



ROAD
TRAVEL
REWARDS

The NRMA Modern Slavery Statement 2025



Keep moving

Call 13 11 22 or get the my nrma app

Flashing lights mean slow down and take care



Acknowledgement of Country

We acknowledge the land on which we gather, from places as widespread and diverse as the NRMA. In the presence of Elders past, present and future, we recognise all journeys and our mutual role in creating new paths together.

Mandatory Criteria

The NRMA Modern Slavery Statement 2025 has been prepared in accordance with the *Modern Slavery Act 2018 (Cth)* and the identified mandatory criteria (see below).

SECTION	PAGE(S)	CRITERIA
Signed on behalf of the Board of Directors	2	Signed on behalf of the Board of Directors
Identify the reporting entity	6	(I) (a)
Describe the Reporting entity's structure, operations and supply chains	6 - 8	(I) (b)
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities the reporting entity owns or controls	9	(I) (c)
Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls to assess and address these risks, including due diligence and remediation processes	10 - 11	(I) (d)
Describe how the reporting entity assesses the effectiveness of actions being taken to assess and address modern slavery risks	12	(I) (e)
Describe the process of consultation with any entities the reporting entity owns or controls	13	(I) (f)

This is the FY2025 Modern Slavery Statement ('Statement') for the National Roads and Motorists' Association Limited (the NRMA Group). The Statement has been prepared in accordance with the requirements of the *Modern Slavery Act 2018 (cth)*, (the 'Act').

Signed in accordance with a resolution of the Board of Directors.



This Statement was approved by the Board of Directors of the NRMA at the Board meeting held on 9 December 2025.

Mr Derek Stanwell,
NRMA Chair
 NOVEMBER 2025

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A Gordon River Cruise
exploring Tasmania's
beautiful west coast

A message from our Group CEO (interim)

As Group CEO (interim) of the NRMA, I confirm our commitment to respecting human rights and addressing the risks of modern slavery remains a core part of how we operate. This past year has highlighted the growing complexity of global supply chains, shaped by shifting trade policies, climate-related disruptions, and increasing scrutiny around ethical sourcing. These challenges reinforce the importance of embedding human rights into every aspect of our business.

Upholding human dignity is not only a moral obligation, but also essential to building a resilient and sustainable future for our people, partners, and communities.

Carolyn

Carolyn Darke
Group CEO (interim),
The NRMA



Our Commitment to Human Rights

The NRMA is committed to upholding and promoting human rights across all aspects of our operations and supply chains. We recognise that modern slavery is a serious violation of human rights and a risk that demands ongoing vigilance and action.

We align our practices with the United Nations Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, and we comply with all relevant Australian legislation, including the Modern Slavery Act 2018.

About us

The NRMA is a member-owned organisation established in 1920 to support Australians by connecting people and places. Originally founded by former Prime Minister J.C. Watson, the organisation was created to operate in the space between private enterprise and government, with a focus on serving the public interest.

Today, the NRMA operates across a range of services across road, travel and rewards. As a mutual, we are guided by principles of accountability, transparency, and community benefit. These values inform our approach to ethical business practices, including our commitment to addressing modern slavery risks within our operations and supply chains.

In recognition of the United Nations' declaration of 2025 as the International Year of Cooperatives, we continue to engage with the cooperative and mutual sector to support inclusive and responsible development. We acknowledge the role our members play in enabling us to uphold these commitments.



A moment of pride from our group of staff volunteers that embarked on our Outback Links trip as part of NRMA in Town to Eugowra in October, 2024.

1.0 Identifying the Reporting Entity – Structure, Operations and Supply Chains

The NRMA Modern Slavery Statement 2025 ('the Statement') covers the activities of the National Roads and Motorists' Association Limited ACN 000 010 506 ('the NRMA') to address modern slavery risks in our operations and supply chains from 1 July 2024 to 30 June 2025.

Throughout this Statement, the use of 'the NRMA' or 'the Group' refers to the operational divisions of NRMA Corporate, NRMA Motoring and Membership, NRMA Electric and the wholly-owned entities of NRMA Marine, NRMA Parks and Resorts, SIXT Australia, and Coral Expeditions.



