



University of
**Southern
Queensland**

Modern Slavery Statement **2025**

ABN 40 234 732 081

Message from the Vice-Chancellor and President

The University of Southern Queensland recognises that modern slavery remains a pervasive global challenge—one that demands sustained vigilance, collective responsibility, and continuous improvement. In 2025, we strengthened our commitment to identifying, preventing and mitigating modern slavery risks across our operations, supply chains, partnerships and educational activities.

During the year, the University updated its Modern Slavery Prevention Road Map (2025–2029) and refreshed the Modern Slavery Prevention Procedure, ensuring our governance framework remains contemporary, robust and aligned with national expectations. We continued to embed awareness and capability across the institution through the integration of the Educating for Change micro credential modules into our suite of modern slavery training resources. These modules enhance our staff’s understanding of risk, responsibility and ethical decision-making.

We also delivered an awareness presentation to the Senior Leaders Group in December, reinforcing that leadership at all levels is critical in preventing exploitation and upholding the dignity and rights of all individuals. Nationally, the release of the Office of the Australian Anti Slavery Commissioner’s Strategic Plan 2025–2028 has further underscored the importance of proactive action, transparency and long term sector collaboration—priorities that continue to guide our approach.

This statement outlines the measures we have taken over the past year to assess and address modern slavery risks, and reflects our enduring commitment to ensuring our university community—employees, students, suppliers and partners—contributes to an ethical and just society. Our actions reinforce a core principle: that every person deserves safety, respect and the opportunity to live free from exploitation.

The Council of the University of Southern Queensland approved this statement on 22 June 2026.



Professor Paul Mazerolle

Vice-Chancellor and President, University of Southern Queensland
24 June 2026

The University of Southern Queensland acknowledges the First Nations of southern Queensland and their ongoing connection to Country, lands, and waterways. Further, we recognise Aboriginal and Torres Strait Island peoples as the first educators and researchers of Australia. We pay deep respect to Elders past and present.

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Under the *Modern Slavery Act 2018*, **modern slavery** means conduct which would constitute:

- (a) an offence under Division 270 or 271 of the Criminal Code; or
- (b) an offence under either of those Divisions if the conduct took place in Australia; or
- (c) trafficking in persons, as defined in Article 3 of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, done at New York on 15 November 2000 ([2005] ATS 27); or
- (d) the worst forms of child labour, as defined in Article 3 of the ILO Convention (No. 182) concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, done at Geneva on 17 June 1999 ([2007] ATS 38).

Campuses and Locations



About the University

Our Entities



Union Institute of
Language

59

total staff

(permanent, part-time
and casual)

UniSQ By The Numbers*


18,910
Domestic Students


International
Students
2,307

1,547 
Staff (exc. casuals)

4 
Campuses

* Based on 2025 headcount data collected on 10 February 2026.

The University of Southern Queensland (UniSQ) is a statutory body established under the *University of Southern Queensland Act 1998*. Under this legislation, the University is empowered to:

- Deliver higher education programs of university standard;
- Provide and promote facilities for study and research;
- Advance and apply knowledge for the benefit of government, industry, commerce and the broader community;
- Offer courses and programs that meet community needs;
- Confer higher education awards;
- Disseminate knowledge and foster scholarship;
- Provide facilities and resources that support the wellbeing of its employees, students and others engaged in University activities.

The University of Southern Queensland is headquartered at the Toowoomba campus; has two campuses west of Brisbane – Springfield and Ipswich, and a presence in the Brisbane Central Business District (CBD).

The University operates the Union Institute of Language (UIL), a provider of quality short- and long-term English language and Foundation programs with teaching sites in Springfield, Cairns, the Sunshine Coast and Toowoomba. As at 31 December 2025, UIL employed 59 employees comprising full-time, part-time and casual workers.

Following the cessation of the University's joint venture with the Department of Trade, Employment and Training on 31 December 2024, the University continued to support the Queensland College of Wine Tourism (QCWT) at Stanthorpe until its transition out on 3 August 2025. At the time of transition, QCWT employed 11 staff, and had 8 students studying a nationally accredited vocational education and training program.

Other locations include the UniSQ Sydney Education Centre and Inala University Study Hub - an initiative supported through the Australian Government's Suburban University Study Hub Program.

As a registered charity with the Australian Charities and Not-for-profits Commission, the University employed 1,547 full-time and part-time staff within Australia throughout 2025. Following a major organisational restructure finalised in late 2025, the workforce was reduced to 1,209 employees as at December 2025. These figures do not include casual staff or UIL employees.

