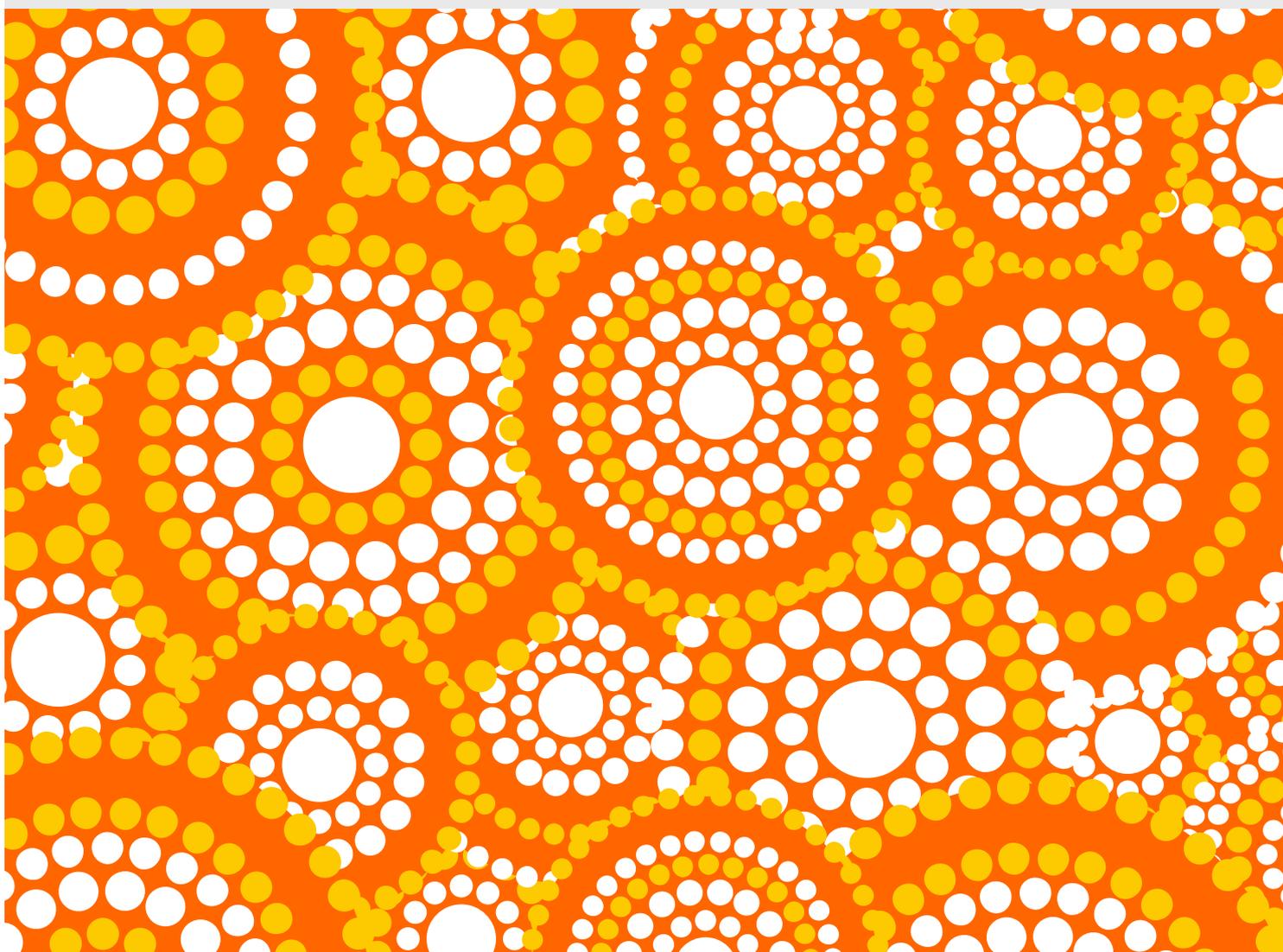


REFLECT RECONCILIATION ACTION PLAN

SEPTEMBER 2018 - SEPTEMBER 2019



RECONCILIATION
ACTION PLAN

REFLECT



OUR BUSINESS

BIC Services Pty. Limited (BIC) is an Australian owned commercial and industrial cleaning company dedicated to providing high quality, cost efficient cleaning and support services.

