

**MISSION
AUSTRALIA**

Modern Slavery Statement

for the year ended
30 June 2025





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We are Mission Australia

Our Purpose

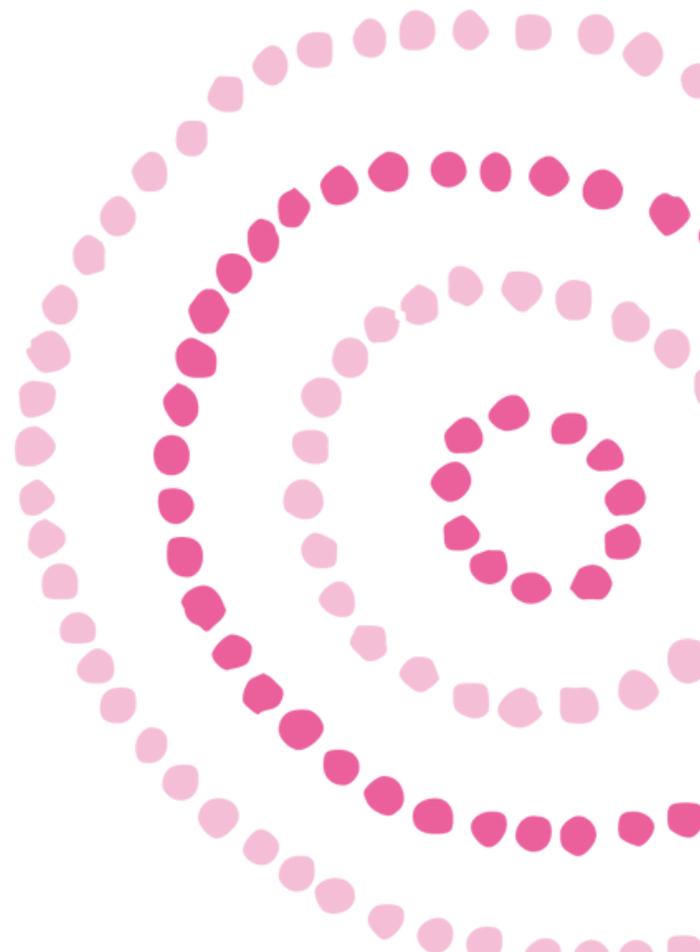
Inspired by Jesus Christ, Mission Australia exists to meet human need and spread the knowledge of the love of God.

Our Vision

Together, building hope and possibility for all.

Mission Australia acknowledges the traditional custodians of this Country and pay our respects to Elders past and present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

We recognise and respect their cultural heritage, beliefs, and continual relationship with the land and recognise the importance of the young people who are our future leaders.



Our Values

Our core values underpin all that we do. They are:



Compassion - We are sensitive, understanding and caring in our service of all people.



Integrity - We are honest and transparent in our work and relationships and are accountable for our performance.



Respect - We treat people with respect, recognising them as they are and always offering compassionate support.



Perseverance - We help people overcome the challenges they face, no matter how hard it is.



Celebration - We readily celebrate our collective efforts and successes alongside the people we help.

Mission Australia is one of Australia's largest, most trusted community service and housing providers. We're a national Christian charity delivering safe, secure homes and excellent community services, while advocating for a fairer Australia, to meet the growing needs of people across the country. Together, we're building hope and possibility for all.

A message from our CEO

Our commitment

Mission Australia remains steadfast in our commitment to eradicating modern slavery. Our approach involves systematically assessing and addressing risks within our operations and supply chain, with a focus on continual improvement. Our efforts remain deeply rooted in our broader goal to end homelessness in Australia and ensure that people and communities in need can thrive.

We strongly oppose modern slavery and human rights abuses in all their forms. Such abuses stand in stark contrast to our values and the compassionate principles that drive our work.

We believe in upholding the intrinsic dignity and worth of everyone. As a values-driven organisation, we are dedicated to upholding integrity and respect for all, whether they are directly or indirectly involved in our operations. This includes everyone we engage with through procurement to deliver our services and programs across Australia, which support more than 141,500 people annually.

Our most recent achievements and progress

I am pleased with the achievements that we have made in progressing meaningful commitments, you can find more detail about them within the report. They include:

- Successfully launching our internal Modern Slavery Policy further strengthening our internal governance
- Development of learning options - Breaking Chains: Combatting Modern Slavery Together - for our people to gain deeper understanding of Modern Slavery and Mission Australia's position
- Increased number of our preferred suppliers who have elected to assess and reduce their own risk of Modern Slavery

We have a number of new initiatives we are progressively working towards, and we look forward to providing an update on our progress in the next report.

Mission Australia reaffirms its commitment to combating modern slavery. We recognise it as integral to our mission of ensuring all individuals and communities to thrive. We are proud of the progress we have made and remain dedicated to identifying and addressing modern slavery risks. Our ongoing efforts are guided by a pursuit of excellence our values of compassion, integrity, perseverance and respect for all we serve.



Sharon Callister

Sharon Callister
Chief Executive Officer

This Statement has been approved by the Mission Australia Board.

Our values



Compassion



Integrity



Respect



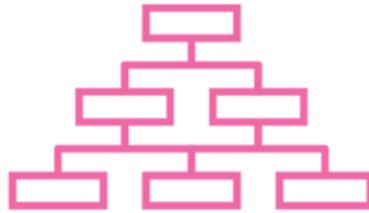
Perseverance



Celebration

Section One

Reporting entities



Our reporting entities

This Modern Slavery Statement (Statement) covers Mission Australia (ABN 15 000 002 522) and its controlled entities (collectively the Mission Australia Group) including the Mission Australia Housing Operational Entities (Mission Australia Housing, Mission Australia Housing Partnership Limited, Mission Australia Housing (Victoria), Mission Australia Housing Tasmania and Mission Australia Housing Northern Territory), the Mission Australia Housing Property Entities (Mission Australia Housing Holdings Limited, MAHQ Toowoomba limited and MAH Harbour Drive Limited) and any other entity established to undertake social and affordable housing within the Mission Australia Group.

Throughout this Statement, “Mission Australia” refers jointly to these entities, reflective of our corporate group.

Section Two

Our structure, operations and supply chains



Our structure

Mission Australia is a national, non-denominational Christian charity that has been helping vulnerable people move towards independence for 160 years. From humble beginnings in Queensland, Mission Australia’s founding purpose has remained unchanged:

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.

Mission Australia and its corporate controlled entities are committed to proper and effective corporate governance. We constantly seek to maximise efficiency and effectiveness of our operations, while continuing to place our clients at the centre of everything we do.

Each Mission Australia Group company, as a registered charity regulated by the Australian Charities and Not-for-profits Commission (ACNC), applies the ACNC Governance Standards.

The Mission Australia Board has overall responsibility for the performance of Mission Australia and the achievement of its founding purpose, as set out in our [Board Charter](#).

