

Modern Slavery Statement

FY2022–2023





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Acknowledgement of Traditional Owners and Elders

Queensland Rail acknowledges the many Traditional Owners of the lands on which we operate and pay our respects to their Elders past and present. We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

We remain committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices and working together for a better tomorrow. We acknowledge the contribution of Aboriginal and Torres Strait Islander people within Queensland Rail and the communities we serve.





A message from our Chair and Chief Executive Officer

At Queensland Rail, our dedication to business revolves around principles of integrity, probity, and responsibility, and we expect our suppliers to uphold these values. We stand firm in ensuring that modern slavery finds no place in our operations or supply chains, aligning with our commitment under the *Modern Slavery Act 2018 (Cth) (The Act)*.

We are pleased to present our fourth Modern Slavery Statement, representing both Queensland Rail (ABN 68 598 268 528) and Queensland Rail Limited (QRL) (ABN 71 132 181 090) — collectively known as Queensland Rail. This statement adheres to the seven obligatory criteria of The Act and details our proactive measures taken to recognise and counteract the potential risks of modern slavery in our operations and supply chain for the fiscal year spanning 1 July 2022 to 30 June 2023 (FY2022–2023).

Our stance against modern slavery is further solidified by the evolution of our internal governance, ensuring the establishment of robust controls, processes, and frameworks to fortify our strategy. We continuously pledge to maintain exemplary standards of conduct and ethics across our operations, fostering a corporate culture rooted in transparency, ethical behaviour, and sound governance.



David Marchant AM
Chair



Kat Stapleton
Chief Executive Officer

Queensland Rail
Queensland Rail Limited



Alignment to the Modern Slavery Act

This statement describes the activities we have undertaken in the FY2022–2023 to assess and address the risk of modern slavery within our operations and supply chains.

The table below links the sections of the Statement that specifically address the mandatory content required under The Act.

Table 1. Location of Queensland Rail responses to the Act

Australian Modern Slavery Act mandatory reporting criteria	Queensland Rail response section	Pages
1. Identify the reporting entity	About Queensland Rail	3
2. Describe the reporting entity's structure, operations and supply chains of the reporting entity and any entities it owns or controls	About Queensland Rail	5–11
3. Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Our approach	12–14
4. Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	Our actions	15–17
5. Describe how the reporting entity assesses the effectiveness of these actions	Assessing effectiveness	18
6. Provide any other relevant information	Looking forward	19
7. Describe the process of consultation with any entities the reporting entity owns or controls (a joint statement must also describe consultation with the entity giving the statement)	Consultation and endorsement	20



About Queensland Rail

Queensland Rail has been connecting communities since 1865, supporting local jobs, industries and economies. We are committed to delivering world-class rail services for our customers that are safe and reliable.

We aim to foster respect, fairness, and a care for all individuals involved in our business, including our team members, customers, contractors, suppliers and their workers, as well as the wider community. These aims underpin our commitment to respect human rights, including by acting on modern slavery.

We understand how our business activities impact human rights, and where risks of modern slavery may be present in our operations and supply chains. Our operations and supply chains are complex and involve a diverse range of stakeholders.

