

2025 Modern Slavery Statement



1 July 2024 to 30 June 2025

<https://monashhealth.org>

ABN: 82 142 080 338

Monash Health is Victoria’s largest and most comprehensive health service. We work to support healthy communities, partnering with all levels of government, with not-for-profit and local organisations to help individuals achieve their health goals.

At every step we place our patients and clients at the centre of what we do, striving to make our services responsive to the changing needs of our communities. Today, we are proud to be recognised as a leading teaching and research health service of international standing.

Contents

- Our Commitment to Preventing Modern Slavery..... 2
- About Monash Health 4
- Sustainability Strategy 4
- Roadmap: Modern Slavery Risk Management at Monash Health..... 5
- Mandatory Criteria One & Two: Entity Identification, Structure, Operations, and Supply Chain** 7
- Monash Health’s Modern Slavery Governance 10
- Mandatory Criteria Three: The risks of modern slavery within operations and the supply chain** 10
- Supply Chain Risk Management 10
- Operations Risk Management 13
- Mandatory Criteria Four: Actions taken to assess and address modern slavery risks, including due diligence and remediation processes** 14
- Policy Framework 14
- Contractual Controls 14
- Supply Chain Due Diligence 15
- Operational Due Diligence..... 15
- Remediation and Corrective Action..... 15
- Training and Capability Building 15
- Continuous Improvement and Supplier Support..... 16
- Mandatory Criterion Five: Assessing the Effectiveness of Actions**..... 16
- Mandatory Criteria Six and Seven: Consultation with Controlled Entities and Additional Information** 17
- Closing Statement 18

Acknowledgement of Country

Monash Health acknowledges the Traditional Custodians of the lands on which we operate and deliver care. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the enduring connection of First Nations peoples to land, waters, skies, and community. This connection is foundational to culture, identity, and wellbeing.

As part of our commitment to human rights and ethical practice, including the prevention of modern slavery, we honour the resilience and leadership of Aboriginal and Torres Strait Islander peoples. We acknowledge the historical and ongoing impacts of colonisation and systemic injustice, and we commit to walking together in the spirit of reconciliation, truth-telling, and healing.

Introduction

This Modern Slavery Statement is submitted by Monash Health in accordance with the requirements of the Commonwealth Modern Slavery Act 2018 (Cth). It covers the reporting period from 1 July 2024 to 30 June 2025 and outlines the actions Monash Health has taken to assess and address the risks of modern slavery within its operations and supply chain.

As Victoria's largest and most comprehensive public health service, Monash Health is committed to upholding human rights and ethical practices in all aspects of its work. We recognise that modern slavery is a complex and evolving global issue, and we are determined to play an active role in its prevention.

Our approach is grounded in our iCare values: Integrity, Compassion, Accountability, Respect, and Excellence, and reflects our broader mission to deliver safe, inclusive, and sustainable healthcare.

We acknowledge that modern slavery risks can occur in any sector and in any organisation, and we are committed to identifying, mitigating, and responding to these risks through a structured, transparent, and continuously improving framework.

Our Commitment to Preventing Modern Slavery

Monash Health's commitment to combatting modern slavery is embedded in our governance, procurement, and operational practices. We are focused on building a culture of accountability and ethical responsibility across our workforce and supplier network. In support of this commitment, Monash Health will:

- Comply with the Modern Slavery Act 2018 (Cth) and take proactive, risk-based steps to reduce the risk of modern slavery across our operations and supply chain.

- Embed a human rights-based approach to risk management, ensuring that our actions prioritise the wellbeing of individuals who may be affected by exploitative practices.
- Continuously assess and improve our practices, using data-driven tools, supplier engagement, and internal feedback mechanisms to strengthen our risk identification and remediation processes.
- Foster transparent and collaborative relationships with suppliers, encouraging open dialogue, responsible sourcing, and meaningful remediation where risks are identified.
- Educate and empower our workforce, providing targeted training and resources to help staff recognise and respond to modern slavery risks in their roles.
- Engage with external stakeholders, including HealthShare Victoria, government agencies, and industry bodies, to contribute to sector-wide efforts and remain aligned with emerging best practices.
- Commitment to continuous improvement and transparency in its modern slavery response, ensuring that ethical governance remains central to the delivery of high-quality healthcare.