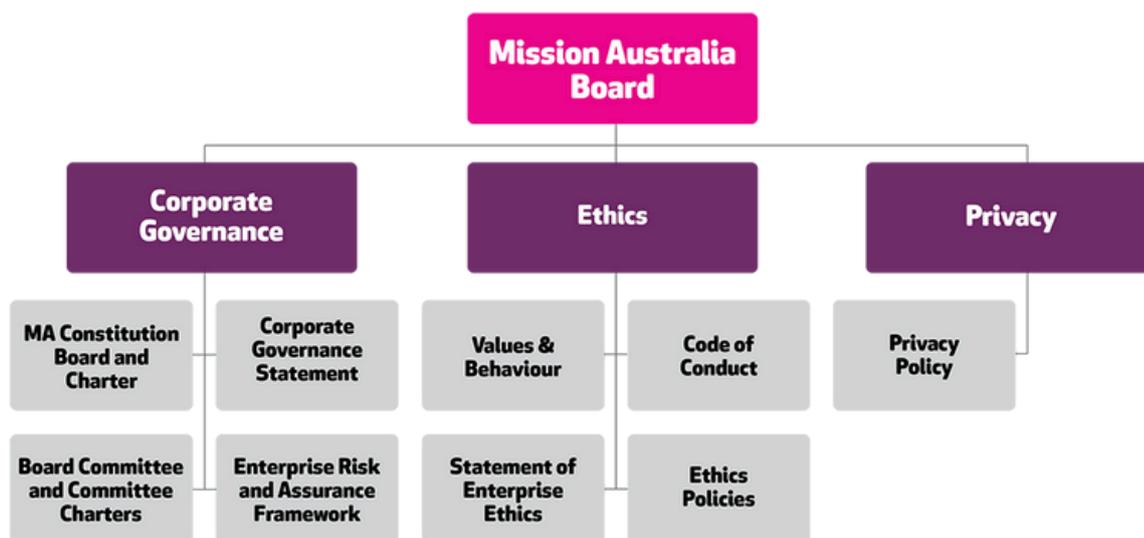


The Mission Australia Board recognises its role in overseeing the determination and implementation of policies and processes that reflect good corporate governance aligned with the ACNC Governance Standards, its contractual commitments and stakeholder expectations that, together with our values, inform and guide the organisation. The full Corporate Governance Statement is available on the Mission Australia website at missionaustralia.com.au.

In applying the ACNC Governance Standards we are guided by, where practicable and relevant to do so, the Corporate Governance Principles and Recommendations established by the Australian Securities Exchange (ASX) Corporate Governance Council.

The Mission Australia Board provides strategic guidance for Mission Australia and oversight of management, however, delegates its responsibility for the day-to-day operations to the CEO and the Executive Team. The Board also delegates some of its functions to Board Committees.

As part of Mission Australia's corporate governance, its Enterprise Risk and Assurance framework is designed to assist Mission Australia to meet its strategic objectives. It is designed to strengthen sustainability and maximise opportunity by upholding our values and organisational identity.



Risk is an integral part of any business. Potential events, decisions and opportunities that create risks are identified, analysed, defined and addressed. Importantly, the framework recognises that in order for Mission Australia to stand up for vulnerable Australians, it must continue to thrive as a well-respected, sustainable, client centred organisation. Effective risk management has the benefit of increasing the likelihood of achieving objectives, improving stakeholder confidence and trust and improving operational effectiveness and efficiency.

Relevant to modern slavery and underpinning our governance framework are the suite of policies outlined in Table 1.

Table 1. Mission Australia Relevant Policies

Policy	Description
Internal Audit Policy	Provides the functional and organisational framework within which internal audit operates.
Whistleblower Policy	Provides a framework which helps identify instances of wrongdoing and provides guidance on how to raise a concern about suspected or actual unethical or unlawful behaviour.
Diversity, Equity and Inclusion Policy	Provides a framework to effectively embed and support a diverse workforce and inclusive workplace for all our people.
Grievance Management Policy	Provides staff with a framework for reporting grievances in their workplace and to ensure those grievances are resolved in a fair, confidential and prompt manner.
Enterprise Incident Management Policy	Provides a consistent enterprise wide policy on the identification, classification, notification and resolution of incidents across the Mission Australia Group.
Enterprise Risk Management Policy	Sets out the Board's expectations for the essential components of our enterprise risk management framework within which Mission Australia must operate as it delivers on its strategic objectives.
Child and Youth Policy	Outlines Mission Australia's commitment to maintaining child and youth safe environments across our organisation.
Behavioural Standards for Keeping Children and Young People Safe Policy	Establishes a common understanding of the behaviour expected of all workers toward children and young people involved with our services.

In addition to the policies outlined in Table 1, Mission Australia's operational governance framework includes the following:

- A [Code of Conduct](#) which specifies behavioural standards necessary to maintain confidence in Mission Australia's integrity.
- A [Values & Behaviours statement](#) which includes descriptions of the behaviours that underpin each value so that people throughout Mission Australia understand how we put each value into practice – with each other, with our clients, supporters, partners, governments and other organisations.
- An [Ethics Policy](#) suite reinforces a culture in which honesty, integrity and business ethics are a part of everyday behaviour.
- A [Modern Slavery Policy](#) which outlines the proactive steps Mission Australia will take to mitigate and address the risk of modern slavery in our supply chains and operations.
- A [Statement of Enterprise Ethics](#) which sets out ethical expectations for people who work for Mission Australia as well as the ethical expectations for those working with us.
- A [Speak Up & Speak Out Statement](#) which encourages Mission Australia employees to give and receive feedback and complaints, and to foster an open corporate culture in which honesty, integrity and business ethics are part of everyday behaviour.
- A [Cultural Safety Framework](#) which aims to strengthen our cultural safety for Aboriginal and Torres Strait Islander people by engaging in a process of continuous learning and practice improvement and guiding us as we develop strategies, policies, practices, and workplace cultures that support self-determination and address unconscious bias, discrimination, and racism. Associated pieces of work include the: cultural safety practice guidelines; Aboriginal and Torres Strait Islander workforce plan; and cultural learning strategy.
- [Diversity and Inclusion Reference Group](#) which has been established to support the review, development and implementation of a new Diversity and Inclusion Strategy for Mission Australia and to support our commitment to inclusive workplaces by giving voice to the lived experience and views of a broad range of employees.

Our people

Mission Australia is committed to diversity and inclusion for all, both in our service provision and in our workforce. We actively work towards attracting, recruiting, and retaining a workforce that is representative of the people and communities we work with.

Mission Australia employed 2,584 staff at the end of the reporting period, of which 66% were full-time, 25% were part-time and 9% were casual. Nearly three quarters of staff were female (72.3%), just over one quarter (27.8%) were male and 0.2% chose not to specify. Approximately 5.4% of staff identified as Aboriginal and/or Torres Strait Islander.

Together, with 1,078 volunteers, Mission Australia's workforce represents a vast team of people who are determined to make a difference. We collaborate with people experiencing homelessness or disadvantage to tackle the root causes of their challenges through providing access to safe, affordable homes and innovative, evidence-based support services.

We deliver homelessness crisis and prevention services, provide social and affordable housing, assist struggling families and children, address mental health concerns, fight substance misuse, support people with disability and much more.

Behind the scenes, supporting our frontline staff, is a team ensuring the organisation's efficiency. They look after our finances, property, vehicles and IT needs, and also help raise vital funds. In addition, our Chaplaincy team offers personal and spiritual support to both staff and the people we serve.

