

Modern Slavery Statement

REPORTING YEAR 2025



Contents

Acknowledgement of Country	3
Sensitive Content Warning and Available Support	4
Message from our Vice Chancellor	5
1 About this Statement	6
1.1 Overview	6
1.2 Controlled Entities	6
2 About Murdoch University	7
2.1 Who we are	7
2.2 Governance	8
3 Identifying our Modern Slavery Risks	9
3.1 Our Supply Chain	9
3.2 Our Operations	12
4 Addressing our Modern Slavery Risks	13
4.1 Our Supply Chain	13
4.2 Our Operations	15
5 Future Initiatives	18
Index	20

Acknowledgement of Country

Murdoch University acknowledges the Whadjuk and Binjareb Noongar peoples as the Traditional Custodians of the boodja on which our Western Australian campuses are located. We honour their enduring sovereignty, their deep cultural and spiritual connections to these lands and waters, and the continuity of knowledge that First Nations peoples have carried across countless generations.

In developing this Modern Slavery Statement, we recognise the difficult truths that shape Australia's history. The forced labour of First Nations peoples, the disruption of cultural and economic autonomy and the inequities that persist today are not distant events but ongoing legacies of colonisation. These truths remind us that modern slavery cannot be separated from historical systems of exploitation.

We pay respect to Noongar Elders, past and present, whose leadership and custodianship embody the principles of care, reciprocity and responsibility. Their teachings continue to guide our commitment to ethical conduct, integrity in our operations, and the protection of human dignity across our supply chains and organisational practices.

Murdoch University remains steadfast in our pursuit of justice through truth-telling, transparency and meaningful partnership with First Nations communities. By acknowledging the past and responding with purpose, we strive to help build systems that uphold fairness, agency and equity for current and future generations.

Sensitive Content Warning and Available Support

This statement contains information about modern slavery that may be unsettling or distressing for some people.

For some people, the comments made in this statement may trigger traumatic emotions or may indicate that you or someone who you know is vulnerable to the impacts of modern slavery. If you or someone you know is in danger or need to talk to someone, the following resources are available to help.

In an emergency, you should always call emergency services by dialling triple zero (000).

In addition, 24-hour free phone counselling and support is available from the following resources:

- Lifeline – 13 11 14
- Mental Health Emergency Response Line – 1300 555 788 (Perth Metro); 1800 676 822 (Peel Region)
- Crisis Care – 1800 199 008

Everyone has the right to feel safe and secure on our campuses. Our Security Services team are in place to help you on your university journey by keeping Murdoch safe. If you feel unsafe on campus or are concerned for someone else's safety on campus, you can contact the Security Services team on (08) 9360 6262, 24 hours a day.

Murdoch University provides specialist 24/7 multilingual emergency safety and wellbeing support for international students through our preferred Overseas Student Health Cover (OHSC) provider. Student Central, located in Boola Katitjin (Building 360), can provide international students support in accessing this service.

If you are a student or staff member at Murdoch University, you can also access free, confidential counselling services through the Murdoch University Counselling Service.

- Perth – (+61) 8 9360 1227
- Mandurah – (+61) 8 9360 1227
- Singapore – (+65) 6 309 5227
- Dubai – (+971) 4 574 9800

If you are experiencing the effects of any form of modern slavery, you can also contact the Australian Federal Police (AFP) on 131 237 or access the AFP website at www.afp.gov.au for assistance. The AFP can provide advice and refer you to other services that provide emergency accommodation, financial support, counselling and legal and immigration advice.

Message from our Vice Chancellor



At Murdoch University, our commitment to addressing modern slavery is grounded in the values that define who we are as an institution: integrity, respect, and an unwavering belief in the dignity of every person. Each year, our work in this space reminds us that preventing exploitation is not a single act, but an ongoing responsibility that requires clarity, courage, and collaboration.

Modern slavery continues to evolve in complexity, often hidden within global supply chains and practices that can appear ordinary or routine. As a university with diverse operations and international partnerships, we recognise the need to constantly refine our understanding of these risks and to take meaningful action that reflects our ethical obligations.

Over the past year, Murdoch University has strengthened its processes, deepened its due diligence, and expanded engagement across our community. These efforts are not simply procedural; they reflect our shared belief that organisations must play an active role in stopping human exploitation, wherever it occurs. We also acknowledge that addressing modern slavery requires transparency about the systemic factors that enable it, and a willingness to confront uncomfortable truths when necessary.

Guided by these principles, we remain committed to continual improvement. This includes fostering a culture in which staff, students, and partners feel informed, empowered, and supported to identify and speak up about modern slavery risks. It also means ensuring that decisions across all of our operations align with our values and contribute to safer, fairer systems.

Murdoch University's purpose extends beyond teaching and research; it includes modelling leadership in areas that matter to society. Confronting modern slavery is one such area. Through sustained effort, genuine partnerships and clear accountability, we will continue working towards a future in which all people are free from exploitation and able to live with dignity and opportunity.

