



Modern Slavery Statement

2025 - 2026

Mott MacDonald Australia Pty Ltd – ABN 13 134 120 353

This statement has been developed to comply with the legal requirement as stated in the Australian Modern Slavery Act 2018 (Cth) (the 'Act'). It has been approved by the Mott MacDonald Australia Pty Ltd ('Mott MacDonald Australia') board of directors and signed by a responsible member in accordance with the Act.

Structure

Mott MacDonald Australia's registered office is Level 17, One Festival Tower Station Road Adelaide SA 5000. The company operates in all States and Territories in Australia as well as in other jurisdictions and directly employs approximately 986 people in Australia.

Mott MacDonald Australia is a wholly owned subsidiary of Mott MacDonald Group Limited, its ultimate parent company. The Mott MacDonald Group is made up of 145 companies and operates in many countries. For all its projects, in every country it is committed to respect all the people it interfaces with and to treat them fairly. Mott MacDonald Australia actively engages and consults with the Mott MacDonald Group to develop and update this statement and discuss the reporting obligations Mott MacDonald Australia has under the Act. However, Mott MacDonald Australia does not own or control any other entities and therefore consultation under section 16 (1)(f) of the Act is not applicable.

Mott MacDonald Group Limited issues a separate Slavery and Human Trafficking Statement in accordance with Section 54 of the UK Modern Slavery Act 2015, which is available on the Mott MacDonald Group website. The Mott MacDonald Group rejects modern slavery in all its forms, including servitude, forced or

compulsory labour, child labour and human trafficking.

The Mott MacDonald Group operates globally with one corporate set of policies, directives and requirements through a common quality management system that is published on an online system known as STEP. Through this approach, all colleagues of Mott MacDonald Australia are required to comply with a high global standard of Modern Slavery compliance, in collaboration with national legislation.

Operation

The Mott MacDonald Group is a global engineering, management and development consultancy. Our vision and mission are underpinned by our PRIDE values, and we work with businesses to:

- Solve some of the world's most urgent social, environmental and economic challenges
- Help governments and businesses plan, deliver and sustain their strategic goals
- Respond to humanitarian and natural emergencies
- Improve people's lives

The Mott MacDonald Group operates in many markets, with expertise in buildings, communications, defence, education, environment, health, industry, mining, oil and gas, power, transport, urban development, water, wastewater and more. Our core skills include planning, studies and design, project finance, technical advisory services, project and programme management and management consultancy.

Mott MacDonald Australia has a strong presence in the markets of transport, environment and society, built environment, defence, water, energy and education, in Australia.

Supply Chain

Mott MacDonald Australia's supply chain comprises the following:

- Partner professional services organisations, who work with us to provide clients with services, these include architects, financial advisors and other infrastructure-focused consultancies.
- Organisations providing resources or services to support the delivery of our projects, these include surveyors, specialist labour suppliers and local support firms.
- Organisations providing resources or services to support the delivery of our business, such as suppliers of personal protective equipment, office supplies and equipment, IT equipment, catering organisations, facilities management ("FM"), office cleaning, accommodation and travel.

These groups can be further subdivided into labour that is:

- Directly employed
- Sub-contracted, where we employ a service agency who is the contracting party
- Associated labour, whereby our joint venture (JV) partners are the contracting party, or they sub-contract to agencies to provide labour

Mott MacDonald Australia recognises our responsibilities to ensure that our supply chain complies with International Labour Organisation conventions. We are committed to achieving the ethical standards we set for ourselves with our

supply chain and continue to work towards full transparency.

Risk management

The value Mott MacDonald Australia brings is recognised by clients and, as a result, it is accepted that we charge fair rates for the work we undertake and that we pay employees and suppliers fairly. Our staff are mainly permanently employed, and the risks associated with slavery and human trafficking of our direct employees are generally low. Our professional staff have tertiary education, are often members of professional organisations and command significant levels of compensation in line with market norms. Our agency supplied labour is generally for skilled or professional roles, reducing the risk of modern slavery.

Key areas of risk for us are:

- Low wage jobs, such as office cleaners and support staff.
- Our commodity services supply chain, where unskilled labour is prevalent.
- Our commodity purchasing supply chain.