Statement of Approval

This Modern Slavery Statement was reviewed and approved by the Monash Health Board of Directors, in accordance with the *Modern Slavery Act 2018 (Cth)*, on 5 November 2025.



Michael Gorton
Chair of Board of Directors



Eugene Yafele
Chief Executive Officer

About Monash Health

Monash Health is Victoria's largest public health service, delivering high-quality, patient-centred care across the entire lifespan, from pre-birth and childhood through to aged care. With a workforce of over 25,000 employees operating across nearly 60 care locations in southeastern Melbourne, Monash Health provides a comprehensive range of services including:

- Prevention and early intervention
- Community-based treatment and rehabilitation
- Highly specialised surgical and medical care
- Mental health services (hospital and community-based)
- Sub-acute, aged care, and palliative care programs
- Research, education, and training for future healthcare professionals

Major facilities include Monash Medical Centre, Monash Children's Hospital, Dandenong Hospital, Casey Hospital, Moorabbin Hospital, Kingston Centre, Cranbourne Community Hospital, and the Victorian Heart Hospital, alongside an extensive network of community health and mental health services.

Monash Health delivers 4.49 million episodes of care annually, including over 84,000 surgical procedures, 11,310 births, and 270,290 emergency department presentations. Through its partnerships with Monash Partners and the Monash Health Translation Precinct, it is internationally recognised for translating research into clinical practice.

Guided by its iCare values: Integrity, Compassion, Accountability, Respect, and Excellence, Monash Health is committed to safe, inclusive, and culturally responsive care, continuous improvement, and sustainable resource management to deliver value to the community.

Sustainability Strategy

Monash Health is committed to environmental sustainability and climate resilience, recognising that ethical and sustainable practices are deeply interconnected. As part of its broader strategic priorities, Monash Health contributes to system-wide sustainability goals through initiatives that support emissions reduction, energy efficiency, and responsible resource use.

Key sustainability actions include:

- Participation in the Victorian Health Building Authority's Energy Efficiency and Solar Program, supporting the transition to renewable energy across health infrastructure
- Alignment with the Whole-of-Victorian-Government Emissions Reduction Pledge, contributing to decarbonisation efforts
- Implementation of climate adaptation strategies under the Health and Human Services Climate Change Adaptation Action Plan 2022–2026
- Commitment to 100% renewable electricity for large-scale facilities from 1 July 2025
- Improved waste management and resource efficiency across operations

- Partnerships with external organisations such as Global Green and Healthy Hospitals (GGHH)
- Participation in the following forums:
 - Transitions to Sustainable Health Systems Consortium, run by the Monash Sustainable Development Institute)
 - Victorian Green Health Round Table (VGHRT), run by HealthShare Victoria

These sustainability initiatives complement Monash Health’s modern slavery risk management efforts by promoting ethical sourcing, reducing reliance on high-risk supply chains, and supporting fair labour practices.

Monash Health’s integrated approach ensures that environmental, social, and governance (ESG) principles are embedded across its operations, reinforcing its commitment to ethical, transparent, and sustainable healthcare delivery.

Roadmap: Modern Slavery Risk Management at Monash Health

Monash Health’s modern slavery risk management journey reflects a deliberate and evolving commitment to ethical procurement and operational integrity. The roadmap below outlines key milestones and future priorities.

The Beginnings (2021–2023)

- 2021: Published Monash Health’s inaugural Modern Slavery Statement, establishing a formal commitment to identifying and addressing modern slavery risks.
- 2021–2023: Initiated collaboration with HealthShare Victoria (HSV) to assess modern slavery risks in Collective Agreements, laying the foundation for coordinated risk management across the health sector.

Progress to Date (2024–2025)

- Embedded modern slavery risk assessment into Monash Health’s tendering process, enabling identification of risks during supplier onboarding.
- Strengthened strategic partnership with HSV through:
 - HSV training and capability-building initiatives;
 - Expanded supplier risk assessments covering both HSV collective agreement suppliers and Monash Health suppliers; and
 - HSV review of high-risk suppliers.