A handwritten signature in black ink, reading "A Deeks". The signature is fluid and cursive, with the first letter 'A' being particularly large and stylized.

Professor Andrew Deeks
President and Vice Chancellor

About this Statement



1.1 Overview

Murdoch University (ABN 61 616 369 313) is a statutory corporation established in Western Australia under the *Murdoch University Act 1973*.

Pursuant to the *Modern Slavery Act 2018 (Cth)*, this statement sets out the actions taken by Murdoch University to identify and address modern slavery and human trafficking risks in our operations and supply chain for the year ending 31 December 2025.

This is Murdoch University's sixth Modern Slavery Statement and is submitted on behalf of Murdoch University and its controlled entities.

This statement was approved by the Senate of Murdoch University on 12 May 2026.

1.2 Controlled Entities

Throughout 2025, Murdoch University had seven wholly owned and controlled subsidiaries, all of which are covered by this statement:

Entity	Description
Murdoch Investments Company Pty Ltd	A wholly owned entity of Murdoch University, the entity's primary purpose is as the holding company of Murdoch Retirement Services Pty Ltd.
Murdoch Retirement Services Pty Ltd	A wholly owned entity of Murdoch Investments Company Pty Ltd, the entity is responsible for the operations of the St Ives Retirement Village.
Innovative Chiropractic Learning Pty Ltd	A wholly owned entity of Murdoch University, the entity did not undertake any material operations in the reporting year, however was formally responsible for the operations of Murdoch University's chiropractic clinic.
Murdoch Ventures Pty Ltd	A wholly owned entity of Murdoch University, the entity is Murdoch's primary investment making entity.
Murdoch Singapore Pte Ltd	A wholly owned entity of Murdoch University, the entity is responsible for the operations of Murdoch's Singapore campus.
The Alan and Iris Peacocke Research Foundation	A philanthropic entity established to support medical, health and agricultural research at Murdoch University.
Algae Harvest Pty Ltd	A wholly owned entity of Murdoch University, the entity has not undertaken any operations of note since its registration.

About Murdoch University

2

2.2 Who we are

Murdoch University was established in 1974 and named after prominent Australian author and philosopher Sir Walter Murdoch and officially opened on the 100th anniversary of his birth. The University was the first in the nation to offer a new, flexible admission system.

This made tertiary education more accessible to the community, a commitment that Murdoch University has continued to this day. As the second university in WA, Murdoch has always been associated with environment and conservation, social justice and inclusion and providing pathways into and through a university education for people who had previously been excluded.

Our vision is to be widely recognised as the university of choice for people who care, who value inclusion, curiosity and innovation and who desire to make a positive social impact. We strive to be a leading university in education, teaching and research in sustainability and a thriving, welcoming, diverse and inclusive community that welcomes everyone.

“The only education out of which good can come is the education which teaches you to think for yourself, instead of swallowing whatever the fashion of the moment may prescribe.”

Sir Walter Murdoch, 1926

24,430 students*

Undergraduate	16,151
Postgraduate	8,292
Domestic	10,116
International Onshore	8,934
Transnational Education	5,389

60.9% domestic equity students**

First Nations Students: Proportion of Domestic cohort	2.7%
Low SES Students: Proportion of Domestic cohort	19.2%
Students with a Disability: Proportion of Domestic cohort	25.3%

1,900 full time equivalent staff

Academic Staff (full time equivalent staff)	800
Professional Staff (full time equivalent staff)	1100

\$689,795,000 total revenue

Percentage Increase in revenue from 2024	18%
Total research income	\$55,255,359

* Student categories do not add to total, as students may have enrolled in multiple categories in the year.

** Domestic Equity Students figure includes students in one or more identified equity groups – First Nations, low socioeconomic status, regional and remote, students with a disability and/or first-in-family.

2.2 Governance

Senate

Under the *Murdoch University Act 1973 (WA)*, the governing body of the University is the Senate. Senate is ultimately responsible for all University affairs – approving the Strategic Plan; overseeing policy and procedures and guiding programs and activities. To assist in the effective governance of the University, Senate has established five committees:

- The Audit and Risk Committee helps Senate meet its governance, risk and compliance oversight responsibilities.
- The Chancellor's and Nominations Committee advises on governance issues; determines remuneration for Senior Officers; and reviews the performance and succession plans for Vice Chancellors and Senior Officers. This committee also recommends the appointment of Senate members.
- The Honorary Awards and Ceremonial Committee awards honorary degrees and Senate medals and oversees guidelines and policies relating to honorary degrees, Senate medals, graduation ceremonies and regalia.
- The People Safety and Culture Committee advises on governance issues in relation to staff and students. It oversees strategies to enhance people and organisational effectiveness, and staff and student engagement and safety. It monitors complaints, allegations of misconduct, integrity and critical incidents. Taking primary responsibility for Senate's oversight of work health and safety, it receives regular reports on work health safety performance and incident reports on any major incident.
- The Resource Committee advises on a wide range of governance issues including financial control and sustainability, investment capability, campus development, commercial activities, oversight of the University's subsidiary entities, the finances of the Guild of Students (in an advisory capacity), and other relevant matters.

