



Modern Slavery Statement

For the reporting period 1 July 2024 – 30 June 2025

Contents

Message from our Chair and Managing Director	1
Introduction	2
1 Our business and structure	2
Our purpose	3
Our subsidiaries	3
Our funding	3
2 Our operations and supply chain	4
3 Potential risks in our operations and supply chain	7
4 Actions taken by MLA to assess and address modern slavery risks	8
Policies and processes	8
Recruitment	8
Due diligence	9
Service provider contracts	10
Knowledge and awareness	10
5 Assessment of the effectiveness of MLA's due diligence process	10
Future and continuous improvements	11
6 Consultation with MLA subsidiaries	12

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**MLA's Modern Slavery Statement
is available online at [mla.com.au/
modern-slavery-statement](http://mla.com.au/modern-slavery-statement)**

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MLA acknowledges the Traditional Custodians of the lands on which we live, work and care for. We pay our respects to Elders past and present, as we recognise their history, culture, connection to land and water, and share in their commitment to caring for Country.

Message from our Chair and Managing Director

Meat & Livestock Australia (MLA) works in partnership with the red meat industry and the Australian Government to deliver marketing, research and development products and services to beef, sheep and goat producers, with the core purpose of fostering the prosperity of the red meat industry.

MLA has a zero-tolerance approach towards any conduct that may constitute modern slavery and expects commitment to the principles included in our [Code of Conduct](#) by all organisations with which we work. MLA will not support or do business with any individual or organisation knowingly involved in modern slavery practices.

While MLA acknowledges there is risk of modern slavery in some parts of the Australian agriculture industry, we are confident modern slavery acts within MLA are low in risk given the business' focus on industry marketing and research.

Since the publication of our first modern slavery statement in 2021, MLA has continually updated and improved the frameworks and processes we use to assess and address modern slavery risks within MLA's operations and across the supply chain we support. MLA remains committed to fostering a strong workplace culture focussed on physical and psychological safety and wellbeing in our business for employees to feel safe, supported and confident to raise concerns if something does not 'feel right'.

This commitment is fundamental to identifying, investigating and responding to potential modern slavery concerns across the red meat industry supply chain.

As part of MLA's commitment, we are pleased to publish our FY25 Modern Slavery Statement. This statement provides more information about our operations, the supply chains we support, our progress this financial year, as well as continuous and future improvements. The purpose of this statement is to present MLA's actions to help us understand potential modern slavery risks related to our business and the supply chains we support, and develop steps aimed to ensure we have robust frameworks and processes in place to minimise those risks.



