



MACQUARIE
University
SYDNEY · AUSTRALIA

Modern Slavery Statement

JANUARY 2023 – DECEMBER 2023



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Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which Macquarie University is situated, the Wallumattagal people of the Dharug Nation, whose cultures and customs have nurtured, and continue to nurture, this land since time immemorial. We also acknowledge the Elders, past and present, and pay our respects to them.

We further honour and pay our respects to the spirits of this land and its waterways. We humbly ask that all members of the Macquarie University community are granted the capacity to wingarū (think), to learn and to walk safely upon this ngurra (this land). The University continues to develop respectful and reciprocal relationships with all First Nations people in Australia and throughout the world.

1 Introduction

Macquarie University is committed to respecting and protecting the human rights of our staff, students and community members. We continuously seek ways to identify and prevent instances of modern slavery within our operations and supply chains. Our 2023 Modern Slavery Statement – prepared pursuant to Part 2, Section 16, of the *Modern Slavery Act 2018* (Cth) – outlines the actions taken by the University in 2023 across our research, teaching and operational activities to identify and prevent modern slavery.

The University is acutely aware of the effects that modern slavery has on society, both in Australia and overseas. As a leading university in Australia attracting a significant number of international students, researchers and academics, we recognise the important role we play in addressing the risks of modern slavery and preserving human rights. This commitment extends beyond our activities and actions to include leading research into this global issue. We take our unique position seriously, with the aim of informing and influencing government policy.

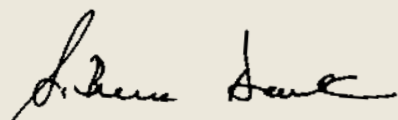
Since its inception 60 years ago, the University has always been committed to building an inclusive environment where equality, accessibility and freedom of expression are ingrained as a way of life. Since releasing our first Modern Slavery Statement in 2021, we have continued to build on these values to ensure zero tolerance for practices that compromise the safety and wellbeing of our students, staff and the broader community.

Over the past three years, the University has significantly improved its capability to identify and prevent instances of modern slavery and human rights abuse.

In 2023, we dedicated significant effort to raising awareness about modern slavery, employment rights and support services among domestic and international students, with the latter being particularly vulnerable to exploitation. We provided training to academic and professional staff to help them recognise and respond to the risks of modern slavery within our student community.

Looking forward, we will continue to improve and increase our efforts across all areas under our influence and control by applying enhanced due diligence measures and improving our leadership capabilities. Additionally, we will continue our empirical research efforts and join other universities and governments to deepen and broaden our understanding.

The University opposes all forms of modern slavery. Our commitment and resolve go beyond compliance; with this statement, we reaffirm our ongoing commitment to global efforts in combating modern slavery and improving human rights.



Professor S Bruce Dowton MD
VICE-CHANCELLOR AND PRESIDENT

21 June 2024

Date



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Macquarie University Group

AT A GLANCE

Macquarie University was formally established in 1964 by the *Macquarie University Act 1964* (NSW). Our Wallumattagal Campus is situated on 126 hectares of parkland in the Connect Macquarie Park Innovation District. Our four faculties – Faculty of Arts; Faculty of Medicine, Health and Human Sciences; Faculty of Science and Engineering; and Macquarie Business School – offer an extensive range of undergraduate and postgraduate degrees, and research programs. We also operate a private, not-for-profit teaching hospital situated on campus, along with several controlled entities. The following entities are also included in this statement. In this statement, ‘the Group’ refers to faculties, portfolios and entities of the University.

Macquarie is a university of service and engagement. We serve and engage our students and staff through transformative learning and life experiences; and we serve and engage the world through discovery, dissemination of knowledge and ideas, innovation and deep partnerships.

ACCESS MACQUARIE LIMITED (ACCESSMQ)

AccessMQ is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal business is to further the University’s mission by promoting and pursuing the practical application of the University’s research, scholarly and outreach activity to industry or the wider community, principally through the commercialisation of research and teaching.

CELOSIA THERAPEUTICS PTY LTD

Celosia Therapeutics Pty Limited is a for-profit company limited by shares and controlled by Access Macquarie Ltd. The principal activity is to commercialise therapies relating to epilepsy, dementia and motor neuron disease that support the mission of Macquarie University.

MGSM LIMITED

MGSM is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal activity is to operate the hospitality facilities that support the mission of the University.

MQ HEALTH PTY LIMITED

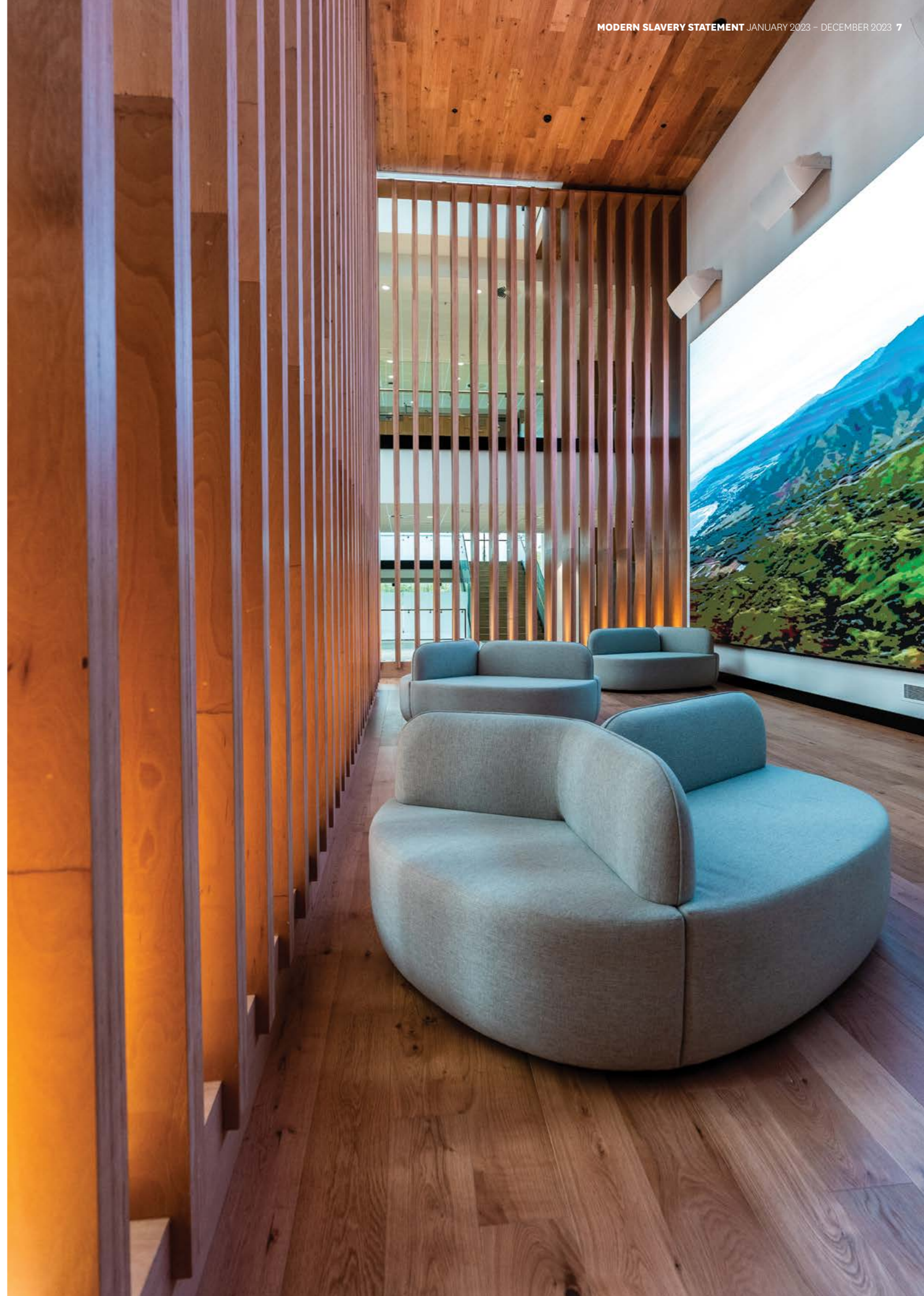
MQ Health is a not-for-profit company limited by shares and wholly owned by the University. Its objectives are to provide clinical services that are patient-centred, high-quality, evidence-based and efficient. MQ Health provides clinical placements for medical and allied health students, as well as junior doctors undergoing their postgraduate clinical training. It supports medical research with Macquarie University and other high-quality affiliated medical and research institutions.

MACQUARIE UNIVERSITY HONG KONG FOUNDATION LIMITED

Macquarie University Hong Kong Foundation is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal activities are to advance, promote and develop higher education. It focuses on the advancement of education and exchange of knowledge between the University, Hong Kong and China – and provides mobility scholarships and support for students, researchers and academics.

U@MQ LTD

U@MQ is a not-for-profit public company limited by guarantee and wholly owned by the University. Its objective is to provide facilities for members of the University community, including staff and students, which complement and support the University’s academic activities. Services include sporting and recreational facilities; accommodation, food, beverage and retail services; and the provision of childcare.





