



MACQUARIE
University
SYDNEY • AUSTRALIA

Modern Slavery Statement

JANUARY 2024 – DECEMBER 2024

Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which Macquarie University is situated, the Wallumattagal people of the Dharug Nation, whose cultures and customs have nurtured, and continue to nurture, this land since time immemorial. We also acknowledge the Elders, past and present, and pay our respects to them.

We further honour and pay our respects to the spirits of this land and its waterways. We humbly ask that all members of the Macquarie University community are granted the capacity to *wingaru* (think), to learn and to walk safely upon this *ngurra* (this land). The University continues to develop respectful and reciprocal relationships with all First Nations people in Australia and throughout the world.

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1 Introduction

Macquarie University is steadfast in its commitment to respecting and upholding the human rights of our students, staff and the broader community. As we continue our efforts to combat modern slavery, in 2024 we focused on strengthening our policies, strategies and partnerships.

This statement outlines the progress we have made in raising awareness, enhancing risk management practices, and collaborating with key stakeholders to address modern slavery risks across our operations and supply chains.

We remain committed to fostering a culture of responsibility, transparency and respect for human rights throughout the University.

This commitment is reflected in every aspect of our operations, from teaching and research to procurement and student wellbeing. We recognise that modern slavery is a pervasive global issue that requires collective action, and as a leading educational and research institution, we are determined to be part of the solution by creating a safer and more inclusive environment for all.

We continue to enhance our partnerships with industry, government and civil society organisations to ensure we are aligned with best practices and meet our legal obligations.

In 2024 we focused on expanding our awareness programs, improving our due diligence processes, and working more closely with suppliers to reduce modern slavery risks within our supply chains.

Macquarie University's commitment goes beyond compliance; we are dedicated to making a tangible impact in the fight against modern slavery. By building on the progress made in previous years, we are committed to ensuring that modern slavery has no place within our University or the wider community. We are resolute in our efforts to uphold the dignity and human rights of all people, and through continued collaboration, research and action, we will continue to lead in this global effort.



Professor S Bruce Downton MD
VICE-CHANCELLOR AND PRESIDENT

12 June 2025
Date



2 Macquarie University Group

AT A GLANCE

Macquarie University was formally established in 1964 by the *Macquarie University Act 1964* (NSW). Our Wallumattagal Campus is situated on 126 hectares of parkland in the Connect Macquarie Park Innovation District. Our four faculties – the Faculty of Arts; the Faculty of Medicine, Health and Human Sciences; the Faculty of Science and Engineering; and the Macquarie Business School – offer an extensive range of undergraduate and postgraduate degrees, and research programs. We also operate a private, not-for-profit teaching hospital on campus, along with several controlled entities. The following entities are also included in this statement. In this statement, ‘the Group’ refers to facilities, portfolios and entities of the University.

ACCESS MACQUARIE LIMITED (ACCESSMQ)

AccessMQ is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal business is to further the University’s mission by promoting and pursuing the practical application of the University’s research, scholarly and outreach activity to industry or the wider community, principally through the commercialisation of research and teaching.

MACQUARIE UNIVERSITY SERVICES LIMITED

Macquarie University Services (formerly MGSML Limited) is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal activity is to operate the hospitality facilities that support the mission of the University.

MQ HEALTH PTY LIMITED

MQ Health is a not-for-profit company limited by shares and wholly owned by the University. Its objectives are to provide clinical services that are patient-centred, high-quality, evidence-based and efficient. MQ Health provides clinical placements for medical and allied health students, as well as junior doctors undergoing their postgraduate clinical training. It supports medical research with Macquarie University and other high-quality affiliated medical and research institutions.

MACQUARIE UNIVERSITY HONG KONG FOUNDATION LIMITED

Macquarie University Hong Kong Foundation is a not-for-profit public company limited by guarantee and wholly owned by the University. Its principal activities are to advance, promote and develop higher education. It focuses on the advancement of education and exchange of knowledge between the University, Hong Kong and China – and provides mobility scholarships and support for students, researchers and academics.

U@MQ LTD

U@MQ is a not-for-profit public company limited by guarantee and wholly owned by the University. Its objective is to provide facilities for members of the University community, including staff and students, which complement and support the University’s academic activities. Services include sporting and recreational facilities; accommodation, food, beverage and retail services; and the provision of childcare.

Macquarie University
is a university of
service, engagement
and empowerment.





Performance overview

SUPPORTING STRATEGIC GROWTH AND SERVICE DELIVERY

\$125 million

in scholarships and grants to students

90%

student success rate across all cohorts

\$111 million

cash flows provided by operating activities

1845

graduate research students*

\$185 million

in research income and block grants

687

Macquarie University College students

\$4129 million

total assets

11,067

international students from 115 countries

\$1326 million

revenue

33,667

domestic students

*Graduate researcher enrolments include the Bachelor of Philosophy as the first year of the two-year research training pathway.

About Macquarie University

OUR VALUES

As the current custodians of Macquarie University and all that it stands for, we deeply value and commit to:

COLLECTIVE AMBITION

We harness the diversity of individual talent and the power of the collective to excel in everything we do, creating positive impact.

PURPOSEFUL COLLABORATION

We are results focused and actively collaborate to achieve our shared mission and our mutual objectives. We thrive on the open exchange of ideas, sharing expertise and resources within and far beyond the University.

BOLD INNOVATION

We are courageous in our pursuit of groundbreaking ideas and transformative solutions. We go beyond the ordinary through creative enquiry and unceasing curiosity.

GENUINE CARE

We demonstrate care, empathy and concern for the wellbeing of individuals across our community and act with integrity and inclusion to foster the reputation and success of the University.

Bringing students
and staff together in
a hub of discovery.



\$133.9 million
in competitive external funding
– the 8th consecutive year
of increased research income
(unaudited 2024 figure)



More than 40,000

work placements or community experiences
through our professional experience initiatives



Ranked #133 in the world
(QS World University Rankings, 2025)



More than 300

industry partners on campus or in the adjacent
high-tech precinct, providing access
to internship and job opportunities



\$1 billion+
invested to create a collaborative campus
with world-class facilities and infrastructure



Only university in Australia

with its own metro station



#1 in Sydney
in 11 subjects
across 11 categories
(QILT surveys 2021 – 2023
and most recent ATO data)



**8597 graduates realised
their potential**

with sought-after degrees in 2024



44,734
students from
115 countries



190+ partner universities

for student exchange in over 50 countries



**Heart of Sydney's
fastest-growing business region**

only 15 kilometres from the Sydney CBD



**Australia's first fully integrated
health precinct**

centred around our on-campus hospital



Ranked in the top 25
universities globally
and in the top 30 in 4 UN
Sustainable Development Goals

(Times Higher Education Impact Rankings, 2024)



Ranked in the top 50

globally for three subjects
and in the top 100 for six

(QS World University Rankings by Subject, 2024)



**More than 4000
partner organisations**

across Australia and around the world,
providing access to industry contacts that
help develop valuable employability skills



238,928

alumni in our international community
from 150 countries



3 Our governance structure

AS IT RELATES TO MODERN SLAVERY OBLIGATIONS

Macquarie University operates under the *Macquarie University Act 1989* (NSW) (the Act). The Act, under Part 2 of Section 6(1), states: “The object of the University is the promotion, within the limits of the University’s resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.”

The University Council is the governing body of the University. According to Part 4 of the Act, the Council “may act in all matters concerning the University in such manner as appears to the Council to be best calculated to promote the object and interests of the University”. The Council is empowered to establish by-laws and rules governing the management of the University.

The Act also establishes the Academic Senate, which is the principal academic body of the University, and designates the Vice-Chancellor as the principal executive officer. The Office of the General Counsel maintains standard agreements and templates for common transactions. It also reviews and provides advice on deviations from standard agreements and on non-standard contracts, instruments and dealings.

