

# FY25 Modern Slavery Statement

## Acknowledgement of Country

CouriersPlease respectfully acknowledges the Traditional Custodians of the lands on which we operate, including the Bunurong Boon Wurrung people of the Eastern Kulin Nation, on whose Country our head office in Truganina, Melbourne is located.

We also acknowledge and pay respect to the Traditional Custodians of all lands across Australia where CouriersPlease operations, facilities, and services are situated. We honour Elders past, present, and emerging, and extend that respect to all Aboriginal, Torres Strait Islander and First Nations Peoples.

## Message from Our Chief Financial Officer

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Since 1983, CouriersPlease has remained committed to connecting communities through reliable delivery solutions while upholding the highest ethical standards. Addressing modern slavery risks is a critical priority and reflects our responsibility to our people, customers, and stakeholders.

In recent years, CouriersPlease has advanced its approach by strengthening governance structures, improving oversight of our franchise network, and enhancing risk management processes. Key initiatives include embedding modern slavery considerations into procurement and onboarding practices, expanding supplier due diligence, and delivering targeted training across the business.

As we look ahead, CouriersPlease will continue working closely with FMH Group to align policies and frameworks, ensuring a consistent and integrated approach to modern slavery risk management. Our focus remains on driving continuous improvement, building strong partnerships, and fostering transparency across our operations and supply chain.

**Chris Linnett**  
**FMH Group CFO**

Director, CouriersPlease Pty Ltd (ACN 006 144 734)

Director, FMH Group Holdings Pty Ltd ACN 646 430 408 (formerly known as SingPost Australia Investments Pty Ltd)

# Introduction

This Statement describes the actions taken by FMH Group Holdings Pty Ltd ACN 646 430 408 (formerly known as SingPost Australia Investments Pty Ltd) (**FMH Group Holdings**), and CouriersPlease Pty Ltd (ACN 006 144 734) ("**CouriersPlease**") to assess and address modern slavery risks within our operations and supply chains in compliance with the Modern Slavery Act 2018 (Cth) (**Modern Slavery Laws**) for the reporting period 1 April 2024 to 31 March 2025. Where we refer to "our," "we," "group" or "us" in this statement, it means the reporting entities and their subsidiaries.

Modern slavery refers to situations where coercion, threats, or deception are used to exploit individuals and undermine their freedom. It includes practices such as human trafficking, slavery, servitude, forced labour, forced marriage, debt bondage, deceptive recruiting, and the worst forms of child labour.

CouriersPlease maintains a zero-tolerance approach to human rights abuses, including modern slavery. We are committed to identifying, assessing, and managing these risks within our operations and supply chains, and expect all employees, suppliers, and subcontractors to uphold the highest standards of integrity and ethical conduct.

This Statement also reflects our ongoing commitment to continuous improvement. It outlines the actions taken during the reporting period and our priorities for further strengthening governance, transparency, and accountability across our organisation. Addressing modern slavery risks requires collaboration across all levels of our business, including employees, suppliers, and other stakeholders.

On 27 June 2024, CouriersPlease completed its merger with Freight Management Holdings Pty Ltd (**FMH Group**), combining capabilities to drive innovation and deliver enhanced value to customers. This was followed by FMH Group's acquisition by private equity firm, Pacific Equity Partners (**PEP**) on 27 March 2025.

These milestones have strengthened governance and resources across the Group, supporting greater alignment of policies and processes to ensure a consistent and robust modern slavery framework.

While CouriersPlease publishes this Statement independently of FMH Group, we are progressing toward full alignment with the FMH Group's governance framework.

## Our Commitment

CouriersPlease is committed to continuously enhancing its approach to managing modern slavery risks across all operations and supply chains. We prioritise protecting human rights, promoting ethical practices, and increasing transparency through strong governance, active supplier engagement, and continuous improvement.

