

Capability Statement

Prepared by Dr Stephen Morse, CEO
Unchained Solutions Pty Ltd



5 Key times clients call on us



- When they need an expert in modern slavery intervention to co-create a long-term strategy to mitigate the risks to their business operations and value chain.
- When they need professional advice to improve their social sustainability reputation with investors, customers and stakeholders in keeping with ESG reporting indicators.
- When they need an inspiring keynote to energise their team to make a positive social impact on the survivors of modern slavery in Australia and overseas.
- When they need a strategic planner to co-design their risk management framework and policies to advance their tender for new business.
- When they need an experienced team of consultants who will go the distance with them, knowing that the problem of modern slavery cannot be solved overnight.

Case Study 1:

Coal Mining Firm assesses the risk of modern slavery among top suppliers



Problem

Having completed their first Modern Slavery Statement in March 31, 2021, the company lacked the internal know-how and capacity to implement the commitments made for the second reporting period. Having completed a high-level assessment of their top suppliers by spend, the company knew they needed a more comprehensive risk assessment and supplier engagement strategy to mitigate the risk of modern slavery.



Solution

Unchained worked with the procurement manager to deliver an initial Risk Assessment report of the company's tier 1 suppliers in Australia. It identified 200 suppliers with medium-to-high risk categories at the tier 2 level, and developed a Supplier Engagement Strategy which included the development of a SAQ and further desk research to investigate coal suppliers, the ports used and the international shipping companies who transport their products.



Result

Though not entirely comfortable with the results of the risk assessment, the company came to realise that they needed to develop a strategy to mitigate these risks and remediate where possible, taking into account their market position and how much leverage they could apply to suppliers. Through Unchained's advice, they discerned avenues for collaboration with buyers and suppliers.

Case Study 2:

Real Estate Group commissions a strategic framework review



Problem

This leading ASX-listed real estate group is at the forefront of their engagement with the Act. Having done extensive work to assess the risk of forced labour in their supply chain and operations, they commissioned Unchained to review their Modern Slavery Statement 2021, Risk Management Framework and Effectiveness Framework with a view to developing a new strategy for monitoring and reporting on modern slavery risks.



Solution

Over a 4-month period, Unchained worked with the company's Modern Slavery Working Group and conducted a Strategic Framework Review of the company's current position statements, policies and due diligence frameworks. Unchained also facilitated a half-day workshop to advise and reframe the current strategy having identified key gaps, challenges and opportunities in a written report.



Result

The client saw new opportunities for engagement, and where they could make a positive and lasting social impact. This was based on a better understanding of their business ecosystem and where they could leverage their influence and effect change. Moving forward, they were able to develop a clear strategy of the steps they would take each financial year to report on modern slavery risks. They found Unchained's reports easy to integrate into their current risk management framework.

Case Study 3:

Fertiliser Manufacturer & Distributor gets set up with the Modern Slavery Act



Problem

This Fertiliser manufacturer saw their lack of attention to addressing modern slavery risk as a gap in their commitment to sustainable business practices. The client reached out to Unchained to help them implement the *Modern Slavery Act 2018 (Cth)*, a choice that would enhance their standing in government tenders.



Solution

Unchained worked with the executive team to role-out its end-to-end professional service delivery, starting with Gaps Analysis workshops leading to a 1-2 year roadmap, and an initial Risk Assessment to categorise and map out the supply chain. This led to the formulation of the company's first Modern Slavery Statement and the development of the company's Supplier Engagement Strategy and Risk Management Framework.

