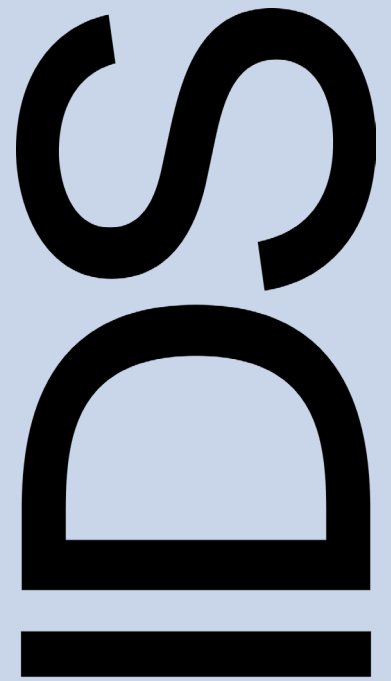

INTERNATIONAL DISTRIBUTION SERVICES LTD

Modern Slavery Statement 2025-2026



International
Distribution
Services



Contents

- 1** Introduction and commitment to combat Modern Slavery
- 2** Our Business and Structure
- 3** Our Suppliers
- 4** Policies and Governance
- 5** Due Diligence Processes
- 6** Risk Assessment and Management
- 7** Training and Awareness
- 8** Speak up and reporting
- 9** Measuring effectiveness
- 10** Collaboration and future priorities



1. Introduction and commitment to combat modern slavery

International Distribution Services Ltd (IDS) is fully committed to preventing modern slavery, human trafficking, forced labour and exploitation in all its forms within our business and throughout our supply chains.

We recognise our responsibilities under the UK Modern Slavery Act 2015 and align our approach with the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and the International Labour Organization (ILO) Fundamental Conventions.

This statement outlines the actions taken during the financial year ending 29 March 2026 to identify, assess and mitigate modern slavery risks and demonstrates our ongoing commitment to continuous improvement.

We adopt a zero-tolerance approach to modern slavery and are committed to acting ethically and transparently in all business dealings.

2. Our Business and Structure

IDS operates through two main divisions: Royal Mail Group in the UK and GLS Group internationally. Together, these businesses provide postal and logistics services across more than 50 countries.

Additional Royal Mail subsidiaries covered by this statement are: Royal Mail Property and Facilities Solutions Limited, which provides facilities management services to Royal Mail; and Angard Staffing Solutions Limited, which supplies flexible staffing solutions to meet Royal Mail's demands throughout the year.

For this statement, we use the terms 'IDS', 'the Group', 'we' or 'our' to describe our overall operations including the UK subsidiaries and GLS. We use the term 'Royal Mail' to refer to our UK and international parcel and letters delivery businesses under the 'Royal Mail' and 'Parcelforce Worldwide' brands.

The Group employs approximately 155,000 people, with the majority based in the UK. We are one of the largest employers in the UK and maintain strong relationships with recognised trade unions.

Most of our workforce is employed on permanent contracts with competitive pay, pensions and benefits. This model supports stable and fair employment practices and reduces exposure to labour exploitation risks.

Temporary labour is utilised during peak operational periods and is subject to the same standards of security and vetting due to increased modern slavery risks associated with contingent labour.

3. Supply Chains

Our supply chains support a wide range of services including transport, fleet, property, facilities management, IT and manufacturing of operational materials.

While the majority of our Tier 1 suppliers are UK-based, many operate global supply chains, which introduces additional complexity and potential exposure to modern slavery risks.

Higher risk areas include sectors that rely on low-skilled labour, such as cleaning services, manufacturing, agency labour provision and outsourced logistics support.

We categorise suppliers by risk level using a structured risk framework which considers geography, sector and labour intensity. This enables targeted due diligence and mitigation strategies.

4. Policies and Governance

We maintain a comprehensive framework of policies to prevent modern slavery, including our ESG Policy, Supplier Code of Conduct, Anti-Bribery Policy and Speak Up (whistleblowing) procedures.