Performance review

SUPPORTING STRATEGIC GROWTH AND SERVICE DELIVERY

\$103 million
in scholarships and
grants to students

83%
low SES
success rate

92%
postgraduate
success rate

\$83 million
cash flows provided
by operating activities

1857
graduate research
students

87%
undergraduate
success rate

\$172 million
in research income
and block grants

33,834
domestic
students

10,181
international
students from
113 countries

\$3964 million
total assets

\$1170 million
revenue

About Macquarie University

A SNAPSHOT OF WHO WE ARE

Macquarie is a university of service and engagement. We serve and engage our students and staff through transformative learning and life experiences; and we serve and engage the world through discovery, dissemination of knowledge and ideas, innovation and deep partnerships.

WE ASPIRE TO BE

- a destination of choice for students and staff who share our values
- deeply connected with our stakeholders and partners, and known for this globally
- ranked among the highest-performing research universities of Australia, and recognised globally for our pre-eminence in key disciplines
- known across Australia and beyond as custodians of a remarkable university campus that blends the vibrancy of a cosmopolitan university village with a natural Australian bushland setting.

As custodians of the University, we value scholarship, integrity and empowerment. We believe learning, enquiry and discovery improve lives; we conduct ourselves ethically, equitably and for mutual benefit; and we work to make our community a source of strength and creativity.

Through our actions, as staff and students, we live these values, and it is against them that we hold ourselves accountable.



\$123.86 million
in competitive external funding
– the 7th consecutive year
of increased research income
(unaudited 2023 figure)



\$1 billion
invested to create a collaborative campus
with world-class facilities and infrastructure



44,015
students



Ranked in the top 50
universities in the world overall
and in the top 25 in 3 UN
Sustainable Development Goals
(Times Higher Education Impact Rankings, 2023)



More than 40,000
work placements or community experiences
through PACE (Professional and Community
Engagement) partnerships



Only university in Australia
with its own metro station



190 partner universities
for student exchange in over 40 countries



3 subjects
ranked in the top 50 globally
and 7 in the top 100
(QS World University Rankings by Subject, 2023)



Ranked #130 in the world
and #10 in Australia
(QS World University Rankings, 2024)



#1 in Sydney
in 14 subject areas
across 8 categories
(QILT 2021 and 2022)



**Heart of Sydney's
fastest-growing business region**
only 15 kilometres from the Sydney CBD



**More than 4000
partner organisations**
across Australia and around the world,
providing access to industry contacts that
help develop valuable employability skills



More than 300
industry partners on campus or in the adjacent
high-tech precinct, providing access
to internship and job opportunities



**8683 graduates realised
their potential**
with sought-after degrees in 2023



**Australia's first fully integrated
health precinct**
centred around our on-campus hospital



More than 234,000
alumni in our international community
from over 152 countries



3 Our governance structure

AS IT RELATES TO MODERN SLAVERY OBLIGATIONS

Macquarie University operates under the *Macquarie University Act 1989* (NSW) (the Act). The Act, under Part 2 of Section 6(1), states: “The object of the University is the promotion, within the limits of the University’s resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.”

The University Council is the governing body of the University. According to Part 4 of the Act, the Council “may act in all matters concerning the University in such manner as appears to the Council to be best calculated to promote the object and interests of the University.” The Council is empowered to establish by-laws and rules governing the management of the University.

The Act also establishes the Academic Senate, which is the principal academic body of the University, and designates the Vice-Chancellor as the principal executive officer. The Office of the General Counsel maintains standard agreements and templates for common transactions. It also reviews and provides advice on deviations from standard agreements and on non-standard contracts, instruments and dealings.

Governance and Compliance Services oversees the University’s compliance management framework and **Policy Central**, the online authoritative source for rules, policies, procedures, guidelines and related documents. Compliance is a shared responsibility across the Group to ensure that operational activities align with relevant laws and regulations.

Targeted consultation is undertaken to determine policy relevance across the University, its entities and various portfolios.

The Modern Slavery Working Group oversees the risks associated with modern slavery across the Group to gain insights into the Modern Slavery framework’s development. It aims to expand consultation processes to include students and external stakeholders.

Unless otherwise stated, the data in this report covers the University Group. Figure 1 shows the governance arrangements established to identify and address modern slavery risks and maintain responsible and transparent supply chains across the Group.

Figure 1: Macquarie’s governance arrangements to identify and address modern slavery risks

Macquarie University Council

Has reserved powers to approve and monitor systems of control and accountability for the University and its controlled entities

Governance Services

Oversees, guides and coordinates the development, review and approval of the University’s policies, including the Modern Slavery Policy

Vice-Chancellor and President

Has overall responsibility for academic, research, administrative, financial and development strategies at the University

Modern Slavery Working Group

Oversees the development of a policy and broader framework that identifies, prevents and addresses modern slavery risks across the University

Audit and Risk Committee

Determines whether management has appropriately considered legal and compliance risks, and reviews the effectiveness of the system for monitoring compliance with applicable laws and regulations, and associated government policies

Strategic Procurement

Identifies and manages risks and vulnerabilities in the University’s supply chains, and ensures that the University’s procurement processes support and encourage positive change in the conduct of suppliers and market practices

Office of the General Counsel

Provides advice on the University’s modern slavery reporting and compliance obligations under the *Modern Slavery Act 2018* – including developing and approving legal templates, contracts and agreements – and oversees the University’s compliance. Monitors, as part of that oversight, an inbox, the details of which are provided to other parties to contracts to notify of any alleged or suspected exploitative conduct

Vice-President, Finance and Resources

Sponsors the development of a framework that identifies and addresses modern slavery risks across the University

4 Assessing modern slavery risks and practices

IN OUR OPERATIONS AND SUPPLY CHAINS

The Macquarie University Group reaffirms its commitment to ongoing efforts aimed at eradicating modern slavery. We aspire to instil a culture of respect for human rights across all our operations and activities, including teaching, research, partnerships and investments. We also recognise our unique position and influence within our supply chains and the broader community.

We continue to enhance and deepen our approach to combating modern slavery adopted in previous years by ensuring that all areas where we operate participate in relevant activities. In 2023, we further strengthened our efforts to increase awareness of modern slavery. We ensure that members of the University proactively understand modern slavery and are equipped with the knowledge and skills to identify and respond to associated risks.

Consistent with the United Nations Guiding Principles on Business and Human Rights, we continue to align our actions and activities with the spheres within our control, influence and concern. Throughout 2023, we continued to enhance our capabilities in risk analysis, monitoring, evaluation and reporting. These improvements enabled us to proactively identify and assess risks in key areas where modern slavery is most prevalent, particularly among vulnerable populations such as students and casual workers, as well as within our supply chain and outsourcing practices.

We aspire to instil a culture of respect for human rights across all our operations.

Sphere of concern

- Global economic factors (eg COVID-19)
- Global supply chains
- Global modern slavery risks

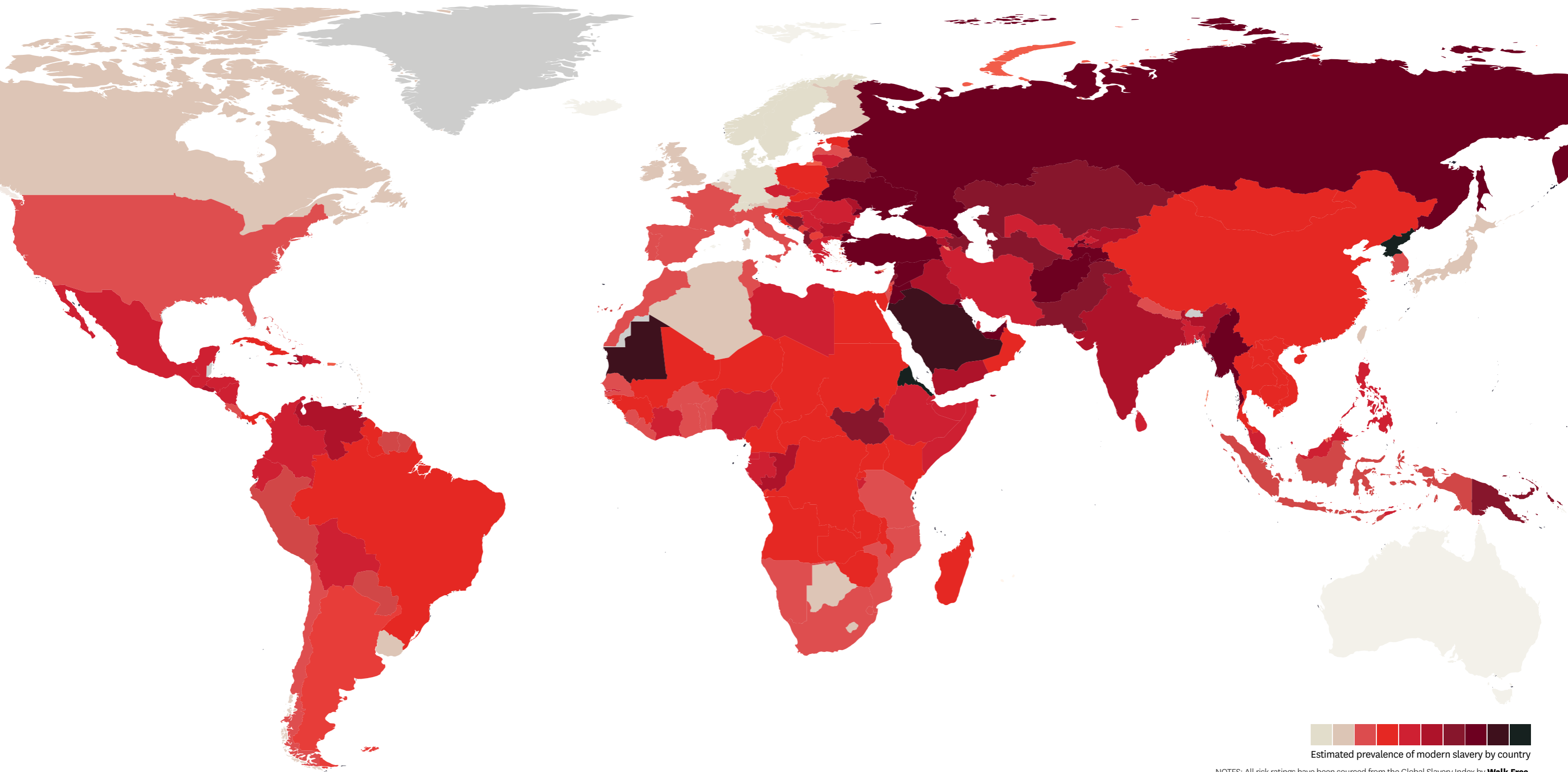
Sphere of control

- Tier 1 suppliers
- New suppliers
- Contracts
- Templates
- Training

Sphere of influence

- Tier 2 suppliers
- Supply chains

Figure 2: Breakdown of Macquarie University and its controlled entities' procurement spend by country of origin (2023)



Estimated prevalence of modern slavery by country

NOTES: All risk ratings have been sourced from the Global Slavery Index by Walk Free.