Executive

As set out in the *Murdoch University Act 1973*, the Vice Chancellor is chief executive officer and academic principal. The Vice Chancellor is also tasked with the leadership and development of the University and achievement of its Strategic Plan. Professor Andrew Deeks is the Vice Chancellor having taken up the position on 26 March 2022.

The Vice Chancellor appoints an executive group, collectively titled the Senior Leadership Team, that has responsibilities for the academic and professional operations of the university.



Identifying our Modern Slavery Risks

3

3.1 Our Supply Chain

Overview

Murdoch University understands that addressing modern slavery starts with knowing where risks can arise in the systems that support our operations. Because our supply chains span diverse industries and jurisdictions, some with limited visibility or weak protections for workers, we recognise that exploitation can occur in ways that are not immediately apparent.

Our focus, therefore, is on building a clear and realistic picture of where vulnerabilities exist through data driven and risk informed processes. This work helps us recognise patterns of potential harm and prioritise areas where intervention can make the greatest difference.

By strengthening our awareness of where heightened risks exist within our supply chains, we reinforce our commitment to responsible and transparent procurement. We aim to work with suppliers who share our expectations of ethical conduct and who are prepared to engage openly as we continue improving standards across all tiers of our supply chain.

Data Informed Approach

Murdoch University integrates digital tools into its modern slavery risk analysis, using our Workday ERP to build a clearer picture of supplier practices and potential areas of concern. To strengthen this work, we draw on recognised external datasets that track industry-level risks, labour rights, working conditions and global vulnerability trends. A key component of this work is the use of Walk Free's Global Slavery Index, which guides our understanding of where the most acute risks lie and helps us direct attention to jurisdictions and sectors with elevated vulnerability. Bringing these sources of information together allows us to compare our own procurement activity against broader risk patterns, helping us stay alert to shifts in high-risk sectors and geographical hotspots.

Continued collaboration with human rights organisations and participation in benchmarking initiatives supports the refinement of our risk-informed approach, enabling us to pinpoint emerging risks and focus our efforts on procurement areas where the likelihood of harm is greatest.

Our Informed Approach

Throughout 2025, Murdoch University continued its efforts to deeply understand and address modern slavery risks within our supply chain. Central to this effort is our Modern Slavery Questionnaire, which continues to elicit meaningful insights into our suppliers practices and actions taken to mitigate the risk of modern slavery. This process supported the engagement of 541 new suppliers in 2025 and enabled us to identify key areas of concern.

As part of our ongoing focus on continuous improvement, in 2024 we implemented new Supplier and Payment Guidelines which introduced a risk-based element to our due diligence processes. This risk-informed approach continued in 2025 and has enabled a more targeted and proportionate approach to due diligence, with increased focus on suppliers and transactions assessed as higher risk.

Supply Chain Profile

To illustrate the complexity in our supply chain, Murdoch University directly engaged 2,082 suppliers across 48 countries and 164 unique spend categories throughout 2025. By applying the risk profiles ascribed to these countries and spend categories by the Australian University Procurement Network's (AUPN) Anti-Slavery Working Group, Murdoch University's spend profile is represented below:

Spend by Category – Top 10

AUPN Category ¹	Risk Level	%
Student Recruitment (International)	Medium	12.10%
Building Repair & Construction	High	7.72%
Subject Matter Specialist (Research)	Low	6.37%
Software Maintenance & Support	High	5.82%
Agency Contractors and Temporary Workers	High	5.56%
Subject Matter Specialist (Business)	Low	4.88%
Medical and Lab Consumables	High	3.71%
Electricity Usage	Medium	3.04%
Commercial Cleaning	High	2.26%
Equipment Rental	High	2.12%

Category Risk Profile by Total Spend

Risk Level	%
Low	17.84%
Medium	33.67%
High	48.49%

Spend by Country – Top 10

Throughout 2025, Murdoch University engaged suppliers from 49 countries across the world. Over 98% of our total spend in 2025 was in the top 10 countries as shown below.

Country	Risk Level	%
Australia	Low	91.66%
United States of America	Low	1.25%
India	High	0.81%
United Kingdom	Low	0.78%
Bhutan	Medium	0.68%
United Arab Emirates	Medium	0.65%
Germany	Low	0.59%
Pakistan	Very High	0.57%
Singapore	Low	0.46%
Netherlands	Low	0.33%

Country Risk Profile by Total Spend

Risk Level	%
Low	95.79%
Medium	2.03%
High	1.61%
Very High	0.57%



Collaboration with the Australian University Procurement Network

Murdoch University strengthens its commitment to mitigating modern slavery risks through active participation in the AUPN Anti-Slavery Program, a collective initiative involving 41 universities across Australia and New Zealand. This collaboration enables us to draw on shared expertise, generate sector-wide insights and coordinate responses to challenges within our common supply base, particularly in higher-risk categories such as IT and laboratory consumables.