Figure 1. Our stakeholders and commitment to human rights

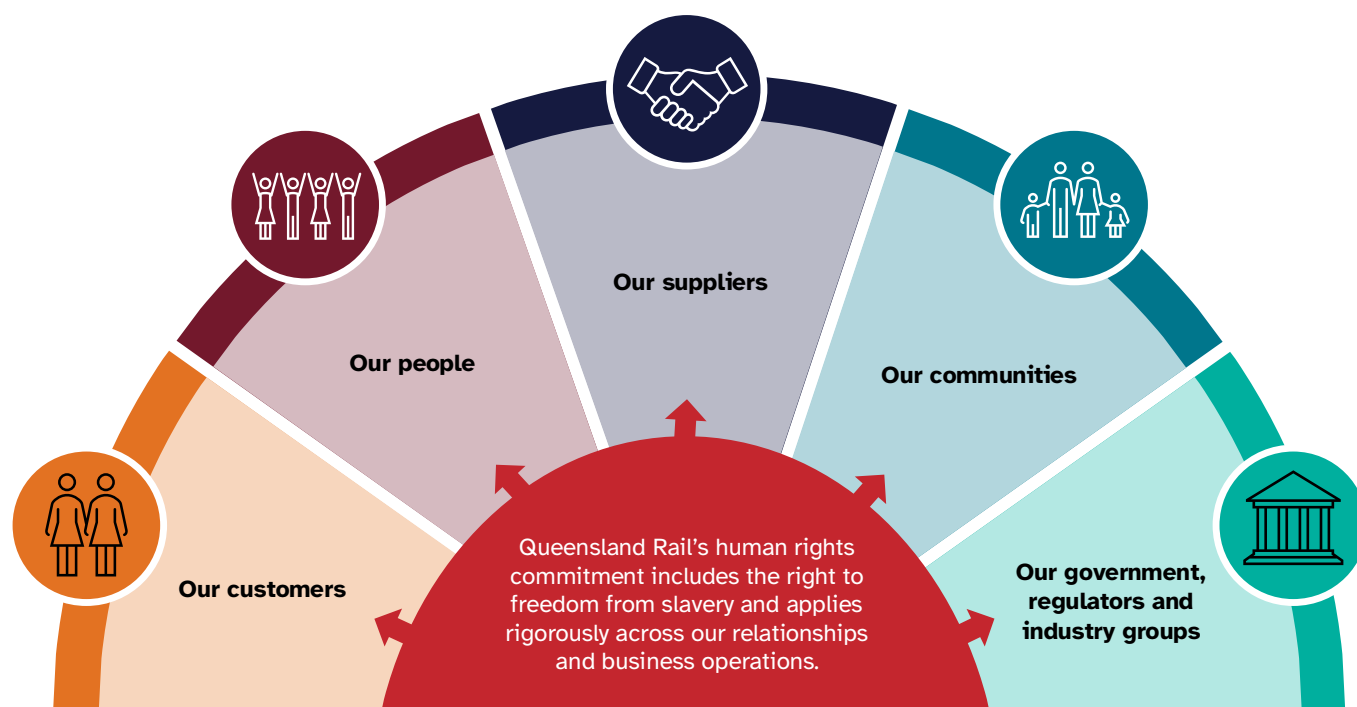




Figure 2. Our values



Our structure

Queensland Rail is a statutory authority established by the Queensland Government under the *Queensland Rail Transit Authority Act 2013 (Qld)* (QRTA Act).

Queensland Rail discharges its statutory functions through its wholly owned subsidiary, QRL. QRL does not employ any personnel but owns all non-employee-related assets and contracts. It performs the role of rail transport operator under the *Rail Safety National Law (Qld) Act 2017*.

Queensland Rail's statutory functions include:



Management of railways



Provision of rail transport services, including passenger services



Construction and maintenance of rail transport infrastructure.

Queensland Rail is structured around two lines of business focused on our differing customer needs across the state: **South East Queensland** and our **Regional** network. This modern slavery statement also covers subsidiaries of QRL.





Our operations



\$9.3 billion total assets



>6,600km network



7,700+ employees



8,392 services a week
in SEQ



More than 43 million passenger trips
(FY2022–2023) across the network

With total assets of \$9.3 billion and a network that extends more than 6,600 kilometres (km) across the state, we are also focused on delivering our services efficiently and sustainably to create value for our customers and Queenslanders.

Our 7,700+ strong workforce delivers services across our South East Queensland (SEQ) and Regional networks, including Travel and Tourism services, and freight.

Our SEQ business provides 8,392 services each week, supporting our customers to reach their destination safely and on time. Across the last financial year (FY2022–2023), 42.86 million passenger trips were taken on the SEQ network, an increase of 33.7 per cent when compared with FY2022.

Our Regional business provides rail access for freight operators supporting the critical transport of resources and general freight across the state.

