

MISSION
AUSTRALIA | together
we stand

Modern Slavery Statement

December 2020



A message from our CEO

I am proud to introduce Mission Australia's first Modern Slavery Statement.

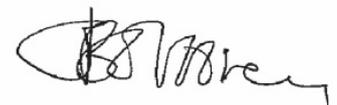
At Mission Australia, we hold ourselves to the highest of standards in our ethical conduct. In everything we do, our work is underpinned by a strong set of values and we prioritise treating all people with integrity and respect. Our founding purpose impels us to **meet human need and to spread the knowledge of the love of God** – a purpose that embraces not only the people we serve directly through our services and the people who work for us but also those whose lives we touch through the goods and services we procure. Mission Australia strongly opposes all forms of modern slavery and human rights abuse and we will always seek to **'conduct all enterprise activity in a fair, honest and consistent manner'¹ with our vision to see 'an Australia where all of us have a safe home and can thrive.'**²

We welcome the introduction of the Modern Slavery Act 2018 (Cth) and in complying with its requirements we see an opportunity to cement our role in helping to reduce modern slavery practices. Mission Australia is firmly committed to proactively identifying, assessing, mitigating and responding to modern slavery risks in our

operations and supply chain and we aim to undertake a considered, phased approach to extend this commitment.

We understand the importance of addressing the risks of modern slavery in our business dealings and relationships. Our expectation is that contractors, subcontractors and entities that provide goods and services to us behave appropriately and practice standards of professional and personal conduct that are consistent with Mission Australia's values and uphold the public reputation of our charity.

Slavery has no place in this world, and I am pleased that Mission Australia is highly alert to this issue. We remain steadfast in our commitment to monitoring and responding to modern slavery risks while we continue meeting the needs of the people we serve.



James Toomey
Chief Executive Officer
Mission Australia

Our values



Compassion



Integrity



Respect



Perseverance



Celebration

¹ Mission Australia Statement of Enterprise Ethics

² Mission Australia 2020-2025 Strategy

OUR STRUCTURE, OPERATIONS AND SUPPLY CHAIN

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.

In this statement, 'Mission Australia' refers to Mission Australia and its controlled entities being Mission Australia Housing, Mission Australia Housing (Victoria) and as Trustee of the Sir David Martin Foundation.

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

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.



Corporate governance framework

As a registered charity, regulated by the Australian Charities and Not-for-profit Commission (ACNC), Mission Australia applies the ACNC Governance Standards.

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.

Mission Australia is committed to proper and effective governance and a culture that promotes ethical and responsible behaviour.



Relevant to modern slavery and underpinning our governance framework are the following suite of policies:

- 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 to ensure an organisation-wide understanding of 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 [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

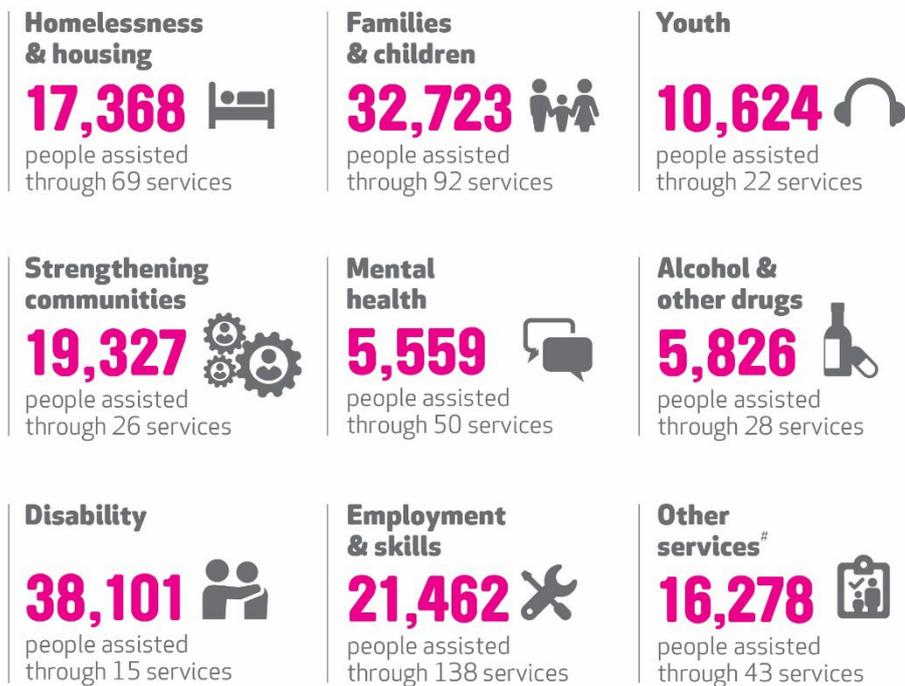
Our operations

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

Our strategic goal is to 'end homelessness and ensure people and communities in need can thrive'. We are dedicated to delivering evidence-based, integrated services that create powerful and sustainable change in people's lives. Over the 2019-20 period, Mission Australia supported 167,268 Australians on their journey towards independence.

