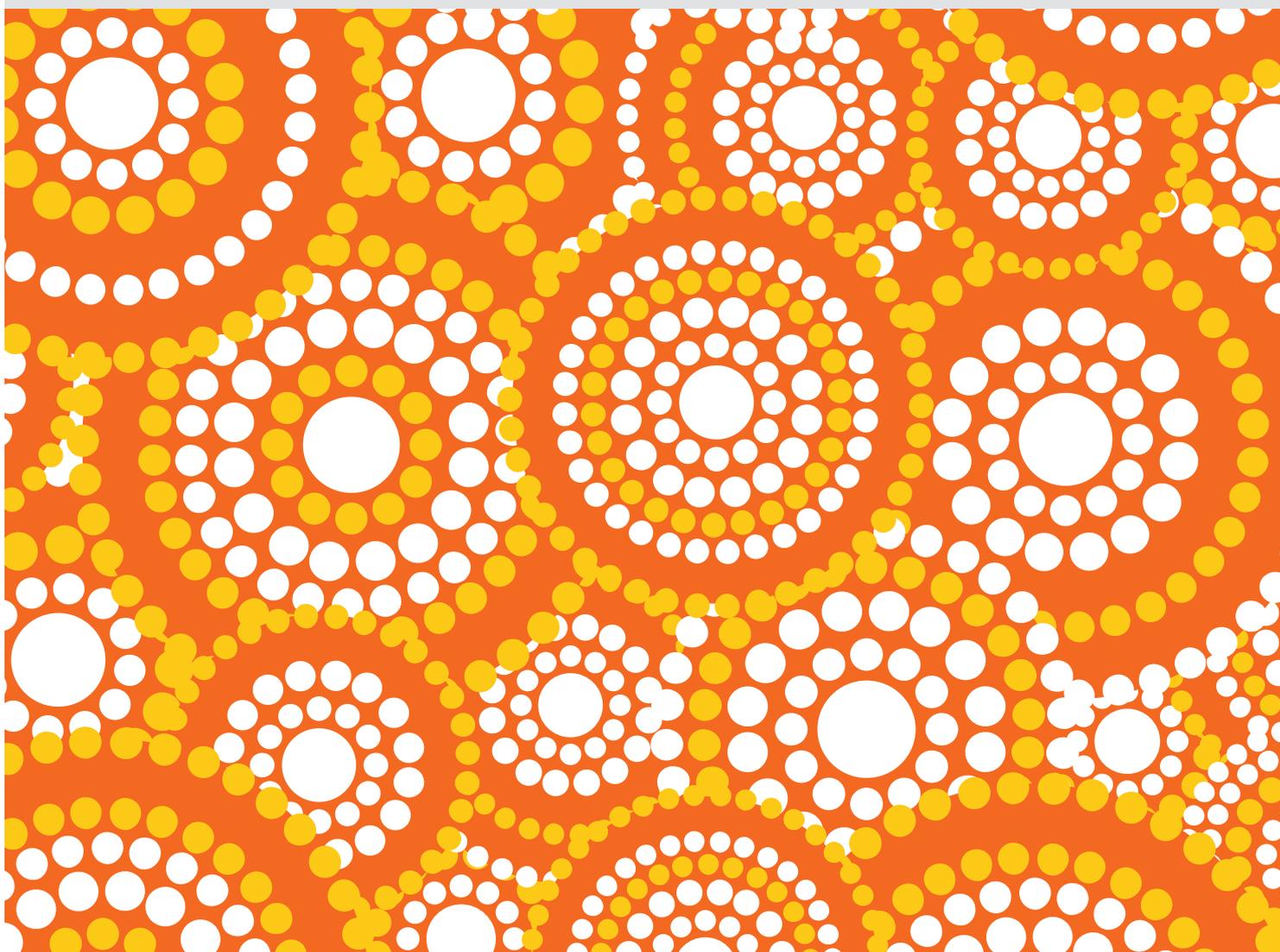


REFLECT RECONCILIATION ACTION PLAN

MARCH 2021 – MARCH 2022



RECONCILIATION
ACTION PLAN

REFLECT





OUR BUSINESS

B.I.C. 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, managers, occupiers and investors to deliver personalised, integrated cleaning, hygiene, maintenance, 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, customer service and expertise. 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 Aboriginal and Torres Strait Islander staff currently accounts for approximately 0.3 per cent of our workforce, equating to a total of 5 staff. Diversity and inclusion are at the core of everything that we do and integral to our culture and values. We are committed to increasing Aboriginal and Torres Strait Islander representation within our workforce to 3 per cent by December 2025. We will continue to survey our staff to identify ways we can continually improve the participation level of Aboriginal and Torres Strait Islander people over the term of our RAP.