The regional commuter and rail tourism markets are serviced by the Travel and Tourism team. There are eight services connecting regional communities across Queensland with other regional centres and South East Queensland. These services support the Queensland tourism industry through the provision of unique rail tourism experiences.

We are proud of the role we play in providing vital passenger, tourism and freight services and we are dedicated to ensuring our systems, procedures and practices reflect the highest standards of corporate governance.

Our governance

Queensland Rail is committed to ensuring that its systems, policies, processes and practices reflect the highest standard of corporate governance. Over recent years, we have worked to integrate our modern slavery strategy and response into our broader governance structure. Processes have been established to ensure we continually review and optimise our governance practices in line with overarching organisational governance framework.

Figure 3. Our governance structure

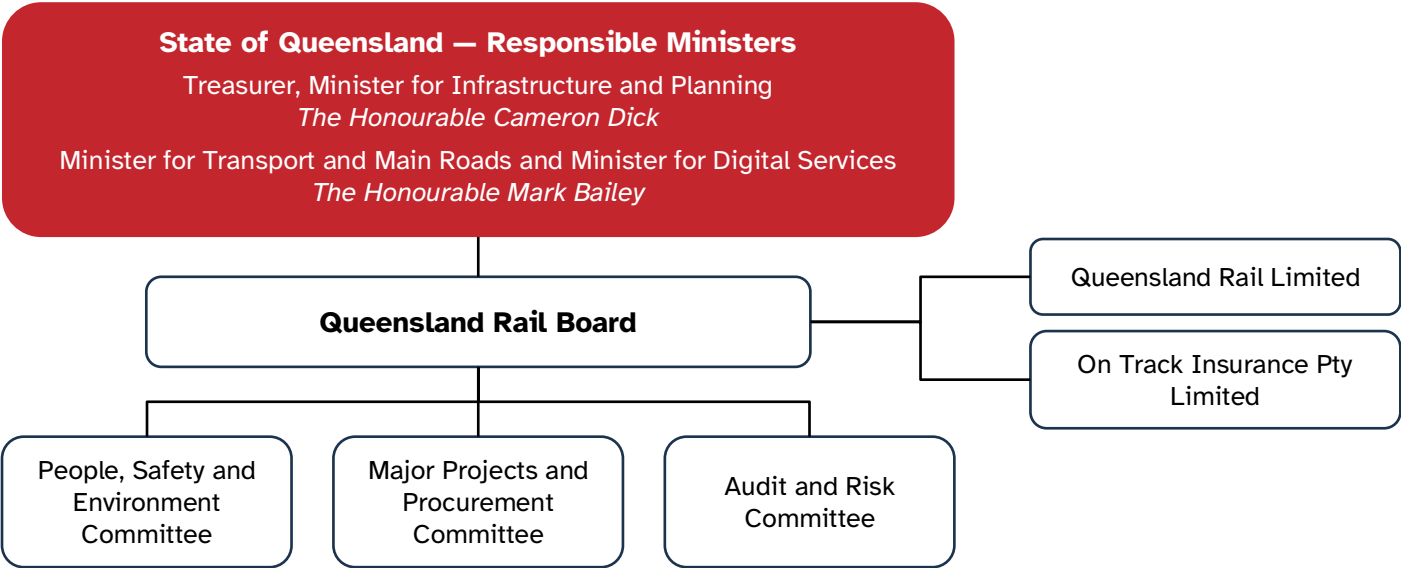


Table 2. Our governance bodies

Queensland Rail Board	Responsible for the approval of Policy in accordance with legal and regulatory obligations, and to enable Queensland Rail's pursuit of opportunities aligned with its vision and values in an ethical and responsible manner. Responsible for overseeing Queensland Rail's modern slavery strategy and response, including approving our Modern Slavery Statement and key policies and standards. Receives quarterly updates about human rights and modern slavery through reports and accompanying meetings.
Audit and Risk Committee	The Audit and Risk Committee is a Board committee created to assist the Board in the effective discharge of its governance and oversight responsibilities relating to the financial reporting and risk management of Queensland Rail. The committee oversees and monitors the preparation of financial statements, internal control structures, compliance and risk management frameworks and the internal and external audit functions of Queensland Rail. The committee observed the terms of its charter during the reporting period.
People, Safety and Environment Committee	The People, Safety and Environment Committee is a Board committee created to assist the Board in the effective discharge of its governance and oversight responsibilities relating to the human resources, safety and environmental practices of Queensland Rail. The committee oversees and monitors the remuneration and performance framework for Queensland Rail's senior executives and other employees, the development of human resources policies and practices to enhance employee engagement, and workforce productivity and performance. The committee also provides strategic direction and oversight of Queensland Rail's safety and environmental policies, frameworks, and practices and strategies and initiatives relating to customer experience.
Major Projects and Procurement Committee	The Major Projects and Procurement Committee is a Board committee created to assist the Board in the effective discharge of its governance and oversight responsibilities relating to the delivery of major projects and procurement decisions within Queensland Rail. The Committee is responsible for providing strategic direction and oversight of major projects undertaken by Queensland Rail to ensure those investments are delivered in an efficient and cost-effective manner while meeting the responsible Ministers' performance and strategic expectations. The Committee is also responsible for high level oversight and monitoring of procurement processes and procedures operating within Queensland Rail.