Our procurement spend in 2023 by country (top 10)



Figure 3: Breakdown of Macquarie University and its controlled entities' procurement spend by the 'AUPN' categories



Includes travel and entertainment, corporate professional services, marketing and media, and office-related supplies and services



Includes utilities, construction, refurbishment and works, and buildings and ground maintenance



Includes laboratories and research, lecturing and teaching, library and student services



Includes IT hardware and software, audiovisual equipment, and IT professional services

* Australasian Universities Procurement Network



Figure 4: Macquarie University and its controlled entities' supplier portfolio, nationally and internationally

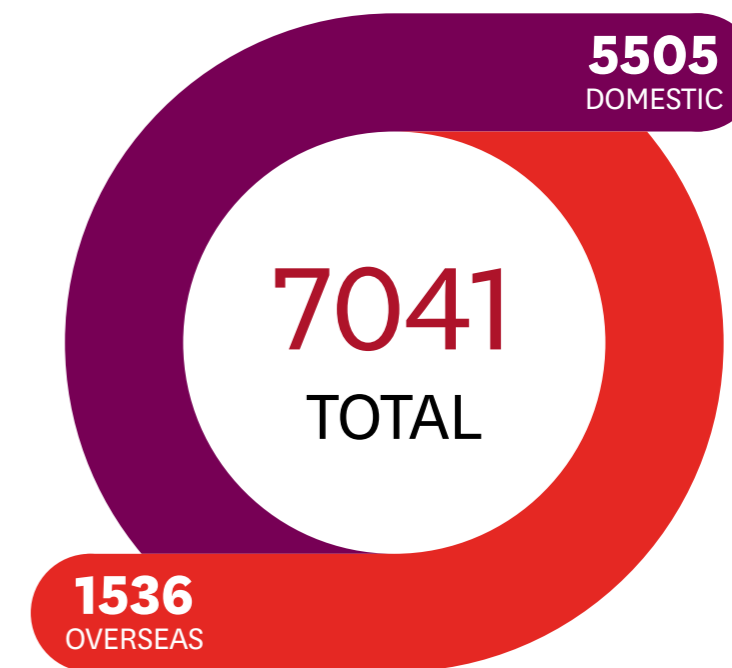
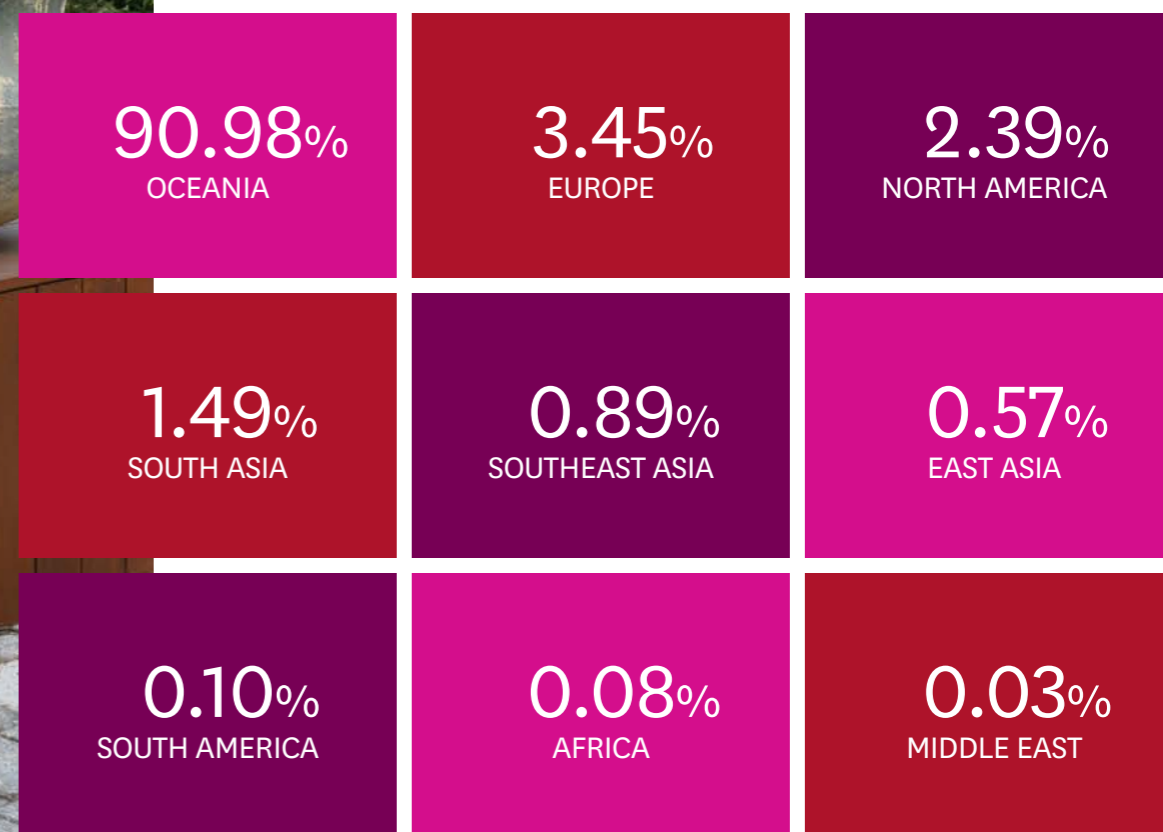


Figure 5: Macquarie University and its controlled entities' supplier portfolio spend breakdown by region of origin



5 Actions taken to address identified risks



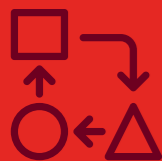
MODERN SLAVERY INFORMATION PAGE FOR STAFF AND STUDENTS

The website provides useful information on available support and resources for students and staff.



CATEGORY MANAGEMENT AND SUPPLIER GOVERNANCE FRAMEWORK

ContractRight framework provides tools to help identify and address modern slavery and human rights risks.



MODERN SLAVERY PROVISIONS EMBEDDED IN PROCUREMENT PROCESS

All relevant Modern Slavery Act provisions are embedded in the ProcureRight framework.



TARGETED INFORMATION FOR STUDENTS AND STAFF ABOUT MODERN SLAVERY RISK AND HOW TO GET SUPPORT

Various collateral and training materials are available for students and staff.





Figure 6: International agent network by region (2024)

ADDRESSING STUDENT-RELATED RISKS

STUDENT WELLBEING AND SAFETY

At Macquarie University, ensuring the safety and wellbeing of our students is top priority. We prioritise raising awareness of modern slavery risks among our students. Through student engagement initiatives and programs, we equip students with the knowledge and understanding needed to identify signs of modern slavery risk. By empowering our students with this information, we not only contribute to the prevention of modern slavery but also foster a culture of responsibility and support within our University community. The following section outlines the grievance and reporting options available to students.

OUR REPORTING TOOLS AND WELLBEING SUPPORT

Throughout the year, we prioritised enhancing students and staff's awareness of modern slavery. We devised training programs for staff and are gearing up to launch similar initiatives for students in 2024. We crafted toolkits, dashboards, and incorporated modern slavery into various frameworks, induction modules, and informational materials. These efforts aim to foster awareness among the University community, empowering all students to proactively understand modern slavery and develop the skills needed to identify and address related risks.

The University is committed to ensuring that our students have access to healthy and nutritious food options. Currently, we provide simple breakfasts daily. Most weeks, we also supply free food through student group activations or student group engagement events. In collaboration with U@MQ, we regularly offer discounts for on-campus meals, such as \$5 soup deals. Additionally, we manage and distribute donations, providing free or highly subsidised food options.

Through the work of the University housing taskforce, we have developed an **online resource** to help students understand and navigate the housing market in Sydney. This resource includes information on identifying and reporting exploitation. Students have access to wellbeing assistance via **Student Wellbeing** and can report concerns about wellbeing and safety via

the **Student Care and Reporting Network**. In addition, The University's **Respect. Now. Always. (RNA)** project is dedicated to providing a safe university community. We do this by improving how we prevent – and respond to – sexual assault, sexual harassment and other inappropriate or unwanted behaviours. The **Student Care and Reporting Network** is accessible to all students, staff, partners and community members. This network enables individuals to report issues and seek assistance, including concerns relating to modern slavery and student exploitation.

