

MISSION
AUSTRALIA | together
we stand

Modern Slavery Statement

for the year ended
30 June 2021



A message from our CEO

I am pleased to endorse Mission Australia's second Modern Slavery Statement.

We continue to play our part in helping to end modern slavery and I am proud of the progress we have made in what has been a very challenging second year of the pandemic for everyone.

Mission Australia remains firmly committed to proactively identifying and addressing modern slavery risks in our operations and supply chain.

We hold ourselves to the highest of standards in our ethical conduct. In everything we do, our work is underpinned by a strong set of values and we prioritise treating all people with integrity and respect – not only directly with our people and those we serve through our services, but also those whose lives we touch through the goods and services we procure.

Driven by our vision of an Australia where all of us have a safe home and can thrive and as a large not-for-profit community services and community housing organisation, people have always been at the heart of everything we do. We have almost 2,320 employees and more than 800 volunteers, and together in the past year we provided support to more than 152,000 people through 475 services and programs around Australia.

With this reach, **we have a significant responsibility to act against modern slavery.** Around 15,000 people in Australia are experiencing modern slavery according to the Global Slavery Index 2018. This serious issue is often hidden from plain sight in supply chains. This is why **all organisations, including charities like Mission Australia, must prioritise taking actions that will prevent exploitation of our people and the people behind the goods and services we attain. All organisations must do everything we can to ensure our operations and service provision do not come at a human cost.**

We know that the *Modern Slavery Act 2018* requires a journey of constant improvement, and is the

responsibility of everyone at Mission Australia from our Directors, CEO and Executives, to senior leaders and frontline staff.

Encouragingly, at this stage Mission Australia has not yet identified any specific instances of modern slavery harm in our operations and we continue to closely assess our supply chain and pinpoint areas of risk. We have rolled out our Modern Slavery Roadmap and have made good progress on improvements such as greater transparency on our commitments, developing appropriate and effective policies and processes, maintaining our governance and clear communication with staff on this important issue.

We are deeply committed to the lawful and socially responsible engagement and management of labour in all our operations and supply chains. It goes without saying that Mission Australia strongly opposes all forms of modern slavery and human rights abuse as they are anathema to the values and fabric of our people-centred organisation.

I am proud of the work Mission Australia is doing to monitor and immediately address any risk of modern slavery while we continue meeting the needs of the people we serve. This Statement outlines Mission Australia's actions and efforts taken to prevent and identify modern slavery and our commitment to continuously strengthen our efforts towards eradicating modern slavery in Australia.

This Statement has been approved by the Mission Australia Board.



James Toomey
CEO, Mission Australia

Our values



Compassion



Integrity



Respect



Perseverance



Celebration

OUR STRUCTURE, OPERATIONS AND SUPPLY CHAIN

Our structure

Mission Australia is a national, non-denominational Christian charity that has been helping vulnerable people move towards independence for 160 years. From humble beginnings in Queensland, Mission Australia’s founding purpose has remained unchanged: Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.

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

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

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



Corporate governance framework

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

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

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



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

- A [Code of Conduct](#) which specifies behavioural standards necessary to maintain confidence in Mission Australia's integrity.
- A [Values & Behaviours](#) statement which includes descriptions of the behaviours that underpin each value to 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.

