



LINDSAY AUSTRALIA
LIMITED

Modern Slavery Statement

2025



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ACKNOWLEDGEMENT OF COUNTRY

Lindsay Australia Limited acknowledges the First Nations peoples of the lands upon which we live and work.

We acknowledge their rich cultures and their continuing connection to land, waters, and community.

We pay our respects to their Elders past, present and emerging.



Introduction

A NOTE FROM OUR CEO

Over the past year Lindsay Australia have taken action to demonstrate our commitment to upholding human rights and addressing modern slavery across our operations and broader supply chain. Our 2025 report outlines our progress and our reliability to conduct business transparently and ethically.

We're pleased to report that over the year we've advanced both our governance and practises to support our commitments. We've implemented new audits and processes to improve our modern slavery risk identification and controls, our safety performance has improved, and we've introduced new well-being initiatives and increased engagement with our stakeholders, to share knowledge, build awareness and understanding.

Lindsay recently expanded our operation with the acquisition of SRT Logistics, Tasmania's largest refrigerated transport business, and an important part of the integration was to review any potential exposure this growth introduced, ensuring we remain mindful of our risk and impact as our business changes. This work is ongoing and forms a part of our goals for FY26.

Our 2025 Modern Slavery Statement affirms our commitment to understanding modern slavery and taking steps to eradicate it. While there will always be more work to do, we remain committed to taking action to ensure our business success is underpinned by ethical practices, transparency, and mutual respect. We seek to achieve this through tangible actions guided by Values that dictate how we manage our business operations, and by maintaining strong relationships with our people and our partners.

Clay McDonald
Chief Executive Officer



ABOUT THIS STATEMENT

Lindsay Australia Limited ABN 81 061 642 733 has produced this Modern Slavery Statement in accordance with Section 16 of the Modern Slavery Act 2018 (Cth), (the “Act”) for the financial year ended 30 June 2025. It identifies the steps Lindsay Australia Limited took to identify, assess, mitigate and remediate modern slavery risks in their operations and supply chains during the financial year.

All references to our, we, us, the Company, the Group, Lindsay Australia and LAL collectively refer to Lindsay Australia Limited ABN 81 061 642 733 and its reporting entities and subsidiaries, including WB Hunter Pty Ltd ABN 39 008 410 900, Lindsay Transport Pty Ltd ACN 055 792 919, Lindsay Rural Pty Ltd ACN 090 821 300, Lindsay Fresh Logistics Pty Ltd ACN 600 103 142 and Lindsay SWWA Pty Ltd ABN 35 685 211 723. All references to a year are this financial year ended 30 June 2025 unless otherwise stated. The acquisition of SRT Logistics Pty Ltd ABN 21 086 507 002 was completed on 1 July 2025. All monetary values are expressed in Australian dollars (A\$) unless otherwise stated.

Lindsay Australia's head office is located at 152 Postle Street, Acacia Ridge, QLD 4110.

The drafting of this statement was led by a cross-functional team drawing on expertise across our business, including Corporate Governance, Strategy, Procurement, Fleet Management and Human Resources in consultation with each of the above reporting entities.



Lindsay Australia welcomes feedback to maintain our high standards of conduct. If you have concerns about modern slavery or human rights issues in our operations or supply chain, please contact us. Your voice matters.

All information reported or disclosed via Stopline will be treated confidentially and sensitively.

By Phone:
1300 30 45 50

Online reporting form at:
<https://lindsayaustralia@stoplinereport.com/>

By Mail:
Lindsay Australia Limited
c/o Stopline, Locked Bag 8,
Hawthorn VIC 3122

About Lindsay Australia

OUR OPERATIONS

Established in 1953 by brothers Tom and Peter Lindsay, Lindsay Australia has grown to be a leading name in transport and logistics in Australia. The business has come a long way from its early days of carrying local fruit and vegetables to the trains in Coffs Harbour. We were one of the first transporters in Australia to use refrigerated trailers, and have since evolved to become a fully integrated transport, logistics, and rural supply company servicing customers in the food-processing, food services, rural and horticultural sectors.

Lindsay Australia is now publicly listed on the Australian Securities Exchange (ASX: LAU), and our corporate group encompasses WB Hunter, Lindsay Transport (now incorporating SRT Logistics), Lindsay Rural, and Lindsay Fresh Logistics.

Figure 1. Lindsay operations map.



Lindsay Transport

Providing end-to-end transportation services, including linehaul, dry and general freight, refrigerated chiller freight, as well as local pick-ups and deliveries. Lindsay Transport provides multi-modal optionality offering road, rail and cross Tasman services.

Lindsay Fresh Logistics

Providing unloading, cross-docking, storage, ripening, fumigation, and import/export services.

Lindsay Rural

Providing an extensive range of agricultural products including packaging, fertilisers, chemicals, and irrigation equipment.

WB Hunter Rural

A rural merchandising business specialising in the provision of rural supplies, agricultural services, trade essentials and pet products.

3,000+

company owned assets

3 mil.+

tonnes of freight delivered annually

13,500

customers across Australia

60+

branches situated across Australia

2,000+

farmers supplied

20

key regional locations

\$850mil.

full year revenue excluding SRT

\$1bn.

full year revenue including SRT

100+

logistics clients supplied

THE LINDSAY WAY

Our business and people's success depends on being a reputable organisation, and we believe that actions speak louder than words. As individuals and as a group, our behaviour will influence how the broader community views the Lindsay Group.

The Group's core values are both individually significant and in combination lay the platform for the everyday operations to build a sustainable business for the future. Our values underpin how we manage our business including our approach to addressing modern slavery.

**SAFETY ALWAYS**

- ✓ No compromise on safety & quality
- ✓ See, report, action
- ✓ Everyone home safe

**STRONGER TOGETHER**

- ✓ Support your teammates
- ✓ Celebrate success
- ✓ Trust & rely on each other

**OWN IT**

- ✓ Do what you say
- ✓ Proud to represent Lindsay
- ✓ Treat it like your own

**READY TO ADAPT**

- ✓ Be flexible & creative
- ✓ Solutions driven
- ✓ Thrive in any conditions

**DO WHAT'S RIGHT**

- ✓ Lead by example
- ✓ Communicate transparently
- ✓ Honesty & integrity

**OUR GOVERNANCE**

At Lindsay Australia, we recognise our impact is greatest when our whole team understand their role and has the opportunity to contribute.