Since 1989, we have been partnering with some of Australia's largest property owners, occupiers and investors to deliver personalised, integrated cleaning, hygiene, waste and recycling services to their prestige properties and tenants. Building strong and lasting connections with our clients is what we are known for.

BIC has five offices in Australia within the major capital cities and satellite offices within regions where a smaller operation is required. We employ over 2,000 permanent full-time and part-time cleaners, supervisors and support team. Our own BIC Training Academy, and our partnership with quality training providers, trains

and develops our people at all levels to; work safely, deliver quality services and grow their cleaning skills and experience. We continue to foster a positive environment and culture that promotes efficient, safe, harmonious and equitable workplaces for all our employees. This ongoing support of our people has rewarded us with one of the best retention rates in the commercial cleaning industry and allowed us to claim what we genuinely think are the best cleaners in our industry.

Our current Aboriginal and Torres Strait Islander staff currently accounts for approximately 3% of our workforce (54). As part of this RAP, we will conduct an immediate survey to more accurately determine Aboriginal and Torres Strait Islander staff numbers. We will also seek to develop and increase this participation level over the term of our first RAP.

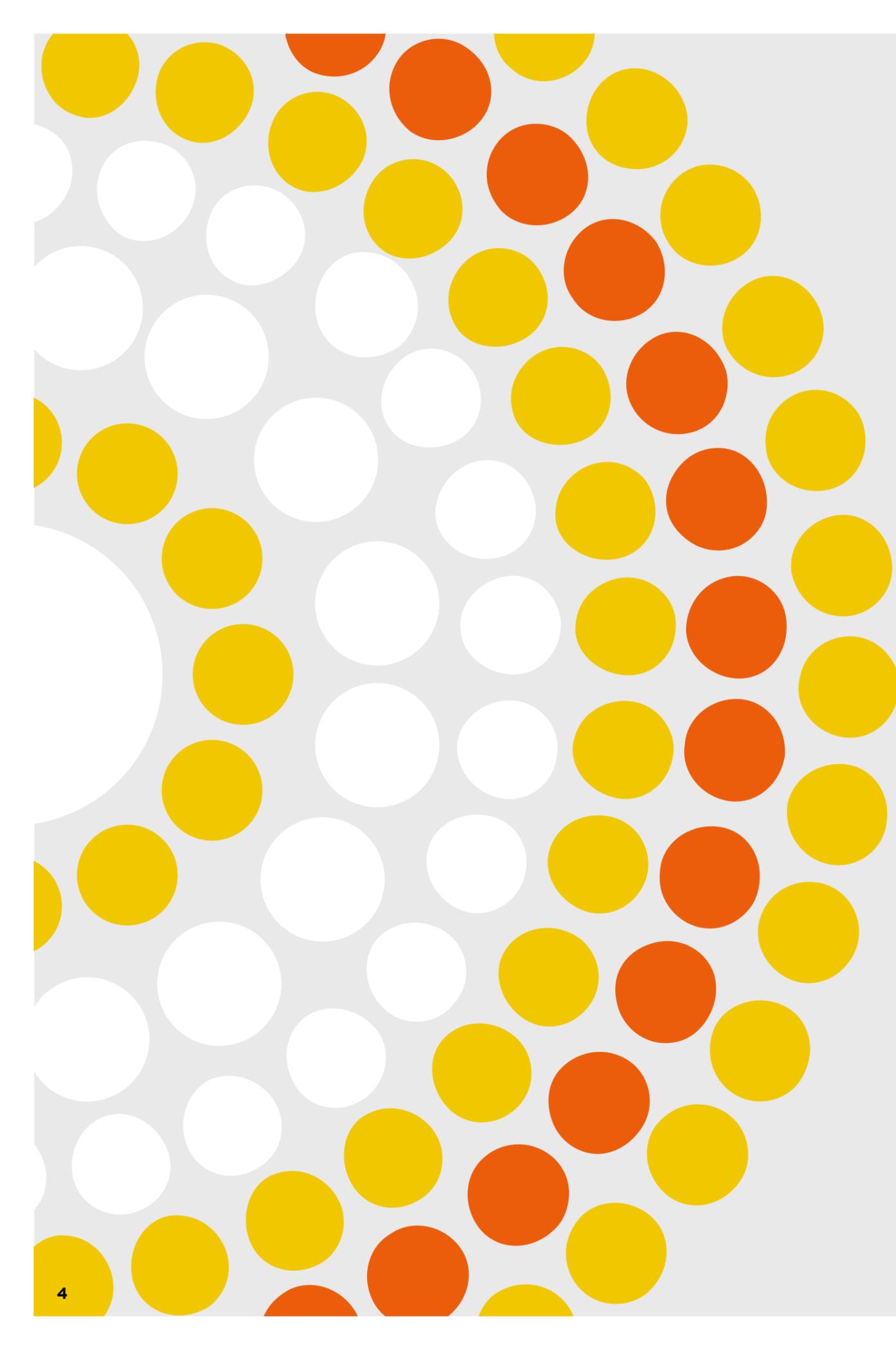
WHY ARE WE DEVELOPING A RAP?

