

2023  
Modern Slavery  
Statement



**Disclaimer**

Whilst Aurizon has endeavoured to ensure the accuracy of the information contained in this document at the date of publication, it is general in nature and does not purport to be complete or error free. Any information in this document is subject to change without notice. Except as required by applicable regulations or law, Aurizon is not under any obligation to review or update this document to reflect events or circumstances that arise after publication.



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**Acknowledgement of Country**

We acknowledge the Traditional Custodians of this land and pay our respects to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia. We must always remember that under the ballast, sleepers, rail systems and office buildings where Aurizon does business, the land was and always will be traditional Aboriginal land.

# Introduction

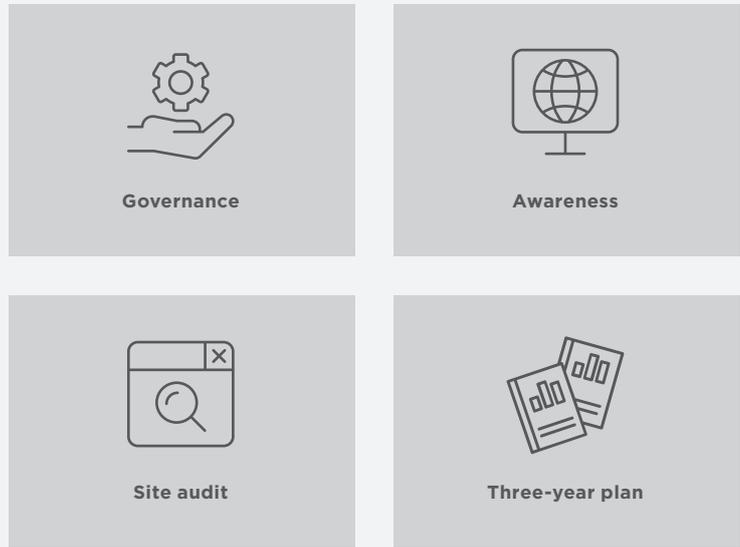
**As Australia’s largest rail freight operator, Aurizon is committed to respecting internationally recognised human rights laws and standards.**

We uphold this commitment through Aurizon’s Values and Code of Conduct, our firm commitment to safety, lawful and ethical conduct, and respect for others, and by responsibly considering the community and environment in decision-making.

Aurizon is committed to the following principles:

- Treating our employees fairly and without discrimination, and promoting diversity in the workplace
- Respecting and acknowledging the rights and culture of First Nations people
- Rejecting all forms of slavery in our operations, including but not limited to child labour and forced labour, and working with suppliers to minimise and address modern slavery risks in Aurizon’s supply chain
- Respecting workers’ rights to fair wages and employment conditions that promote good health and wellbeing
- Protecting the health and safety of workers in the workplace
- Respecting the human rights of stakeholders, including in the communities in which we operate.

FIGURE 1 OUR FOCUS IN FY2023





# Our business

## Our structure

This joint statement is made by Aurizon Holdings Limited ACN 146 335 622, an ASX-listed company (ASX: AZJ) headquartered in Queensland, and entities it owns or controls that are reporting entities for the purposes of the *Modern Slavery Act 2018* (Cth) (the Act). These entities, and the entities that those reporting entities own or control (collectively, the Aurizon Group), are identified in Appendix 1: Aurizon Holdings Limited group structure.

Using largely centralised functions, policies and procedures, the Aurizon Group operates in an integrated manner, governed by the Aurizon Holdings Executive Committee and Board of Directors (the principal governing body of the parent entity of the Aurizon Group) who oversee operations and risk in each subsidiary entity of the Aurizon Group. References to ‘Aurizon’, ‘we’ or ‘our’ in this joint statement are references to the entities making up the Aurizon Group.

Our Sustainability Report provides more information about our business, including our company strategy, operations, and approach to sustainability.

## This statement

This is our fourth Modern Slavery Statement made pursuant to the Act. It constitutes the modern slavery statement of the Aurizon Group for the year ending 30 June 2023 (FY2023). This statement reports on the risks of modern slavery in Aurizon’s operations and supply chains, the actions we took to mitigate the occurrence of those risks during FY2023, and how we will continue to assess the effectiveness of our actions.

In preparing this statement it has come to our attention that Australian Rail Pty Ltd (ACN 118 274 481), an Aurizon Group entity, and its subsidiaries – Australia Eastern Railroad Pty Ltd (ACN 118 274 776) and Australia Western Railroad Pty Ltd (ACN 094 792 275) - were inadvertently omitted as reporting entities from Aurizon’s Modern Slavery Statement for the year ending 30 June 2020 (FY2020). Additionally, Australian Rail Pty Ltd was inadvertently omitted as a reporting entity from Aurizon’s Modern Slavery Statements since that date. In correction, we confirm that our Modern Slavery Statements since FY2020 report in respect of Australian Rail Pty Ltd, Australia Eastern Railroad Pty Ltd and Australia Western Railroad Pty Ltd as reporting entities under the Act.

## Process of consultation

Due to the integrated nature of our operations, we take an enterprise-wide approach to our modern slavery response. Accordingly, our Modern Slavery Statement has been prepared in consultation with stakeholders across the Aurizon Group, including Procurement, Corporate Affairs, Legal, Human Resources, Governance, Risk and Assurance. This statement has also been prepared through a process of consultation with and endorsement by the Aurizon Holdings Executive Committee, and approval by the Board of Directors.

TABLE 1 MANDATORY CRITERIA

Mandatory criteria	Section in statement	Page
1. Identify the reporting entity	Our business	4
2. Describe the reporting entity’s structure, operations, and supply chains.	Our business – Our structure, Our operations, Our people, Our supply chain	4 to 7
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.	Risks of modern slavery in Aurizon	8 to 9
4. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes.	Actions taken to assess and address the risks of modern slavery	10 to 13
5. Describe how the reporting entity assesses the effectiveness of these actions.	Assessing the effectiveness of our actions	14
6. Describe the process of consultation on the development of the statement with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity covered by the statement).	Our business – process of consultation	4

**During FY2023, our Bulk business delivered 68 million tonnes of commodities.**

**Our operations**

Our four key operational areas are Coal, Bulk, Containerised Freight, and Network.