The **Public Interest Disclosure Policy** provides for an internal system for receiving, assessing and dealing with internal reports of suspected wrongdoing.

The University's **complaints and misconduct reporting portal** has pathways for staff, students and community members to report complaints, including incidents of threatening behaviour. A dedicated online **risk and safety reporting** system enables staff, students or community members to directly contact workplace health and safety, and risk teams about anything perceived as risky, hazardous or threatening.

Information on **external support services** is also provided. Free, confidential medical and counselling services are available to students. If students need to use a language other than English, interpreters are available for free. The Student Wellbeing team are available to provide information about these external support services.

Our **Student Code of Conduct** outlines the general conduct expected of students and prohibits certain behaviours. It applies to all students, and any misconduct may result in disciplinary action.

All reports are comprehensively reviewed by Student Wellbeing and other stakeholders. We are committed to applying due diligence to address and remediate situations appropriately.

STUDENT AND GRADUATE EMPLOYMENT

Macquarie University Student Employment coaches students through the recruitment process and facilitates paid employment opportunities with employers, on and off campus. Engaging in paid employment while studying helps students enhance their employability and develop a range of skills while managing the cost of living. Rates of pay may vary depending on the role, but hourly rates and other conditions must comply with applicable employment laws. When the University employs a student, the student-employee is provided with information outlining their employment standards.

STUDENT MOBILITY

Partners for our student exchange and mobility programs are selected carefully with input from our in-country representatives. Before finalising formal agreements, we conduct thorough background checks, risk assessments and business cases. To ensure compliance with legislative requirements, our agreements include standard clauses that both the University and our mobility partners must adhere to, such as:

- defining exploitation
- committing both parties to act against exploitation
- requiring parties to notify the other of alleged exploitation
- terminating the agreement should the University be caused to breach its obligations in relation to exploitation.

Policies and processes have also been established to meet obligations under the Australian Department of Foreign Affairs and Trade's Preventing Sexual Exploitation, Abuse and Harassment Policy, as well as child protection requirements. Partners involved in government-funded projects, such as the New Colombo Plan, are also duly informed of these requirements. Students participating in the New Colombo Plan-funded program undergo mandatory pre-departure training on the above policies and reporting processes.

The University's Student Care and Reporting Network enables students, staff, partners and community members to report issues and seek assistance, including concerns relating to modern slavery and student exploitation.

INTERNATIONAL STUDENT RECRUITMENT

As part of our comprehensive onboarding practices for international students, we equip them with essential information to navigate life and work in Australia. This includes hosting online pre-departure sessions where students receive detailed guidance on their rights while working in the country, along with clarification on their student visa obligations and minimum pay rates. Additionally, we have developed a comprehensive Guide to Life resource to support students throughout their journey.

Recognising the value of student involvement, our Future Students team has employed more than 40 international students in paid positions to actively contribute to recruitment activities and conversion campaigns. This approach provides valuable employment opportunities and serves as a prime example of our commitment to fair and generous enterprise agreements.

To ensure effective communication and the dissemination of updates, a dedicated newsletter is regularly circulated to all offshore and onshore agencies, keeping our agents informed and aligned with our objectives and initiatives.

WORK INTEGRATED LEARNING INCLUDING PACE (PROFESSIONAL AND COMMUNITY ENGAGEMENT)

The University recognises that students can be vulnerable to risks and exploitation, including those associated with modern slavery practices and equitable participation in the labour market. We ensure that students have access to information and support regarding their participation in the workforce and their employment rights in Australia.

For work integrated learning (WIL), career and employability-related activities, the University follows policies and processes to:

- approve and manage quality WIL experiences for students in line with academic outcomes
- endorse opportunities only if they are linked to academic outcomes and compliant with the provisions of the Fair Work Act 2009 (Cth)
- approve, review and quality assure industry and employer partners for all WIL activities.

ADDRESSING RESEARCH RISKS

INTERNATIONAL RESEARCH COLLABORATION

To proactively address emerging challenges, Macquarie University established the Countering Foreign Interference Community of Practice, comprising dedicated University staff engaged in international relations and arrangements. Throughout 2023, the group convened to facilitate knowledge exchange and collaboration, including presentations from the National Security Branch of the Department of Education and the Australian Sanctions Office of the Department of Foreign Affairs and Trade.

The Department of Home Affairs and CSIRO led the development of a sector-wide foreign interference due diligence toolkit, which the University has adopted. This toolkit aims to assess and mitigate risks associated with foreign interference, including those related to modern slavery.

MODERN SLAVERY RESEARCH PROJECTS AND PAPERS

Researchers from the Macquarie Business School are actively contributing to the wider debate on modern slavery and influencing associated policy and legislation nationally and internationally.

MODERN SLAVERY AND THE CHOCOLATE INDUSTRY

The research on child and forced labour in chocolate supply chains began in 2016 with a study on Nestlé's reporting practices on labour issues, published as 'A sticky chocolate problem: Impression management and counter accounts in the shaping of corporate image' in *Critical Perspectives on Accounting* (Perkiss et al., 2021).

The University's *The Lighthouse* magazine featured an article that gained traction in Australian news media and spurred interest in the University's research, leading to collaborations with other institutions such as the University of Wollongong, The Open University (United Kingdom), on the **Chocolate Scorecard project** coordinated by the Australian charity **Be Slavery Free**. The aim of this project that also involved various consultants and community groups was to transform the chocolate industry's supply chain to ensure that it was free from modern slavery practices.

The Chocolate Scorecard, which resulted from the project, is a valuable resource for consumers, investors and stakeholders seeking insights into companies' performance regarding human rights and environmental concerns. Many companies use the Scorecard to refine their policies and practices, leading to tangible improvements in the lives of people, particularly farmers and their families in Western Africa, reliant on the chocolate supply chains for their livelihoods.

The Scorecard is regularly updated. Its fourth edition had a media audience of more than one billion in 2023. Now in its fifth edition, the Scorecard continues to attract international attention and media coverage, with Professor Dumay regularly invited to present updated findings at conferences and seminars worldwide.

MODERN SLAVERY LEGISLATION

In previous years, Macquarie University Business School researchers developed research streams for the Modern Slavery Act with notable publications that contributed to the establishment and review of the Modern Slavery Act in Australia.

This year, a paper authored by Professor James Guthrie, Professor Dumay, Dr Tracey Dodd (Adelaide) and Professor Michelson titled 'A social system perspective on eliminating modern slavery in Australian and global supply chains' was published in the *Journal of Behavioural Economics and Social Systems* (Guthrie et al., 2023). This paper was also a submission (Submission 34) to the Australian Government for the **Review of Australia's Modern Slavery Act 2018** and was cited three times in Professor John McMillan's final report.

Further research by Macquarie PhD Zairul Zainuddin, Professor John Dumay and Professor Binh Bui led to another paper presented at the Early Scholars Colloquium for the Australasian Centre for Social and Environmental Accounting Research Conference in December 2023. Titled 'Modern slavery disclosure legislation in Australia: From the perspective of different stakeholders,' this paper presents a stakeholder perspective on implementing the Modern Slavery Act, providing insights on the challenges entities face in complying with the Act.

As part of Professor Zainuddin's PhD research supervised by Professor John Dumay and Professor Binh Bui, Professor Zairul Zainuddin actively collaborated with **Unchained Solutions**, a consultancy company originating from the Macquarie University Incubator. Unchained Solutions provides facilitation, training, and strategic planning services to companies, advocating for businesses to lead beyond compliance and become industry benchmarks. Zainuddin contributed to the research and composition of two publicly available reports for university and healthcare sectors: *Modern Slavery Statement Sector Review: Healthcare Providers and Modern Slavery Statement Sector Review: Higher Education*, accessible on the Unchained Solutions website unchainedsolutions.com.au/industry-insights.

The findings from this research feature in a paper titled 'Responding to the Commonwealth Modern Slavery Act 2018: A critical analysis of university accountability through modern slavery statements', presented at the 2023 Accounting and Finance Association of Australia and New Zealand. Zainuddin's work forms the basis of her PhD titled 'A critical reflection of modern slavery disclosure legislation, supply chain practice and reporting' submitted in March 2024.

OTHER RESEARCH

In another research collaboration, Professor Dumay, Professor Guthrie and Dr Tracey Dodd, University of Adelaide, examined modern slavery within the Australian construction industry. Their paper, 'Management controls and modern slavery risks in the building and construction industry: Lessons from an Australian social housing provider', was published in *The British Accounting Review* (Dodd et al., 2023).

Professor Michelson continues to share his ongoing efforts to raise awareness about modern slavery via public media. He has authored articles for *The Conversation (Canada)* titled 'How Canadian companies can identify forced labour in their supply chains', and for the *California Management Review Insights* titled 'Modern slavery in global supply chains: The impact of COVID-19'. He has a forthcoming book chapter titled 'Overcoming evil with good: The role of NGOs in combating modern slavery' in *The Palgrave Handbook of Global Slavery throughout History*. Professor Michelson's outreach also extends to international conferences; he participated in a panel on modern slavery and international business titled 'IB and modern slavery: What IB scholars can learn from other disciplines' at the Australia and New Zealand International Business Academy Conference, Christchurch, 7–9 February 2024.