The University delivers a diverse range of products and services, including higher education programs, research activities, health clinics and wellness initiatives, on-campus residential accommodation and comprehensive support services for students and employees. The University continues to expand globally connected learning opportunities that are accessible regardless of time or location, with approximately two-thirds of its students studying fully online, both within Australia and overseas.

In 2025, the University enrolled 18,910 domestic students, and 2,307 international students. These figures are consistent with the previous year, noting that the 2024 domestic student number was incorrectly reported as 20,722 which included 2,066 international students. UIL delivered onshore pathway programs and study tours to 1,150 students in 2025.

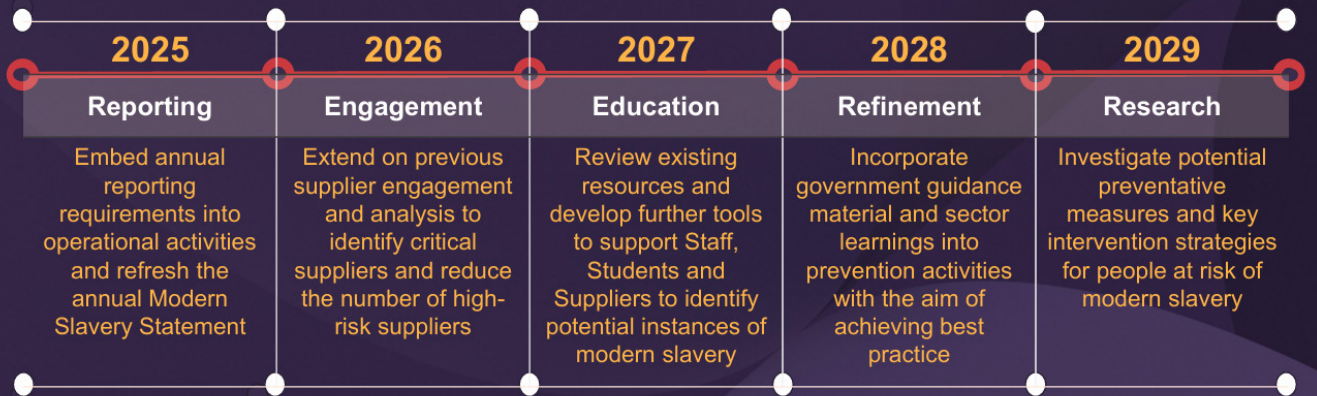
The University conducts a broad range of research activities and specialises in the flagship areas of Agriculture, Health, Space and Defence, and regional development. All research is undertaken in accordance with the University's Research Code of Conduct which establishes robust frameworks and procedures for the ethical management of research involving animals and humans, alongside broader governance requirements that apply across the institution.



University of
Southern
Queensland

Modern Slavery Prevention Road Map

Improving transparency in our operations and supply chains



Supply chains

The University's supply chain comprises a blend of domestic and international suppliers, predominantly engaged through competitive procurement processes. These suppliers range from local small and medium-sized enterprises to large multinational organisations. Where possible, the University also utilises Queensland whole-of-government standing offer arrangements.

For suppliers providing high-volume products, or where product, service, or geographic factors present an elevated risk to quality assurance standards, the University seeks to establish contractual arrangements tailored to those specific requirements.

The University procurement strategy continues to evolve in line with the Queensland Procurement Policy (QPP), with increasing emphasis on consolidated supply categories to enable the development of targeted procurement strategies aligned with internal business needs.

University goods and services are grouped into the following supply categories.

- Business services;
- Property and facilities;
- Research and teaching; and
- Technology.

The University's procurement planning framework is anchored by a Corporate Procurement Plan, supported by a suite of subordinate plans. As part of its supplier profiling activities, the University continues to adopt a sector-based approach to supply chain risk management through its affiliation with the Australasian Universities Procurement Network (AUPN), particularly its modern slavery program.

The AUPN modern slavery program is a Higher Education sector-wide initiative encompassing 41 universities across Australia and New Zealand. The program leverages collective expenditure, market influence and shared expertise to strengthen ethical procurement practices and support compliance with the *Modern Slavery Act 2018 (Cth)*.

The University remains committed to enhancing process transparency and improving the collection of supply chain data, applying a systematic and risk-informed approach to all procurement activities.

