



Modern Slavery Statement

CouriersPlease

September 2021



From the Chief Executive Officer (Acting) of CouriersPlease

Since we were established in 1983, CouriersPlease (ACN 006 144 734) has made the wellbeing and rights of our people a top priority. As one of Australia's largest franchise businesses, we have a responsibility to provide healthy pay rates and entitlements, and a duty of care to our network of franchisees, contracted drivers, freight handlers, depot workers and head office team members.

Beyond our Australian operations, we have also been cognisant of our support of, and contribution to, human rights throughout our supply chain. That is why we are proud to demonstrate our commitment to eliminating the risks of modern slavery in every aspect of our operations.

Our Modern Slavery Statement underscores our core values, responsibility and commitment to eradicating human rights violations across our entire network, supply chain and operations. The Statement identifies our risk areas, and outlines the systems, processes and protections we have integrated into our business model and operations to minimise the exploitation of people for personal or commercial gain, in accordance with Australia's Modern Slavery Act (2018).

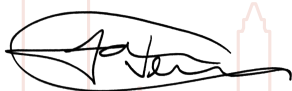
Responsible procurement is a key component in our fight against Modern Slavery. Last year, CouriersPlease took a more rigorous approach to procuring suppliers for products and services. This included developing a Modern Slavery taskforce to identify potential risks and commit to continuous improvement throughout our supply chain. This is being supported by the implementation of our Ethical Sourcing Policy, which ensures that we receive signed acknowledgements on the sourcing responsibilities of products and services from our franchisees, outside hire drivers and local and overseas suppliers.

The continued impact of the COVID-19 pandemic this year has fuelled our ambition to remove risks of modern slavery in every area of our business and develop more transparent relationships with partners and vendors. For FY22, we will continue to build on the commitments we upheld over the last year and focus on our key risk areas: our drivers, contingent labour and overseas suppliers.

Over the next 12 months, CouriersPlease will leverage technology to bolster efforts to eliminate modern slavery risks. This will include introducing an electronic procurement platform as well as an innovative software program that identifies supplier risk profiles, analyses vendors and stores our modern slavery supplier acknowledgements. In addition, we will continue working with our franchisees, outside hire drivers, vendors, and contingent labour to ensure compliance with our Ethical Sourcing Policy and our obligations against the Modern Slavery Act.

At CouriersPlease, we take seriously our obligation to eradicate modern slavery and human rights violations, and we will continue to improve our resources and systems towards achieving our goals and commitments over the coming year.

This statement is made pursuant to the Modern Slavery Act 2018 (Cth) for the financial year ending 31 March 2021. This statement was approved by the Board of Couriers Please Pty Ltd on 28 September 2021.



John Venetsanos
CEO (Acting), CouriersPlease
ACN 006 144 734

Date: 28 September 2021

CouriersPlease – Modern Slavery Statement

Our Commitment

CouriersPlease (ACN 006 144 734) is committed to the continuous improvement actions that needs to take place to ensure there is no modern slavery in our supply chain. This is our second Statement regarding Modern Slavery to fulfill our obligations in respect to the Modern Slavery Act (2018). It is the foundation we have continued building on to ensure we are taking all the necessary steps to prevent the exploitation of vulnerable workers in our supply chain.

About Us

CouriersPlease (CP) is a leading courier and freight service that delivers tens of millions of parcels each year. CP offers a network of pick up and drop off locations comprising more than 2,000, often 24/7 parcel collection locations, including secure parcel lockers. Owned by Singapore Post (SingPost), a leader in eCommerce logistics who provides innovative mail and logistics solutions in Singapore and around the world, with operations in 19 markets.

Since it was established 38 years ago, CP has grown from a small metropolitan carrier in Brisbane with 30 staff to a network comprising 1,200-plus Franchisees and delivery partners, 400-plus freight handlers and 20 depots. Its delivery footprint covers 96 per cent of the country.

CP is a multi-award-winning courier service. Among its many achievements, in 2021 CP took out top spot in the Canstar Blue Most Satisfied Customers ranking for small business courier services, was awarded the Sustainability Innovation Award at the Vendors in Partnership Awards, won Best Returns Solution at the NORA awards, and was named a finalist at the Workplace Health and Safety Awards.