Governance and Compliance Services oversees the University’s compliance management framework and **Policy Central**, the online authoritative source for rules, policies, procedures, guidelines and related documents. Compliance is a shared responsibility across the Group to ensure that operational activities align with relevant laws and regulations.

Targeted consultation is undertaken to determine policy relevance across the University, its entities and various portfolios.

Unless otherwise stated, the data in this report covers the University Group. Figure 1 shows the governance arrangements established to identify and address modern slavery risks.

Figure 1: Macquarie’s governance arrangements to identify and address modern slavery risks

Vice-President, Finance and Resources

Sponsors the development of a framework that identifies and addresses modern slavery risks across the University

Vice-Chancellor and President

Has overall responsibility for academic, research, administrative, financial and development strategies at the University

Macquarie University Council

Has reserved powers to approve and monitor systems of control and accountability for the University and its controlled entities

Audit and Risk Committee

Determines whether management has appropriately considered legal and compliance risks, and reviews the effectiveness of the system for monitoring compliance with applicable laws and regulations, and associated government policies

Strategic Procurement

Identifies and manages risks and vulnerabilities in the University’s supply chains, and ensures that the University’s procurement processes support and encourage positive change in the conduct of suppliers and market practices

Office of the General Counsel

Provides advice on the University’s modern slavery reporting and compliance obligations under the *Modern Slavery Act 2018* – including developing and approving legal templates, contracts and agreements – and oversees the University’s compliance. Monitors, as part of that oversight, an inbox, the details of which are provided to other parties to contracts to notify of any alleged or suspected exploitative conduct

Governance and Compliance Services

Oversees, guides and coordinates the development review and approval of the University’s policies, including the *Modern Slavery Policy*. Oversees, guides and coordinates the University’s compliance management framework, including compliance with the *Modern Slavery Act 2018*.

4 Assessing modern slavery risks and practices

IN OUR OPERATIONS AND SUPPLY CHAINS

Macquarie University continues its commitment to upholding human rights and promoting a safe, respectful environment across all areas of its operations, including its workforce, student programs, partnerships and procurement activities.

In keeping with the United Nations Guiding Principles on Business and Human Rights, we focused our efforts on areas where we had the greatest capacity to act, influence and drive meaningful change.

In 2024, we introduced new tools and analytical capabilities that enabled deeper insight into supplier practices and procurement patterns. This allowed us to uncover areas of vulnerability within our supply chain and apply targeted interventions where risk was highest. These insights not only supported compliance but empowered informed decision-making and long-term, values-based partnerships.

A key element of our approach was ensuring ethical standards were upheld across all supplier relationships. We built stronger frameworks for evaluating vendors, enhanced internal processes to flag higher-risk activities, and increased guidance to ensure staff and suppliers understood their responsibilities. These efforts were supported by a governance role focused on monitoring contractual safeguards and maintaining oversight across supplier interactions. By refining our strategies and investing in education and oversight, we worked to ensure our operations reflected our commitment to fairness and transparency.

To continue driving improvement, we strengthened our collaboration with sector partners and continued to embed awareness initiatives throughout the University. Whether through student programs, procurement reform or policy updates, we remained committed to creating a culture where modern slavery risks were understood, prevented, and addressed with purpose.

Detailed actions and supporting information on how we managed modern slavery risks are outlined throughout the various sections of this Modern Slavery Statement.

At our core, we stand for a future free from modern slavery, shaped by what we teach, how we operate, and who we empower.

Sphere of concern

- Global modern slavery risks
- Global economic factors (emerging risks due to climate change, economic crisis and displacement)
- Global supply chain
- Student employment conditions
- Housing crisis leading to vulnerability to exploitative work and bondage
- Lack of general awareness about modern slavery risks

Sphere of control

- Tier 1 suppliers
- New suppliers
- Contracts
- Templates
- Procurement analytics
- Procurement and purchasing policies and processes
- Staff recruitment
- Training for staff and students
- Reporting tools for staff and students
- Access to student support and services

Sphere of influence

- Tier 2+ suppliers
- Supply chains
- Modern slavery risk assessments in supplier evaluations
- Industry collaboration
- Raising awareness through education and campaigns
- Partnering with student groups
- Engagement with suppliers (supplier support)
- Supporting research on modern slavery risks

Figure 2: Breakdown of Macquarie University and its controlled entities' procurement spend by country of origin (2024)

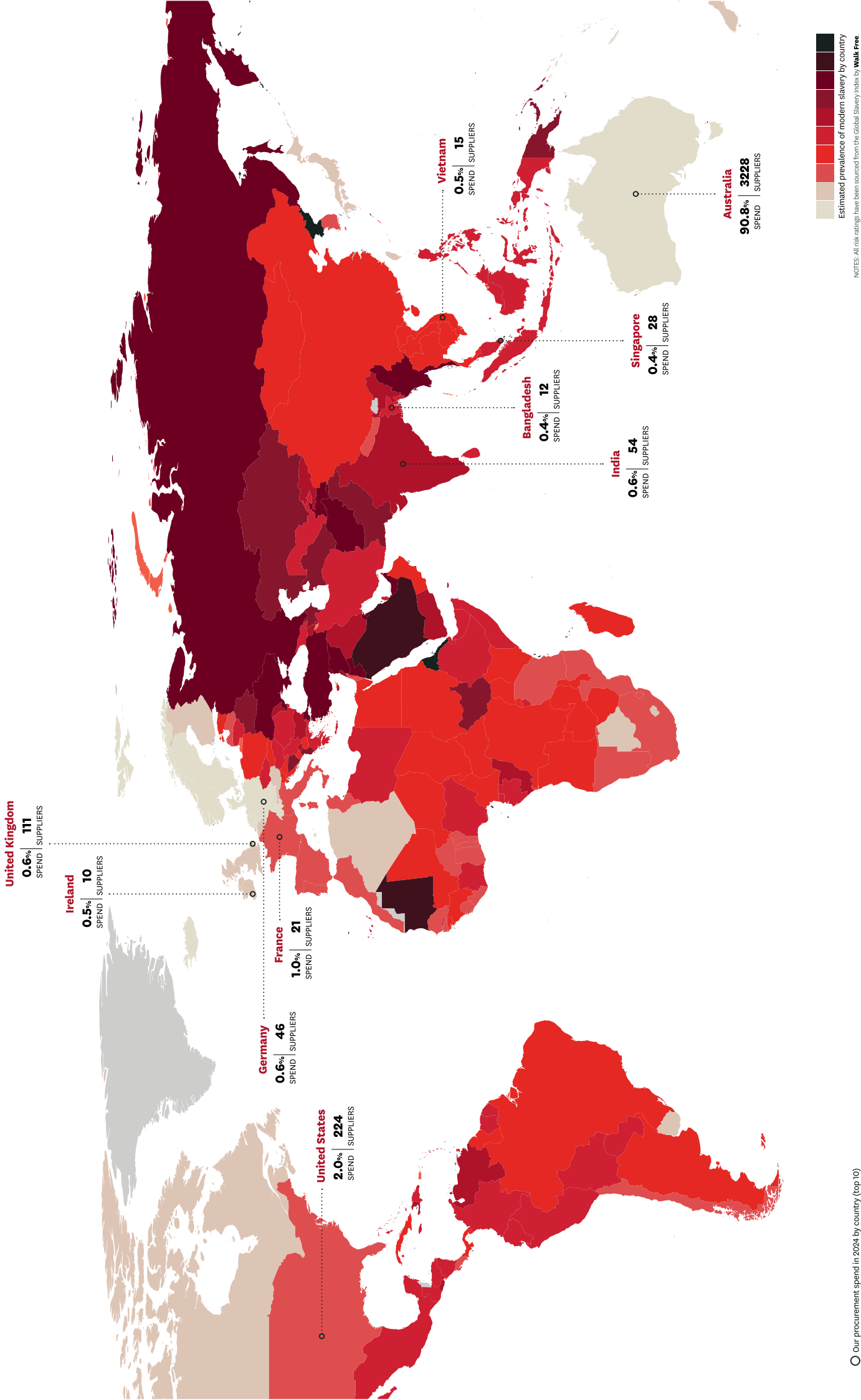


Figure 3: Breakdown of Macquarie University and its controlled entities' 2024 procurement spend by the Australasian Universities Procurement Network categories