John Lloyd

Chair



Michael Crowley

Managing Director

Introduction

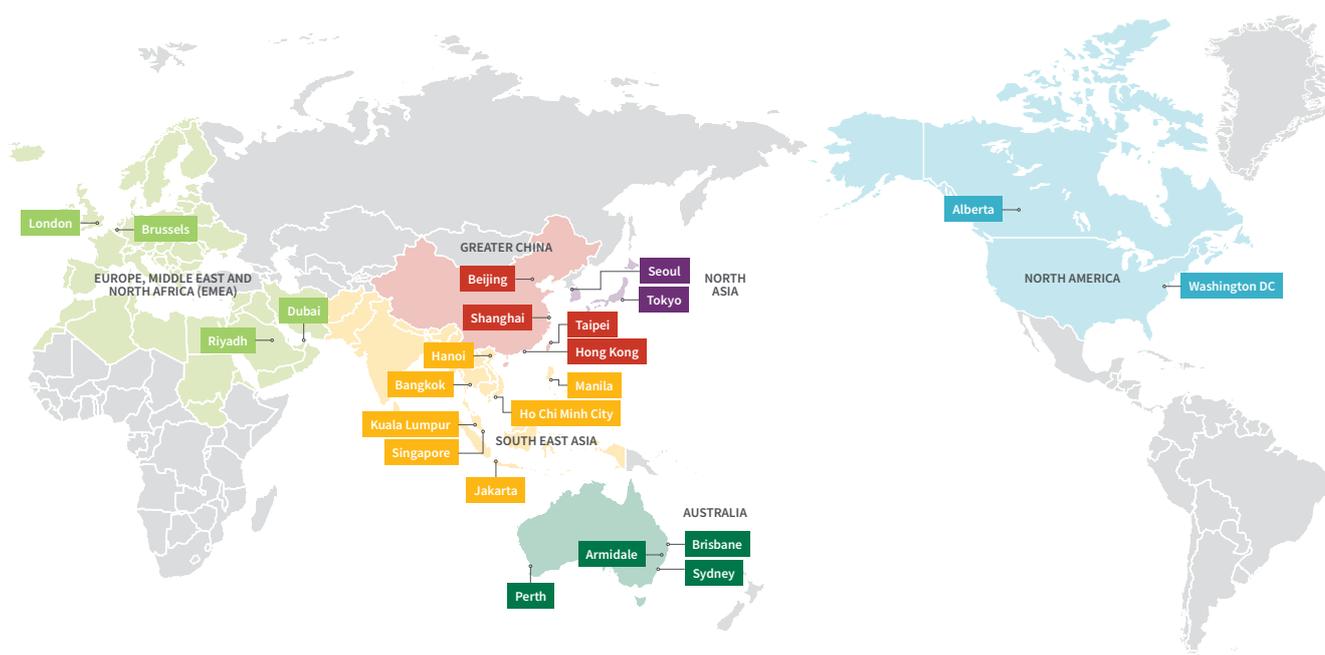
Meat & Livestock Australia (MLA) recognises its responsibility under the Modern Slavery Act 2018 (Cth) and is committed to preventing slavery and human trafficking in our business and the red meat industry supply chain. This statement is published in accordance with Section 13 of the *Modern Slavery Act 2018 (Act)* and is the sixth statement for MLA which includes its subsidiaries, MLA Donor Company (MDC) and Integrity Systems Company (ISC). MLA and its subsidiaries are committed to strengthening our work in this area, year on year.

1 Our business and structure

MLA is the declared industry marketing body and industry research body under section 39(1) of the Primary Industry Levies and Charges Disbursement Act 2024. It operates in partnership with the Australian Government and value chain partners. MLA's head office is located at Level 1, 40 Mount Street, North Sydney, NSW, Australia, and has additional Australian offices in Brisbane, Armidale, and Perth. MLA operates across several international locations such as Greater China, Indonesia, Japan, Singapore, South Korea, the United Arab Emirates, the United Kingdom and the United States of America. MLA also has a presence through local employees and contractors in Belgium, Canada, Malaysia, Thailand, Saudi Arabia, the Philippines, and Vietnam.

Contact details for international offices can be found on the MLA website at mla.com.au/about-mla/contact.

As of 30 June 2025, MLA had 299 employees (264 permanent and 35 fixed term contractors) domestically and internationally. MLA's workforce reflects a balanced gender profile and age distribution. Approximately 55% of MLA employees are women. MLA employees are based strategically to leverage the best possible access to all stakeholders and to drive demand for red meat in our key markets.



Our purpose

MLA's purpose is to deliver world leading outcomes that fuel global competitiveness, sustainability, and producer profitability. To achieve this, MLA collaborates with stakeholders to invest in research, development and marketing initiatives that contribute to our vision to foster enduring prosperity for the Australian red meat and livestock industry. Through our subsidiary companies we accelerate innovation across the value chain and deliver the industry's integrity and on-farm quality assurance programs.

Our subsidiaries

MLA owns two operating subsidiary companies – both located in MLA's head office in North Sydney:

- **MLA Donor Company (MDC)** accelerates innovation across the value chain so the Australian red meat and livestock industry can remain competitive on the world stage. It does this by attracting commercial investment from individual enterprises and others that have a mutual interest to co-invest in innovation that will benefit the industry.
- **Integrity Systems Company (ISC)** is responsible for delivering the red meat and livestock industry's traceability and quality assurance systems: the Livestock Production Assurance (LPA) program, National Vendor Declarations (NVDs) and the National Livestock Identification System (NLIS).