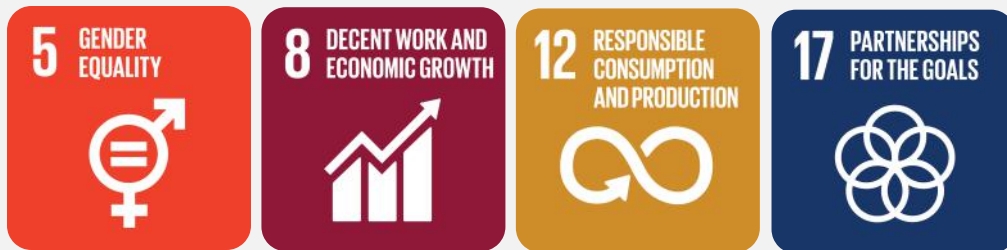


Result

The company successfully established themselves as an emerging market leader among their peers in the agriculture sector and have committed themselves to a program of continuous improvement, being better equipped to implement the action plan internally.

Our Value

The Unchained team has unique **lived-experience** in humanitarian work and with survivors of modern slavery. This is combined with our **knowledge of tools**, and **expertise** to assist organisations in supply chain analysis, risk assessment, strategy and policy development, and the training of employees to accelerate the UN SDGs 5, 8, and 12 and 17, comply with the Modern Slavery Acts of 2018 (Cth and NSW) and the Guiding Principles on Business and Human Rights.



About Unchained



Mission

Unchained inspires Australian organisations to be leaders in making an impact on modern slavery.



Vision

We see the Modern Slavery Act 2018 (Cth) implemented by every boardroom in Australia, so that business leaders can make a positive social impact.



Impact

A portion of our profits go to ending modern slavery including funding social enterprises of the Freedom Business Alliance, who provide survivors of modern slavery with a vocational training and meaningful employment

About our Team



Stephen Morse
CEO



Sarah Morse
Director



Talita Meira
Snr Supply Chain Consultant



Jasmine Dickson
Client Services Officer



Briana Grosvenor
Marketing & Communications
Coordinator



Zairul Nurshazana Zainuddin
PhD Researcher



Catherine Caradus
Business Advisor



Sara Franchi
Research Intern

The Unchained Team has unique lived experience in humanitarian work and with survivors of modern slavery. This is combined with our knowledge of diagnostic tools, business and human rights legislation, and the expertise to assist organisations in supply chain risk analysis, strategic planning, policy development and training.

Turnkey Solution

Unchained is a professional services firm based in Macquarie Park NSW, that enables Australian organisations to make a meaningful contribution in reducing modern slavery. Since its founding in 2018, Unchained has enabled a number of Australian organisations to comply with the Modern Slavery Act 2018 (Cth) including leading firms in finance, mining, commercial real estate, engineering, construction, tourism, education, retail and manufacturing, both in Australia and New Zealand.

Unchained's **Modern Slavery Turnkey Solution** is able to service any organisation regardless of their level of maturity with the Act and capacity to conduct due diligence. The need for multi-stakeholder collaboration to effectively address modern slavery is mirrored in Unchained's approach to partnerships to ensure the full range of ESG indicators are supported. Key partners include [Trace SCI](#), [QIMA](#), [Prological](#), [Givvable](#) and [The Xfactor Collective](#). Services under each Solution are outlined below.



Solution 1: Strategy

Unchained's Strategy solution enables organisations to establish the right framework to effectively engage, assess, address and monitor the risk of modern slavery in their operations and value chain.

Our key solution services include:

- Our **Gaps Analysis Workshop** or **Strategic Framework Review** assess the readiness of an organisation to comply with the Modern Slavery Act 2018 (Cth and NSW) through an identification of gaps and enablers of modern slavery risk. Unchained then makes recommendations for effective due diligence including goal setting, resource allocation and KPIs in consultation with the client. Both services form the basis of a **Modern Slavery Action Roadmap** which steers the organisation's risk management program over a 1-3 year period.
- Our **Supplier Engagement Strategy** takes the results of the Direct Supplier Risk Assessment (Solution 2) and enables organisations to be effective when engaging suppliers in medium-to-high risk categories. It includes the use of a Supplier Self-Assessment Questionnaire, Supplier Code of Conduct, the facilitation of a Supplier Awareness Forum, and the development of a mechanism for ongoing monitoring and reporting.
- Our **Measuring Effectiveness Strategy** establishes a framework for measuring the impact of actions taken to address modern slavery risks by an organisation. It includes a presentation on impact measurement, a review of the current strategy, and a workshop to establish long-term goals, objectives, key impact areas, indicators, metrics, outputs and projected outcomes, as well as a strategy to collect and analyse data.