Next Steps (2026)

Monash Health is committed to advancing its modern slavery risk management framework through a strategic, organisation-wide approach. Building on progress to date, the following initiatives will guide the next phase of development:

Organisation-Wide Training and Capability Building

- Expand training to include awareness and scenario-based training for all Procurement and relevant Supply Chain staff, and supplier training.
- Track completion rates and feedback to measure effectiveness and inform future improvements.

Expanded Supplier Coverage and Deeper Supply Chain Visibility

- Conduct in-depth analysis of all suppliers risk assessed to date and identify suppliers that need additional attention and/or tailored risk management plans as part of their contracts.
- Establish a consistent and clear process for identifying high risk suppliers engaged as part of the tender process and developing tailored risk management plans prior to contract award where required.
- Broaden risk assessments to include a wider range of suppliers, with a focus on high-risk categories and geographies.
- Strengthen new supplier onboarding processes to ensure all new suppliers are assessed prior to engagement.
- Implement an improved remediation processes for suppliers identified as high risk for modern slavery.

Technology and Data-Driven Risk Management

- Explore digital tools and analytics to improve supply chain transparency, automate risk flagging, and capture information from suppliers for more informed decision-making.
- Development of targeted procurement category strategies to identify, assess, and manage modern slavery risks across spend categories. This involves tailoring due diligence and mitigation measures to the specific risk profile of each category, ensuring that suppliers in higher-risk areas are subject to enhanced scrutiny, engagement, and compliance requirements.

*Beyond (2027 and onward)**Organisation-Wide Training and Capability Building*

- Launch modern slavery awareness training for all Monash Health employees.
- Expand training with tailored modules for high-risk departments and supplier-facing roles.
- Track completion rates, request feedback and provide refresher or follow on training to measure effectiveness and inform future improvements.
- Appoint internal champions to promote awareness and embed ethical practices across key and at-risk operational areas.

Expanded Supplier Coverage and Deeper Supply Chain Visibility

- Broaden risk assessments to include high risk Tier 2 and Tier 3 suppliers where feasible.
- Focus on collecting and refining modern slavery data to enable better reporting, including tracking relevant supplier risk profile changes over time.

Continuous Improvement and Impact Measurement

- Participate in more industry forums and working groups to stay informed of emerging risks, trends and best practices.
- Improve internal KPIs to track progress across training, supplier engagement, remediation, effectiveness and governance.

Sector Collaboration

- Broaden engagement with external stakeholders, including HSV, government agencies, NGOs, and academic institutions, to share insights and align with sector-wide initiatives.

Mandatory Criteria One & Two: Entity Identification, Structure, Operations, and Supply Chain

The Entity

Monash Health is a Victorian state government entity established under Section 181 of the Health Services Act 1988 (Vic). It is the largest public health service in Victoria, Australia, and is registered at 246 Clayton Road, Clayton VIC 3168.

Structure and Operations

Monash Health employs over 25,000 staff and delivers high-quality, patient-centered care to diverse communities across south-east metropolitan Melbourne and rural Victoria. Services are provided through a combination of hospital-based care, telehealth, community outreach, and home-based programs. Monash Health supports individuals across the full lifespan, from pre-birth to end-of-life, offering integrated, comprehensive, and often highly specialized care.

Annual Service Snapshot:

- 4.49 million episodes of care delivered
- More than 318,000 hospital admissions
- 270,290 emergency department presentations
- More than 65,000 ambulance arrivals
- Over 84,000 surgical procedures
- More than 11,310 births

Major Facilities and Campuses:

- Monash Medical Centre
- Monash Children’s Hospital
- Casey Hospital
- Cranbourne Community Hospital
- Dandenong Hospital
- Jessie McPherson Private Hospital
- Kingston Centre
- Moorabbin Hospital
- Victorian Heart Hospital
- 19 Community Health Facilities
- Mental Health and Aged Care Facilities

Monash Health also plays a leading role in research, education, and training through partnerships with academic institutions and its own simulation and telehealth programs.