To address the risks of modern slavery across our operations and supply chain, we have established a strong governance structure.

Figure 2. Lindsay Australia Limited Modern Slavery Governance Structure.



OUR WORKFORCE

Lindsay Australia relies on the strength of our workforce, which comprises both direct employees and indirect workers – as categorised and defined below.

Direct labour

2,443

2,022 Permanent Employees

421 Casual Employees

Indirect labour

215

HIRED LABOUR

LAL contracts a proportion of vehicle operators through labour hire firms who are engaged on a per trip basis.

SUB-CONTRACTORS

LAL engages directly with subcontractors who provide both the labour and vehicles to complete surplus orders.

CONTRACTORS

Diversified services are also provided on a contract basis ad-hoc, including mechanics, cleaners, security, etc.

OUR SUPPLY CHAIN

Lindsay Australia's supply chain is a complex network encompassing a wide range of stakeholders and activities providing the labour and material required for our business to operate.

While we work with a small profile of international suppliers, 99% of our suppliers are based here in Australia. We recognise that while our procurement choices may be made with a local distributor, these suppliers may purchase thousands of products and services on our behalf from sub-suppliers in an extended, largely opaque, complex global supply chain.

FY25 Supplier Snapshot

2,755

total vendors

\$566 mil.

total spend

99%

Australian-based suppliers

90+

categories across goods and services



Business unit

Lindsay Transport

Transport, logistics, warehousing, cold chain

Key supply chains

- Fresh food, horticulture/agricultural related products
- Refrigerated products, including ready to eat meals, juice, dairy products etc
- Fleet and equipment
- Road and rail transport subcontracting
- Tyres
- Fuel and lubricants
- Labour hire
- Equipment maintenance, spare parts and servicing
- Cross Tasman Shipping

Lindsay Rural

Rural supplies

- Fertilisers
- Chemicals
- Packaging
- Nutrients

Lindsay Fresh Logistics

Import and export related services

- Fresh food, horticulture/agricultural related products
- Air and sea ports
- Road transport subcontracting
- Fumigation and ripening input products

Head office/operations

IT services, property development initiatives, property maintenance

- Property development for warehouse services, cold rooms and transport operations
- IT software and hardware
- General office supplies
- Telecommunications and security equipment supplies
- Uniforms and personal protective equipment supplies
- Professional services such as legal and accounting
- Cleaning services

WB Hunter Rural

Rural, trade and DIY supplies

- Fertilisers
- Chemicals
- Fencing
- Livestock products
- Packaging
- Nutrients
- Hardware
- Timber
- Trade supplies
- Pet products (including pharmaceuticals)
- Agronomy and feed testing services

Understanding our modern slavery risks

OUR APPROACH

At Lindsay Australia, we recognise modern slavery as conduct where offenders use coercion, threats or deception to exploit victims and undermine or take away their freedom¹.

It can include human trafficking, slavery, servitude, forced labour, debt bondage, deceptive recruiting for labour or services, forced marriage, and the worst forms of child labour.

At Lindsay Australia, we do not underestimate the impact of modern slavery, nor its prevalence globally and close to home – in fact, according to the Walk Free Foundation's Global Slavery Index, 41,000 Australians are believed to be victims of modern slavery.

When identifying modern slavery risk that may be relevant to our business, we refer to the United Nations' 'Guiding Principles on Business and Human Rights' (UNGPs). These principles set out a three-part continuum showing how businesses can be involved in adverse human rights impacts, including modern slavery.

The graphic to the right shows how we have mapped our activities across this continuum, an exercise we will repeat as our business changes and grows.

¹ This is consistent with the definition of modern slavery used in the Australian Government's Official Guidance about the Modern Slavery Act.

Cause

A business may cause modern slavery (or other human rights harm) where its actions or operations directly result in modern slavery practices.

Contribute

A business may contribute where its actions or omissions facilitate or incentivise modern slavery.

Directly linked

A business may be directly linked to modern slavery through its services, products or operations. This includes situations where modern slavery may occur in businesses' extended supply chain.

Cause

A transport company could cause modern slavery in limited circumstances through threats associated with visas. We have targeted internal human resources procedures and controls to ensure all LAL employees are subject to relevant awards or industrial instruments and subject to the National Employment Standards under the Fair Work Act 2009 (Cth). Wages and benefits meet or exceed all legal requirements.

Contribute

Through our diversified support services, for example, a cleaning company, we recognise the potential we could contribute to modern slavery if we placed unrealistic cost requirements or timeframes on its subcontractors, which could likely only be met using exploited labour. Our businesses regularly engage with our suppliers and maintain strong relationships. These relationships are pivotal to ensuring a continuous dialogue where impractical expectations can be properly understood and addressed.

Directly linked

Like most Australian businesses, we understand that our extensive supplier network is the source of most of our modern slavery risks. For example, a tyre supplier may purchase rubber through a trader sourcing raw materials from cooperatives, some of whose members utilise forced labour on their plantations.

We consider four key areas for their probability to increase the risk of modern slavery: (1) vulnerable communities; (2) high-risk business models; (3) high-risk procurement categories; and (4) high-risk geographies. There is a higher possibility that actual harm is occurring when several high-risk elements are present, so additional controls are needed to make sure that risk does not materialise into harm.



GAINING INSIGHT INTO OUR SUPPLY CHAINS

Lindsay has undertaken a Social Life-Cycle Assessment (S-LCA) analysis of the Group's spend data to screen it against global databases and other sources including the Social Hotspot Database, Global Slavery Index.