MODERN SLAVERY THINK TANK

In 2023, the Macquarie Business School initiated the Modern Slavery Think Tank, a network that contributes to policy, legislation, practice and research. This forum brings together chief financial officers, chief procurement officers, students, academics, NGO representatives, professional service companies and government officials to collaborate on addressing modern slavery risks in academia and other sectors. The think tank plans to hold further meetings in 2024 and is considering an international conference later in the year.

To proactively address emerging challenges, Macquarie University established the Countering Foreign Interference Community of Practice.



ADDRESSING HUMAN CAPITAL RISKS: OUR PEOPLE AND PARTNERS

PROFESSIONAL STAFF AND ACADEMIC RECRUITMENT

In 2023, the University employed more than 3580 individuals, most of whom are covered by either the Macquarie University Academic Staff Enterprise Agreement 2023 or the Macquarie University Professional Staff Enterprise Agreement 2023.

Terms and conditions of employment are set out in employment contracts and the relevant enterprise agreement, which prescribes minimum standards and regulates the University's relationship with its employees. Senior employees operate under individual contracts compliant with current legislation.

MQ Health, U@MQ and MGSM refer to modern awards and the National Employment Standards for those not covered under a modern award. Casual staff are employed under casual employment contracts that regulate their employment. This regulation significantly mitigates the risk of the University being engaged in modern slavery practices.

Human Resources manages the employment of all staff, adhering to enterprise agreements, relevant policies and procedures, and current legislation. Employment checks are conducted to ensure prospective staff are legally entitled to work in Australia.

The University occasionally supplements its workforce with temporary workers. We ensure fair remuneration for contingent workers, using either direct hiring or licenced and accredited recruitment agents.

New staff must undergo mandatory modern slavery awareness training as part of their onboarding, with completion rates monitored by Human Resources. In 2023, 2017 staff members completed training.

AGENT RECRUITMENT AND REVIEW

The **International Education Agent Policy** and its associated procedure govern the University's compliance with relevant legislation in appointing, managing and reviewing international education agents domestically and internationally.

The Future Student International team is responsible for developing the University's international agent management strategy and overseeing relationships with existing and new international education agencies. This includes ensuring compliance with our agent policy framework and relevant legislation.

Thorough background checks are conducted on appointed education recruitment agents. These checks include obtaining two referee reports, verifying training qualifications and company registration, and assessing agency structure and past performance. Agents are required to undergo professional training provided by industry associations before their appointment, such as Professional International Education Resources, International Consultants for Education and Fairs, and Qualified Education Agent Counsellor. This training covers relevant legislation, international standards and a code of ethics. Regardless of an agent's region, compliance is mandated by New South Wales laws, including the Education Services for Overseas Students Act 2000 (Cth), its regulations, and the National Code of Practice for Providers of Education and Training to Overseas Students 2018.

The Future Students team manages agency agreements and conducts an annual or discretionary review of agent performance and compliance. Subagents cannot be appointed by an agency without explicit written approval from the University. The agreement clearly outlines termination requirements to effectively govern and address any potential misconduct.

CONSULTANTS AND CONTRACTORS

The University's ProcureRight framework provides clear guidance on distinguishing between contractors/consultants and employees to ensure appropriate engagement and correct application of employee entitlements and tax liabilities. Contracts with local consultants and contractors are governed by New South Wales law.



ADDRESSING FINANCIAL, PROCUREMENT AND SUPPLY CHAIN RISKS

FUNDRAISING (PHILANTHROPY)

Our Advancement Due Diligence policy outlines how the Office of Advancement Office will vet potential donations and bequests, and explicitly specifies the degree of due diligence research donations of specific monetary amounts will attract. The policy aims to ensure that philanthropic funding aligns with the University's core values and strategic goals, and is not associated with illegal activities. Under this policy, due diligence involves research conducted by the University into potential risks before signing any gift agreement. The purpose of due diligence research is to:

1. confirm the identity and wealth sources of potential donors
2. ensure to the best of our knowledge that donated funds are not acquired illegally
3. identify any reputational risks associated with accepting financial donations from potential donors.

A due diligence report adheres to our Prospect Development Investigation Brief template but includes an additional section on potential risks. This section identifies potential reputational risks associated with accepting a donation from the profiled donor. These risks may include:

- involvement in illegal or unethical activities – real or alleged – including but not limited to terrorism, murder, assault, kidnapping, paedophilia, modern slavery (in accordance with the Modern Slavery Act) and property, white-collar and high-tech crimes
- possibility of donated funds originating from illegal or unethical sources
- influence exerted by the donor on University decision-making
- involvement in legal cases as either alleged or convicted parties
- participation in social controversies, such as the over-exploitation of fishing resources
- potential for significant negative media attention
- association with morally or socially controversial industries, such as tobacco
- non-compliance with the Department of Foreign Affairs and Trade's Foreign Interference Policy, established in 2021.

INVESTMENT STRATEGY

Investment and Treasury Risk Management Policy requires that financial decisions be grounded in integrity, ethics, and wise stewardship for the University's sustained prosperity. Financial probity is fundamental to our investment approach.

PROPERTY

The University's Property Services uses a standard suite of contracts and agreements incorporating specific clauses outlining suppliers' obligations under the Modern Slavery Act and our expectations.

The University recognises the heightened risks of modern slavery in the operations and supply chains of some sectors. In response, our ProcureRight framework involves requesting compliance evidence from suppliers and ensuring contracts and tender documents align with relevant legislation and labour standards.

The University aligns its operational activities with the United Nations Sustainable Development Goals (SDGs) and is developing its next sustainability strategy. Our participation in the Times Higher Education Impact Rankings showcases our contributions to the SDGs through learning, teaching, research and operations. In 2023, the University ranked 39th globally in these rankings.

PROCUREMENT AND SUPPLY CHAINS

In 2023, the University continued its proactive approach towards identifying and mitigating risks within its supply chains. We ensured integrity, fairness, sustainability, and social and corporate responsibility were at the centre of all procurement activities by investing time and resources into enhancing our existing framework and practices.

To strengthen our efforts, we appointed a Senior Business Analyst and an Engagement Manager – Compliance within Strategic Procurement. These roles proactively assess modern slavery risks, measure our impact and continuous improvement, and integrate best practice human rights into our governance and operations. The roles provide valuable support to staff through sophisticated analytics, knowledge dissemination and engagement with stakeholders to combat modern slavery. In 2023, Macquarie University became the first university in Australia to commence implementation of the newly designed spend analytics tools, an initiative of Australian Universities Procurement Network.

In 2023, we implemented the ProcureRight Desk across the University. This initiative mandates triaging procurements over \$10,000 through the ProcureRight Desk to ensure compliance with our procurement process. This proactive measure helps identify and mitigate potential modern slavery risks from the outset of procurement activities.

For procurements presenting a heightened risk of modern slavery risk or those exceeding \$250,000, a senior member of Strategic Procurement leads the process. Suppliers are required to submit their modern slavery statement, while high-risk procurements require the completion of a comprehensive modern slavery questionnaire. Responses undergo evaluation based on weighted criteria, with corporate social responsibility (CSR) being a mandatory component for procurements over \$250,000.

In 2024, the University is considering implementation of a spend analysis tool procured through the Australasian Universities Procurement Network (AUPN). This tool will enable access to the new level of spend data depth and transparency, and provide industry-leading AI and human-powered spend analysis with high classification coverage and guaranteed accuracy. Once implemented, this tool will transform complex procurement data into actionable insights, helping us understand supply chain risks, diversify supply chains, and identify and mitigate modern slavery risks.

Throughout 2023, we maintained our commitment to due diligence across all procurement activities through the following ongoing actions:

- A CSR schedule, which includes considerations for modern slavery, is mandatory for procurements exceeding \$250,000.
- Modern slavery-specific provisions have been integrated into contract templates.
- For low-value procurements involving suppliers from high-risk industries or geographies, a CSR and modern slavery questionnaire is required as part of their response.
- CSR is now a weighted evaluation criterion. The University evaluates tenderers based on their economic, social and environmental impacts and policies, with corporate viability assessments and reference checks incorporating relevant searches and questions.
- Pricing evaluators, assigned by the Deputy Chief Financial Officer for procurements over \$250,000, develop detailed pricing models to analyse price submissions. The University mandates rate benchmarking for suppliers in vulnerable markets, investigating rates that appear unusually low compared to industry standards.

SUPPLIER GOVERNANCE

In 2023, we launched ContractRight, a sophisticated contract and vendor governance framework. Its rollout is expected to continue during 2024–25. Our objective is to only engage with socially and commercially responsible organisations that share our values of scholarship, integrity, and empowerment. Our evaluation framework already assigns significant weighting to corporate and social responsibility criteria. All procurements with the value over \$250K require respondents to submit their Modern Slavery Statement if they are subject to the Modern Slavery Act and/or describe their approach to combatting modern slavery. ContractRight complements ProcureRight, creating a true end-to-end process that promotes and ensures effective governance.