BIC are acutely conscious that our core business has an excellent opportunity to enhance Aboriginal and Torres Strait Islander peoples' outcomes through involvement in our daily activity.

Since 1989, we have developed a reputation of integrity and quality through our business partnerships in a highly competitive marketplace.

Through our interaction across various communities in which we operate, we have decided that it is our responsibility to lead our marketplace towards meaningful reconciliation.

Our RAP has been developed through a series of internal leadership meetings, supplier interaction and dialogue with Aboriginal and Torres Strait Islander peoples.



OUR RECONCILIATION ACTION PLAN

We believe that we are an equitable and considerate employer and have a great deal of experience in employing people from many backgrounds. We have survived by embracing a spectrum of nationalities and people. We have partnered with Supply Nation and have conducted several cultural awareness events and training programs. We have celebrated key diversity events at both head office and site level. However, we need to adopt a more holistic approach.

BIC are developing a RAP for several reasons. The development of a RAP is seen as the most effective way to gain focus and put in place measurable and achievable systems and structures. As relative newcomers, we accept the fact that we need to rely on the advice and wisdom that can be provided by an organisation like Reconciliation Australia. BIC is determined to move into the new world and ensure all our people and business practices are current, fair, transparent, and best in class. Most importantly it's the right thing to do.

Champion - Wayne Gobert OAM (Culture and Strategy Director)

At present our most senior champion is a member of the Executive Committee. As a director level appointment, Wayne is accountable for ensuring that we achieve our strategic aims, particularly our diversity aims. Wayne has worked closely with several Aboriginal and Torres Strait Islander community groups over the last 20 years in his HR career. This includes working with Warren Mundine during his time as advisor to the Prime Minister. He has also worked with Aboriginal and Torres Strait Islander

community groups at Dubbo, Port Macquarie and in south-western Sydney. Wayne worked closely with the Kalkadoon people at Mount Isa developing an Aboriginal joint venture company. Wayne received the Order of Australia for his work in the community sector in 2015.

Wayne is supported by Claudia Di Bello our HR Manager. Claudia was instrumental in the initial stages of contributing to our RAP. Claudia enrolled our management team in an accredited Aboriginal Cultural Education Program through TAFE so that we may better understand our interaction in the workplace with our Aboriginal and Torres Strait Islander staff and suppliers now and well into the future.

