



Modern Slavery Policy

Details

Policy & Procedure Owner	ERF Board of Directors	
Approved by	ERF Board of Directors	
Date Approved	Date of Last Revision	Next Review
March 2026	March 2026	March 2029

Abbreviations

ACFID	Australian Council for International Development
DFAT	Department of Foreign Affairs and Trade
ERF	Edmund Rice Foundation

Definitions

ACFID Member	A not-for-profit organisation that has obtained membership with ACFID and is a signatory to the ACFID Code of Conduct
Board Members	Voluntary members of ERF's Board of Directors who are responsible for the governance and strategic oversight of the organisation
Donor	Members of the public, including individuals or organisations, who contribute financially or in-kind to ERF's Programs or operations
Partner	Any organisation that has entered into a Memorandum of Understanding (MoU) or contract with ERF
Primary Stakeholder (Beneficiary)	Children and adults who directly participate in and are impacted by ERF-supported Programs or Projects
Program	An overarching development or humanitarian initiative that sets strategic priorities and guides the outcomes, results, and activities of one or more Projects. Programs may comprise ministries or entities
Project	A defined set of development or humanitarian activities implemented within the framework of a Program
Staff	Individuals formally engaged by ERF on a paid basis, working under ERF's direct supervision and subject to its policies and procedures, including employees, apprentices, trainees, and work experience students
Stakeholder	Any individual, group or organisation that has an interest in, is affected by, or has the ability to influence ERF's operations, Programs or Partnerships. This includes, but is not limited to, ERF Staff, contractors, volunteers, Board Members, implementing Partners, suppliers, Program beneficiaries, and relevant governmental or international actors
Third Parties	Individuals or entities who perform work for, or have access to, ERF funds, resources, or Programs but are not formally employed by ERF, including contractors, subcontractors, consultants, suppliers, implementing Partners, and any other person or entity entrusted with ERF funds or assets

Volunteers	Individuals who freely offer their time and services to ERF on an unpaid basis, who work under ERF's direct supervision and are subject to its policies and procedures
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Contact information

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1.0 Introduction

Edmund Rice Foundation (ERF) is committed to upholding the human rights and dignity of all people and has zero tolerance for Modern Slavery, child abuse, exploitation, discrimination, or any form of harm. This commitment applies across ERF's operations, supply chains, Programs and Partnerships in Australia and internationally. ERF expects its Staff, Board Members, Partners, Volunteers, and Third Parties (collectively referred to in this Policy as 'Representatives') to uphold these principles, to take reasonable steps to protect children and adults from harm, and to provide safe, accessible and appropriate mechanisms for raising concerns or complaints.

2.0 Purpose

This Policy outlines ERF's commitment to identifying, assessing, preventing, and responding to Modern Slavery risks in a manner that is ethical, transparent, and proportionate to ERF's size, operating context, and risk profile. Specifically, this Policy aims to:

- demonstrate ERF's commitment to a risk-based approach to identifying and assessing Modern Slavery risks and to implementing proportionate measures to respond to and manage those risks across its operations, Programs and Partnerships;
- outline measures to prevent and reduce Modern Slavery risks, with a focus on continuous improvement;
- set clear expectations for Representatives and other entities engaged by ERF in relation to education, training and management of Modern Slavery risks;
- support compliance with relevant Australian legislation, including the [Modern Slavery Act 2018 \(Cth\)](#), [Criminal Code Act 1995 \(Cth\)](#) and alignment with DFAT and ACFID standards;
- promote transparency and accountability through appropriate reporting, monitoring and review of Modern Slavery risks and responses;
- outline a clear implementation plan to ensure the Policy is embedded across ERF's operations, Programs and Partnerships and to guide continuous improvement in addressing Modern Slavery risks; and
- ensure that Representatives and Stakeholders understand their roles and responsibilities in preventing, identifying and addressing Modern Slavery risks within ERF's sphere of influence.