## About Us

CouriersPlease is Australia's fastest growing franchised courier and parcel delivery service, catering to the diverse shipping needs of e-Commerce retailers and traders nationwide. With a proud legacy spanning over 40 years of excellence, we proudly serve as the trusted courier partner for over half of Australia's leading retail brands, ensuring seamless delivery solutions that exceed expectations.

Recognised for our excellence, CouriersPlease has received multiple awards, including a prestigious 5 Star rating on the FRANData Franchise Rating Scale (2023 and 2024) and the esteemed NORA (National Online Retailers Association) Solution Partners 'Best Carrier' Award in 2023. These awards underscore our unwavering dedication to exceeding industry standards and delivering unparalleled service.

Driven by a network of over 600 active franchised territories (810 territories in total), and supported by a team of more than 300 professionals across 18 depot locations, CouriersPlease stands at the forefront of parcel delivery in Australia. With a commitment to excellence ingrained in our ethos, we proudly facilitate the seamless delivery of millions of parcels annually through our extensive fleet of independent Franchise Partners and network affiliates.

# Our Network

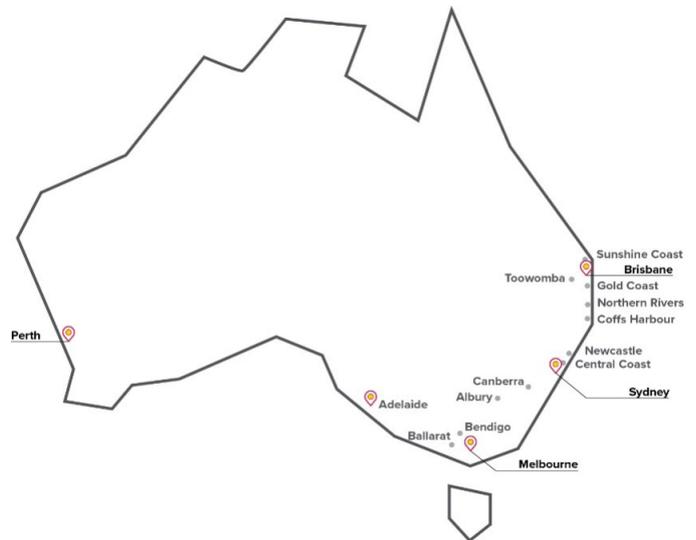
Domestic Network – Australia wide delivery network