Solution



Solution 2: Analysis

Unchained's Analysis solution enables organisations to assess the risk of modern slavery in their operations and value chain. Our key solution services include:

- A **Direct Supplier Risk Assessment** to map the direct supplier base (those suppliers who a client procures directly from) to create a risk profile of each supplier. The service includes: (1) the collation and arrangement of procurement spends data; (2) categorisation of this data using a UNSPSC taxonomy; (3) assigning each supplier to group, category and subcategory; (4) allocation of risk by country and industry; (5) identification of risk (low, medium or high) and; (6) analysis of data (dashboard), key insights and recommendations for future supplier engagement.

Please refer to our [Risk Assessment Methodology](#) for a detailed understanding of our approach to assessing modern slavery risk among direct and indirect suppliers.

- A **Deep Dive Risk Assessment** in partnership with [TraceSCI](#), using their *Traceability and Transparency* solution. The service includes the identification of select product lines to investigate the risk of modern slavery to the source of manufacturing, and includes direct outreach using a multi-lingual supplier questionnaire and supplier management dashboard.
- A **Social Audit** service in partnership with Trace SCI and affiliate partner [QIMA](#) across 95+ countries. The audit can include ethical compliance status among the status of other compliance areas such as structural, electrical, sanitation, and fire and safety.

Solution



Solution 3: Training

Unchained's Training solution includes a range of educational tools to bring awareness of the issues enterprise-wide as well as skills training for key personnel in procurement, contract management, commercial and site management:

- Unchained has **6 Modern Slavery E-Learning Modules** to enable individuals and teams to learn about the issue of modern slavery, the expectations of the Modern Slavery Act 2018 (Cth) and how to implement the key criteria for effective modern slavery due diligence. Our e-learning modules are hosted on Kajabi.com and can be bought individually, as a package and through an enterprise license agreement for a large cohorts of users. Our collection of e-learning modules can be viewed [here](#).
- Unchained also Facilitates **Skills Training Workshops** for key personnel and has interactive sessions on the following topics:
 - Making sense of certifications and standards including ISO, SA, B-Corp, Social Traders and Fair Trade
 - Assessing for modern slavery risk onsite and in the sourcing of goods and services
 - Strategies to collaborate with key external stakeholders including suppliers and contractors.
 - Developing and implementing policies including procurement, supplier code of conduct, remediation

Unchained offers its workshops virtually and in-person, and can customise its workshops to modify content, duration, audience and level of interaction, as per the needs of the client.

Solution



Solution 4: Documents

Unchained's Documents solution comprises the review of a client's policy portfolio and modern slavery statement, as well as assistance in their development:

- The **Policy Portfolio Review and Development** service begins with a gaps analysis of the existing portfolio to identify areas of improvement including modern slavery and human rights inputs. This includes alignment with the provisions of the Modern Slavery Act 2018 (Cth) and UN Guiding Principles on Business and Human Rights. Clients are handed a written report with recommendations for inputs and the creation of additional policies.
- To assist in the development of policies, Unchained has a range of **Policy Templates** that ensure our client's governance framework is robust, ethical and effective in managing modern slavery risks. Our policies can be purchased separately or as a package, and include:
 - Procurement Policy
 - Grievance Policy
 - Supplier Code of Conduct
 - Whistleblower Policy
 - Remediation Policy
 - Human Rights Policy
- Unchained's also provides advisory, support and a template for the development of a client's **Modern Slavery Statement** and ensures compliance with the Modern Slavery Act 2018 (Cth).