In 2025, almost 60% of the University's procurement spend was through suppliers deemed to be low risk. Almost 25% of the spend was procured through medium risk suppliers, while the remaining spend was categorised as high (6.63%) and very high risk (9.66%).

Products

The University procures a wide range of products - from daily consumables to major assets - sourced locally, nationally, and internationally. In 2025, the highest-risk procurement locations were Pakistan (4 suppliers), Iraq, and Nigeria (each with 1 supplier).

UIL's procurement processes primarily support student activities including study tours, education programs, campus consumables, and external home stay arrangements, with most supplies sourced locally.

Services

The University engages a broad range of services, including professional services, maintenance, and contract labour hire. These services are generally locally based and procured under contracts with terms designed to address associated risks.

UIL's most significant service expenditures relate to room hire, agent commissions, and travel.

Products and services used by indirect suppliers in the entity's supply chains

Products and services procured by indirect suppliers within the University's supply chain are often governed by head agreements. These agreements may require suppliers to comply with University procurement standards as though they were direct contracting parties.



Modern slavery risks in operations and supply chains

The University undertook its assessment of modern slavery risks through engagement with both internal and external stakeholders, supported by established insights into high-risk products and services identified by the Australian Government, Anti-Slavery Australia, the Australasian Universities Procurement Network, and the Global Slavery Index. The table below summarises the key risks identified through this process.

Area	Description of Modern Slavery Risk
<p>Operations</p>	<p>The University of Southern Queensland is a global organisation that primarily conducts business within Australia and areas where modern slavery risk is considered low, however business dealings with organisations from around the world may expose the University to regions which have a higher risk of modern slavery.</p> <p>The University has potential exposure to modern slavery through activities such as international teaching, partnerships and student recruitment, research, and consulting as examples.</p> <p>Research activities are widespread and varied across numerous sectors, however high-risk industries such as agriculture, and activities involving technological advancement are a key focus for the University. Visibility and management of research activities rely on strict adherence to University policies, research ethics, Australian and international customs, laws and directives, contractual obligations, as well as the research objectives. Risks can be further mitigated through licensing, training, supervision and ongoing contract management.</p> <p>As risks to international students continue to be a focus, the University has engaged with key stakeholders across the University, and its related entities, to increase awareness, mitigate risks, provide guidance for identifying those at risk, and developing tools to support its students. UIL, as a feeder institution for the University, has incorporated modern slavery awareness materials in its Student Orientation Handbook and provides awareness training for its staff, students, parents, and onshore agents.</p> <p>The University has a comprehensive policy library to provide standard operating protocols and reduce risks in its operations. The library includes, but is not limited to: the Code of Conduct; Recruitment, Selection and Appointment Policy; Procurement Policy; Work Health and Safety Policy; Risk Management Policy and Procedure; Contractor Management Procedure; and a dedicated Modern Slavery Prevention Procedure.</p>
<p>Supply chain</p>	<p>In 2025, the University drew on the AUPN's modern slavery program, which operates across five key program pillars:</p> <ol style="list-style-type: none"> <p>1. Risk Data</p> <p>AUPN's Modern Slavery Program undertook comprehensive sector-wide risk assessments to identify and prioritise supply chain categories with the greatest potential exposure to modern slavery. In 2025, member universities collectively reviewed more than 180,000 suppliers, representing a combined expenditure of \$14 billion, to map and monitor modern slavery risks across their procurement activities. This evidence-based approach supports targeted risk mitigation and strengthens compliance with the <i>Modern Slavery Act 2018</i> and related regulatory requirements. Key areas of focus include medical equipment, information and communications technology, and international student recruitment.</p> <p>2. Capability Uplift</p> <p>The program continues to invest in ongoing professional development and knowledge sharing to strengthen sector-wide capability in addressing modern slavery. In 2025, nine dedicated forums brought together expert speakers, survivor advocates, and procurement professionals to explore topics including ethical apparel sourcing and the use of risk identification tools. Continuous learning is further supported through regular newsletters, university case studies, and monthly program updates.</p>

**Supply chain
(continued)**

The sector also benefits from the national rollout of Australian Catholic Religious Against Trafficking in Humans (ACRATH)'s Educating for Change micro-credentials, developed in partnership with Flinders University and the University of South Australia. This suite of six online modules—provided at no cost to staff and students—covers foundational concepts of modern slavery, risks specific to the university context, and practical sector-aligned guidance. By the end of 2025, 32 Australian universities had implemented the micro-credentials.