COLLABORATION AND ENGAGEMENT

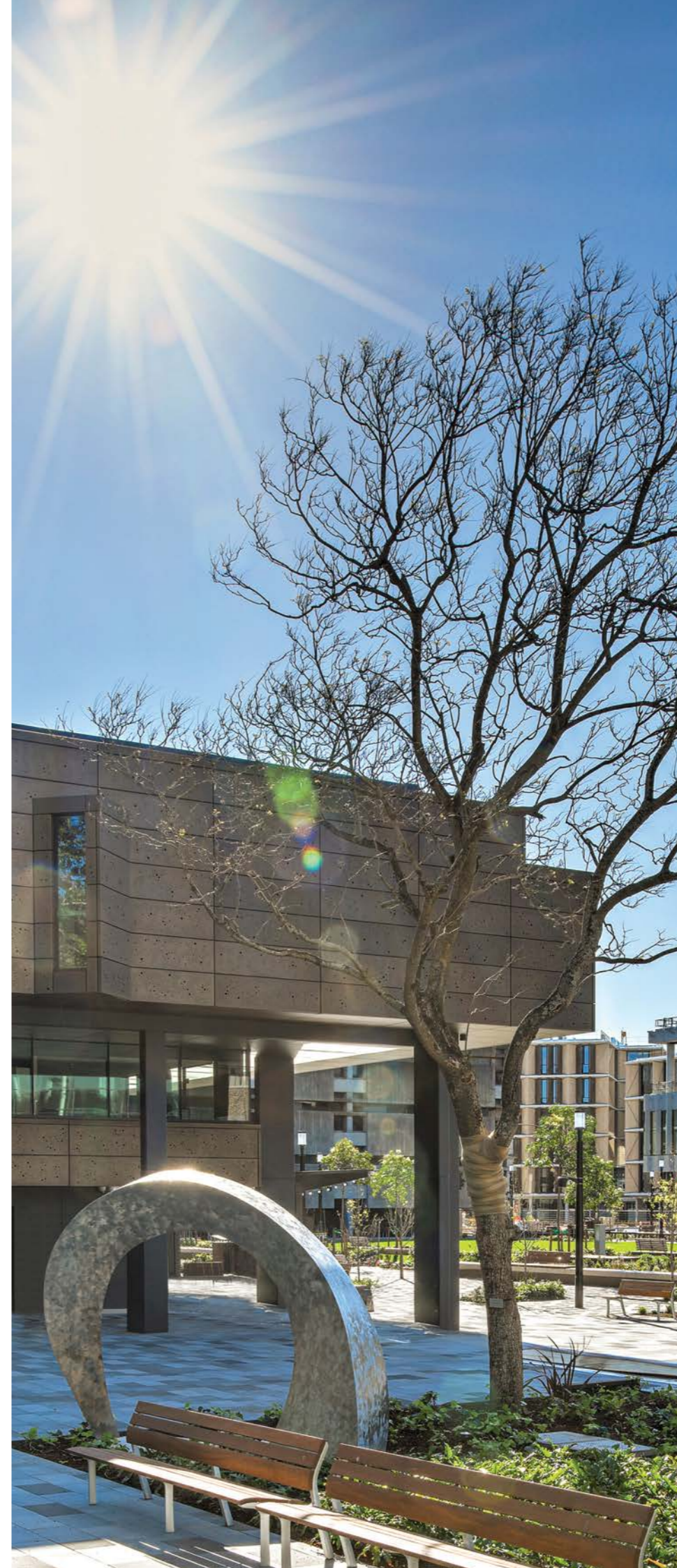
In 2023, the position of Procurement Engagement Manager – Compliance was established to coordinate various activities aimed at addressing the systematic challenges of modern slavery. This role convenes the Modern Slavery Working Group established in 2021 to ensure that our wider community has access to current information, data analytics and tools to help close existing gaps.

In August 2023, the Modern Slavery Working Group organised a workshop to identify immediate and long-term actions that would significantly enhance our anti-slavery efforts. This workshop, attended by colleagues from other universities, provided valuable insights into common goals and resources needed to further support our activities. Following the workshop, we have assigned roles and responsibilities to ensure that deliverables are achieved. We were able to capture ongoing deliverables and gained understanding of what resources may be required to support our activities. All actions are detailed in chapter 6 of this report "Assessing the effectiveness of our actions".

We also continued our close collaboration with industry colleagues. We are participating in a dedicated AUPN program focused on identifying modern slavery risks in the higher education sector. The Anti-Slavery working program under AUPN has 35 universities participating. The program manages the coordination of Anti-Slavery workshops, engagements with communities and industries, and guest speakers. Ongoing working group meetings facilitate collaboration and discussion of current trends, enabling collective efforts to combat modern slavery risks across universities. The program reviews and shares tools for assessing supply chain risks and stays informed through media and industry alerts on Modern Slavery. These tools assist AUPN members in independently identifying and managing modern slavery risks, fostering a collective effort to improve access to data analytics and share insights for positive change. This AUPN collaboration enables universities to work more efficiently, leveraging expert advice and tools to address shared challenges.

Furthermore, the University actively collaborates with its key vendors to ensure they maintain the integrity of their supply chain. We have a requirement that any sub-contracting is appropriately approved by the University, allowing us to ensure that all participants in our supply chain are subject to the same stringent modern slavery assessment as the primary contractor.

A collective effort to improve access to data analytics and share insights for positive change.



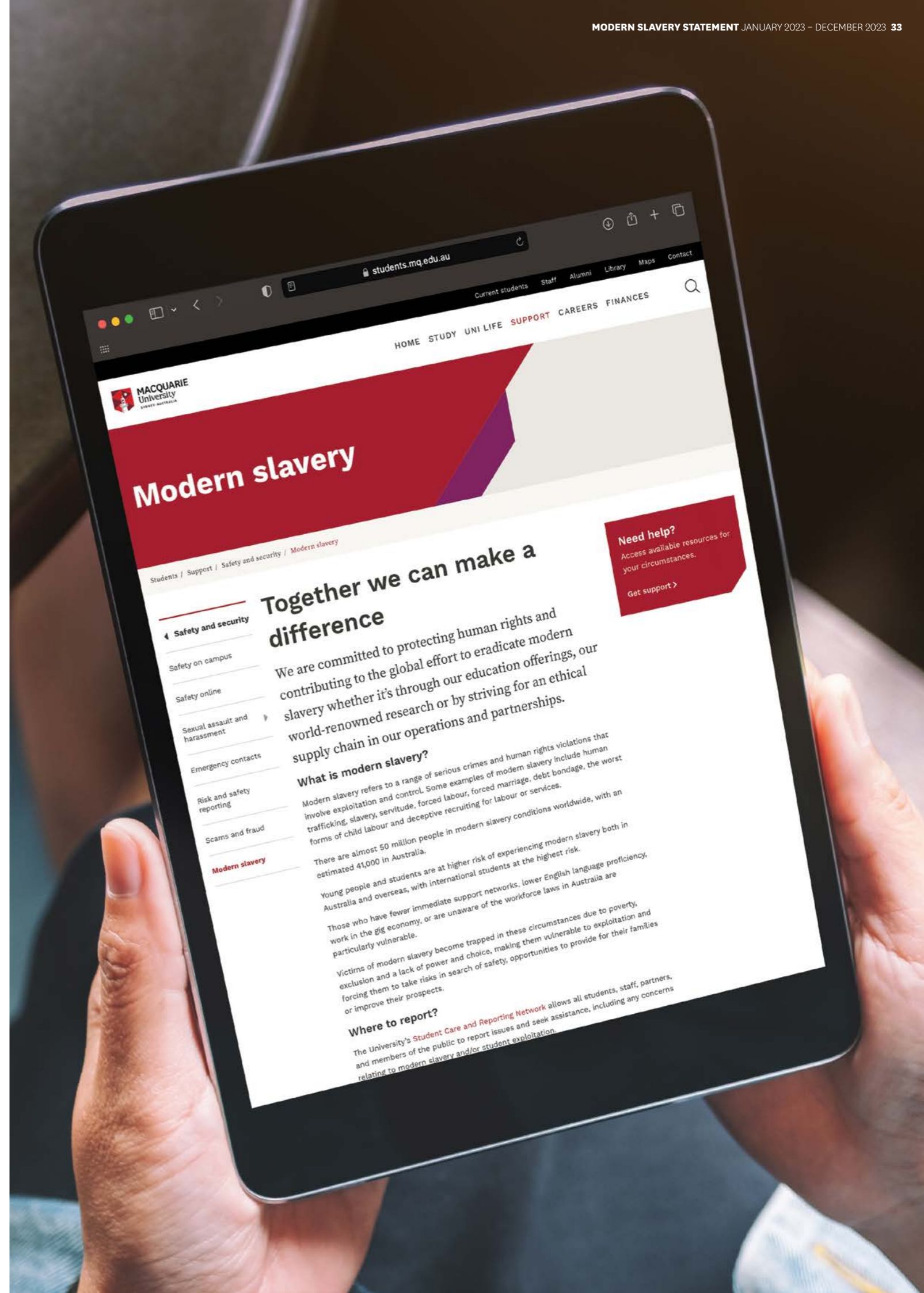


6 Assessing the effectiveness of our actions

| Activity | Description and key indicators | In place and/or completed | Ongoing | Under development |
|---|---|---------------------------|---------|-------------------|
| GOVERNANCE | | | | |
| Develop the Modern Slavery Policy, and review other policy-related documents (ie the Supplier Code of Conduct). | The Modern Slavery Policy has been developed, and other relevant policies have been reviewed. | ✓ | | |
| Develop contractual provisions to include modern slavery-specific provisions. | Specific modern slavery clauses have been incorporated into all contractual templates where there is an identifiable risk based on the subject matter of the agreement, which are regularly reviewed to ensure relevance. | ✓ | ✓ | |
| Embed modern slavery provisions into every step of the procurement process. | All relevant provisions of the Modern Slavery Act are incorporated in the ProcureRight framework. All potential suppliers are assessed on their compliance with the Act. | ✓ | ✓ | |
| Encourage transparency through supply chain data disclosure. | The modern slavery supplier questionnaire is included in our tendering process. | ✓ | ✓ | |
| Participate in external benchmarking. | We are actively involved in the AUPN and the UPH (University Procurement Hub) modern slavery programs. | ✓ | ✓ | |
| Develop the category management and supplier governance framework. | The supplier governance framework, which includes addressing modern slavery and human rights violation risks, has been developed. | ✓ | ✓ | |
| Develop the Supplier Code of Conduct. | The Supplier Code of Conduct has been developed and distributed to all suppliers during the procurement process. We expect to roll out ContractRight framework in 2024; it will govern the relevant activities to provide assurance that the Code of Conduct is also shared with suppliers that are mid-contract. | ✓ | ✓ | |