3.0 Scope

Providing protection against Modern Slavery is the responsibility of all those who participate in the work of ERF. Therefore, this Policy applies to:

- all ERF Representatives;
- all operations and Programs, both in Australia and overseas;
- all procurement and supply chain activities; and
- all Partner organisations, implementing Partners, staff of implementing Partners and key suppliers.

Where necessary, this Policy makes a distinction between internal processes that concern ERF Staff and external processes that concern ERF's implementing Partners. ERF commits to working together with our Partners to implement this Policy, and all overseas Programs must be compliant with this Policy.

4.0 Definitions

High Risk Geographies

High Risk Geographies means those countries or regions identified as having a high prevalence of

Modern Slavery or weak governance, as determined by external indices including but not limited to [Walk Free's Global Slavery Index](#), the [ILO – Global Estimates of Modern Slavery: Forced Labour and Forced Marriage](#) (please note that all external links and resources referenced in this Policy are subject to periodic update and revision by their respective publishers). Some countries may have higher risks of Modern Slavery, including due to poor governance, weak rule of law, conflict, migration flows and socioeconomic factors like poverty. Geographic risks include:

- the country has not ratified international conventions relevant to Modern Slavery, such as: [The Slavery Convention \(1926\)](#); [Forced Labour Convention, 1930 \(No. 29\)](#); [the Protocol of 2014 to the Forced Labour Convention \(P029\)](#); [the Supplementary Convention on the Abolition of Slavery, the Slave Trade and Practices similar to Slavery \(1956\)](#); [the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children \(2000\)](#); [ILO Convention \(No. 182\) concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, 1999](#);
- the country is reported to have a high prevalence of Modern Slavery or labour rights violations, other human rights violations and/or child labour by international organisations or NGOs; and/or
- the country has inadequate protections for workers, including no or weak capacity to effectively monitor workplace standards and enforce compliance with national standards.

High Risk Sectors

High-Risk Sectors and industries are those that present an elevated risk of Modern Slavery due to the nature of their operations, workforce arrangements, products, or business practices. These risks are often associated with characteristics such as:

- heavy reliance on low-skilled, casual, temporary, or seasonal workers, or extensive use of short-term contracts, subcontracting, or outsourced labour arrangements;
- employment of migrant, temporary, or low-skilled workers in roles that are less visible or harder to monitor, such as night work or work performed in isolated or remote locations, including cleaning, security, and domestic or care work performed in private homes or informal settings;
- the presence of child labour in dangerous or exploitative conditions, including work underground, with hazardous equipment or machinery, in unsafe or unhealthy environments, where children may face physical or sexual abuse, required to work excessive hours, or prevented from accessing education;
- recruitment practices by suppliers, intermediaries, or labour hire agencies that specifically target vulnerable or marginalised individuals or communities;
- direct interaction with children through activities such as orphanage tourism or other forms of voluntourism, including Programs delivered under corporate social responsibility or social investment initiatives; and
- industries with a historically high concentration of Modern Slavery risk, including but not limited to hospitality, food production, agriculture, fishing, garment and textile manufacturing, construction, and cleaning services.

Modern Slavery

This definition aligns with the *Modern Slavery Act 2018* (Cth) and international human rights standards, including the [Universal Declaration of Human Rights](#), [International Labor Organisation \(ILO\) Core Labour Standards](#), and the [UN Convention on the Rights of the Child \(1989\)](#).

Modern Slavery includes, but is not limited to:

- **Human trafficking:** the recruitment, movement, or receipt of persons through coercion, deception, or abuse of power for exploitation, including sexual exploitation or forced labour;
- **Slavery:** situations involving ownership, or powers equivalent to ownership, over a person;
- **Servitude:** conditions where a person's freedom is substantially restricted, including an

- inability to leave work or refuse tasks;
- **Forced labour:** work or services extracted through coercion, threats, debt, intimidation, or retention of identity documents;
- **Forced marriage:** marriage entered into without free and informed consent due to coercion or deception;
- **Debt bondage:** labour or services demanded to repay an unreasonable, undefined, or unrepayable debt;
- **Deceptive recruitment:** misleading a person about the nature, conditions, remuneration, or rights associated with work; and
- **Worst forms of child labour:** work that harms a child's health, safety, or development, or involves slavery or slavery-like practices.