**Coal**

Our Coal business provides a critical service to Australia’s \$127 billion<sup>1</sup> export coal industry, the nation’s largest source of export revenue in FY2023. We haul around a half of Australia’s export coal volume. As a supply chain partner for our customers, we transported 185 million tonnes of coal in FY2023.

**Bulk**

Our Bulk business includes haulage of a range of bulk commodities, such as iron ore, bauxite, alumina, base metals, grain, livestock, and fertiliser-related products. During FY2023, our Bulk business delivered 68 million tonnes of commodities. The business also provides supply chain services to customers, including ballast cleaning, hook-and-pull, and port services.

In South Australia and the Northern Territory, our new Bulk Central business provides bulk freight services and operates the 2,200 kilometre Tarcoola-to-Darwin railway line. This geographic expansion gives Aurizon greater exposure to

commodities associated with new economy markets. Our customers’ needs drive our broader focus on Bulk logistics (not just rail) to offer an integrated service with production-to-port capability.

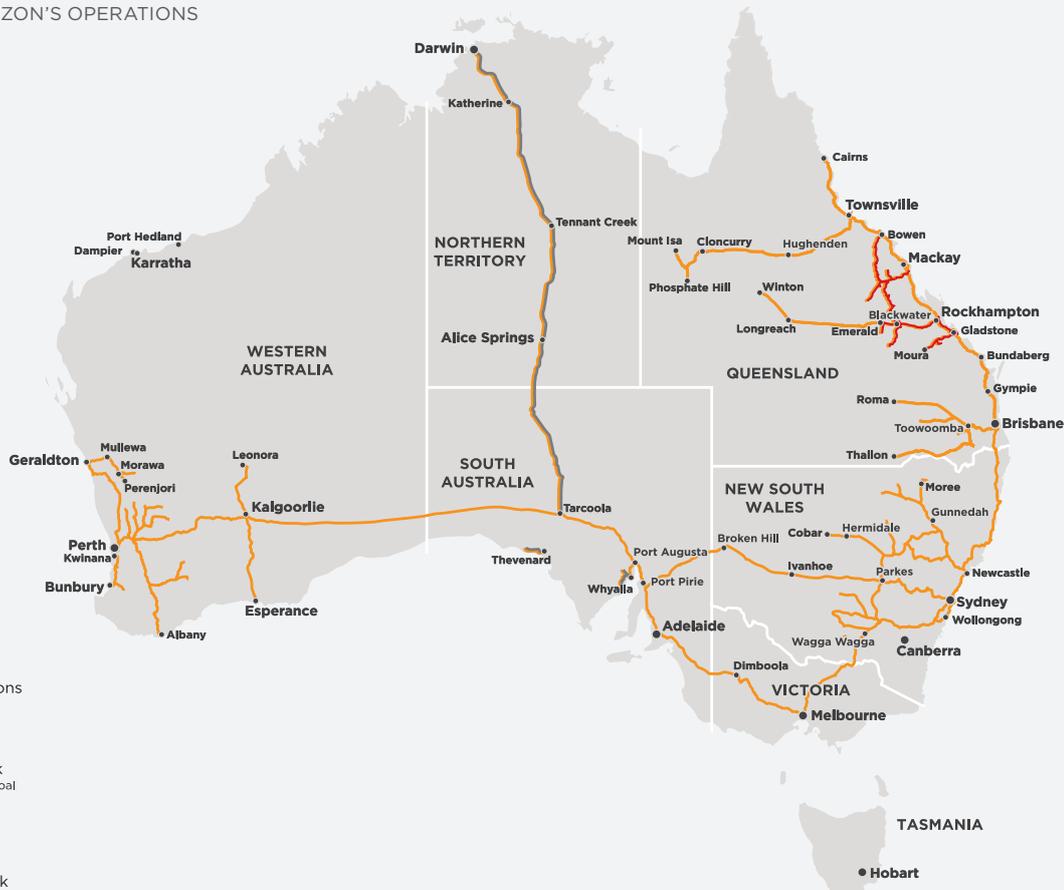
**Containerised Freight**

Our Containerised Freight business provides rail linehaul services for customers in Australia’s growing interstate freight market. This includes the transportation of vital supplies for communities across Australia, including retail and supermarket goods, perishables and refrigerated goods, vehicles, machinery and equipment.

**Network**

We operate and manage the Central Queensland Coal Network (CQCN) under 99-year leases from the QLD Government. These leases commenced in 2010. The CQCN connects over 40 mines to five export terminals, as well as to domestic customers. The CQCN is a critical part of the global supply chain, with about half of all global seaborne export metallurgical coal (used for steel production) travelling across the network. This 2,670 kilometre multi-user track network comprises four major coal systems: Newlands, Goonyella, Blackwater and Moura.

**FIGURE 2** AURIZON’S OPERATIONS



1 Australian Bureau of Statistics.

### Our people

At Aurizon, we have over 5,700 employees living and working across Australia. Our purpose – to grow regional Australia by delivering bulk commodities to the world – is underpinned by Aurizon’s values and a workplace culture of connection that enables great outcomes. Through our commitment to safe and efficient delivery for our customers, we are building our workforce for the future. This includes investing in our people and partnerships, and in creating an inclusive workplace.

We strive to create a culture where people live our values and are engaged and enabled to do their best work. Strong leadership, culture, and values-aligned people practices are our foundation to achieve these aims.