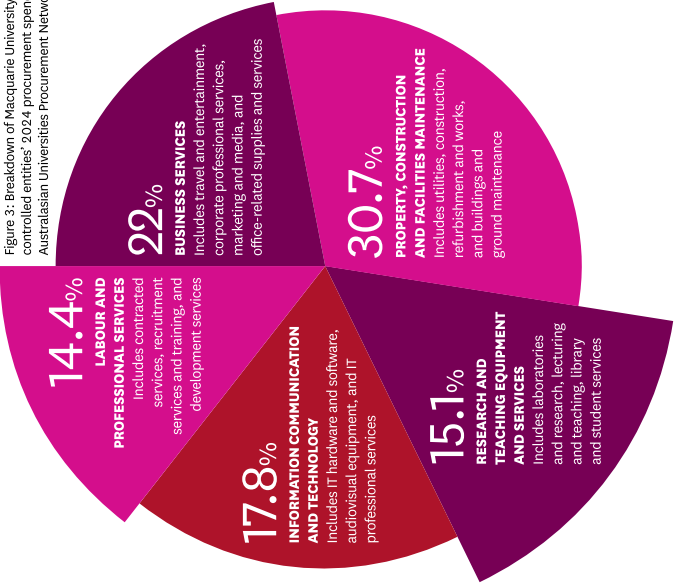
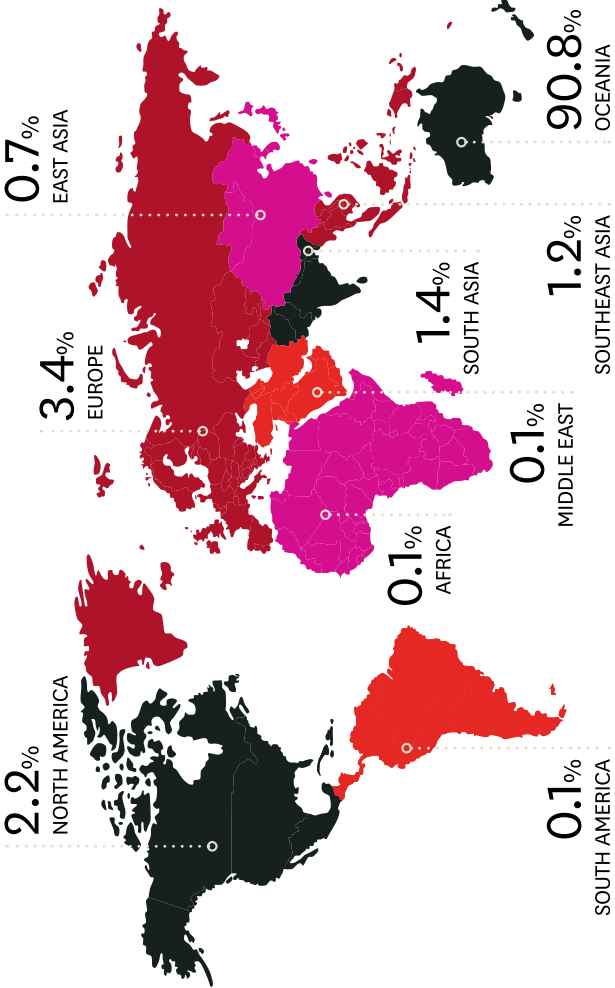


Figure 4: Macquarie University and its controlled entities' supplier portfolio, nationally and internationally



Figure 5: Macquarie University and its controlled entities' supplier portfolio spend breakdown by region of origin



5 Actions taken to address identified risks



MODERN SLAVERY THINK TANK

A network shaping modern slavery policy and legislation, uniting students, staff, industry and government to tackle modern slavery risks



ANTI-SLAVERY DASHBOARD AND PROCUREMENT ANALYTICS SOFTWARE

Through the Australasian Universities Procurement Network (AUPN), these tools enable universities to collaborate to identify high-risk suppliers and strengthen supply chain due diligence.



GUIDE TO LIFE RESOURCE

A comprehensive guide supporting students, with 40 international students employed to enhance recruitment and engagement



THE CARE SYSTEM

The CARE system offers confidential modern slavery reporting, allowing students to seek wellbeing support and referrals.



Figure 6: International agent network by region
(Data source: studylink as at December 2024)

ADDRESSING STUDENT-RELATED RISKS

STUDENT WELLBEING AND SAFETY

At Macquarie University, the safety and wellbeing of our students is our highest priority. We focus on increasing awareness of modern slavery risks among our student body. Through various engagement initiatives and programs, we provide students with the knowledge and understanding necessary to recognise the signs of modern slavery risks. By equipping students with this vital information, we not only help prevent modern slavery but also nurture a culture of responsibility and support within our University community. The following section details the grievance and reporting options available to students.

OUR REPORTING TOOLS AND WELLBEING SUPPORT

Throughout the year, we continued to be focused on increasing awareness of modern slavery among both students and staff. We further enhanced staff training programs and launched an awareness program for students. These efforts are designed to ensure ongoing awareness within the University community, enabling students to proactively understand modern slavery and develop the skills necessary to identify and address related risks.

The responses to modern slavery initiatives have evolved significantly, with notable progress in leadership, monitoring and grievance mechanisms. Over the past sessions, information-sharing efforts have expanded through international student newsletters, onboarding materials and digital signage. Modern slavery awareness has been incorporated into student-facing materials such as the student diary, international welcome packs and webpages. While engagement with external organisations like the Red Cross and Anti-Slavery Australia is ongoing, some initiatives, including training programs and a student ambassador program, are still under development. Additionally, the introduction of student publications and peer-to-peer learning models is scheduled for Q3 2025.

The delivery of modern slavery awareness training for student group executives is still awaiting implementation from Red Cross Work Right Hub modules, and the induction process for student group executives will be finalised once this module is active and will be incorporated into policy changes for student groups.

A significant achievement in this area for student leaders is the successful integration of a risk assessment clause into student group event requests. The effectiveness of this risk assessment approach will be reviewed through feedback from affiliated groups to ensure it remains relevant and practical. In 2024, modern slavery awareness and ethical principles were successfully embedded into Macquarie University's external sponsorship process, ensuring that all partnerships align with our commitment to modern slavery awareness.

Encouraging student publications to feature articles on modern slavery is a priority for 2025 and we are working with the student publication *Grapeshot* to encourage awareness-raising.

The CARE reporting system includes several different avenues to report modern slavery easily and confidentially. Specifically, students can submit a CARE form and select 'modern slavery' if they are seeking wellbeing support and referrals to additional support.

Looking ahead to Session 2, 2025, ensuring the completion of Red Cross training will be crucial for onboarding student group executives. The integration of modern slavery awareness into student group policies will be monitored closely once the training modules are in place.

The University is committed to ensuring that students have access to healthy, nutritious food options. We continue to offer simple breakfasts daily and provide free food through student group activations or events most weeks. In partnership with the campus food and beverage providers, we also offer discounts on on-campus meals, such as \$5 soup deals, breakfast options and healthy lunch choices. Additionally, we manage and distribute donations to provide free or highly subsidised food options.