Our operations

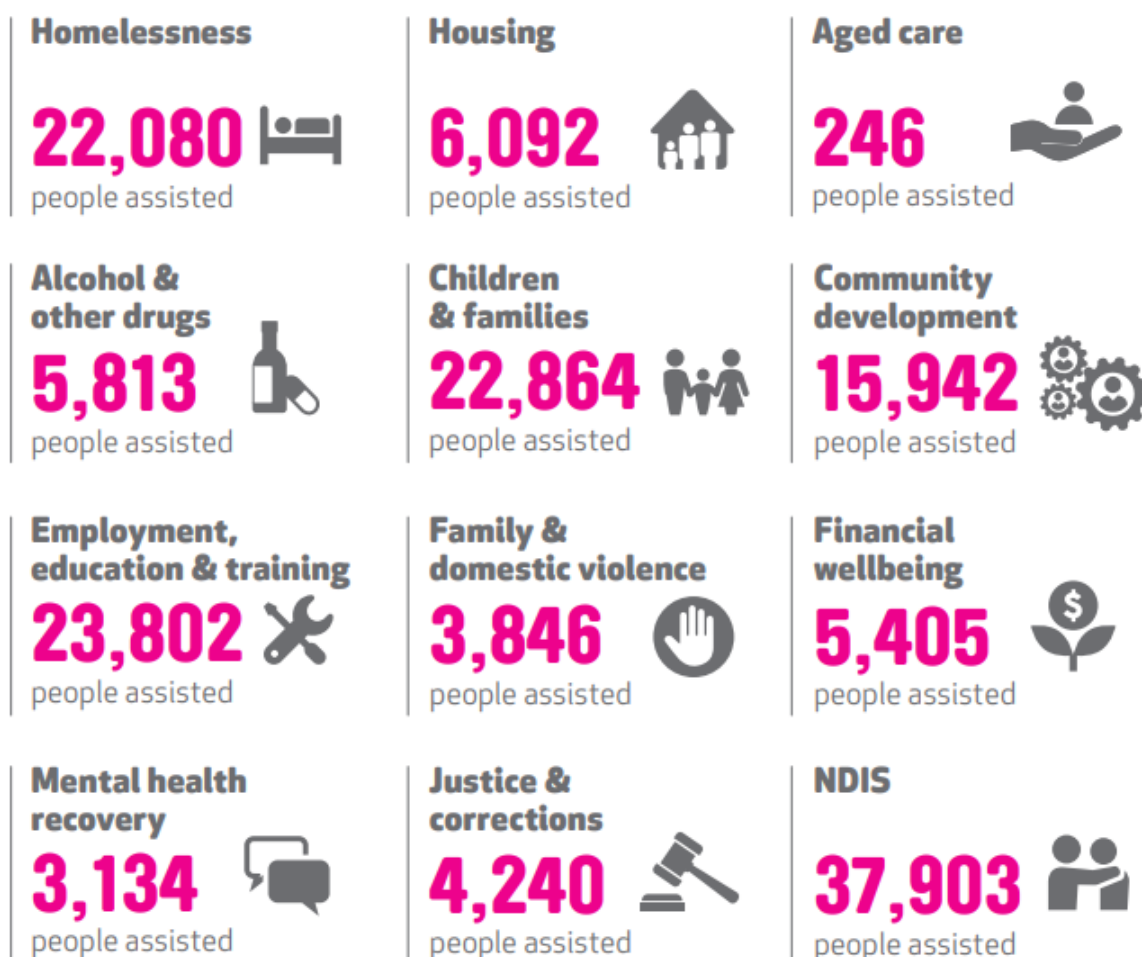
Mission Australia is an Australian organisation which operates only in Australia (across all States and Territories) in approximately 270 locations.

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 2020-21 period, Mission Australia supported 152,684 Australians on their journey towards independence.

2021 highlights include:

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



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

Mission Australia is committed to diversity and inclusion for all, both in our service provision and in our workforce. We actively work towards attracting, recruiting and retaining a workforce that is representative of the people and communities we work with. In addition to our 2,320 employees, with 64% employed full time, Mission Australia is supported by more than 800 volunteers.

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

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

Employees of Mission Australia are subject to either an enterprise agreement, 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 People and Culture policy and procedural suite provide a strong control framework that meets external legislative and statutory requirements. This suite of policies includes;

- Employment Screening Policy
- Recruitment Policy and Procedures
- Payroll Policy
- Induction and Orientation
- Remuneration and Benefits

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

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

Our investments

Mission Australia's assets include investments managed by professional investment managers under an investment policy. 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.