Employees of Mission Australia are subject to either an enterprise agreement, an Award or individual employment contracts which are benchmarked against external market information on an annual basis. The Better Off Overall Test (BOOT) is carried out on our Enterprise Agreement which is lodged with the Fair Work Commission as part of the approval process. All employees are covered by the National Employment Standards which relate to the 10 minimum standards of employment.

Our human resource policy and procedural suite provide a strong control framework that meets external legislative and statutory requirements. This suite of policies includes:

- Employment Screening Policy
- Recruitment Policy and Procedures Induction and Orientation
- Performance Appraisal
- Remuneration and Benefits

Our Team provides guidance and support on all aspects of employment at Mission Australia.

We also recognise that the people and communities we serve may be at risk of becoming victims of modern slavery. Employees in our client facing services participate in training to raise awareness on potential signs of modern slavery, and how to internally report and appropriately respond.

Commitment to equal employment opportunities

Mission Australia is committed to providing equal opportunities for all current and prospective employees. We value and celebrate the diversity of skills, experiences, perspectives and opinions that our people bring to the workplace, recognising that these attributes enhance outcomes for our clients, families, colleagues, communities, and all those connected with our organisation.

As an employer, Mission Australia is dedicated to fulfilling its equal opportunity responsibilities and obligations, with particular focus on:

- Promoting merit-based decision-making in all employment matters
- Ensuring equal employment opportunity and eliminating discrimination throughout the recruitment process
- Removing all forms of discrimination from our work environments
- Complying with all relevant industrial instruments and equal employment opportunity legislation.

Employee support structure

Mission Australia is committed to taking all necessary actions to ensure that every team member feels safe and is safe—physically, culturally, and psychologically. This commitment is underpinned by our 'Speak Up and Speak Out' framework, which empowers and amplifies the voice and rights of our people.

Through this framework, we actively promote the prevention, identification, and resolution of concerns, grievances, and complaints. Our approach ensures that employees are supported in a respectful and responsive environment, where wellbeing is prioritised and every individual is treated with dignity.

Preventing bullying, harassment and discrimination in the workplace

Mission Australia is committed to fostering a fair, respectful, and inclusive workplace. We do not tolerate bullying, harassment, or discrimination in any form.

All types of harassment, discrimination, and bullying are considered unacceptable behaviours and will not be tolerated under any circumstances. We believe every employee deserves to be treated with dignity and respect.

To uphold this commitment, Mission Australia ensures that:

- Complaints of harassment, discrimination, or bullying are taken seriously
- All complaints are addressed promptly and handled with confidentiality
- Complaints are investigated impartially and fairly
- Appropriate action is taken to prevent recurrence of misconduct
- Complainants and witnesses are protected from victimisation

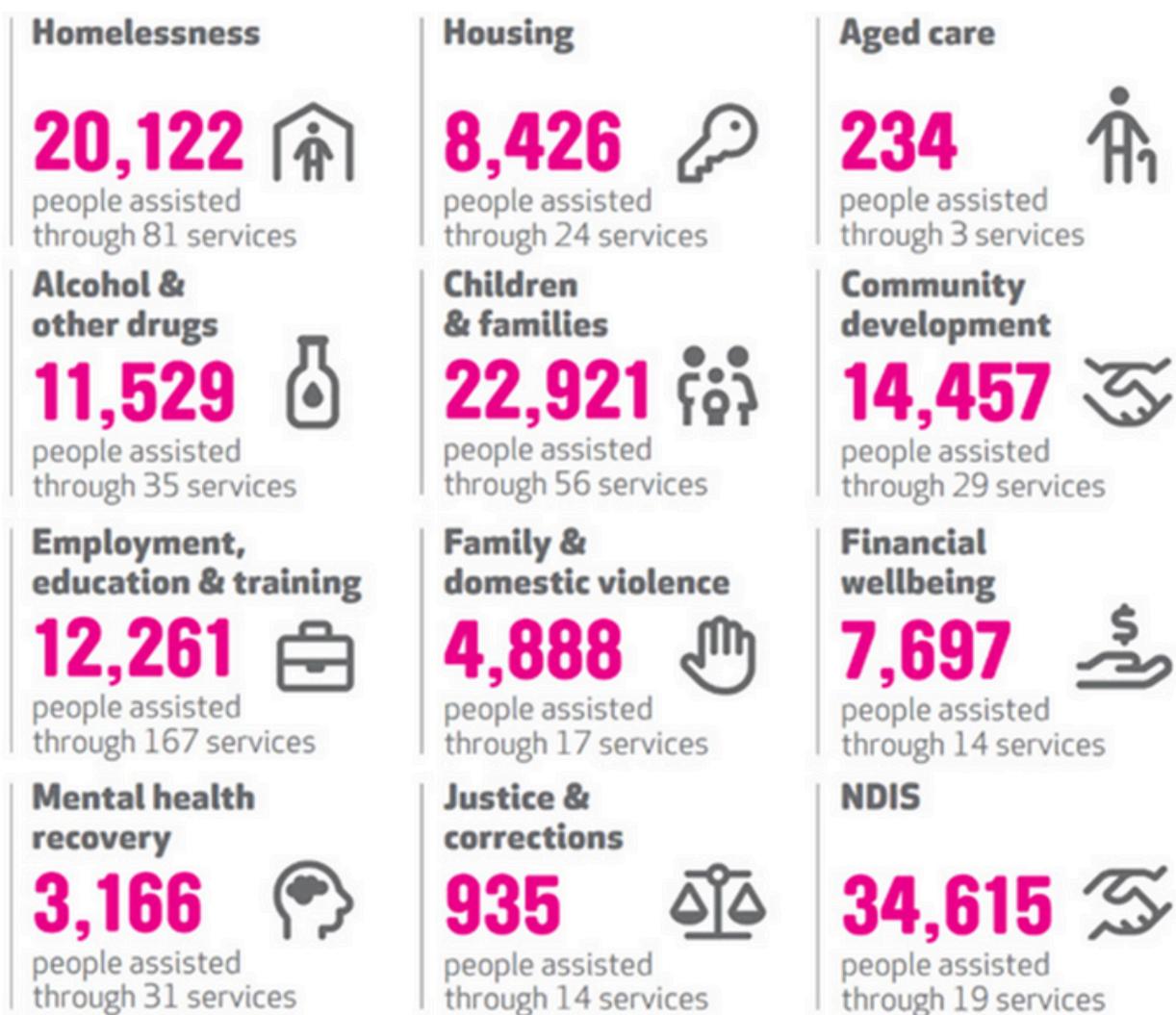
This approach reflects our dedication to maintaining a safe and supportive working environment for all.

Our operations

Mission Australia is an Australian organisation which operates only in Australia (across all States and Territories) in approximately 270 locations.

Guided by our bold Strategy 2030, we're focused on delivering more safe, secure homes, expanding our impact and strengthening our organisation to meet the growing needs of people across Australia. We are dedicated to delivering evidence-based, integrated services that create powerful and sustainable change in people's lives. Over the reporting period, Mission Australia supported 141,552 Australians on their journey towards independence. Image 1 outlines our FY2025 highlights.

Image 1. FY2025 Highlights



Mission Australia delivers services that are commissioned and largely funded through Government contracts. Mission Australia relies on fundraising income to provide services that we identify as going to truly make a difference in our quest to enable disadvantaged Australians to live an independent and participatory life.