The assessment is based on **risk to people**, and assesses:

Geographic risk
- country level



Product and service risk
- child and forced labour



Industry risk

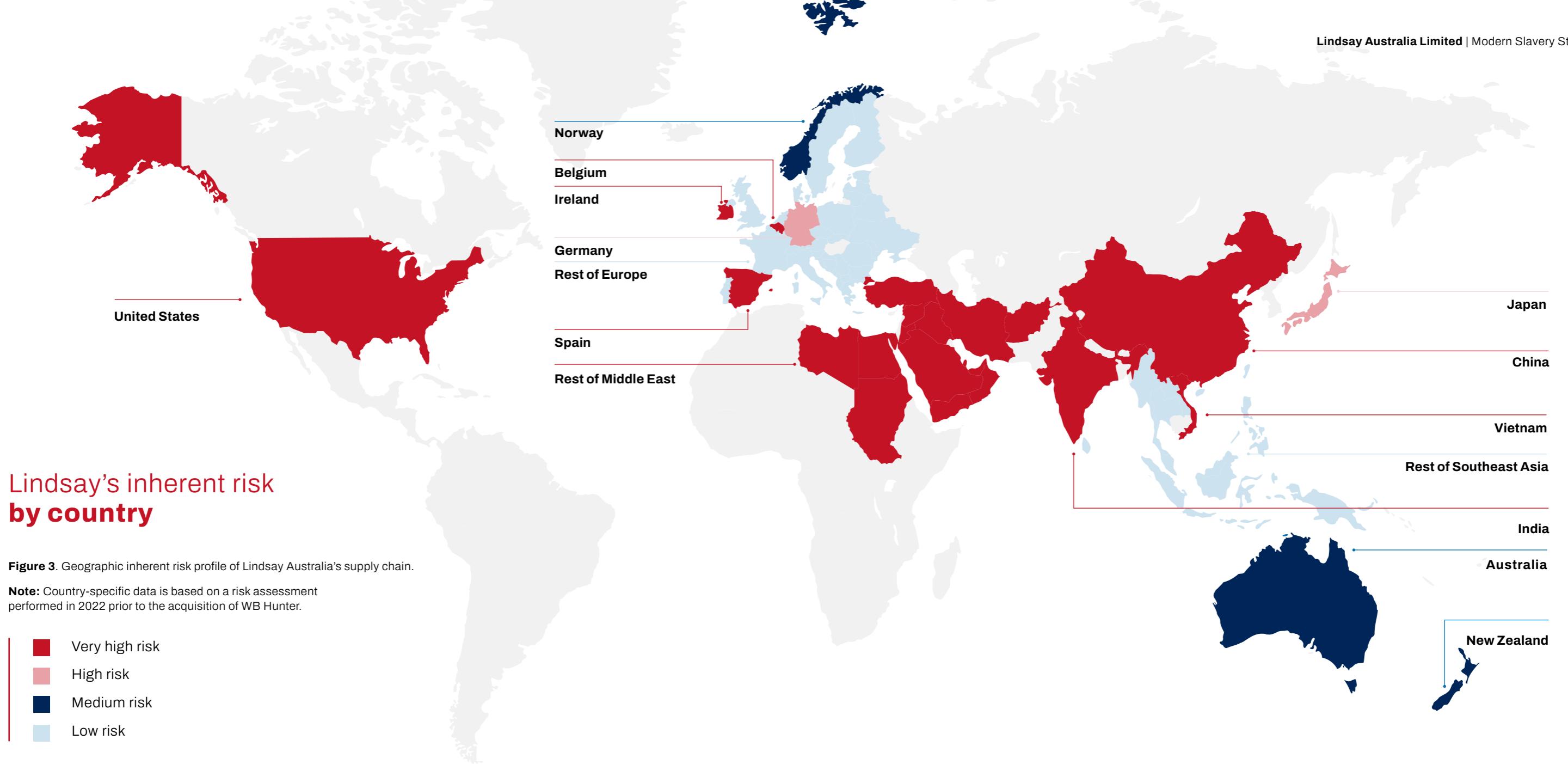


The analysis ranks our procurement categories according to inherent modern slavery risk, as well as by spend, to summarise the hotspots and their drivers.

This approach enables us to take targeted actions to mitigate modern slavery risks.

The S-LCA helped us to understand and visualise geographic risk factors within our supply chains and will assist us making better and more informed decisions around our supply chains into the future.