Our supply chain

Mission Australia procures significant quantities of goods and services from over 7,000 direct suppliers with approximately \$125 million spend annually.

Generally, the purchasing of goods and services is managed locally with centralised policy, governance and advice. 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, Stationery, Business Cards, Printed Material, Merchandise and Information Technology Vendors. This approach has led to a high volume of vendors with low level transactions.

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

- Business Operations (such as rent, rates, insurance)
- Funding
- Property and Facilities Management
- Professional Services
- Telecommunication
- Construction
- Logistics
- Software Applications
- Travel and Events
- Administration, Education, Health Services (such as training courses for staff/clients, professional supervision)

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

The Mission Australia [Supplier Code of Conduct](#) is applicable to both local and national suppliers and outlines our supplier expectations in relation to:

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

This is a document which forms part of our contractual relationship with suppliers.

Our policy and governance approach to minimise modern slavery risks in our operations and supply chain includes:

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

MODERN SLAVERY RISKS

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

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

- A robust Corporate Governance Framework
- Mandatory employment screening practices and verification of right to work in Australia for all employees
- Human Resources Policies and Procedural suite that supports operational recruitment and ongoing employment practices
- Industrial instruments (awards, agreements, employment contracts) that govern employment relationships
- Notification procedures and mechanisms where employees can report any concerns regarding potential instances of modern slavery either directly through line management or confidentially through our Integrity Line
- Chaplaincy Support in all states that employees can access for confidential support and guidance
- Education and awareness to our staff around modern slavery, this included an email communication to all staff, posts through our online all staff 'chat' function 'Yammer' and a dedicated Intranet page highlighting the topic of modern slavery.
- Creation of Business Operations Collaboration Committee to engage formally and directly with key business enablers within Mission Australia whose support is critical in meeting our Modern Slavery obligations.
- Creation of internal communication channels to enable staff queries and responses.

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

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

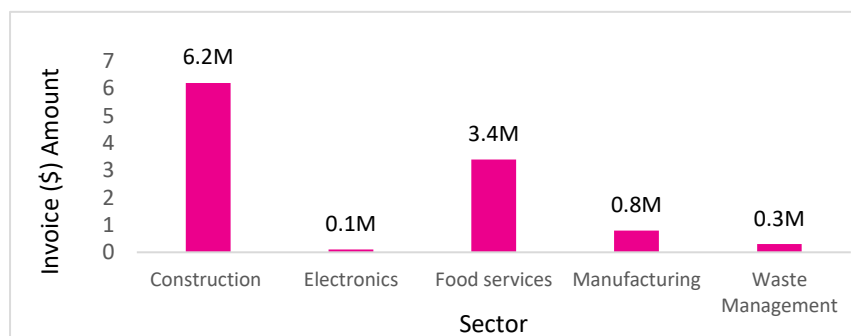
Supply Chain Risks

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

During 2020, a high-level assessment was undertaken of our supply chain, focussing on quantifying and categorising each Tier 1 supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index. The assessment identified our top five high risk priority sectors and allowed Mission Australia to classify further our top 20 priority individual suppliers, identified as higher risk suppliers.

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

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



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

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

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

DUE DILIGENCE AND REMEDIATION

Due Diligence

In June 2019, a Project was established to provide governance and lead the development and implementation of activities to mitigate modern slavery risks within our operations and supply chain. A Steering Committee was established to oversee the Project, consisting of our Chief Financial Officer, General Counsel and General Manager Enterprise Risk and Assurance. A Working Group was also formed with members from Procurement, Legal, Risk, Service Delivery, Housing, Communication and Finance teams, providing support with required aspects of the Project. A permanent Modern Slavery Working Group was established during the year upon completion of the Project phase to continue to implement a roadmap of actions based upon the Ambition Statement.