Traditional Owners

We have scoped and developed a list of local Traditional Owners and developed and implemented a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country. This plan includes renaming of conference rooms, prefacing meetings and displaying information about the Traditional Owners of the land.

Reconciliation Working Group

We have contacted Aboriginal and Torres Strait Islander peoples seeking their advice and membership of a RWG. This involves contact with our local Council, New South Wales Aboriginal Land Council (Paramatta), and Tranby Aboriginal Co-operative College (Glebe). We are also reaching out to our own employees seeking volunteers.

PARTNERSHIPS/CURRENT ACTIVITIES

- We are a member of Supply Nation.
- We have a relationship with The Literacy for Life Foundation (LLF). LLF are an Aboriginal-run charity that trains local people to deliver literacy classes in their communities. They use an innovative campaign approach that has been delivered in other locations around the world with great success.
- A survey is being conducted to determine exact numbers of Aboriginal and Torres Strait Islander staff.
- Rollout in September 2019 of a nationally accredited certificate in cleaning operations incorporating a module on Aboriginal and Torres Strait Islander peoples.
- Rollout of the same into a National leadership development program.
- An Aboriginal and Torres Strait Islander awareness training program on the company's new intranet is due to be launched in November 2018.
- Investigation of a partnership with an Aboriginal and Torres Strait Islander cleaning company.
- Advance discussions underway with the Aboriginal Employment Service regarding employment of an Aboriginal and/or Torres Strait Islander trainee.

RELATIONSHIPS

As an Australian owned and operated business, we have a corporate responsibility to recognise and contribute to reconciliation.

To ensure our commitment to meaningful reconciliation, we will commit to measurable outcomes, develop and contribute long-term outcomes for the Aboriginal and Torres Strait Islander communities in which we operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish a RAP Working Group	<ul style="list-style-type: none"> Form a RAP Working Group that is operational to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across the organisation. 	November 2018	Culture and Strategy Director
Build and strengthen internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander organisations, individuals and communities within our area of expertise and geographical coverage, to connect with on our reconciliation journey. Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. 	September 2018	Culture and Strategy Director
		November 2018	Procurement Manager
		November 2018	Culture and Strategy Director
		October 2018	Culture and Strategy Director
Communicate our RAP commitments internally and externally	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. Communicate to internal staff and stakeholders our RAP commitments through tool-box talks and management briefings. Promote our RAP commitments via professional media, customer newsletters and BIC blogs via our website and LinkedIn. Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 	November 2018	HR Manager
		November 2018	Sales and Marketing Director, HR Manager
		November 2018	Sales and Marketing Director
		November 2018	Sales and Marketing Director
Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Communicate and encourage staff participation in one (or more) NRW events either through our supply partners, customers or other events that are publicly available. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. Ensure our RWG participates in an external event to recognise and celebrate NRW. 	May 2019	Sales and Marketing Director
		May 2019	Culture and Strategy Director
		May 2019	Sales and Marketing Director

RESPECT

BIC recognises and admires the important contribution our Aboriginal and Torres Strait Islander communities and cultures have made to shaping our country.

For BIC to understand our role in meaningful reconciliation, we acknowledge it is important to understand Aboriginal and Torres Strait Islander cultures, traditions and heritage. We aim to achieve this through the commitments made in our Reflect RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	October 2018	HR Manager
	<ul style="list-style-type: none"> Investigate cultural awareness training providers. 	October 2018	Culture and Strategy Director
	<ul style="list-style-type: none"> Communicate and encourage staff to use Reconciliation Australia's Share our Pride online tool. 	January 2019	HR Manager
Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and communicate amongst our staff the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. 	July 2019	Sales and Marketing Director
	<ul style="list-style-type: none"> Ensure our RAP working group participates in NAIDOC Week by attending external community and business events. 	July 2019	Sales and Marketing Director
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting community events in our local area. 	July 2019	Sales and Marketing Director, HR Manager
Build a more visible workplace culture of diversity and inclusion	<ul style="list-style-type: none"> Source Aboriginal and Torres Strait Islander artwork during 2018 for use within our HQ and satellite offices and ensure it is appropriately acknowledged. 	November 2018	Culture and Strategy Director
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. 	December 2018	Culture and Strategy Director

OPPORTUNITIES

BIC is a large and diverse employer of choice across all states and territories in Australia.