**300+**  
Employees

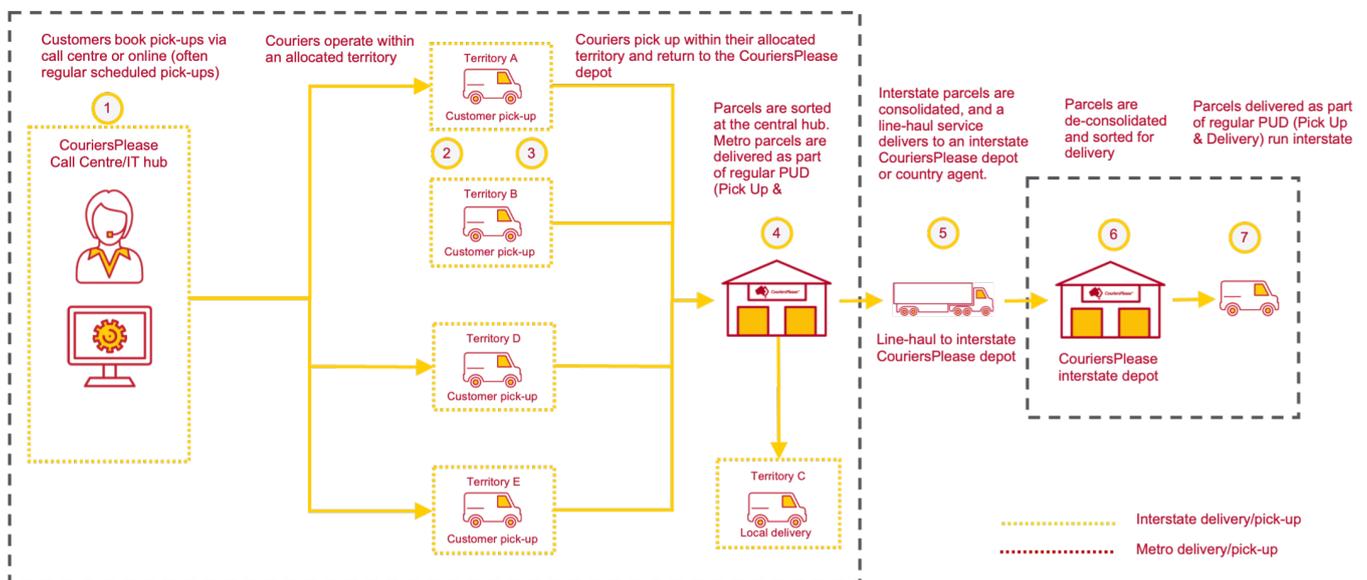
**800+**  
Franchise  
Territories

**18**  
Facilities  
nationally

**30M**  
Parcels delivered  
annually



## How we operate



Our delivery network operates primarily within metropolitan areas, however, we also engage external agents to service regional locations.

In periods of driver shortages, CouriersPlease engages external drivers, referred to as ‘contractors’, either directly or via principal contractors, also known as ‘outside hire companies’.

## Our Modern Slavery Risk Areas

CouriersPlease recognises the significant risks that modern slavery can pose to businesses, supply chains, and communities. We are committed to reducing these risks through a proactive approach built on transparency, accountability, and continuous improvement.

As a service-driven organisation, our network of drivers, freight handlers, and partners plays a vital role in delivering reliable and ethical services to our customers. Upholding human rights and promoting fair working conditions are essential to maintaining a sustainable and resilient supply chain.

We are focused on identifying, mitigating, and managing modern slavery risks across our operations and value chain. This commitment reflects our responsibility to uphold human rights, maintain robust governance, and ensure our operations and supply chains are managed with integrity and ethical standards.

### Our key focus areas include:

- Oversight of contractors and external driver support vendors including Franchise Partners, Outside hire, Linehaul and agents
- Engaging contingent labour exclusively through our approved recruitment agency panel
- Strengthening Franchise Partner awareness of modern slavery responsibilities
- Applying due diligence in supplier procurement practices

## Our Response to our Identified Risks

### Franchise Partner Platform and Onboarding

- CouriersPlease has strengthened its compliance processes by implementing an online platform to manage key documentation and onboarding for Franchise Partners, ensuring clear communication of core policies and responsibilities.
- A “Welcome” induction pack is provided to all new Franchise Partners, which includes the latest Fair Work Information Statement and the CouriersPlease Ethical Sourcing Policy. Franchise Partners are required to sign an acknowledgement confirming receipt and understanding.

### Contractors and Outside Hire/External Drivers

- Our contractor network comprises both individual drivers and corporate service providers. Agreements include clauses that set clear expectations for compliance with modern slavery legislation and ethical standards.
- External contractors must acknowledge the CouriersPlease Ethical Sourcing Policy and complete the Modern Slavery Questionnaire (**MSQ**). This process supports effective risk assessment and management of modern slavery risks across operations and the supply chain.

### Contingent Labour

- Contingent labour is sourced through a panel of pre-approved providers that have been assessed using the Modern Slavery Questionnaire (MSQ) to ensure alignment with ethical sourcing standards.

### Procurement of Suppliers

- Procurement processes incorporate modern slavery risk assessments and due diligence as standard practice.
- Vendors engaged across operations are required to formally acknowledge and comply with the Ethical Sourcing Policy.

### Employee Training

- Modern slavery training is included in our annual compliance program to ensure employees understand their responsibilities and help identify and prevent related risks.