Through the work of the University Housing Taskforce, we have developed an **online resource** to help students understand and navigate the housing market in Sydney. This resource provides in-person support for students at risk and includes guidance on identifying and reporting exploitation. Students can access wellbeing support through **Student Wellbeing** and report concerns about their safety and wellbeing via the **Student Care and Reporting Network**. Furthermore, the University's **Respect. Now. Always. (RNA)** project is dedicated to fostering a safe campus community by enhancing our prevention and response strategies for sexual assault, sexual harassment and other forms of inappropriate or unwanted behaviour.

The **Student Care and Reporting Network** is available to all students, staff, partners and community members, allowing individuals to report issues and seek support, including concerns related to modern slavery and student exploitation.

The **Public Interest Disclosure Policy** provides an internal system for receiving, assessing, and addressing reports of suspected wrongdoing. The University's **complaints and misconduct reporting portal** offers pathways for staff, students and community members to report complaints, including incidents of threatening behaviour. Additionally, a dedicated **online risk and safety reporting** system enables individuals to directly contact workplace health and safety and risk teams about perceived hazards or threats. Information on **external support services** is also made available. Free, confidential medical and counselling services are offered to students, and

interpreters are provided at no cost if students require assistance in a language other than English. The Student Wellbeing team is available to help students access these external support services.

Our **Student Code of Conduct** sets out the expected behaviour for students and prohibits certain actions. It applies to all students, and violations may result in disciplinary action.

All reports are thoroughly reviewed by Student Wellbeing and other relevant stakeholders. We are committed to ensuring due diligence in addressing and resolving these matters appropriately.

GRADUATE FUTURES

The Graduate Futures Unit within the Office of the Pro Vice-Chancellor (Education), Deputy Vice-Chancellor (Academic) Portfolio, is responsible for stewarding the University's approach to experiential education, enterprise and employability, which includes career and leadership development, global education and exchange, lifelong learning and work integrated learning.

STUDENT AND GRADUATE EMPLOYMENT

CAREER AND LEADERSHIP DEVELOPMENT

The Macquarie Student Employment Service provides support to students in preparing for and undertaking job search, including appointments, group sessions, AI powered tools, online learning resources and a jobs board (powered by CareerHub). Rates of pay may vary depending on the role, but hourly rates and other conditions must comply with applicable employment laws (including enterprise agreement, award or national employment standard in the individual circumstances). When the University employs a student, the student-employee is provided with information outlining their employment standards.

GLOBAL EDUCATION AND EXCHANGE

Partners for our student exchange and mobility programs are selected carefully with input from our in-country representatives. Before finalising formal agreements, we conduct thorough due diligence, including risk assessments and a business justification. To ensure compliance with legislative requirements, our agreements include standard clauses that both the University and our partners must adhere to, such as:

- defining exploitation
- committing both parties to act against exploitation
- requiring parties to notify the other of alleged exploitation
- terminating the agreement should the University be caused to breach its obligations in relation to exploitation.

Students participating in global education and exchange undergo mandatory pre-departure training including safety, wellbeing and regulatory materials.

INTERNATIONAL STUDENT RECRUITMENT

As part of our comprehensive onboarding practices for international students, we equip them with essential information to navigate life and work in Australia. This includes hosting online pre-departure sessions where students receive detailed guidance on their rights while working in the country, along with clarification on their student visa obligations and minimum pay rates. Additionally, we have developed a comprehensive Guide to Life resource to support students throughout their journey.

Recognising the value of student involvement, our Future Students team has employed more than 40 international students in paid positions to actively contribute to recruitment activities and conversion campaigns. This approach provides valuable employment opportunities and serves as a prime example of our commitment to fair and generous enterprise agreements.

To ensure effective communication and the dissemination of updates, a dedicated newsletter is regularly circulated to all offshore and onshore agencies, keeping our agents informed and aligned with our objectives and initiatives.

WORK INTEGRATED LEARNING INCLUDING PACE (PROFESSIONAL AND COMMUNITY ENGAGEMENT)

The University recognises that students can be vulnerable to risks and exploitation, including those associated with modern slavery practices and equitable participation in the labour market. We ensure that students have access to information and support regarding their participation in the workforce and their employment rights in Australia.

For work integrated learning (WIL), the University follows policies and processes to:

- approve and manage quality WIL experiences for students in line with academic outcomes
- endorse opportunities only if they are linked to academic outcomes and compliant with the provisions of the *Fair Work Act 2009* (Cth) (for example, the definitional requirements of a 'vocational placement' where the student is unpaid)
- approve, review and quality assure industry and employer partners for all WIL activities.

ADDRESSING RESEARCH RISKS

INTERNATIONAL RESEARCH COLLABORATION

Macquarie University maintains a Countering Foreign Interference Community of Practice, comprising dedicated University staff engaged in international relations and arrangements. Throughout 2024, the group convened to facilitate knowledge exchange and collaboration with a focus on changing export control legislation in Australia.

Macquarie University implemented new Counter Foreign Interference Due Diligence Advice in 2024 to ensure transparent and procedurally fair approaches to international collaboration due diligence. The University's Research Risk Review Procedure is able to identify and manage modern slavery concerns that arise in a research context. The Deputy Vice-Chancellor (Research) is empowered to modify or suspend research projects or collaborations that may have identified modern slavery concerns via this procedure.

MODERN SLAVERY RESEARCH PROJECTS AND PAPERS

Researchers from the Macquarie Business School continue to actively contribute to the wider debate on modern slavery and influence associated policy and legislation nationally and internationally.

MODERN SLAVERY LEGISLATION

In previous years, researchers from Macquarie University Business School developed research streams focused on the *Modern Slavery Act*, with influential publications that contributed to the establishment and ongoing review of the Act in Australia. As part of Dr Zairul Zainuddin's PhD research, supervised by Professor Dumay, her work titled 'A Critical Reflection of Modern Slavery Disclosure Legislation, Supply Chain Practice, and Reporting' has resulted in three papers currently under review in various academic journals. Dr Zainuddin successfully submitted her PhD in March 2024.

One significant impact of Dr Zairul Zainuddin's PhD research project has been the opportunity to network, collaborate, and engage with a wide range of stakeholders. Notably, before submitting her thesis, Dr Zainuddin and Professor Dumay collaborated on a joint submission to the *Modern Slavery Amendment 2023 (Cth)* in February 2024. This submission, made alongside civil society groups, Be Slavery Free and other organisations, recommended the introduction of a bill to establish a national Anti-Slavery Commissioner. The submission was supported by a collective of civil society groups, labour unions and academics from across Australia. In March 2024, Dr Zainuddin presented her research at the Australasian Business Ethics Network (ABEN) Doctoral Student Lounge, where she led the discussion on the troubling reality of modern slavery, its proximity to our daily lives, and the role of society in addressing and eradicating it. Dr Zainuddin was also invited to be a keynote speaker at the ABEN2024 Annual HDR workshop, which was held at the University of Adelaide in November 2024, and where she shared her PhD journey, focusing on the development of *Australia's Modern Slavery Act* and the responses from various stakeholders regarding its effectiveness.

OTHER RESEARCH

Building on the success of **The Chocolate Scorecard**, Professor Dumay is also collaborating with **Coffee Watch** to develop a **Coffee Scorecard**. Coffee Watch is a nonprofit watchdog organisation dedicated to the proposition that we should make the world a better place with each cup of coffee. At the heart of Coffee Watch's activities is the desire to eliminate modern slavery from the coffee supply chain. When it comes to people, Coffee Watch believes that the production and consumption of coffee can shift from destructive exploitation to positive resilience. The Coffee Watch academic research collaboration is currently undergoing the required ethics approvals and will launch as soon as it receives ethics clearance.

OTHER PUBLICATIONS RELATED TO MODERN SLAVERY RESEARCH
Dumay, J. (2024). **Is eliminating poverty sustainable?** In A. Venturelli & C. Mio (Eds.), *The Routledge Handbook of Accounting for the Sustainable Development Goals* (pp. 572–589). Routledge.

