

**MISSION  
AUSTRALIA**

# Modern Slavery Statement

for the year ended  
30 June 2024







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# We are Mission Australia

## Our Purpose

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

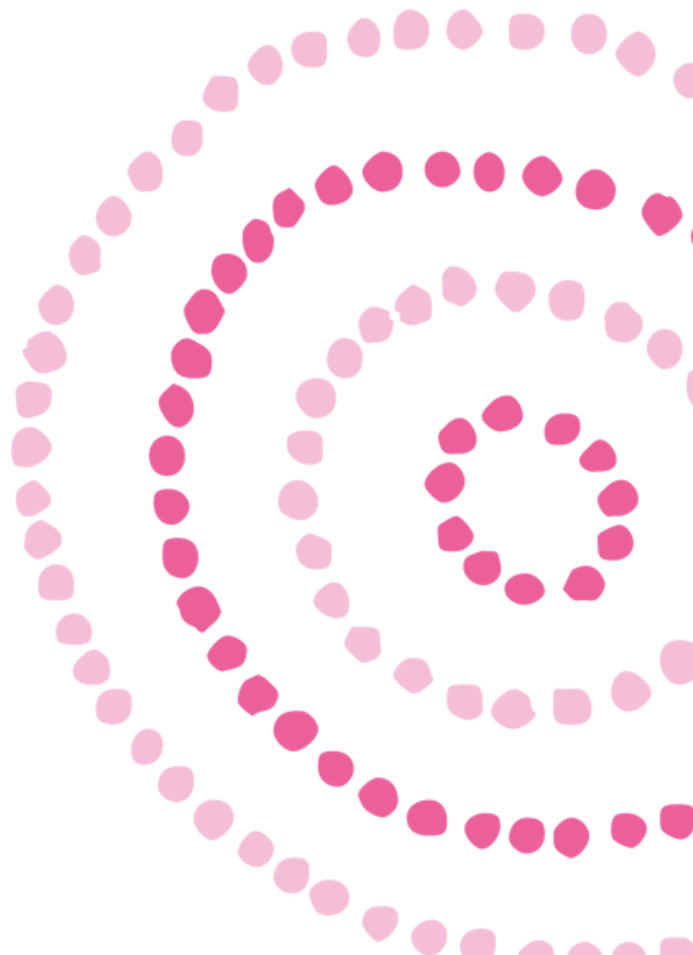
## Our Vision

An Australia where all of us have a safe home and can thrive.

## Our Goal

End homelessness and ensure people and communities in need can thrive.

Mission Australia acknowledges the traditional custodians of this Country, and pay our respects to Elders past and present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples. We recognise and respect their cultural heritage, beliefs, and continual relationship.



# Our Values

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



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



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



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



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



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

**Mission Australia is a national Christian charity motivated by a shared vision of an Australia where everyone has a safe home and can thrive.**

# A message from our CEO

## I am pleased to provide and endorse Mission Australia's fifth Modern Slavery Statement.

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

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

We believe in upholding the intrinsic dignity and worth of everyone. As a values-driven organisation, we are dedicated to upholding integrity and respect for all, whether they are directly or indirectly involved in our operations. This includes everyone we engage with through procurement to deliver our services and programs across Australia, which support more than 160,500 people annually.

I am pleased that Mission Australia has not identified any specific instances of modern slavery harm in our operations. We continue to make it our ongoing business to closely assess our supply chain and identify risk areas which shift and change in an evolving environment.

In the 2023-24 Financial Year, we focused on continual improvement following the completion of the final stage of our initial Modern Slavery Roadmap in 2023. We expanded our supplier engagement

process to include suppliers in medium and high-risk sectors, broadening our focus beyond just high-risk sectors. We also developed and rolled out our first internal Modern Slavery eLearning module, aimed at increasing awareness and understanding among our staff.

We have made significant progress with several important initiatives, including undertaking an enterprise risk assessment, establishing a Modern Slavery Policy, and creating new resources specifically for suppliers. Our Modern Slavery Committee has continued its vital work, and we have maintained our Modern Slavery intranet page to support ongoing internal collaboration and communication.

**As we move forward, we remain resolute in our aim to combat modern slavery as part of our efforts to ensure that all individuals and communities can thrive. We are proud of the progress we have made and will continue to strive for excellence in addressing modern slavery risks while fulfilling our goal to provide excellent support to those we serve.**

This Statement has been approved by the Mission Australia Board.



*Sharon Callister*

**Sharon Callister**  
Chief Executive Officer

## Our values



**Compassion**



**Integrity**



**Respect**



**Perseverance**

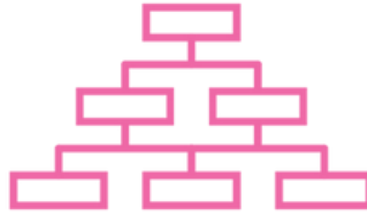


**Celebration**



# Section One

## Reporting entities



### Our reporting entities

This Modern Slavery Statement (Statement) covers Mission Australia (ABN 15 000 002 522) and its corporate-controlled entities including Mission Australia Housing, Mission Australia Housing Partnership Limited, Mission Australia Housing (Victoria), Mission Australia Housing Tasmania and Mission Australia Housing Northern Territory (collectively the Mission Australia Group).

