of Directors and Audit and Risk Management Committee are responsible for monitoring Emeco's ongoing compliance with laws and regulations as well as Emeco's internal governance documentation. This, in conjunction with our procurement and human resources teams that are responsible for our policies and practices regarding our employees and suppliers, minimises modern slavery risk within our direct operations.

Emeco's continued actions to safeguard our employees' welfare, including our focus on health and safety, effectively minimise the risk of exploitation in our operations.

In promoting and taking a real and active interest in the health and safety of our employees and by striving to ensure a safe and inclusive workplace, we are also building a framework by which forced labour is minimised. Part of this framework includes encouraging employees to speak up if they see something that is not aligned with our policies and values. Accordingly, there are various avenues for concerns to be freely raised. In the 'Workforce' section immediately below, we outline some of the initiatives implemented to promote a safe and inclusive workplace that attracts, retains and develops our people.

### **Workforce**

At the end of FY25, Emeco employed a total of 909 people throughout Australia of which 791 were full-time equivalent employees, 8 were part-time and 110 were casual workers.

<b>Role</b>	<b>No. of Staff</b>
CEO	1
Key Management Personnel (excluding CEO)	1
General Managers and Senior Managers	21
Other Managers	32
Professionals	99
Sales	8

Technicians and Trades	546
Apprentices and Trainees	64
Machinery Operators and Drivers	27
Labourers	33
Clerical & Administrative	77
<b>Total</b>	<b>909</b>

Emeco's industry is heavily reliant on staff in trained trades. Labour shortages in FY25 heightened the competitive nature of the labour market in Australia and strengthened the bargaining power of our employees, both current and prospective. Accordingly, Emeco does regular benchmarking to ensure employees are remunerated appropriately and in line with current market rates in order for us to remain competitive. The combination of our skilled workforce and this competitive labour market reduce vulnerability to exploitation and further lowers the modern slavery risk in our operations.

We believe these mitigants also operated to counter any potential increase in modern slavery risk associated with the small 2% increase in our casual workers as a percentage of total employees in FY25 due to the typically less secure nature of their employment. Emeco considers that flexible work arrangements are important to attracting a diverse workforce and the increase in casual workers in FY25 is reflective of these arrangements.

Further, Emeco reduced its reliance on sub-contracted labour and converted a number of previously subcontracted roles to permanent positions during FY25, embedding these roles within the Company. Emeco's human resources systems and teams ensure that employees are properly onboarded, trained and overseen in a manner that minimises the risk of exploitation and enriches our employees.

#### 4. Our Supply Chains

Emeco provides services to the mining industry with a specific focus on the provision of machinery and maintenance services. Emeco relies heavily on imported parts which, in turn, depend on overseas manufacturing and logistics.

This poses an elevated level of risk for Emeco as the ILO's Global Estimates of Modern Slavery has identified that:

- the manufacturing sector accounts for almost one-fifth of all forced labour exploitation of adults; and
- one-third of all forced labour exploitation worldwide can be attributed to service sectors, primarily the procurement of raw materials and their transformation into finished goods.

These industries are heavily based in regions such as China and Africa where labour exploitation occurs at a higher rate compared to Australia. However, the specialised nature of the mining machinery and parts sourced by Emeco typically requires us to source from specialist suppliers that require design and/or testing by trained mechanics and engineers. This reduces the risk of modern slavery in their operations.

In terms of the service industry, Emeco supplements its workforce with contracted labour from third-party labour hire companies. Utilising these suppliers increases the risk of modern slavery in our supply chain due to the reduced transparency and control over the hiring process. However, the type of employees engaged by Emeco through these labour hire companies are largely skilled labourers who command greater bargaining power and have a lower likelihood for modern slavery and modern slavery-like practices than unskilled labour.

In FY25 Emeco completed a strategic procurement project, successfully achieving target cost savings, supplier rationalisation and improved percentage of spend under contract and on Emeco's terms, which include explicit requirements on Modern Slavery.

This enhanced supplier management and improved supplier controls, in conjunction with the renewal of our supply chain mapping exercise, provides Emeco with the ability to accurately understand key risks in our supply chain and undertake proactive measures to build greater engagement with suppliers.