Mission Australia also enters partnership and/or subcontract arrangements with other service providers to deliver on certain elements of its services. A Partnership Framework sets out standards and principles that inform Mission Australia's approach to partnerships. These relationships are also managed (where appropriate) through supply chain (procurement) contracts, subcontracts, and tender documentation.

Our investments

Mission Australia's assets include investments managed by professional investment managers under an investment policy. The investment policy sets out ethical investing parameters that restrict investment in entities whose activities may conflict with Mission Australia's purpose and strategic goals. The investment manager routinely provides reporting of compliance of the investment policy including the ethical investing parameters. Additionally, the investment manager maintains its own ethical overlay in the investments of its own and client funds, which includes an emphasis toward ethical, social and governance considerations including the monitoring of adherence to modern slavery obligations.

Our supply chain

Throughout the reporting period, Mission Australia procured goods and services from approximately 6,000 suppliers (reduction of 1,000) with a total spend of \$151 million. Our suppliers predominately operate in the following sectors:

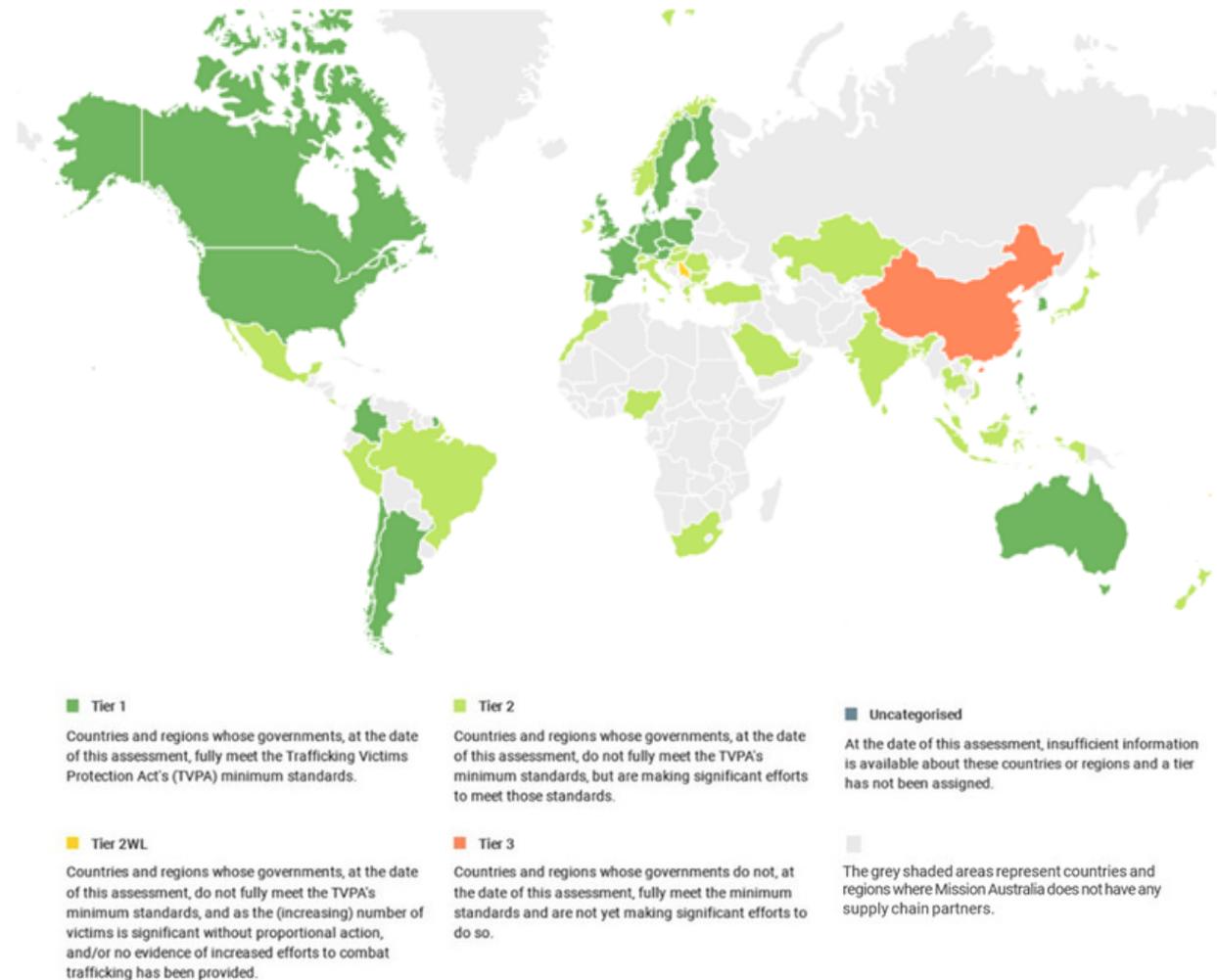
- Accommodation and food service activities
- Administration and support services
- Agriculture, forestry, and fishing
- Arts, entertainment and recreation
- Building services contractor
- Cleaning
- Construction
- Domestic work
- Education
- Electricity, gas, steam and A/C supply
- Finance and insurance
- Government administration, Defence and Social Security
- Health and social work
- Information and communication
- International organisations, Diplomatic and Consular Services
- Labour hire
- Maintenance and repair of motor vehicles
- Manufacturing
- Mining and quarrying
- Personal services
- Professional and scientific services
- Real estate
- Retail
- Security Services
- Transportation and storage
- Water supply, sewerage and waste management
- Wholesale

Generally, the purchasing of goods and services is managed locally with centre-led policy, governance and support. In addition, selected categories of expenditure and suppliers are centrally negotiated through national contracts ('preferred suppliers') to achieve value for money and compliance with corporate requirements.

National contracts are reviewed periodically and include corporate fleet, insurance, travel, electricity, stationery, printed material, merchandise, property and facilities management and information technology. Outside of these key categories, purchasing of goods and services is decentralised to end-use buyers, resulting in a high volume of vendors with low level transactions.

Some countries or regions where our suppliers operate, as well as some goods produced and sourced by our suppliers, can be described as high-risk due to the possibility of a link to modern slavery practices such as forced labour, human trafficking, child labour, and debt bondage.

The geographical regions where our supply chain partners operate are shown in the map below, which has been overlaid with the colour tier system of the [Trafficking-in Persons Report](#). Australia is identified as a Tier 1 country (Countries whose governments fully meet the TVPA's minimum standards for the elimination of trafficking) as outlined below.



Due to the size and nature of Mission Australia's core business, rigour in our procurement processes, practices and dealings with suppliers is essential for strong sustainable business results and maintaining relationships with our key suppliers. This includes an enterprise-wide procurement policy that is applicable to all employees who are responsible for procurement of property, goods and services on behalf of Mission Australia.