Michelson, G., & Wray-Bliss, E. (2024). **Overcoming evil with good: The role of NGOs in combating modern slavery.** In M. Krambia Kapardis, C. Clark, A. Warria, & M. Dion (Eds.), *The Palgrave Handbook on Modern Slavery* (pp. 663–677). Palgrave Macmillan.

Searcy, C., Michelson, G., Castka, P., & Zhao, X. (2024, July 18). **How auditor working conditions limit supply chain transparency.** *MIT Sloan Management Review*, 1–4.

Perkiss, S., Bernardi, C., & Dumay, J. (2024, March 20). **Each Easter we spend about US\$62 a head on chocolates, but the cost of buying unsustainable products can be far greater.** *The Conversation*.

Bernardi, C., Dumay, J., & Perkiss, S. (2024, March 29). **How the biggest chocolate makers and sellers in the UK fare on sustainability.** *The Conversation*.

MODERN SLAVERY THINK TANK

The Modern Slavery Think Tank established by Macquarie Business School in 2023 continues to deliver positive contribution to policy, legislation, practice and research. This forum brings together chief financial officers, chief procurement officers, students, academics, NGO representatives, professional service companies and government officials to work together on addressing modern slavery risks in academia and other sectors.

MODERN SLAVERY THINK TANK EVENTS – 2024 HIGHLIGHTS

20 March 2024

Worldwide media launch of The Chocolate Scorecard

The event was attended by more than 50 people, including the Australian Human Rights Commissioner. The 5th Edition Chocolate Scorecard was launched by Fuzz Kitto and Carolyn Kitto from Be Slavery Free.

6 August 2024

Tracing Modern Slavery Beyond Tier 1

This edition of the MQBS Modern Slavery Think Tank explored the legal, moral and practical issues related to understanding supply chain traceability.

9–10 December 2024

Meditari Accountability Journal Conference

Hosted by Macquarie University Business School Modern Slavery Think Tank, the conference had two prominent speakers in the field of human rights:

- Lorraine Finlay presented "Beyond Compliance: Accountability, Human Rights & the Future of Business Responsibility", addressing the evolving expectations on businesses to uphold human rights and build trust beyond regulatory obligations.
- Dr James Cockayne delivered "Who Counts? Accountability and Modern Slavery", examining the role of accounting in identifying and addressing exploitation.

6th Edition Chocolate Scorecard

YOUR CHOICE IS YOUR VOICE. CHOOSE BETTER CHOCOLATE

BETTER FOR PEOPLE, PLANET AND PRIMATES.

We're here to help you to choose better



Modern Slavery Think Tank Events (2024)

ADDRESSING HUMAN CAPITAL RISKS: OUR PEOPLE AND PARTNERS

PROFESSIONAL STAFF AND ACADEMIC RECRUITMENT

In 2024, the University employed just over 3600 individuals, comprising a workforce of professional and academic staff.

The recruitment and employment of staff, including background checks and verification of working rights in Australia is managed by Human Resources. Modern slavery awareness training forms part of a staff member's onboarding at the University. To ensure education and awareness of modern slavery in the workplace, the mandatory training is delivered every two years to all staff members. In 2024, the University reported 2931 staff members completed the training.

Terms and conditions of employment at the University adhere to internal policies and procedures, and legislation. Compliance and mitigation of the risk of engagement in modern slavery practices is covered by enterprise agreements, common law contracts compliant with current legislation, modern awards and the National Employment Standards.

The majority of the staff cohort at the University are covered by the Macquarie University Academic Staff Enterprise Agreement 2023 or the Macquarie University Professional Staff Enterprise Agreement 2023.

Staff employed by MQ Health, most of whom are covered by either the Macquarie University Hospital and NSW/NTA/ANMF Enterprise Agreement 2024 or MQ Health Staff (Support Services) Enterprise Agreement 2023, and staff employed by U@MQ and Macquarie University Services who are not covered under a modern award, refer to the National Employment Standards, which prescribe the minimum standards and regulation of the University's engagement with its staff.

Senior staff employed operate under individual contracts compliant with current legislation. Casual staff are employed under casual employment contracts that regulate their employment.

Licensed and accredited recruitment agencies may be used when the University supplements its workforce with temporary workers to ensure ethical recruitment and hiring practices, and fair remuneration for staff.

AGENT RECRUITMENT AND REVIEW

The **International Education Agent Policy** and its associated procedure govern the University's compliance with relevant legislation in appointing, managing and reviewing international education agents domestically and internationally.

The Future Student International team is responsible for developing the University's international agent management strategy and overseeing relationships with existing and new international education agencies. This includes ensuring compliance with our agent policy framework and relevant legislation.

Thorough background checks are conducted on appointed education recruitment agents. These checks include obtaining two referee reports, verifying training qualifications and company registration, and assessing agency structure and past performance. Agents are required to undergo professional training provided by industry associations before their appointment, such as Professional International Education Resources, International Consultants for Education and Fairs, and Qualified Education Agent Counsellor. This training covers relevant legislation, international standards and a code of ethics. Regardless of an agent's region, compliance is mandated by New South Wales laws, including the *Education Services for Overseas Students Act 2000* (Cth), its regulations, and the National Code of Practice for Providers of Education and Training to Overseas Students 2018.

The Future Students team manages agency agreements and conducts an annual or discretionary review of agent performance and compliance. Subagents cannot be appointed by an agency without explicit written approval from the University. The agreement clearly outlines termination requirements to effectively govern and address any potential misconduct.

CONSULTANTS AND CONTRACTORS

Strategic Procurement in collaboration with Human Resources utilise the ProcureRight Framework and Employment law to determine the correct engagement model for consultants and contractors. As part of the ProcureRight Framework risk assessment, any supplier identified in high-risk categories will incur additional due diligence during the procurement process to ensure modern slavery risks are appropriately managed.



ADDRESSING FINANCIAL, PROCUREMENT AND SUPPLY CHAIN RISKS

FUNDRAISING (PHILANTHROPY)

Macquarie University is committed to seeking funding that supports its academic and student endeavours. The generosity of our donors makes a real impact across the University, changing lives and the world in which we live. Having a clearly defined due diligence policy aims to ensure that philanthropic funding aligns with the University's core values and strategic goals.

Our Philanthropy and Alumni Relations (PAR) Due Diligence policy outlines how PAR Department screens potential gifts or donations, and bequests.

The policy specifies the degree of due diligence investigations carried out for donations of specific monetary amounts, ensuring they are aligned with our core values and strategic goals, and are not associated with any activities which are illegal or of reputational risk to Macquarie University. Under this policy, due diligence involves our internal and/or external investigations into potential risks before signing any gift agreement. The purpose of due diligence research is to:

- ensure, to the best of our knowledge, that the donated funds are not acquired by means of disrepute and where possible, confirm the ethical sources of wealth from potential donors
- identify any reputational risks associated with accepting financial donations from potential donors.

A due diligence report adheres to our Prospect Development Investigation Brief template, but also includes more detailed information about potential risks, and identifies potential reputational risks associated with accepting a donation from the profiled donor.

These risks may include:

- involvement in illegal or unethical activities - real or alleged - including but not limited to terrorism, murder, assault, kidnapping, paedophilia, modern slavery (in accordance with the *Modern Slavery Act*) and property, white-collar and high-tech crimes
- possibility of donated funds originating from illegal or unethical sources
- influence exerted by the donor on our decision-making
- involvement in legal cases as either alleged or convicted parties
- participation in social controversies, such as the over-exploitation of environmental resources
- potential for significant negative media attention
- association with morally or socially controversial industries, such as tobacco
- non-compliance with the **Australia's Foreign Relations Act**, established in 2021, and compliance with the **2021 University Foreign Interference Taskforce Guidelines** on Countering Foreign Interference in the University Sector.