As a leader in the cleaning industry, BIC are acutely aware that our core business has an incredible opportunity to enhance outcomes for Aboriginal and Torres Strait Islander people through involvement in our daily activities and offer long term and meaningful employment.

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 also lead our marketplace

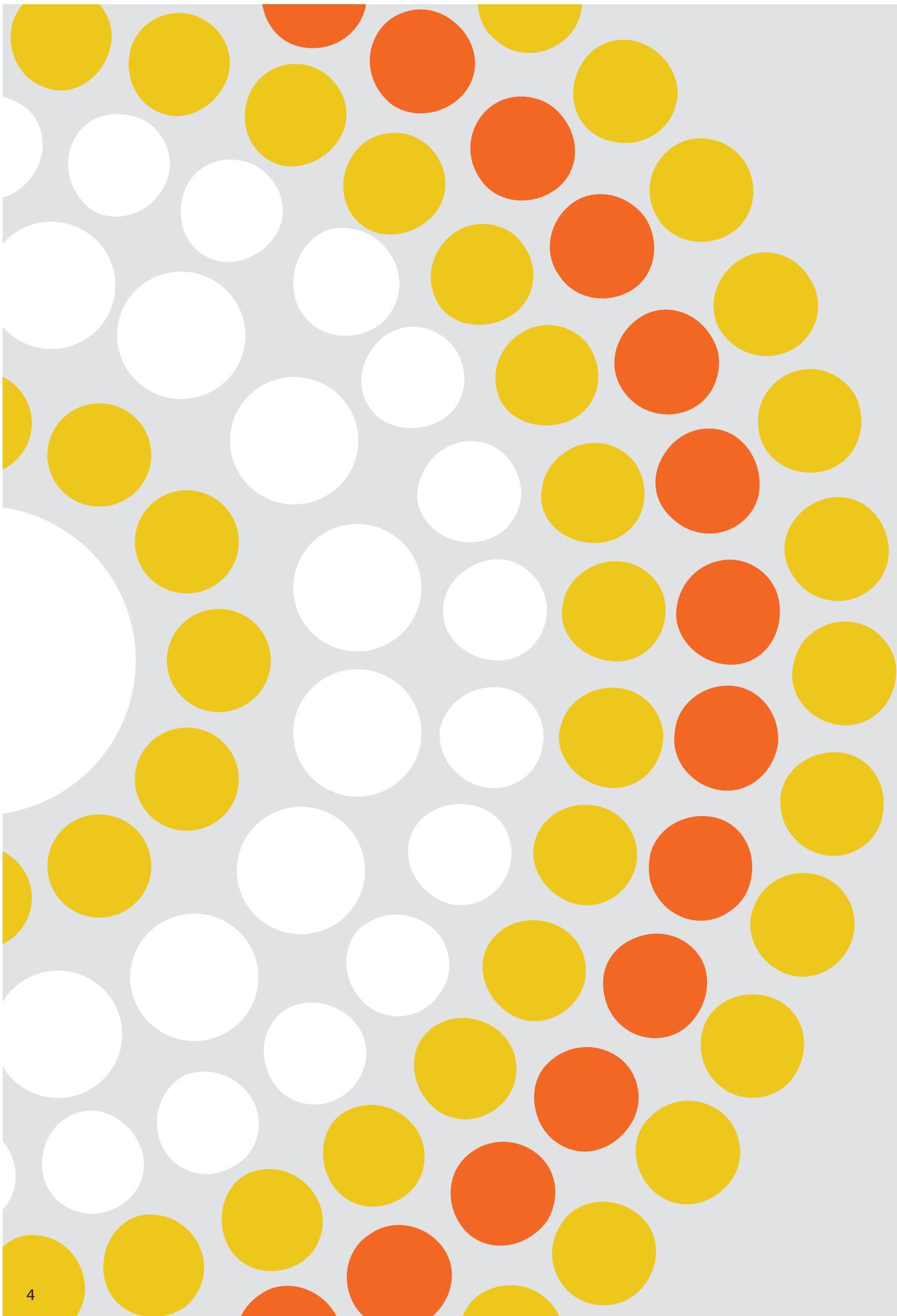
WHY ARE WE DEVELOPING A RAP?

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 diverse backgrounds. We have survived by embracing a spectrum of nationalities and people. We have partnered with Supply Nation, The Black Business Card, Tribal Warrior and AES, to name a few, and have conducted several cultural awareness events and training programs. We have celebrated key diversity events at both head office and site level.

From the inception of our first RAP, we have encountered challenges specifically with regards to employee engagement and retention. As our first RAP has expired and there have been significant updates since our first RAP, we have chosen to develop a second Reflect RAP. Since our first RAP, we have found that ongoing mentoring and support, facilitated through our Aboriginal and Torres Strait Islander partnerships, have proven critical particularly during the early stages of employment.

