



# Modern Slavery Statement

1 July 2020 — 30 June 2021



Maddocks

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# A note from the CEO and the Chairman of the Board

# At Maddocks, our goal is to make a difference for our clients, each other and the community. Our commitment to human rights is a fundamental part of achieving this goal.

Whether it's the work we do for our clients, the way we engage with suppliers, our pro bono program, or supporting human rights initiatives through our charitable program, Maddocks is committed to upholding and promoting human rights, and acting ethically in everything we do.

Modern slavery is a global and complex human rights challenge faced by governments and businesses alike, and encompasses exploitive practices such as debt bondage, servitude, child labour, forced labour and human trafficking. With more than 40 million people around the world estimated to be victims of modern slavery, the issue demands our attention.

We embrace our obligations as a reporting entity under the *Modern Slavery Act 2018* (Cth), and recognise the significant role that organisations such as ours can play in preventing worker exploitation.

This is our second statement since the introduction of the Modern Slavery Act. It sets out the clear steps that Maddocks has taken during our second reporting year (the financial year ending 30 June 2021) to identify, assess and address modern slavery risks within our operations and supply chain.

The steps we have taken this year, build on the foundational work completed during our first year to identify modern slavery risks across our supply chain and operations and the mechanisms, systems and processes that hold us to account.

We have also taken steps at a firm wide level to further embed our commitment to addressing modern slavery. This includes communicating with all of our staff about what modern slavery is and the steps we are taking.

This year we also rolled-out surveys to 16 suppliers which we had previously identified as higher risk and critically examined the results of those surveys. We continue to engage with our suppliers and communicate our expectations in this space.

We are pleased to report that we have not identified any specific instances of modern slavery. More importantly, we remain committed to a program of continuous improvement in the years ahead, further developing our systems and controls within our business to effectively prevent and manage the risks of modern slavery.

This statement has been approved by Board of Maddocks in accordance with the requirements of the Modern Slavery Act (see [page 25](#)).



**David Newman**  
Partner & CEO



**Mark Henry**  
Partner & Chairman of  
the Board



# Criterion 1

## Identify the reporting entity

Section 16(1)(a) of the Modern Slavery Act requires modern slavery statements to identify the reporting entity or entities covered by the statement. This section confirms that Maddocks is the only reporting entity covered by this Statement.

This modern slavery statement (**Statement**) is made by Maddocks ABN 63 478 951 337, Collins Square, Tower Two, Level 25, 727 Collins Street, Melbourne VIC 3008 (referred to as **we, us, Maddocks, the Firm** in this Statement).

Maddocks is a single reporting entity under the Commonwealth *Modern Slavery Act 2018* (Cth) (**Modern Slavery Act**) and this Statement is submitted and published for the financial year ending 30 June 2021, in accordance with section 13 of the Modern Slavery Act.

This Statement addresses each of the seven mandatory criteria for reporting set out in section 16 of the Modern Slavery Act.



## Criterion 2

Describe the reporting entity's  
structure, operations and  
supply chains



Section 16(1)(b) of the Modern Slavery Act requires modern slavery statements to describe the structure, operations and supply chains of the reporting entity. This section outlines our structure, operations and supply chains, including the nature of our supply chain at a high level.

## Our structure

Maddocks is a proudly independent Australian law firm, operating as a partnership. Maddocks currently has 88 partners, and over 550 employees, nationally.

Maddocks wholly-owns Maloch Pty Ltd ACN 005 387 100, which is a service entity providing administrative and other support services to Maddocks.

## Our operations

Maddocks has been providing legal services in Australia since 1885 from our Melbourne office, while we began expanding our operations with the opening of our Sydney and Canberra offices in 2002 and 2012 respectively. Maddocks delivers a broad range of commercial legal services to public and private entities, not-for-profits and individuals throughout Australia and internationally.

Maddocks provides legal advice across a range of sectors, and 43 practice areas. Our key areas of expertise include:

- Construction and Projects
- Corporate and Commercial, Dispute Resolution and Litigation
- Employment & Workplace
- Government Advisory
- Property & Development.

In addition to the Firm's core legal services, Maddocks operates ML&C Collections, our debt recovery agency. We have also established Maddocks Foundation, a charitable program which supports community projects and programs by providing annual grants to charitable organisations across Australia.