Comprehensive information about Monash Health’s organisational structure, operations, services, and history is available on our official website: www.monashhealth.org. Our Annual Report for 2024–2025 provides further insights into our governance, strategic priorities, and performance, and will be published and accessible via the same platform.

Supply Chain Overview

Monash Health is responsible for the end-to-end supply chain across all its campuses and services. Its procurement activities span a wide range of goods and services, including:

- Medical equipment and consumables
- Pharmaceuticals
- ICT systems and infrastructure
- Facilities management and construction
- Food services
- Uniforms and textiles
- Professional services

Procurement is conducted both directly with suppliers and through collective purchasing arrangements facilitated by HealthShare Victoria (HSV). Monash Health’s supply chain includes Tier 1 suppliers (directly contracted) and Tier 2 suppliers (subcontractors and downstream entities).

Monash Health’s large and complex supply chain is managed by a in house Procurement and Supply Chain teams who are responsible for overseeing the full lifecycle of goods and services essential to delivering high-quality healthcare. The team’s key responsibilities include:

- Strategic sourcing and tender management
- End-to-end procure-to-pay process oversight
- Supply chain operations, including logistics and transport

- Contract and vendor management
- Ensuring probity and ethical conduct in supplier interactions
- Engagement and alignment with HealthShare Victoria

Monash Health procures from over 4,800 suppliers, with an estimated annual spend of approximately \$750 million. This spend spans a diverse range of categories, including:

- Clinical and hospital equipment
- Office and corporate supplies
- Building and construction services
- Labour hire
- Security and cleaning services
- Textiles (e.g. linen and uniforms)
- Facilities management
- Catering services
- Information and communication technology

Our largest categories of spend are related to clinical services, representing ~\$400 million or 53%, of which the largest subcategory is general medical consumables, representing \$175 million or 44%.

While most suppliers have an Australian based presence, Monash Health also sources goods from international manufacturers and distributors. This global reach adds complexity to our supply chain and increases the importance of identifying and managing modern slavery risks across all tiers. During the current reporting period Monash Health's annual spend with international suppliers represents only \$2.07 million or 0.28% of our annual spend, meaning that 99.72% of our total annual spend is with Australian suppliers or suppliers with an Australian presence.

[Strategic Procurement Partnership with HealthShare Victoria](#)

HealthShare Victoria (HSV) is the health sector state-wide shared services organisation. HSV support Victorian public health services in securing best-value goods and services. HSV leads collective sourcing activities, manages common-use contracts, and collaborates closely with health services to align procurement with operational and clinical needs.

Monash Health sources a significant proportion of its goods and services through HSV-facilitated collective agreements. As such, HSV plays a critical role in Monash Health's supply chain, making it a key strategic partner in the risk assessment and due diligence of modern slavery risks across shared procurement channels.

HSV also plays a central role in supporting Monash Health's efforts to identify and manage modern slavery risks across its supply chain.

Monash Health acknowledges HSV's collaborative support in delivering supplier risk assessments, engagement activities, and training resources. This partnership remains integral to Monash Health's broader strategy to strengthen supply chain transparency and reduce the risk of modern slavery.

Monash Health’s Modern Slavery Governance

Monash Health’s modern slavery governance is supported by the following structure:

Board of Directors	Responsible for overseeing Monash Health’s response to modern slavery risk and reviewing and approving our Modern Slavery Statement. Delegates authority to the Chief Executive to review and monitor material business risks, subject to the Board’s ultimate accountability and oversight.
Chief Executive and Executive Team	Accountable for managing modern slavery risks and the overall implementation of key activities for identifying and monitoring modern slavery risks within the Monash Health supply chain and operations.
Procurement Team	Responsible for developing and implementing an ongoing program of work for identifying, monitoring and managing modern slavery risks within the Monash Health supply chain and operations, as well as preparing Monash Health’s annual Modern Slavery Statement.
Business Units	Responsible for complying with Monash Health’s Group Procurement Policy and associated procedures for all procurement activities,

Mandatory Criteria Three: The risks of modern slavery within operations and the supply chain

Supply Chain Risk Management

Monash Health acknowledges that modern slavery risks are more likely to occur within its supply chain than in its direct operations. In response, Monash Health has continued to strengthen its risk identification and management practices across all procurement channels. This includes expanding risk assessments for Tier 1 suppliers and improving new supplier onboarding processes. These efforts reflect Monash Health’s commitment to embedding modern slavery risk mitigation into core procurement activities and ensuring greater transparency and accountability across its supply chain.