FIGURE 3 OUR VALUES



**SAFETY**  
We know safe, we choose safe.



**PEOPLE**  
We seek diverse perspectives.



**INTEGRITY**  
We have the courage to do the right thing.



**CUSTOMER**  
We strive to be the first choice for customers.



**EXCELLENCE**  
We set and achieve ambitious goals.

### Our supply chain

FIGURE 4 AURIZON'S FY2023 PERFORMANCE

**\$1.75bn**

in external spend<sup>2</sup>

**77%**

of spend was under contractual arrangements

**2,415**

tier 1 suppliers engaged

**\$21.32m**

spent with Aboriginal or Torres Strait Islander suppliers<sup>3</sup>

#### Tier 1

Aurizon’s supply chain is far-reaching and intricate. We have tier 1 suppliers that we engage directly, and tier 2 and beyond suppliers that provide our tier 1 suppliers with goods and services.

In FY2023, over 96% of our tier 1 external spend was channelled to Australian-based suppliers. Suppliers in Asia, Europe, the Caribbean, North America and New Zealand represent the remaining areas of spend. Although our data indicates predominantly Australian suppliers in our tier 1, it is important to note this data does not necessarily reflect the original geographical origin of our procured products or services, including from tier 2 and beyond suppliers.

#### Tier 2

Aurizon depends on its tier 1 suppliers. They must ensure that our expectations and their obligations for mitigating and reporting modern slavery risk are upheld in their supply chains, our tier 2 suppliers.

In FY2023, we have continued to increase visibility of our tier 2 and beyond suppliers, focusing particularly on our second largest

<sup>2</sup> Excludes government charges and access fees.

<sup>3</sup> Supply Nation-verified Indigenous businesses (supplynation.org.au)

**In FY2023, we are proud to note that Aurizon has doubled<sup>4</sup> its engagement with Aboriginal and Torres Strait Islander suppliers.**

spend category – rollingstock procurement. This includes buying, building and servicing our fleet of locomotives and wagons. This category accounted for spend of approximately \$301 million in FY2023. The purchase and maintenance of this fleet is critical to Aurizon’s delivery of services.

We engage with our tier 1 locomotive and wagon suppliers that source componentry and parts from the original equipment manufacturers (OEMs) as our tier 2 suppliers. Twenty new locomotives ordered by Aurizon in FY2023 will be manufactured in Australia using key componentry sourced by our tier 1 supplier from the tier 2 OEM in the USA.

When sourcing wagons, Aurizon works with overseas and domestic suppliers in wagon manufacturing, and commissions the completion of works in Australia.

**Regional supply**

Aurizon’s supply chain includes a significant percentage of external spend with regional suppliers.

Regional engagement is typically in the areas of:

- below rail asset management, including construction and maintenance services and the wet hire of equipment
- materials and engineering services, signalling and telecommunications, and track formation materials
- corporate goods and services, such as facilities, fire, and security services.

In FY2023, we are proud to note that Aurizon has doubled<sup>4</sup> its engagement with Aboriginal and Torres Strait Islander suppliers, and our spend increased from \$5.23 million in FY22 to \$21.32 million in FY23. Goods and services sourced from these suppliers were in the areas of quarry products, mainly ballast, and construction and maintenance services.

**TABLE 2 FIVE LARGEST SPEND CATEGORIES FOR FY2023**

Category	Source of supply	Tier 1 suppliers	% Tier 1 external spend
<b>1. Fuel</b>			
Lubricant and fuel used in our locomotives and equipment.	<b>Australia</b>	89	<b>18.3%</b>
<b>2. Rollingstock</b>			
Assets, parts, and servicing, which comprises purchasing and servicing of one of Aurizon’s key asset groups.	<b>Australia Barbados China Hong Kong Italy USA</b>	555	<b>17.2%</b>
<b>3. Construction and Maintenance Services</b>			
Services to support the maintenance of our rail infrastructure, i.e., civil construction and electrical infrastructure.	<b>Australia</b>	234	<b>9.9%</b>
<b>4. Energy</b>			
Energy supply for the Aurizon Group.	<b>Australia</b>	26	<b>7.3%</b>
<b>5. Information and Communications Technology</b>			
Our technology architecture of hardware, infrastructure, services, software, and telecommunications.	<b>Australia Singapore Europe USA New Zealand</b>	265	<b>4.9%</b>

4 Supply Nation-verified Indigenous businesses (supplynation.org.au)

# Risks of modern slavery in Aurizon

## In FY2023, we continued due diligence activities in line with our Modern Slavery and Human Rights Due Diligence Framework (our Modern Slavery Framework).

### Our governance and due diligence process

This framework aligns with the United Nations Guiding Principles on Business and Human Rights and is key in identifying and managing risks in our supply chain and operations.

During FY2023, we continued to use existing risk assessment and supplier due diligence processes to identify, assess and manage modern slavery and human rights risks throughout the procurement lifecycle. We support these processes with a third-party risk assessment platform guiding our approach to assessing and measuring the risk of modern slavery occurring in our operations and supply chain.

We also used our third-party platform for an internal self-assessment of our operational processes and to generate a predictive Bill of Materials (BOM) through analysis of supply chain data. We used the self-assessment results to measure the effectiveness of actions taken to address the risk of modern slavery in our operations, and we used the BOM to measure risk at multiple tiers of the supply chain, from raw materials/components to suppliers of finished goods.

When we assess our supply chain, an inherent risk score is produced, incorporating supplier, industry, geographic location, and product risk, which gives suppliers a risk rating of 'high', 'moderate' or 'low'. We also use a wide variety of information sources, such as the US State Department's Trafficking in Persons Report, the Global Slavery Index, and other industry reports to identify potential modern slavery risks within our supply chain.

Self-Assessment Questionnaires are sent to suppliers with a high-risk rating to help determine their human rights maturity. This maturity is assessed against five key areas: governance and policy commitments; operationalising respect and human rights due diligence; operational grievance and remedy mechanisms; human rights practices; and auditing history.

As part of our supplier due diligence processes, including self-assessments, we work to foster two-way dialogue and collaboration with our suppliers. We share suppliers' risk score and maturity rating with them, which forms the basis of ongoing engagement and guidance on potential modern slavery areas of risk and

associated mitigations. Concerns that have not been mitigated through this step in the process are assessed further to determine whether a remediation plan or other form of enhanced due diligence is needed.