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

# Section Two

## Our structure, operations and supply chains



### Our structure

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

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

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

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

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

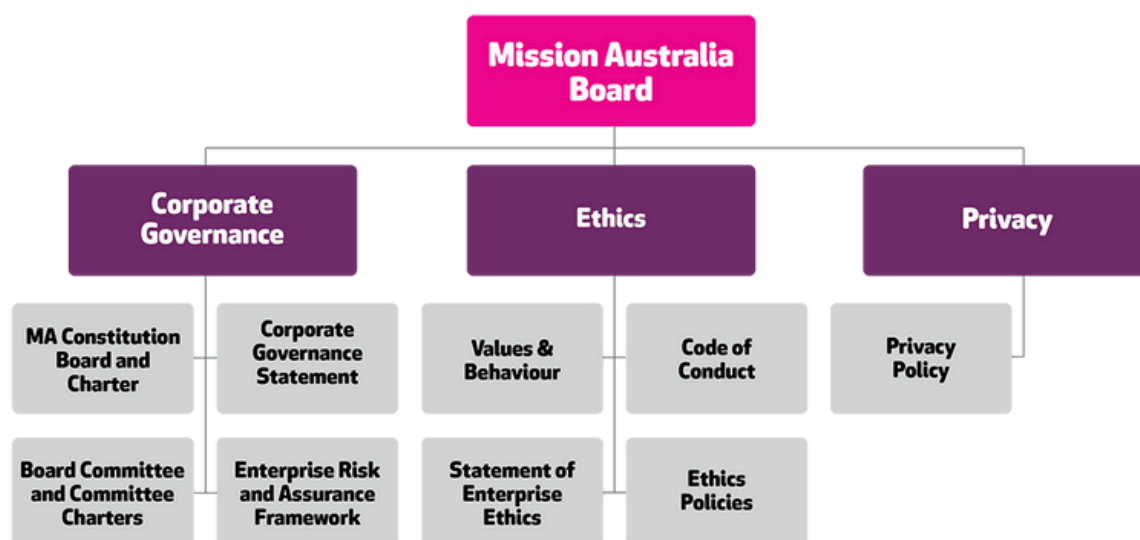


The Mission Australia Board recognises its role in overseeing the determination and implementation of policies and processes that reflect good corporate governance aligned with the ACNC Governance Standards, its contractual commitments and stakeholder expectations that, together with our values, inform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

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

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

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



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

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

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

Table 1: Relevant Policies



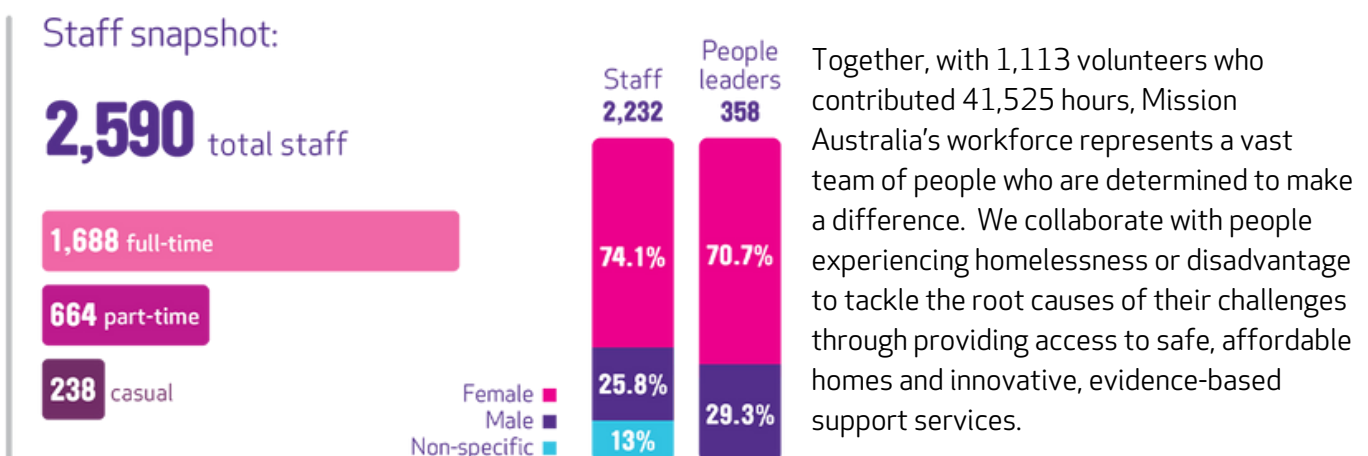
In addition to the policies outlined in Table 1, Mission Australia's operational governance framework includes the following:

- A [Code of Conduct](#) which specifies behavioural standards necessary to maintain confidence in Mission Australia's integrity.
- A [Values & Behaviours](#) statement which includes descriptions of the behaviours that underpin each value so that people throughout Mission Australia understand how we put each value into practice – with each other, with our clients, supporters, partners, governments and other organisations.
- An [Ethics Policy](#) suite reinforces a culture in which honesty, integrity and business ethics are a part of everyday behaviour.
- A [Statement of Enterprise Ethics](#) which sets out ethical expectations for people who work for Mission Australia as well as the ethical expectations for those working with us.
- A [Speak Up & Speak Out Statement](#) which encourages Mission Australia employees to give and receive feedback and complaints, and to foster an open corporate culture in which honesty, integrity and business ethics are part of everyday behaviour.
- A [Cultural Safety Framework](#) which aims to strengthen our cultural safety for Aboriginal and Torres Strait Islander people by engaging in a process of continuous learning and practice improvement and guiding us as we develop strategies, policies, practices, and workplace cultures that support self-determination and address unconscious bias, discrimination, and racism. Associated pieces of work include the: cultural safety practice guidelines; Aboriginal and Torres Strait Islander workforce plan; and cultural learning strategy.