These risks are managed through our employment and procurement policies and through our supplier evaluation process. As Mott MacDonald Group is an employee-owned company this allows Mott MacDonald to choose the work we take on and focus on the issues that are important to our clients – and us. We're not in business to make the most profit for external shareholders: we want to do a great job for our clients, our communities and our people. We insist on the highest standards of integrity in all we do and are certified to the international standard ISO 37001. It is worth noting that, whilst we interface closely with the construction industry, Mott MacDonald Australia does not undertake traditional construction activities.

Risk Mitigation and Remediation

In relation to slavery and human trafficking in our business and supply chain, Mott MacDonald Australia:

- Employ individuals through an interview process, whether full/part-time employees or contract staff. This process seeks to confirm individuals share our corporate values, have a right to be employed, are not breaching immigration regulations, have the necessary competence and aptitude for

the position and are applying to work for us through their own free will.

- Evaluate potential and existing suppliers using a standard questionnaire to identify competence and compliance with our values and standards, and to ensure they are addressing slavery and human trafficking risks. This assessment is repeated periodically and is supported by our procurement policy. We are currently reviewing our global approach to procurement to identify best practice and strengthen this area in the future.

Due diligence

Due diligence on clients and suppliers is undertaken through combining our previous experience of working with the organisation, our local knowledge of them and the information surfaced through the Exiger Insight3PM service. This consists of an initial web-based search on a company and its affiliates, with a more comprehensive review available if needed.

We cross reference information from these sources before seeking to contract with a supplier. We have an established global list of suppliers, with a procedure to check compliance of our tier one suppliers. This is to enable us to interrogate and verify that we hold up-to-date and accurate information, and to check suppliers comply with the requirements in our policies on Modern Slavery, ethics and anti-bribery, and divulge essential information to us.

Contracting

Our business management systems ensure that new suppliers are verified for compliance to our policies before they can be contracted to supply goods or services. The Mott MacDonald Group has aligned procurement contracts across the global business to detail the requirements in our policy against slavery and human trafficking. This requires that the purchase of consumables for our office facilities or for projects, and of the provision of technical services by suppliers to be subject to conditions of contract explaining the requirements for legal compliance to Modern Slavery legislation and antibribery legislation, as well as performance requirements.

Training

Our staff are trained in Our Code, ethics and compliance, and the Group Business Integrity policy, confirming that they will comply with the respective provisions.

We have developed an awareness module for modern slavery, which is available to all staff, and is designed to develop the understanding of

what modern slavery is, who is affected, and how to spot the signs.

Our Code is available to our suppliers and on our external website to highlight our value, standards and expectations, including on modern slavery and human rights, and how to raise concerns related to this. We include modern slavery training material in the mandatory learning that all staff who work outside the office are required to complete.

We make use of dilemmas to help staff understand some of the issues they might encounter. These scenario-based discussions help staff think through what they might do in a specific situation.

Our Policies

Mott MacDonald Australia's approach to respecting people and our suppliers is embedded in the Mott MacDonald Group's policies on equality, diversity and inclusion, ethics, human resources, risk treatment and management, procurement, safeguarding and social responsibility, in addition to our policy on slavery and human trafficking and the PRIDE values. These policies are developed and approved by the Mott MacDonald Group and are applicable to Mott MacDonald Australia and relevant for our work against Modern Slavery.

All documents, including our policies and Our Code, are available at www.mottmac.com.

STEP

STEP is our fully integrated Business Management System (BMS), covering every aspect of our business. STEP is an online system, to which all staff have access, providing guidance, tools and support to ensure the highest standards and ethical behaviour, throughout our businesses and supply chains. Modern slavery processes on STEP will continue to be reviewed in 2025 for further development.

Speaking up

In the event that anyone connected to Mott MacDonald Australia's business feels that one of our policies or Our Code has been contravened, the Speak Up helpline is a comprehensive, confidential internet and telephone-based reporting tool provided and managed by an independent third party (Navex Global – EthicsPoint). Our processes for handling reports are documented as part of our business management system. The service is promoted through campaigns within the company, including via posters in our offices. It is accessible to anyone, including all tiers of our supply chain and FM staff in all offices. Reports

are treated confidentially and can be raised anonymously where local legislation allows.