Through this program, Murdoch University benefits from the collective expertise and analysis generated across the sector. The AUPN’s structured framework, built around five core program pillars, provides a unified approach to understanding where vulnerabilities may exist in university supply chains and operations. Together, these pillars enhance our capacity to identify and assess risks early, support informed decision-making, and reinforce responsible and ethical practices across our shared supplier base.

Pillar	Overview
Risk Data	This pillar strengthens the sector’s ability to recognise where modern slavery risks are most concentrated by drawing on shared supplier information, spending patterns, and cross-institutional analysis. It gives Murdoch University a clearer view of potential vulnerabilities across complex supply chains and supports more evidence-based prioritisation.
Capability Uplift	At the heart of this pillar is a commitment to building stronger sector capability, ensuring universities are well-equipped to detect and respond to modern slavery risks. Through shared learning, expert input and coordinated professional development, Murdoch University benefits from continuously improving tools, knowledge and practice standards.
Supplier Engagement	This pillar emphasises direct and coordinated engagement with common suppliers to better understand their operations and risk management maturity. The shared sector approach enables Murdoch University to leverage the collective influence of the sector to better drive supplier engagement and improvements.
Industry Collaboration	In recognition that many risks arise from systemic conditions that no single university can address alone, this pillar seeks to draw on the collective power of the AUPN collective. Through coordinated engagement with industry partners, expert organisations and specialist bodies, the AUPN strengthens universities’ understanding of market level risks and helps ensure that emerging challenges within global supply chains are recognised and addressed with informed, evidence based responses.
Third Party Support	By pooling resources to engage specialist expertise, this pillar supports access to independent monitoring and credible external resources that enhance the sector’s collective risk approach. For Murdoch University, these partnerships enhance the depth and quality of our assessments and ensure our risk identification is supported by trusted global perspectives.

3.2 Our Operations

Overview

Murdoch University acknowledges that the nature of our global teaching, research and community activities means that modern slavery risks can surface within our own environment. These risks may affect different groups in different ways, particularly members of our international student community who can experience added pressures arising from visa conditions, limited local support networks or uncertainty about workplace rights.

As part of our responsibility to our community, we remain attentive to situations where individuals may be vulnerable or at risk. This often positions the University as a critical point of support for people who may not feel that they are able to seek assistance elsewhere. By upholding this role, we reinforce our commitment to fostering a safe, respectful, and welcoming environment for everyone who studies, works, or engages with Murdoch University.

Students

Murdoch University is home to a diverse and dynamic community of more than 24,000 students whose backgrounds, cultures and lived experiences enrich the fabric of our University. This diversity is a defining strength of Murdoch University and helps to shape an environment that encourages inclusion, global awareness and mutual respect across our campuses.

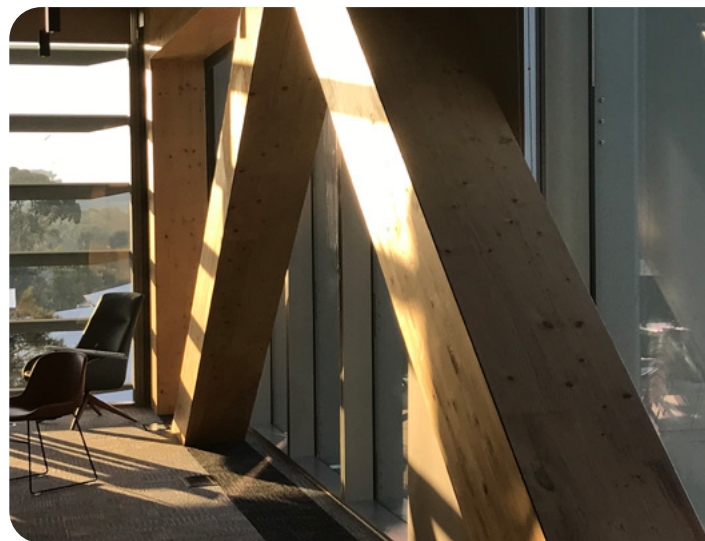
To ensure our students are supported within this environment, Murdoch University has continued to refine and expand its service offerings to better identify and respond to vulnerabilities that may place individuals at risk of exploitation. Our student support ecosystem includes confidential counselling services, culturally informed complaint pathways and targeted outreach that helps students understand their rights and recognise concerning situations. These supports, coupled with staff who are trained to identify indicators of modern slavery and connect students with specialist external services, enable us to act as a trusted and accessible point of assistance for any student who may be experiencing or at risk of harm.

Employees

Murdoch University recognises its responsibility as an employer to maintain high standards of ethical conduct and to ensure that our workplaces uphold the rights, safety and wellbeing of our more than 1,900 full-time equivalent staff. We are conscious that modern slavery risks can arise in employment contexts, and we therefore maintain strong recruitment, onboarding and support practices aimed at identifying vulnerabilities early and addressing them appropriately.