Creating opportunities for Aboriginal and Torres Strait Islander peoples forms part of our diversity and inclusion plan and is a crucial step to reconciliation.

We recognise that we possess the ability to contribute measurable outcomes for Aboriginal and Torres Strait Islander communities through opportunities within our Reflect RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build awareness of initiatives	<ul style="list-style-type: none"> Communicate the Literacy for Life Foundation initiative throughout our customer base and encourage participation. 	November 2018	Sales and Marketing Director
Fund Aboriginal and Torres Strait Islander programs through the NSW Container Deposit Scheme	<ul style="list-style-type: none"> Establish a partnership with Envirobank Recycling to contribute recycling funds back to Aboriginal and Torres Strait Islander communities through the NSW Governments' Container Deposit Scheme. 	October 2018	Procurement Manager
	<ul style="list-style-type: none"> Communicate our recycling program to our customer stakeholder group and the outcomes that can be achieved for Aboriginal and Torres Strait Islander communities. 	February 2019	Sales and Marketing Director
Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Work with existing Aboriginal and Torres Strait Islander employment partners for sustainable employment outcomes for Aboriginal and Torres Strait Islander peoples. 	November 2018	Culture and Strategy Director.
	<ul style="list-style-type: none"> Identify existing Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	November 2018	HR Manager
	<ul style="list-style-type: none"> Employ an Aboriginal and/or Torres Strait Islander trainee. 	December 2018	HR Manager
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	November 2018	HR Manager
Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Through Supply Nation, identify Aboriginal and Torres Strait Islander supply partners that can contribute goods and services in the execution of our core services. 	October 2018	Procurement Manager
	<ul style="list-style-type: none"> Communicate the initiative throughout our customer base and encourage participation. 	November 2018	Regional Managers, Client Services Manager, Sales and Marketing Director
	<ul style="list-style-type: none"> Investigate a partnership with an Aboriginal and Torres Strait Islander cleaning company. 	November 2018	Sales and Marketing Director
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	October 2018	Procurement Manager
	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	October 2018	Procurement Manager