5.0 Roles and Responsibilities

Responsibility for overseeing Modern Slavery risk management is assigned to ERF's Policy and Compliance Officer. Any material amendments to this Policy must be approved by ERF Senior Management and the Board. The CEO will oversee the review process.

5.1 Board Oversight

The Board is responsible for:

- overseeing ERF's management of Modern Slavery risks;
- ensuring ERF maintains appropriate systems for risk identification, due diligence and remediation;
- approving this Policy and any material amendments;
- reviewing this Policy at least every three years, or more frequently if required; and
- overseeing compliance with applicable legislation, DFAT accreditation standards and ACFID Code of Conduct requirements.

5.2 Staff

All ERF Staff are responsible for:

- complying with this Policy;
- completing required Modern Slavery and safeguarding training;
- signing and adhering to ERF's Code of Conduct;
- participating in due diligence processes where required; and
- reporting any suspected, alleged or confirmed Modern Slavery concerns using ERF's Incident, Complaint and Compliment Form, in accordance with the reporting procedures set out in this Policy (see Section 7.4) and ERF's Complaints Handling Policy.

5.3 Senior Management Responsibility

Senior Management is responsible for:

- fulfilling the responsibilities outlined in clause 5.2;
- ensuring adequate resources are allocated to identify, prevent and address Modern Slavery risks;
- embedding Modern Slavery risk considerations into operational planning, procurement, Partnership management and decision-making processes;
- ensuring appropriate due diligence and monitoring mechanisms are implemented; and
- overseeing remediation actions where Modern Slavery risks are identified.

5.4 Chief Executive Officer Responsibility

The CEO is responsible for:

- ensuring ERF complies with applicable Modern Slavery legislation and regulatory standards;
- overseeing the implementation of this Policy;
- ensuring Modern Slavery complaints are managed in accordance with the Complaints Handling Policy;
- determining, during complaint triage, whether a matter constitutes a high-risk safeguarding concern;
- reporting significant Modern Slavery matters to the Board; and
- ensuring appropriate corrective and remedial actions are taken.

6.0 Principles and Regulatory Framework

Modern Slavery breaches the most fundamental freedoms and human rights of individuals. ERF recognises its responsibility to identify, assess and manage Modern Slavery risks within its own operations and supply chains and across its Partner operations.

6.1 Guiding principles

ERF's guiding principles that govern this Policy are as follows:

- zero tolerance of Modern Slavery and zero tolerance of inaction towards incidents of Modern Slavery;
- do no harm;
- shared responsibility;
- gender equality and inclusion;
- accountability and transparency; and
- victim-survivor centred approach.

6.2 Australian legislative and regulatory context

This Policy is informed by the *Modern Slavery Act 2018* (Cth) and reflects the risk-based reporting framework established under that Act. ERF adopts a Modern Slavery risk management approach consistent with the objectives of the *Modern Slavery Act 2018* (Cth) and in alignment with its commitments under the ACFID Code of Conduct and DFAT accreditation requirements.

6.3 International human rights standards

This Policy is guided by internationally recognised human rights instruments, including:

- the [*International Bill of Human Rights consisting of the Universal Declaration of Human Rights \(UDHR\), International Covenant on Civil and Political Rights \(ICCPR\) and the International Covenant on Economic, Social and Cultural Rights \(ICESCR\)*](#);
- the ILO Core Conventions, including in particular the *Forced Labour Convention, 1930* (No. 29) and the *Worst Forms of Child Labour Convention, 1999* (No. 182), and the Protocol of 2014 to the Forced Labour Convention (P029);
- the *Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children* (2000);
- the *United Nations Convention on the Rights of the Child* (CRC); and
- the [*United Nations Guiding Principles on Business and Human Rights \(UNGPs\)*](#).