Our Network

Domestic Network – Australia wide delivery network

400+

Employees

800+

Franchisees

20+

Facilities nationally

25M+

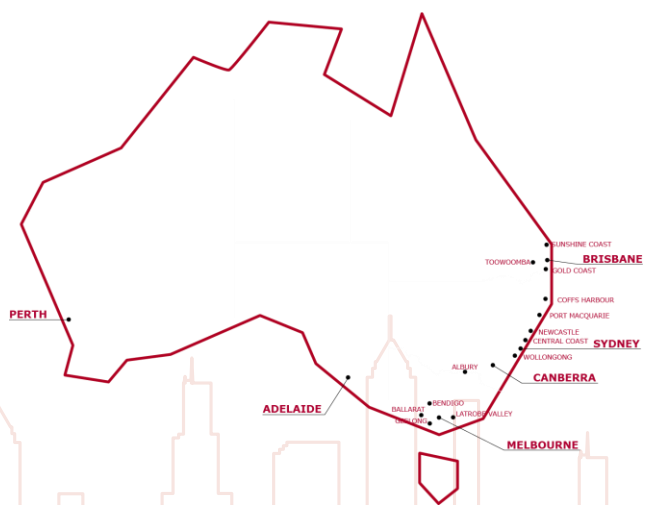
Parcels delivered annually

96%

CouriersPlease coverage

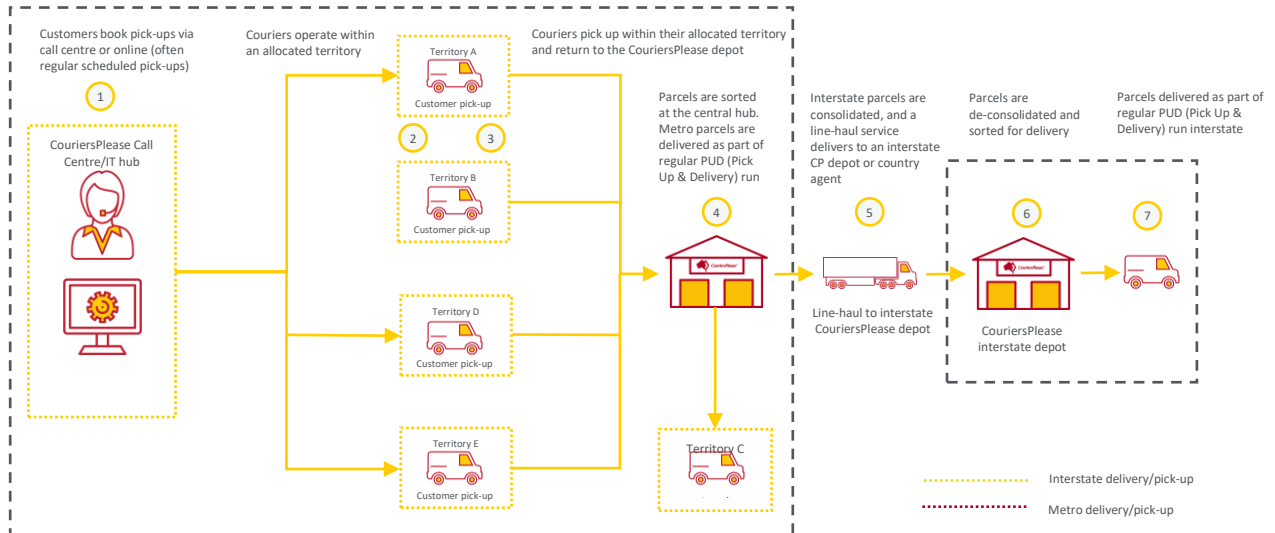
50+

Outside Hire Partners



CouriersPlease has over 800 Franchisee drivers and delivery partners that service Australia nationally. We have over 20 depots in all States apart from Tasmania and the Northern Territory. Where there is a shortage of drivers, we engage external drivers in through what we term Outside Hire. These drivers are subcontractors of the Outside Hire companies.

