

MISSION
AUSTRALIA | together
we stand

Modern Slavery Statement

for the year ended
30 June 2022



A message from our CEO

I am proud to provide Mission Australia's third Modern Slavery Statement.

Mission Australia is firmly committed to playing our part in helping to end modern slavery, by proactively identifying and addressing modern slavery risks in our operations and supply chain.

We are a values-driven organisation and integrity in our operations is at the heart of what we do – as is a deep respect for all people whose lives we touch.

This includes all those we engage with directly and indirectly through procurement to deliver our 465 services and programs across Australia which support almost 150,000 people each year. **In achieving our founding purpose of meeting human need, we prioritise doing everything we can to ensure our operations and service provision do not come at a human cost.**

I am pleased to report that we are yet to identify any specific instances of modern slavery harm in our operations. However, we know that the Modern Slavery Act 2018 requires a journey of constant improvement, and we continue to closely assess our supply chain and pinpoint areas of risk.

We continue to roll out our Modern Slavery Roadmap and have made good progress deploying the findings of a procurement strategy review and keeping staff informed through our dedicated Modern Slavery intranet page. To identify high risk priority sectors, we have had a strong focus on supplier management. By collaborating with a Not For Profit Consortium,

for the first time, we surveyed our suppliers in high risk categories. The survey responses are providing Mission Australia with greater confidence that these suppliers are acutely aware of Modern Slavery risks in their supply chain and have taken clear actions to mitigate these risks.

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 does 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.



Sharon Callister

Sharon Callister
Chief Executive Officer

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.

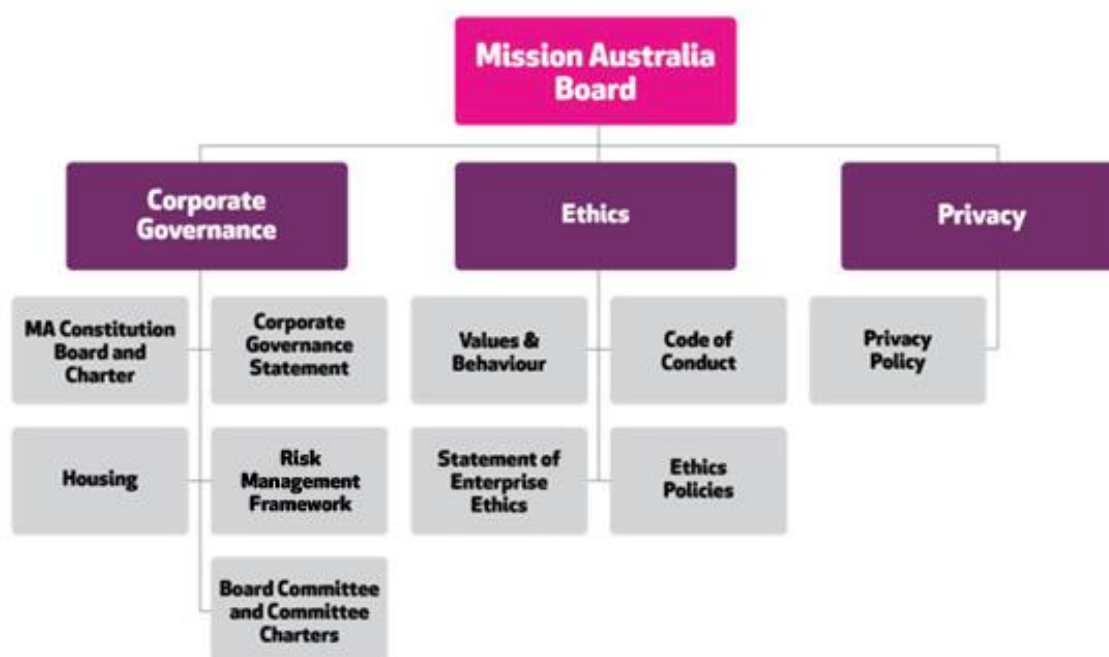


Corporate governance framework

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.