2019-20 IN FOCUS

Continuing to deliver on our strategy has led to another year of great outcomes for Mission Australia



Includes Domestic & Family Violence, Financial Support and Justice & Corrections

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

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. In addition to our 2,396 employees, with 64% employed full time, Mission Australia is supported by 1,249 volunteers.

Our Recruitment Policy and Procedures ensure that hiring decisions are fair and equitable and that all positions within Mission Australia are subject to employment screening requirements. A National Criminal History Check is mandatory for all employees and where relevant, a Working with Child Check. Further to this, work rights are verified for every candidate ensuring they have the right to work in Australia.

Where recruitment agency staff are engaged by Mission Australia, the same requirements as detailed above, must be supplied by the agency. All recruitment conducted through an agency is managed through our central Talent Attraction Team who provide oversight and due diligence around the practices of these agencies.

Employees of Mission Australia are subject to either; an enterprise agreement, Award or under 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 People and Culture 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
- Payroll Policy
- Induction and Orientation
- Remuneration and Benefits

Our People and Culture Team provide guidance and support on all aspects of employment at Mission Australia.

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. This Policy sets out ethical investing parameters that restrict investment in entities whose activities may conflict with Mission Australia's purpose and strategic goals.

Our supply chain

Mission Australia procures significant quantities of goods and services from over 7000 direct suppliers with approximately \$125 million spend annually.

Generally, the purchasing of goods and services is managed locally with centralised oversight through policy, governance and advice. In addition, selected categories of expenditure and suppliers are centrally negotiated through national contracts ('preferred suppliers') to ensure value for money and compliance with corporate requirements. National contracts are reviewed periodically and include Corporate Fleet, Insurance, Travel, Stationery, Business Cards, Printed Material, Merchandise and Information Technology Vendors.

Analysis of Mission Australia's suppliers has been undertaken identifying the key goods and services procured, broken down by sector, are:

- Business Operations (such as rent, rates, insurance)
- Funding
- Property and Facilities Management
- Professional Services
- Telecommunication

- Construction
- Logistics
- Software Applications
- Travel and Events
- Administration, Education, Health Services (such as training courses for staff/clients, professional supervision)

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 both local and national 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.

This is an external facing document which forms part of our contractual relationship with suppliers.

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 RISKS

Following the introduction of the Modern Slavery Act, a review was undertaken of potential risks of modern slavery practices across our operations and supply chain.

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, as detailed above and in addition, includes:

- 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, this included an email communication to all staff, posts through our online all staff 'chat' function 'Yammer' and a dedicated Intranet page highlighting the topic of modern slavery.

Mission Australia has not yet identified any specific instances of modern slavery harm in our operations and we will continue to implement strategies to ensure employees identified as potentially being of higher risk have access to the resources and support to report modern slavery practices.

We have identified several areas within our supply chain which potentially pose a higher risk of being directly linked to modern slavery practices.

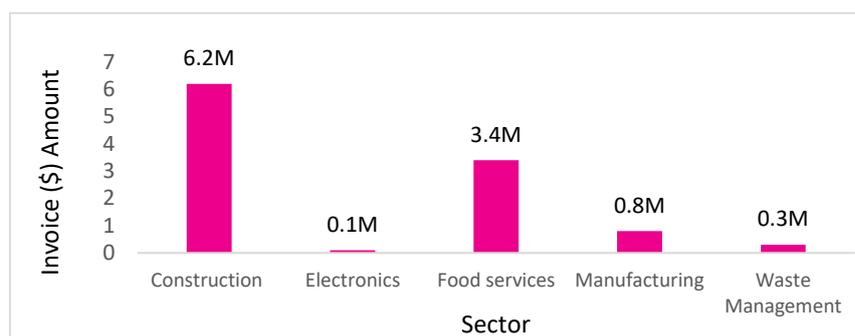
Supply Chain Risks

The goods and services we procure are obtained from companies operating within Australia, however we understand our suppliers may operate in countries where modern slavery risks are high, increasing the risk of being directly linked to modern slavery further within our supply chain.

During the reporting period, a high-level assessment was undertaken of our supply chain, 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 assessment identified our top five high risk priority sectors and allowed Mission Australia to classify further our top 20 priority individual suppliers, identified as higher risk suppliers.

More detailed and specific risk assessments of suppliers who fall into these categories will be undertaken, to better understand how they are managing their risks associated with modern slavery.

Table 1: Top 5 Priority Sectors and their Invoice (\$) Amount



Among the sectors more vulnerable to modern slavery exploitation in which Mission Australia procures services, of note, are the construction and food service sectors, both 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, low-waged work, which has been identified as 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 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.