NRMA

ROAD
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Part of the NRMA family



NRMA
Parks + Resorts



SIXT



MV
FASTFERRY



coralexpeditions
AUSTRALIA'S PIONEERING CRUISE LINE

a. Our Structure

The NRMA is a member-owned mutual, structured as an Australian public company limited by guarantee. The NRMA operates within several sectors, including roadside assistance, transport, and tourism.

The NRMA Registered Office
Level 13, 151 Clarence Street
Sydney NSW 2000

OUR BRANDS ENTITIES COVERED



NRMA Corporate
NRMA Roadside assistance
NRMA Electric
My NRMA Rewards



NRMA Parks and Resorts



NRMA Marine



SIXT Australia



Coral Expeditions

b. Our Operations

The NRMA provides services to over 3.4 million members across Australia. Our services span tourism and leisure, electric vehicle fast charging, member benefits and rewards, driver training, roadside assistance, marine tourism and commuter transport, vehicle rental, road safety education, and advocacy.

The majority of our operations are conducted within Australia; however, we also engage offshore service providers, including a contact centre located in the Philippines (SIXT) and IT support services based in India. In addition, Coral Expeditions undertakes international cruise operations as part of its overseas itineraries.

The NRMA employed 3,282* full, part-time, fixed term and casual staff.

The following outlines the operations carried out by the NRMA and its controlled entities.

NRMA CORPORATE

Main operations (corporate controlled functions)

- Finance and asset management
- Strategy
- Technology and data
- People and Culture
- Health and Safety
- Corporate Governance
- Environment, Social and Governance (ESG)
- Road safety education
- Community programs and education
- First Nations affairs, incl. Reconciliation Action Plan
- Marketing, branding and design
- Advocacy and partnerships

ROAD

Main operations

- Roadside assistance and towing
- Driver training
- Marketing services
- Australian call centres
- Car batteries – supply, install, removal
- Electric vehicle charging infrastructure

TRAVEL

Main operations

- Tourism and accommodation services at locations across Australia
- Tourism Park management services
- Marine and leisure services
- Commuter ferry services
- Food and beverage services
- Leisure and commercial vehicle rental services across Australia
- SIXT offshore call centre

REWARDS

Main operations

- Member services and member benefits
- Member communications, including Open Road magazine

Non-controlled entities

In addition to our wholly owned and controlled entities, the NRMA Group holds interests in several joint ventures and associations that are not under our control. We recognise the importance of promoting ethical practices across our broader network of influence. While these entities operate independently, the NRMA remains committed to supporting transparency and ethical standards across all areas of our involvement.

The NRMA notes that it exercises a significant influence on Australian Motoring Services Pty Ltd (AMS), even as a non-controlled entity, which we jointly own together with the other auto clubs in Australia. AMS delivers initiatives and services on behalf of these clubs, including Club Assist (battery supply), Chargefox (electric vehicle charging services), AMS Rewards (rewards and partner services), Assist Australia (national roadside accounts) and AAA (policy and advocacy).



Our staff at NRMA Parks and Resorts ready to welcome guests

*This number is reflective of the reporting period, 1 January 2024 to 31 December 2024. Reflective of the Workplace Gender Equality Agency Australia (WGEA).

c. Our Supply Chains

In FY25, the NRMA updated our Modern Slavery Risk Assessment (Table 1) to incorporate additional supply chains across our Coral Expeditions and NRMA Electric businesses as additional business units. We have identified the supply chains that hold the highest risk for modern slavery practices in the matrix below, which shows the different products and services that help the NRMA deliver what we offer. This matrix includes items and services we get from both local and overseas suppliers and supply chains.