On our internal register, we record data and information obtained through our due diligence processes and use it to help monitor the risk profiles of our suppliers and to guide future actions.

We also continue to monitor media alerts, with relevant items applied to the risk profile of our suppliers, associated industries, and source countries.

### Modern slavery risks in our supply chain

The ever-changing risks of modern slavery require our constant consideration and examination.

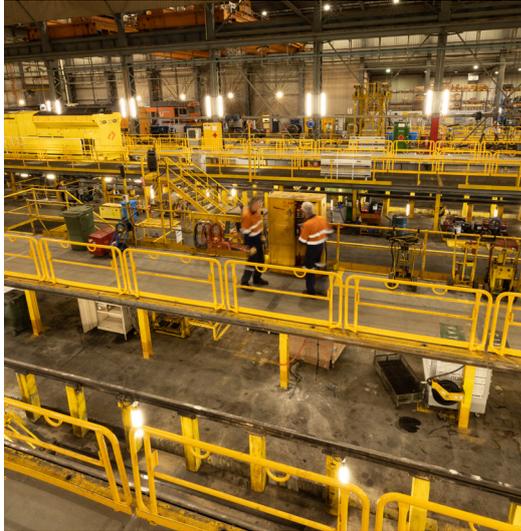
#### Tier 1 suppliers

Aurizon has over 2,400 tier 1 suppliers. During FY2023, we continued to monitor our supplier base using our third-party risk assessment platform. This platform aims to provide end-to-end information about modern slavery risks in goods and services, from raw materials and primary inputs to finished products and services. The platform also provides risk assessments for specific products, industries, geographies and individual suppliers.

In conjunction with our other modern slavery due diligence processes forming part of our Modern Slavery Framework (described above), and the use of our third-party risk assessment platform, in FY2023, we identified 13 high-risk suppliers, which accounted for less than 1% of our total supplier spend. We also identified 20 suppliers that operate in industries that could be high risk or had actions that carried over from a previous reporting period. In FY2023, we focused on this list of 33 suppliers. The actions are detailed further below.

In FY2024, we will continue to focus on two key industries. Suppliers in these industries are in our top five spend categories, and they also represent the highest potential risk for us to contribute to or be directly affected by modern slavery.

1. Rollingstock equipment – risk of forced labour and human trafficking due to the complex supply chains, limited transparency of multiple tiers in the supply chain, and geographical risks based on the country of origin.
2. Information, communication and technology – risk of forced labour and child labour in relation to products such as laptops, mobile phones and devices, consistent with the Global Slavery Index, due to the source location of these products.



### Tier 2 suppliers

Aurizon acknowledges that visibility across its tier 2 and beyond suppliers remains part of its continuous improvement journey and is taking steps to increase transparency of its extended supply chain.

Our review of recent modern slavery statements by a selection of Aurizon's major suppliers indicates they have implemented various due diligence mechanisms to inform and obligate their suppliers (tier 2 Aurizon suppliers) to comply with their contractual and legislative obligations.

Our suppliers rely heavily on self-assessment questionnaires as a mechanism for identifying and monitoring the risk of modern slavery. Suppliers with more mature modern slavery risk programs also use third-party risk monitoring systems and site audits.

We work closely with our suppliers of critical goods, e.g. rollingstock, to ensure that our modern slavery risk obligations are communicated through our supply chain.

### Modern slavery risks in our operations

We are aware that modern slavery risks can be found anywhere; they are not confined to specific countries or regions. Accordingly, we need to identify any elements or practices within our operations that could inadvertently enable or contribute to modern slavery.

Aurizon's Corporate Governance Statement is anchored in the principles and recommendations of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations, which are designed to facilitate and promote responsible management practices and professional conduct. To help detect potential modern slavery risks within our operations, we combine corporate governance with our comprehensive Modern Slavery Framework (including our third-party risk assessment platform).

For employment, Aurizon's workers are engaged through various employment mechanisms, including enterprise agreements, awards, or common law contracts. We pay at or above minimum wages and have multiple levels of controls within our payroll processes.

As noted in our FY2022 statement, we engaged a business process outsourcing supplier to provide corporate support to Administration, Finance, Human Resources, and Procurement. These services are provided from India. When this supplier's due diligence activities were completed in line with our Modern Slavery Framework in FY2021, they returned an acceptable maturity rating. As detailed in the case study below, an external third party completed an onsite audit in FY2023 to reassess this supplier's maturity rating. Finding no indicators of modern slavery during the onsite audit, our auditor concluded that the likelihood of modern slavery at the supplier's facilities was low.

Considering these safeguards, the probability of Aurizon inadvertently encouraging or contributing to modern slavery within our operations is relatively low.

As also noted in our FY2022 statement, Aurizon acquired One Rail, effective 29 July 2022. Consequently, entities forming part of One Rail's Bulk Central business were integrated into the Aurizon Group. We divested any entities that had formed part of One Rail Australia (previously referred to as East Coast Rail).

In FY2023, the Bulk Central entities were integrated into Aurizon's Modern Slavery Framework, consistent with Aurizon's modern slavery commitments for FY2023. The uploading of 167 (One Rail/Bulk Central) suppliers onto Aurizon's third-party risk assessment platform was completed, including an initial review of potential modern slavery risk. None of the integrated suppliers were assessed as being high risk. Bulk Central suppliers that are now integrated will be included in Aurizon's FY2024 general modern slavery governance actions.

# Actions taken to assess and address the risks of modern slavery

## In FY2023, Aurizon focused on our continuous improvement of supplier governance, reviewing and working with our suppliers prioritised for FY2023, maintaining the awareness of modern slavery risks within our organisation, and increasing the acknowledgement by our suppliers of Aurizon's Supplier Code of Conduct.

In FY2023, we also developed a three-year plan, from FY2024 to FY2026, to replace our first modern slavery three-year plan. Our new plan will help us to further uplift, embed, and sustain our commitment to reduce the risks of modern slavery in our operations and supply chains (see Modern Slavery Roadmap).