| Activity | Description and key indicators | In place and/or completed | Ongoing | Under development |
|---|--|---------------------------|---------|-------------------|
| LEADERSHIP AND MONITORING | | | | |
| Wage benchmarking. | Undertake wage benchmarking in markets where the University conducts international student recruitment. | ✓ | ✓ | |
| Map our supply chains and identify areas of vulnerability. | We conduct comprehensive supplier mapping and risk modelling using the FRDM software. | ✓ | ✓ | |
| Further develop resources and guiding principles for staff and students. | Review and update the University's modern slavery webpage . | ✓ | | |
| Create targeted information for cultural/international groups with information about support and referrals for at-risk groups. | The Dean of Students sends regular email newsletters specifically to the international student cohort, and a reminder about modern slavery is placed in this newsletter. In 2023, 8,849 emails sent to International Students with open rate of 82.6%. | | ✓ | |
| Deliver targeted information for cultural/international groups with information about support and referrals for at-risk groups. | Information about modern slavery is to be shared with international student cohorts as part of their onboarding, including in the commencing student information packs and international student welcome packs. | | | ✓ |
| Incorporate modern slavery information in commencing student induction module. | Information for new students accepting offers at Macquarie University will include links to information about modern slavery. Information regarding students who have enrolled in Mac2024 (online onboarding) has been available since Oct and had 2462 students enrolled. | ✓ | ✓ | |
| Establish a modern slavery website landing page with referrals, support and additional information. | The website information for all students and staff regarding support and reporting information, links to external resources. Analytics regarding access to this page will be sourced. | ✓ | | |
| Include modern slavery information in the 2024 student diary. | The student diary includes information on Modern Slavery, how to get support and other relevant information on student wellbeing and campus experience. Over 15,000 diaries ordered for 2024. | ✓ | | |
| Explore a partnership with Anti-Slavery Australia for student learning modules/materials. | Work collaboratively with Anti-Slavery Australia to provide information and training in a peer-to-peer model to students. | | | ✓ |
| Create a communication plan for student awareness in 2024. | Various collateral material for students that provide information about modern slavery and available support resources has been developed. This includes digital signage around the campus, flyers, posters, and information material to be included in the graduation bags. | | | ✓ |
| Measure the impact of training and toolkit effectiveness by establishing target uptake by percentage. | Monitor and adjust target uptake with tools and materials according to KPIs. We aim to have 20% of student participate in the pilot session and to be reviewed post-implementation. | | | ✓ |
| Meet with editors of student publications to explore ways to improve relevant content to target audiences. | Encourage student publications to explore the theme of modern slavery and submit articles regarding this subject. Student editors and creators currently finishing studies and the handover to a new editorial team is expected to occur in 2024, with articles to be scoped in second quarter of 2024. | | | ✓ |
| Consider under-18 specific communication collateral relating to modern slavery. | Determine if there is supplementary information required for students under 18, to ensure they understand what modern slavery is and how to report it. | ✓ | | |
| Investigate modern slavery practices and awareness principles for homestay providers. | Determine if training and awareness with homestay providers is adequate and fill gaps if identified. | | | ✓ |
| Create training for student groups about in-kind donations and ethical recruitment for student group sponsorship practices. | Working alongside other relevant colleagues to review and identify appropriate sponsorship practices. All affiliated student group sponsorship requests are reviewed and assessed to ensure compliance with modern slavery legislation. | ✓ | | |
| Include modern slavery awareness in the Professional Conference for International Students. | The Professional Conference for International Students is held twice a year and targets students close to completing/have completed their studies, with 1000 students attending this conference annually. Information is provided to all students who attend this conference through presentations and follow-up emails. | ✓ | | |
| Include modern slavery information in the volunteer framework. | Creation of a volunteer framework for internal use that outlines how and when volunteers can be used for tasks on campus and includes awareness information about modern slavery. | | | ✓ |
| Establish modern slavery ambassadors from student representatives. | To assist with peer-to-peer learning, create opportunities for ambassadors to act and raise awareness of modern slavery on campus. | | | ✓ |
| Launch the Macquarie Business School's Modern Slavery Think Tank. | The Macquarie Business School to initiate a Modern Slavery Think Tank, a network that contributes to modern slavery policy and legislation development. | ✓ | ✓ | |

| Activity | Description and key indicators | In place and/or completed | Ongoing | Under development |
|--|--|---------------------------|---------|-------------------|
| RISK ASSESSMENT | | | | |
| Establish modern slavery risk mitigation processes and awareness practices for sponsors attending campus for student events. | Ensuring that sponsors attending events on campus have an awareness of the principles of modern slavery. Information relating to modern slavery and legislative requirements is included in the sponsorship agreement and media kit provided to potential sponsors partnering with Macquarie University. | | | ✓ |
| Manage high-risk and high-value tenders via Strategic Procurement. | The ProcureRight Desk launched in November 2023. To ensure adoption and compliance, we commenced a change management campaign across the University consisting of communications, presentations and partnering with Operations Managers across the University. | ✓ | ✓ | |
| Improve transparency within the University's supply chains by working with our contracted suppliers to understand their business practices. | Procurement undertook an activity to collate and upload all modern slavery statements and questionnaires to SharePoint from past procurements. This data will enable us to map our suppliers and modern slavery risk. The University will continue to work closely with its partners, such as the AUPN, on the design and development of the modern slavery risk tools, which provide a clear risk methodology and ratings to identify inherent modern slavery risks across supply chains. | | ✓ | |
| Identify and review high-risk procurements and post-procurements once operational. | We have not identified any ongoing relationships with suppliers in vulnerable markets. Strategic Procurement to lead all procurement activities involving vulnerable categories or markets to ensure commercial arrangements and due diligence are undertaken, and any remuneration structures are in line with the relevant union and legislative requirements. | ✓ | ✓ | |
| GRIEVANCE MECHANISM | | | | |
| Review grievance and reporting mechanisms are available for students. Information about how to report concerns or instances of modern slavery to the University was clear and readily available. | Once the review is complete, reporting and disclosures of modern slavery are embedded into current practices. Reporting will be incorporated into CARE reporting completed by Student Wellbeing. Information on how to get support is available on student webpage 'Support', eg students are provided with emergency accommodation support, access to food and grocery vouchers. These options are available on a case by case basis through the CARE reporting process. The initial focus of Student Wellbeing staff is on the assessment of safety of and risk to the impacted person and on the assessment of their support needs. This may include referral to Police or other external emergency agencies. Such referrals would only occur to manage imminent risk of significant harm or to respond to mandatory obligations in relation to children and young people. All other interventions from external support agencies are subject to a permission from the individual concerned. | ✓ | ✓ | |
| Create an induction process for student group executives on modern slavery awareness. Information for student group executives to be created and shared as part of the student group executive onboarding process. | The onboarding session for the student group executives (leaders) will include materials on modern slavery including how to identify instances of modern slavery and available support. Attendance will be recorded. | | | ✓ |
| Embed modern slavery risk assessment matrix in student group event requests. | As part of the process for approving student group events, a clause on modern slavery will be included. | | | ✓ |
| Investigate the remedial harm revision process and our involvement for impacted students. | Provisions to be available for students impacted by modern slavery. | | | ✓ |



7

Consultation process

Our Modern Slavery Statement describes the initiatives we have undertaken to increase our understanding of modern slavery and the measures we have put in place to combat it. We now have a much stronger visibility of the risk areas, which positions us well to take further meaningful and targeted actions.

This statement has been prepared in consultation with faculties, portfolios and controlled entities covered by this statement. Extensive consultation on modern slavery requirements has been conducted, involving key stakeholders, academics, students, and professional staff across the Group. Their valuable contributions have shaped the actions undertaken in 2023 as part of our commitment to eliminating modern slavery.

The Modern Slavery Working Group, established in 2021, remains committed to leading ongoing consultation and knowledge sharing across the Group. Recognising compliance as a collective and shared responsibility, we ensure that all our activities are undertaken in a consistent manner. Employment, procurement, investments, training and engagement are governed by the relevant central functions in full compliance with our policies and frameworks, with our **Modern Slavery Policy** central to all our operations and activities. The Working Group ensures that our approach and commitment to guard against modern slavery is consistent with the University's purpose, vision, and values. The Working Group informs and advises on modern slavery related issues, particularly on the development, implementation, monitoring, and review of Macquarie University's Action Plan.

The Working Group met three times in 2023 to ensure that all agreed actions were on track and that executive and other support was available where required. The Working Group also coordinated a collaborative session, which drew participation from key stakeholders, both internal and external, and provided valuable insights into shared objectives and essential resources required to combat the risk of Modern Slavery.

Recognising compliance as a collective and shared responsibility ensures our activities are undertaken in a consistent manner.