3. Supplier Engagement

The AUPN's Supplier Assessment Questionnaire (SAQ) program for the laboratory and medical consumables category has highlighted significant variation in suppliers' understanding of modern slavery risks. In 2025, the program undertook further engagement with five suppliers identified as presenting the highest levels of risk within this category.

Additionally, the AUPN commenced a detailed review of modern slavery risks in the medical gloves supply chain. This review builds on an assessment completed in 2021 and is scheduled for completion in 2026.

Within the information and Communication Technology (ICT) category, 22 universities participated in an Electronics Watch pilot program, which monitored 27 factories across seven countries. Common risks identified included non-compliance with legal wage requirements, health and safety concerns, discrimination, excessive working hours, and indicators of forced labour. Remediation activities are currently underway in 13 cases, with two instances requiring direct engagement from participating universities to resolve outstanding issues.

4. Industry Collaboration

The Modern Slavery Program is underpinned by strong sector-wide collaboration. Through initiatives such as the Temporary Migrant Survey—which captures the experiences of international students—and the International Student Risk Roundtable, universities worked together throughout 2025 to share insights and develop best-practice approaches to identifying and addressing modern slavery risks.

In 2025, eighteen universities contributed more than 150 student responses to the Temporary Migrant Survey, strengthening the evidence base for future sector action. Key outcomes included the commencement of a project to develop sector-wide guidance, scheduled for completion in 2026, increased awareness of university responsibilities, and clearer identification of barriers faced by students.

The sector also convened the International Student Risk Roundtable, bringing together representatives from eleven universities alongside subject-matter experts. The forum explored risks that international students may encounter throughout their journey—from recruitment overseas to their on-campus experiences—and supported collaborative planning for improved mitigation and support measures.

5. Third Party Support

External partnerships and specialist third-party expertise play a critical role in supporting the program's work. The rollout of ACRATH's Educating for Change micro-credentials demonstrates the value of collaboration with advocacy and training organisations. The sector also benefits from engagement with global partners such as Electronics Watch, which provides independent monitoring and remediation guidance across electronics supply chains. These partnerships ensure universities have access to credible resources, current training, and specialised support, strengthening their capacity to identify, prevent, and respond to modern slavery risks.

The AUPN Modern Slavery Program has established a strong foundation for collective action, continuous improvement, and capability development across the sector. Future priorities include broadening risk assessment activities, deepening supplier engagement, developing sector-wide guidance to enhance student protections, and exploring enhanced analytics through third-party systems.

**Supply chain
(continued)****Cleaning**

Cleaning is considered a high-risk industry due to the vulnerability of many workers in this occupation. They frequently belong to at-risk groups such as women and girls, migrants and refugees, and have low visibility, or barriers accessing legal protection. The University has contracted different cleaning companies to service its various locations.

Catering

Catering has been identified as a risk due to the procurement of high-risk products such as palm oil, fish, cattle, sugar cane, coffee, cocoa and rice through the University's on-campus catering facilities. Catering facilities are provided both in-house and through external suppliers. In-house catering employees are subject to University policies and procedures as well as mandatory annual compliance training. External providers are also subject to University policies and procedures when on-campus and are managed through contractual arrangements.

Construction

Construction industry risks exist through the procurement of high-risk products such as bricks, carpet and timber. The University's construction risks are mitigated through the University's procurement process and mandatory assessment criteria which require successful service providers to attain Quality Assurance to AS/NZS ISO 9001 for major capital projects.

Garment and textiles

The University procures a range of garments and textiles including, but not limited to, employee uniforms, student uniforms, personal protective equipment, laboratory garments and merchandise. Due to the prevalence of cotton in many garments and textiles, this remains a risk for the University.

Security

Similar to the cleaning industry, security is a high-risk area due to the 24-hour nature of the work creating an environment with low visibility. The University's security services are managed through contractual arrangements, with ongoing reviews of key performance indicators.

Solar Panels

The University has a large number of solar panels at each of its three main campuses. While the vast majority were procured prior to the *Modern Slavery Act 2018*, procurement for replacement panels and new installations will include a thorough risk assessment to minimise exposure to modern slavery risk.

Technology

The University has a moderate spend in technology goods and services. Given its reliance on technology and the geographic and other associated risks with technology, this is an area of the University's supply chain which requires ongoing attention.