The Mission Australia Supplier Code of Conduct is applicable to all suppliers and outlines our supplier expectations in relation to:

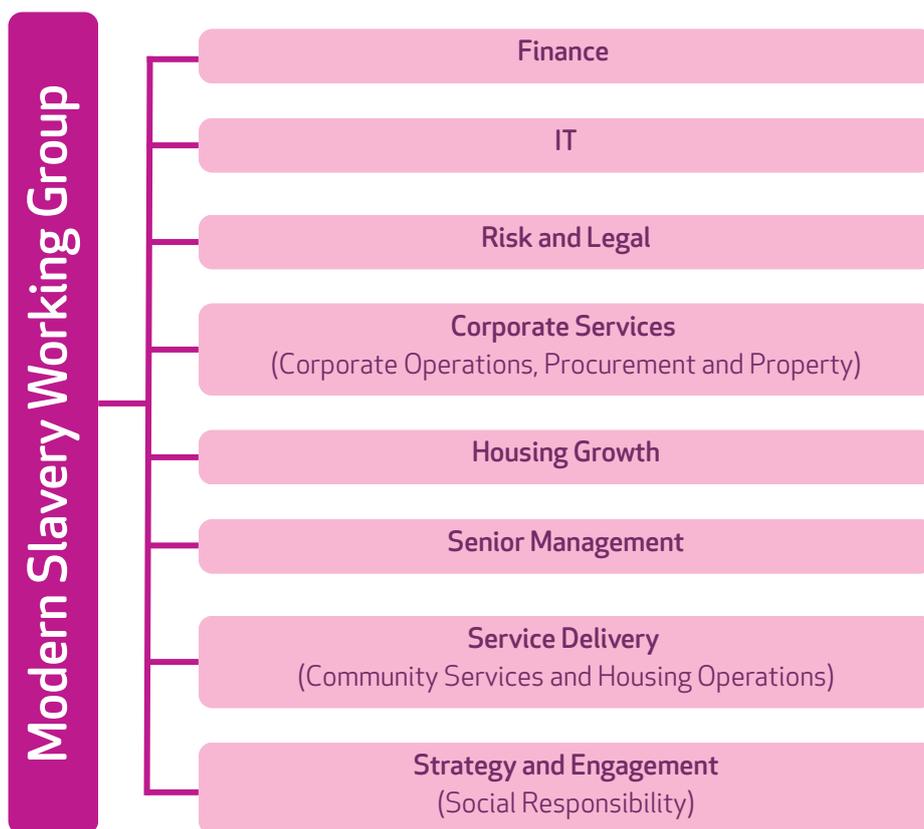
- Labour and human rights
- Health and safety
- Integrity, ethics and conduct
- Corporate and supply chain governance

The Supplier Code of Conduct is issued to every supplier and forms part of our contractual relationship requirements. Our policy and governance approach to minimise modern slavery risks in our operations and supply chain includes:

- Procurement Policy and Framework documents and processes
- Fundraising Supply Chain Governance including Fundraising Services Responsibility Standards Statement and Fundraising Supplier Code of Conduct
- Enterprise Risk and Incident Framework and Policy and Procedure Suite
- Contracts and Service Level Agreements (SLA)
- Human Resources Policies and Procedure suite
- Work Health Safety Policies and Procedures Child and Youth Safe Policies, Procedures and Guidelines
- Partnership Framework

Modern Slavery Governance

The composition of the Committee extends to staff across seven divisions of the organisation and includes a member of the Executive Committee.



The primary objectives of the Committee are to:

- Identify and assess potential modern slavery risks within Mission Australia's operations, supply chains, client relationships and communities
- Develop and implement policies, procedures, and controls to prevent, detect, and address instances of modern slavery
- Raise awareness among employees, stakeholders, and partners about the importance of eradicating modern slavery and the role each entity plays
- Monitor and evaluate the effectiveness of anti-modern slavery measures, ensuring continuous improvement and alignment with best practices
- Collaborate with relevant departments, external partners, and NGOs to share knowledge, insights, and resources in the fight against modern slavery
- Report to senior management/Board Audit and Risk Committee (BARC) on the progress, challenges, and outcomes of the Committee's initiatives

In Australia and around the world, modern slavery is a significant human rights issue that exploits people through coercion and control. As a purpose-driven organisation we serve vulnerable people and support all in need to thrive. By actively working to eliminate modern slavery, we contribute to our organisational purpose of meeting human need and our vision of building hope and possibility for all.

Head of Social Responsibility & Modern Slavery Committee Member

Modern slavery has no place in our society or our supply chains. As someone deeply committed to Mission Australia's values of compassion, integrity, and respect, I see it as our collective duty to remain vigilant and proactive in preventing exploitation. By fostering awareness, supporting our colleagues, and upholding the highest ethical standards, we can make a real difference in the lives of vulnerable people. Every action we take—no matter how small—contributes to a safer, fairer future for all.

Executive Corporate Services & Modern Slavery Committee Member

Section Three

Risks of Modern Slavery in our operations and supply chains



Mission Australia is an Australian based company delivering services in a sector identified as 'low' risk in the Global Slavery Index. Our assessment of risk in relation to causing or contributing to modern slavery based on our operations, governance structure, employment practices and internal control framework is identified as 'low'. Our internal control framework includes:

- Operation of a procurement function to centrally administer and support our modern slavery assessment, mitigation and reporting requirements
- A robust Corporate Governance Framework
- Mandatory employment screening practices and verification of right to work in Australia for all employees
- Human Resources Policies and Procedural suite that supports operational recruitment and ongoing employment practices
- Industrial instruments (awards, agreements, employment contracts) that govern employment relationships
- Notification procedures and mechanisms where employees can report any concerns regarding potential instances of modern slavery either directly through line management or confidentially through our Integrity Line
- Chaplaincy Support in all states that employees can access for confidential support and guidance
- Education and awareness to our staff around modern slavery Engagement with key buyers across the organisation via the
- Business Operations Collaboration Committee and other awareness sessions

Mission Australia has not yet identified any specific instances of modern slavery harm in our operations or supply chain.

Supply chain risks

Throughout the reporting period, Mission Australia assessed its suppliers for potential risk based on the sector they operate in. We recognise that there are several sectors within our supply chain that pose a potentially higher risk of being directly linked to modern slavery practices.