8

Other relevant information

POLICIES AND PRACTICES FOR PREVENTING AND MITIGATING MODERN SLAVERY

MODERN SLAVERY POLICY

The **Modern Slavery Policy** sets out the University's commitment to:

- identify, assess and minimise the risks of modern slavery in its operations and supply chains
- maintain responsible and transparent operations and supply chains.

POLICY FRAMEWORK – HUMAN RESOURCES

Our human resources policies and practices set out workplace rights and responsibilities at the University and include:

The **Staff Code of Conduct** confirms a commitment that staff are ethical, enquiring, creative, inclusive, agile and excellent. All staff are expected to perform their duties and conduct the academic and business activities of the University with efficiency, fairness, impartiality, integrity, honesty and compassion.

The **Discrimination, Bullying and Harassment Prevention Policy** outlines the rights and responsibilities of the University community for the achievement of a diverse, equitable, inclusive and safe campus environment, free from unlawful discrimination, bullying and harassment.

The **Public Interest Disclosure Policy** was updated in December 2023 in line with the **Public Interest Disclosures Act 2022** (PID Act) and the NSW Ombudsman Guidelines. The Policy establishes an internal system for receiving, assessing and dealing with internal reports of suspected wrongdoing. Staff undertake training of reporting wrongdoing as part of the onboarding to the University.

The University's complaint management process and procedures recognise that while the University aims to provide a high-quality teaching, research and learning environment that promotes respect and safety, and embraces diversity, there will be occasions when problems, misunderstandings or complaints arise that need to be managed in a fair, transparent and timely manner. Through Macquarie University's **complaints and misconduct reporting portal**, there are pathways for staff, students and members of the public to report complaints, including for threatening behaviour. The University also has a **Risk and Safety Reporting web page** through which staff, students and members of public can report hazards, incidents, near miss incidents, injuries, illness and incidents that may involve an insurance claim.

POLICY FRAMEWORK – PROCUREMENT AND SUPPLY CHAINS

The University is committed to acting with integrity in all its dealings, relationships and supply chains. It expects the same standards from all its suppliers, contractors and others with whom we do business. In September 2019 the University launched the ProcureRight framework that governs all our procurement activities. The ProcureRight Instructions provide tools to enable a positive procurement experience while ensuring that all our activities are underpinned by the principles of business ethics, human rights and environmental protection. The ProcureRight Instructions incorporate the **Procurement Policy**, probity principles, relevant legislation and risk management. Strict approval processes embedded into the ProcureRight Instructions ensure that accountability for decisions reside with the authorised officers of the University.

POLICY FRAMEWORK – OTHER RELATED POLICIES AND PRACTICES

The University, through **Our University: A Framing of Futures**, has made a commitment to adhering to the principles of sustainability in all it does, which is also reflected in the **Investment and Treasury Risk Management Policy** and the **Donations and Fundraising Policy**.

The **Code for the Responsible Conduct of Research** is central to the University's commitment to the highest standards of research integrity. We expect researchers to manage and conduct their research with the utmost professionalism and with respect and regard for humans, animals and the environment – irrespective of their funding situation, research area, experience or working arrangement. Our code is aligned with the standards set out in the Australian Code for the Responsible Conduct of Research.

In addition, the **Research Risk Review Procedure** enables the University to consider, control and mitigate the risk that outcomes of a research project or collaboration may be used by third parties to infringe human rights, and this includes considerations of modern slavery.

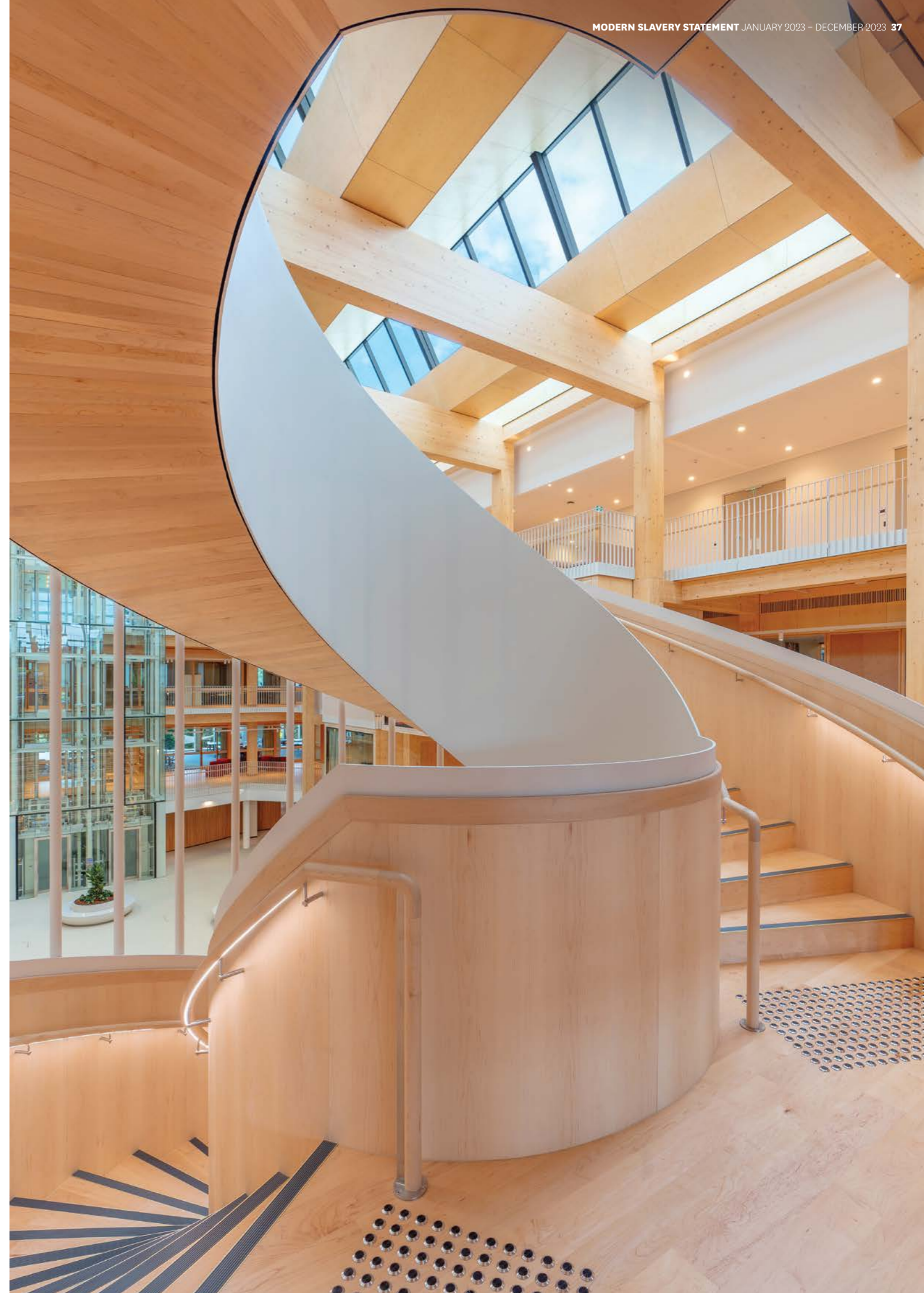
The **Controlled Entities Policy** establishes the University's governance framework for controlled entities.

STUDENT WELLBEING AND CODE OF CONDUCT

All University students have access to wellbeing assistance via **Student Wellbeing** at wellbeing@mq.edu.au and +61 (2) 9850 7497, and can report concerns about wellbeing and safety via the **Student Care and Reporting Network**. The Student Care and Reporting Network can assist:

- Students with seeking support or making a report if facing concerns.
- Staff seeking support for issues concerning students or wanting to report an issue.
- Members of the public wanting to report concerns regarding student wellbeing and support needs, behaviour or University services.
- Where the University does not have capacity or specialist skills to support complex wellbeing matters, external support and advice is sought.

The **Student Code of Conduct** gives students notice of general conduct, which is prohibited. It is binding on all students, and any misconduct may be subject to disciplinary action.



9

Next steps

Macquarie University reaffirms its commitment to combating modern slavery through sustained efforts and expanding partnerships. We will continue to foster a culture of human rights awareness across all facets of our University until it becomes intrinsic to our values and ethos.

In 2023, we strengthened our efforts to raise awareness of modern slavery and will continue to enhance training programs for staff and students. Toolkits, dashboards, induction modules and other materials will be continuously refined to cultivate awareness, internally and externally.

In 2024, we will:

- Continue leveraging influence through proactive engagement with business partners.
- Embed our expectations on modern slavery and human rights into commercial contracts via inclusion of contractual rights to review, inspect, audit, remediate, or terminate agreements.
- Include contractual rights to review, inspect, audit, remediate, or terminate agreements.
- Investigate linking commercial incentives with performance on modern slavery and human rights.
- Continue collaboration with partners, such as AUPN, Universities Procurement Hub (UPH) and HES for Higher Education to further enhance modern slavery risk tools and provide recommendations to improve supply chain transparency.
- Continue to engage with regulators and policymakers to address institutional drivers of modern slavery.
- Continue research efforts into interconnected human rights and modern slavery risks.
- Strengthen efforts to raise awareness and enhance training programs for staff and students.
- Continue to refine materials to cultivate awareness and ensure all operational areas participate in meaningful activities.



Wallumattagal Campus
Macquarie University
Balaclava Road
Macquarie Park NSW 2109
T: +61 (2) 9850 7111
mq.edu.au



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