How We Operate



Our network is primarily based in Metropolitan areas however, we do employ external Agents who deliver for us in regional centres.

Our Modern Slavery Risk Areas Identified in our 2021 Statement

CouriersPlease does not underestimate the detrimental impact Modern Slavery risk could have on our supply chain and the severe implications it could have on us as an organisation. We are a service-based organisation where our driver partners and freight handlers are our backbone.

Key risk areas of focus in our 2021 Statement:

- 1) Our van drivers – these are our Franchisees and externally sourced drivers who are supplied and payrolled by vendors we have agreements with.
- 2) Contingent labour, eg. freight sorters/handlers, typically from what we have seen with these roles are they attract low skilled workers where in some cases language may be a barrier.
- 3) Vendors that have overseas manufacturing in high-risk countries such as in South-East Asia, eg. freight cages. Typically, this equipment is sourced from low labour cost countries who unfortunately have a questionable history regarding human rights.

Our Response to our Identified Risks last year

Modern Slavery Project Team

- Our Modern Slavery taskforce made up of representatives from across the business – Operations, Human Resources, Finance, Legal and Procurement meets regularly to identify potential risks and continue with ongoing continuous improvement.

Ethical Sourcing Policy

- Our Ethical Sourcing Policy outlines our expectations of our Franchisees and our vendors. We have continued to roll this out to be signed off as acknowledgement and commitment from our Franchisees and vendors.

Franchisee Drivers

- We started a program to get all 800 of our drivers to sign off on our Ethical Sourcing Policy and we have been successful in getting over 50% completed with the remainder to be covered off in the next 6 months. The majority of the sign-off was done via DocuSign but we are also working through direct channels with the respective Franchise Territory Managers to ensure compliance of their fleet. The Ethical Sourcing Policy is also now captured as part of onboarding any new Franchisees moving forward.

Linehaul

- We use and are also reliant on our interstate freight transport vendors. Without such vendors we couldn't move freight around the country and as such they are integral to our business.
- We have recently concluded a Linehaul RFP reviewing our current vendor base whilst incorporating our Modern Slavery questioning to elicit responses. A key driver of our decision making was the level of transparency shown by vendors in terms of their cost modelling to ensure we minimise risk of underpayment of drivers. The linehaul contracts that will be drawn up will also house Modern Slavery clauses to ensure the chosen vendor(s) align to our views.

Contingent Labour

- We have contracts in place with the recruitment agencies of contingent labour to support freight sortation in our depots nationwide. This ensures we have labour providers held to a rate card that is approved by CouriersPlease, against the Grade and Award we align to (Grade 3, Road Transport and Distribution Award).
- These labour providers sit on a panel and are the only approved source of contingent labour. We acknowledge in the past due to the demands placed on logistics to flex up and down as necessary, that use of approved vendors may have not been as consistent as we would have liked but steps have been taken internally to reign this in on a national level and we are continuing to do so.

Overseas Manufacturing

- We are a service orientated business as opposed to a manufacturer. However, we do source certain equipment and products from vendors that source them from overseas. We have reached out and received signed acknowledgement of our Ethical Sourcing Policy from some of these vendors and continue to work on the rest. The main products and equipment sourced from overseas are:
 - o Cages
 - o Material handling equipment (forklifts, pallet runners etc.)
 - o Electronic equipment (driver and network scanners, printers, laptops etc.)
 - o Warehouse consumables and office stationery

Procurement

- We have incorporated questioning in our RFPs conducted in 2021 around Modern Slavery. Requesting copies of their annual Modern Slavery statements where the vendor(s) falls into the criteria to produce one, or at the very least have them sign off on our Ethical Sourcing Policy.
- The importance of Corporate Social Responsibility is front of mind at CouriersPlease and as such plays a key role in what we expect out of prospective vendors during tender processes. Failure of any vendors to comply with our requirements will deem such vendors unsuitable to do business with.