Led by our central People & Culture Office, our employment environment is shaped by principles that discourage exploitation and promote fairness, transparency and accountability. We remain committed to creating conditions in which all staff are treated equitably, with particular attention given to those who may face greater structural or personal barriers. By embedding these expectations into our policies, culture and daily practices, we aim to ensure that our workforce is protected from modern slavery risks and that every employee can work in an environment grounded in dignity and respect.

A key pillar of this approach is our commitment to collective bargaining, with the vast majority of our employees covered by a collective agreement rather than having terms and conditions determined through individual negotiation. Establishing minimum standards in this way helps ensure transparency, consistency and fairness in employment arrangements, and reduces the risk of power imbalances or coercion leading to exploitation. In 2025, we commenced planning for the re-negotiation of our collective agreement, which is scheduled to commence in 2026.



Addressing our Modern Slavery Risks

4

4.1 Our Supply Chain

Contract Clauses

To reinforce Murdoch University's approach to identifying and addressing modern slavery risks, a suite of dedicated modern slavery provisions were incorporated into our contract templates in 2022. These provisions have continued to play a critical role throughout 2025, giving us a clear contractual basis for working with suppliers to surface potential risks and support appropriate mitigation measures.

At a high level, these clauses:

- Provide assurances that our suppliers will conduct their business in line with the principles expressed within the *Modern Slavery Act 2018* (Cth).
- Require that suppliers have undertaken their own due diligence to confirm that there are no known instances of modern slavery within their organisation or supply chain.
- Provide Murdoch University the right to conduct reasonable audits of the supplier's operations to validate statements made by the supplier.

In 2025, we sought to strengthen our approach to contract clauses in higher-risk areas by introducing tailored contractual provisions that reflect the expectations and safeguards emerging across the industry. One example was a major cleaning tender, where our procurement planning drew on strong practices adopted by other organisations. In particular, the Western Australian Government contractual terms offered a useful benchmark, specifically by reference to their requirement for contractors to provide paid leave to workers to support meaningful engagement with relevant unions. This example helped guide Murdoch University toward a stronger contractual stance that better reflects our commitment to supporting worker rights and protections.

Training and Industry Engagement

In recent years, modern slavery awareness and mitigation training has remained a core component of our Procurement and Purchasing development program. This sustained focus has strengthened our capability to identify modern slavery risks within our supply chains and to apply robust mitigation strategies throughout the procure-to-pay lifecycle. In 2025, our attention shifted toward proactively monitoring potential regulatory developments, with a key highlight being the Anti-Slavery Commissioner's virtual event in December which featured respected senior leaders from the Australian Human Rights Institute at UNSW, Macquarie University and modern slavery focused NGO's. This event broadly discussed options for meaningful regulatory reform, insights on due diligence models and international developments in the modern slavery space. This forward-looking approach supports our ability to monitor regulatory developments and adapt in a timely and proportionate way as legislative expectations evolve.

International Student Recruitment Agents

With over 8,900 onshore international students enrolled at Murdoch University in 2025, we engage a diverse range of third-party partners globally that support our international student cohort. Accordingly, a significant portion of Murdoch University's higher risk international spend is with international student recruitment agencies.

We recognise that across the tertiary education sector, international student recruitment agencies represent a key modern slavery risk in our supply chain, with potential links to human trafficking, forced labour and misleading or deceptive recruitment practices.

Murdoch University plays a critical role in identifying potential signs of modern slavery by closely monitoring student applications, student attendance and payment of fees. In addition, our International Compliance Manager undertakes comprehensive due diligence activities when engaging international student recruitment agencies in line with relevant legislative and regulatory requirements.

Relevantly, our standard agreement with international student recruitment agencies includes contractual obligations that pertain to the identification and prevention of modern slavery practices. Furthermore, comprehensive annual reviews are undertaken by our International Office to ensure that agencies are continuing to meet the high standards expected of them and to ensure that they are not undertaking misleading or deceptive recruitment practices that are in contravention of The National Code of Practice for Providers of Education and Training to Overseas Students 2018.

Medical Equipment and Laboratory Consumables

Murdoch University, through its engagement with the AUPN, continued its involvement in sector-wide risk assessment and remediation exercises. Building on work begun in 2024, the University remained engaged in the sector's investigation into suppliers of medical equipment and laboratory consumables. An initial due diligence review of 70 major suppliers in this category led to five being invited to participate in a collaborative remediation exercise throughout 2025.

Although these suppliers initially had limited awareness of modern slavery risks, all expressed a genuine willingness to strengthen transparency and risk mitigations, and sought guidance from the sector to do so. In response, the AUPN drew on the sector's collective expertise to develop a concise University Anti Slavery Toolkit to support supplier capability building. Murdoch University's participation in this collaborative effort has helped drive practical improvements across our supply chain and has reinforced the positive role that the University can play in enabling consistent, sector wide improvement.