Our funding

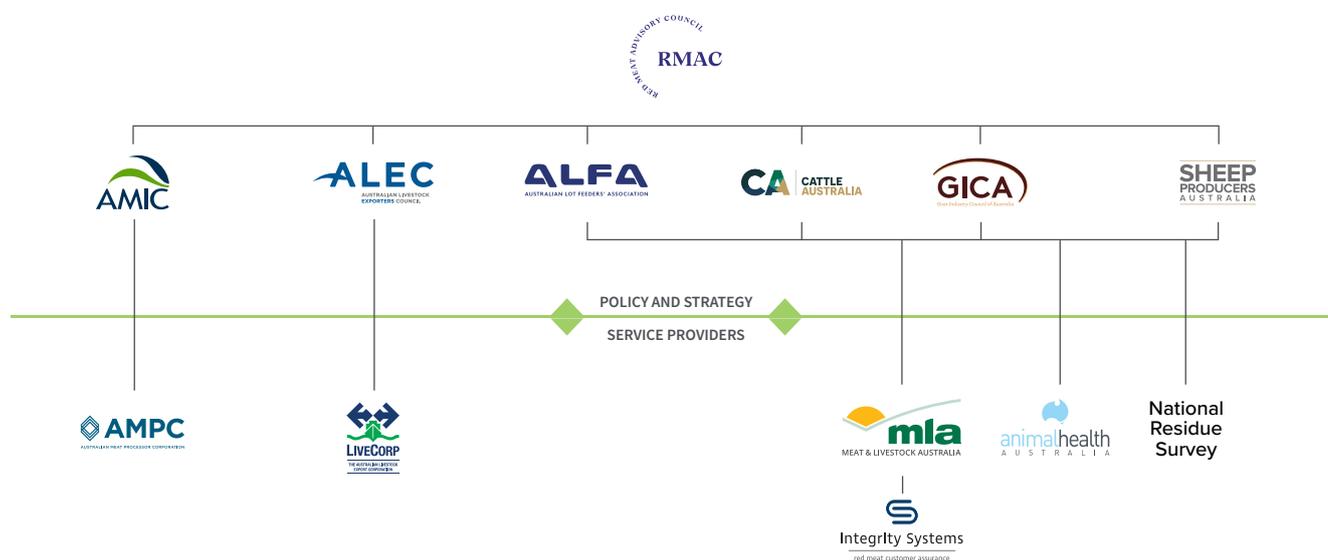
MLA is primarily funded via transaction levies paid on livestock sales by producers. These are used to support marketing, research, and development activities. MLA also receives matching funding from the Australian Government, unmatched grants and co-investment from other industry stakeholders.



2 Our operations and supply chain

As the declared industry research and marketing body under the Primary Industry Levies and Charges Disbursement Act 2024, MLA works in partnership with the red meat industry and Australian government to deliver marketing, research and development products and services to the Australian beef cattle, sheep, and goat sectors, with the core purpose of fostering the prosperity of the red meat and livestock industry.

The Australian Government sets high-level priority research and developments covering community, industry, and environmental concerns. Peak Industry Bodies (PIBs) assist MLA to consult with levy payers on industry needs and priorities, and provide guidance to ensure MLA strategy reflects these. MLA also works closely with the Red Meat Advisory Council and other research and development corporations to develop programs that address key industry issues and opportunities through the supply chain, manage projects and communicate outcomes. The structure of the overall red meat industry is set out below:



MLA's key operations are broadly categorised as follow:

Key operations

Research, development and adoption (RD&A) activities

- MLA invests in a range of on- and off-farm programs including animal health, digital agriculture, lot feeding and more. These programs are created to improve current systems, and work with new technologies to provide gains in production and profitability across the supply chain.
- The adoption arm delivers and promotes productivity findings from MLA's research and development (R&D) investments to red meat producers. It aims to improve productivity in livestock farming businesses through adoption of R&D by engaging producers in events and practice change projects.
- In addition to these producer levy-funded activities, MDC accelerates innovation across the value chain by attracting commercial investment from individuals and enterprises that share a mutual interest to co-invest in innovation that will create better value and results for industry.