Legend:

 High perceived risk of modern slavery within supply chain

 Medium perceived risk of modern slavery within supply chain

 Low perceived risk of modern slavery within supply chain

Table 1 - FY25 Modern Slavery Risk Assessment (Inherent Risk)

	CORPORATE	ROADSIDE	SIXT	MARINE	PARKS AND RESORTS	CORAL EXPEDITIONS	NRMA ELECTRIC	OUR INFLUENCE
Uniforms and work attire		High perceived risk of modern slavery within supply chain						Medium
Technology hardware	High perceived risk of modern slavery within supply chain							Low
Cleaning services	High perceived risk of modern slavery within supply chain							Medium - Low
Office/business consumables and promotional merchandise	High perceived risk of modern slavery within supply chain							Low
Tyres			High perceived risk of modern slavery within supply chain					Medium - Low
Solar panels					High perceived risk of modern slavery within supply chain		High perceived risk of modern slavery within supply chain	Low
Batteries		High perceived risk of modern slavery within supply chain					High perceived risk of modern slavery within supply chain	High
Printing, publishing, paper supply	Medium perceived risk of modern slavery within supply chain							Low
Software	Medium perceived risk of modern slavery within supply chain							Medium
Vehicles and vessels		Medium perceived risk of modern slavery within supply chain					Medium perceived risk of modern slavery within supply chain	Medium
Call centre Philippines			Medium perceived risk of modern slavery within supply chain					Medium - High
EV charging infrastructure							Medium perceived risk of modern slavery within supply chain	Medium
Building and refurbishment			Medium perceived risk of modern slavery within supply chain		Medium perceived risk of modern slavery within supply chain		High perceived risk of modern slavery within supply chain	Low
Windscreens		Medium perceived risk of modern slavery within supply chain						Medium
Contractors and subcontractors		Low perceived risk of modern slavery within supply chain			Low perceived risk of modern slavery within supply chain			High
Security services		Low perceived risk of modern slavery within supply chain						Low - Medium
Food and Beverages					Low perceived risk of modern slavery within supply chain			Medium - High
Travel	Low perceived risk of modern slavery within supply chain							Medium - Low
Utilities	Low perceived risk of modern slavery within supply chain							Medium
Landscaping services					Low perceived risk of modern slavery within supply chain			Medium - High
Advertising and Marketing	Low perceived risk of modern slavery within supply chain		Low perceived risk of modern slavery within supply chain					Medium
Furniture and fittings					Low perceived risk of modern slavery within supply chain			Medium
Fuel, maintenance and spare parts		Low perceived risk of modern slavery within supply chain						Medium
Community partners	Low perceived risk of modern slavery within supply chain							High
Managed investments	Low perceived risk of modern slavery within supply chain							Low

2.0 The risks of Modern Slavery in our Operations and Supply Chain

a. Operations

Our operations are defined by member and customer interactions across our businesses, these interactions are generally provided by NRMA Group employees. Compliance with Australian legislation pertaining to employee work conditions is continuously monitored across all full, part-time and casual employees. The NRMA has zero tolerance for non-compliance regarding employee working conditions, which is aligned with our Risk Appetite Statement.

To support this, the NRMA Group has a range of policies in place to protect against human rights violations within our operations. This includes our Group Human Rights Statement which sets forth our commitment to Human Rights, both in our operations and across our supply chains.



b. Supply Chains

The NRMA Group has a diverse range of businesses, all with different and sometimes complex supply chains. Therefore, we are aware that the products and services we procure has the potential to be linked to modern slavery practices. This is why, where possible, we look to have our goods and services purchased from Australian suppliers or intermediaries.

Whilst Australia has a comparatively low risk of modern slavery, there are high risk industries where there may be imported products within complex global supply chains. Therefore, the NRMA assesses Modern Slavery risk against industry, geography and the product/service risk. Information regarding these risks is led by the Modern Slavery Working Group (MSWG), with the assistance of the procurement function.



Risk to the NRMA



Geographic risk

Goods and/or raw materials procured from countries identified as having a high risk of modern slavery.



Industry sector risk

Industry has been reported as having a high risk of modern slavery.



Product and services risks

Products and services that may have high risks of modern slavery because of the way they are produced, provided or used.

The following matrix provides a breakdown of NRMA suppliers by identified risk level and spend, which is defined by a tier-based system (Tier 1 being the highest spend category).