## Our people

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

Mission Australia employed 2,590 staff at the end of the reporting period, of which 66% were full-time, 25% were part-time and 9% were casual. Nearly three quarters of staff were female (73.5%), just over one quarter (26.3%) were male and 0.1% chose not to specify. Approximately 6.6% of staff identified as Aboriginal and/or Torres Strait Islander.



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

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

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

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

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

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

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

## Equal employment opportunity

Mission Australia is committed to ensuring the provision of equal opportunities for all current and prospective employees. Mission Australia respects and celebrates the diversity of skills, experiences, views and opinions that its employees bring to the workplace and looks forward to these attributes enhancing business outcomes for clients and families, fellow employees, communities, and all other persons and companies connected with Mission Australia.

Mission Australia commits to meeting all of its equal opportunity responsibilities and obligations as an employer, with particular regard to:

- Promoting merit in employment-related decisions
- Promoting equal employment opportunity and eliminating discrimination in the recruitment process
- Eliminating all forms of discrimination from our work environments
- Complying with all relevant equal employment opportunity industrial instruments and legislation

## Employee support structure

Mission Australia is committed to take any action necessary to ensure that all Mission Australia team members can feel safe and be safe, this includes physical, cultural and psychological safety. Underpinned by the 'look, do, tell' framework, we amplify and promote the voice and rights of our Mission Australia Team, through the prevention, identification and response of any concerns, grievances or complaints.

## Preventing bullying, harassment and discrimination in the workplace

Mission Australia is committed to ensuring fair and equitable workplace practices and does not tolerate bullying, harassment and discrimination in the workplace.

Mission Australia considers all types of harassment, discrimination, and bullying to be unacceptable forms of behaviours that will not be tolerated under any circumstances. We believe that all employees should be treated fairly and with respect.

Mission Australia is therefore committed to ensuring that:

- Harassment, discrimination, and bullying complaints in the workplace are treated seriously
- Complaints are attended to promptly and confidentially
- Complaints are investigated impartially
- Action is taken to ensure that misconduct does not continue
- Complainants and witnesses are not victimised in any way

## Renewal of Mission Australia's Service Delivery Enterprise Agreement

Mission Australia has 2,144 employees covered by a Service Delivery Enterprise Agreement (SDEA).

In February 2024, Mission Australia commenced the process to renew the SDEA by undertaking collective bargaining. All staff affected by this agreement had the opportunity to collaborate and provide feedback through their bargaining representatives.

Mission Australia's aim is to negotiate an Enterprise Agreement that:

- Will attract, retain, and keep engaged a workforce that is capable and committed to delivering high quality services to the people that need us;
- Provide a set of employment conditions, including pay rates, that are fair and reasonable in all respects;
- Permits a degree of flexibility - for both the organisation and the staff; and
- Is affordable and is consistent with our strategic goals.

The negotiation, voting and approval process will conclude in FY25.

## Disciplinary management

Mission Australia expects all employees to undertake their work duties and behave in accordance with organisational standards, including the Code of Conduct and Child/Youth Safe Behaviour Standards. Mission Australia aims to ensure that any concern or issue regarding unacceptable performance or unacceptable behaviour, and any consequent disciplinary action, will be handled appropriately, fairly, and consistently and in line with the principles of natural justice.

## Our operations

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

Our strategic goal is to 'end homelessness and ensure people and communities in need can thrive'. We are dedicated to delivering evidence-based, integrated services that create powerful and sustainable change in people's lives. Over the reporting period, Mission Australia supported 149,096 (TBC) Australians on their journey towards independence.

Our FY2024 highlights include:



of revenue went back  
into services last year

### Homelessness

**23,441** 

people assisted  
through 82 services

### Alcohol & other drugs

**3,422** 

people assisted  
through 37 services

### Employment, education & training

**16,821** 

people assisted  
through 143 services

### Mental health recovery

**2,914** 

people assisted  
through 32 services

### Housing

**7,740** 

people assisted  
through 23 services\*

### Children & families

**24,914** 

people assisted  
through 58 services

### Family & domestic violence

**1,569** 

people assisted  
through 14 services

### Justice & corrections

**1,392** 

people assisted  
through 18 services

### Aged care

**236** 

people assisted  
through 3 services

### Community development

**34,920** 

people assisted  
through 30 services

### Financial wellbeing

**8,076** 

people assisted  
through 15 services

### NDIS

**34,750** 

people assisted  
through 19 services

\* including 7,652 Mission Australia Housing tenants.