## Our supply chains

Maddocks procures goods and services in the following key categories:



Information Technology



Premises and Facilities



Marketing and Business Development



Professional Services



Knowledge, Learning and Development



Recruitment

The majority of goods and services that we procure come from suppliers based in Australia. Key suppliers are engaged on a long-term contractual basis, while arrangements with smaller suppliers are sometimes short term and ad hoc.



# Criterion 3

Risks of modern slavery  
practices in our operations and  
supply chains

Section 16(1)(c) of the Modern Slavery Act requires modern slavery statements to describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls. This section describes the key risk areas for modern slavery for Maddocks, which mainly relate to our supply chain.

In this section we identify the 'risks of modern slavery practices', meaning the potential for Maddocks to cause, contribute to, or be directly linked to modern slavery through our operations and supply chains.

The Modern Slavery Act defines 'modern slavery' as including eight types of serious exploitation: trafficking in persons, slavery, servitude, forced marriage, forced labour, debt bondage, the worst forms of child labour and deceptive recruiting for labour or services.

In our first reporting period, Maddocks completed a detailed scoping exercise to identify key areas of modern slavery risk in our operations and supply chain based on specific known risk factors outlined in the 'Commonwealth Modern Slavery Act 2018 – Guidance for Reporting Entities' published by the Commonwealth Government (**Commonwealth Guidance**). We also identified those suppliers who may be considered higher risk.

During this second reporting period, Maddocks developed and implemented a comprehensive supplier survey to help identify modern slavery risks in our supply chains, as well as to ascertain policies and procedures that our suppliers have in place to identify and address modern slavery risks (**Supplier Survey**).

We asked a selection of our key suppliers to complete the Supplier Survey, targeting those suppliers who we identified in the last reporting period as posing a higher risk. The Supplier Survey covers topics including Management of Supply Chains, Whistleblowing, Forced and Bonded Labour, Child Labour, and Investigations and Enforcement Issues.

The Supplier Survey also helped us to gain an understanding of whether the supplier was a reporting entity itself, the supplier's understanding of modern slavery risks and whether or not they were taking steps to identify and address modern slavery risks in their operations and supply chains.

We have used the intelligence derived from our initial scoping exercise, together with the responses to the Supplier Surveys, to identify the operational and supply chain risks described on the [following page](#).

## Risks in our operations

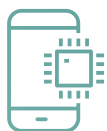
As the key operational functions of Maddocks involve the employment or engagement of staff in our offices in Melbourne, Sydney and Canberra to deliver legal services or support the delivery of our legal services, Maddocks has assessed the risk of modern slavery in its operations as remaining relatively low.

This risk assessment was made on the basis that the legal services profession is strictly regulated, our operations are located entirely within Australia, and the legal framework and our own policies and procedures which regulate conditions of employment of our staff (further described in [Criterion 4 – Actions taken relating to our operations](#)), provide a high level of protection against the risk of modern slavery occurring within our operations.

At this stage, the main area of operations we have identified as presenting a higher risk of modern slavery is our charitable program, which supports community projects and programs by providing annual grants to charitable organisations across Australia. We have taken steps as outlined in [Criterion 4](#), to improve our oversight over this.

## Supply chain risks

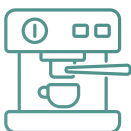
Through our review of the responses received for the Supplier Survey, we have identified the following key risks in our supply chain:



### Sector and industry risks:

Electronics and textiles remain high risk industries globally. We understand that the nature of these sectors in which some of our key suppliers operate means that their workforce is more vulnerable to exploitation.

- Maddocks procures IT equipment including phone headsets, mobile phones, laptops, monitors and accessories.
- Maddocks sources sports uniforms.



### Product and services risks:

Paper and coffee beans are recognised as high-risk products globally. Similarly, services such as cleaning are recognised as high-risk services.

- Maddocks procures stationery, including for marketing purposes.
- Maddocks uses the cleaning services provided by the building management at each of our office sites. Responses to our Supplier Surveys acknowledge that cleaning services have an inherent risk of modern slavery as positions often have lower wages, involve manual labour and are frequently on a casual basis. Workers are also often from migrant, low socio-economic, or culturally or linguistically diverse backgrounds.
- Maddocks procures coffee beans for its in-house café.