Executive Leadership Team	The Executive Leadership Team is a collective of business function owners who have the authority and accountability to ensure operational management of key information assets which support their business function. They ensure all policy framework managed documents in their respective functions/discipline support compliance requirements with our legal and regulatory obligations and relevant State Government legislation, policies and guidelines.



Our supply chain

Queensland Rail engages directly with a diverse group of suppliers who provide a wide range of goods and services which include:

- Rollingstock maintenance
- Infrastructure construction and maintenance
- Manufactured goods and spare parts
- Engineering and technical services
- Plant and machinery hire
- Electricity and other utilities
- Labour hire
- Information technology services, systems software, and hardware
- Professional and consultancy services

Key for momentum and mitigating the risks of modern slavery in the supply chain is ensuring the business is aligned in terms of strategy, policies, systems, key performance indicators and training. This is well supported by the centre-led procurement operating model, which helps to improve knowledge sharing and best practice execution across our supply chain.

In FY2022–2023 we had:



\$1.31b
Total procurement spend



3800+
Suppliers

Table 3. Our supply chain initiatives

Local buying	Queensland Rail encourages local buying which, in turn, increases supply chain visibility and improved assessment of modern slavery risks. Queensland Rail's suppliers are predominantly Australian-based. More than 99 per cent of our direct spending in FY2022–2023 was with Australian-based suppliers. Whilst the direct supplier engagement is with Australian-based companies this may not represent the country of origin of goods or services.
First Nations procurement	Our approach to First Nations procurement promotes active consideration of opportunities to procure required goods/services from First Nations suppliers which, in turn, supports us to strengthen relationships, opportunities and understanding with Aboriginal and Torres Strait Islander businesses and communities. In FY2022–2023, Queensland Rail continued to establish long-term agreements with various First Nations groups to support mutually beneficial future outcomes, including streamlined delivery of Queensland Rail's capital projects and works. A dedicated Aboriginal Cultural Heritage team has been established within the Sustainability and Environment Group.
Sustainability Program	In FY2022–2023, Queensland Rail developed its first Sustainability Program, in response to sustainability risks and opportunities, current and emerging stakeholder expectations, and industry trends. The plan focuses on five sustainability themes — people; customer and community; environment and heritage; climate and carbon; and responsible growth.



Our approach

COVID-19

Throughout FY2022-2023, Queensland Rail continued to support objectives and directives of relevant government agencies. In September 2022, all public health directions were removed. Queensland Rail continued to encourage good passenger etiquette with regard to personal hygiene and supported our employees to stay safe and healthy from COVID-19 and other public health challenges.

COVID-19 has had a material impact on supply chains globally on both demand and supply fronts. Pandemic-related disruptions have been instrumental in helping us reshape our supply chain management strategies to increase resilience and sustainability by:

- diversifying supplier base
- fostering more open and regular communication with our strategic and critical suppliers
- increasing local sourcing
- including key risk and resilience considerations.