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

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

## Our investments

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

## Our supply chain

Throughout the reporting period, Mission Australia procured goods and services from approximately 7,000 suppliers with a total spend of \$169 million. Our suppliers predominately operate in the following sectors:

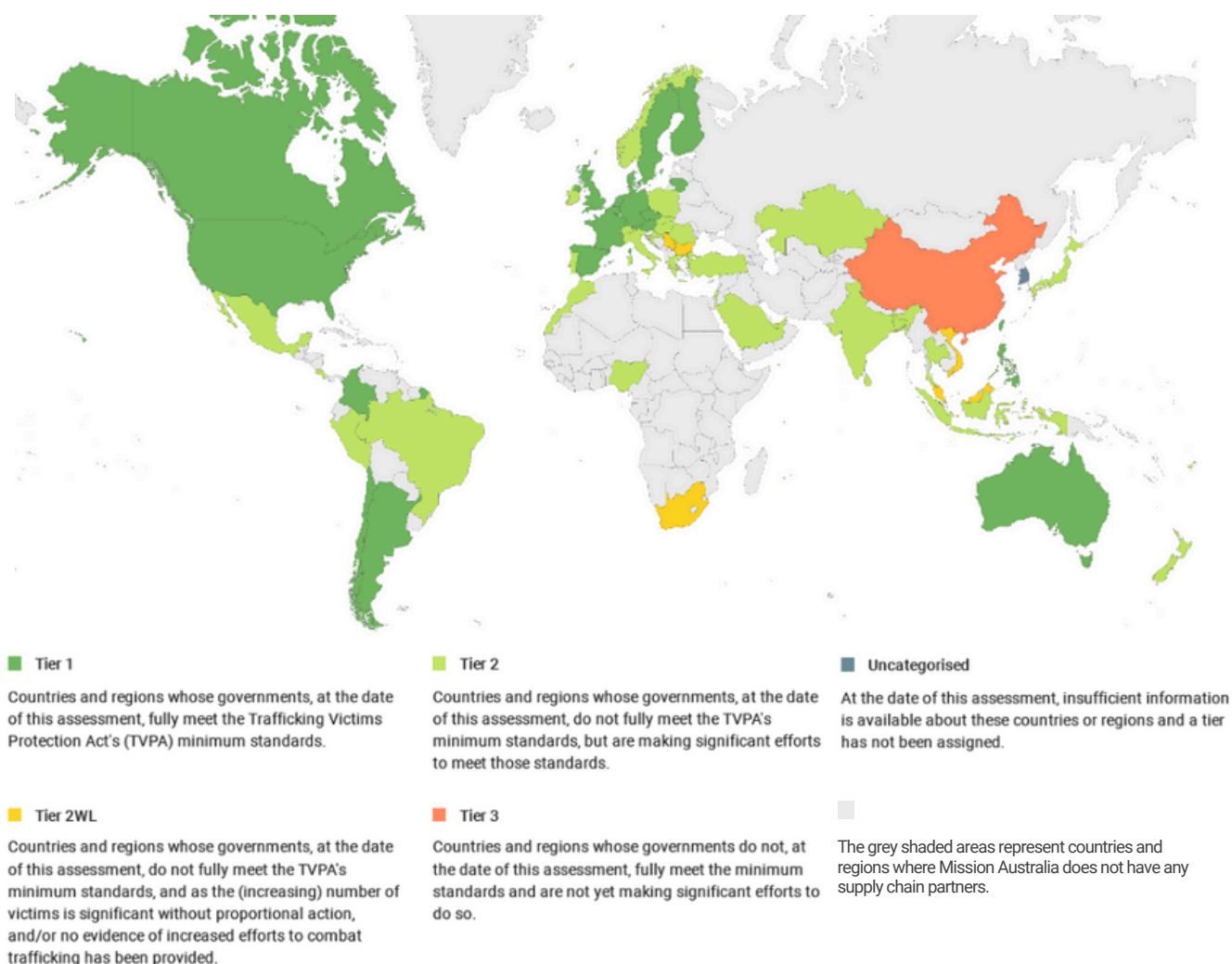
- Accommodation and food service activities
- Administration and support services
- Agriculture, forestry, and fishing
- Arts, entertainment and recreation
- Construction
- Domestic work
- Education
- Electricity, gas, steam and A/C supply
- Finance and insurance
- Health and social work
- Information and communication
- Maintenance and repair of motor vehicles
- Manufacturing
- Mining and quarrying
- Personal services
- Professional and scientific services
- Real estate
- Retail
- Transportation and storage
- Water supply, sewerage and waste management
- Wholesale

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

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

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

The geographical regions where our supply chain partners operate are shown in the map below, which has been overlaid with the colour tier system of the [Trafficking-in Persons Report](#). Australia is identified as a Tier 1 country or region as outlined below.