High Risk	Tier 1	Tier 2	Tier 3
% Total Spend	7.43%	0.25%	0.20%
% Total Suppliers	0.60%	0.56%	2.53%

Medium Risk	Tier 1	Tier 2	Tier 3
% Total Spend	32.39%	0.48%	0.45%
% Total Suppliers	3.28%	1.00%	4.90%

Low Risk	Tier 1	Tier 2	Tier 3
% Total Spend	52.22%	2.70%	3.89%
% Total Suppliers	12.54%	5.91%	68.69%

3.0 Actions taken in FY25 to assess and address modern slavery and their effectiveness

Our approach

We take a group-wide approach to managing risks of modern slavery. Our MSWG follows our modern slavery due diligence process to identify and mitigate potential risks of modern slavery in our supply chains, working collaboratively across business units to share knowledge and resources.



A. DUE DILIGENCE PROCESS

Policies	<ul style="list-style-type: none"> Reviewing and integrating modern slavery policies and procedures to ensure consistency, legal compliance, and alignment across the Group.
Provisions and Contracts	<ul style="list-style-type: none"> Including modern slavery clauses in all supplier contracts to clearly communicate our expectations and risk appetite. Ensuring contractual obligations support transparency, ethical sourcing, and accountability.
Supplier Onboarding	<ul style="list-style-type: none"> Using the supplier portal to collect, store, and track modern slavery questionnaires during onboarding. Leveraging this data to identify potential human rights risks and take appropriate action.
Modern Slavery Risk Matrix	<ul style="list-style-type: none"> Categorising suppliers based on spend and risk exposure to modern slavery. Using this matrix to prioritise engagement, monitoring, and mitigation efforts.
Actions Register	<ul style="list-style-type: none"> Maintaining a Modern Slavery Risk and Actions Register to track identified risks, issues, and mitigation activities.
Grievance	<ul style="list-style-type: none"> Ensuring a confidential grievance management framework is in place for reporting modern slavery concerns.
Engagement	<ul style="list-style-type: none"> Providing internal and external stakeholders with access to modern slavery resources and training. Staying informed through industry events, networks, and research to continuously improve our approach.



Housekeeping staff member
at Freycinet Lodge

Our approach (continued)

The NRMA Group is committed to upholding human rights and managing modern slavery risks throughout our operations and supply chains. Our published Group Human Rights Statement ([available on our website](#)), which is approved by the NRMA Board and Audit and Risk Management Committee (ARMC), underpins this commitment. Oversight for compliance and monitoring of human rights violations is provided by the Ethics Supervisory Committee, People and Culture, and the MSWG.

Our Group Procurement Policy mandates that all purchases exceeding a specified threshold are governed by signed contracts containing explicit modern slavery clauses. The NRMA procurement team, whose leaders participate in the MSWG, oversees these contracts and plays a vital role in supplier due diligence and the mitigation of modern slavery risk.

In collaboration with Group Legal and Procurement, the MSWG has ensured that all new supplier agreements include comprehensive modern slavery provisions, addressing reporting, assurance, vulnerable workers, and the protection of children. To further lower risk, we have also streamlined the number of suppliers in higher-risk categories, with a particular focus in FY25 on NRMA Parks and Resorts.

As part of measuring and understanding our modern slavery risk, in FY25 we completed the mapping of all Coral Expeditions suppliers against modern slavery risk categories and classified the spend. Supplier onboarding has also been enhanced through the use of our supplier relationship management portal, which consolidates supplier activities and improves the tracking of modern slavery questionnaires and statements. This advancement also facilitated the creation of a Modern Slavery Risk and Action Register, used to monitor identified risks with specific suppliers and document mitigation measures. In FY25, ongoing reviews were conducted across existing high and medium-risk suppliers to ensure that modern slavery provisions are firmly established.

Recognising that many of our suppliers, especially small businesses based in regional or remote Australian communities, may have limited awareness of modern slavery or relevant legislation, the MSWG developed and distributed tailored education packs for these lower-risk suppliers. We are committed to continually refining this process and ensuring educational resources are available wherever appropriate.

4. Assessing the effectiveness of our actions

Respect for and the protection of human rights is critical to our commitment as a mutual that is trusted to support safe and equitable communities across Australia. This includes conducting due diligence across our operations and supply chains, and ensuring access to effective grievance mechanisms which is guided by the *UN Guiding Principles on Business and Human Rights*.

CONTINUOUS IMPROVEMENT

We're committed to the ongoing enhancement of our approach to identifying, assessing, and addressing modern slavery risks. We recognise that the landscape of modern slavery is continually evolving, and we strive to ensure our practices remain effective and responsive to emerging risks and stakeholder expectations.