Our 2022 priorities

Our Modern Slavery Risk Areas

Drivers

Franchisees, Outside Hire,
Linehaul & Agents

Overseas Manufacturing

Equipment Vendors

Contingent Labour

Recruitment Agencies who
provide freight sorting labour.

Our goals for 2022 is to continue to build on the strides to date coupled with a view to incorporate technology into the equation.

Software Platform

We intend to undertake a review of suitable software platforms that can assist with:

- Current supplier risk profiles
- Prospective vendor risk analysis prior to contracting
- Online repository for all modern slavery supplier acknowledgements
- Exportable data

Once we decide on the suitable software platform, it will act as the single source of truth that will guide us on our journey forward and assist in our continuous improvement. In addition to this there is an investment in Procurement software platforms that is discussed further down in the paper.

Franchisee Drivers

Continue working with our Franchisees to ensure compliance to our Ethical Sourcing Policy and educating them on our obligations under the Modern Slavery Act. Franchisees by definition are their own small business and as such can bring along their own employee(s) from time to time to help deliver parcels. Ensuring Franchisees understand their obligations to adhere to the necessary labour laws is critical as they are the backbone of our organisation.

We will be investigating software solutions to provide us the ability to streamline our Franchisee Management processes and ensuring we can track and report on progress made with Modern Slavery commitments in this space.

Contingent Labour

Whilst we have established contracted vendors in a panel arrangement, our next phase is to ensure the Hiring Managers only exclusively utilise services from this panel. This is an area we continue to seek conformance on to ensure the agencies we source this labour from are intertwined with our requirements to hold a Grade 3 Road Transport and Distribution rate card.

Better forecasting on our requirement for contingent labour in our depots is key to ensuring no leakage of business away from our established panel and therefore increasing our risk profile. We have already started planning sessions ahead of peak season 2021, and we will continue to do this moving forward in 2022 working hand in glove with our key contingent labour partners to ensure our demand for labour is met during these peak times which will in turn reduce risk of alternate vendors being utilised.

Outside Hire Drivers

We have commenced a large project on analysis of our national outside hire vendors with a view of rationalising in 2022 through a request for proposal (RFP). We have over 50 vendors currently ranging from larger outfits with multiple drivers/vans to smaller man with a van type businesses. They are all an integral part of our operation so this task is one with sensitivities but is a required approach that CouriersPlease is willing to undertake to ensure we reduce our Modern Slavery risk profile in our supply chain.

The RFP will set our expectations of Outside Hire vendors in respect to our obligations of eliminating Modern Slavery and non-acceptance by the vendor will result in non-utilisation of their services. Furthermore, by reducing the supplier base it will allow us to have a more manageable spread of vendors and therefore allowing us to manage risk more effectively.

Our goal is to have all Outside Hire vendors signed up to agreements with an audit process in place to verify driver payments.

Linehaul

On the back of the RFP recently concluded, the contracting process will be finalised across our Linehaul vendors ensuring we have contracts in place specifying Modern Slavery obligations and the expectations on them from CouriersPlease.

Procurement

An investment in systems has begun and will be occurring in 2022 with a shift into an electronic Procurement platform to act as a repository for all Procurement related matters. This platform will be driving our future RFPs, housing documentation and be a source of consistency in our Procurement program. In addition to this the Procurement team will be growing with a resource whose remit will include the growing focus on Modern Slavery.

Whilst Procurement is associated with driving down costs, price is not the key driver in many of our supplier decisions. We are an outcome-based organisation meaning we realise price motivations can be detrimental to positive outcomes and may in fact cost us more in the long run. To be clear what this means is in typical decisions at CouriersPlease the lowest priced vendor does not always win. As such in 2022 much of the decision making will continue to focus on solutions presented which will help reduce our risk of Modern Slavery.

In Summary

Our goals for 2022 are to continue to build on the foundations established in 2021, focusing on continuous improvement through investment into necessary management systems/platforms, rationalising and raising the expectations of our vendor base. CouriersPlease takes our obligations in eradicating Modern Slavery and Human Rights violations seriously, and we will continue to work towards these goals in the year ahead.