These instruments recognise Modern Slavery as a serious violation of fundamental human rights and establish the responsibility of organisations to undertake human rights due diligence to prevent, mitigate and remediate harm.

6.4 Alignment with DFAT and ACFID standards

This Policy aligns with relevant DFAT safeguarding and accreditation requirements and the ACFID Code

of Conduct, including standards relating to:

- human rights due diligence;
- safeguarding and protection of vulnerable persons;
- ethical Partnerships and supply chain practices; and
- risk management and accountability.

ERF integrates Modern Slavery risk considerations across its governance, safeguarding and operational systems, including its Complaints Handling Policy.

6.5 Sustainable development commitment

ERF formally aligns its work with the [United Nations 2030 Agenda for Sustainable Development](#), particularly: [Sustainable Development Goal 8: Decent Work and Economic Growth](#). In pursuit of Target 8.7, ERF is committed to the eradication of forced labour, Modern Slavery and human trafficking, recognising these as both grave human rights violations and fundamental barriers to sustainable development.

6.6 Application across jurisdictions

ERF operates in multiple jurisdictions and complies with all applicable laws and regulations in the countries in which it works. ERF policies and procedures are to be interpreted and implemented consistently with local legislation. Where ERF's internal policies impose a higher standard than local law, ERF will apply and adhere to its own more stringent requirements. ERF respects and seeks to promote the culture, traditions and practices of the communities in which it operates. However, where cultural practices are inconsistent with internationally recognised human rights standards or result in harm, ERF will engage constructively with communities in a respectful, rights-based and culturally sensitive manner to promote positive change.

7.0 Policy Statement

ERF maintains ongoing processes to identify, assess, prevent and mitigate Modern Slavery risks across its operations, supply chains and Partnerships. Where ERF identifies that it has caused, contributed to, or is directly linked to a risk or instance of Modern Slavery, it will respond in a manner proportionate to the level of risk and in accordance with this Policy and ERF's broader safeguarding and risk management frameworks, including the Complaints Handling Policy, Child Protection Policy and PSEAH Policy where applicable.

7.1 Modern Slavery risk-based assessments

Risk identification is embedded as a normal part of ERF organisational operations, including procurement, Program implementation and Partnership management. ERF's Modern Slavery risk assessments consider factors such as:

- operations in High-Risk geographies;
Note: See *Walk Free Global Slavery Index (current edition) for country-level Modern Slavery prevalence data:* <https://www.walkfree.org/global-slavery-index/>;
- operations in High-Risk sectors;
Note: See *Department of Home Affairs guidance on Australia's strategic framework for combating Modern Slavery, including high-risk sector information, at* <https://www.homeaffairs.gov.au/criminal-justice/files/nap-combat-modern-slavery-2020-25.pdf>. (Note that this document reflects Australia's National Action Plan to Combat Modern Slavery 2020-2025 and may not reflect the most current government guidance. ERF will update this reference when a successor document is published by the relevant authority. The Modern Slavery Statements Register, managed by the Attorney-General's Department, is also a useful source of sector-specific guidance and is available at <https://modernslaveryregister.gov.au/>;
- supply chains that involve subcontracted, informal or unregulated labour;
- the extent of engagement with populations at heightened vulnerability, such as women,

- children, migrants, displaced persons and people with disabilities; and
- known vulnerabilities to forced labour, child labour, debt bondage, trafficking, and other exploitative labour practices in the specific countries in which ERF operates, including Australia, Kenya, Uganda, South Africa, the Philippines, and Timor-Leste.