### **Mapping Exercise**

Working with FairSupply, Emeco again analysed the top 90% of our supplier spend data using FairSupply's proprietary technology to link global trade flow data and our supplier expenditure through multi-regional input-output tables. Through this process, Emeco was able to map our supply chain to the tenth tier, which we refer to as our '**comprehensive supply chain**'.

The mapping exercise also provides Emeco with estimates of forced labour associated with our comprehensive supply chain, which enables Emeco to better understand where modern slavery risk may be present and identify trends or changes compared with prior periods.

Consistent with its focus on prioritizing optimisation and high utilisation of its existing fleet and achievement of targeted cost savings through a strategic procurement project, Emeco's total supplier spend decreased during FY25, with an associated reduction in Emeco's slavery risk exposure.

When adjusted on a per \$million spent with each supplier our modern slavery risk profile reduced by 6.77% from approximately 0.018484 probable people in forced labour per \$million in FY24 to approximately 0.017233 probable people in forced labour per \$million in FY25.

### **Top 20 suppliers**

The majority of our top 20 suppliers remained largely the same as for FY24 with seven new entrants primarily related to machinery and equipment services. Six of these suppliers were suppliers for FY24.

A closer analysis of our top 20 suppliers in FY25 presents a similar consistency with last reporting period, with around half of our total expenditure analysed being attributable to these 20 suppliers.

Whilst the percentage of our expenditure with these suppliers increased by a modest 1.94%, the level of estimated people in forced labour attributable to these 20 suppliers, when adjusted on a per \$M spent basis, decreased by 10.62% from FY24. The already low estimated number of people in forced labour decreased from 0.021605 probable people in forced labour per \$million in FY24 to 0.019310 probable people in forced labour per \$million in FY25.

Emeco recognises that labour contracting services incurs modern slavery risk through the reduced level of transparency and control we have over the hiring and pay processes for contracted staff. However, the contracted services Emeco predominantly engages are for skilled workers and our top supplier of these services is a reporting entity under the Act that has undertaken a number of actions to mitigate their level of modern slavery risk.

Corporate travel largely incurs modern slavery risk through their supply chains due to the increased exposure to industries such as hospitality, transportation and facilities management. Similarly, our top supplier of these services is also a reporting entity under the Act and has taken steps to identify, analyse and mitigate modern slavery risk through actions such as mapping their supply chain.

Due to the nature of our businesses, Emeco has substantial exposure to machinery and equipment services, with roughly half of our total expenditure for the reporting period being attributable to suppliers in this industry. We have heavily analysed suppliers within this industry in previous reporting periods through our 'deep dive' reports conducted by FairSupply.

The analysis revealed that these key suppliers are undertaking actions to mitigate their modern slavery risk exposure through mechanisms such as: supplier standards, self-assessment questionnaires, conflict mineral statements, codes of conduct, due diligence procedures, whistleblower policies, auditing procedures and other means of identifying, assessing and mitigating modern slavery risk within their respective operations and supply chains. Further, we believe there may be opportunities to directly engage with these key suppliers, including through collaboration on our modern slavery risk approach and to receive further information on their modern slavery response.

## **Deep Dive Analysis - Supplier Analysis**

In this reporting period, Emeco commissioned new analyses of key suppliers within our supply chain that we believed carried an elevated risk of modern slavery. Previous deep dive analyses in past reporting periods have provided strong insights and actionable data which contributed to the FY25 modern slavery action plan, with actions continuing in FY26. Insights from these new deep dive analyses are set out below.

### ***Supplier - Statewide Oil***

The procurement of lubricants for the operation and maintenance of our heavy earth moving equipment is an essential part of our supply chain activity that is exposed to potential modern slavery risk. Statewide Oil is a key supplier of lubricants for us as an authorised distributor of Mobil and Shell branded lubricants in Australia and the Asia Pacific region.

Statewide Oil is a reporting entity under the Act and is required to submit modern slavery statements. Statewide Oil also publishes a 'Statewide Oil Sustainability Statement' on its website and its recent modern slavery confirms it has a modern slavery policy and whistleblower policy for all staff. However, as a private company, the information published by Statewide Oil is limited and not all the desired data points to inform an analysis are publicly available.