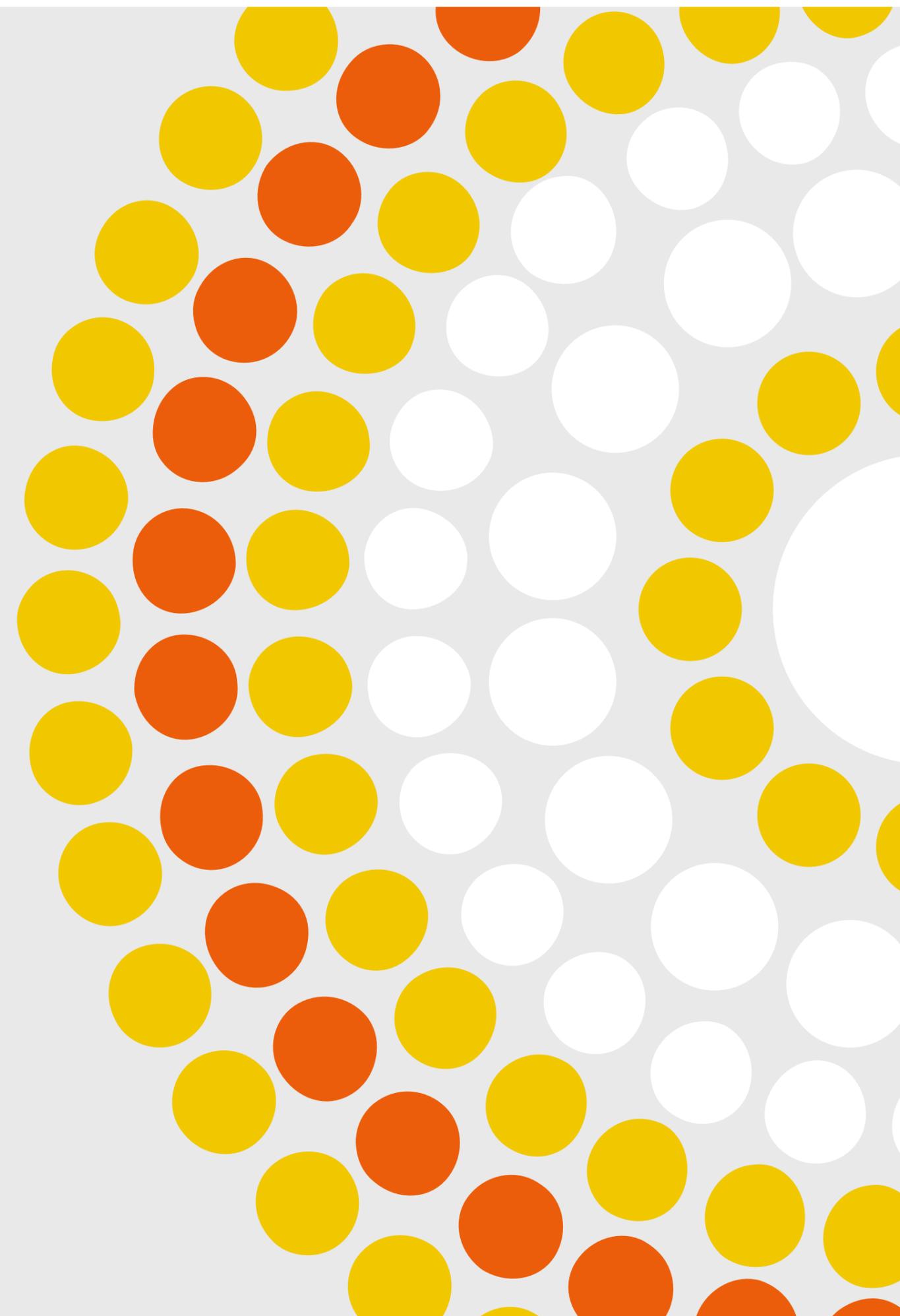
GOVERNANCE AND TRACKING PROGRESS

BIC understands that a true commitment to reconciliation is demonstrated through complete achievement of commitments made in our RAP.

By on-going monitoring of our performance, we will ensure our genuine commitment to our goals and will allow us to identify areas of challenge and offer areas of improvement and enhancement along our reconciliation journey.

BIC identifies that our journey will take time to embed our philosophy into our everyday work life, but through our commitment to cultural change and on-going measurement, we believe that our commitments through our Reflect RAP are achievable.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build support for the RAP	• Define measurement and delegate internal personnel to measure effectiveness.	November 2019	Culture and Strategy Director
	• Define systems and capability needs to track, measure and report on RAP activities.	October 2018	Chief Information Officer
	• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019	Culture and Strategy Director
Report on RAP achievements, challenges and learnings	• Establish process for information gathering, reporting templates and monitoring of RAP performance.	October 2018	Chief Information Officer
	• Report quarterly to Leadership Team on RAP performance, customer and community feedback.	October 2018	Culture and Strategy Director
Review and Refresh RAP	• Liaise with BIC's Senior Leadership Team to develop a new RAP based on learnings, challenges and achievements from our first year.	May 2019	Culture and Strategy Director
	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	May 2019	Culture and Strategy Director
	• Submit draft RAP to Reconciliation Australia for review.	June 2019	Culture and Strategy Director
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	August 2019	Culture and Strategy Director



CONTACT DETAILS:

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CULTURE AND STRATEGY DIRECTOR

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