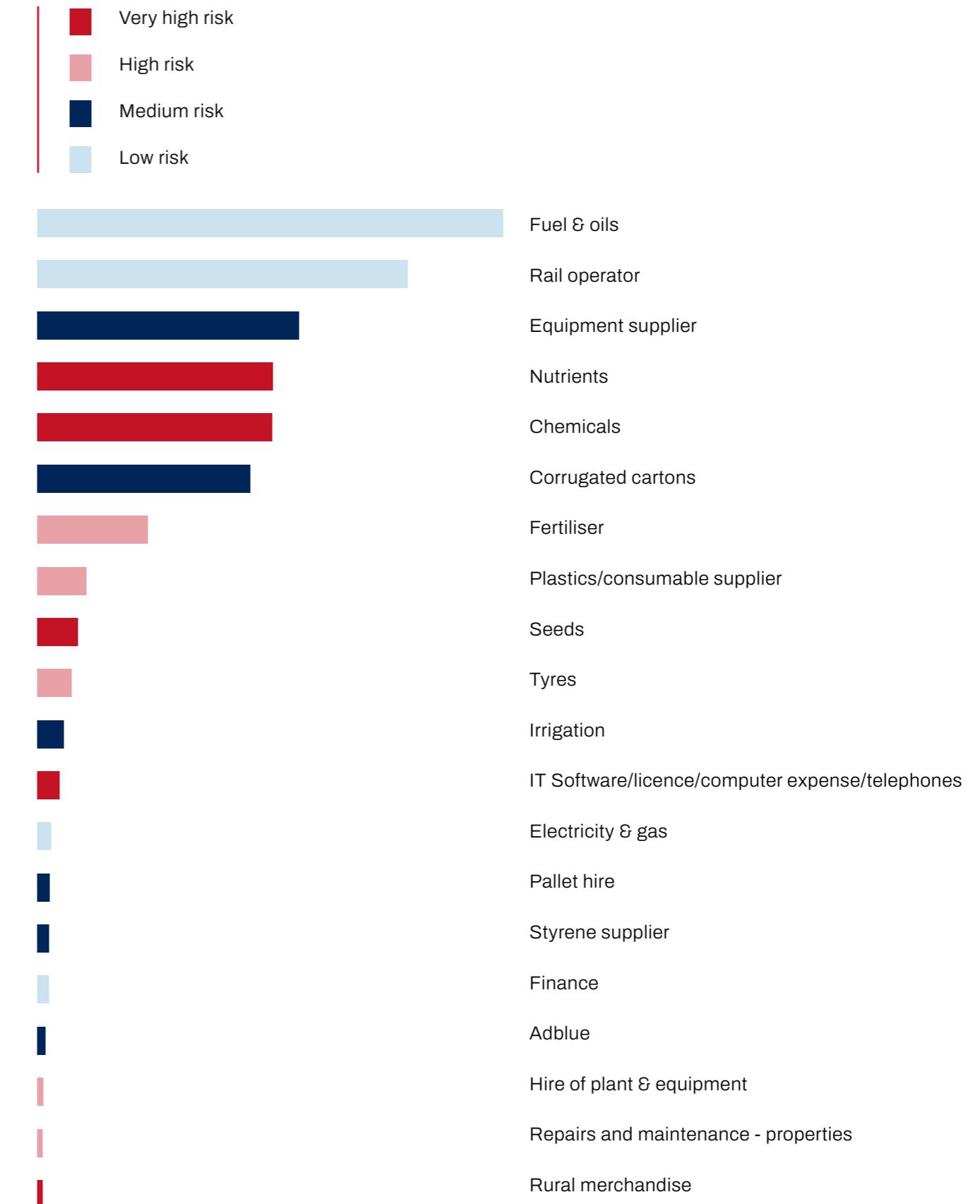


Australia	Consumables	Freight Claims	Methyl Bromide	Rates & taxes	Staff recruitment	Warehouse storage costs	IT software/ licences/computer expenses/ telephones	Germany	Japan	Rest of Southeast Asia	IT software/ licences/computer expenses/ telephones
Accounting and audit fees	Corrugated cartons	Fuels & oils	Nutrients	Registrations	Staff training	Waste removal	Chemicals	India	Chemicals	IT software/ licences/computer expenses/ telephones	Chemicals
Adblue	Courier charges	Hire of plant & equipment	Occupational health and safety	Relocation expenses	Store float (cash)	Weigh bridges	Equipment supplier	India	Equipment supplier	Nutrients	Equipment supplier
Adhesives	Directors fees	Inspector for import/ exports	Oil & lubricants	Rent	Styrene supplier	Wharf fees	Nutrients	Ireland	Repairs & maintenance	Oil & lubricants	Repairs & maintenance
Advertising	Donations & sponsorships	Insurance	Expenses - VO	Repairs & maintenance	Subcontractors/ logistics provider	Wire supplier	Occupational health and safety	Belgium	Tyres	Expenses - VO	Irrigation
Animal health	Donations & sponsorships	Insurance claims	Other products	Repairs and maintenance	Subscriptions	Workers compensation	Plastics/ consumable supplier	China	Steel tubes	Plastics/ consumable supplier	Plastics/ consumable supplier
ASX fees	Electrical supplier	Insurance recovery	Pallet hire	Permits & licenses	Sundry clearing	Plastics/ consumable supplier	Repairs & maintenance	Belgium	Nutrients	Plastics/ consumable supplier	Repairs & maintenance
Automation	Electricity & gas	Insurance recovery	Permits & licenses	Permits & maintenance	Temporary/3rd Party hire staff	Printing & stationery	Refrigeration supplier	India	Adblue	Plastics/ consumable supplier	Commercial
Bank charges	Engineering	Irrigation	Pest management	Plant and equipment - owned	Rural merchandise	Timber	Adhesives	China	Commercial	Commercial	Equipment supplier
Blending services	Entertainment	IT software/ licences/computer expenses/ telephones	Plant and equipment - owned	Safety products	Security	Tolls	Chemicals	India	Equipment supplier	Equipment supplier	Equipment supplier
Builder	Equipment supplier	Plastics/ consumable supplier	Plastics/ consumable supplier	Security	Seeds	Transport services	Repairs & maintenance	Ireland	Repairs & maintenance	Repairs & maintenance	Repairs & maintenance
Cartons	Fertiliser	Knife suppliers	Knife suppliers	Shareholder costs	Signwriting	Travel & accomodation	Commercial	Belgium	Commercial	Repairs & maintenance	Repairs & maintenance
Chemicals	Finance	Legal costs	Legal costs	Postage	Spray equipment	Uniforms	Consumables	China	Equipment supplier	Repairs and maintenance	Repairs and maintenance
Cleaning	Fines - Linehaul	Load restraints	Load restraints	Prepayments - other	Staff advances	Unloaders	Repairs and maintenance	India	Repairs and maintenance	Repairs and maintenance	Repairs and maintenance
Commercial	Forklifts	Merger and acquisition costs	Merger and acquisition costs	Printing & stationery	Vehicle monitoring	Equipment supplier	Container supplier	China	Properties	Properties	Properties
Commission	Freehold	Merger and acquisition costs	Merger and acquisition costs	Rail operator	Fees	Hire of Plant & equipment	Hire of Plant & equipment	India	Safety products	Safety products	Safety products
Construction WIP	Improvements - at cost							India	Uniforms	Uniforms	Uniforms
Consultancy fees								China			



Lindsay's inherent *risk by spend

Figure 4. Top 20 spend categories and their inherent modern slavery risk.



*A first-cut risk by spend assessment and categorisation was undertaken in 2023 at a high level, using global databases and other industry standard sources. It excluded the category of External Labour Supply, which will be picked up in the second-cut risk by spend assessment and re-categorisation review to be undertaken in 2026.

OUR KEY RISKS

Through our risk mapping process, we have identified four key risk areas that intersect with our operations or supply chain.

1

Vulnerable communities

What's the risk?

Tasks such as cleaning, security, driving and logistics heavily depend on a labour force with low-wage skills, often engaged in temporary and irregular employment, which leads to a higher risk of exploitative practices.

Additionally, the prevalence of migrant workers within this sector amplifies the susceptibility to issues like debt bondage and visa exploitation.

How is it relevant to us?

Indirect labour providing lower-skilled services.

Our use of outsourced labour obtained through labour hire agencies reduces our ability to monitor the payment and contractual arrangements established by the labour provider.

This extends to LAL's use of contracted labour for diversified service support, including security and cleaning.

2

High risk geographies

What's the risk?

Service providers located in high-risk offshore locations have greater exposure to modern slavery risks, which can be attributed to factors like poverty, displacement, a lack of effective legal protections, or the failure of the state to safeguard human rights.

These business associations also heighten the chances of direct involvement in forced labour within the providers' supply chains, including roles like cleaners and security personnel.

How is it relevant to us?