### Geographic risks:

Some countries may have higher risks of modern slavery. The *Global Slavery Index 2018* of the Mindereroo Foundation ranks countries based on the government response to modern slavery. Maddocks procures goods and services from the following countries, which may present a higher risk of modern slavery:

- **South Africa:** our outsource provider, providing word processing, debt recovery, property development law clerk support and s173 agreement support.
- **China:** We source umbrellas, sports uniforms, and branded items such as pens and water bottles, which may be made in China.
- **The Philippines:** Our IT infrastructure hosting, security and support supplier is located in the Philippines.
- **Malaysia:** Our managed and cloud services support are provided by a supplier in Malaysia.

The Supplier Survey responses indicate that some of our suppliers have sub-suppliers located in high-risk jurisdictions including India, China, Vietnam and the Philippines. Other supplier responses suggest a lack visibility of the geographical locations of their own supply chains.



### Entity risks:

Some entities may have higher risks of modern slavery because they have poor governance structures, a record of treating workers poorly or a track record of human rights violations.

- We have not identified any entity-specific risks. However, some suppliers' responses indicate a lack of policies, procedures or contractual controls in managing their own supply chains.

## Case study

### Learnings from our Supplier Surveys

To improve our understanding of our supply chain risks, we surveyed 16 of our key direct suppliers about their practices in a range of areas including the management of sub-suppliers, child labour, nature of the workforce, and nature of goods and services provided. The survey responses suggest that some suppliers may need to improve their understanding of their own supply chains, in order to provide a more comprehensive picture of the life-cycle of products and services supplied to us. For example, some supplier responses indicated a lack of visibility over particular elements of their supply chain (such as packaging and distribution), and over the geographic location of sub-suppliers. From the survey responses, we also noted a lack of policies and procedures to address issues such as whistleblowing and grievance mechanisms, and a lack of formal agreements with smaller sub-suppliers. These gaps could pose a heightened risk of modern slavery occurring within our supply chains.

We will use the information obtained from the Supplier Surveys to guide our approach to continued supplier engagement in the next reporting period. Our aim is to work collaboratively with suppliers to better understand our supply chain, and to use our leverage so our suppliers are better able to mitigate modern slavery risk where possible.



# Criterion 4

## Actions we have taken

Section 16(1)(d) of the Modern Slavery Act requires reporting entities to describe the actions they have taken to assess and address the risks outlined in the previous section, including due diligence and remediation processes. This section addresses this criterion by detailing the steps taken by us during the reporting period to assess and address modern slavery risks as well as our agreed roadmap.

## Actions taken in the reporting period

In our second reporting period, we have focused on:

- implementing Maddocks' new Anti-Modern Slavery Policy
- implementing our Supplier Survey, using a prioritised, risk-based approach
- beginning to address modern slavery risks in our contracts with suppliers
- continuing to provide training and education to key staff and staff generally, which is fit for purpose based on the role of the staff member.

Set out in this section is an overview of the steps we have taken during this reporting period to assess and address the risks in our operations and supply chains, and the existing policies and processes we have in place that can be used to facilitate further risk assessment, prevention and mitigation.

## Actions taken relating to our operations

### Management systems and controls

We embedded a dedicated, cross-functional Anti-Modern Slavery Project team, to oversee the Firm's modern slavery response. The team includes our Chief Operating Officer, Chief Information Officer, Head of Knowledge, Facilities Manager, Director of People and Culture, and Director of Business Development, Communications & Marketing.

### Anti-Modern Slavery Policy

We implemented a new Maddocks Anti-Modern Slavery Policy, which complements the firm's Code of Ethical Conduct and Procurement Policy. This Anti-Modern Slavery Policy sets out our approach to ethical sourcing and the prevention of worker exploitation – including modern slavery – within our own business operations and our broader supply chains. The new policy explains:

- the concepts of modern slavery in a digestible way
- the firm's commitment to improving our response to the risks of modern slavery
- how to identify potential indicators of modern slavery and the risk factors such as geographic risk, high risk industries, and suspicious behaviours
- the obligation on Maddocks partners and staff to report actual or suspected modern slavery.