INVESTMENT STRATEGY

Unlike many other Australian universities and institutions, Macquarie University does not maintain an extensive investment portfolio. Our **Investment and Treasury Risk Management Policy** ensures that all financial decisions are based on integrity, ethics and sound stewardship, aiming to secure the University's long-term prosperity. Financial probity is a core principle of our investment strategy.

PROPERTY

We recognise that certain areas of our operations and supply chain may be particularly vulnerable to exploitation, especially in industries where low-skilled labour, subcontracting and migrant workforces are common. The risk is heightened in security, cleaning and landscaping contracts where complex labour arrangements can increase the potential for unethical practices.

To mitigate modern slavery risks, our ProcureRight framework involves pre-qualification checks and requires suppliers to provide compliance evidence. We also ensure that all contracts and tender documents align with relevant legislation and labour standards. Property Services use a standard suite of contracts and agreements that include specific clauses outlining suppliers' obligations under the *Modern Slavery Act* and our expectations for ethical conduct.

We are committed to continuous improvement in identifying, preventing, and addressing modern slavery risks by:

- enhancing due diligence process for new contracts, with focus on high-risk industries
- strengthening supplier audits to ensure compliance with fair wage, workplace safety and ethical employment standards
- improving transparency in subcontracting arrangements
- identifying modern slavery risks and mitigation strategies at the commencement of procurement activities
- inviting guest speaker to further raise awareness of modern slavery and identify actions to be taken within key roles to stakeholders.

Through these actions, we aim to build a more transparent, ethical and socially responsible supply chain, ensuring that all workers involved in our operations are treated fairly, paid properly and protected from exploitation.

In 2024 Macquarie University launched our Sustainability Strategy to 2030 with a focus to create sustainable futures together. It focuses on four main commitments:

1. Net zero University
2. Stewards of Place
3. Education and Research for Impact
4. Students, Staff and communities

This is underpinned by the transparent governance and respect for Indigenous knowledge. The University aligns its operational activities with the United Nations Sustainable Development Goals (SDGs). Our participation in the Times Higher Education Impact Rankings showcases our contributions to the SDGs through learning, teaching, research and operations. In 2024, the University ranked 24th globally in these rankings.

PROCUREMENT AND SUPPLY CHAINS

In 2024 we remained committed to enhancing category management and supplier governance to proactively address modern slavery and human rights risks. To support this, we have implemented a robust supplier mapping and risk modelling approach leveraging the new ArcBlue Modern Slavery Dashboard via the Anti-Slavery Program of Australian Universities Procurement Network (AUPN). This enables us to identify vulnerabilities across our supply chains more effectively and take targeted actions to mitigating risks.

In 2024, the University launched the spend analytics tool procured through AUPN. This tool enables the University to use sophisticated insights to identify high-risk suppliers both by spend category and geography to further target proactive due diligence through our supply chain.

Throughout 2024 we continued our commitment to modern slavery across all procurement activities by:

- establishing a Senior Procurement Operations and Vendor Governance Manager role to drive improved engagement with suppliers across the end-to-end procurement and contract cycle
- improving communication to internal stakeholders to ensure all cumulative spend over \$10,000 is routed through the ProcureRight desk enhancing the due diligence performed on the suppliers
- educating small and medium enterprise (SME) suppliers on modern slavery requirements during tender processes to ensure that risks in our supply chain are minimised while commitment to supporting SME is maintained
- continuously reviewing modern slavery positions in both procurement documentation and contract documentation to ensure it minimises risks.

SUPPLIER GOVERNANCE

In 2024 we continued to build on our ContractRight framework foundation in conjunction with the AUPN. Using the framework we identify high-risk suppliers to receive further due diligence questionnaires. The questionnaire forms the basis of developing a modern slavery support plan with our high-risk suppliers. A pilot has been undertaken with one supplier during 2024 and will continue through 2025. This will then form the basis of a playbook to roll out to our top high-risk suppliers.

COLLABORATION AND ENGAGEMENT

In 2024, we reaffirmed our commitment to combating modern slavery through continued efforts and expanding partnerships. We continued fostering a culture of human rights awareness across all areas of the University, ensuring that it has become an integral part of our values and ethos.

We strengthened our efforts to raise awareness of modern slavery by continuously enhancing learning tools and educational resources for both staff and students. Our ongoing collaboration with key partners, such as the AUPN, Universities Procurement Hub (UPH) and Higher Education Services (HES), focuses on improving modern slavery risk management tools and enhancing supply chain transparency.

To align with our values and legal obligations, we work closely with our business partners and suppliers to ensure their approach to modern slavery matches ours. We integrated our expectations regarding modern slavery and human rights into commercial contracts and now include rights to review, inspect, audit, remediate or terminate agreements based on compliance with modern slavery principles.

Following the NSW Anti-slavery Commissioner's letter highlighting the vulnerability of international students as a "significant issue", the University met with the Commissioner and members of the Office of the Anti-slavery Commissioner (OASC) to discuss our due diligence approach. The meeting provided valuable insights into our ongoing efforts to support vulnerable cohorts in New South Wales and identified key opportunities for collaboration and improvement to enhance support for international students. We have developed, and will continue to develop, educational and reporting resources for both staff and students.

To further reinforce our efforts, we have incorporated anti-slavery awareness into our student induction modules to help students identify and report risks. We will continue to share best practices and collaborate with Anti-Slavery Australia, OASC and other universities to improve learning modules and student support programs, while launching broader awareness campaigns across the student community. These proactive steps demonstrate the University's ongoing commitment to protecting international students from exploitation and ensuring a more transparent, ethical approach to procurement.

The University, through Macquarie Business School, hosted several forums to address modern slavery risks in the supply chain. These forums not only explored key issues surrounding modern slavery but also fostered deeper engagement and collaboration. By inviting experts, industry partners and representatives from other universities, the forums became a platform for knowledge-sharing and cross-sector collaboration. The discussions went beyond regulatory compliance, emphasising the need for proactive accountability and collective action to drive meaningful change in ethical sourcing and supply chain transparency. Students were given the opportunity to present their research and publications on modern slavery, inspiring their peers, academics and industry leaders to take a more active role in addressing this critical issue.

Combating modern slavery requires more than just regulatory compliance; it demands ongoing collaboration to implement proactive measures, accountability and systemic change. By working together, we uncover new strategies, drive impactful reforms, and build a more informed community committed to eradicating this significant issue.



The Commissioner and members of the OASC team visited Macquarie University in March 2024 to discuss the University's due diligence obligations in procurement and the vulnerabilities of international students to modern slavery

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Assessing the effectiveness of our actions