Operational risks

Modern slavery risks are low within Queensland Rail's operations due to our localised structure, workforce, and our recruitment processes.

6858 staff members are employed permanently and are covered by formal documented agreements ratified by the Fair Work Commission. Approximately 277 employees are paid above the applicable Queensland Rail enterprise agreement (*Enhanced Remuneration Package and Award Contract*) while still having their employment linked to the enterprise agreement. The remaining employees are typically professionals and employed on common law individual contracts providing full legal entitlements. When hiring contractors, Queensland Rail utilises a panel of registered specialist labour hire organisations. Our Queensland Rail Values define how we work at Queensland Rail. Robust policies, ongoing monitoring, staff training and accessible grievance/complaint mechanisms are key controls we use to mitigate the risk of modern slavery in our operations.

7,726

Staff members



6,858

Employed permanently under
Enterprise Agreements





Supply chain risks

Our Risk Management Framework is based on the ISO 31000 (2018). Our Risk Management Standard outlines our commitment to ongoing, integrated and consistent risk management across the organisation. Identifying, understanding and assessing our modern slavery risks allows us to reduce the likelihood of negative impacts, and make risk-informed choices with confidence. Queensland Rail has continued to work through the three-step staged approach “Identify”, “Remediate”, and “Sustain” regarding modern slavery risk in our supply chains. This approach is underpinned by the development of strong internal governance, ensuring internal controls, process and capability exists to support the approach. The approach is summarised in figure 4.

Figure 4. Our four-step approach to manage modern slavery risks





We assess our supply chain as part of our due diligence process in the early sourcing stage of each tender project. Suppliers are assessed annually through this process. Based on a high-level assessment, we identified the following categories that have heightened modern slavery risk.

Table 4. Potential modern slavery risks in our supply chain

Rail infrastructure and rollingstock	Queensland Rail purchases large amounts of consumable and inventory items within the rail infrastructure and rollingstock categories. There may be risks pertaining to exploitation of labour or human trafficking due to the complex supply chain and geographical risks based on the country of origin.
Facility management within corporate services	There is a potential risk of underpaid labour and debt bondage within the facilities management sector due to the lack of visibility as a result of outsourced arrangements. The characteristic of the industry, such as employing low-skilled and/or workers on temporary visas, heightens the modern slavery risk.
Information, communication, and technology	Queensland Rail uses a variety of technology that enables us to operate our business. There are potential risks of forced and child labour in relation to the manufacturing of hardware products such as phones, laptops, monitors, and other devices due to the source location of these products.
Personal protective equipment (PPE)	Queensland Rail procures PPE products for operations and COVID-related measures. Most PPE products are manufactured overseas and the source locations present potential risks of forced and child labour. The overall modern slavery risk in our supply chain is high in relation to all suppliers operating in the categories that have heightened modern slavery risks.

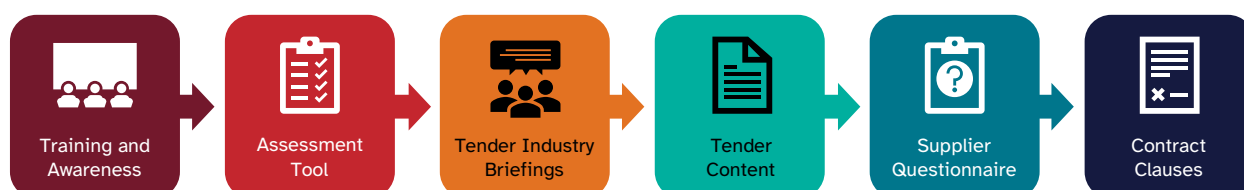
Our actions

During FY2022–2023, Queensland Rail continued to implement initiatives to mitigate the risk of modern slavery within our operations and supply chain and to ensure compliance with The Act.