## Related Policies

Maddocks' operations are governed by a formal Code of Ethical Conduct (**Code**). This Code is founded on one of the Firm's core values – Integrity. The Code sets out guidelines to ensure Maddocks conducts its business with the highest standard of integrity and in accordance with all applicable laws and regulations. The Code also includes processes for reporting unethical or illegal conduct. This reporting period, we updated the Code of Ethical Conduct and the Procurement Policy to include specific sections on modern slavery, including links to the firm's new Anti-Modern Slavery Policy.

## Employment practices

We have robust policies and procedures in place for recruitment and remuneration of staff, ensuring compliance with all applicable employment laws and regulations. For all new partners and staff, our onboarding processes includes verification of experience, qualifications, and rights to work in Australia. Staff in support roles, shared services, as well as graduates are covered by the Legal Services Award, which is reviewed annually by our People and Culture team to ensure we comply. Lawyers (not including graduates) have their salaries benchmarked against the industry.

## Maddocks charitable program

As outlined in [Criterion 3 – Risks in our operations](#), this is an area we have identified as potentially having a higher risk of modern slavery in our operations. Therefore, in this reporting period we began to implement enhanced due diligence processes for recipients under our charitable program. This included establishing a process to monitor for news items on the charities supported by our charitable program, in relation to modern slavery risks or incidents.

# Actions taken relating to our supply chains

## External supplier assessment

As described in [Criterion 3](#), we conducted comprehensive Supplier Surveys of 16 key suppliers who we assessed as presenting a potentially higher risk of modern slavery due to product and service risk, sector and industry risk, or geographical risk. The purpose of the Supplier Surveys was to better understand potential modern slavery risks within our supply chains. While the responses to the Supplier Surveys did not reveal any actual instances of modern slavery within our supply chain, the following trends were noted:

- a lack of understanding of key concepts like supply chain and sub-suppliers
- a lack of insight into supply chains
- a lack of grievance mechanisms, for example ways for workers to anonymously report actual or suspected incident of modern slavery.

We propose to engage with suppliers to address these issues in the next reporting period.

## Policies

Ethical procurement is a well-established principle in our procurement processes. Maddocks has a Procurement Policy, Code of Ethical Conduct and Environmental Policy. These require all procurement to be ethical and to comply with applicable laws, and include processes for reporting unethical or illegal conduct. As described above, we have updated these policies to include specific sections on modern slavery.



## Supplier vetting and monitoring

Maddocks has identified a number of existing processes used to assess and monitor suppliers, which can be leveraged to assess and address modern slavery risk. For example:

- Reference checking for potential suppliers
- Completion of a 'request for information' questionnaire for potential suppliers. We have incorporated specific modern slavery due diligence questions into our screening process for potential suppliers in IT and key procurement tenders during this reporting period
- To monitor existing suppliers, Maddocks conducts site visits from time to time, including to overseas sites. However, due to COVID restrictions, no such site visits were conducted during this reporting period.

## Modern slavery clauses in supplier contracts

During this reporting period, Maddocks developed template modern slavery clauses for inclusion in supplier contracts. Consistent with the Commonwealth Government's recommendations, we have developed clauses of tiered complexity, according to the level of risk of modern slavery practices occurring in the performance of the contract. We began implementing these clauses in new and renewing supplier contracts, in a prioritised risk-based way.

## Training and education of staff

During the reporting period, we have:

- rolled out online training regarding the Modern Slavery Act which has been attended by all key staff with responsibilities on our Anti-Modern Slavery Project team, as well as a number of general staff across the firm. This training session is available through our Learning and Development Portal
- published a feature piece in Maddocks firmwide internal newsletter to educate staff on modern slavery, the steps the firm is taking to assess and address modern slavery risks in its operations and supply chain, and the role which we all can play to mitigate such risk. The article was timed to coincide with the publication of the firm's first modern slavery statement, with a view to increasing awareness of the reporting obligations of entities under the statutory regime
- published a piece in Maddocks firmwide internal newsletter to inform staff of the launch of the new Anti-Modern Slavery Policy
- worked closely with our appointed 'modern slavery compliance champions' within the firm – these include Partners and legal staff who have been responsible over the last 3 years to be across developments in the modern slavery space and support the activities of our Anti-Modern Slavery Project team and generally help to assist with our Modern Slavery Act compliance
- published a significant number of articles and materials regarding the Modern Slavery Act which have been read by a number of our staff across all offices.