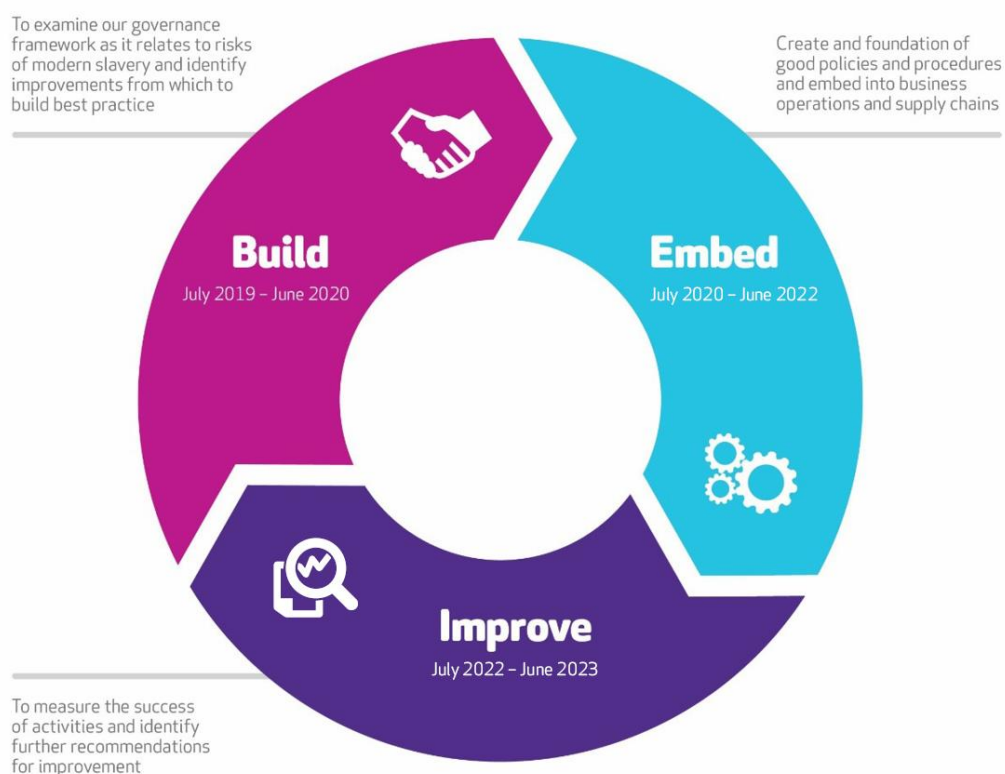
To guide activities, a *Modern Slavery Roadmap* has been developed which outlines the planned activities and actions to be undertaken to promote and safeguard the lawful and socially responsible engagement of human labour in our business operations and supply chains.

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

The objective of the *Modern Slavery Roadmap* is:

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

Mission Australia Modern Slavery Roadmap



During the year end 30 June 2021, activities have continued to be undertaken to address the risks of modern slavery practices within our operation and supply chain

Governance

- Maintained a **Modern Slavery Risk Assessment** to understand potential areas of risks regarding modern slavery within our operations and supply chain.
- Established a Working Group to continue to provide governance and lead the development and implementation of activities to mitigate modern slavery risks.
- Maintained a Supply Chain Governance Strategy reflecting the Ambition Statements and risks identified.

Policy

- Mission Australia maintains a specific **Supplier Code of Conduct** which outlines requirements and expectations for suppliers in the areas of labour and human rights, health and safety, integrity, ethics and conduct and corporate and supply chain governance as well as detailing grievance and reporting mechanisms for suppliers to report instances of misconduct or unethical behaviour within their operations or supply chain.

- Performed a Procurement Strategy Review which established plans for increased centralisation of procurement policy and procedure amongst its key outcomes.