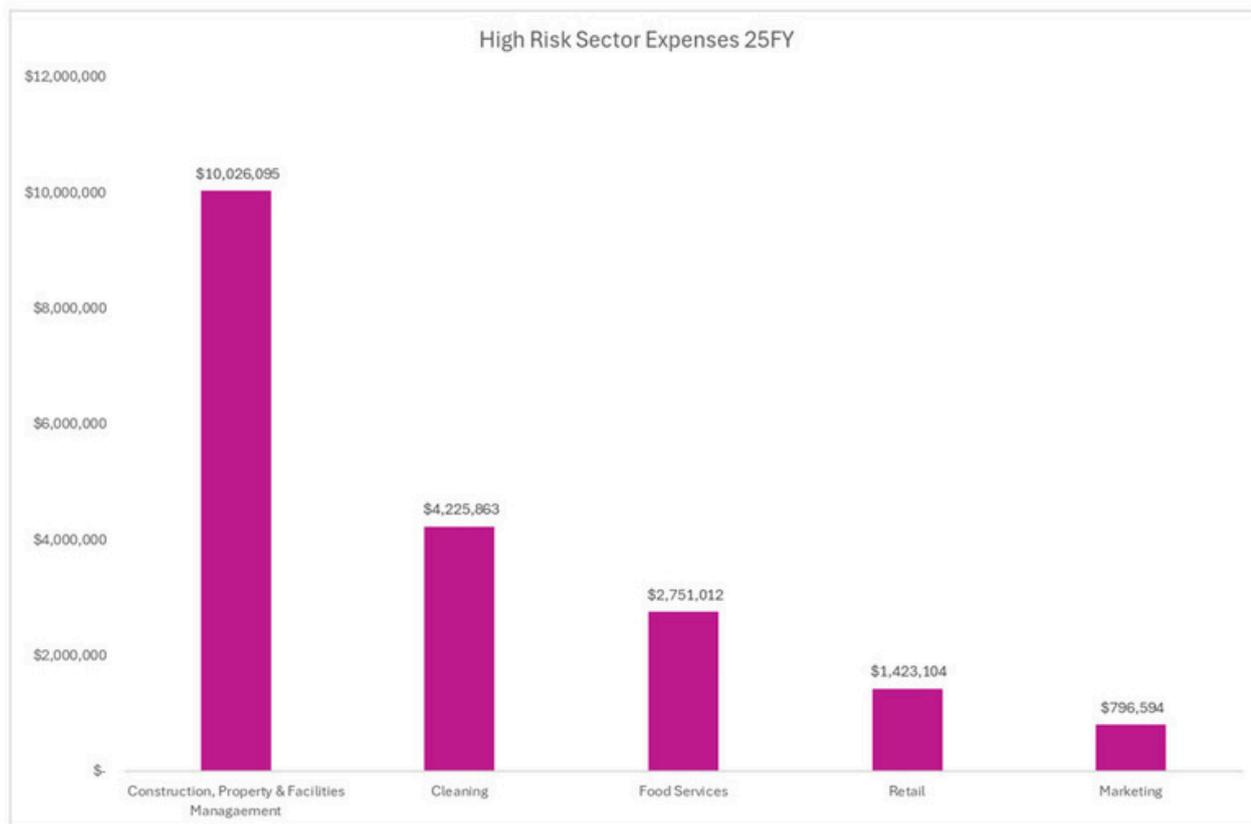
The goods and services we procure are obtained from tier one suppliers operating within Australia; however, we understand our suppliers may operate downstream supply chains in countries where modern slavery risks are high, increasing the risk of being linked to modern slavery through subsequent tiers of our supply chain.

Mission Australia has previously undertaken an assessment of our supply chain, focusing on quantifying and categorising each tier one supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index.

Whilst a total of 14 high-risk industries were identified, based on Mission Australia’s spend profile, the assessment identified our top eight high-risk priority sectors. A subsequent seven sectors, identified as being of medium-risk were also included in this year’s assessment.

Throughout the reporting period, Mission Australia spent approximately A\$24.1 million with suppliers identified as operating in a high-risk sector. This is a reduction of \$6.3 million compared to the previous financial year. See graph 1 for details.

Graph 1. High Risk Sector Expenses



In order to assess the actual and potential risks of modern slavery within our supply chain, 246 Self-Assessment Questionnaires (SAQ) were issued to our key suppliers operating in the identified high and medium risk sectors.

The number of self-assessment questionnaires completed by our participating suppliers increased to 128, up from 94 (as of 30 June 2024). An 80% completion rate has been achieved for our top 20 high-risk and high-value suppliers, alongside an overall completion rate of 52% of invited suppliers who were asked to complete a self-assessment questionnaire, compared to a 40% completion rate (as of 30 June 2024). The outcome of the SAQ process is detailed in Section Four.

Among the sectors more vulnerable to modern slavery exploitation in which Mission Australia procures services are the construction, IT equipment and food service sectors, all of which have been identified by the International Labour Organisation as high-risk sectors for forced labour exploitation. This comes as a result of several contributing factors, including high demand for low-skilled, manual, and low-waged work, which has been identified as more likely to be subjected to forced labour.

Mission Australia recognises that our supply chain is linked to other high-risk industries, such as clothing and textiles with the procurement of uniforms and other clothing. We are aware that our suppliers of these products and services may also have modern slavery risks further downstream in their supply chain.

Additionally, procured services such as cleaning, property maintenance services, hired security, catering and hospitality, provided through contractors and recruitment agencies, present higher risk as these sectors are known to utilise sole traders, women, overseas workers and international students, all groups who have been shown to be more vulnerable to modern slavery.

Our suppliers operate, produce, and source across several/ different sectors. Some of these sectors can be described as high-risk. High-risk sectors are those in which human trafficking activities are known to occur and were identified in the Global Estimates of Modern Slavery and child labour exploitation that were separately identified in Child Labour: Global Estimates 2020 Trends and the Road Forward (ILO and UNICEF, 2021).

Our Suppliers Operate in the following High-risk Sectors

 Accommodation and Food Service Activities 9	 Building services contractor 3
 Cleaning 4	 Construction 19
 Domestic work 3	 Manufacturing 6
 Mining and Quarrying 2	 Personal services 3
 Retail 13	 Security services 4
 Transportation and Storage 2	 Wholesale 7

Our Suppliers Source in the following High-risk Sectors

 Accommodation and Food Service Activities 14	 Agriculture, Forestries, and Fishing 3
 Building services contractor 4	 Cleaning 5
 Construction 23	 Domestic work 4
 Labour hire 4	 Maintenance and Repair of motor vehicles 4
 Manufacturing 12	 Personal services 5
 Retail 15	 Security services 3
 Transportation and Storage 3	 Wholesale 10

Our Suppliers Produce Goods and Provide Services in the following High-risk Sectors

 Accommodation and Food Service Activities 10	 Agriculture, Forestries, and Fishing 2
 Building services contractor 5	 Cleaning 3
 Construction 13	 Domestic work 3
 Labour hire 3	 Maintenance and Repair of motor vehicles 1
 Manufacturing 9	 Mining and Quarrying 2
 Personal services 3	 Retail 12
 Security services 4	 Transportation and Storage 1
 Wholesale 2	

Some goods and services produced and sourced by our suppliers can be described as high-risk due to the possibility of a link to modern slavery practices such as forced labour and child labour.

There is modern slavery risk associated with producing the following goods and services from the countries below:

- Australia
 - Building services contractor
 - Cleaning
 - Labour hire
 - Security services

Section Four

Action taken to assess and address risks



During the reporting period, Mission Australia did not identify any instances of modern slavery occurring within its operations or supply chain.

Where we identify impacts that we may have caused, or to which we may have contributed, or if we discover we are directly linked to modern slavery, we will develop risk treatment plans, with agreed timeframes to mitigate these risks, in line with our Enterprise Risk Management policy and procedure.

Mission Australia has notification procedures and mechanisms where employees can report any concerns regarding potential instances of modern slavery either directly through line management or confidentially through our Integrity Line.

Furthermore, our Employee Assistance Program (EAP) and Chaplaincy services are also available to all staff, providing an avenue for confidential reporting of any such practices. Similarly, we have established reporting mechanisms for suppliers and/or third parties, detailed within our Supplier Code of Conduct and on our website, via the Integrity Line.

Although no instances of modern slavery were identified throughout the reporting period, we continued to make progress in our approach to education, policy setting and risk assessment (see tables 2 and 3)

Table 2. Key Progress Made FY2025

Area	Description
eLearning Module	Increase of 6% of staff completing the eLearning module across the organisation
Modern Slavery Policy	Policy detailing Mission Australia's approach to identifying and educating Modern Slavery was published.
Supplier Questionnaires Issued	We saw an increase in supplier statements being completed compared in FY2 with 246 questionnaires completed. Through targeted engagement with key suppliers, we achieved an 80% completion rate for our top 20 high-risk and high-value suppliers.
Update Key Supplier Details	Key supplier details were maintained on our intranet page regarding modern slavery.
Contract Review	Annual review of supplier contracts was completed by our legal team to ensure modern slavery clauses are effective.