In the current reporting period, the following supplier risk assessments were conducted:

1. Risk assessment of all suppliers under HSV collective agreements

HSV conducted its fourth annual supplier risk assessment of suppliers under HSV collective purchasing agreements. This assessment covered 211 suppliers engaged by Monash Health and achieved a 76% response rate, up from 67% in the previous reporting period. This improvement reflects growing supplier engagement and awareness of modern slavery risks.

The proportion of medium-risk suppliers increased significantly, indicating improved supplier understanding and more accurate self-assessment. This shift also suggests that suppliers are

beginning to implement foundational risk mitigation measures, though further support is needed to move them into lower-risk categories.

2. Further risk assessment of Monash Health's direct suppliers

During the previous reporting period, Monash Health identified 144 Tier 1 suppliers and directly contacted them to conduct risk assessments, and 49 responded. The outcomes of the risk assessment for these 49 suppliers were reported in Monash Health's previous Modern Slavery Statement. Then, during the current reporting period, Monash Health sought support from HSV to conduct risk assessments for the remaining 95 suppliers that had not previously responded, using the same methodology that HSV had applied for their annual risk assessments of all suppliers under HSV collective agreements. Out of these 95 suppliers, it was identified that:

- 6 suppliers had already been assessed by HSV and would be excluded;
- 26 suppliers were accessed by Monash Health via HSV collective agreements but had not previously responded; and
- 63 suppliers were direct supplying to Monash Health.

The supplier risk assessment conducted by HSV for Monash Health suppliers recorded a 41% response rate, representing an improvement compared with the 34% response rate in the previous reporting period. This progress reflects stronger supplier engagement, while also highlighting the ongoing need to further strengthen response rates in future assessments.

The Monash Health HSV report also identified modern slavery risks across several dimensions, namely:

- **Geographic Risk:** 29 suppliers had manufacturing country of origin operations in countries classified to have higher risks for modern slavery where labour protections are weak or poorly enforced.
- **Sector Risk:** High-risk industries included *commercial/corporate services and supplies*, *healthcare supplies*, and *construction and engineering*, all of which are characterised by complex supply chains and reliance on low-skilled or migrant labour.
- **Policy and Governance Gaps:** While 85% of responding suppliers reported having modern slavery policies, only 64% screened their own suppliers for modern slavery risks, and just 55% conducted risk assessments prior to engagement.
- **Training and Awareness:** 73% of suppliers provided modern slavery training to their staff, but only 33% extended this training to entities within their supply chain—highlighting limited downstream awareness.

These findings underscore the importance of continuous engagement with suppliers, particularly those operating in high-risk sectors and geographies. Monash Health remains committed to enhancing its due diligence processes and working collaboratively with suppliers to mitigate modern slavery risks across its supply chain.

Improving Supplier Response Rates

With both risk assessment activities conducted in the current reporting period has described above, the supplier response rates improved year on year. However, particularly in relation to suppliers contracted directly by Monash Health, the response rate was low. This is due to many factors, such as:

- Diverse levels of risk maturity of suppliers and capacity limitations, particularly with small to medium enterprises
- Perceived level of relevance particularly in lower risk industries
- Concerns about disclosure
- Complexity of terminology and expectations for conducting risk assessments
- The voluntary nature of reporting.

To help address these barriers and promote meaningful engagement, Monash Health will continue to improve supplier engagement through awareness training, communicating expectations, working in partnership with HSV, and implementing more streamlined risk assessment approaches.

Tier 2 Supplier Risk Assessment

In the current reporting period, Monash Health determined that the existing HealthShare Victoria (HSV) Modern Slavery Risk Assessment Questionnaire was also suitable for assessing modern slavery risks among Tier 2 suppliers. The questionnaire requires suppliers to disclose their practices in assessing and managing risks associated with subcontractors engaged to deliver goods and services under Monash Health contracts. Further risk assessments will be conducted in the next reporting period to ensure sufficient coverage of Tier 2 suppliers where feasible.