Our RAP Champion – Claudia Di Bello (General Manager – People & Culture)

With a career spanning over 25 years within the cleaning industry, Claudia has developed a vast and varied skill set blanketing many facets of our organisation. Claudia's expertise is in the development, implementation and management of large scale WHS systems, Training and Development, Payroll and Industrial Relations Policies, in conjunction with relevant legislative compliance and national standards.

Claudia has widespread knowledge of the macro and micro construction, execution and ongoing operation of Training and Induction Programs, Industrial Relations and Work Health and Safety Compliance for extensive commercial cleaning portfolios nationwide.

Claudia is accountable for ensuring that we achieve our strategic aims, particularly our diversity aims. As a member of the BIC Executive Team, Claudia is a conscientious individual who encompasses extraordinary work ethic and ongoing commitment to BIC's and their client's ethical values and objectives.

Claudia is supported by Shaun Stone, our HR Manager. Together, Claudia and Shaun, have worked closely with several Aboriginal and Torres Strait Islander organisations and community groups. This includes their work and partnerships with Supply Nation, AES, Tribal Warrior, NCIE and Ability Options, to name a few

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

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. Our Executive Team form our RWG. We are also reaching out to our employees seeking volunteers.

PARTNERSHIPS/CURRENT ACTIVITIES

- **We are a member of Supply Nation.**
- **We are sponsors of 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.**
- **We partner with Aboriginal Employment Strategy regarding employment of Aboriginal and Torres Strait Islander people into meaningful and long-term employment and trainee programs. New partnerships are also being explored Australia-wide.**
- **National leadership development programs.**
- **Three (3) annual scholarship programs available for all eligible staff, including Aboriginal and Torres Strait Islander staff.**
- **An Aboriginal and Torres Strait Islander cultural awareness training program on the company's new intranet is due to be launched in June 2021.**
- **Continued investigation of partnerships with Aboriginal and Torres Strait Islander suppliers.**

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 and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Maintain 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. 	April 2021	HR Manager
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles and strategies for future engagement. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Research the best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	March 2021	HR Manager
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Engage and inform key internal stakeholders of their responsibilities within our RAP. 	March 2021	GM – People & Culture
	<ul style="list-style-type: none"> Maintain a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	May 2021	Procurement Manager
	<ul style="list-style-type: none"> Communicate to internal staff and stakeholders our RAP commitments through toolbox talks and management briefings. 	June 2021	GM – People & Culture
	<ul style="list-style-type: none"> Promote our RAP commitments via professional media, customer newsletters and BIC blogs via our website and LinkedIn. 	March 2021	GM – Strategic Growth
	<ul style="list-style-type: none"> Raise awareness amongst all staff across the organisation about our RAP commitments. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Communicate the Literacy for Life Foundation initiative throughout our customer base and encourage participation. 	January 2021	GM – Strategic Growth
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. 	May 2021	GM – Strategic Growth
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021	HR Manager
	<ul style="list-style-type: none"> Ensure our RWG participates in an external event to recognise and celebrate NRW. 	May 2021	RWG
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	April 2021	HR Manager
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	March 2021	GM – People & Culture

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
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	June 2021	GM – People & Culture
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2021	HR Manager
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Communicate and encourage staff to use Reconciliation Australia's Share our Pride online tool. 	June 2021	HR Manager
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	June 2021	HR Manager
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2021	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 2021	GM – People & Culture
	<ul style="list-style-type: none"> Ensure our RWG participates in NAIDOC Week by attending external community and business events. 	July 2021	RWG
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting community events in our local area. 	July 2021	HR Manager

OPPORTUNITIES

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

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

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

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<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. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	March 2021	HR Manager
	<ul style="list-style-type: none"> Identify existing Aboriginal and Torres Strait Islander staff for opportunities with the BIC Scholarship Program. This program will provide not only fee support for the candidate but also support their personal development and career pathway at BIC. 	June 2021	HR Manager
	<ul style="list-style-type: none"> Investigate opportunities for an Aboriginal and Torres Strait Islander Ambassador to mentor and support the company's staff to further assist with engagement of Aboriginal and Torres Strait Islander staff members 	March 2021	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Through Supply Nation and The Black Business Card, identify Aboriginal and Torres Strait Islander supply partners that can contribute goods and services in the execution of our core services. 	June 2021	Procurement Manager
	<ul style="list-style-type: none"> Communicate the initiative throughout our customer base and encourage participation. 	March 2021	GM – Strategic Growth
	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	March 2021	Procurement Manager