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

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

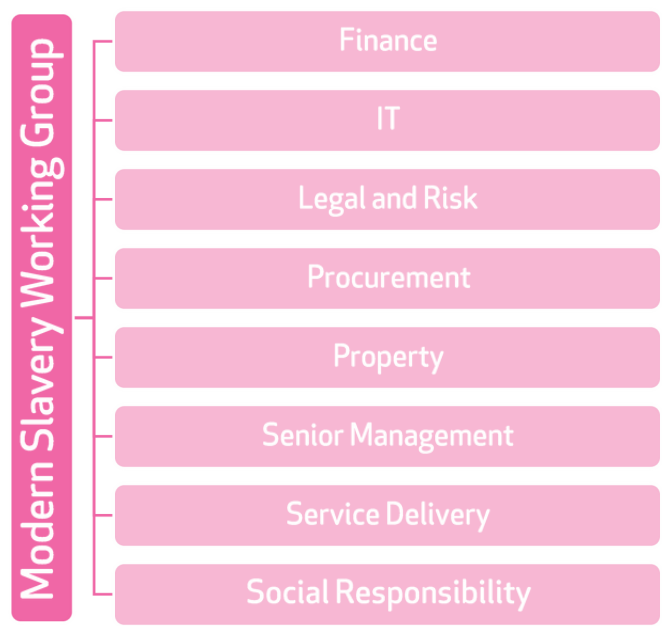
- Labour and human rights
- Health and safety
- Integrity, ethics and conduct
- Corporate and supply chain governance

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

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

# Modern slavery governance

Mission Australia’s Modern Slavery Committee continued to meet throughout the reporting period. The composition of the Committee extends to staff across seven divisions of the organisation and includes a member of the Executive Committee.



The primary objectives of the Committee are to:

- Identify and assess potential modern slavery risks within Mission Australia’s operations, supply chains, client relationships and communities
- Develop and implement policies, procedures, and controls to prevent, detect, and address instances of modern slavery
- Raise awareness among employees, stakeholders, and partners about the importance of eradicating modern slavery and the role each entity plays
- Monitor and evaluate the effectiveness of anti-modern slavery measures, ensuring continuous improvement and alignment with best practices

- Collaborate with relevant departments, external partners, and NGOs to share knowledge, insights, and resources in the fight against modern slavery
- Report to senior management/Board Audit and Risk Committee (BARC) on the progress, challenges, and outcomes of the Committee’s initiatives

Unfortunately modern slavery continues to exist. We all have a role to play in increasing awareness and educating people on this important topic. Being involved in Mission Australia’s Modern Slavery Committee enables me to meaningfully contribute to this work within our organisation, as we must do everything we can to stop modern slavery.

National Operations Manager & Modern Slavery Committee Member

Modern Slavery is a significant problem both globally and in Australia. As a purpose-driven organisation we seek to serve vulnerable people and are committed to preventing exploitation. We all need to play our part to combat modern slavery so that people are treated with respect and compassion, and so that we can operate with integrity as an organisation, as set out in our values.

Head of Social Responsibility & Modern Slavery Committee Member



# Section Three

## Risks of Modern Slavery in our operations and supply chains



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

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

**Throughout the reporting period, Mission Australia continued to assess the potential risks of modern slavery practices across our operations and supply chain.**

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

### Supply chain risks

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

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

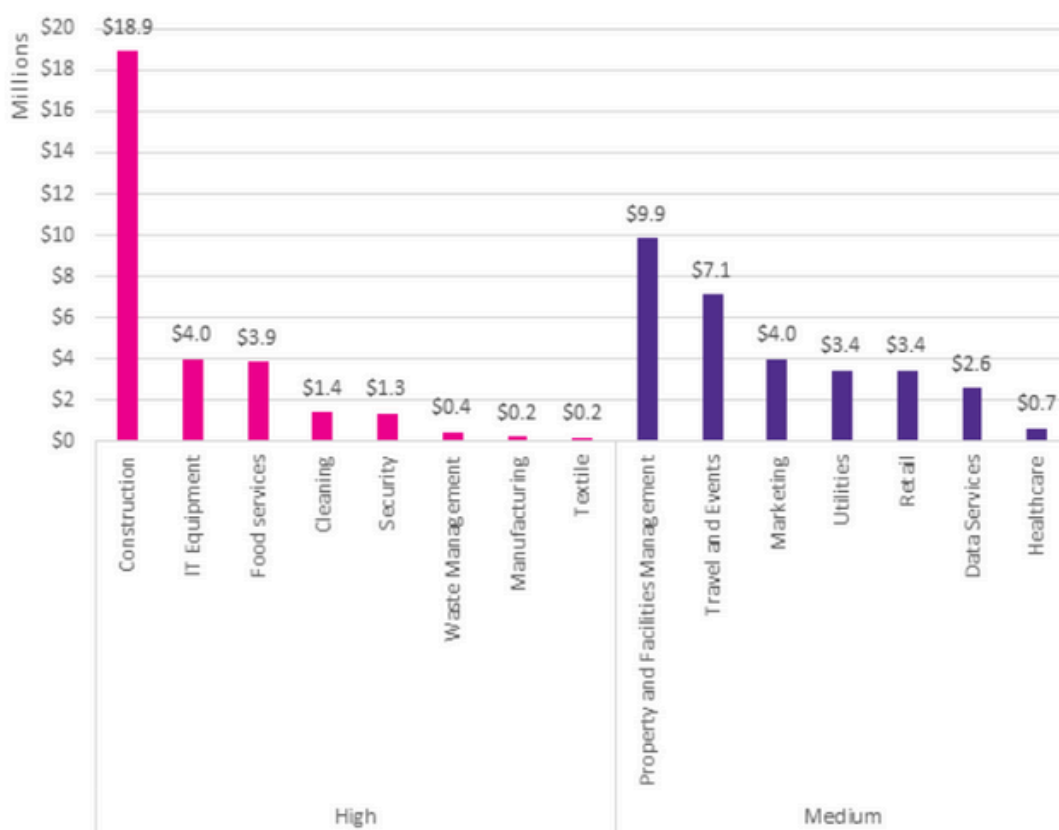
Mission Australia has previously undertaken an assessment of our supply chain, focusing on quantifying and categorising each tier one supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index.