Our Supplier Code of Conduct explicitly prohibits forced labour, child labour and human trafficking and requires compliance with international labour standards.

Oversight of modern slavery risk sits with senior management and is supported by governance bodies including the Audit and Risk Committee.

All employees are expected to adhere to our Business Standards, which define ethical behaviours and promote a culture of accountability and integrity across the organisation.

5. Due Diligence Processes

We apply a risk-based due diligence process to identify and mitigate modern slavery risks in our supply chains.

All suppliers undergo initial screening through questionnaires assessing labour standards, governance and ethical practices.

Higher-risk suppliers are subject to enhanced due diligence, including independent audits, SEDEX reviews and ongoing monitoring. We also use third-party risk intelligence tools to identify adverse media, human rights concerns and other indicators of risk.

Where issues are identified, suppliers must implement corrective actions within defined timelines or face termination of the business relationship.

During 2025–26, Royal Mail strengthened its risk-based due diligence approach across its supply chain.

- **100% of high-risk suppliers** were monitored using the GAN Integrity platform
- **21 on-site audits** were conducted across suppliers and subcontractors
- **42 suppliers and subcontractors** are

currently registered on SEDEX, enabling access to self-assessment data and independent ethical audits

- A programme is in place to increase SEDEX coverage to **50 high-risk suppliers**, supported by onboarding initiatives and supplier engagement activity.

Where audits identify non-conformances, suppliers are required to implement corrective actions within defined timeframes, with failure to remediate resulting in escalation, suspension or termination of the commercial relationship.

Mapping our business and tier-one supply chain

United Kingdom

Number of employees: 132,185
Number of tier-1 suppliers: 4,027
Number of high-risk suppliers: 175
Categories of high-risk suppliers:



Finland

Number of employees: 26
Number of tier-1 suppliers: 1
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Canada

Number of employees: 2,164
Number of tier-1 suppliers: 8
Number of high-risk suppliers: 5
Categories of high-risk suppliers:



USA

Number of employees: 737
Number of tier-1 suppliers: 36
Number of high-risk suppliers: 6
Categories of high-risk suppliers:



Poland

Number of employees: 1,236
Number of tier-1 suppliers: 4
Number of high-risk suppliers: 4
Categories of high-risk suppliers:



Spain

Number of employees: 1,933
Number of tier-1 suppliers: 4
Number of high-risk suppliers: 3
Categories of high-risk suppliers:



Austria

Number of employees: 329
Number of tier-1 suppliers: 4
Number of high-risk suppliers: 4
Categories of high-risk suppliers:



France

Number of employees: 1,791
Number of tier-1 suppliers: 12
Number of high-risk suppliers: 5
Categories of high-risk suppliers:



Belgium

Number of employees: 561
Number of tier-1 suppliers: 14
Number of high-risk suppliers: 6
Categories of high-risk suppliers:



Germany

Number of employees: 10,816
Number of tier-1 suppliers: 17
Number of high-risk suppliers: 9
Categories of high-risk suppliers:



Croatia

Number of employees: 160
Number of tier-1 suppliers: 2
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Hungary

Number of employees: 794
Number of tier-1 suppliers: 3
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Czech Republic

Number of employees: 204
Number of tier-1 suppliers: 5
Number of high-risk suppliers: 3
Categories of high-risk suppliers:



Ireland

Number of employees: 104
Number of tier-1 suppliers: 19
Number of high-risk suppliers: 6
Categories of high-risk suppliers:



Denmark

Number of employees: 1,146
Number of tier-1 suppliers: 9
Number of high-risk suppliers: 3
Categories of high-risk suppliers:



Italy

Number of employees: 1,138
Number of tier-1 suppliers: 3
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



China

Number of employees: N/A
Number of tier-1 suppliers: 2
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



Hong Kong

Number of employees: N/A
Number of tier-1 suppliers: 1
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Australia

Number of employees: N/A
Number of tier-1 suppliers: 4
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



Key:

- Assets and clothing
- HR and people
- IT and automation
- Marketing, communications and professional services
- Print
- Property
- Logistics
- Vehicles

Malta

Number of employees: N/A
Number of tier-1 suppliers: 3
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



Singapore

Number of employees: N/A
Number of tier-1 suppliers: 3
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



Netherlands

Number of employees: 423
Number of tier-1 suppliers: 18
Number of high-risk suppliers: 4
Categories of high-risk suppliers:



Slovakia

Number of employees: 111
Number of tier-1 suppliers: 0
Number of high-risk suppliers: 0
Categories of high-risk suppliers: 0

Portugal

Number of employees: 209
Number of tier-1 suppliers: 2
Number of high-risk suppliers: 2
Categories of high-risk suppliers:



Slovenia

Number of employees: 103
Number of tier-1 suppliers: 0
Number of high-risk suppliers: 0
Categories of high-risk suppliers: 0

Romania

Number of employees: 306
Number of tier-1 suppliers: 2
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Sweden

Number of employees: N/A
Number of tier-1 suppliers: 1
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Serbia

Number of employees: 33
Number of tier-1 suppliers: 1
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Switzerland

Number of employees: N/A
Number of tier-1 suppliers: 4
Number of high-risk suppliers: 1
Categories of high-risk suppliers:



Supplier mapping refers to Royal Mail suppliers only and covers risks such as anti-bribery and corruption, modern slavery and human trafficking, environmental, safety, international sanctions.

6. Risk Assessment and Management

We conduct regular risk assessments across our operations and supply chains to identify areas of heightened exposure.

Our risk assessments consider factors such as supplier location, workforce composition and type of service provided.

Internal business units are assessed periodically, with higher-risk areas subject to more frequent review and enhanced controls.

This structured approach ensures resources are focused where they are most needed and supports proactive risk mitigation.

7. Training and Awareness

We provide mandatory modern slavery training for managers and targeted training for employees in procurement, supply chain and operational roles.

Training covers identifying red flags, understanding risk factors and knowing how to escalate concerns effectively.

Awareness is reinforced through internal communications, campaigns and compliance refreshers throughout the year.

We aim to embed a culture where all colleagues feel confident identifying and reporting concerns.

8. Speak Up and Reporting

We operate confidential Speak Up channels available to employees, contractors, suppliers and the public on a 24/7 basis. Reports can be made anonymously and are investigated promptly and thoroughly.

We have a strict non-retaliation policy to protect those who raise concerns.

Speak Up data is reviewed regularly to identify trends, risks and areas for improvement.

9. Measuring Effectiveness

We monitor the effectiveness of our modern slavery controls through key performance indicators including training completion rates, supplier audit coverage and due diligence outcomes.

We track audit findings and remediation actions to ensure issues are resolved effectively.

Headline Performance

-  **100%** High-risk suppliers monitored (GAN Integrity)
-  **99%** Training completion (Royal Mail)
-  **95%** of relevant employees across GLS completed the mandatory compliance training.
-  **21** Supplier audits completed
-  **42** Suppliers registered on SEDEX
-  **1,158** Speak Up reports (+11% YoY)

Continuous improvement is driven through internal reviews, governance oversight and benchmarking against industry best practice.

We are committed to enhancing transparency and strengthening our approach year-on-year.

We measure the effectiveness of our modern slavery programme through a range of quantitative and qualitative indicators, which demonstrate strong engagement and control effectiveness across the Group, while also helping identify areas for continued improvement.

10. Collaboration and Future Priorities

We recognise that tackling modern slavery requires collaboration across industries, governments and civil society.

We engage with suppliers, customers and industry bodies to promote responsible business practices and share insights.

Future priorities include expanding supplier audit coverage, increasing transparency and further strengthening risk analytics.

We remain committed to playing our role in eliminating modern slavery from our operations and value chains.

11. Approval

This statement has been approved by the Board of Directors of International Distribution Services Ltd.

Signed: 

Paul Ablin, Group Chief Financial Officer

Date: 26 June 2026