With the information available, the commissioned analysis assessed the risk of modern slavery in Statewide Oil's operations as low. Rather, it assessed that the greatest risk exposure via Statewide Oil was largely due to the operations and procurement activity of Statewide Oil's own major supplier, ExxonMobil. ExxonMobil is a distributor of fuels and other petrochemicals. The oil and gas extraction activity to produce such goods in regions such as West Africa carries an elevated risk of modern slavery.

The assessment yielded that, whilst there is limited publicly available information, Statewide Oil's actions taken to mitigate modern slavery risk reflect a maturing approach to modern slavery which is not dissimilar to other new reporting entities of similar size and resourcing.

### ***Supplier - Expressway Spares***

Expressway Spares is also a reporting entity under the Act and is an Australian provider of parts and equipment for the mining and construction industry, particularly in respect of earthmoving activities. It also offers replacement and repair services.

Expressway Spares has potentially significant exposure to modern slavery risk in its supply chain due to the nature of the inputs used in the parts and equipment they offer. Expressway Spares key suppliers for these products are heavily reliant on metals and minerals, including tin, tungsten, tantalum and gold, and the mines, smelters and refineries from which these minerals are sourced carry significant modern slavery risk.

To better assess the risk within Expressway Spares supply chain, further diligence of two key suppliers of Expressway Spares was undertaken. The two suppliers are original equipment manufacturers and after-market suppliers of the products sold and used by Expressway Spares in the services they provide. The assessment revealed that these suppliers had developed relatively sophisticated risk mitigation frameworks in respect of modern slavery. Analysis of media coverage revealed a best practice approach by one supplier in particular in responding to a reported instance of modern slavery.

## **5. Actions taken to mitigate modern slavery risk**

Emeco continues to build its corporate governance framework and strengthen management oversight to identify, analyse and mitigate modern slavery risk in our operations and supply chains.

In FY25, Emeco sought to improve the sophistication of our supplier engagement and management processes. This has included revisions to our supplier terms (which specifically include modern slavery provisions), improved vendor onboarding practices through use of digital platforms, supplier rationalisation, and an improved percentage of spend under contract.

## **Operations**

### ***Code of Conduct***

Emeco's Code of Conduct is a core corporate governance policy. It is shared with all of our personnel who are required to abide by its terms, including to:

- act with honesty, integrity and fairness;
- comply with all applicable laws and regulations;
- build a sustainable business which takes into consideration ESG factors; and
- maintain a safe and inclusive workplace that is not discriminatory in any manner.

Emeco's Code of Conduct is reviewed regularly, including during FY25, to ensure that it is operating effectively and to consider whether any changes are required.

### ***Sustainability Report***

Emeco's Sustainability Report includes the identification of certain risks within our operations and supply chains and the steps undertaken by the business to better mitigate such risks.

This includes identification of health and safety threats to our workforce and the communities in which we operate, as well as our suppliers. The Sustainability Report communicates our ongoing commitment to our ESG Strategy with our staff and stakeholders, generating a greater sense of accountability.

In FY25, Emeco centralised its procurement function. This ensures a continuity of relationships and increases the level of engagement that Emeco has with our trusted suppliers. As described in the Sustainability Report and in this statement, Emeco has also undertaken periodic supplier analysis of our supplier pool and spend profile.

### ***ESG strategy***

During FY25, Emeco continued to implement measures under the ESG Strategy that was endorsed by the Board in FY24, including the publication of our Sustainability Report. Data collection and implementation of further processes to enhance compliance and reporting form an integral portion of our modern slavery response.

### ***Training and education***

Emeco continues to provide modern slavery training across its workforce. The training module combines online mixed media with a questionnaire to ensure that our staff are aware of and understand the risk of modern slavery within our operations and our supply chains. Training has occurred across the legal, human resources and rental teams and continues to be mandatory for procurement staff.

20 procurement and logistics staff who had completed modern slavery training previously were provided with refresher material.