In addition to the actions outlined above, the activities and procedures detailed in Table 3 continued to be carried out across the reporting period:

Table 3. Ongoing Activities

Procedure	Description
Leadership	Maintained Modern Slavery Committee and members to provide governance and lead the development and implementation of activities to mitigate modern slavery risks.
Governance	Maintained a Supply Chain Governance Strategy outlining the key aspects of Mission Australia’s approach to ensuring an ethical and compliant supply chain.
Policy	Mission Australia’s Supplier Code of Conduct outlines requirements and expectations for suppliers in the areas of labour and human rights, health and safety, integrity, ethics and conduct and corporate and supply chain governance as well as detailing grievance and reporting mechanisms for suppliers to report instances of misconduct or unethical behaviour within their operations or supply chain. Mission Australia expects its suppliers to comply with the Supplier Code of Conduct and a requirement to comply is currently being inserted into major procurement contracts, subcontracts and procurement tender documentation.
Operations	Maintained a Modern Slavery intranet page, accessible by all Mission Australia staff, which includes a Simple Modern Slavery Guide and clear actions staff can take should they suspect Modern Slavery. Maintenance of internal communication channels to enable staff queries and responses.
Supplier Management	Continued to analyse our current suppliers, focussing on quantifying and categorising each Tier 1 supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index. The update reflected active suppliers in medium and high-risk sectors with a minimum spend amount over the reporting period. Key suppliers were invited to complete a Risk Self-Assessment Questionnaire, with the number of completed questionnaires increasing by 36% where we had overall completion rate of 52% of invited suppliers, compared to 40% in the previous year.

Key findings from Supplier Assessment Questionnaire

Mission Australia uses a third-party tool, the iPRO Modern Slavery Assessment Tool to assess modern slavery risks in our operations and supply chain. The risks identified in the previous section were all identified utilising this assessment tool. We engaged iPRO during the reporting period to conduct the assessments on our operations, and a bulk assessment of 246 of our suppliers. We intend to carry this process forward as an annual assessment of our operations and supply chain.

Mission Australia also completed a self-assessment using the same process to determine a risk category for our operations.

Participating suppliers were asked to complete a self-assessment questionnaire online. After each supplier completed and submitted the questionnaire, their responses were assessed to determine their modern slavery risk scores and associated risk category.

Each supplier that completed the assessment was assigned one of the following risk categories:

- High-risk (high levels of inherent risk)
- High-risk (inadequate risk control)
- Medium-risk (partial risk control)
- Low-risk (adequate risk control)
- Low-risk (low levels of inherent risk)

To determine the appropriate risk category, responses were first evaluated for risks inherent to a supplier's operations, production, and sourcing. This is referred to as the Inherent Risk Score. The Inherent Risk Score (Image 2) was calculated based on the geographical, type of goods, industry sector, and workforce parameters that the supplier indicated in the Modern Slavery Assessment Tool (MSAT).

Image 2. Inherent Risk Score

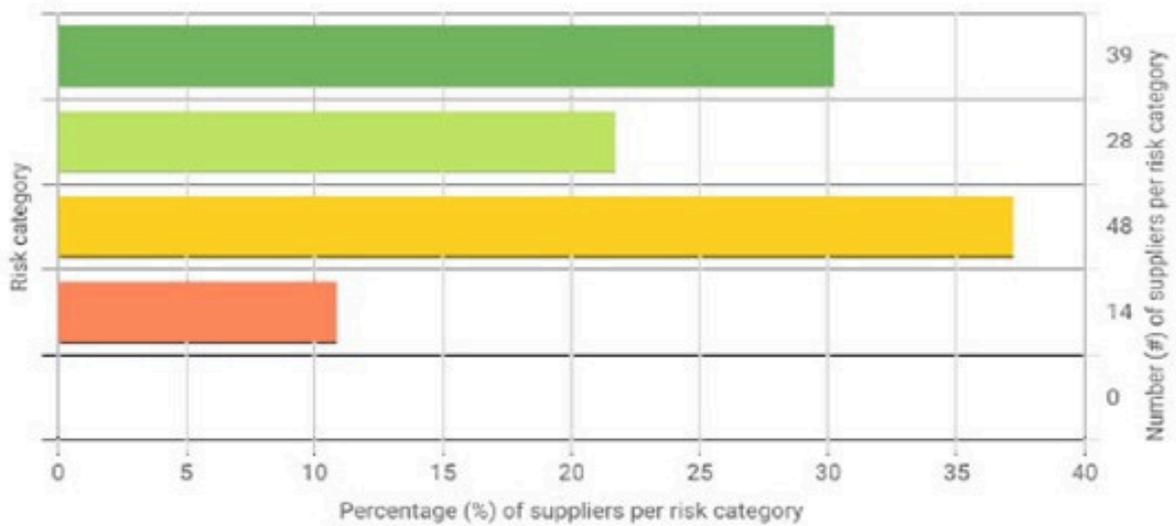
		Inherent risk		
		Low	Moderate to High	Very high
Risk control	Adequate	Low-risk (Low levels of inherent risk)	Low-risk (Adequate risk control)	High-risk (High levels of inherent risk)
	Partial		Medium-risk (Partial risk control)	
	Inadequate		High-risk (Inadequate risk control)	

Next, the Unmitigated Risk Score was evaluated. This score was calculated based on the policy and procedure responses on the questionnaire. A supplier's Unmitigated Risk Score determined whether they were categorised as having inadequate, partial, or adequate risk control.

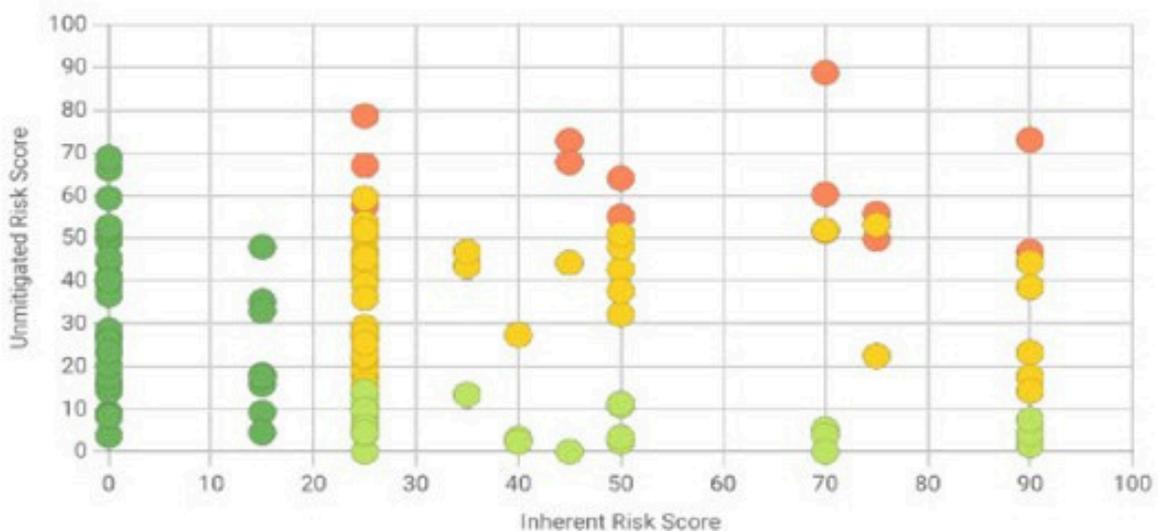
Then, the risk scores for each assessed supplier were aggregated and averaged, resulting in an Aggregated Inherent Risk Score and an Aggregated Unmitigated Risk Score for the overall supply chain.