## Benchmarking exercise

In this reporting period, we also conducted a comprehensive benchmarking analysis of other law firms' modern slavery statements, to better understand how others in the legal profession are approaching modern slavery risk, and to inform the continuous improvement of our own compliance plan.



# Criterion 5

## The effectiveness of our actions

Section 16(1)(e) of the Modern Slavery Act requires modern slavery statements to describe how the reporting entity assesses the effectiveness of the actions being taken to assess and address modern slavery risks. This section addresses this criterion by outlining the steps taken by us during the reporting period to review the effectiveness of our actions to assess and address modern slavery risks.

In order to assess the effectiveness of our actions in addressing modern slavery, we monitor our anti-modern slavery program against the following key performance indicators:

- the number of staff who complete modern slavery training
- the number of suppliers who respond to our external Supplier Surveys
- the number of supplier contracts incorporating modern slavery clauses
- whether the Anti-Modern Slavery Policy has been implemented
- monitoring the number of modern slavery concerns raised under our reporting procedures
- assessing whether there is prompt remediation of any issues raised.

Maddocks intends to periodically review these key performance indicators to determine whether they continue to represent appropriate criteria for measuring the effectiveness of Maddocks efforts to assess and address modern slavery risks.



# Criterion 6

## Our consultation process

Section 16(1)(f) of the Modern Slavery Act requires reporting entities to describe the process of consultation with any entities that the reporting entity owns or controls. To address this criterion, this section outlines how Maddocks prepared this Statement including consultations with Maloch Pty Ltd.

Maddocks wholly owns Maloch Pty Ltd, which operates as Maddocks' service company. As Maloch Pty Ltd is integrally connected to Maddocks' business, the operations and supply chains of Maloch Pty Ltd have been included in our modern slavery response plan.

Accordingly, any references in this Statement to Maddocks' operations and supply chain include the operations and supply chain of Maloch Pty Ltd.

For the avoidance of doubt, this Statement is a single modern slavery statement by Maddocks, and not a joint statement. Maloch Pty Ltd is not a reporting entity for the purposes of the Modern Slavery Act.

Given Maloch Pty Ltd is integrally connected to Maddocks, including sharing the same key staff across procurement and shared governance and risk assessment structure, it was not necessary to have a formal consultation process.

# Criterion 7

Provide any other relevant information

Section 16(1)(g) of the Modern Slavery Act allows for reporting entities to include any other relevant information that the reporting entity thinks is relevant. Based on Government guidance we think it is relevant to outline the impacts of Covid-19 as well as how Maddocks has been contributing to the discussion of modern slavery more broadly.

## The Impacts of COVID-19

The impact of the COVID-19 pandemic on workers, government, civil society groups and organisations continues to be significant. Maddocks understands that the COVID-19 pandemic has increased the risk of modern slavery around the world, not only by disrupting anti-slavery efforts but also by increasing the vulnerability of workers and creating new risks of slavery. The impacts of COVID-19 will be considered as part of our ongoing supplier due diligence program.

Restrictions caused by the COVID-19 pandemic have also undermined the firm's ability to undertake 'on the ground' activities that would help to identify modern slavery risks and incidents, such as supplier site visits. We are hopeful that such activities can resume as government restrictions ease.

We are mindful that, as COVID-19 restrictions ease and staff return to our offices, additional procurement streams may be required (for example sanitiser, cleaning services etc). We will ensure that any new procurement streams are included in our modern slavery compliance program.

## Maddocks thought leadership

Maddocks has taken a keen interest in the prevention of modern slavery, not just in terms of the Firm's own compliance, but more broadly, in terms of how we can assist others in their stance against slavery. We care about human rights and seek to make a practical contribution to raise collective awareness about this important issue. We are committed to educating our clients in this area. Some of our significant contributions during this reporting period include:

- We published the Guide to [Modern Slavery Laws for the Communications Industry](#). The efforts and the impact of this Guide for the Communications Industry were recognised as part of the ACOMM Awards 2020, where Maddocks was [short-listed as a finalist](#) in the Professional Services Category.
- We have [published a number of articles, blog posts and publications](#) about complying with the Modern Slavery Act. This content has been popular with our clients and is available freely on our [website](#).