7.2 Due Diligence in Operations and Supply Chains

ERF undertakes its due diligence processes in operations and supply chains according to principles that ensure they are:

- **fit for purpose:** meaning that the actions taken and requirements imposed are sufficient to address Modern Slavery risks effectively while meeting the operational needs of ERF;
- **balanced:** ensuring these actions and requirements are proportionate to the capacity of ERF and its Partners and suppliers and do not create barriers to engagement or act as a disincentive for collaboration; and
- **embedded as business as usual:** reflecting ERF's commitment to integrating due diligence into its existing operating model, with clear roles, responsibilities, reporting obligations and management controls.

ERF recognises that effective due diligence relies on ongoing education and training of Staff, Partners, and relevant Stakeholders to maintain awareness, compliance, and continuous improvement in mitigating Modern Slavery risks. These may include:

- compliance with Australia's [Fair Work Act 2009 \(Cth\)](#) standards;
- requiring suppliers and Partners operating in higher-risk areas or sectors to complete Modern Slavery questionnaires;
- criminal record checks and working with children checks for staff; as Modern Slavery practices also amount to criminal offences, these checks help to reduce the risk of ERF engaging with parties who have been convicted of crimes that undermine human rights and safeguarding;
- conducting enhanced screening or additional verification processes where warranted;
- incorporating Modern Slavery and ethical labour clauses into relevant contracts and partnership agreements (including MoUs); and
- requiring compliance with applicable laws and ERF's Code of Conduct and safeguarding standards.

ERF aims to identify key risks and develop robust implementation strategies, noting that we will find opportunities to strengthen measures to combat Modern Slavery.

7.3 Training, Implementation and Capacity Strengthening

ERF implements this Policy through the integration of Modern Slavery risk management across its governance, operations, Partnerships and Programs. Implementation measures include:

- incorporation of Modern Slavery awareness and reporting obligations into Staff induction processes;
- education and training on Modern Slavery risks, relevant legal and policy obligations, recognising indicators of Modern Slavery, and reporting procedures for all relevant Staff and Partners;
- inclusion of Modern Slavery considerations in briefing materials for all excursions, immersions, Programs and activities involving Staff and Third Parties;
- inclusion of specific Modern Slavery clauses and expectations in partnership agreements, funding contracts and relevant procurement documentation; and
- integration of Modern Slavery risk assessment considerations into Program design and

funding application forms.

Staff and Third Parties involved in procurement, Partnership management and Program decision-making receive targeted training. Training includes:

- recognition of Modern Slavery risk indicators and vulnerability factors;
- awareness of high-risk sectors and operating contexts;
- due diligence and contractual requirements;
- internal reporting and escalation pathways; and
- enhanced training is provided to personnel whose roles directly influence compliance with this Policy or involve elevated risk exposure.

ERF maintains systems and controls proportionate to its risk profile to mitigate Modern Slavery risks across its operations and supply chains. ERF works collaboratively with Partners to strengthen practices over time, including through corrective action planning where appropriate, and promotes transparency and accountability by clearly communicating its expectations.

7.4 Reports and Complaints Handling

All suspected Modern Slavery incidents, suspected or alleged, are to be reported to the ERF CEO. There are two means via which a breach of the Modern Slavery Policy may come to the attention of ERF:

- through the independent detection of ERF Staff or Program Staff; or
- through the lodgement of a complaint that notifies ERF of an observed or suspected breach; such a complaint could derive from within or outside the organisation.