Medical Glove Supply Chain

Our continuous engagement and contributions to sector-wide initiatives continued when we participated in an AUPN-led review of medical glove supply chains. This review was initiated in response to emerging concerns identified through collective sector awareness. As part of this process, Murdoch University contributed detailed procurement data to support a coordinated assessment of supply chain practices across the sector.

This joint analysis identified a subcontractor within a major glove supply chain that potentially presented a material modern slavery risk, prompting the AUPN and participating universities to commence constructive remediation discussions with the supplier in line with the UN Guiding Principles on Business and Human Rights. These remediation efforts are ongoing, with the supplier taking a proactive approach to ensuring that affected workers are supported in a manner that is meaningful, compassionate and genuine.

This review reinforces Murdoch University's commitment to enhancing supply chain transparency, with the resulting remediation activities demonstrating how coordinated sector intelligence and aligned responses are meaningfully improving working conditions for vulnerable workers.

Electronics Watch

In 2025, Murdoch University strengthened its due diligence practices in the ICT category through active engagement with Electronics Watch, an independent not-for-profit organisation that seeks to protect the rights of workers globally in electronic supply chains. Our participation in the AUPN-led pilot program and our review of independent monitoring reports provided clearer insight into labour rights conditions within deeper tiers of our ICT supply chain.

This engagement strengthened our understanding of modern slavery risks associated with the electronics we procure and informed more targeted supplier engagement and remediation activities. Our collaboration with Electronics Watch has improved our capacity to identify, assess and address modern slavery risks across our ICT supply chain.

Supplier Debarment Regime

Murdoch University maintains a firm stance against engaging suppliers implicated in exploitative or unethical labour practices. Building on the debarment framework introduced as part of our Procurement Policy reform in 2024, we have continued to monitor a range of credible information sources to ensure that our debarment regime appropriately identifies entities implicated in worker exploitation. These sources, in addition to our engagement with the AUPN Anti-Slavery Program, provide ongoing visibility of entities whose conduct is inconsistent with Murdoch University's values, legal obligations or ethical expectations. This monitoring function enables us to identify potential additions to our debarment regime as new risks emerge.

4.2 Our Operations

Modern Slavery Advisory Group

Murdoch University's Modern Slavery Advisory Group (MSAG), established in 2020, continues to serve as a key advisory body overseeing how the University identifies, manages and responds to modern slavery risks across both our operations and supply chain. Operating under the oversight of the Chief Financial Officer, the group maintains strong executive backing and a direct line of engagement with the Vice Chancellor and Senate.

In 2025, the MSAG provided strategic guidance across the initiatives outlined in this Statement, drawing on the expertise of senior leaders representing procurement, operations, property, wellbeing and equity, teaching and research. This cross-disciplinary composition ensures that the University can consider modern slavery risks through multiple operational and community lenses rather than limiting oversight to a single function.

Importantly, as MSAG members deepen their understanding of modern slavery, they are increasingly able to identify emerging risks and improvement opportunities within their own portfolios. This distributed model of leadership strengthens the University's capability to drive meaningful change, embedding awareness and responsibility across local areas rather than confining it to a central group.

Student Awareness and Support

Murdoch University continues to prioritise student awareness as a central component of our modern slavery risk mitigation approach. Our focus remains on ensuring students, particularly those who may experience heightened vulnerability, have access to clear and practical information about their rights, available support pathways and a robust awareness of exploitation indicators in both on- and off-campus contexts.

A range of ongoing initiatives underpin this work. Through regular engagement with international students, Murdoch University provides access to the Australian Red Cross Work Right Hub, a comprehensive tool that offers guidance on workplace rights and safe employment practices. This information is promoted through the Student Wellbeing team's International Café jobs board and the Virtual International Student Hub (VIS-Hub), an online learning environment that houses resources on employment, accommodation, safety and navigating life

in Western Australia. These channels remain among the University's most heavily used student platforms and provide accessible avenues for students to recognise and avoid exploitation risks.

The University also maintains a consistent program of awareness-raising events, training and information sessions. Activities such as Respect at Uni Week, sector-wide webinars on forced marriage, exploitation and modern slavery, and myth-busting sessions delivered through Murdoch Guild's social media channels collectively contribute to a culture of safety and informed decision-making. These initiatives help students better understand the dynamics of coercion, the warning signs of exploitative arrangements and how to seek assistance when concerns arise.

Complementing this, Murdoch continues to promote key safety and reporting tools including the Murdoch Safe app, confidential counselling services, and targeted wellbeing support, all of which provide students with trusted and easily accessible mechanisms to disclose concerns or seek help.

Together, these ongoing efforts ensure that students are supported with reliable information, culturally aware guidance and multiple pathways to raise concerns. These efforts strengthen the University's ability to identify risks early and uphold a safe, respectful and exploitation-free learning environment.