### Supply chain and operations

In FY2023, we have continued to effectively identify, assess, address, and proactively manage modern slavery risks in our supply chain in several ways, including:

- monitoring global media alerts
- working with our suppliers to complete or recomplete self-assessment questionnaires
- working with our suppliers to acknowledge acceptance of, and encourage continued compliance with, Aurizon's Supplier Code of Conduct (CoC)
- continuing to educate Aurizon personnel on their responsibilities in managing modern slavery risks.

### High-risk and prioritised suppliers

As noted above, Aurizon identified 13 high-risk suppliers and 20 prioritised tier 1 suppliers for particular focus in FY2023. The high-risk suppliers completed a self-assessment questionnaire through our third-party risk assessment platform. Questionnaire responses were independently assessed. We met with suppliers that did not complete all questions or that were deemed to need further review to gain a better understanding of their operations and to further assess any potential risk.

After Aurizon completed the scheduled reviews with these high-risk suppliers, we found no ongoing concerns.

In addition to the high-risk supplier review, the suppliers in the category of labour hire were reviewed and prioritised. Suppliers to Aurizon in this category completed the self-assessment questionnaire for review and further discussion. No concerns were raised.

Aurizon identified two suppliers as having actions to complete in FY2022 that were carried over as prioritised suppliers in FY2023. Our review in FY2023 found those suppliers had completed their actions.

Finally, some suppliers that had been assessed in FY2021 as needing further action completed their due diligence in FY2022. All suppliers remained compliant.

### Code of Conduct

For onboarding new suppliers, Aurizon's terms and conditions require acknowledgement of and compliance with Aurizon's CoC.

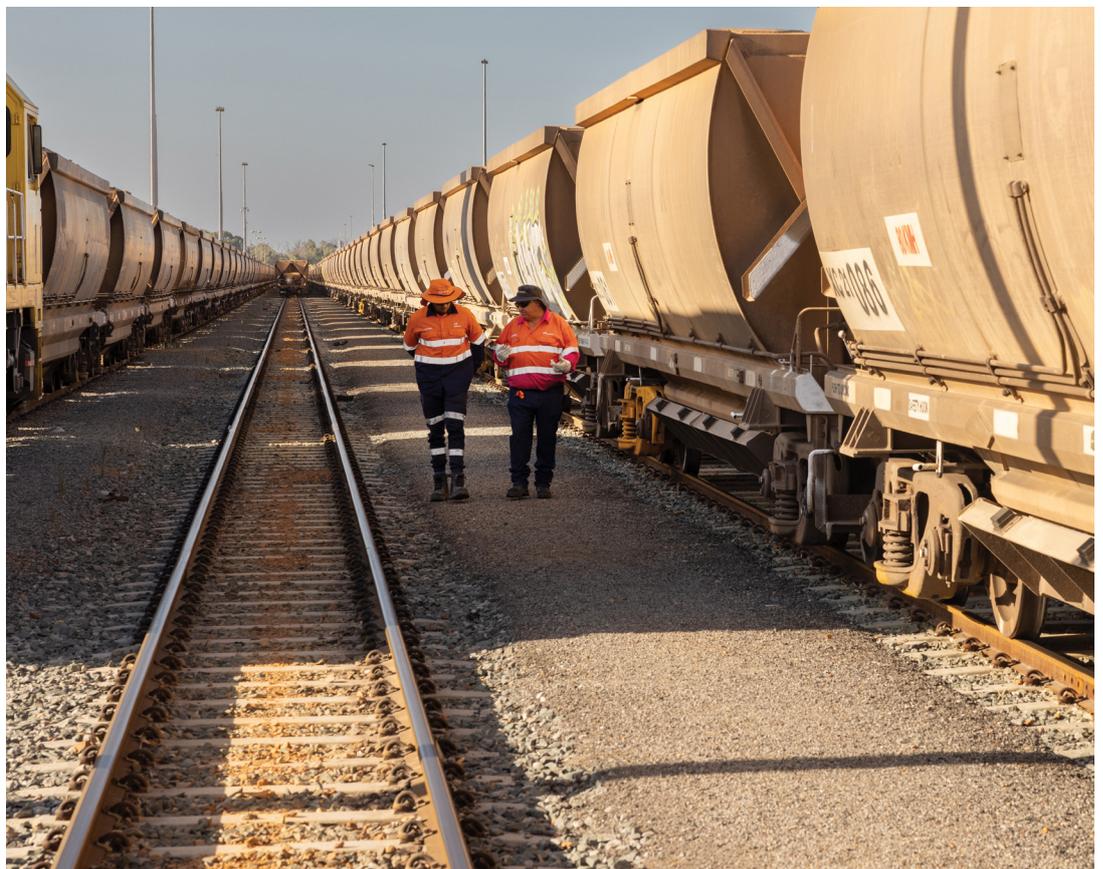
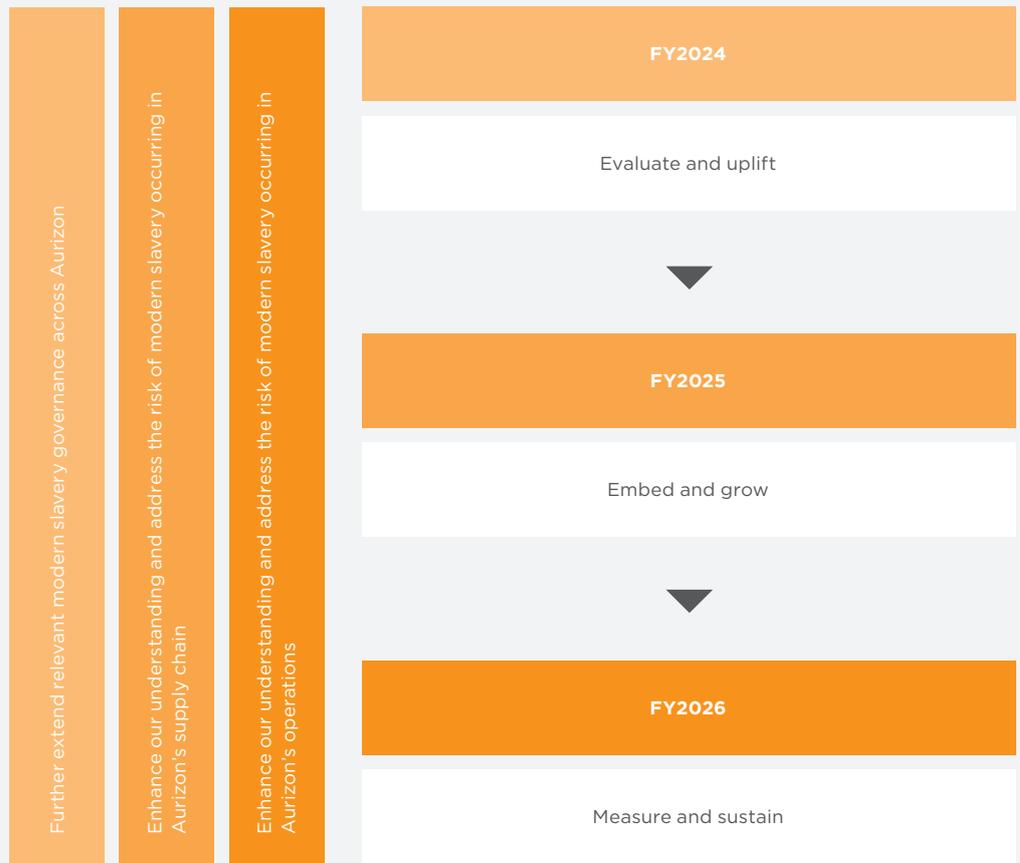
For existing suppliers, or those suppliers who do not utilise Aurizon's terms and conditions, the dedicated actions we started in FY2022 to address any existing suppliers who had not formally acknowledged Aurizon's CoC continued in FY2023.