**Operations and
supply chain**

Working in a competitive global market has highlighted potential modern slavery risks related to off-shore business arrangements for the provision of goods or services from other countries.

The University and its controlled entities have arrangements with educational partners, suppliers, recruitment agents, marketing and promotional suppliers and general goods and services providers, all of whom provide services for conducting successful international operations in education.

The University has a dedicated International portfolio which is responsible for the engagement and management of the University's overseas education service providers. Similar activities undertaken by the Union Institute of Language are also managed through close relationships with key suppliers, both on and off-shore.

UniSQ Anti-Slavery Supplier Risk

\$101.95M
Total Spend

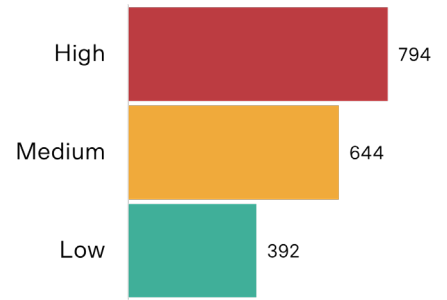
1,615
Unique Suppliers

1,023
Unique ABNs

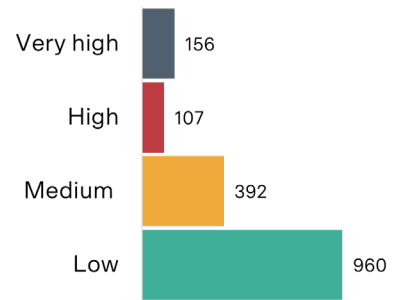
54
High Risk L4
Categories

14
High/Very High
Risk Countries

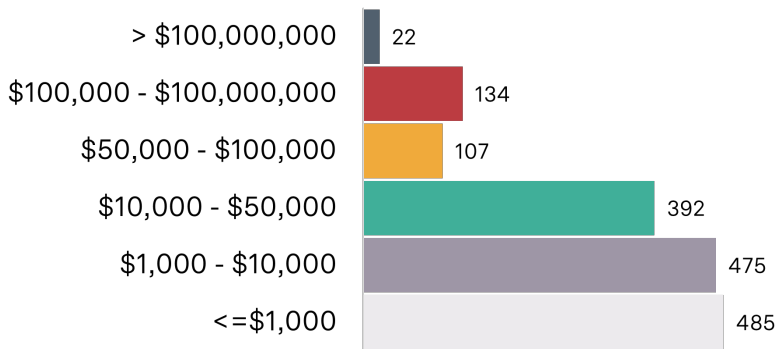
Category risk by suppliers



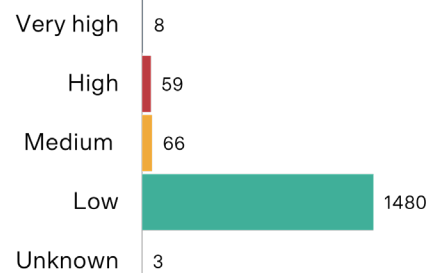
Spend risk by suppliers



Spend level by suppliers



Country risk by suppliers



Actions taken to assess and address risks

The following actions were taken to mitigate modern slavery risks within the University's operations and supply chain.