Complaints Mechanism

In 2024, Murdoch University strengthened the visibility of its reporting channels by updating its Modern Slavery webpage to directly link users to the University's central complaints mechanism. Building on this foundation, the University commenced a review of its Complaints Policy and Procedure in 2025 as part of a commitment to continuous improvement and to confirm that the University's framework continues to support the effective and compassionate handling of all complaints, including those that may relate to modern slavery concerns. Whilst this review is now in its final stages, early feedback and analysis indicate that the central complaints mechanism continues to provide an accessible and empathetic framework for managing concerns, including those relating to modern slavery.

Responsible Investment Charter

Murdoch University maintains two long-term managed investment portfolios designed to support the University in meeting its strategic goals. These investment portfolios leverage a 'pooled fund' structure, where the underlying assets are not held directly by Murdoch University. Instead, the University 'pools' its funds with other investors, and these pooled funds are managed by professional portfolio managers. This investment approach means that Murdoch University does not make direct investment decisions such as whether to buy or sell shares in an individual company.

Murdoch University recognises that beyond its immediate core operations and supply chain, there is an inherent risk of modern slavery practices within the underlying asset holdings of any investment product. The University acknowledges the complexity of this issue, as many of these underlying assets are exchange-listed companies with global operations and international, multi-tiered supply chains.

Murdoch University seeks to ensure that its investment activities are aligned with responsible investment principles, and more broadly, our strategy; Ngala Kwop Biddi. This ambition is brought to life through our Senate approved Responsible Investment Charter. The Responsible Investment Charter establishes various commitments and requirements, including that any fund manager engaged by the University must be a signatory to the UN Principles for Responsible Investment (UNPRI), or demonstrate equivalent practices in alignment with the six Principles for Responsible Investment. In totality, these requirements ensure that our fund managers continue to incorporate strong environmental and social governance (ESG) philosophies and practices when making investment decisions.

Guided by the ESG principles codified in our Responsible Investment Charter and supported by our responsible investment screens, Murdoch University considers its exposure to modern slavery risks within its investment holdings to be reduced, while recognising that residual risk remains given the nature of the pooled investments.

Staff Awareness and Capacity Building

Building on the University's supply chain modern slavery training program developed in 2023, the Modern Slavery Advisory Group released an updated training program for staff in early 2025. This new training module is tailored to Murdoch University's unique operating context, core activities and identified risk factors, whilst also ensuring that internal support networks are promoted and given visibility. The new training program was broadly promoted through internal communication channels and supported by senior executives, contributing to broad engagement across a wide range of areas of the University. To ensure that the training was relevant and would reflect the real-life experiences of our students, the training content was developed in collaboration with an international student from the University's School of Media and Arts.

By embedding this training within the University's broader staff awareness framework, Murdoch University continues to strengthen staff capability to identify, respond to and escalate modern slavery risks in a consistent and informed manner.

Industry Engagement and Community Dialogue

Murdoch University continues to contribute to national conversations on exploitation and migrant vulnerability through its role as a convener of research, policy and community dialogue. In 2025, the University hosted the WA Migration and Mobilities Update Program which marked ten years since the first WA Migration Update. The event was opened by our Vice Chancellor and the Minister for Multicultural Interests, The Hon Dr Tony Buti MLA, who underscored the growing need for transparent and ethical discussions about migration in the context of rising global risks.

Murdoch University was honoured to host Australia's first Anti-Slavery Commissioner, Chris Evans, whose reflections highlighted the heightened risks faced by migrant communities. His insights reinforced the vital role universities play in ensuring international students understand their workplace rights. Throughout the conference, speakers explored issues directly tied to exploitation risks, including vulnerabilities within large scale labour mobility schemes, the impact of climate driven displacement on exposure to coercive practices, and the precarious nature of work undertaken by international students; particularly within the gig economy, where inconsistent regulation and power imbalances can leave workers susceptible to exploitation.

The conference reinforced Murdoch University's commitment to elevating evidence based insights, amplifying affected community voices, and deepening sector wide understanding of the conditions under which exploitation and modern slavery risks emerge. By hosting these discussions, Murdoch University continues to strengthen our capacity to identify risk factors early and to contribute meaningfully to solutions that safeguard migrant communities and international students from harm.

Employee Assistance

Murdoch University continues to maintain an Employee Assistance Program (EAP) that plays a central role in supporting the safety, wellbeing, and resilience of our staff. The program provides confidential access to counselling, legal guidance, financial coaching and family support, ensuring employees have meaningful avenues to seek help when navigating complex or vulnerable situations.

Our current EAP provider was selected through a process that prioritised strong equity, diversity and inclusion capabilities, ensuring culturally responsive and trauma informed care for staff from varied backgrounds. This is particularly important for individuals who may face heightened exposure to exploitation or other forms of harm. The program's expanded legal and financial support services are especially valuable in our efforts to address modern slavery risks, offering specialist assistance for concerns such as migrant worker exploitation and financial abuse.