The Procurement team assessed 138 supplier questionnaires in FY2022–2023, adding to the 277 assessed in the prior year. The questionnaire is designed to determine the effectiveness of controls for mitigating the risk of modern slavery within our supply chain. These questionnaires were issued to all suppliers who participated in new tenders during the due diligence process for contracts established by the Procurement team. Queensland Rail only awards contracts to new suppliers if they pass the risk assessment and are determined to be reasonably low risk. Activities undertaken as part of this process help us to identify potential areas of risk, and, where identified, the supplier will be referred for further due diligence with potential impact on Queensland Rail procurement decisions.

We consistently uphold the principles of the Queensland Government's Ethical Supplier Mandate within our tendering process. In FY2022–2023, we integrated the modern slavery due diligence process into the early stages of each tender. We evaluated this process in the post-award and supplier management areas. Based on our findings, we are introducing a new Contract Management Framework, that will help address modern slavery risks post-contract award by embedding standard contract compliance monitoring and review processes that heighten visibility into the supply chains of our key contracted suppliers.

Figure 5. Key actions in FY2022–2023



Our Procurement team delivered training and awareness sessions on modern slavery to key stakeholders throughout Queensland Rail. We are introducing a modern slavery online training module. We continue to participate in the Modern Slavery Community of Practice (MSCP) for government-owned entities in Queensland to share experiences on identifying, assessing, and mitigating modern slavery risk.

Table 5. Documentation we updated in FY2022–2023

Policy/Standard	Purpose	FY2022–2023 Update Actions
Procurement Framework	The objectives of the framework are to deliver the best value for money, effectively manage risk and demonstrate expected levels of probity and transparency in the procurement of all goods and services.	Procurement Standard updated in March 2023
Standard Contract Terms and Conditions	Our standard contract terms and conditions contain relevant obligations on modern slavery and ethical conduct for suppliers.	Review and updated terms and conditions in FY2022–2023

Managing risks within our operations

Queensland Rail has several policies, procedures, codes of conduct, and standards (documents) that reflect our ethics and 1TEAM Values. They guide the way we treat our employees, and work with our customers, suppliers and other business partners. They also demonstrate our commitment to conducting business with integrity, probity, and accountability. We also expect our suppliers to commit to the same standards. These documents are managed with scheduled review periods.

Table 6. Documentation we maintain

Document name	Purpose	FY2022–2023 Update Actions
Code of Conduct Standard	This Standard has been developed to enable our people to understand the behaviours expected to pursue Queensland Rail's vision and purpose.	Due for review before March 2024
People Policy	This policy recognises that our people are our greatest assets. Queensland Rail is committed to ensuring our workplace is an inclusive, collaborative and productive environment where our people work together to help Queensland Rail achieve its strategic and operational objectives.	Updated August 2023
Public Interest Disclosures Specification	Queensland Rail holds the highest expectations of conduct and ethical behaviour in all our business activities and in achieving good corporate governance. In pursuit of this, Queensland Rail values the disclosure of information about suspected wrong-doing.	Updated July 2023
Ethics and Integrity Framework	The purpose of this Framework is to encourage confidence in Queensland Rail by helping employees, contractors and other associated parties deal appropriately with ethics or integrity issues, and bringing together Queensland Rail's principal ethics and integrity sources.	Due for review before January 2025
Values Principle	This Principle is about Queensland Rail's commitment to creating a unique, focused and accountable business culture. The 1 Queensland Rail approach is reinforced through our 1TEAM Values and our purpose. This principle applies to all Queensland Rail employees, contractors, consultants and visitors to Queensland Rail premises other than customers of Queensland Rail services.	Updated January 2023
Fraud and Corruption Control Standard	Queensland Rail's fraud and corruption framework is based on a set of essential conditions to establish a sound fraud and corruption control environment.	Updated April 2023
Recruitment and Selection Specification	This specification sets the requirements for recruitment and selection in Queensland Rail (excluding contract management and executive level positions). It describes verification processes required before employment agencies will be retained to source employees both permanently and on short term contracts.	Due for review before in September 2024
Risk Management Framework and Standard	This Standard is part of the corporate governance framework and outlines the process through which Queensland Rail's risk management is directed, controlled, and assured.	Updated May 2023



Human rights

Queensland Rail is committed to ensuring it acts and makes decisions compatibly with the *Human Rights Act Qld* (HRA). Queensland Rail continually looks for process improvements to ensure that any decision made gives consideration to the impact on individual human rights.