Image 3 details the percentage of suppliers per risk category and the aggregated scores.

Image 3. Percentage of Suppliers per Risk Category

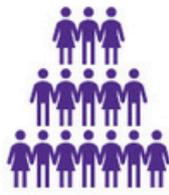


Risk categories	% of suppliers per risk category	# of suppliers per risk category
Low-Risk (No inherent risk)	30.2%	39
Low-Risk (Adequate risk control)	21.7%	28
Medium-Risk (Partial risk control)	37.2%	48
High-Risk (Inadequate risk control)	10.9%	14
High-Risk (High levels of inherent risk)	0%	0



The scatter chart above compares all assessed suppliers according to both their unmitigated risk and inherent risk scores.

The following is a high-level summary of the organisations that responded to the Self-Assessment Questionnaire request.



Business Size

1 – 100 = **69%**
 101 – 1000 = **16%**
 >1001 = **6%**
 Unable to answer = **9%**



Sector (top 5)

Property & Facilities = **23%**
 Retail = **13%**
 Construction = **13%**
 Food services = **9%**
 Marketing = **7%**
 Other = **36%**



Youngest Employee Age

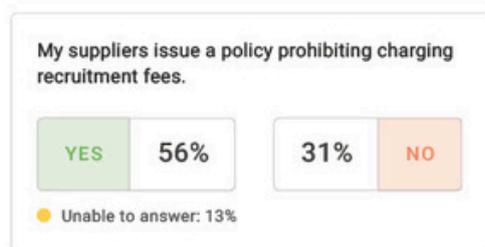
15 - 18 = **17%**
 18 and older = **80%**
 Unable to answer = **3%**



Use of low skilled foreign or domestic migrant workers

Yes = **14%**
 No = **88%**
 Unable to answer = **2%**

The assessment results further highlighted supplier insights in relation to the following key statements.



Suppliers that completed the self-assessment were given action items to complete post-assessment. The action items provided to each supplier were based on their responses to the questionnaire, and if implemented, will reduce the unmitigated risks identified during the assessment.

It is recognised that many of the suppliers who completed the questionnaire are small and medium sized suppliers with limited available resources and/or understanding of modern slavery. Regardless, the above insights will continue to be monitored and will inform our ongoing approach to risk mitigation across our supplier base.

Section Five

Assessing the effectiveness of our actions



We utilise the benchmarking and KPI's in the iPRO Modern Slavery Assessment Tool to assess the effectiveness of our actions.

The main KPI's we are using to benchmark our efforts are the risk scores that are generated as part of the assessment process.

Each organisation who completed the assessment questionnaire was assessed and given 2 risk scores.

- Inherent Risk Score
- Unmitigated Risk Score

The Inherent Risk Score measures modern slavery risks that are intrinsic/built-in to the operations of an organisation. This is determined by asking which countries, regions, sectors, and high-risk goods are part of their operations, production, or supply chain.

The Unmitigated Risk Score measures the organisations risk that is still present (remains) after accounting for modern slavery risk controls that have been implemented. This is determined by asking suppliers about the policies, processes, and procedures in place to reduce modern slavery risks.

Mission Australia is provided an aggregated risk score of all the assessed suppliers, and we use this aggregated score to measure the risk on an overall supply chain level.

We aim to continuously improve on these KPI's.

As we take actions within our organisation, and with our suppliers, we will be able to assess the effectiveness of our modern slavery action plan to reduce the Unmitigated Risk Score by introducing relevant policies and procedures.

We also measure the effectiveness of our engagement with suppliers and will continue to encourage participation in our assessment programme to better identify and mitigate modern slavery risks in our supply chain.

FY2025 KPIs

Our Operations Risk Scores

Inherent Risk Score	25.00 / 100
Unmitigated Risk Score	43.45 / 100

Aggregated Supply Chain Risk Scores

Inherent Risk Score	30.74 / 100
Unmitigated Risk Score	30.25 / 100

Currently, on average, our suppliers have partial risk control.

Supplier Assessment Completions

Completions	129 / 246
Completion Rate	52.4%

Furthermore, the Modern Slavery Committee will continue to consult and gather feedback from key stakeholders, internal and external to Mission Australia, and reporting to and being monitored by the Senior Executive Team and the Mission Australia Board.

In line with Mission Australia's Enterprise Risk Management Policy, we continue to assess risks of modern slavery within our operations and supply chains and the effectiveness of mitigation strategies to manage these risks appropriately. We do this by:

- Regularly discussing, tracking and reporting our agreed actions and outcomes
- Discussing modern slavery with key suppliers and external partners
- Regularly reviewing and assessing the effectiveness of our policies, procedures and frameworks as part of the requirements outlined in the Enterprise Policy Governance, which details mandatory review timeframes.

A centralised risk team undertakes reporting and trend analysis of risks and incidents lodged in a risk and incident system. Reporting is provided to the Executive Committee and the Board's Audit and Risk Committee on both risk and incident data and the effectiveness of mitigation strategies.

Based on the results of these processes we continue to adapt and strengthen our actions to continually improve our response to modern slavery.

Section Six

Consultation process



In performing the actions described throughout this Statement, consultation and engagement during the year was undertaken with key internal leaders, management committees and forums. The Mission Australia's Board Audit and Risk Committee and the Mission Australia Board have reviewed relevant assessments and key documentation.

Mission Australia management is responding to the legislation in an effective and appropriate manner, with due diligence and remedial actions applicable enterprise wide.

Mission Australia continues to engage with third parties to leverage information and resources and to share best-practice approaches to combatting modern slavery.



Section Seven

Other relevant information



Future commitments

Over the coming reporting period Mission Australia intends, as part of its Modern Slavery Action Plan, to undertake additional activities to address the risk of modern slavery within our operations and supply chain. Mission Australia's focus in the FY2026 reporting period will include the following key actions:



Review Key Governance Frameworks

- Undertake a review of Mission Australia's existing governance frameworks to identify potential opportunities to strengthen/update references to modern slavery



Develop Capability

- To deliver a progressive uplift in awareness and understanding of modern slavery, continue to assess opportunities to provide educational resources to staff and external stakeholders

Assess Supplier Engagement Requirements



- Undertake a review of Mission Australia's Supplier Code of Conduct
- Identify opportunities to incorporate modern slavery assessment into the supplier onboarding process

This modern slavery statement was approved by the principal governing body of Mission Australia as defined by the Modern Slavery Act 2018 on 10 December 2025.



Ian Hammond
Chairman
Mission Australia Board

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WHERE ALL OF US
HAVE A SAFE HOME
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