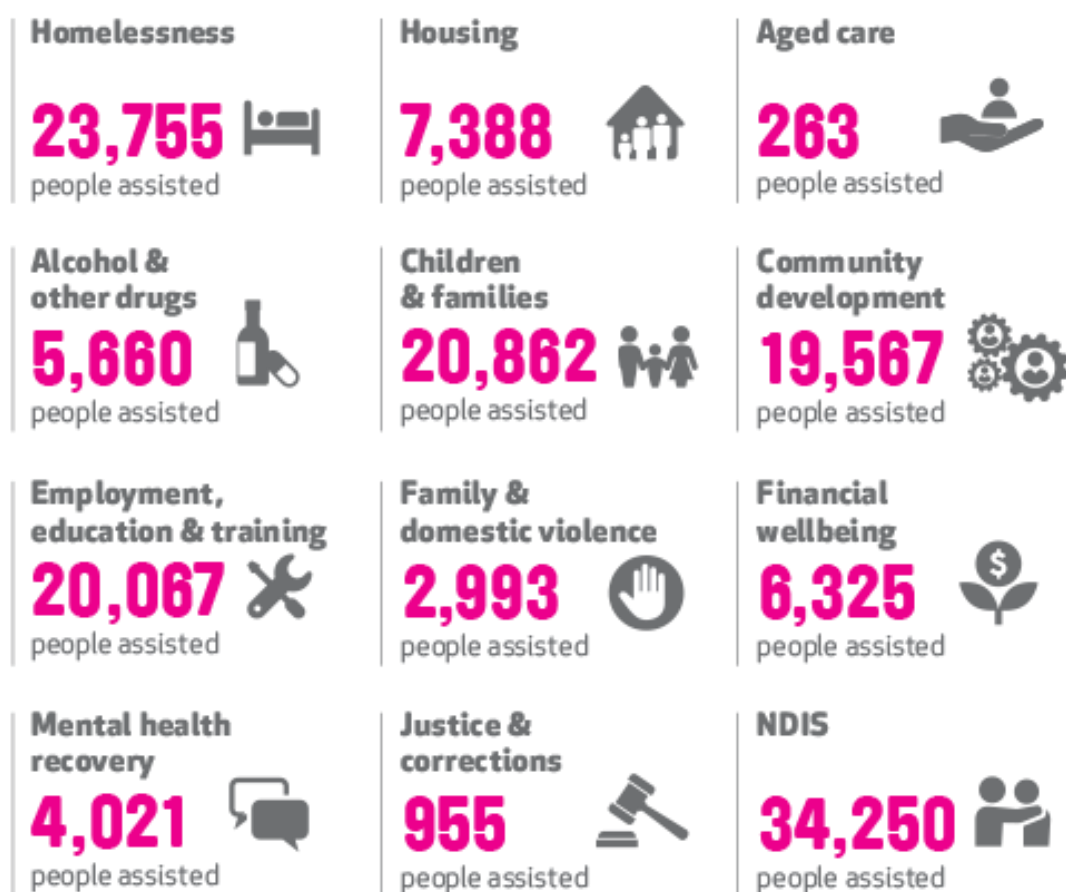
Our operations

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 2021-22 period, Mission Australia supported 147,913 Australians on their journey towards independence.

2022 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 2,282 employees, with 65% employed full time, Mission Australia is supported by more than 700 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,

Property and Facilities Management 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.