Additional specialised, bespoke training was provided for key members of our procurement team with Anti-Slavery Australia, a leading anti-slavery non-for-profit organisation.

Emeco has also conducted training in relation to elements of our modern slavery strategy, including our Whistleblower Policy. Training on Emeco's Whistleblower Policy is part of Emeco's standard onboarding for new staff, providing them with the knowledge of how to report any instances of modern slavery or potentially risky activities that indicate modern slavery.

Training and education continue to be fundamental aspects of our modern slavery strategy as they empower frontline staff and management to be able to identify and mitigate modern slavery risk factors within our direct operations.

## ***Whistleblower policy***

Emeco's Whistleblower Policy provides the means for reports of suspected misconduct or an improper state of affairs in relation to Emeco (Reportable Conduct) to be made. One avenue of reporting is via Stopline, a confidential and independent provider of whistleblowing services. Through Stopline reports may be submitted through various methods including a 24-hour toll-free telephone line, website, email and postal mail.

The Whistleblower Policy outlines the process by which reports are handled, namely:

- Stopline will refer reports to Emeco's general counsel or their delegate for potential investigation;
- if it is determined to be an investigable matter, an investigator will be appointed, usually Emeco's human resources manager, general counsel or another senior manager;
- this investigator will be chosen based on their ability to be impartial in the investigation and the investigator will not be directly involved in the matter to which the report relates;
- in the event the report pertains to the CEO or a person that reports to the CEO, the matter will be referred to the Chair of the Audit and Risk Management Committee; and
- the results of the investigation will be referred to the CEO or the Chair (as applicable) to determine an appropriate response.

Persons reporting matters under the Whistleblower Policy may elect to do so anonymously. For greater detail, please visit [emecogroup.com](http://emecogroup.com) to review Emeco's Whistleblower Policy.

The Whistleblower Policy is reviewed regularly, including in FY25, to ensure it is operating effectively.

In FY25, Emeco received zero reports of any instances of modern slavery, actual or suspected.

## **Suppliers**

### ***Supplier code of conduct***

Emeco's Supplier Code of Conduct requires compliance with all relevant modern slavery laws. It requires suppliers to uphold the fundamental rights of workers and treat them with dignity and respect. The Code requires that work is freely chosen and not bonded, forced or compulsory labour. Any supplier that engages with Emeco must agree to identify and address any risk or instances of modern slavery and take the requisite steps to limit such practices and the risk of modern slavery in their own operations and supply chains.

The Supplier Code of Conduct remains a key part of our engagement with suppliers, including our expectations of how they identify, analyse and mitigate modern slavery risk.

### ***Supplier terms & conditions***

Emeco has developed a suite of supplier agreement templates and updated its Supplier Terms & Conditions (T&Cs). The T&Cs specifically include provisions relating to modern slavery, requiring suppliers to:

- implement a system of due diligence, audit and training for their personnel and their subcontractors;
- agree to audits from Emeco to assess their compliance;
- maintain records to trace their supply chains in connection with their relationship with Emeco;
- notify Emeco of any actual or suspected modern slavery in its operations and supply chains; and
- agree that Emeco may terminate the agreement with the supplier for any breach of Emeco's relevant policies or procedures.

These obligations provide Emeco with the ability to effectively engage with suppliers to better understand modern slavery risk exposure, investigate any claims of suspected modern slavery (actual or suspected) and, in the case of continued non-compliance by the supplier, the ability to sever engagements as a last resort, if necessary.

In FY25, Emeco grew its spend under contract from 26% to 65% and successfully reduced its supplier base from over 2,000 suppliers to fewer than 1,000. This aggregation of spend, combined with the increase of spend under contract and the enforcement mechanisms provided by our T&Cs, has allowed us to increase focus on individual suppliers and an improved negotiating position to drive compliance with our policies and procedures and mitigates modern slavery risk.

### ***Procurement guides***

Emeco has developed a number of guides for our procurement team to assist in engaging suppliers and ensure consistency in our procurement practices. These guides, which were rolled out in FY25, contain information and training on procurement priorities, procedures and systems.