Area	Actions Taken
Operations	<p>Modern Slavery Prevention Procedure After gaining insights into survivor-led stories through AUPN facilitated workshops, reporting requirements under the University's Modern Slavery Prevention Procedure were updated to prioritise the safety of the persons involved, ensuring that actions taken are in the best interest of the suspected victim. Changes also outlined the University's requirement to take all reasonable steps to obtain consent from the victim prior to involvement of third-parties.</p> <p>Controlled Entity Risk Workshops The Modern Slavery Working Group facilitated regular meetings with its controlled entity, the Union Institute of Language, ensuring the executive leadership team is aware of emerging risks and can adequately respond. The two entities worked together to identify appropriate controls and share resources.</p> <p>Senior Leaders Group Awareness Presentation The Modern Slavery Working Group facilitated an awareness presentation to the University's Senior Leaders Group at its December 2025 forum. The presentation provided an overview of the University's prevention program, areas of risk within its products and services, supply chain, geographic locations, sector and related industries. The presentation highlighted controls used to mitigate such risks and outlined areas for improvement identified through the modern slavery staff survey undertaken in 2024.</p> <p>Academic and Student Engagement Following the Senior Leaders Group presentation, several opportunities were identified to broaden the Modern Slavery Working Group's composition and the University's Modern Slavery Prevention program. Strengthening engagement and communication with academic and student-facing areas was a key priority, commencing with student communications to increase awareness, particularly for the international student cohort.</p> <p>University Council and Vice-Chancellor Briefing The Vice-Chancellor and the University Council were briefed on the release of the Australian Anti-Slavery Commissioner's first Strategic Plan 2025-2028 and its four key priorities. The University will consider how to align its prevention activities to the Strategic Plan and its Modern Slavery Prevention Road Map.</p>
Supply chain	<p>Supplier questionnaires The University published its revised supplier questionnaire to the Modern Slavery webpage and distributed it to select suppliers. Broader implementation will be undertaken in 2026 to improve supplier analysis and segmentation.</p> <p>ArcBlue Modern Slavery Dashboard The Modern Slavery supply chain tool developed by ArcBlue through the AUPN, continues to be a key resource for the University. The tool enables member university supply chain data to be monitored through a dashboard view of suppliers, industries, and country risks. This technology provides supplier survey tools, alerts on key risks and a range of analytics. The tool was established to gain a deeper understanding of university supply chains and risks associated with suppliers, their products and geographical locations and allows for sharing of de-identified data to enable efficiencies for supplier engagement and improved sector benchmarking.</p> <p>The dashboard is used to gather and analyse procurement data, and assess risks to inform the University's mitigation strategies, including the development of training materials, supplier questionnaires and various other resources.</p>

Operations and supply chain**Sector networking and collaboration**

The University's ongoing membership with the AUPN, and specifically through its modern slavery program, has enabled the University to adopt a shared approach with the other 40 Australian and New Zealand member institutions to improve excellence in procurement practice and the skills of procurement professionals in the higher education sector. The program supports members to improve supply chain human rights transparency, reduce individual university costs and resources, collaborate on risks and issues for greater impact, and contribute to reporting requirements.

Through this affiliation, the University participated in several sector networking and collaboration opportunities in 2025. These included training, webinars, surveys, and workshops featuring guest speakers such as the Australian Red Cross, ACRATH, the Ethical Clothing Company, Fair Futures, Survivor Connections, and the Freedom Hub.

Educating for Change

The Educating for Change project, an awareness raising initiative funded by the Attorney General's Department to address modern slavery in Australia's universities, offers a micro-credential program specifically designed for university staff and students. The six free modules developed by ACRATH, Flinders University and the University of Southern Australia, were incorporated into the University's suite of training materials in 2025 and aim to equip future professionals with the skills to identify and combat modern slavery in their fields while supporting university staff.

Training and education

The Modern Slavery eLearning module which forms part of the University's annual compliance training program continued to form a key part of the University's modern slavery awareness and training program. The annual compliance training program is a mandatory requirement for all employees to ensure they are aware of their responsibilities and the aspects governing their employment at UniSQ.

Supplementary training, available to employees through a dedicated Modern Slavery training page, was expanded to include the Educating for Change Modern Slavery micro credential modules. The training page now includes resources sourced from the Australian Human Rights Commission, Anti-Slavery Australia, ACRATH, the Supply Chain Sustainability School, and the Australian Government.

Third-party supplier questionnaires

The University completed numerous third-party modern slavery questionnaires as part of establishing new supplier arrangements. This included submissions for grant funding and the evaluation of potential partnerships prior to entering into a supplier arrangement.

Modern Slavery Prevention Road Map

The Modern Slavery Prevention Road Map (2020-2024) was refreshed to reflect the University's renewed focus spanning the next five years. The Modern Slavery Prevention Road Map (2025-2029) establishes expectations for enhancing its reporting, engagement, education, refinement and research. It has set ambitious targets to strengthen its prevention program and deliver impactful change amid a time of increasing challenges.

Action taken to assess and address risks *Cont.*

Remediation Process

In 2025, the University revised its modern slavery reporting process to reinforce the priority placed on safeguarding the individuals involved.

Reporting constitutes the first step in the University's remediation framework, which is outlined in the Modern Slavery Prevention Procedure and incorporated into the Modern Slavery eLearning module delivered as part of the annual compliance training program.

The remediation process commences upon receipt of a report. Modern slavery concerns or complaints involving the University are managed in accordance with the University's Complaints Management Procedure.

All reports are triaged by the Director (Governance and Compliance) and, where appropriate, referred to the University's Modern Slavery Working Group and relevant internal stakeholders for further investigation. Matters that do not involve the University are reported to the Australian Federal Police.