Operations

- Provided **communications to all staff** within the organisation to introduce information about modern slavery and potential risks, new legislative requirements, actions being undertaken as part of the Modern Slavery Roadmap and introduce the new Supplier Code of Conduct.
- Maintained an internal **Modern Slavery intranet page** for all staff detailing legislative requirements, risks in relation to modern slavery and activities being undertaken as well as providing access to internal and external resources and documentation.
- Maintained **supply chain (procurement) contracts**, subcontracts and tender documentation to include clauses specific to modern slavery obligations and compliance with the Supplier Code of Conduct.
- Creation of Business Operations Collaboration Committee to engage formally and directly with key business enablers within Mission Australia whose support is critical in meeting our Modern Slavery obligations.
- Creation of internal communication channels to enable staff queries and responses.

Supplier Management

- Maintained **analysis of our current suppliers**, focussing on quantifying and categorising each Tier 1 supplier to determine those which are highest risk, drawing on results and findings from external ratings resources such as the Global Slavery Index. The analysis was able to identify our top five high risk priority sectors and further classify our top 20 priority individual suppliers. This analysis is routinely maintained with changes in our supply chain.
- Continued to include **remittance advice** documentation to include statement regarding modern slavery and expectations for suppliers in relation to compliance with the Supplier Code of Conduct.
- Joined a consortium of Not For Profit entities for supplier reporting and analysis of Tier 1 suppliers and to enable engagement in the form of Modern Slavery Supplier Assessment Questionnaires. A technology platform will support future management and monitoring of supply chain risks, compliance and reporting.

Remediation

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

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

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

Our Employee Assistance Program (EAP) and Chaplaincy services are also available to all staff where we encourage employees to seek counselling with a view to provide an avenue for confidential reporting of any such practices. Similarly, we have established reporting mechanisms

for suppliers and/or third parties, detailed within our Supplier Code of Conduct and on our website, via the Integrity Line.

COVID-19 IMPACTS

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

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

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

During this period, Mission Australia did not identify any significant changes to our existing supplier relationships or increase to modern slavery risks. The resourcing requirements of managing our COVID-19 risks including some facility outbreaks resulted in planned activities being delayed and deferred. This has included some of the planned activities detailed within the *Modern Slavery Roadmap*.

ASSESSING THE EFFECTIVENESS OF OUR ACTIONS

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

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

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

During the reporting period we did not achieve all of the intended commitments of 2021, most notably in relation to Governance Framework and Supplier Analysis and Engagement. These commitments remain open and ongoing and are reflected in the Future Commitments disclosed below,

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

In addition to the above, we regularly review and assess the effectiveness of our policies, procedures and frameworks as part of requirements outlined in the Enterprise Policy Governance, which details mandatory review timeframes. A centralised Risk Team undertakes reporting and trend analysis of risks and incidents lodged in a risk and incident system. Reporting is provided to Executives and the Board's Audit and Risk Committee on both risk and incident data and the effectiveness of mitigation strategies.

FUTURE COMMITMENTS

As outlined in our *Modern Slavery Roadmap and Ambition Statement*, over the coming reporting periods Mission Australia is committed to undertaking additional activities to address the risk of modern slavery within our operations and supply chain. Mission Australia's focus in the 2022 reporting period will include:



CONSULTATION PROCESS

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

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

- Mission Australia's Modern Slavery Steering Committee consisting of members of our Executive Team, senior management and business unit representatives.
- A permanent Modern Slavery Working Group led by an Executive and involving various levels of management and business unit representatives.
- Management committees and forums including the aforementioned Business Operations Collaboration Committee.
- Mission Australia's Executive Team, Board Audit and Risk Committee and the Mission Australia Board who have reviewed relevant assessments and key documentation, including Supplier Code of Conduct, Modern Slavery Road Map and internal/external communications.

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

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

This modern slavery statement was approved by the principal governing body of Mission Australia as defined by the Modern Slavery Act 2018 on 14 December 2021.



Kenneth Dean

Kenneth Dean
Chairman
Mission Australia Board

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

Stand with us

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

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