Embedding Risk Assessment in Tender Processes

Monash Health continues to integrate modern slavery risk assessment into its tendering processes by utilising HealthShare Victoria's (HSV) supplier questionnaire. As part of this approach:

- Suppliers who have not previously completed a modern slavery risk assessment—either for Monash Health or another Victorian health service—are required to do so as part of their tender submission.
- Suppliers identified as high risk through the tender process will be required to agree to a tailored risk management plan prior to contract finalisation. In the next reporting period, we will establish a clear process for identifying high risk suppliers prior to contract finalisation and develop tools and templates to assist the Procurement team with developing risk management plans with the contract.

This process ensures that modern slavery considerations are embedded in procurement decision-making and supports proactive risk mitigation across Monash Health's supply chain.

In the next reporting period and as part of the implementation of our new Enterprise Resource Planning (ERP) system, Monash Health Procurement will consider ways to more effectively include

modern slavery risk into tender evaluation processes, and also to strengthen current new supplier on boarding processes.

Operations Risk Management

Monash Health's operations are underpinned by a range of enterprise agreements that govern employment conditions across various workforce segments. These include, but are not limited to:

- Nurses and Midwives (Victorian Public Sector) Single Interest Employer Agreement 2024–2028
- Jessie Macpherson Private Hospital (Nurses and Midwives) Enterprise Agreement 2023-2027
- Jessie Macpherson Private Hospital (Support Services) Enterprise Agreement 2022-2026
- Health and Allied Services, Managers and Administrative Workers (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2021–2025
- Allied Health Professionals (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2021–2026
- Medical Scientists, Pharmacists and Psychologists (Single Interest Employers) Enterprise Agreement 2021–2025
- Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022–2026

In addition, Monash Health adheres to the Code of Conduct for Victorian Public Sector Employees (2015), which reinforces a commitment to human rights and ethical employment practices. These frameworks contribute to a very low inherent risk of modern slavery within Monash Health's direct operations.

However, acknowledging that modern slavery can occur in any sector, Monash Health undertook a targeted operational risk assessment using the Modern Slavery Inherent Risk Identification Tool developed by the Office of the NSW Anti-slavery Commissioner. This assessment identified several operational areas with elevated potential for modern slavery risk:

- Direct and Temporary Employment (Recruitment): Outsourced and temporary labour arrangements may lack the oversight and protections afforded to permanent staff, increasing vulnerability to exploitative practices such as underpayment, excessive working hours, or coercion.
- Retail Tenancies (Tenant Management): Tenants operating within Monash Health premises may be engaged in industries with heightened modern slavery risks, particularly where subcontracting or low-wage labour is prevalent (e.g. food services and retail).
- Research and Development: R&D operations may involve international collaborations, procurement of specialised equipment or biological materials, and engagement with third-party providers in jurisdictions with weaker labour protections, posing risks in lower tiers of the supply chain.
- Provision of Health Services to the Public (Patient Advocacy): Frontline service delivery intersects with vulnerable populations—including migrants, refugees, and individuals experiencing homelessness—who may be at greater risk of exploitation or coercion. Monash Health acknowledges however that while potential incidences of modern slavery

within our patient cohort should be identified and reported where possible, Monash Health will likely have limited direct influence over the outcome.

Monash Health acknowledges these findings and remains committed to enhancing its modern slavery risk awareness and management initiatives across operational areas. This includes proactively identifying emerging risks and implementing measures to mitigate potential harm. Initial consultations were conducted with these at-risk departments to raise awareness of the risks, and further assessments, consultations and training will be undertaken in future to increase awareness and understanding of how to identify and manage modern slavery risks in these areas.