To target maximum levels of compliance in FY2024, we will review and streamline the governance process for existing suppliers that have not formally acknowledged Aurizon's CoC.

### Planning

To replace Aurizon's outgoing (FY2021 to FY2023) modern slavery risk roadmap, in FY2023 we developed a new roadmap for FY2024 to FY2026. It is to ensure that we are focused on continuous improvement of our modern slavery risk assessment and management processes and our supply chain resilience. We developed the new roadmap in consultation with representatives from Procurement, Legal, Risk, and HR. A third-party modern slavery risk advisory specialist facilitated the process.

FIGURE 5 MODERN SLAVERY ROADMAP



### Site audits

Aurizon's commitment to reduce supply chain risk extends to applying due diligence in the physical environment through site audits.

In FY2023, we arranged an audit of Aurizon's business process outsourcing supplier based in India, a geographical location that the Global Slavery Index identifies as high risk. To help complete this site audit, Aurizon engaged a third-party independent site auditor who confirmed that the modern slavery risk associated with the supplier was low, as detailed in the following case study.

### Case study

#### Responding to potential modern slavery risk

In April 2023, we contracted a third-party auditor to assess the risk of modern slavery at a facility operated by our business process outsourcing supplier.

The assessments at the site consisted of the following:

- **Desktop assessment:** Before visiting the facilities, the auditor's open-source review of the supplier used domestic and international data sources for three tasks – to identify historical issues; to determine whether the facility or its owners were on any sanctions lists; and to establish potential risk indicators to sharpen the focus for the onsite assessment.
- **Onsite assessment:** The auditor undertook a tour of the supplier's office.
- **Documentation review:** The auditor reviewed documentation, including payroll, time sheets, company policies, and employee information.
- **Management and worker interviews:** The auditor selected 12 employees (including two managers) to interview, including male and female workers of varying ages from multiple functional areas.
- **Management and worker surveys:** During each interview, the auditor asked the interviewee to complete a survey to determine areas of risk.



Our auditor found no indicators of modern slavery in our supplier onsite audit and concluded that the likelihood of modern slavery at the facility was highly unlikely. The auditor noted that the supplier had good policies and understanding of human rights concerns and had kept strong controls on its suppliers through its Supplier Code of Conduct and without-notice internal audits.

Through site audits such as this, Aurizon is committed to continually improving our visibility of the potential for supply chain risk in our suppliers' operations. As part of this commitment, we will review relevant risk criteria, supply and suppliers, and set a target to complete three supplier audits in FY2024.

#### Aurizon self-assessment

In FY2023, we used our third-party risk assessment platform to assess the ongoing maturity of Aurizon's modern slavery governance. We completed the self-assessment questionnaire internally in consultation with HR, Safety, Risk, Legal, Payroll and Procurement. It assessed our responses to questions on Aurizon's governance and policy commitments, due diligence in operationalising respect and human rights, operational grievance and remedy mechanisms, human rights practices, and the outcome of any related audits. Although no significant areas of concern were raised in our initial assessment in FY2021, we developed an improvement plan, incorporating the actions completed and detailed in our FY2022 statement.

The FY2023 assessment showed notable improvement in each assessed area.

**Aurizon commits to giving our employees, contractors, suppliers and the general community the opportunity to safely raise grievances.**

**Modern slavery training**

Aurizon’s modern slavery training is an online module rolled out since August 2021 to key personnel in operations, supply chain, technology, and other corporate areas of the Aurizon business where the ability to influence management of modern slavery risks in our operations and supply chain is greatest. The training is also available to be completed by the remainder of the Aurizon business. Training completion rates for new personnel in high-risk areas of the business (such as Procurement) continues to be high. It forms part of an introduction to Aurizon’s commitment to reduce the risk of modern slavery occurring in our supply chains.

Aurizon recognises the importance of collaborating and engaging with internal and external stakeholders to build understanding, to progress education, and to deliver change. Modern slavery was a feature topic at several of our Procurement ‘town hall’ meetings at Aurizon in FY2023 - we encouraged our personnel to engage with our external stakeholders to continue to raise awareness about the risks of modern slavery and ways to mitigate it.