Travel Risk Management

In 2025, Murdoch University launched its refreshed travel risk management framework through the introduction of a specialist global travel risk service. This service provides pre-trip risk assessments, destination intelligence and real-time monitoring for staff and students undertaking University travel, including work-integrated learning, fieldwork and complex research programs. These capabilities strengthen our ability to identify heightened geopolitical, security and exploitation-related risks prior to travel and to implement safeguards where modern slavery vulnerabilities may be more acute.

The service also offers 24/7 medical, security and crisis assistance, alongside alerts for emerging incidents occurring near travellers such as civil unrest, armed conflict or other high-risk events. This visibility and support network is particularly important from a modern-slavery perspective, as staff and students travelling abroad may be exposed to deceptive recruitment, coercive labour expectations, or unsafe working conditions when operating in settings where oversight and regulatory control is limited and local support networks may be weaker. By embedding these capabilities into our travel processes, Murdoch University has strengthened its ability to recognise, monitor and respond to modern slavery related risks linked to international mobility, ensuring that members of our community are supported and protected throughout their travel.

Recognising Student Contributions

Throughout the reporting year, members of the Modern Slavery Advisory Group contributed to focus groups supporting the co design of a Student Voice Guideline aimed at ensuring fair and consistent ways of engaging and remunerating students who participate in University-led initiatives. By strengthening how we recognise and reward student contributions, this work also supports our broader modern slavery prevention efforts by reducing the risk of unintentional or perceived exploitation and reinforcing safe and equitable conditions for all students involved.



Murdoch University remains deeply committed to understanding, managing, and reducing modern slavery risks across our operations and supply chains. Over the past year, we have continued to strengthen our internal capability, respond to emerging risks and build greater awareness of modern slavery amongst our community.

While we are encouraged by the progress made, we recognise that effectively addressing modern slavery requires sustained focus and ongoing improvement.

In the year ahead, we will continue to collaborate closely with key external partners, including the AUPN, and further embed initiatives that uplift awareness, strengthen our governance approach and minimise the risk of exploitative or unfair practices occurring within our supply chains.

Supplier Code of Conduct

Our work to develop a Supplier Code of Conduct progressed significantly during 2025. A final draft was completed and broadly tested across the University and with a range of suppliers, with feedback indicating strong support for the direction, robustness and practicality of the Code. Although implementation did not occur in 2025, this consultation process has strengthened the final product and ensured that the Code reflects both sector expectations and our own organisational priorities.

We remain committed to establishing a clear and robust Supplier Code of Conduct, and 2026 will see the Code formally approved and implemented throughout our supplier management practices.

Tendering Activities

Throughout 2026, the University anticipates undertaking several high-value sourcing activities in sectors known to present heightened modern slavery risks. With this level of awareness front of mind, our procurement planning will ensure that modern slavery risk mitigation remains central to our approach. This includes applying deeper levels of supplier assurance, seeking independent verification where appropriate, and continuing to leverage our sector partnerships and specialist industry bodies.

As an example of this work, we intend to conduct pricing sustainability assessments for our cleaning services procurement activity, leveraging independent and robust industry benchmarks developed by the Cleaning Accountability Framework (CAF). This approach will help to ensure that labour conditions within this high-risk service are transparent, fair and free from exploitation.

This strengthened approach will enable us to identify, assess, and mitigate modern slavery risks with greater precision, further reinforcing our commitment to responsible procurement and continuous improvement across our operations and supply base.



Student Voice Guideline

In 2026, we will finalise and formally launch the Student Voice Guideline, ensuring that student participation in University-led initiatives is recognised through transparent, fair and consistent practices. By embedding this framework into our operations, we will continue to strengthen safeguards that prevent unintentional or perceived exploitation, while supporting a more equitable and respectful environment for all students.

AUPN Collaboration

As we look ahead to 2026, we remain committed to deepening our collaboration with the AUPN. Their growing body of initiatives focused on strengthening human rights transparency and improving the management of modern slavery risks continues to align closely with our own priorities.

By working alongside the AUPN, we aim to draw on collective expertise, shared insights and coordinated action to help drive meaningful, sector-wide improvement. Our involvement in these initiatives not only supports responsible supply chain practices across the higher-education community but also contributes to a safer, more ethical environment for our staff and students.

We see our continued partnership with the AUPN as a key enabler of progress, helping to advance our shared commitment to combating modern slavery and fostering ethical, values-based practices within the sector.



Index

The following list outlines where information related to each mandatory reporting criteria in the *Modern Slavery Act 2018* (Cth) can be located within our statement.

Criteria	Reference
Identity of reporting entity	Section 1
Description of structure, operations and supply chains	Section 2 & 3
Description of identified modern slavery risks	Section 3
Descriptions of actions taken to assess and address modern slavery risks	Section 3 & 4
Description of how the reporting entity has measured the effectiveness of those actions	Throughout
Description of the process of consultation with owned or controlled entities	Section 1
Other relevant information	Throughout



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