High-risk offshore service provider.

LAL currently has formed business relationships with one offshore service provider and has measures in place to mitigate risks associated with this relationship. However, we are aware of the risks associated with the provider's supply chain.

3

High risk procurement categories

What's the risk?

Gaining sufficient visibility of the risks to people working within complex modern multinational supply chains is challenging. Many of the materials required to run a business – rubber, petrochemicals, textiles, agricultural products – have a high risk of complicity to modern slavery. These risks do not just exist with our direct supplier, but often several supply tiers deep or even in primary production.

How is it relevant to us?

High-risk products with sub-tier 1 risks.

LAL purchases various products with a high risk of modern slavery in the early stages of their supply chains:

- Personal protective equipment (PPE) and uniforms (weak protection of workers' rights; poor labour practices including excessive overtime, state-sponsored forced labour).
- Batteries (sourcing of cobalt presents the greatest risk to human rights abuses. Political instability or conflict, particularly in the Democratic Republic of Congo).
- Steel components (country of production where labour rights might not be well protected; low-skilled labour, and dirty, dangerous, or difficult work in mines and smelting plants leading to poor labour conditions).
- Chemical based products (the extraction of minerals and metals used in chemical production can involve hazardous working conditions and exploitation of labour, particularly in regions with weak labour laws and enforcement).

4

High risk business models

What's the risk?

The agricultural and horticultural sectors experience fluctuations in workforce needs due to seasonal demands for low-skilled tasks. To maintain profitability and manage labour costs effectively, Australia's demographics has created a reliance on the engagement of labour hire contractors who recruit backpackers and seasonal workers for fruit and vegetable picking on farms and in packing houses. These temporary workforce requirements, often in isolated areas, increase the risk of exploitative activities.

How is it relevant to us?

Transportation of risk products and sale of farm inputs to high risk farms.

As a provider of transportation services, the proceeds of modern slavery may be present within the goods we transport. Our drivers may have the opportunity to identify risk factors for modern slavery at either the point of origin or destination of shipments being transferred.

As a provider of rural merchandise (packaging, fertiliser, nutrients, chemicals) modern slavery risks may be present at the farms and customers we supply. Our staff have the opportunity to identify risk factors for modern slavery at the point of sale or when conducting site visits.

REASSESSING OUR RISK PROFILE

Lindsay Australia's operating footprint continued to grow during the reporting period with the integration of two newly acquired businesses: SRT Logistics in Tasmania and GJ Freight in Western Australia. While both entities are at different stages of alignment with our Group systems, their addition has broadened our regional operations and introduced new supplier networks that warrant a refreshed assessment of potential modern slavery risks.

SRT Logistics operates a model highly aligned with Lindsay Transport, with similar fleet types, service offerings and customer profiles. The primary new considerations relate to localised suppliers of refrigeration services, and cold-chain consumables.

GJ Freight expands our Western Australian presence and adds regionally diverse suppliers, particularly relating to agricultural-related consumables, remote-area services and smaller local vendors where supplier maturity may vary.

Alongside the integration of these businesses, Lindsay Australia continues to apply a consistent and structured framework for managing modern slavery risks. Our approach centres on:

Supplier Mapping and Risk Screening:

We assess supplier categories, locations and sector risks across the Group, updating ratings to reflect emerging issues.

Procurement and Onboarding Controls:

Modern slavery and sustainability requirements are built into sourcing, contracting and onboarding processes, applied consistently across the business.

Due Diligence for Higher-Risk Categories:

We apply enhanced checks to inherently higher-risk areas in industries and regions with elevated risk profiles.

Governance and Continuous Improvement:

Modern slavery risks are embedded in our enterprise risk and procurement systems, supported by ongoing monitoring, policy updates and supplier engagement.

Over the next reporting cycle, we will continue to integrate SRT Logistics and GJ Freight into these existing processes where our priority remains ensuring consistent Group-wide standards.

While WB Hunter remains partially decoupled from Lindsay Australia's systems and governance processes during this integration phase, we are committed to ensuring its operations are fully aligned with our established standards. As part of this ongoing process, we are closely monitoring the new supply chain dynamics and expect to provide a more detailed update in the next reporting cycle.



Addressing our modern slavery risks

ORGANISATIONAL STRATEGY

Respect for all people is a core organisational value that underpins our daily interactions with employees, suppliers, and customers.

Addressing areas of the business where risk to people is highest is a natural extension of our organisation's intent to lead the industry in ethical business conduct. We have developed a strategy to increase protections for people throughout our business and ensure that our operations do not contribute to human rights risks.

Our strategy was developed through a series of internal stakeholder interviews facilitated by an external expert agency. Risks were identified and opportunities considered in relation to the organisation's sphere of influence. This allowed us to develop a risk-based approach, concentrating efforts where our influence to create positive change is most significant.

From this process, six core pillars were defined, which together form the basis of LAL's approach to embedding modern slavery mitigation throughout our organisation and value chain.

An **action plan** has been developed so that each pillar can be monitored, measured and reported against in subsequent statements, allowing us to track our progress and drive continuous improvement.