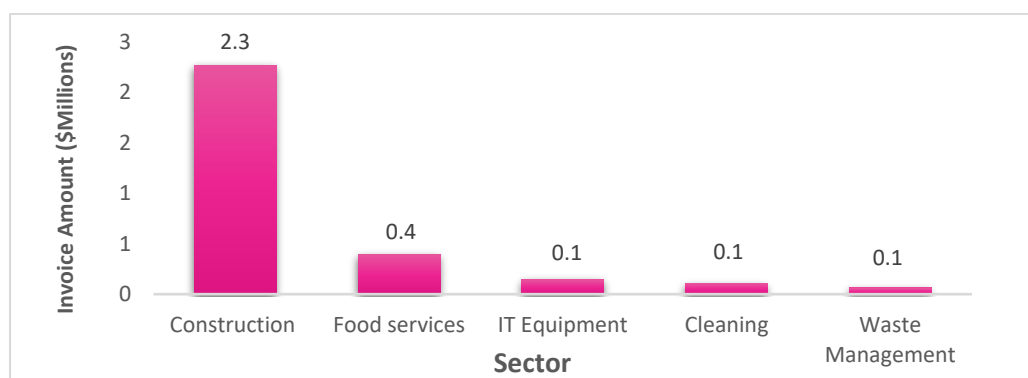
Supply Chain Risks

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 a previous reporting period (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 (construction, IT & electronics, food services, manufacturing, cleaning and waste management) and allowed Mission Australia to classify individual suppliers identified as higher risk suppliers.

Further review of this assessment was performed during the reporting period resulting in 86 active suppliers being identified as operating in a high-risk geographical or industry sectors. All of the 86 suppliers were operating within Australia, so the identification was based upon their exposure to high risk industry sectors. The sectors of risk have not changed from Mission Australia's previous assessment in 2020. Further review including supplier assessment questionnaires (SAQ) were developed to better understand how they are managing their risks associated with modern slavery. Detailed review of the SAQ feedback will perform part of the 2023 Modern Slavery Roadmap.

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 Modern Slavery Project was initially established to provide governance, frameworks, and direction in the implementation of activities to mitigate modern slavery risks within our operations and supply chain. As part of the initial project, a Steering Committee was established to oversee the Project, consisting of our Chief Financial Officer, General Counsel and General Manager Risk Management. Following the completion of the formal Modern Slavery Project phase, a permanent Modern Slavery Working Group was established during 2022 to continue to oversee and implement the activities outlined in the Mission Australia *Modern Slavery Roadmap*, which is based upon the developed Modern Slavery Ambition Statement.

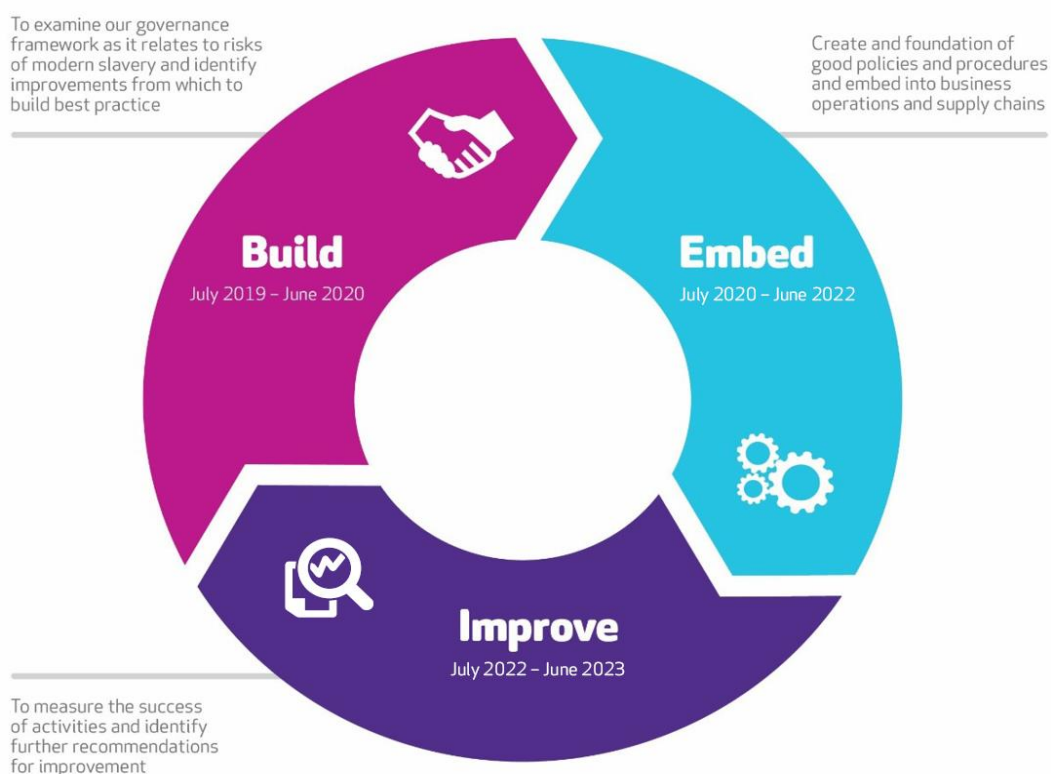
The *Modern Slavery Roadmap* outlines the planned activities and actions to be undertaken to promote and safeguard the lawful and socially responsible engagement of human labour in our business operations and supply chains.