In FY2024, we will continue to feature modern slavery in our Procurement town hall meetings to give regular updates on our modern slavery journey. This could cover topics such as governance and modern slavery actions in Aurizon, our progress, and any regulatory changes. These meetings will provide a forum for questions and answers about modern slavery risk in our operations and supply chain.

In FY2024, we will also update our training module to ensure it is aligned with the evolving modern slavery landscape and Aurizon’s journey of continuous improvement. We will continue to give personnel the opportunity for more training through internal and external workshops and forums.

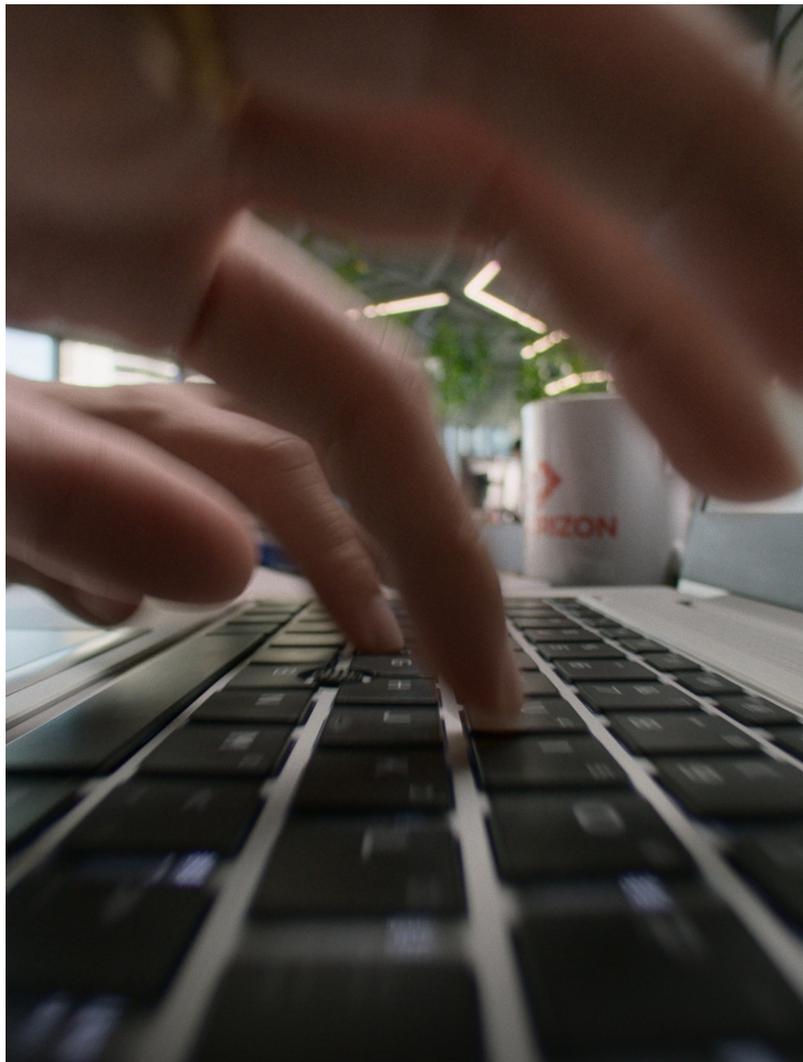
**Grievance mechanisms**

Aurizon commits to giving our employees, contractors, suppliers and the general community the opportunity to safely raise grievances about Aurizon upholding and respecting human rights, including the opportunity to provide specific information on modern slavery concerns.

By providing grievance mechanisms, Aurizon facilitates open communication, fosters a more inclusive and respectful working environment, enhances business relationships, manages risks, protects corporate reputation, and promotes regulatory compliance. To support this, Aurizon released a new grievance procedure in early 2023.

Operated by an independent third party, our Whistleblower Hotline enables employees, contractors, suppliers, and their families to anonymously report suspected or actual illegal activity, breaches of company policy, and potential fraud or misconduct. More information on our Whistleblower Hotline is available in our Whistleblower Policy on our website.

Aurizon’s Whistleblower Hotline is promoted widely to internal and external stakeholders to report any human rights and modern slavery concerns. In FY2023, no modern slavery concerns were reported.



# Assessing the effectiveness of our actions

## As Aurizon continually strives to improve, we remain focused on how we identify, prevent, mitigate and manage the risk of modern slavery occurring in our operations and supply chains.

Steps we took in FY2023 to assess the effectiveness of our existing measures are set out below.

### Governance and due diligence

We continue to report annually to the Aurizon Holdings Executive Committee and Board of Directors, to provide an overview on the progress of our actions to address modern slavery risk and our statement for reporting. Their review and feedback help to ensure our response is appropriate and in line with enterprise expectations.

During FY2023, Aurizon undertook a benchmarking exercise for our modern slavery statements and due diligence practices to understand areas where we are exceeding or aligned with good practice and areas where we could improve.

We also engaged a third-party consultant to review Aurizon's modern slavery governance actions to provide assurance that commitments have been completed, and recommendations have been made for continuous growth and improvement.

Modern slavery risks identified during the year are raised, where necessary, to the Executive Committee and the Board of Directors. In FY2023, no risks were identified.

### Procurement and supply chain

In FY2023, we continued to track key supplier metrics, including Supplier Code of Conduct acknowledgements, requests for supplier self-assessment questionnaire responses, and engagement with identified high-risk suppliers.

High-risk suppliers completed self-assessment questionnaires, which resulted in some follow-up engagements. This engagement process showed that these suppliers did not actually present a notable risk of modern slavery, and no further action was necessary.

Improvement plans that had begun in FY2022 for two high-risk suppliers identified as low maturity were completed. Each supplier made notable improvements in their company's governance process.

### Training and education

The inclusion of modern slavery as a topic at Procurement town hall meetings, and in general discussion with stakeholders, was viewed as an effective way to raise awareness of modern slavery risks within our operations and supply chain. We will continue these actions in FY2024, giving even more personnel the opportunity to train and educate themselves on modern slavery.