For Modern Slavery breaches that are brought to the attention of ERF via the means of a complaint, ERF's Complaints Handling Policy is the first point of contact and should be consulted first. Complaints are to be lodged using ERF's [Incidents, Complaints and Compliments Form](#). Every complaint begins with a two-step process:

1. Lodge
2. Triage

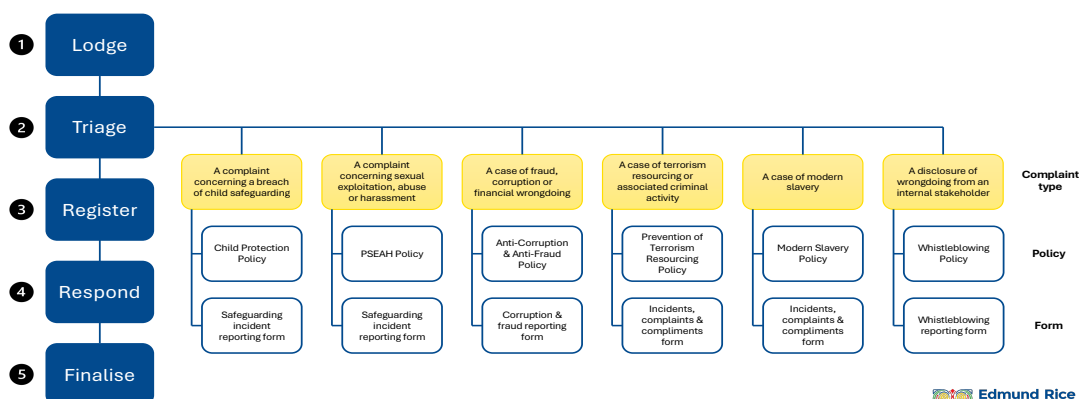
After stage two, all 'high-risk' incidents, suspected or alleged, are to be reported to the ERF CEO within 24 hours of them first being received. In such cases where DFAT funds are involved, DFAT are also to be contacted within 24 hours of the incident first being received. High-risk complaint types that require the ERF Representative and/or Stakeholder to refer to external policies outside of this Policy and the Complaints Handling Policy include the following:

- **Child Safeguarding:** for alerts of child safeguarding incidents, ERF's Child Safeguarding Policy is to be consulted;
- **Prevention of Sexual Exploitation, Abuse and Harassment:** for complaints of sexual exploitation, abuse or harassment (SEAH), ERF's Prevention of Sexual Exploitation Abuse and Harassment (PSEAH) Policy is to be consulted; and
- **Whistleblowing:** disclosures of wrongdoing originating from internal stakeholders, ERF's Whistleblowing Policy is to be consulted.

Complaints that fall outside these 'high-risk' parameters will continue to be processed through a step-by-step process, continuing with:

3. Register
4. Respond
5. Finalise

Complaints handling flowchart



Primary Contact: Chief Executive Officer/Child Protection Officer/Safeguarding Officer	Bren Arkinstall E: barkinstall@edmundrice.org PH: +61 7 3621 9649 M: PO Box 130 Virginia, Queensland, Australia 4014
Secondary Contact: Programs & Impact Director/Second Complaints Contact	Emily Faller E: ejfaller@edmundrice.org PH: +61 7 0400 882 812
External Contact: Chair, Australian Council for International Development (ACFID) Code of Conduct Committee	E: code@acfid.asn.au M: C/- ACFID, Private Bag 3, Deakin, ACT, Australia 2600

ERF Representatives will receive appropriate instruction and support to engage with the complaints handling process efficiently, confidentially and professionally. This includes training to identify potential indicators of Modern Slavery, to respond sensitively and appropriately to complaints, and to ensure that reports are escalated, referred and documented in accordance with internal procedures and relevant external obligations.

7.5 Response and Remediation

ERF adopts a victim-survivor centred approach in responding to reported breaches of this Policy. This includes prioritising the safety, dignity, rights and best interests of individuals who may have experienced harm, and taking steps to avoid further harm or re-traumatisation. Where a situation of serious concern arises, ERF will seek to reduce risk and protect the person concerned; for example, by removing them from an exploitative or harmful environment where it is safe and appropriate to do so. ERF will facilitate access to relevant support services and safe pathways to recovery. Actions taken will always consider the individual’s autonomy, safety and wellbeing, and will be guided by established referral pathways, external expertise and applicable legal obligations.