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

Throughout the reporting period, Mission Australia spent approximately A\$30.4 million with suppliers identified as operating in a high-risk sector, and A\$31.1million with suppliers identified as operating in a medium-risk sector. See Graph 1 for details.

In order to assess the actual and potential risks of modern slavery within our supply chain, 234 Self-Assessment Questionnaires (SAQ) were issued to our key suppliers operating in the identified high and medium risk sectors. The outcome of the SAQ process is detailed in Section Four.

## Medium and High Risk Sectors and their FY24 Invoice (A\$) amount



Graph 1: FY24 spend with suppliers in high and medium risk sectors

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

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

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

# Section Four

## Action taken to assess and address risks



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

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

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

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

Despite the fact that no instances of modern slavery were identified throughout the reporting period, we continued to make progress in our approach to education, policy setting and risk assessment, as detailed below:

### Key progress made in FY24



#### eLearning Module

Development and launch of a self-paced eLearning module available to all staff focussing on the drivers of modern slavery and Mission Australia's responsibility in addressing it



#### Supplier Resources

Creation of several publicly available resources aimed primarily at Mission Australia's small and medium sized suppliers providing key information on modern slavery (to be launched in FY2025)



#### Modern Slavery Policy

Development of a Modern Slavery Policy detailing Mission Australia's approach to identifying, educating and addressing modern slavery



#### Increase in Supplier Questionnaires Issued

In FY2024 Mission Australia expanded the supplier self-assessment process to capture suppliers in medium and high-risk sectors. In FY2024 Mission Australia issued 234 supplier self-assessment questionnaires





**Enterprise Risk Assessment**

Mission Australia's Risk and Assurance team undertook a detailed enterprise risk assessment resulting in the development of a risk treatment plan



**Contract Review**

Mission Australia's Legal team undertook a review of our model goods and services contract to ensure the modern slavery clauses are effective



**Update Key Supplier Details**

The procurement intranet page was updated to include relevant modern slavery information by Mission Australia's key suppliers

In addition to the actions outlined above, the activities and procedures detailed in Table 2 continued to be carried out across the reporting period:

Procedure	Description
Leadership	Maintained a Modern Slavery Committee to provide governance and lead the development and implementation of activities to mitigate modern slavery risks. The committee met on a regular basis to monitor the progress of the FY24 Modern Slavery Action Plan and to provide a forum for consultation on the developments across the modern slavery and human rights landscape.
Governance	Maintained a Supply Chain Governance Strategy outlining the key aspects of Mission Australia's approach to ensuring an ethical and compliant supply chain.
Policy	Mission Australia's Supplier Code of Conduct outlines requirements and expectations for suppliers in the areas of labour and human rights, health and safety, integrity, ethics and conduct and corporate and supply chain governance as well as detailing grievance and reporting mechanisms for suppliers to report instances of misconduct or unethical behaviour within their operations or supply chain. Mission Australia expects its suppliers to comply with the Supplier Code of Conduct and a requirement to comply is currently being inserted into major procurement contracts, subcontracts and procurement tender documentation.
Operations	Maintained a Modern Slavery intranet page, accessible by all Mission Australia staff, which includes a Simple Modern Slavery Guide and clear actions staff can take should they suspect Modern Slavery. Maintenance of internal communication channels to enable staff queries and responses.
Supplier management	Continued to analyse our current suppliers, focussing on quantifying and categorising each Tier 1 supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index. The update reflected active suppliers in medium and high-risk sectors with a minimum spend amount over the reporting period. Within the reporting period, Mission Australia issued a targeted Supplier Assessment Questionnaire (SAQ) to 234 suppliers (up from 151 in the prior reporting period). Completed SAQ responses were received from 94 suppliers and were analysed for potential risks. Key findings of the analysis are shown on page 24.