Each year, we review and refine our policies, procedures, and risk assessment tools to reflect changes in our operations, supply chains, and the broader regulatory environment. In FY25, this included expanding our Modern Slavery Risk Assessment to new business units and enhancing supplier onboarding processes.

We also monitor changes in legislation, industry best practice, and global events that may impact supply chain risk, such as climate-related disruptions, and evolving human rights standards. Feedback from our MSWG, suppliers, and employees is used to inform our continuous improvement efforts.

Looking ahead, the NRMA will continue to:

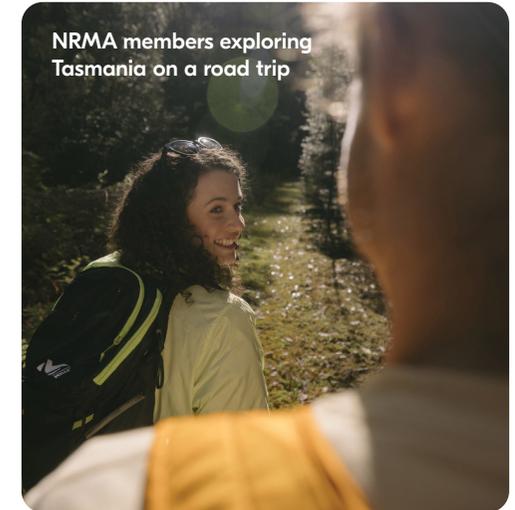
- Strengthen supplier engagement and due diligence processes, through supplier onboarding and education, and;
- Enhance the tracking and remediation of identified risks through the embedment of our risk register

Through these actions, we aim to build on our progress and further embed respect for human rights and ethical conduct across all aspects of our business.

The NRMA has zero appetite for non-compliance with our contractual, legislative and regulatory obligations to our employees, by providing conditions equal to or greater than the relevant award and National Employment Standards. As such, we have processes and procedures in place which are closely monitored and reviewed to ensure they are effective in identifying and managing risks that we may cause, contribute to, or be directly linked to human rights violations, including modern slavery.

Reportable conduct can be reported through various reporting channels such as a People & Culture Business Partner, our externally hosted Speak Up Hotline (available 24 hours a day by calling 1800 078 299), or directly to Management. If it is a matter of fraud or financial non-compliant conduct then it goes to the Investigations Officer, which will involve the Ethics Supervisory Committee for oversight and approval of the approach taken. The Speak Up Hotline is an anonymous platform open to employees, ex-employees, contractors, suppliers and associates and their employees to raise actual or suspected human rights concerns without fear of intimidation, disadvantage or detriment.

NRMA members exploring Tasmania on a road trip



WHO CAN I REACH OUT TO?

- Call the Speak Up Hotline on 1800 078 299 (freecall Australia) available 24 hours a day.
- If you or someone is in immediate danger, call 000
- If you identify modern slavery practices that are occurring in the country, contact the Australian Federal Police on 131 237 or email NOSSC-Client-Liaison@afp.gov.au

5. Consultation with wholly-owned entities

During the reporting period covered by this statement, all entities owned or controlled by the NRMA Group were actively engaged and consulted on modern slavery risks and human rights. This consultation is primarily conducted through the MSWG, comprising senior leaders from business units, procurement, and specialist personnel. The MSWG meets monthly to exchange information, review the Modern Slavery Risk and Action Register, develop strategies, and monitor progress across group businesses. This collaborative approach ensures all entities consistently contribute to and are informed about the NRMA Group's Modern Slavery Statement. The MSWG is sponsored by the Group CFO, who reports progress to both the Audit and Risk Management Committee (ARMC) and the NRMA Board of Directors.

The NRMA Group's centralised functions, such as finance, legal, risk management, procurement, and safety, enable the implementation of consistent policies and procedures. All businesses and controlled entities have reviewed and approved this Statement, prior to its submission to the ARMC and the NRMA Board. Engagement with the ARMC and Board occurs twice yearly to provide status updates and address any required training or additional information.

Governance Structure



Members of our NRMA Technology team





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