Supply chain

We collaborate with Peak Industry Bodies (PIBs), rural research and development corporations (RDCs), government bodies and state departments, universities, producer groups, pastoral groups, regional councils, breeder societies, agribusiness consultants, meat processors, retailers and other supply chain stakeholders to conduct these activities.

Key operations

Traceability, integrity systems and programs

- MLA, through its subsidiary ISC, delivers the red meat and livestock industry's traceability and quality assurance systems such as National Livestock Identification System (NLIS), Livestock Production Assurance (LPA) program and National Vendor Declarations (NVDs).
- These systems and on-farm practices reinforce Australian red meat's quality reputation, instilling trade and consumer confidence.
- ISC drives MLA's Digital Value Chain Strategy to capture, integrate and interpret data generated from new technology across the value chain.

Marketing and industry insights programs (domestic and international)

- MLA delivers world-class domestic and international data and insights, and marketing strategies for the Australian red meat industry.
- Data and insights are provided across the red meat supply chain about the purchasing, eating and cooking habits of shoppers and consumers, as well as domestic and global food trends. Insights underpin MLA's strategic and seasonal marketing campaigns.
- MLA also positions Australian red meat in global markets by promoting its superior product integrity and positive image.
- Internationally, through business development and brand building, MLA works to improve and defend market access by supporting trade liberation and removing trade barriers, growing demand for Australian red meat.

Communication activities

- MLA's communications programs ensure MLA's marketing, research, development and adoption products and services are accessible to levy payers and stakeholders (government, state farming organisations, the community and MLA members) and manages industry corporate affairs.
- It also builds industry confidence through strong stakeholder engagement, publications, print and social media presence, and industry events.

Operational Support

MLA's business activities are supported operationally by an in-house corporate services team performing functions relating to:

- | | | |
|--------------------------------------|--|------------------------------------|
| ■ Human resources | ■ Legal, governance and risk | ■ Projects and process improvement |
| ■ Financial planning and forecasting | ■ Information and communications systems | ■ Commercialisation and IP |
| ■ Accounting and reporting | ■ Office services | ■ Contracts |
| ■ Evaluation | | |

Supply chain

ISC collaborates with government bodies and state departments, technology providers, producers, processors, transporters, professional services consultants (including industry trainers, auditors, and accreditation bodies) to ensure we maintain the industry's integrity and assurance programs.

MLA employs in-house and engages a range of professional agencies to help implement marketing strategies, including advertising, marketing, event management, branding, design, social media, public relations, and market research.

MLA employs in-house and engages a range of consultants and professional agencies to undertake public relations, copywriting, events management, media, and social media management, as well as printing of industry and promotional materials.

More information on MLA's programs and deliverables can be found in our [Annual Report 2024–25](#).

Our operations and supply chain *continued*

In 2024–25, 63% of total costs were related to research, development, adoption and extension activities, 31% were related to marketing, market access and insights activities, and 6% were related to corporate services costs. Approximately 86% of MLA's total spend during 2024–25 was with suppliers located in Australia. Our largest categories of spend were made to suppliers and partners operating in the following sectors, totalling 65% of all spend categories:

- research and development corporations (approximately 18%)
- universities and training centres (approximately 14%)
- consultancy services including agriculture consultants and professional services (approximately 13%)
- advertising, marketing, market research, media and public relations services (approximately 10%)
- government agencies (approximately 9%).