Table 2: Additional Activities and Procedures

## Key findings from supplier SAQ responses

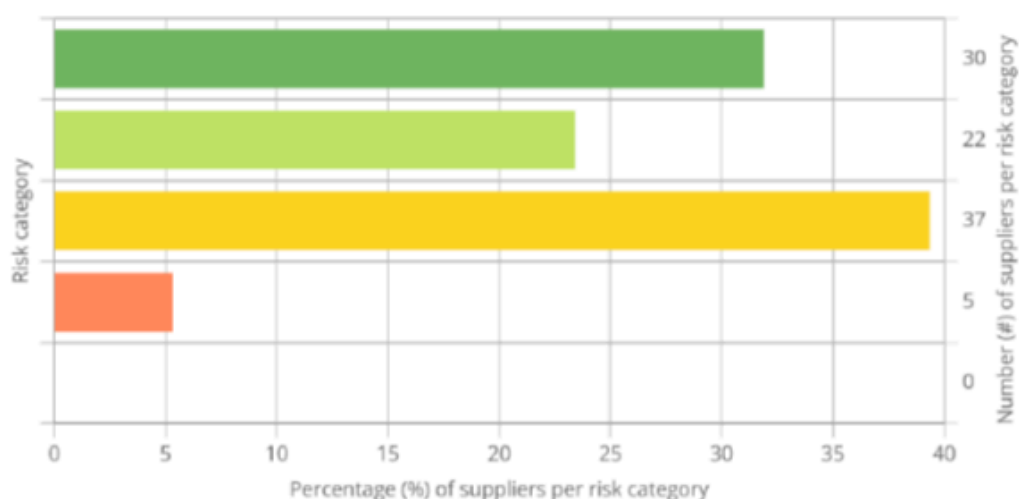
Mission Australia uses a third-party tool, the [iPRO Modern Slavery Assessment Tool](#) to assess modern slavery risks across our supply chain. We engaged iPRO during the reporting period to conduct the assessment of 234 of our key suppliers. We intend to carry this process forward as an annual assessment of our operations and supply chain.

Participating suppliers were asked to complete an online Self-Assessment Questionnaire (SAQ). After each supplier completed and submitted the questionnaire, their responses were assessed to determine their modern slavery risk scores and associated risk category.

Ninety-four (94) suppliers completed the SAQ within the reporting period and, based on their responses, were assigned one of the following risk categories.

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

The graphic below details the percentage of suppliers per risk category.



Risk categories	% of suppliers per risk category	# of suppliers per risk category
■ Low-Risk (No inherent risk)	31.9%	30
■ Low-Risk (Adequate risk control)	23.4%	22
■ Medium-Risk (Partial risk control)	39.4%	37
■ High-Risk (Inadequate risk control)	5.3%	5
■ High-Risk (High levels of inherent risk)	0%	0

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

Next, the Unmitigated Risk Score was evaluated. This score was calculated based on the policy and procedure responses on the questionnaire. A supplier's Unmitigated Risk Score determined whether they were categorised as having inadequate, partial, or adequate risk control. Then, the risk scores for each assessed supplier were aggregated and averaged, resulting in an Aggregated Inherent Risk Score and an Aggregated Unmitigated Risk Score for the overall supply chain. The aggregated scores were:

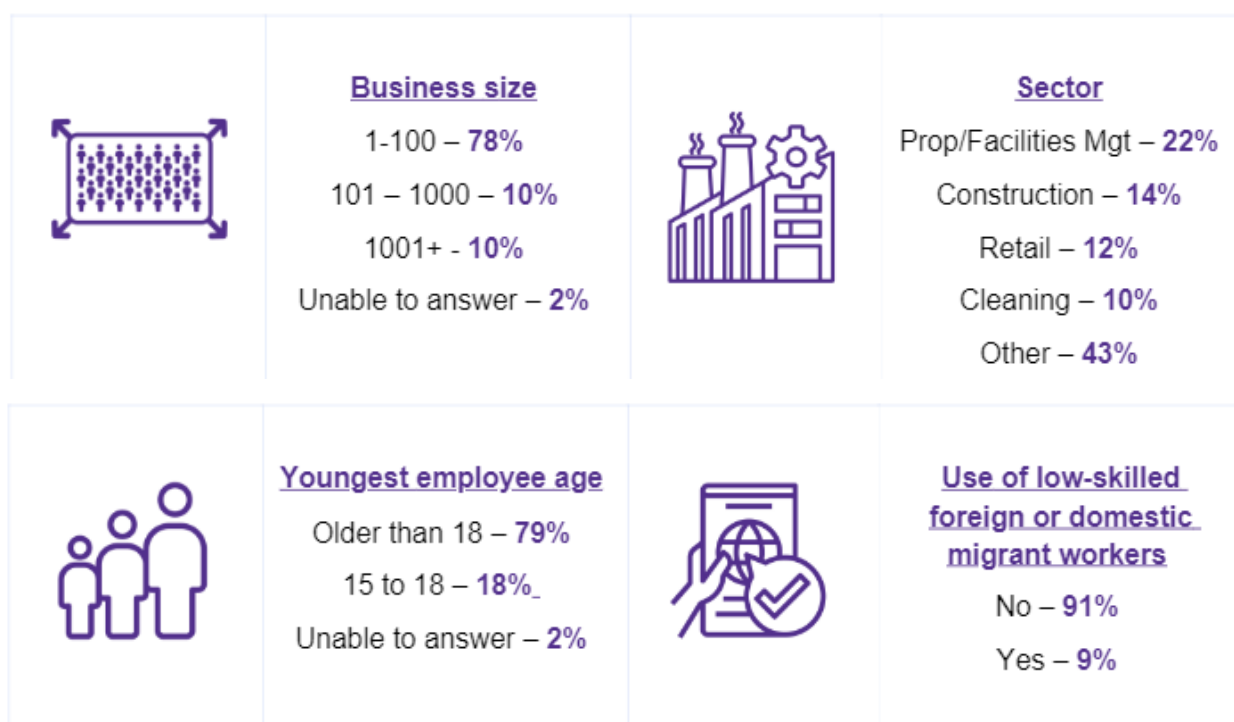
**Inherent risk score: 26.01 out of 100**

**Unmitigated risk score: 29.22 out of 100**

The aggregated unmitigated risk score positions the responding suppliers in the low end of the medium-risk category, indicating that they have partial risk controls in place. This score will continue to be monitored by Mission Australia and will assist in determining our risk profile and the strategies and actions required to address the potential for modern slavery in our operations and supply chain.