DUE DILLIGENCE AND REMEDIATION

Due Diligence

In June 2019, a Project was established to provide governance and lead the development and implementation of activities to mitigate modern slavery risks within our operations and supply chain. A Steering Committee was established to oversee the Project, consisting of our Chief Financial Officer, General Counsel and General Manager Enterprise Risk and Assurance, with Working Group members from Procurement, Legal, Risk, Service Delivery, Housing, Communication and Finance teams, providing support with required aspects of the Project.

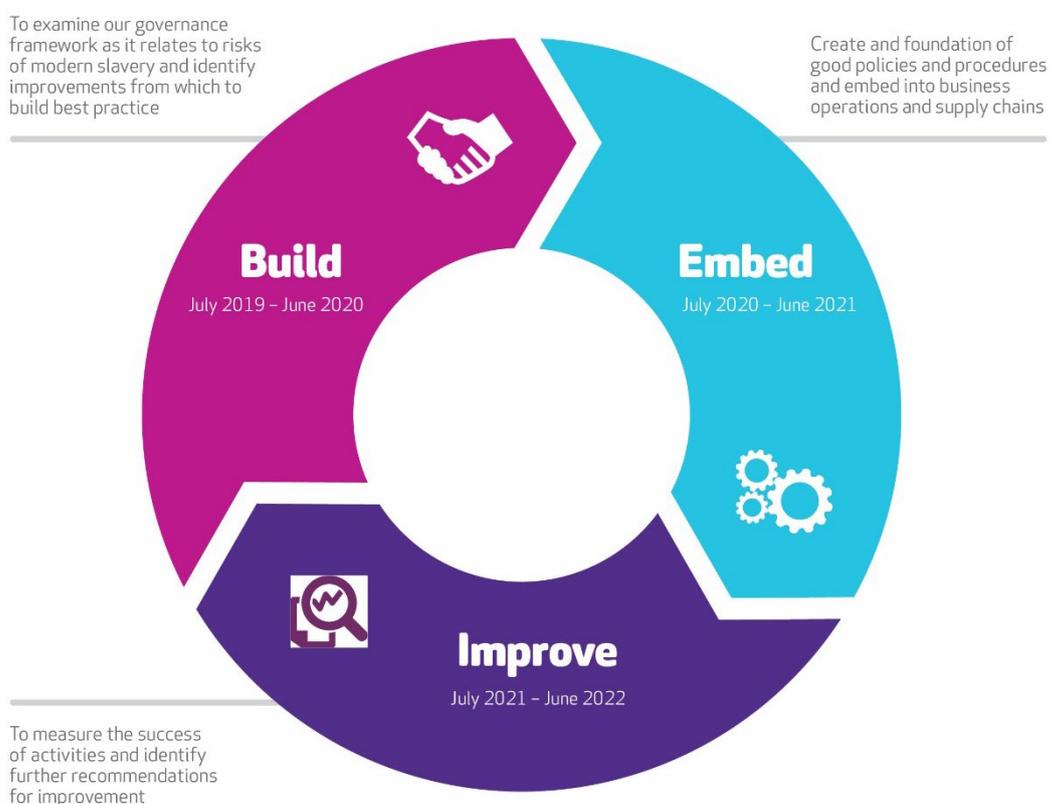
To guide the activities of the Project, a *Modern Slavery Roadmap* has been developed which outlines the planned activities and actions to be undertaken to ensure the lawful and socially responsible engagement of human labour in our business operations and supply chains.

To ensure these actions and activities are successful in achieving desired outcomes, the roadmap has been broken down into three phases *Build, Embed* and *Improve* to be implemented over a three-year period.

The objective of the *Modern Slavery Roadmap* is:

- To articulate and document our ambition in addressing modern slavery risks.
- To provide transparency to our clients, suppliers and wider stakeholders on our commitments in reducing the risks of modern slavery.
- To refine our governance in relation to supplier management through development of policies and processes that respect the rights of workers and other relevant stakeholders in our business operations and supply chains.

Mission Australia Modern Slavery Roadmap



During the reporting period, the following activities have been undertaken to address the risks of modern slavery practices within our operation and supply chain

Governance

- Completed a *Modern Slavery Risk Assessment* to understand potential areas of risks regarding modern slavery within our operations and supply chain.
- Established a Project, overseen by a Steering Committee, to provide governance and lead the development and implementation of activities to mitigate modern slavery risks.
- Developed a *Modern Slavery Ambition Statement*, in consultation with key internal stakeholders, which reflects Mission Australia's ambition to be proactive in addressing

modern slavery risks. The Ambition Statement encompassed both short- and long-term ambitions and was subsequently approved by our Executives, Board Audit and Risk Committee and the Mission Australia Board.