Of the 14% of overseas spend, most of the costs were related to direct marketing activities (63%) and administrative support costs (37%). Reputable advertising and marketing agencies, professional services and consultancy firms, PR and media consultants, data insights, and brand strategists were engaged in delivering marketing activities in our overseas regions.

3 Potential risks in our operations and supply chains

In 2024–25, MLA engaged approximately 1,617 suppliers from five regions (spanning Oceania, Asia, North America, the Middle East, the UK, and Europe) with 61% of suppliers rated as low for modern slavery risks and 39% of suppliers rated medium risk.

MLA has identified potential for a higher risk of modern slavery practices in the following sectors that form part of its business relationships:

- farming and lot feeding
- meat processing
- food manufacturing, food services, catering, and hospitality
- manufacturing (machinery, clothing, uniforms, and promotional items)
- commercial cleaning
- information technology
- logistics (relocation)
- recruitment.

As with previous years, many of MLA's business relationships with the red meat industry supply chain are related to collaborating on research, development, adoption, and marketing activities with universities, professional services, government entities, research centres as well as businesses in the food, beverage, and agriculture (FBA) and retail sectors. MLA understands

there are multiple modern slavery risk factors present in the FBA and retail sectors, such as high demand for base-skilled labour in production, processing, packaging, transport, and services. Additionally, MLA engages vendors to provide cleaning services. Numerous instances of exploitation have been found in the labour sourcing industry and the FBA sector more broadly. As such, MLA recognises there is risk that MLA may be linked to modern slavery practices through operations of vendors and business partners in countries and sectors reported to have a higher prevalence of modern slavery. In such instances, MLA ensures reputable vendors are engaged to minimise the likelihood of modern slavery practices in the red meat industry supply chain.

In 2024–25, MLA continued to review the red meat industry supply chain and completed risk assessments of service providers and suppliers engaged by MLA and its subsidiaries. The risk assessments considered factors that may cause, contribute, or be directly linked to modern slavery practices as outlined in the *Commonwealth Modern Slavery Act – Guidance for reporting entities*.

4 Actions taken by MLA to assess and address modern slavery risks

MLA has in place a framework to address the modern slavery risks associated with our operations and the red meat industry supply chains. This framework establishes our business processes in respect to modern slavery and human trafficking concerns.

Policies and processes

MLA has established a suite of policies to support our modern slavery responses. Our policies clearly articulate the standards we expect from our people, our suppliers, and our business partners, including in relation to preventing and addressing modern slavery risk to ensure MLA has fair and ethical practices in place and is compliant with workplace laws. Our policy framework includes:

- **Code of Conduct:** A set of guiding principles and minimum standards of ethical behaviour expected of staff and business partners when conducting business activities, including zero-tolerance towards any conduct that may constitute modern slavery.
- **Whistleblower Policy:** Our Whistleblower Policy supports our commitment to maintain an open working environment, in which staff may raise or report concerns of business and personal ethics being breached while performing duties and responsibilities. In addition to internal reporting channels through our Whistleblower Protection Officer, senior management or the Board, MLA has also made available an independent and confidential whistleblower service for its staff, contractors, and other stakeholders to enable reporting of any issues and grievances that may adversely affect MLA, its people, or its reputation.
- **Diversity and Inclusion Policy:** This policy is in place to outline our commitment to value and respect the unique contributions of people with diverse backgrounds.
- **Anti-bribery and Corruption Policy:** This policy articulates our commitment to complying with laws and regulation addressing fraud, bribery, and corruption in each country we conduct business.
- **Procurement Policy:** This policy describes the framework, responsibilities, practices and expected behaviours of MLA staff and contractors in relation to procurement activities. It prohibits modern slavery practices and reiterates the Code of Conduct.

- **Grievance and Dispute Resolution Procedure:** This procedure is in place to handle grievances and resolve disputes at work. Employees may informally or formally raise grievances related to work or the work environment where they think any act, omission, situation, or decision is unfair, discriminatory, or unjustified. The resolution steps are also outlined in the procedure to provide transparency to the process.
- **Modern Slavery Remediation Procedure:** This procedure is in place to provide a practical framework for MLA to remediate slavery victim(s) should MLA have caused or contributed to modern slavery practices during the course of employment or engagement.