Mandatory Criteria Four: Actions taken to assess and address modern slavery risks, including due diligence and remediation processes

Policy Framework

Monash Health maintains and regularly reviews a suite of policies that collectively address modern slavery risks across its operations and supply chain. These policies provide the foundation for ethical procurement and workforce practices, and include:

- Group Procurement Policy
- Procurement Strategic Sourcing Procedure
- Procurement Sourcing Manual
- Charter of Human Rights Policy
- People and Culture Code of Conduct Policy
- Right to Work in Australia Procedure

Where required, these documents have been updated to incorporate modern slavery risk considerations. Existing frameworks—particularly the Victorian Government Supplier Code of Conduct and the Code of Conduct for Victorian Public Sector Employees (2015), also already articulate the responsibilities of Monash Health and its suppliers in preventing and addressing modern slavery.

Contractual Controls

All Monash Health contracts include provisions requiring suppliers to comply with the Victorian Government Supplier Code of Conduct, which sets out minimum standards for ethical labour practices and human rights. Recent audits have also confirmed that these clauses are included in current contracts, including those in high-risk industries and with international suppliers.

In addition, modern slavery responsibilities are embedded within Monash Health's Strategic Sourcing and Contract Management Procedures and purchase order terms and conditions. These risk mitigation measures are maintained throughout the entire source to pay lifecycle. This approach reinforces Monash Health's commitment to ethical sourcing and continuous oversight of supplier conduct.

Supply Chain Due Diligence

In the next reporting period and beyond, Monash Health will expand supplier risk assessments to provide better coverage and visibility of our supply chain, as well as implement additional processes to identify modern slavery risk both with new supplier onboarding and prior to contract award.

These measures reflect Monash Health's commitment to maintaining transparency and accountability across its supply chain and ensuring that modern slavery risks are actively monitored and addressed at all levels.

Operational Due Diligence

Following on from our first operational risk assessment conducted during the current reporting period, in the next reporting period we will conduct further consultations and risk assessments with at-risk departments to increase awareness and understanding of how to identify and manage modern slavery risk. Though we have determined that our operations are at low risk of modern slavery, these measures will help to proactively manage the risks.

Remediation and Corrective Action

In the next reporting periods, Monash Health will implement an improved remediation approach for suppliers identified as higher risk through modern slavery risk assessments. This process will include:

- Formal notification to the relevant supplier(s) of their risk rating
- A continuous improvement approach including encouragement to participate in HSV's modern slavery training sessions to build supplier awareness and capability
- If a supplier is unwilling to engage in corrective actions, Monash Health may invoke its contractual dispute resolution clause.

Training and Capability Building

HSV's modern slavery risk awareness training is now mandatory for all new members of Monash Health's procurement team, and all 22 current members of the Monash Health Procurement team have completed this training. This requirement ensures a consistent understanding of modern slavery risks and promotes the effective application of mitigation strategies throughout the procurement lifecycle. By embedding this training into onboarding processes, Monash Health reinforces its commitment to building internal capability and maintaining a proactive approach to ethical sourcing.

In the next reporting period, Monash Health will establish a program for refresher awareness training as well as scenario-based training for Procurement team members, in order to enhance their understanding and equip them with tools to identify and address modern slavery risk in their procurement activities. Additionally, in future we will provide access to the HSV modern slavery awareness training module via our Learning Management System for all Monash Health staff.

During the current reporting period, Monash Health Procurement staff also participated in six out of ten HSV Community of Learning sessions, which covered topics such as KPI development, reporting tips, and sector risk insights. These sessions have also been a helpful resource for the team to better understand how to identify and manage modern slavery risk and will be extended to the full Monash Health Sourcing team in the next reporting period.

To support supplier capability and awareness, HSV also continues to deliver targeted engagement sessions for suppliers. These sessions are recognised as a key strategy in uplifting supplier understanding and responsiveness to modern slavery risks.

Continuous Improvement and Supplier Support

HSV continued its strategy of engaging directly with higher risk suppliers, requesting copies of their modern slavery policies and providing tailored feedback. Of the 48 contacted collective agreement suppliers utilised by Monash Health, 25 policies were received and reviewed. While most policies included commitments to eradicating modern slavery, HSV identified improvement opportunities such as clearer remediation processes and stronger compliance mechanisms.