In circumstances where it is identified that individual human rights might have been impacted, an impact assessment is undertaken.

During this financial year Queensland Rail:

- Assessed new, relevant policies and procedures for compatibility with the HRA, making changes where necessary.
- Continued an awareness-raising campaign to educate employees about the HRA and its effect on Queensland Rail's operations.
- Delivered a 'Toolbox talk' to all new Travel and Tourism onboard customer service employees.
- Received four human rights complaints. Three were determined internally and one was withdrawn.

At Queensland Rail, we have several mechanisms for employees and third parties to report behaviours not aligned with our expectations and the expectations of our customers and stakeholders.

The Human Rights Unit is in place to receive complaints and can be contacted by email: humanrights@qr.com.au or phone: 07 3072 8885.

All suspected and actual corrupt conduct can be reported to Ethics on ethicsInvestigations@qr.com.au or via the avenues below:

- 1800 951 277
- QR@stopline.com.au
- qr.stoplinereport.com
- Queensland Rail c/o Stopline, PO Box 403, Diamond Creek, Vic 3089, Australia.

There were no issues raised in relation to modern slavery through these reporting channels.

Assessing effectiveness

Queensland Rail is taking a continuous improvement approach to our commitment to managing modern slavery risk in our operations and supply chains. In FY2022–2023, our focus has been on continuously improving our governance and due diligence process to help us to identify, understand and mitigate modern slavery risks. Some of the steps we have taken this financial year to improve the effectiveness of our approaches to managing modern slavery risks are set out in Table 7.

Table 7. Assessment of our modern slavery approach

Component of our modern slavery response	How we assess our effectiveness in this area?
Policy and governance frameworks	We regularly review key policies to evaluate whether they are current and fit for purpose. This includes an annual review of our Procurement Framework. We monitor the effective implementation of our policy and governance frameworks (and wider response) through quarterly reporting to both the Board and the Audit and Risk Committee. Continuous improvement initiatives gained from our MSCP engagements.
Risk monitoring	We continually monitor our modern slavery risk profile to ensure our understanding of our modern slavery risks is fit for purpose, including working with suppliers to validate our understanding of modern slavery risks in our extended supply chain
Performance monitoring	We take a multi-pronged approach to performance monitoring, including: periodic reporting to the Executive Leadership Team and the Major Projects and Procurement Committee on key metrics including number of suppliers in scope; proportion of suppliers contracted and assessed for modern slavery risks; status of complaints against suppliers, and number of resolved and outstanding non-conformances to address audit recommendations. We continued to engage with our suppliers through the participation in the modern slavery risk questionnaire. We achieved a 100% response rate for the questionnaires issued to suppliers this year.
Our grievance mechanisms and remediation processes	We consider stakeholder feedback and monitor and report on the number of human rights and supplier complaints received and addressed.
Training and Awareness	We engaged with like-minded entities through the MSCP to share insights on modern slavery risk assessment processes and controls. We continued an awareness-raising campaign to educate employees about modern slavery risks and its impact on Queensland Rail operations and supply chain.



Looking forward

Queensland Rail is committed to continuing to mature our processes to mitigate the risk of modern slavery within our operations and supply chains. We understand that effective action towards the eradication of modern slavery requires sustained and long-term effort. To this end, our key priorities for FY2023–2024 and beyond are focussed on five key areas: operations, supply chain and procurement, governance and processes, human rights and capability building as set out in Figure 6. We are determined to undertake a continuous improvement approach to ensure we deliver on these priorities.

A detailed breakdown of our FY2023–2024 actions for each modern slavery focus area referenced can be found in Appendix 1.

Figure 6. Modern slavery key focus areas for FY2023–2024





Contribution and endorsement

Contribution

Queensland Rail considers collaboration an essential element in its ethical journey. Combining efforts and sharing knowledge across the organisation on modern slavery and wider human rights issues are key to achieving momentum in this space.