### ***Supplier onboarding questionnaire***

Emeco's supplier questionnaire continues to form a critical portion of our supplier onboarding process and provides insights into the exposure of suppliers to modern slavery risk. Emeco has a tailored supplier questionnaire to ensure ease of completion and high-level insights into potential risk factors such as labour law compliance and treatment of employees.

Certain responses to specific questions are flagged for further investigation by Emeco. This provides a pre-emptive approach to modern slavery risk mitigation and encourages a targeted approach to identifying modern slavery risks in our supply chain.

In FY25, Emeco migrated to a new vendor management software for vendor onboarding and management. This migration centralised and integrated our supplier questionnaire with various databases to ensure ongoing monitoring and identification of potential risk factors in our supplier base.

### ***Supplier outreach***

In FY25, Emeco issued 54 supplier questionnaires specifically tailored to identify risks associated with modern slavery for our top suppliers. Of the 54 supplier questionnaires that were issued, 33 suppliers responded within the required timeframe. Of the responses received, 2 were declined due to discrepancies with responses and 5 remain unapproved due to lack of sufficient information provided. Emeco subjected these 7 suppliers to additional review to ensure that any identified risks are appropriately addressed.

With certain key suppliers, including those who did not submit a questionnaire response, Emeco has established Supplier Relationship meetings which occur bi-monthly, quarterly or bi-annually depending on the supplier. In these meetings, Emeco and the suppliers discuss contractual performance, safety, learnings, value opportunities and build upon the existing relationship.

Emeco also visits supplier factories periodically to view operations, gain a better understanding of how a supplier operates and visually observe safety and work standards.

### ***Supplier consolidation***

As part of a strategic procurement project, Emeco rationalised and consolidated expenditure with key suppliers and deactivated smaller spend suppliers. In doing so, Emeco naturally fostered greater engagement with a concentrated number of suppliers with whom we better understand our modern slavery risk exposure.

In FY25, over 1,000 suppliers were deactivated. This process will naturally progress in FY26 with regular review of supplier spend, consolidation of spend with preferred suppliers and ceasing of supplies associated with the underground contract mining services business.

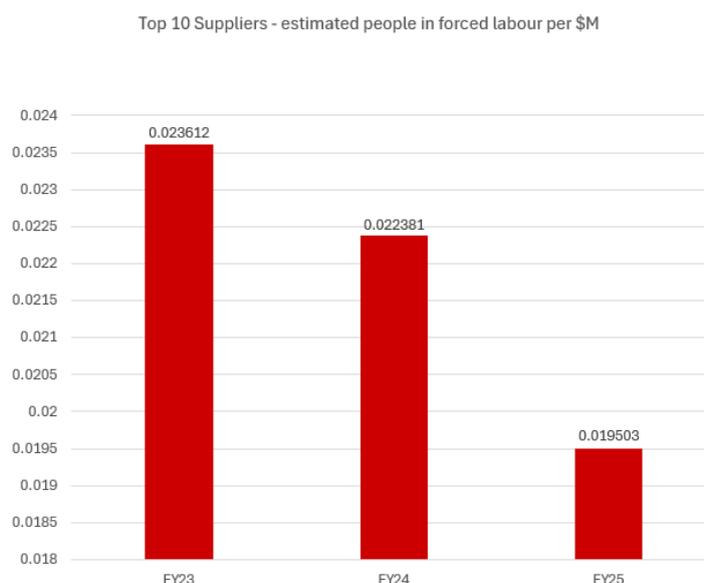
## 6. The effectiveness of our actions

A crucial element of our modern slavery strategy is measuring the efficacy of our actions. Due to the difficulty of definitively measuring this, Emeco, with the assistance of industry experts and technology providers, has identified key metrics by which we quantify the level of modern slavery risk within our supply chain, namely:

Metric	FY25	Insights
Total estimated number of people in forced labour tied to our supplier spend	Decreased since FY24	This figure has decreased from FY24 at a higher rate than our total expenditure has decreased, indicating a lower risk exposure attributable to our suppliers than in prior years
Total estimated number of people in forced labour tied to our supplier spend weighted per million dollars spent	Decreased since FY24	Echoing the insights above, this decrease in a weighted metric of modern slavery risk exposure demonstrates a lower risk exposure.
Total estimated number of people in forced labour tied to our top 10 supplier spend amounts weighted per million dollars spent	Decreased since FY24	Adjusted for expenditure, this metric shows that our key suppliers present less modern slavery risk
Total number of estimated people in forced labour tied to our top 30 supplier spend amounts weighted per million dollars spent	Decreased since FY24	Adjusted for expenditure, this metric shows that our key suppliers present less modern slavery risk
Number of reports of modern slavery received via the Whistleblower Policy or other reporting mechanisms.	Maintained at zero	Training and education regarding modern slavery and the Whistleblower Policy equip staff to report adverse activity.

With a transition to FairSupply's newest data set, comparability beyond last financial year does not yield accurate results. On that basis, Emeco conducted a comparative analysis of the top 10 suppliers in terms of modern slavery risk exposure, weighted on a per \$M spent basis, for the last three reporting periods.

A comparative analysis of our top 10 suppliers in terms of our modern slavery risk exposure weighted on a per \$M spent basis yielded the following result:



*Figure 3: Comparative analysis of our top 10 suppliers (in terms of \$ spent) and the estimated number of people in forced labour in their supply chains on a per \$M spent basis.*

This demonstrates that, over, the top 10 suppliers, the theoretical modern slavery risk presented by key suppliers in our supply chains saw a material decrease in modern slavery risk exposure of 12.86 % compared to FY24.

## 7. Collaboration and consultation

Emeco is committed to a unified approach across business units within the corporate group to ensure a seamless collaboration to effectively combat modern slavery risk within our operations and our supply chains. Regular collaboration in FY25 between Emeco's procurement and legal functions sought to ensure the most at-risk aspects of our business were enabled with tools to identify, analyse and mitigate modern slavery risk.

In FY25, we had a specific focus on developing and empowering our procurement team with tailored, bespoke training provided by Anti-Slavery Australia. This also included engaging with operating entities and business units as part of supplier rationalisation and enhanced supplier management.

Consultation throughout FY25 between an informal modern slavery working group, drawing from different business units, led to the development of an action list to inform our evolving approach to modern slavery risk.

Consultation with management, suppliers, employees and advisors remains integral to the process of ensuring that modern slavery risk is identified and minimised.

Modern slavery risks are communicated throughout the business through training and published statements such as our modern slavery statement and sustainability report.

Furthermore, outreach with our suppliers as well as communication with upstream customers allows the sharing of ideas and information, helping to enrich our understanding of risk factors and better inform our approach to mitigating such risk.

## 8. Geopolitical impacts

Various events in FY25 have impacted global supply chains ranging from conflict, inflation, international trade agreements, changes to royalty and taxation policy and other macroeconomic and geopolitical factors limiting movement and availability of certain supplies that are necessary for our business to operate.

However, Emeco has endeavoured to build a sustainable business that remains resilient through the cycles and our ongoing commitment to facilitating strong relationships with key suppliers has assisted with mitigating the effect of these events with many of our top 20 suppliers remaining largely static from FY24.

Skilled labour shortages have also impacted our approach to labour hire with re-orientation to more flexible working arrangements and engagement with labour-hire companies. These factors may otherwise lead to an increased risk of modern slavery but the skilled nature of the workers and their increased bargaining power due to a competitive labour market countering such an increase.

Emeco continues to monitor the security of our supply chains through assessments and order management. Supply chain continuity and ensuring that our suppliers maintain steady levels of cash inflow assist in reducing downward pressure on workers throughout the supply chain.

## 9. Future steps

Emeco is committed to continuous improvement in our modern slavery strategy and intends to further build out and refine our actions in FY26. Proposed actions for FY26 currently include:

- ongoing review of the governance and supplier documents including the Supplier Code of Conduct and the T&Cs;
- ongoing review and update of procurement guides as required to include evolving information in relation to engagement of suppliers;
- continued consolidation of our supply chain to trusted suppliers;
- updating of our FairSupply analysis to conduct comparative analysis utilising similar datasets; and
- ongoing due diligence of new suppliers by the procurement team.