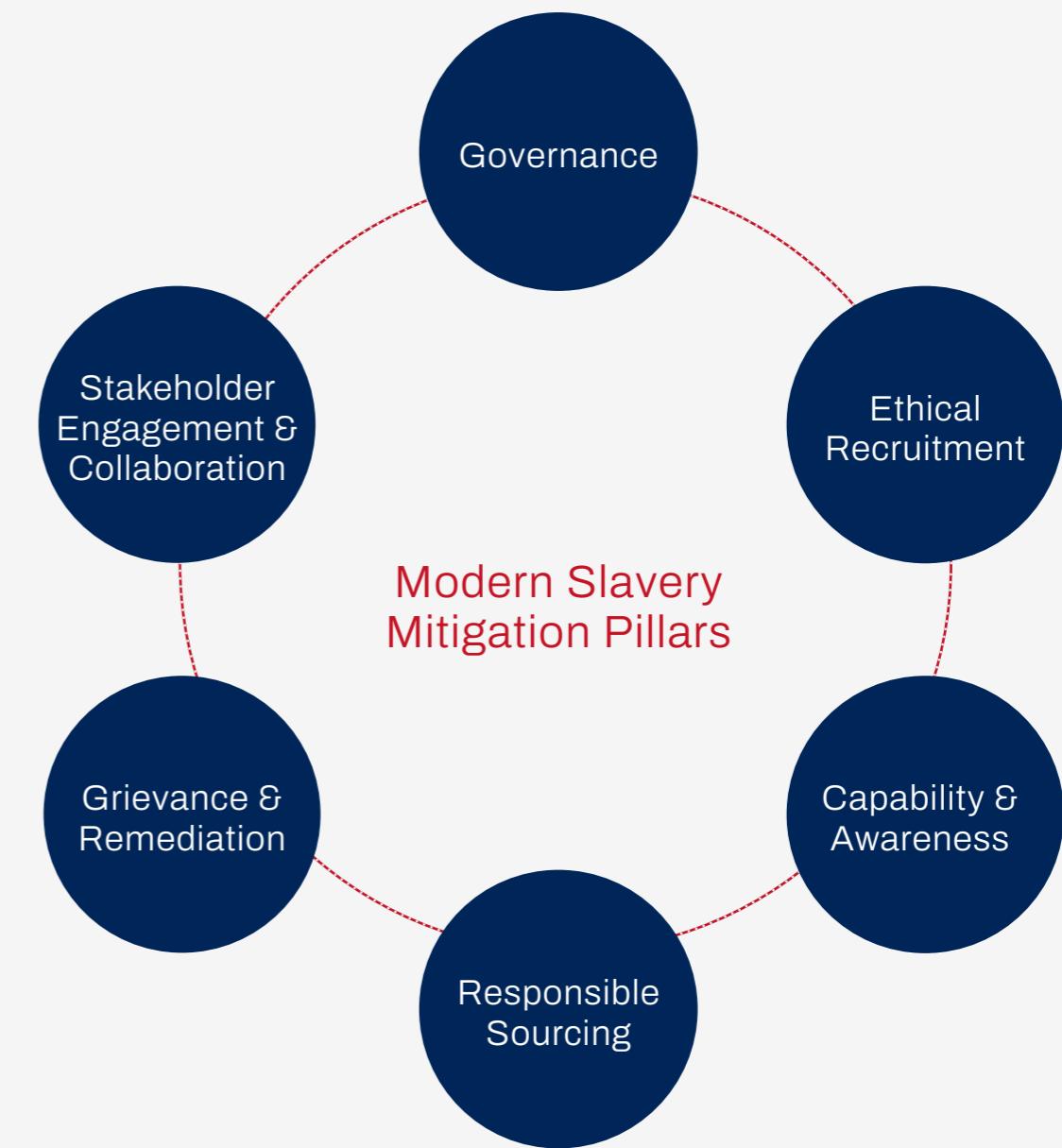


Figure 5. Lindsay Australia Limited Modern Slavery Mitigation Pillars

Governance

Our governance structure and policies provide the foundation for our response to modern slavery risks. They ensure responsibility for managing modern slavery risks is clearly allocated across business units and enable us to take a consistent and strategic approach.



A structured governance model underpins our approach, ensuring modern slavery oversight is embedded in decision-making and consistently applied throughout our operations.

Lindsay manages modern slavery risks through shared responsibility across the organisation. Oversight is coordinated centrally, but the practical work sits with the teams closest to day-to-day operations. This arrangement ensures the right people are accountable, properly informed and equipped to implement risk controls within their own business areas.

We maintain robust policies that set clear expectations and support consistent standards across the Group. Our Human Rights & Modern Slavery Policy outlines the principles we expect of employees, suppliers and contractors, supported by a wider suite of policies including our Code of Conduct, Whistleblower, Grievance, Recruitment, Risk Management, Work Health & Safety, Chain of Responsibility, Anti-Corruption and Anti-Bribery policies.

Internally, we monitor compliance with relevant Australian legislation and our own internal requirements, placing strong emphasis on lawful employment practices and safe workplaces.

Externally, we conduct periodic checks on suppliers and contractors to confirm they meet our expectations, including the provision of information about their labour practices and broader governance standards.

Steps taken

- ✓ Governance process elevated through to the Board committees (annual agenda's).
- ✓ Ongoing development of capability and knowledge within key business units
- ✓ Mandatory ethical and compliance checks in supplier onboarding
- ✓ Modern Slavery criteria now central and heavily weighted in tendering processes.

Next Steps & Future commitment

- Improve data visibility through centralised tracking of supplier assessments, onboarding outcomes and non-compliance actions.
- Regular Executive reporting on number of audits and identified breaches.
- Formalise escalation pathways for identifying, investigating and responding to potential modern



Ethical Recruitment

LAL engages a proportion of indirect workers who support our business with ongoing labour. This workforce is often characterised by migrant or base-skilled workers who are more susceptible to exploitation. LAL will be taking considered and targeted steps towards building transparency, implementing due diligence, and building collaborative relationships to mitigate the risk of harm to these workers.

Centralised recruitment

The recruitment process is centralised through our Human Resources department, and all indirect workers are afforded information, rates, and access to grievance mechanisms.

Through 2025 the business has invested strongly in uplifting the capability in the People team, including engaging a Group Manager role and three other recruiters in the structure. These additional resources have led business improvement initiatives within the functional area as well as providing improved oversight and rigor to day-to-day recruitment.

Provisions and guarantees

- All fees associated with the recruitment of staff through third parties are paid exclusively by LAL.
- LAL also ensures that pay rates are on par with EBA and the relevant award, at minimum, for hired labour and subcontractors.
- Labour hire firms to ensure that all individuals working on LAL contracts receive copies of policies and Standard Operating Procedures (SOPs), including the agency induction checklist.
- Subcontractors are provided with inductions and policies and are given regular organisational and industry updates through our subcontractor distribution list.

Due diligence

Onboarding requires the completion of a service level agreement to ensure the provision of EBA rates to drivers and the review of terms and conditions by in-house legal counsel.

We have a clear pre-engagement process in which we request information to ensure subcontractors and labour hire firms meet all industry requirements. During pre-group engagement, rates are reviewed to ensure parity between in-house/external staff.

Steps taken

- ✓ Introduced a Labour provider Labour Audit to verify aspects including compliance with the Fair Work Act and Right to Work in Australia requirements.
- ✓ Improved recruitment governance through investment in an enterprise-wide HRMS.