Where remediation is required, actions are led by the Accountable Officer, supported by the Director (Governance and Compliance), the Modern Slavery Working Group, and other key stakeholders as necessary.

No modern slavery concerns or complaints were reported to the University in 2025.



Continuous Improvement Approach

Modern slavery risks require ongoing monitoring and evaluation. Through expanded training and awareness initiatives, improved analysis of procurement data using the ArcBlue Modern Slavery Dashboard, and continued stakeholder engagement, the University is committed to strengthening its capacity to identify and mitigate these risks.

The current program of work will be reviewed in 2026, following the expansion of the Modern Slavery Working Group. As part of this next phase, the group will focus on increasing awareness among the student cohort and further embedding modern slavery considerations into the curriculum.

These efforts will be complemented by additional risk assessments, enhanced supplier engagement, and the continued support of partnerships with government agencies and other third-party organisations.

Due Diligence

Underpinning the due diligence process, the University has undertaken the following key actions to identify and assess risks.

- Subscribed to third-party communications and global notifications for modern slavery related correspondence;
- Employed updated General and Comprehensive contractual templates where possible;
- Revised its supplier questionnaire;
- Enhanced communications with internal stakeholders and University controlled entities;
- Provided advice to key stakeholders on new and emerging risks and potential reporting changes;
- Continued segmentation of suppliers to ensure greater understanding of suppliers in each procurement category; and
- Evaluated and completed third-party supplier modern slavery questionnaires.

Training

99

Modern Slavery training completions

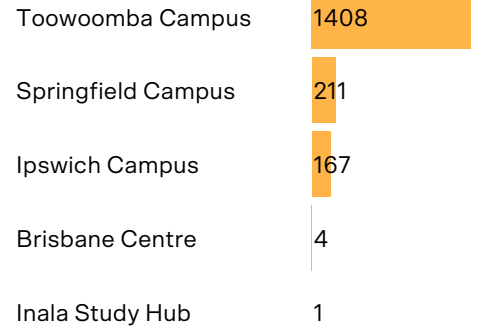
92%

Completion rate annual compliance training

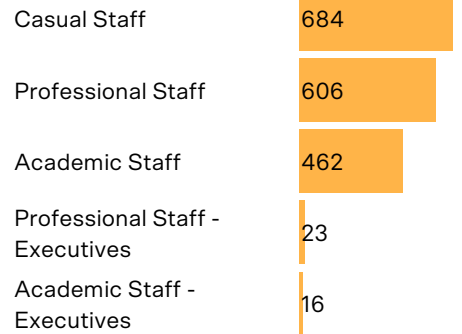
2025 Modern Slavery training completions