Recruitment

MLA's staff is largely employed in professional roles, delivering research, development, industry integrity systems, marketing and communications programs for the industry. Approximately 72% of our staff are subject to an *Enterprise Agreement*, including administrative and support staff. Our *Recruitment* policy underpins our commitment to a fair and transparent process, with recruitment strategies developed with the Human Resources team. Candidates are sourced either via external advertising on notable job boards, social channels, and forums, or through reputable recruitment agencies, which are vetted for modern slavery risks.

MLA has in place a Remuneration, People and Culture Committee that has oversight of strategic human resources policies to ensure they are appropriate and consistent with MLA's objectives and values. Furthermore, MLA has in place a Consultative Committee and a Work, Health and Safety Committee that meet on a quarterly basis, with representation across all levels of the organisation. All staff are regularly invited to put forward their thoughts, opinions and ideas on matters relating to terms and conditions of employment, the workplace, MLA's operations, safety, and wellbeing initiatives.

Due diligence

MLA operates a zero-tolerance approach to modern slavery and is committed to acting ethically in all our business dealings and relationships. MLA has adopted a risk-based approach in our modern slavery due diligence, by applying risk factors, such as sector, industry, types of products and services, geographic locations and entity risks as part of assessments.

MLA's modern slavery risk assessment methodology, processes and system were reviewed to ensure they remain valid, relevant, complete and current. The review was made upon assessing MLA's operations, its supply chain and in accordance with guidance from the International Labour Organization (ILO) and the Global Slavery Index.

MLA continued to utilise its implemented systems and controls to assess and record modern slavery risks, which were consistent with the approved modern slavery risk management methodology. All MLA staff with procurement and project management duties were required to assess suppliers and business partners prior to engagement based on key risk factors.

Where suppliers were flagged as being at higher risk for modern slavery practices, due diligence questionnaires were issued and assessed by the Risk and Compliance team. As part of the assessment process, MLA referred to information from reliable sources such as the Attorney-General's Department, the UN Guiding Principles on Business and Human Rights, the Global Business Initiative on Human Rights, the Business & Human Rights Resource Centre and the Global Slavery Index.

In 2024–25, two questionnaires were issued to service providers flagged for higher risk of modern slavery practices, where information was not readily available. There were no material differences in the service providers and business partners MLA engaged in 2024–25 compared with previous years and as a result, we were able to leverage previously obtained information on their governance, policies and controls in place to manage modern slavery risks. Since the first year of reporting on modern slavery risks, MLA has also seen an increase in available materials on our service providers and business partners' approach to address human rights violations and modern slavery risks, which has also assisted in our risk assessment process.

The modern slavery risk management framework is regularly reviewed, and its activities are reported to the Audit, Finance and Risk Committee and the MLA Group Boards on an annual basis.

Service provider contracts

MLA has included contractual terms in our standard agreements relating to the requirement for service providers to adhere to Ethics Laws, including upholding fundamental human rights in particular the prohibitions on child labour, slavery, forced labour and human trafficking, including the *Modern Slavery Act 2018* (Cth). These agreements are made available at [MLA agreements](#).

Knowledge and awareness

As part of the modern slavery training program to educate staff on modern slavery risks and established processes to identify and manage such risks, MLA continued to provide targeted training via mandatory e-learning modules and trainer-led sessions to staff in Australia and in our overseas offices. In 2024–25, 97% of new employees (excluding external consultants with no procurement roles) completed mandatory modern slavery training.

These sessions and modules were aimed at raising staff awareness, educating and reminding staff of their obligations in identifying, mitigating, and reporting modern slavery risks within the red meat industry supply chain. Staff were also trained in performing and recording modern slavery risk assessments prior to engaging suppliers. With support from the Finance and Contracts teams, the Risk and Compliance team identified weak compliance issues and provided additional training to ensure the process remains robust.