## Policies

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### Whistleblower Policy

CouriersPlease has established a Whistleblower Policy to provide a safe and confidential channel for employees, contractors, and other stakeholders to report concerns relating to serious misconduct. This includes unethical, illegal, corrupt, or inappropriate behaviour. The policy ensures that individuals who raise concerns are protected from victimisation, harassment, or any form of discriminatory treatment.

### Ethical Sourcing Policy

CouriersPlease is committed to upholding ethical sourcing principles and complying with all relevant laws, regulations, and international standards. This includes adherence to labour rights, human rights, and environmental protection requirements. Our policy guides procurement decisions to ensure that suppliers operate responsibly and in alignment with these principles.

### Supplier Code of Conduct

CouriersPlease requires all suppliers to meet defined standards of ethical and responsible business conduct. Suppliers are expected to comply with FMH Group's Supplier Code of Conduct. All new suppliers engaged by CouriersPlease must formally acknowledge and adhere to this group-wide code as a condition of engagement.

## Assessing the effectiveness of our actions

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We regularly review and refine our framework to ensure it remains effective in addressing modern slavery risks. An effective response involves proactively identifying potential or actual risks within our operations and supply chain and implementing appropriate mitigation and remediation measures.

### To support this, we focus on:

- **Policy Reviews** – Regularly assessing policies and procedures to ensure alignment with regulatory requirements and industry standards.
- **Supplier Engagement** – Strengthening communication to set clear expectations and collaborate on addressing risks.
- **Best Practice Integration** – Continuously reviewing industry benchmarks to enhance our approach and compliance mechanisms.

*Through these actions, we aim to continuously improve our framework, strengthen risk management, and uphold our commitment to eliminating modern slavery from our operations and supply chain.*

## Our Priorities

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In close collaboration with FMH Group, we will continue aligning policies, procedures, and governance frameworks to ensure a consistent and effective approach to managing modern slavery risks across our operations and supply chains. A key priority for the upcoming financial year is completing integration and harmonisation with FMH Group, enabling greater clarity, accountability, and operational effectiveness.

### Key initiatives for the next period include:

#### > Governance and Policy Alignment

- Implement the FMH Group Procurement Policy to standardise sourcing practices across all entities.
- Finalise the consolidation of whistleblower policies to provide consistent reporting mechanisms and protections.

#### > Risk Management

- Map and categorise high-risk suppliers to prioritise due diligence and targeted engagement.

#### > Supplier and Third-Party Engagement

- Ensure third-party drivers and contingent labour providers acknowledge our Ethical Sourcing Policy, complete the MSQ and Supplier Code of Conduct, and demonstrate compliance with applicable workplace standards.
- Enhance communication and education for suppliers to promote awareness and strengthen accountability.

#### > Training and Awareness

- Expand education and support initiatives for suppliers, Franchise Partners, and employees to increase awareness and understanding of modern slavery risks.

***Our focus remains on embedding best practices, strengthening transparency, and enhancing accountability within our supply chain. While this year's Modern Slavery Statement is published independently, our collaborative approach with FMH Group positions us to identify and mitigate modern slavery risks more effectively across our combined operations.***

## Consultation Process

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CouriersPlease is considered the reporting entity under the *Modern Slavery Act 2018 (Cth)*

This Statement has been prepared in consultation with key stakeholders across CouriersPlease to ensure alignment with our governance framework, including the management of modern slavery risks. Senior management from each reporting entity has reviewed and approved this Statement and remains committed to ongoing engagement and accountability in addressing modern slavery risks and responsibilities.

This Statement was approved on 29 September 2025 by the Board of Directors of Couriers Please Pty Ltd.

Chris Linnett, as FMH Group CFO and Director of Couriers Please was authorised to sign this Statement on behalf of Couriers Please.



**Chris Linnett**

**FMH Group CFO**

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