Next steps & Future Commitment

Embedding improved Recruitment, Procurement and Commercial governance processes will be a critical focus through 2026. Changing out manual processes with purpose built integrated systems will improve controls, reliability and compliance.

A project is underway (and will be completed in 2026) to consolidate external labour providers to a small group of verified quality preferred partners whilst we continue to take steps to evaluate relationships with contractors more broadly, and widen the application of new compliance tools and criteria such as the Labour Audit.

Additionally, it is our goal to:

- Widen the application of the Contractor Labour Audit to verify compliance;
- Deliver the HRMS system on schedule; and
- Embed sustainable pricing model processes and test the effectiveness.

Capability & Awareness

Leveraging our communication platforms, we will build internal and external capacity to equip our employees with the relevant knowledge to identify and manage risks and effectively enact due diligence.

Future commitments

- Build organisational awareness of modern slavery with mandatory training delivered through our online portals.
- Continue providing modern slavery training to key team members, including the executive team and members of the modern slavery working group.
- Provide targeted training for recruitment and procurement functions.

Modern slavery training is embedded into new starter induction training and awareness is campaigned annually, generally aligned of the code of conduct and anti-corruption yearly refresher.

We prioritise equipping our working group members and executives with contextual and more comprehensive training to build their capacity in this space. As our systems and processes change, we will implement training to support the uplift of our recruitment and procurement functions, ensuring that staff are cognisant of additional due diligence requirements.

Case Study: Strengthening Supplier Engagement and Ethical Sourcing

Over the reporting period, we have moved from a largely relationship-based procurement approach to a far more structured, evidence-driven model that embeds ethical sourcing into everyday practice. Our interactions with suppliers now extend well beyond commercial terms, with greater emphasis on transparency, governance and responsible procurement.

More Structured Procurement Processes

Our procurement settings have advanced significantly. A formal supplier onboarding checklist is now in place to verify compliance, ethical standards and modern slavery expectations before any engagement proceeds. All sourcing activities are supported by rigorous tender packs, ensuring suppliers understand our requirements from the outset and can be assessed consistently.

Enhanced Oversight and Spend Control

We have introduced a range of tools and controls that increase visibility and strengthen accountability across the business. These include:

- Building a centralised spend-management tool and process providing oversight of commitments
- a “no PO, no pay” policy enforcing discipline and preventing unauthorised vendor use
- a mandatory three-quote process for relevant spend categories to drive transparency and value

These controls ensure purchasing decisions are well-governed and aligned with our ethical and compliance expectations.

Deeper Supplier Engagement

Our engagement with suppliers is now more intentional and structured. Discussions increasingly focus on expectations regarding labour practices, risk areas and compliance obligations, allowing us to assess capability and support suppliers in meeting our standards.

Improved Verification and Due Diligence

Where risks are elevated, we have strengthened our verification approach, including targeted site assessments and direct conversations with high-risk or offshore partners. These checks now follow a more consistent framework, allowing us to validate working conditions and identify issues early.

Advancing Human Rights Due Diligence

Building on this uplift, we continue to develop a broader due-diligence framework that integrates human rights risks into all stages of procurement—from initial supplier assessment through to contract management and ongoing monitoring.

Steps taken

- ✓ Deployed enhanced spend-management tools to improve oversight of commitments.
- ✓ Increased supplier engagement on labour practices and modern slavery expectations.
- ✓ Progressed development of a broader human rights

Next steps & Future Commitment

Over the next year, we will shift our focus from establishing the framework to refining it, ensuring controls are applied consistently across all business units and risk categories.

Additionally, it is our goal to:

- Review of SRT & GJ Freight vendors to add to risk ratings;
- Finalise and embed category management plans for high-risk categories; and
- Continue building out the overarching responsible sourcing framework.

Grievance & Remediation

We are committed to hearing the voice of all rights-holders impacted by our business activities, and provide internal and external pathways for individuals to submit grievances, concerns or questions.

Access to grievance mechanisms

LAL provides various avenues for raising concerns about unethical or illegal business conduct, including modern slavery indicators and risks. We also offer protection to anyone who reports concerns in good faith under our Whistleblower Policy.

In 2025 the whistleblower procedure was revised and amendments were made to clarify disclosure and escalation requirements, as well as setting out an improved reporting process with our hot-line service provider.

Employees can raise concerns or questions by talking directly to managers and supervisors or submitting a claim in writing via email or form.

Whistleblower hotline

An external and independent hotline, Stop-line, is provided and available to impacted families and suppliers.

This external pathway is promoted on multiple platforms, including our web portal, notice boards, policies and forms.

Escalation protocols

Clear internal responsibility has been mapped and designated under the Whistleblower Policy, which includes the CEO, Head of Safety, Risk and Compliance, CFO, Company Secretary, and the Group's General Managers, who will undertake the appropriate investigation and report the incident to the CEO and/or Board as deemed appropriate.

Remediation

Our current remediation approach includes providing counselling services for any impacted party.

Steps taken

- ✓ Developed a modern slavery remediation plan

Next steps & Future Commitment

We will take action to embed the revised disclosure and escalation process to ensure we respond effectively and decisively to protect and mitigate harm in any case of serious exploitation.

Stakeholder Engagement & Collaboration

Stakeholder Engagement & Collaboration

We have always valued and listened carefully to the voice of our employees, suppliers, and customers and have worked hard to create a positive impact within communities. We will endeavour to extend our current practices to capture more specific insights from members within our value chain and collaborate within our industry to build innovative solutions. With the introduction of Lindsay Australia's Manager of Strategic Sourcing role, we are better equipped to lead these activities.

Stakeholder engagement

We value the relationships with our customers and suppliers and work collaboratively with others to achieve and deliver our strategy and vision.

Industry collaboration

We embrace change and utilise our expertise and innovation to improve our business and industry. For this reason, we are active members of industry and accreditation associations to ensure that we can work collaboratively with our peers to generate change. This includes:

- National Road Transport Association
- NSW Road Freight
- Queensland Trucking Association
- Refrigerated Warehouse and Transport Association (Nick Lindsay: Board Director)
- Transport Women Australia Limited
- Women in Trucking Association

Community involvement

Being 'community supportive' is a core LAL value, and we take measures to participate and engage with local communities responsibly and contribute positively through donations to localised community groups in regional areas.