Staff are also frequently reminded to report to the Risk and Compliance team should they become aware of (potential) modern slavery practices in our supplier's operations, for further escalation to senior management. In addition, internal guidelines and resources are available to supplement the training provided through a dedicated modern slavery resource page on MLA's intranet.

In compliance with the *Modern Slavery Act 2018* (Cth), MLA has submitted an annual modern slavery statement to the Australian Government's Online Register for Modern Slavery Statements since 2019–20. The approved statements have also been published on MLA's website – [Modern Slavery Statement](#).

5 Assessment of the effectiveness of MLA's due diligence process

We are committed to maintaining effective systems to identify, assess, address, and proactively manage modern slavery risks in accordance with relevant legislation, international human rights standards, regulatory obligations, shareholder expectations and good corporate governance principles.

During the reporting period, MLA did not identify any instance of modern slavery practices caused by our own operations, or through our supply chains and we remain confident of the low risk of such occurrences. We did not receive complaints or concerns raised through our reporting channels, including the independent whistle-blower hotline. However, we recognise there are opportunities to improve the framework through stronger and more efficient systems and controls.

MLA has continually reviewed its methodology, systems and processes to identify and assess modern slavery risks in its operations and supply chains, as well as staff understanding and awareness of modern slavery risks. The roadmap previously developed from an independent review of MLA's modern slavery maturity level and its readiness to comply and respond to the Act has also been successfully implemented through constant review and upskilling opportunities by the Risk and Compliance team to ensure better practices are

effectively captured. As outlined in last year's Statement, MLA also assessed our readiness to comply with recommendations from the Australian Government's statutory review of the *Modern Slavery Act 2018* (Cth), which were presented to the Audit, Finance and Risk Committee as well as to the MLA Group Boards.

Future and continuous improvements

In 2025–26, MLA will continue to monitor the proposed key recommendations from the independent review of the modern slavery act commissioned by the Australian Government in 2023. MLA will develop a preliminary roadmap against the new proposed key recommendations to assess MLA's modern slavery maturity level and its readiness to comply and respond to potential changes to the Act, as required.

We have identified the following key areas of focus for FY26 and beyond.





Key area

Roadmap

Modern Slavery Act requirements

- continue monitoring the upcoming changes to the Act's requirements based on the 2023 independent review and recommendations tabled to the Parliament
- prepare a roadmap to implement the potential changes or other initiatives by the Australian Anti-Slavery Commissioner, as required.

Risk assessment and due diligence

- regular review of modern slavery risk assessments and due diligence records in the system to ensure validity, relevancy, completeness, and currency.

Policy and governance

Continue to:

- embed and uphold modern slavery clauses in our agreements
- improve and refine MLA policies to ensure they remain fit for purpose
- review and strengthen MLA's systems and controls to identify and manage modern slavery risks in our operations and supply chains
- report on the modern slavery risk management program annually to the Audit, Finance and Risk Committee and the MLA Group Boards.

In addition, MLA will also create and communicate a new Human Rights Policy to staff.

Training and awareness

- review training and awareness resources to ensure the validity, relevancy, completeness, and currency of the materials.
- roll out refresher modern slavery e-learning and implement auto enrolment schedules for existing employees
- continue to provide mandatory modern slavery risk training to new employees in both Australia and overseas locations through e-learning modules.

6 Consultation with MLA subsidiaries

MLA has addressed the requirements under the *Modern Slavery Act 2018 (Cth)*. This statement was approved by the boards of each of the three reporting entities covered by this statement as below:

This statement was endorsed and approved by the MLA Board on 19 November 2025.

This statement was endorsed and approved by the MDC Board on 18 November 2025.

This statement was endorsed and approved by the ISC Board on 18 November 2025.



John Lloyd
MLA Board Director – Chair
19 November 2025





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