HSV also expanded its supplier engagement sessions, which serve as training forums to build supplier capability. These sessions focused on:

- Supply chain mapping
- Sector-specific risks (e.g. security industry)

From 1 July 2024, HSV introduced Mandatory Minimum Standards for all new collective purchasing agreements. These standards require suppliers to:

- Maintain a modern slavery policy
- Conduct annual risk assessments
- Provide grievance mechanisms
- Deliver staff training
- Demonstrate effectiveness of their actions

These standards formalise HSV's expectations and reinforce a principle-based compliance model that supports supplier development and accountability.

Monash Health remains committed to continuous improvement, regularly reviewing its policies, procedures, and supplier engagement strategies to strengthen its modern slavery risk management framework and uphold ethical standards across its supply chain.

Mandatory Criterion Five: Assessing the Effectiveness of Actions

During the current reporting period, our focus was to better establish baseline processes and methodologies for identifying modern slavery risk within our supply chain and operations, as well as understand the risk levels within our Tier 1 supply base.

Currently we are able to measure the effectiveness of our modern slavery activities via the below listed key performance indicators (KPIs). Monash Health will continue to review and enhance KPIs and develop additional metrics to assess the effectiveness of actions, in alignment with continuous improvement principles.

KPI	Description	Outcome
Training Delivery	Number of training sessions delivered: All procurement team members received modern slavery awareness training.	22 training sessions successfully delivered to the entire procurement team.
Training Completion	Number of team members trained: 22 procurement team members.	100% completion rate for modern slavery training within the procurement team.
Grievances Raised	Number of grievances with modern slavery indicators 0.	No grievances reported, indicating no known incidents or concerns raised.
Contractual Safeguards	Modern slavery clauses in contracts: Incorporated into all Monash Health legal templates and purchase order terms and conditions.	Modern slavery obligations are actively considered and negotiated in all 17 relevant contract templates.
Case Identification and Risk Assessment	Number of modern slavery cases identified: 0. Number of risk assessments conducted: 3.	0 cases identified. 3 proactive risk assessments undertaken to monitor and mitigate potential risks. Insights from these assessments have directly informed the strategic roadmap for 2026 and beyond.
Partnerships	Partnerships with various industry groups and NGOs.	These collaborations support shared learning, benchmarking and the evolution of best practices in modern slavery risk mitigation across the health sector.

Mandatory Criteria Six and Seven: Consultation with Controlled Entities and Additional Information

During the 2024–2025 reporting period, Monash Health expanded its internal engagement to strengthen its approach to identifying and managing modern slavery risks. This included broader consultation with internal stakeholders and entities owned or controlled by Monash Health bring Jessie McPherson Private Hospital (JMPH). Monash Health is a parent entity, with Kitaya Holdings Pty Ltd, trading as Jessie McPherson Private Hospital, as a wholly owned subsidiary.

Consultation with JMPH highlighted its contractual approach to mitigating risk, with explicit references to modern slavery embedded in its agreements. It is noted that JMPH does not maintain its own supply chain and is instead supplied through Monash Health's procurement processes. JMPH closely aligns its controls and risk management practices with Monash Health.

Monash Health also consulted with HealthShare Victoria (HSV) in preparing this Modern Slavery Statement, further deepening the strategic partnership between Monash Health and HSV in managing modern slavery risk and ensuring alignment between our two organisations.

Closing Statement

Monash Health is committed to the ongoing identification, prevention, and mitigation of modern slavery risks across its operations and supply chains. The actions undertaken during the 2024–2025 reporting period have significantly strengthened organisational awareness, enhanced risk assessment processes, and embedded ethical considerations into core procurement and operational practices.

Through strategic partnerships, targeted training, policy refinement, and supplier engagement, Monash Health has laid a strong foundation for sustained progress. These efforts reflect a whole-of-organisation approach that prioritises transparency, accountability, and continuous improvement.

Looking ahead, Monash Health will continue to evolve its modern slavery risk management framework by:

- Expanding internal capability and awareness
- Deepening supplier engagement and oversight
- Enhancing data-driven monitoring and evaluation
- Aligning with emerging regulatory and industry standards

By maintaining a proactive and collaborative stance, Monash Health aims not only to reduce exposure to modern slavery risks but to contribute meaningfully to broader sector-wide efforts to uphold human rights and ethical sourcing.