This Statement was prepared in consultation with both reporting entities covered by this joint statement (namely Queensland Rail and QRL) and with subsidiaries of QRL. That consultation included discussion with many business units including contributions from Procurement and Contracts, Legal, Analytics and Reporting, Employee Relations, Financial Control, Remuneration and Organisational Design, Corporate and Government Affairs, Ethics and Investigations and Probity, Risk and Compliance.

Endorsement

The Board for both Queensland Rail and QRL has endorsed this Queensland Rail Modern Slavery Statement FY2022–2023.

David Marchant AM

Chair Queensland Rail
Queensland Rail Limited

December 2023

Appendix 1

Action breakdown of modern slavery focus areas for FY2023–2024

Modern Slavery Focus Area	Actions	Q1	Q2	Q3	Q4	Metrics	Targeted Impact
Operations	Develop and implement targeted education and engagement activities to lift knowledge and awareness of modern slavery risks across the organisation.	✓	✓	✓	✓	Number of face to face and online sessions conducted with relevant staff.	Our employees enhance their understanding of what modern slavery is and act with integrity and courage to prevent and address it.
	Develop appropriate guidance material and training programs for Queensland Rail procurement and supply chain staff to assist with identification of high-risk areas and mitigating risks effectively.		✓	✓	✓	Number of staff trained on modern slavery.	
						Rate of engagement with modern slavery resources, posts and communications.	
Governance and Process	Finalise and roll-out a refreshed modern slavery risk assessment framework including review and update of the supplier questionnaire.	✓	✓	✓		Number of strategic supplier self-assessment reviews completed.	Our policies and governance framework affirms our commitment to contribute to the eradication of modern slavery and supports the expectation of a culture of high ethical standards, including compliance with applicable legal and contractual obligations.
	Engage with Enterprise Risk team and Probity, Risk and Compliance team to select and roll-out a Modern Slavery Risk Assessment Tool.		✓	✓	✓	Number of updates provided to Queensland Rail governance bodies.	
Supply Chain and Procurement	Refresh and release Queensland Rail's Supplier Code of Conduct document setting expectations of our suppliers in terms of acting ethically, with integrity and in line with good commercial and social practice.			✓	✓	Timely roll-out and communication of the Supplier Code of Conduct.	Queensland Rail's procurement and supply chain functions manage modern slavery risks in supplier engagements in line with good practice with due support by experts in the Procurement and Excellence function.
	Design and implement supplier engagement and awareness initiatives for our strategic and critical suppliers as part of enhanced due diligence activities.			✓	✓	Number of supplier self-assessment reviews.	
	Review opportunities for embedding modern slavery due diligence into contractor and supplier onboarding and management processes. Refine the Contract Management Framework to consistently manage Modern Slavery risks throughout the contract management process.			✓	✓	Percentage of contracts with strategic suppliers that include modern slavery clauses.	
Capability Building	Regular attendance at the Modern Slavery Community of Practice for Queensland Government entities to share knowledge, experiences, data and resources to enable adherence to the <i>Modern Slavery Act 2018</i> .	✓	✓	✓		Number of Modern Slavery Community of Practice meetings attended.	We have achieved the desired level of collaboration with other agencies to share activities, learnings, adopt good practices and foster innovation on tackling modern slavery risks.
	Establish an internal Queensland Rail Modern Slavery working group to develop strategies best practise approached to ensure compliance is achieved.	✓	✓	✓		Number of best practices shared and scaled more widely each year.	
Human Rights						Working Group established.	Our broader stakeholder base including the entities we engage with understand modern slavery and know where to escalate and go for support.
						Number of meetings held.	
Human Rights	Review existing human rights policies and complaints management processes to ensure they embed leading practices, remain contemporary and are fit-for-purpose.			✓	✓	Number of human rights complaints raised during the year.	Our broader stakeholder base including the entities we engage with understand modern slavery and know where to escalate and go for support.
						Number of complaints resolved.	