GOVERNANCE		Activity (2024)	Description and key indicators	Status
		Review Supplier Code of Conduct to continuously improve provisions and audit rights especially for tier 2 and lower supply chain	Continuously improve provisions and audit rights especially for tier 2 and lower supply chain. The roll out of ContractRight framework that commenced in 2024 will continue throughout 2025; it governs the relevant activities to ensure that audits are conducted where relevant and that Code of Conduct is also shared with suppliers that are mid-contract.	✔
		Modern Slavery Governance	Embed our expectations on modern slavery and human rights into commercial contracts via inclusion of contractual rights to review, inspect, audit, remediate or terminate agreements.	✔
		Develop the Modern Slavery Policy and review other policy-related documents (ie the Supplier Code of Conduct).	The Modern Slavery Policy has been developed, and other relevant policies have been reviewed.	✔
		Embed modern slavery provisions into every step of the procurement process.	All relevant provisions of the <i>Modern Slavery Act</i> are incorporated in the ProcureRight framework. All potential suppliers are assessed on their compliance with the Act.	✔
		Develop the category management and supplier governance framework.	The supplier governance framework, which includes addressing modern slavery and human rights violation risks, has been developed.	✔
LEADERSHIP AND MONITORING		Continue leveraging influence through proactive engagement with business partners.	Build strong relationships by being proactive and working closely with business partners to align procurement with their needs, eg Supplier Support Plan via AUPN.	✔
		Continue to engage with regulators and policymakers to address institutional drivers of modern slavery.	The University is in regular contact with the newly established Office of Anti-Slavery Commissioner for New South Wales and in the process of reviewing the NSW framework.	✔
		Continue research efforts into interconnected human rights and modern slavery risks.	Macquarie University has led and continues to lead research and forums to better understand how modern slavery connects with broader human rights issues.	✔
		Explore a partnership with Anti-Slavery Australia for student learning modules/materials.	Red Cross Australia is leading this initiative with Anti-Slavery Australia; the learning module is scheduled to be ready for release for Session 2.	✔
		Create a communication plan for student awareness in 2024.	Digital signage is active, and flyers with modern slavery information are distributed in welcome bags during orientation and in graduation bags.	✔
		Measure the impact of training and toolkit effectiveness by establishing target uptake by percentage.	Monitor and adjust target uptake with tools and materials according to KPIs. We aim to have 20% of students participate in the pilot session and to be reviewed post-implementation.	✔
		Meet with editors of student publications to explore ways to improve relevant content to target audiences.	The content is under development and will be published in Q3 2025.	✔
		Investigate modern slavery practices and awareness principles for homestay providers.	Determine if training and awareness with homestay providers is adequate and fill gaps if identified.	✔
		Create training for student groups about in-kind donations and ethical recruitment for student group sponsorship practices.	Working alongside relevant colleagues to review and identify appropriate sponsorship practices. All affiliated student group sponsorship requests are reviewed and assessed to ensure compliance with modern slavery legislation.	✔
		Include modern slavery information in the volunteer framework.	Creation of a volunteer framework for internal use that outlines how and when volunteers can be used for tasks on campus and includes awareness information about modern slavery.	✔
		Establish modern slavery ambassadors from student representatives.	To assist with peer-to-peer learning, create opportunities for ambassadors to act and raise awareness of modern slavery on campus.	✔
		Launch the Macquarie Business School's Modern Slavery Think Tank.	Macquarie Business School to initiate a Modern Slavery Think Tank, a network that contributes to modern slavery policy and legislation development.	✔
		Further develop resources and guiding principles for staff and students.	This is ongoing: hosted three events in 2024.	✔
		Incorporate modern slavery information in commencing student induction module.	Review and update the University's modern slavery webpage .	✔
		Embed modern slavery risk assessment matrix in student group event requests.	Information is reviewed every six months and updated as required.	✔
		Modern slavery awareness training included in Student Groups Policy.	As part of the process for approving student group events, a clause on modern slavery will be included.	✔
		Sponsorship media kit updates.	Student group executives to undertake modern slavery awareness during the affiliation process. The training modules will be delivered by Red Cross Australia and the Student Group Policy will be updated to include this requirement.	✔
			Inclusion of modern slavery awareness and principles for sponsors to confirm their commitment prior to establishing a relationship to engage with students on campus.	✔

RISK ASSESSMENT	Investigate linking commercial incentives with performance on modern slavery and human rights.	Deemed not feasible at this stage.	🟢
	Continue collaboration with partners such as AUPN, UPH and HES for Higher Education to further enhance modern slavery risk tools and provide recommendations to improve supply chain transparency.	Significant collaboration efforts are ongoing.	🟡
	The Chocolate Scorecard	Research into modern slavery and the sustainability of the cocoa supply chain.	🟢
	The Coffee Scorecard	Research into modern slavery and the sustainability of the coffee supply chain.	🟡
	Enhance tier 2 and beyond supply chain modern slavery awareness.	In conjunction with AUPN develop processes to identify tier 2 and lower supply chain risks with our identified high-risk suppliers.	🟡
	Establish modern slavery risk mitigation processes and awareness practices for sponsors attending campus for student events.	Ensuring that sponsors attending events on campus have an awareness of the principles of modern slavery, information relating to modern slavery and legislative requirements is included in the sponsorship agreement and media kit provided to potential sponsors partnering with Macquarie University.	🟢
	Manage high-risk and high-value tenders via Strategic Procurement.	The ProcureRight Desk launched in November 2023. To ensure adoption and compliance, we commenced a change management campaign across the University consisting of communications, presentations and partnering with Operations Managers across the University. This process is ongoing and continuously reviewed for any necessary changes.	🟢
	Improve transparency within the University's supply chains by working with our contracted suppliers to understand their business practices.	Strategic Procurement undertook an activity to collate and upload all modern slavery statements and questionnaires from past procurements to SharePoint to allow easy access to relevant information to business owners ensuring that they understand and address any vulnerabilities in their supply chains. The University continues to work closely with its partners, such as the AUPN, on the design and development of the modern slavery risk tools, which provide a clear risk methodology and ratings to identify inherent modern slavery risks across supply chains.	🟡
	Identify and review high-risk procurements and post-procurements once operational.	We have not identified any ongoing relationships with suppliers in vulnerable markets. Strategic Procurement leads all procurement activities involving vulnerable categories or markets to ensure commercial arrangements and due diligence are undertaken, and any remuneration structures are in line with the relevant union and legislative requirements.	🟢
	Review grievance and reporting mechanisms are available for students. Information about how to report concerns or instances of modern slavery to the University was clear and readily available.	Reviewed every six months. Once the review is complete, reporting and disclosures of modern slavery are embedded into current practices. Reporting will be incorporated into CARE reporting completed by Student Wellbeing. Information on how to get support is available on student webpage Support . eg students are provided with emergency accommodation support, access to food and grocery vouchers. These options are available on a case-by-case basis through the CARE reporting process. The initial focus of Student Wellbeing staff is on the assessment of safety and risk to the impacted person and on the assessment of their support needs. This may include referral to Police or other external emergency agencies. Such referrals would only occur to manage imminent risk of significant harm or to respond to mandatory obligations in relation to children and young people. All other interventions from external support agencies are subject to permission from the individual concerned.	🟢
GRIEVANCE MECHANISM	Create an induction process for student group executives on modern slavery awareness. Information for student group executives to be created and shared as part of the student group executive onboarding process.	The onboarding session for the student group executives (leaders) will include materials on modern slavery including how to identify instances of modern slavery and available support. Attendance will be recorded. Currently working with Red Cross Australia on this project.	🟡
	Investigate the remedial harm revision process and our involvement for impacted students.	Provisions to be available for students impacted by modern slavery.	🟢
	Consider under-18 specific communication collateral relating to modern slavery.	Determine if there is supplementary information required for students under 18, to ensure they understand what modern slavery is and how to report it.	🟢
	Deliver targeted information for cultural/international groups with information about support and referrals for at-risk groups.	Modern slavery information is shared at the international student welcome with NSW Police discussing how this may impact students, as well as through iLearn material available for international student onboarding (Mac2025).	🟢
	Include modern slavery information in the 2024 student diary.	Student diaries include information on modern slavery and on how to get support. This initiative is ongoing.	🟢

✔ In place and/or completed ⚠ Ongoing ⚠ Under development

Our Macquarie community does not tolerate discrimination, bullying, harassment, hate speech, threatening or illegal behaviour.

In the event that you or a friend experience hate speech, threats, false accusations, doxing or privacy breach, or surveillance that censors opinions, unwanted or inappropriate behaviour, we're here to support you with the services available through Student Care Network.



7 Consultation process

In 2024, we have refined our approach to engagement, shifting from broad discussions to more targeted and direct consultations with key stakeholders, industry experts and researchers. This ensures that our efforts are more meaningful, productive and aligned with practical solutions for addressing modern slavery risks. Through direct consultation with faculties, portfolios and controlled entities, we have strengthened our ability to identify high-risk areas and implement targeted actions that drive meaningful change.