### Aurizon's modern slavery maturity

To measure the effectiveness of our due diligence framework mechanisms, Aurizon Operations completed another self-assessment questionnaire in FY2023. This assessment confirmed an uplift in our performance since the initial assessment was completed.

Aurizon will continue to monitor and assess our modern slavery maturity by completing an updated self-assessment in FY2024.



## Our year ahead

### In FY2024, we will:

- plan and execute our detailed roadmap initiatives to drive continuous improvement in our due diligence activities in our operations and supply chain
- deliver ongoing awareness and training to support our personnel to understand, identify, assess and manage modern slavery risk
- continue to use industry-recognised tools and services to continually improve our understanding, governance and processes to drive the reduction of modern slavery risks in our operations and supply chain.

**TABLE 3** AURIZON HAS COMMITTED TO THE FOLLOWING PRIORITIES FOR FY2024

Priority	Description
	Enhance our cross-function working group to drive improvement, increase awareness, and ensure diligence in our governance of modern slavery risk.
<b>Governance and Due Diligence</b>	Augment and optimise our existing supplier due diligence and prequalification risk-assessment procedures.  Further define and update our Modern Slavery Framework and provide an information hub for employees to access.
<b>Operations</b>	Complete modern slavery self-assessment questionnaires by new members of the Aurizon Group, i.e. Bulk Central.  Validate alignment of modern slavery-related framework, policies and procedures with Bulk Central.
<b>Supply Chain</b>	Refine our modern slavery supply chain risk management policies and procedures.  Implement other industry-recognised modern slavery risk-assessment tools that could help us to continuously improve our modern slavery maturity.

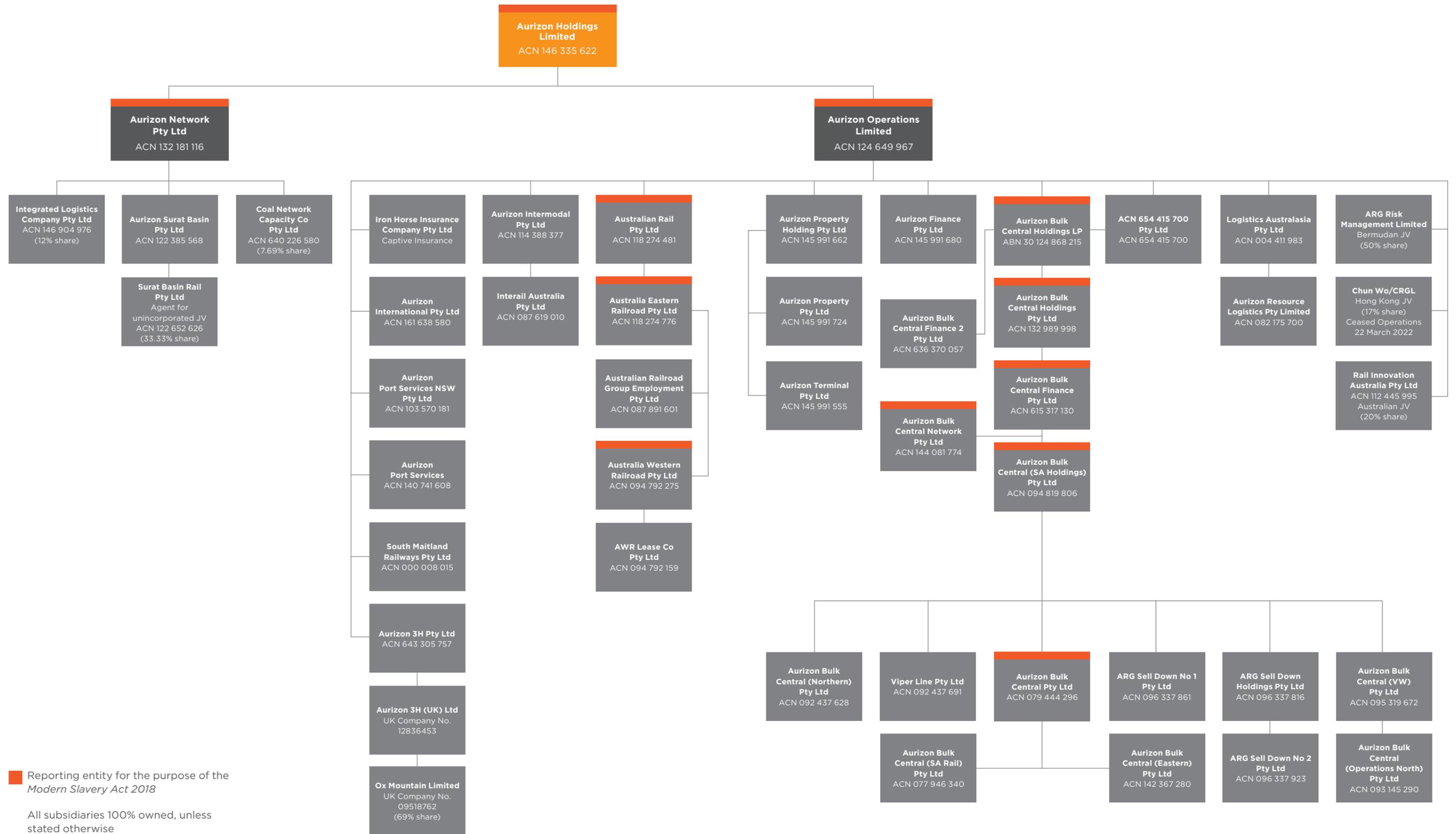
This is our fourth Modern Slavery Statement made pursuant to the *Modern Slavery Act 2018* (Cth) (the Act) and constitutes the modern slavery statement of the Aurizon Group for the year ending 30 June 2023 (FY2023).

The statement was approved by the Aurizon Holdings Board of Directors, the principal governing body of the parent entity of the Aurizon Group, on **13 October 2023**.

**Andrew Harding**



Managing Director and Chief Executive Officer  
December 2023



Reporting entity for the purpose of the Modern Slavery Act 2018

All subsidiaries 100% owned, unless stated otherwise

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