# What is next?



Maddocks is committed to continuing improvement in our stance against modern slavery. We are looking forward to building on the work described above. Our key priorities for the next reporting period are:

### Continued training

We will design further training for staff to educate our people on modern slavery risks, and to support them in identifying, preventing and mitigating modern slavery risks in Maddocks' business and supply chains. This will complement and build on the training and education we have already conducted.

### Engaging with our suppliers

We are continuing to review and analyse Supplier Survey responses. Where the responses suggest areas of concern, we will engage with those suppliers with a view to educate and assist with improving anti-modern slavery processes in our supply chain.

### Contractual clauses

Continuing to implement specific modern slavery clauses in key supplier contracts, in a prioritised risk-based way.

### Supplier Code of Conduct

We will design a supplier code of conduct to articulate Maddocks' expectations of suppliers in relation to modern slavery, as well as other ethical, human rights, labour, health and safety and environmental standards.

### Increased due diligence on charities

We will design a modern slavery risk component to include in our application process for Maddocks Foundation grants.

### Monitoring guidance issued by the Australian Border Force

We are aware that the Australian Border Force has been actively monitoring the quality of statements and issuing supplementary good practice guidance on preparing modern slavery statements. We intend to review and consider this supplementary guidance and continue to improve our approach in line with 'good practice' trends, where possible.



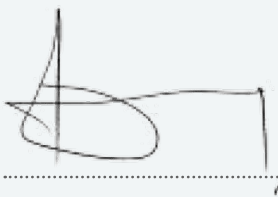
# Approval and signing

Section 13(2) of the Modern Slavery Act requires statements for single reporting entities to be approved by the principal governing body of the entity and signed by a responsible member of the entity. The Commonwealth Guidance states: *"It is best practice that the head of the principal governing body signs the statement (for those entities where the responsible member is a member of the principal governing body). For example, if the reporting entity has a board, then the chair of the board or the Chief Executive (if they are a member of the board) should sign your statement."* Accordingly, this section outlines how our Statement has been approved by our Board and signed by our Chairman of the Board.

In accordance with Section 13(2) of the Modern Slavery Act, this Statement was approved by the Board of Maddocks (ABN 63 478 951 337) on Thursday 25 November 2021.

The Board is the principal governing body of Maddocks, for the purposes of approving this Statement.

This Board has authorised Mark Henry, Partner and Chairman of the Board to sign this Statement.



**Signature**

**Mark Henry**  
Partner and Chairman of the Board  
Maddocks, an Australian partnership

1 December 2021

**Date**

## Statement Annexure: Mandatory Criteria

The table below sets out the page numbers of our Statement that address each of the mandatory criteria in section 16 of the Modern Slavery Act:

Mandatory Criteria	Page number/s
a. Identify the reporting entity.	<a href="#">Page 4-5</a>
b. Describe the reporting entity's structure, operations and supply chains.	<a href="#">Page 6-7</a>
c. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls.	<a href="#">Page 8-11</a>
d. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes.	<a href="#">Page 12-15</a>
e. Describe how the reporting entity assesses the effectiveness of these actions.	<a href="#">Page 16-17</a>
f. Describe the process of consultation on the development of the statement with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity covered by the statement).	<a href="#">Page 18-19</a>
g. Any other information that the reporting entity, or the entity giving the statement, considers relevant.	<a href="#">Page 20-23</a>

# Maddocks is an independent Australian law firm that provides legal services to corporations, businesses and governments throughout Australia.

We advise clients across consumer markets, construction, technology, telecommunications, healthcare, education and professional services from our Canberra, Melbourne and Sydney offices. We aim to work to make a difference for our clients, each other and the community.

We're committed to our clients. In fact, our brand and market reputation reflect this focus. Our service is based on a deep understanding of our clients' legal requirements in the context of their business objectives. We're highly regarded for exceptional, practical legal services that genuinely add value.

We work collaboratively with our clients to build strong, sustainable relationships – our longest is now more than 100 years old. Our lawyers aim to deliver consistently high standards of service, and we understand the importance of accessibility, responsiveness and transparency. Working with us, you'll enjoy open communication, meaning well scoped, appropriately resourced and effectively managed matters.



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