Beyond individual consultations, we have facilitated knowledge-sharing through dedicated events designed to build an informed and equipped community. These events have brought together experts and practitioners to discuss modern slavery risks, share best practices, and explore innovative solutions. By fostering collaboration across sectors, we aim to strengthen collective efforts in preventing and addressing modern slavery.

We will continue to enhance our capacity to manage risks through external partnerships, leveraging expertise, resources and tools from specialists in the field. Our approach ensures that employment, procurement, investments, training and engagement activities remain aligned with our policies and frameworks, with the **Modern Slavery Policy** serving as the foundation of our operations.

Through ongoing consultation and collaboration, we remain committed to driving continuous improvement in our modern slavery initiatives. By integrating expert knowledge, stakeholder engagement and capacity-building efforts, we are taking proactive steps to uphold human rights and eliminate modern slavery risks within our sphere of influence.

By fostering knowledge and building strong partnerships, we empower communities to prevent and address modern slavery risks.



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Other relevant information

POLICIES AND PRACTICES FOR PREVENTING AND MITIGATING MODERN SLAVERY

MODERN SLAVERY POLICY

The **Modern Slavery Policy** sets out the University's commitment to:

- identify, assess and minimise the risks of modern slavery in its operations and supply chains
- maintain responsible and transparent operations and supply chains.

POLICY FRAMEWORK – HUMAN RESOURCES

Our human resources policies and practices set out workplace rights and responsibilities at the University and include:

The **Staff Code of Conduct** confirms a commitment that staff are ethical, enquiring, creative, inclusive, agile and excellent. All staff are expected to perform their duties and conduct the academic and business activities of the University with efficiency, fairness, impartiality, integrity, honesty and compassion.

The **Discrimination, Bullying and Harassment Prevention Policy** outlines the rights and responsibilities of the University community for the achievement of a diverse, equitable, inclusive and safe campus environment, free from unlawful discrimination, bullying and harassment.

The **Public Interest Disclosure Policy** was updated in December 2023 in line with the **Public Interest Disclosures Act 2022 (PID Act)** and the NSW Ombudsman Guidelines. The Policy establishes an internal system for receiving, assessing and dealing with internal reports of suspected wrongdoing. Staff undertake training of reporting wrongdoing as part of the onboarding to the University.

The University's complaint management process and procedures recognise that while the University aims to provide a high-quality teaching, research and learning environment that promotes respect and safety, and embraces diversity, there will be occasions when problems, misunderstandings or complaints arise that need to be managed in a fair, transparent and timely manner. Through Macquarie University's **complaints and misconduct reporting portal**, there are pathways for staff, students and members of the public to report complaints, including for threatening behaviour.

The University also has a **Risk and Safety Reporting webpage** through which staff, students and members of public can report hazards, incidents, near miss incidents, injuries, illness and incidents that may involve an insurance claim.

POLICY FRAMEWORK – PROCUREMENT AND SUPPLY CHAINS

The University is committed to acting with integrity in all its dealings, relationships and supply chains. It expects the same standards from all its suppliers, contractors and others with whom we do business. In September 2019 the University launched the ProcureRight framework that governs all our procurement activities. The ProcureRight Instructions provide tools to enable a positive procurement experience while ensuring that all our activities are underpinned by the principles of business ethics, human rights and environmental protection. The ProcureRight Instructions incorporate the **Procurement Policy**, probity principles, relevant legislation and risk management. Strict approval processes embedded into the ProcureRight Instructions ensure that accountability for decisions reside with the authorised officers of the University.

POLICY FRAMEWORK – OTHER RELATED POLICIES AND PRACTICES

The University, through **Our University: A Framing of Dynamic Futures**, has made a commitment to adhering to the principles of sustainability in all it does, which is also reflected in the **Investment and Treasury Risk Management Policy** and the **Donations and Fundraising Policy**.

The **Code for the Responsible Conduct of Research** is central to the University's commitment to the highest standards of research integrity. We expect researchers to manage and conduct their research with the utmost professionalism and with respect and regard for humans, animals and the environment – irrespective of their funding situation, research area, experience or working arrangement. Our code is aligned with the standards set out in the Australian Code for the Responsible Conduct of Research.

In addition, the **Research Risk Review Procedure** enables the University to consider, control and mitigate the risk that outcomes of a research project or collaboration may be used by third parties to infringe human rights, and this includes considerations of modern slavery.

The **Controlled Entities Policy** establishes the University's governance framework for controlled entities.

STUDENT WELLBEING AND CODE OF CONDUCT

All University students have access to wellbeing assistance via **Student Wellbeing** at wellbeing@mq.edu.au and +61 (2) 9850 7497. University students can report concerns about wellbeing safety and misconduct via the **Student Care and Reporting Network**. The Student Care and Reporting Network can assist:

- students with seeking support or making a report if facing concerns regarding wellbeing, inappropriate behaviour and misconduct
- staff seeking support for issues concerning students or wanting to report an issue
- members of the public wanting to report concerns regarding student wellbeing and support needs, behaviour or University services.

Where the University does not have capacity or specialist skills to support complex wellbeing matters, external support and advice is sought.

The **Student Code of Conduct** gives students notice of general conduct, that is prohibited. It is binding on all students, and any misconduct may be subject to disciplinary action.





Next steps in 2025

In 2025, we will strengthen our efforts to combat modern slavery by raising awareness through ongoing initiatives, enriching educational resources and learning tools for staff and students, and partnering with advocates who share our vision.

Macquarie University remains committed to collaborating with key partners and industry leaders to enhance transparency, foster knowledge exchange, and establish effective mechanisms for identifying and addressing modern slavery risks.

To uphold our values and meet legal requirements, we will continue engaging proactively with business partners and suppliers, ensuring their modern slavery codes of conduct are aligned with our own.



Research

- Continue research efforts into interconnected human rights and modern slavery risks.
- Continue hosting engagements to educate the University and the broader community on ways to combat modern slavery.
- The Chocolate Scorecard – Continue research into modern slavery and the sustainability of the cocoa supply chain via the Chocolate Scorecard research.
- The Coffee Scorecard – Working on research into modern slavery and sustainability of the coffee supply chain.

Procurement and supply chain

- In conjunction with AUPN, enhance modern slavery awareness by developing processes to identify tier 2 and beyond supply chain risks with high-risk suppliers.
- Continue to utilise the AUPN and collaborate with other universities.
- Leverage AUPN's new partnership with Electronics Watch to collaborate with other universities and global partners in assessing supply chain risks and improving transparency.
- Continue to include contractual rights to review, inspect, audit, remediate or terminate agreements.
- Develop a database to track supplier risk, quality and performance with key metrics tracked to improve supplier performance across modern slavery actions.
- Continue to refine materials to cultivate awareness and ensure all operational areas participate in meaningful activities for both staff and students.

Students

- Implement Red Cross Work Right Hub student learning modules.
- Ensure training is embedded in student leadership programs and peer-to-peer initiatives.
- Track engagement and completion rates among student leaders.
- Expand digital awareness initiatives.
- Increase visibility through iLearn.
- Ensure student publications (*Grapeshot*) feature modern slavery awareness articles.
- Establish clear web presence on how to report incidents of modern slavery.
- Strengthen reporting and support mechanisms.
- Finalise induction and training for student group executives.
- Establish clear remedial support pathways for impacted students.
- Monitor the effectiveness of the CARE reporting system and student group risk assessment processes.
- Improve outreach to international students.
- Identify alternative engagement opportunities to replace the discontinued Professional Conference.
- Review and refine student group policies.
- Adjust student group policies and processes to include modern slavery awareness as part of their induction to student group executive positions.

Macquarie University is strongly committed to addressing modern slavery, through education, innovation and collaborative action.

Macquarie University
Wallumattagal Campus
Macquarie Park NSW 2109
T: +61 (2) 9850 7111
mq.edu.au



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