Solution

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Solution 5: Research

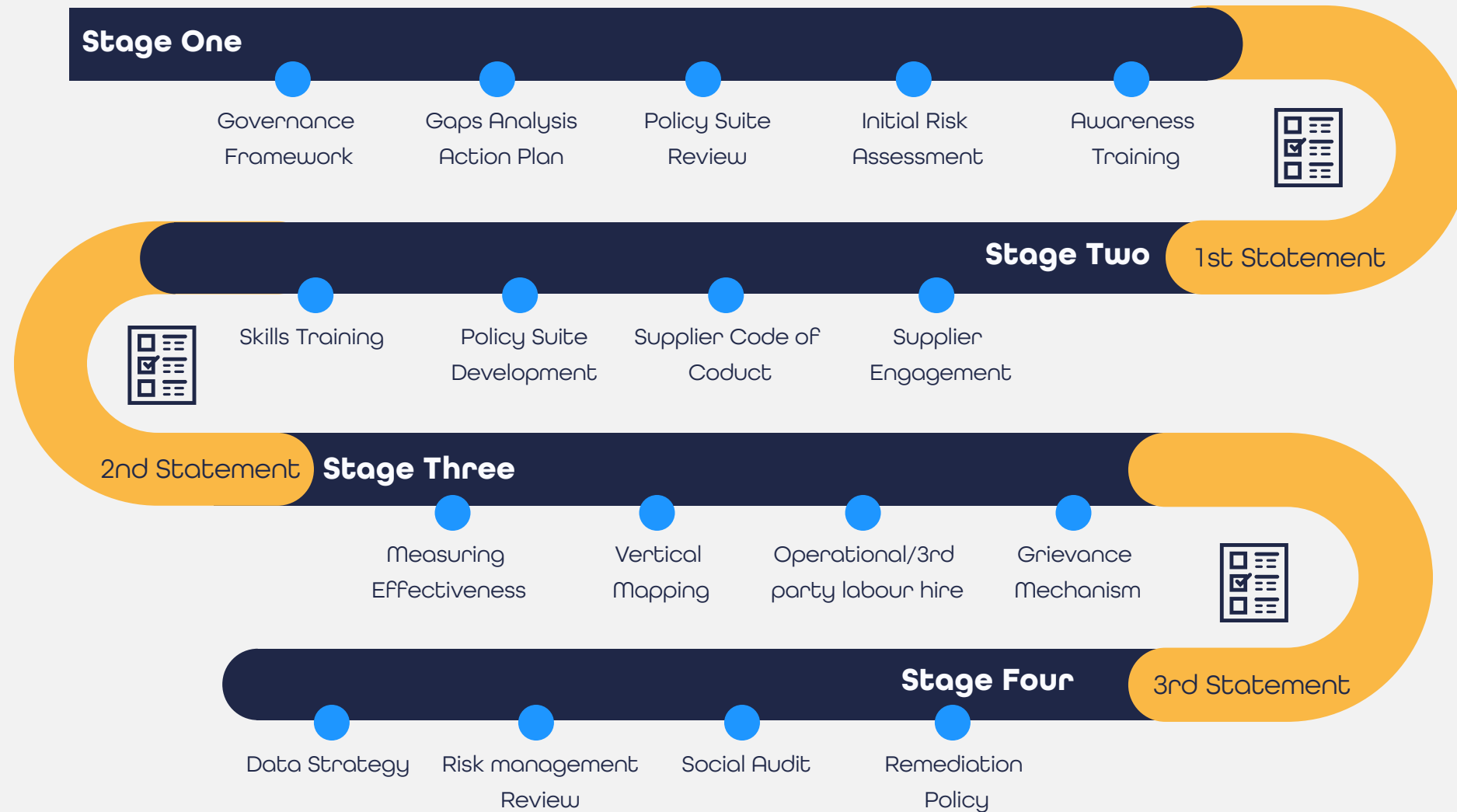
Unchained's Research solution comprises a range of services which support our clients in their efforts to be effective in modern slavery due diligence. They include:

- Research into the **Corporate Response** to the Modern Slavery Act 2018 (Cth). This project is in partnership with the Macquarie Business School (Macquarie University) who have assigned a PhD candidate for 2022-2023 to support our research projects. Using Unchained's Modern Slavery Statement Assessment Tool, we have assessed over 150 statements and published two industry benchmark reports for higher education and healthcare.
- **Client Research**. Unchained also offers clients assistance in researching cases of modern slavery risk in their supply chain and what measures are in place to mitigate such risks by all relevant parties. We also benchmark key competitors and partner organisations to help our clients improve their current modern slavery risk management framework.
- Unchained has also developed industry **Insight Papers** to inform the market on what the key risks of modern slavery are and what tools are available for effective due diligence. These papers focus on risk in finance, mining, construction, health, education, agriculture, ICT, tourism and manufacturing.

Solution



Modern Slavery Implementation Sample Roadmap



Packaged Services

Unchained's has three main packages to assist organisations and business leaders who are just starting out with the issue of modern slavery and ESG reporting framework:

- **Modern Slavery SME Toolkit:**

Our SME Toolkit is designed for small entities who need to align with their corporate clients in order to maintain their license to operate and tender for business. The toolkit includes a range of services and price points, and includes a mini-gaps analysis, e-learning awareness module, 30-minute consultation/strategy session, modern slavery position statement, and access to tools and insight papers by industry.

- **Modern Slavery Act Setup Solution:**

Designed for organisations who are new to reporting under the Modern Slavery Act 2018 (Cth). It contains an Executive Briefing, Gaps Analysis & Action Roadmap, Direct Supplier Risk Assessment, Policy Portfolio Review, E-learning Awareness Module 1 and the development of a Modern Slavery Statement. Our MSA Setup Solution sets the right foundation for effective modern slavery due diligence.

- **ESG Strategy Course:**

Designed for business leaders, executives and owners, our 9-week ESG Strategy Course provides an overview of the main issues and reporting criteria on Environmental, Social and Governance impact areas. Outcomes include a ESG strategic framework, impact measurement model and implementation strategy.

Clients



Client Testimonies

"Unchained's modern slavery statement review report was full of insight."

Knight Frank

"Unchained's review of our management and effectiveness frameworks has given us a renewed focus and clear steps for taken action."

Dexus

"Unchained's combined expertise in supply chain, compliance, and lived experiences working with those at risk, they helped our team gain confidence about our work and led us down the right paths as we created our First ever Modern Slavery Statement. Thank you and I strongly believe the sector would benefit from working with advisers like you. "

University of Wollongong

"With their gaps analysis workshop, Unchained helped us to clarify our group's approach to addressing the issue of modern slavery."

AMP Ltd

"Unchained has inspired our team to take positive steps to assess the risk of modern slavery in our business."

Tonkin Consulting

"Unchained has challenged us to think differently about the risk of forced labour, and where we can leverage our influence. "

Whitehaven Coal

Partners

Channel Partners

TRACE|SCI

Givvable

prological
Supply Chain Intelligence

appa

Strategic Partners

MACQUARIE PARK
RYDE BUSINESS CHAMBER

THE
XFACTOR
COLLECTIVE

ASCI
australasian supply chain institute
Professionalising Supply Chain Management



MACQUARIE
University

Impact Partners

FIFTY EIGHT
Just good business.

efn
European
Freedom
Network



FREEDOM
BUSINESS
ALLIANCE

About our CEO

Dr Stephen Morse is a contemporary expert on the impact of modern slavery on corporate Australia

Stephen presents at industry events on how business leaders can make a positive social impact

Stephen founded Unchained in 2018 after a 5-year assignment in Spain, to pioneer his work in advocacy and research into human trafficking

Stephen completed his Doctorate in Human Trafficking Intervention in 2016

Stephen serves on the Advisory Board of the Freedom Business Alliance and the Australasian Supply Chain Institute's Ethics Committee

Stephen has developed global partnerships to maximise his impact on modern slavery including the Commonwealth 8.7 Network



“ **Stephen opened my eyes to my power as a businessperson and consumer, and reminded me of how the western-world exploits.**

Anthony Fox

Thank You!

Connect with us

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