## Key insights overview

Following is a high-level summary of the organisations that responded to the SAQ request.



The following section details the key insights generated from the analysis of the SAQ responses.

### 1. My suppliers operate in at least 1 sector of high risk

Yes – 59%

No – 38%

Unable to Answer – 3%

As more than half of respondents source, to some extent, goods from suppliers operating in a high-risk sector, ensuring that they are aware of modern slavery risks is critical so that potential risks can be identified and mitigating actions implemented.

### 2. My suppliers issue a policy prohibiting all forms of discrimination

Yes – 64%

No – 31%

Unable to Answer – 5%

Pleasingly, almost two thirds of respondents currently work with suppliers that issue a policy prohibiting all forms of discrimination. As the awareness of modern slavery continues to progress, we will monitor this metric for further positive improvement.



### 3. My suppliers conduct a formal vulnerability assessment of their workers to slavery and human trafficking

Yes – 30%

No – 55%

Unable to Answer – 15%

Whilst almost a third of respondents indicate that their suppliers conduct a vulnerability assessment of their workers to slavery and human trafficking, a lack of awareness or inability to assess their supply chain may be the reason for the relatively low level of achievement.

### 4. My suppliers have some element of work to undertake to address Modern Slavery supply chain risk

Yes – 100%

No – 0%

Unable to Answer – 0%

Given that addressing and mitigating risks of modern slavery is a progressive activity, the response to this question is positive, indicating that respondents are aware of the need to continually work with their suppliers to address modern slavery.

### 5. My suppliers issue a policy explicitly ensuring wages meet applicable host country legal requirements

Yes – 82%

No – 10%

Unable to Answer – 9%

The response to this question is positive, indicating that a considerable majority of respondents work with suppliers who have a policy ensuring that employees are paid appropriately.

### 6. My suppliers issue a policy prohibiting the procurement of commercial sex acts during the length of a contract

Yes – 45%

No – 40%

Unable to Answer – 15%

Whilst the majority of respondents indicated that their suppliers issue a policy prohibiting the procurement of commercial sex acts, there is still a considerable number that do not, indicating a potential area for education and improvement.

### 7. My suppliers issue a policy explicitly prohibiting all forms of forced labour and human trafficking

Yes – 65%

No – 27%

Unable to Answer – 9%

Like the response to question 2, pleasingly, almost two thirds of respondents currently work with suppliers that issue a policy prohibiting all forms of forced labour and human trafficking. As the awareness of modern slavery continues to progress, we will monitor this metric for further positive improvement.

## 8. My suppliers issue a policy prohibiting charging recruitment fees

Yes – 53%

No – 33%

Unable to Answer – 14%

More than half of respondents work with suppliers that issue a policy prohibiting charging recruitment fees. Whilst this is a positive result, a lack of awareness or inability to assess their supply chain may be the reason for the response not being higher.

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



# Section Five

## Assessing the effectiveness of our actions



Mission Australia utilised the benchmarking and Key Performance Indicators (KPIs) in the iPRO Modern Slavery Assessment Tool for the first time this year. In future years we will be able to assess the effectiveness of our actions when the assessments are resubmitted during the next reporting period. The main KPIs we are using to benchmark our efforts are the risk scores that are generated as part of the assessment process.

Each supplier who completed the assessment questionnaire was assessed and given two risk scores.

- Inherent Risk Score
- Unmitigated Risk Score

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

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

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

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

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

## FY2024 KPIs

Aggregated Supply Chain Risk Scores	
Inherent Risk Score	26.26 / 100
Unmitigated Risk Score	29.31 / 100

Supplier Assessment Completions	
Completions	94 / 234
Completion Rate	40.1%

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

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

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

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

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

Throughout the reporting period, with the assistance of the Modern Slavery Committee, we have continued to monitor and review the effectiveness of our strategies and processes to address the modern slavery risks that Mission Australia causes to, contributes to, or is directly linked to.



# Section Six

## Consultation process



In performing the actions described throughout this Statement, consultation and engagement during the year was undertaken with:

- A permanent Modern Slavery Committee involving various levels of management and business unit representatives.
- Management committees and forums including the Business Operations Collaboration Committee.
- Mission Australia's Board Audit and Risk Committee and the Mission Australia Board who have reviewed relevant assessments and key documentation.

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

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



# Section Seven

## Other relevant information



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### Future commitments

Over the coming reporting period Mission Australia intends, as part of its Modern Slavery Action Plan, to undertake additional activities to address the risk of modern slavery within our operations and supply chain. Mission Australia's focus in the FY2025 reporting period will include the following key actions:



#### Review Key Governance Frameworks

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



#### Develop Capability

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

#### Assess Supplier Engagement Requirements



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

This modern slavery statement was approved by the principal governing body of Mission Australia as defined by the Modern Slavery Act 2018 on 10 December 2024.



**Ian Hammond**  
Chairman  
Mission Australia Board

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