Policy

- Conducted a review and gap analysis of current policy and processes as they relate to modern slavery to identify areas for improvement in addressing risk of modern slavery.
- Developed a specific *Supplier Code of Conduct* which 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.

Operations

- Provided communications to all staff within the organisation to introduce information about modern slavery and potential risks, new legislative requirements, actions being undertaken as part of the Modern Slavery Roadmap and introduce the new Supplier Code of Conduct.
- Developed and launched an internal Modern Slavery intranet page for all staff detailing legislative requirements, risks in relation to modern slavery and activities being undertaken as well as providing access to internal and external resources and documentation.
- Undertook a review and updated current supply chain (procurement) contracts, subcontracts and tender documentation to include clauses specific to modern slavery obligations and compliance with the Supplier Code of Conduct.

Supplier Management

- Conducted analysis of 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 analysis was able to identify our top five high risk priority sectors and further classify our top 20 priority individual suppliers.
- Communicated with current tier 1 suppliers, providing an overview of reporting requirements and introduce compliance requirements and expectations outlined within the Supplier Code of Conduct.
- Updated remittance advice documentation to include statement regarding modern slavery and expectations for suppliers in relation to compliance with the Supplier Code of Conduct.

Remediation

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

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

We have established 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.

Our Employee Assistance Program (EAP) and Chaplaincy services are also available to all staff where we encourage employees to seek counselling with a view to provide 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.

COVID-19 IMPACTS

During the COVID-19 pandemic, Mission Australia has continued to deliver programs and services to Australians in need.

We have been able to maintain continuity of services, operations and arrangements with our suppliers to the best extent possible taking into considerations the impacts resulting from changes in demand for products and services, government-imposed shutdowns, social distancing measures and travel restrictions.

The majority of our workforce transitioned to working remotely during the height of the pandemic and only critical roles (such as those within residential services) provided face to face servicing. Mission Australia worked closely with partners and suppliers providing subcontracted services to ensure ongoing servicing requirements were being met.

During this period, Mission Australia did not identify any significant changes to our existing supplier relationships or increase to modern slavery risks. Similarly, we were able to deliver on all planned activities detailed within the *Modern Slavery Roadmap*.

ASSESSING THE EFFECTIVENESS OF OUR ACTIONS

During the reporting period, with the establishment of the Modern Slavery Steering Committee, we have regularly reviewed the risks of modern slavery within our operations and supply chain, with significant consideration to the rate of completion and the effectiveness of actions being implemented through our *Modern Slavery Roadmap*.

The work of the Steering Committee has been undertaken with consultation and feedback from key stakeholders, internal and external to Mission Australia, and reported to and monitored by the Senior Executive Team and Mission Australia Board.

Each phase of our *Modern Slavery Roadmap* outlines key activities and milestones to guide our actions and keep us accountable. Our success will be a journey of ongoing review, assessment and refinement.

In line with Mission Australia's Enterprise Risk Management Policy, we will continue to assess risks of modern slavery within our operations and supply chains and the effectiveness of mitigation strategies to ensure these risks are managed appropriately.

In addition to the above, we regularly review and assess the effectiveness of our policies, procedures and frameworks as part of requirements outlined in the Enterprise Policy Governance, which details mandatory review timeframes.

FUTURE COMMITMENTS

As outlined in our *Modern Slavery Roadmap and Ambition Statement*, over the coming reporting periods Mission Australia is committed to undertaking additional activities to address the risk of modern slavery within our operations and supply chain. Mission Australia's focus in the 2021 reporting period will include:



CONSULTATION PROCESS

Mission Australia develops policies and procedures to be adopted by its controlled entities, including in response to the requirements of the *Modern Slavery Act 2018*.

In performing the actions described throughout this Statement, consultation and engagement were undertaken with:

- Mission Australia's Modern Slavery Steering Committee and Modern Slavery Working Group consisting of members of our Executive Team, Mission Australia Housing Board, various levels of management and business unit representatives.
- Mission Australia's Executive Team, Board Audit and Risk Committee and the Mission Australia Board who have reviewed relevant assessments and key documentation, including endorsement and approval of our Risk Assessment, Modern Slavery Ambition Statement, Supplier Code of Conduct, Modern Slavery Road Map and internal/external communications.

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

Mission Australia has been working collaboratively with other third parties to leverage information and resources and offer transparency to assist in the process.

This statement has been approved by the Mission Australia Board on the 14 December 2020.



Kenneth Dean

Kenneth Dean
Chairman
Mission Australia Board

JOIN OUR VISION FOR AN AUSTRALIA WHERE ALL OF US HAVE A SAFE HOME AND CAN THRIVE

Stand with us

- ✓ Commit to a regular gift
- ✓ Enter into a corporate partnership
- ✓ Volunteer with us
- ✓ Leave a gift in your Will
- ✓ Donate now
- ✓ Engage your church

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