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 2022, activities have continued to be undertaken in line with the roadmap, to address the risks of modern slavery practices within our operation and supply chain. These are detailed below:

Governance

- Maintained a **Modern Slavery Risk Assessment** to understand potential areas of risks regarding modern slavery within our operations and supply chain. The risk assessment will continue to be reviewed on an ongoing basis by the Modern Slavery working group and updated to reflect risk ratings based on implementation of controls through the Modern Slavery Roadmap and analysis and consultation being undertaken with MA's high-risk suppliers.
- Maintained a Working Group to continue to provide governance and lead the development and implementation of activities to mitigate modern slavery risks. The working group consists of members from Senior Leadership, Procurement, Property, Information Technology and Risk Management and meets on regular basis to monitor the progress of the Modern Slavery Roadmap and Statements and provide a forum for consultation of developments with modern slavery and human rights.

- 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. Mission Australia expects its suppliers to comply with the Supplier Code of Conduct and a requirement to comply will be inserted into major procurement contracts, subcontracts and procurement tender documentation.
- Deployed the findings of a Procurement Strategy Review which commenced with a review of the Procurement Framework and updating all related policies, procedures and documents. The Procurement Framework will lead to the increased centralisation of certain categories and improved enabling of decentralised categories. Completing the findings of the Procurement Strategy Review will be completed over the next 12-18 months.

Operations

- Relunched 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. The relaunch was communicated to all staff.
- The **Modern Slavery intranet page** was also broadened to include a Simple Modern Slavery Guide and clear actions on what staff can take should they suspect Modern Slavery.
- Maintenance of internal communication channels to enable staff queries and responses.

Supplier Management

- Updated the **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 high risk priority sectors and monitor suppliers that form part of these sectors. The update reflected active suppliers which included suppliers where there was a minimum transaction threshold over the last two reporting years.
- Following the joining of a Not For Profit ('NFP') Consortium in 2021 Mission Australia was able to collaborate in preparing a standard Supplier Assessment Questionnaire the results of which are shared amongst the NFP members.
- Through the NFP Consortium Mission Australia were able to send a targeted Supplier Assessment Questionnaire to 86 of our suppliers that operate in high risk categories.
- Results were provided by 39 of the 86 suppliers. Initial review of the individual responses indicated a high level of awareness of Modern Slavery risks in their supply chain and steps that have been undertaken to mitigate these risks. Full review of all responses will be completed during the next reporting year.
- Mission Australia will continue to follow up with the remaining suppliers and make assessments about reducing our exposure accordingly.

- 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.

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.

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 Procurement Governance Framework. This commitment was reliant on the

restructuring of Mission Australia's Procurement function and the development of a new team which was completed in May 2022. This commitment remains open and ongoing and is 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 2023 reporting period will include:



As noted above, 2023 will also include matters that were not completed as expected during the current reporting year. These include:

- Completion of the Procurement Governance Framework including Policy & Procedure overhaul and the communication of changes to staff through awareness sessions.

- Completion of the review of the SAQ responses received from suppliers in high risk sectors. The outcome of this review will also guide us to whether there are opportunities to consolidate and reduce suppliers where responses have not been sufficient. Any changes in business rules and controls for new suppliers will be guided by the Modern Slavery Working Group.

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:

- 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 Business Operations Collaboration Committee.
- Mission Australia's Board Audit and Risk Committee and the Mission Australia Board who have reviewed relevant assessments and key documentation, 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 16 December 2022.



A handwritten signature in black ink, appearing to read 'I Hammond'.

Ian Hammond
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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