Steps taken

- ✓ Advanced our strategic supplier partnerships aligned to sustainability outcomes.
- ✓ Introduced mechanism to track our social engagement and participation activities; validating an increase in eternal engagement through 2025 by 130%
- ✓ Increased community activity & participation in regional centres
- ✓ Created new partnerships with aligned not for profits and charities

Next Steps & Future Commitment

After expanding awareness of our grievance channels and embedding our remediation approach, our next focus is improving access, consistency and response capability across all regions and suppliers. Over the coming year, we will move from awareness-building to testing effectiveness and strengthening outcomes for affected workers and continue refining the remediation framework to ensure it remains aligned to best practice and supports meaningful, worker-centred outcomes.

Measuring our effectiveness

In FY22, we created a multi-year strategy for advancing the rights of workers and mitigating modern slavery risk in our operations and supply chain.

The actions and metrics in our strategy will be reviewed year on year to ensure we are progressing what we commit to, and ensuring our focus is relevant to our changing business and industry and aligned with evolving elements of modern slavery leading practices. We remain committed to measuring our effectiveness against our roadmap and communicating our progress transparently and authenticity.

Timeline

Phase 1

January 2023 - June 2023

Phase 2

July 2023 – June 2024

Phase 3

July 2024 – June 2025

Phase 4

July 2025 – June 2026



MEASURING OUR EFFECTIVENESS

Governance

Action	Timeline	Metrics	Progress
Formalise Modern Slavery Working Group (MSWG) and reporting expectations	Phase 1	Modern Slavery Working Group added to governance structure (action)	Complete
		MSWG submits quarterly reports to the Board (number)	
		Fair representation of divisions and business functions (ratio)	
Augment current policies and processes to include human rights considerations	Phase 1		Complete

Ethical Recruitment

Action	Timeline	Metrics	Progress
Develop a framework for screening and monitoring labour providers	Phase 2	Develop key criteria and processes for screening labour providers (action)	Complete & Ongoing
		Asses current providers through a screening framework	
		All new Labour providers are screened	
Engage with labour-hire firms to understand whether LAL's business model is contributing to pricing pressures	Phase 2	Current labour hire firms are provided with an opportunity to give feedback through quarterly meetings	Complete
Develop a sustainable pricing model to verify contract price against statutory requirements	Phase 3	Develop a pricing model tool (action)	Complete & Ongoing
		Relevant staff members are provided with training	
		Model is utilised 100% of the time (percentage)	
Targeted auditing of key labour-hire firms	Phase 3	Undertake Labour Audits on external labour providers	In Progress
Develop a preferred supplier arrangement with screened approved partners	Phase 4	Preferred supplier arrangement compliance groupwide	In Progress

Capability & Awareness

Action	Timeline	Metrics	Progress
Build organisational awareness of modern slavery through mandatory training through our online portals	Phase 1	Staff complete the online Kineo module	Complete & Ongoing
		Provide modern slavery awareness training to key team members, including the executive team and members of the modern slavery working group	

Responsible Sourcing

Action	Timeline	Metrics	Progress
Social hotspot assessment to identify modern slavery risk at the category level	Phase 1	Modern slavery risks mapped at category level (action)	Complete
		Develop category management plans for high-risk category	In Progress
		Augment and improve the utilisation of LAL's Supplier Approval Program to increase onboarding due diligence	Complete & Ongoing
Build modern slavery-specific model clauses to be incorporated for high-risk categories	Phase 2	Metrics for human rights and modern slavery build into the Supplier Approval Program (action)	
		100% of new suppliers complete questions before engaging with Lindsay (percentage)	
		100% of top 30 suppliers (by spend) onboarded (percentage)	
Develop and implement metrics associated with environmental and social performance for supplier monitoring	Phase 3	100% high-risk category contracts contain modern slavery clause	In Progress
		Consult procurement specialist to create an overarching responsible sourcing framework	In Progress
		Implement external Labour providers Labour Practices Audits to monitor compliance	In Progress

MEASURING OUR EFFECTIVENESS

Grievance & Remediation

Action	Timeline	Metrics	Progress
Targeted promotion of grievance mechanisms through varied mediums (posters, QR codes etc)	Phase 2	% Increase in the utilisation of grievance mechanism 100% of cases investigated within 10 days of receipt	Complete & Ongoing
		100% of serious cases reported to senior management	
Develop a remediation plan specific to modern slavery	Phase 1		

Stakeholder Engagement & Collaboration

Action	Timeline	Metrics	Progress
Map key stakeholder relationships	Phase 1		In Progress
Engage in consultation sessions with identified stakeholders	Phase 2	Number of stakeholders engaged (number) Number of types of stakeholders (number)	In Progress
Adopt a process to engage and build awareness with customers (and their workers) in high-risk agricultural and horticultural sectors	Phase 3		In Progress
Create conditions outlining LAL expectations for customers	Phase 2	100% of high-risk customers receive modern slavery conditions and expectations	Incomplete
Identify and leverage opportunities to collaborate with industry peers, non-profit organisations and forums	Phase 3	External participation in at least one regular external forum	In Progress



Conclusion

Buoyed by significant investment in resources, technology and systems, through FY25 Lindsay has advanced our governance and operating practises to support our Modern Slavery actions and commitments across the business.

We will continue to progress our roadmap through actions guided by Values and our strong relationships with people inside and outside our business whilst aspiring to undertake business with the highest professional, legal, and ethical standards.



As with addressing all risks, our approach will remain dynamic. Built initiative by initiative, we will remain responsive to the many challenges of our growing operations and the complexities of our supply chain to constantly improve our approach to modern slavery risk management. We're undaunted by this task. Protecting the safety and rights of all our workforce is central to our values, and our business and people's success depends on being a reputable organisation.

It's the Lindsay Way.

FEEDBACK

We value feedback. Please forward any comments on this statement or requests for additional information to executive@lindsayaustralia.com.

This Statement is made pursuant to section 13(1) of the Modern Slavery Act 2018 (Cth). It constitutes the joint statement of the Lindsay Australia Limited and covers the reporting period 1 July 2024 to 30 June 2025. The Statement was prepared in consultation with our controlled entities (including the reporting entities).

The Statement has been reviewed and approved by the Lindsay Australia Board on behalf of itself and each of the reporting entities on 19 December 2024.



Ian Williams
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