During 2024 the Mott MacDonald Group, including Mott MacDonald Australia, did not receive any reports (internal or via Speak Up) related to modern slavery or human trafficking. To ensure that low number of reports are not due to lack of understanding of Speak Up, we are continuing to promote our reporting mechanisms, both as part of Our Code and wider communications to the business. Over the next year we will especially promote this where we have a site presence and to our FM staff.

Effectiveness of our processes, including our key performance indicators

The risk of slavery and human trafficking in Mott MacDonald Australia's business is deemed to be low. Therefore, our focus is on monitoring the performance of our suppliers in supporting us to meet our policy commitments. We also monitor our own compliance with our employment and procurement processes.

We undertake internal audits to verify compliance with our own business processes and are externally verified by third party organisations for compliance with ISO standards where relevant.

Since 2022 we have been partnering with the international social enterprise Slave-Free Alliance to support us in our approach and action plan to mitigate the risk of modern slavery.

Our programme of work is informed by the gap analysis conducted by the Slave Free Alliance in

2023. In FY24 we have focused on strengthening the modern slavery element of our due diligence questionnaire and supplier performance assessments.

We have set metrics to evaluate the effectiveness of our approach to tackling modern slavery. We continue to monitor our performance, as well the need for additional metrics, to drive improvements across our operations and supply chain.

Key Performance indicators	FY24
Our Code training completion rate (%)	99%
Speak Up reports related to modern slavery or human trafficking (#)	None

Mott MacDonald Group - Modern Slavery Development Plan

2024 Target	Progress against targets
Complete our planned gap analysis by Slave Free Alliance and commence work on the expected action plan generated.	Gap analysis took place in our head office and remotely. Senior stakeholders were interviewed, and an action plan was generated and presented to senior staff. Priority actions were determined and incorporated into our 2024 plans. Status: Complete
Develop a clear suite of posters to help staff based on site know what to look for and what action to take.	Not yet complete, it is intended that this be combined with training and awareness for staff on site through 2025 / 2026. Status: In progress
Improvements to our due diligence process - increase inclusion of modern slavery as part of the due diligence improvement project happening company wide.	Additional material was developed and submitted to the project team for inclusion, using STEP Status: Complete
Increase coverage of modern slavery issues in our supplier performance assessments.	Material was suggested and submitted to the procurement team for inclusion in the standard forms, using STEP Status: Complete
Further develop our bid response library and material for client conversations, so that our staff can use it to help them develop their knowledge and engage in meaningful conversations with clients.	The bid response library was updated to reflect our current position on modern slavery and how we manage it within our risk management framework. Status: Complete
Identify senior champions around the business to promote and support the modern slavery agenda in all our regions.	Senior champions were identified from all regions and across several business functions: ethics, HR, procurement and sustainability. Status: Complete
Continue our training needs analysis and arrange briefings and training for key staff which will include how to best respond to a reported incident to have a consistent robust approach.	Identified a training specialist from Slave Free Alliance to assist in our training needs analysis. Status: Complete (Our Code)

Plans for future Improvement

Mott MacDonald Australia will continue to undertake a review of our approach to modern slavery and human trafficking. We will aim to work through and support Mott MacDonald Group's priority actions, drawing on the expertise of Slave Free Alliance for support and advice, to as a Group:

- Evolve our modern slavery working group with cross functional representation to assist in facilitating our action plan;
- Draw on the expertise of Slave Free Alliance, leading to targeted training developed for those who require it across the business, such as supplier management, human resources, office management, or staff based on our client's construction sites;
- Identify our highest risk suppliers from the modern slavery perspective;
- Strengthen our approach to defining expectations and requirements in relation to the supply chain through the procurement process.

In addition to publishing this statement on the online public register we will also publish this statement on the Mott MacDonald Australia website and associated websites to promote our commitment to this agenda.

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



Frances Badelow
Managing Director

30 June 2025

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Final Audit Report

2025-08-27

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