2025 Annual Compliance Training by location



2025 Annual Compliance Training by staff type



Website statistics

477

Website visits

11

Visitor countries

93

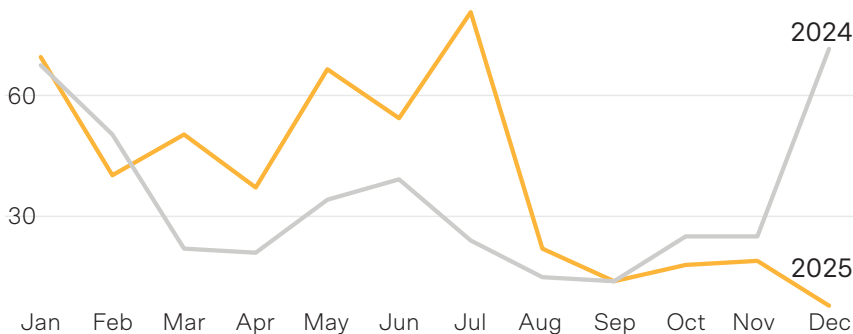
Returning visitors

61.18%

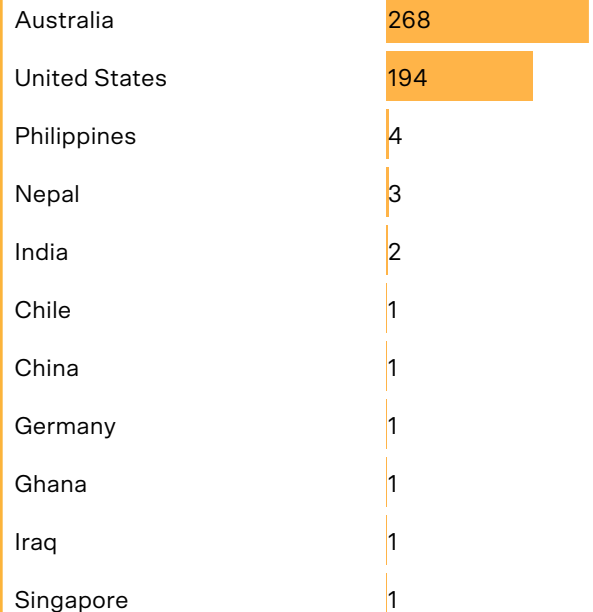
Bounce rate

The percentage of visitors who leave after viewing one page

Monthly website visits



Website visits by country





Future actions

The following modern slavery prevention activities will be embedded across the University in alignment with the University's Modern Slavery Prevention Road Map, with implementation supported by the Modern Slavery Working

Area	Future Actions
Operations	<ul style="list-style-type: none">• Integrate use of the ArcBlue Modern Slavery Dashboard into University processes.• Further identify risks and rank according to significance, defining both short and long-term actions.• Finalise the review of procurement training competencies against position requirements and incorporate modern slavery content where possible.• Enhance training and awareness to ensure employees are adequately equipped to identify modern slavery risks and report concerns through the appropriate channels.• Refresh the Modern Slavery web page to ensure content is fit for purpose and applicable to its various users.
Supply chain	<ul style="list-style-type: none">• Continue to review Queensland Government Ethical Supplier list / resources against University of Southern Queensland suppliers, existing procurement and contractual arrangements, and resources.• Continue to embed modern slavery guidance resources released by Queensland Government Procurement.• Distribute the updated University supplier questionnaire to suppliers not already captured through the AUPN supplier self-assessment questionnaire program of work.
Operations and supply chain	<ul style="list-style-type: none">• Continue to implement additional performance metrics for both the University and its suppliers to measure and mitigate modern slavery risks.• Continue to develop additional resources for employees, students, and suppliers such as pre-contract guidance documents, reporting requirements for actual and suspected instances of modern slavery, advocacy support tools, and supplier templates.• Increase monitoring and evaluation activities.• Undertake further assessment activities to address high-risk services.• Consider information received through risk workshops and the Modern Slavery Prevention Survey to address any areas of concern.• Develop and implement a broader modern slavery prevention strategy.

Assessing effectiveness of actions

Modern slavery controls continue to be reviewed and assessed, with appropriate actions identified for mitigating residual risk. The effectiveness of these actions is measured through analysis of operational and supply chain data including ongoing engagement and review of suppliers; risk assessments and regular reporting; performance metrics; internal audits; and independent external reviews.

Ongoing participation in sector and government groups and multi-stakeholder initiatives have enabled benchmarking and information sharing to ensure the University's actions are effective.

While the University has increased employee awareness through its modern slavery training program, stakeholder workshops have provided valuable insight into University activities and have validated the effectiveness of actions taken to strengthen its approach.

Consultation

The Modern Slavery Working Group, with assistance from members from the University's Senior Leaders Group, undertook consultation with key stakeholders and external agencies. This consultation aimed to identify the University's scope of operations and supply chains, inherent risks, and to report on current practices and future priorities for mitigating modern slavery risk.

Internal stakeholders were engaged through training, policy updates, statement and resource development, workshops and meetings, committee briefings, and direct correspondence to highlight the prevalence of modern slavery, identify risks and leverage opportunities for eliminating exposure.

The following University groups were consulted during the 2025 reporting period.

- University Council;
- Vice-Chancellor;
- Vice-Chancellor's Executive;
- University Senior Leaders Group;
- Chief Operating and Financial Officer;
- Director (Integrity and Professional Conduct);
- Representatives from the Academic Division including the Deputy Vice-Chancellor (Academic Affairs), Associate Provost, Dean (Academic), and relevant Heads of Schools and Deans; and
- The Union Institute of Language (UIL) executive leadership team.





Summary

The University of Southern Queensland continues to strengthen its frameworks for identifying, assessing, and addressing modern slavery risks across its operations and supply chains.

The University remains committed to ongoing improvement and will actively collaborate with its staff, students, suppliers, and industry partners to uphold its responsibility to prevent modern slavery and promote ethical, transparent practices.

Where to go for more info

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 unisq.edu.au



University of
Southern
Queensland