Where Modern Slavery risks or incidents are identified, ERF will take timely, proportionate and risk-based action consistent with this Policy and its safeguarding and complaints frameworks. Depending on the nature and severity of the risk or incident, actions may include:

- engaging with corporate Partners or implementing Partners to strengthen practices and address identified gaps;
- developing and implementing corrective action plans with clear timeframes and

- monitoring mechanisms;
- supporting appropriate remediation processes for affected individuals;
- escalating concerns in accordance with ERF's safeguarding, complaints handling and reporting procedures; and
- suspending, varying or terminating Partnerships, funding arrangements or contracts where serious breaches occur or where risks remain unaddressed.

ERF's standard form agreements with suppliers, corporate Partners and implementing Partners include dispute resolution and escalation provisions to address concerns that arise during an engagement. Where an entity fails to adequately prevent, address or remediate Modern Slavery risks or incidents, ERF may take remedial action, including ending the business or Partnership relationship. ERF is committed to ensuring that no person suffers detriment, disadvantage or retaliation for reporting a genuine concern or suspicion in good faith. Protections are provided in accordance with ERF's Whistleblower Policy.

7.6 Victim-Survivor Centred Approach

ERF implements a victim-survivor centred approach to Modern Slavery, prioritising the rights, needs, wishes and empowerment of the victims and survivors of Modern Slavery in both the prevention and response to Modern Slavery.

7.7 Documentation and Continuous Improvement

ERF maintains clear and accurate records of its risk assessments, due diligence processes, supplier and Partner engagement, and any corrective or remediation actions undertaken. This documentation supports accountability, compliance oversight and ongoing organisational improvement. ERF is committed to periodic reviews of its Modern Slavery risk management framework to ensure continued alignment with DFAT accreditation requirements, the *Modern Slavery Act 2018 (Cth)*, and emerging best practice.

ERF conducts regular compliance reviews to assess the effectiveness of current policies and processes.

8.0 Non-Compliance with this Policy

Failure to comply with this Policy, including failure to report known or suspected Modern Slavery risks or incidents, may result in disciplinary or corrective action.

ERF will respond to non-compliance in a manner that is proportionate to the seriousness of the breach and consistent with applicable contractual, employment and legal obligations. Actions may include:

- **ERF Staff and Board Members:** performance management measures, disciplinary action, or termination of employment or engagement;
- **ERF Partners:** implementation of corrective action plans, suspension of funding, or termination of contractual and Partnership agreements with ERF;
- **Third Parties:** suspension or termination of ongoing business relationships or contracts; and
- **Where appropriate:** referral or reporting to relevant regulatory or law enforcement authorities.

9.0 Related documentation

ERF has multiple operational Policies and supporting documents in place that contribute to the prevention, identification, response and reporting of Modern Slavery risks, and support ethical conduct and risk management across all aspects of its governance, operations, Partnerships and Programs. This Modern Slavery Policy has been approved by ERF's Board of Directors and is reflected throughout its internal governance framework, including but not limited to the following policies and procedures:

Policies:

- ERF Code of Conduct
- ERF Complaints Handling Policy
- ERF Human Rights Policy
- ERF Whistle-Blower Policy
- ERF Child Protection Policy
- ERF Prevention of Sexual Exploitation, Abuse & Harassment Policy
- ERF Gender Equality and Female Empowerment Policy

Procedures and documentation:

- ERF Procurement and Partner Management Procedures
- ERF Training and Capacity Development Documents
- ERF Incident Reporting and Response Forms

10.0 Policy Review

ERF's Modern Slavery Policy will be reviewed every three years. ERF's CEO will manage the review of the Modern Slavery Policy. Any changes made to this Policy will be signed off by ERF management and the Board.

ERF policies and processes are regularly updated. For the most up to date policies refer to ERF's website at www.erf.org.au/policies.