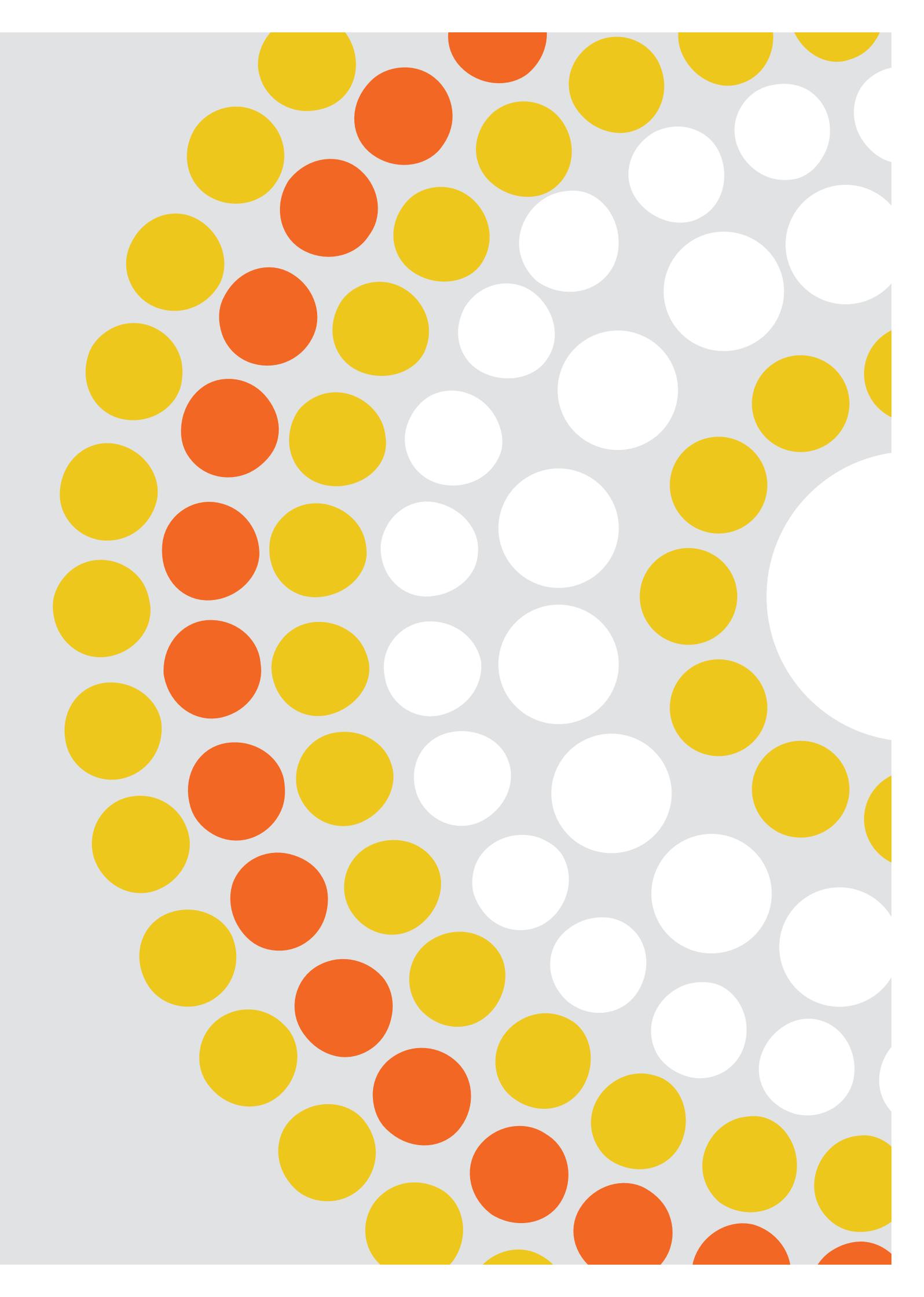
GOVERNANCE AND TRACKING PROGRESS

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
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Draft a Terms of Reference for the RWG.	May 2021	HR Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2021	HR Manager
	• RAP Working Group, in consultation with Aboriginal and Torres Strait Islander organisations and partner clients, will support the implementation of our RAP.	January 2021	GM – People & Culture
Provide appropriate support for effective implementation of RAP commitments.	• Define measurement and delegate internal personnel to measure effectiveness.	March 2021	GM – People & Culture, HR Manager & Training & Development Manager
	• Track, measure and report on RAP activities.	April 2021	GM – People & Culture, HR Manager & Training & Development Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Establish process for information gathering, reporting templates and monitoring of RAP performance.	March 2021	GM – People & Culture, HR Manager & Training & Development Manager
	• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2021	GM – People & Culture, HR Manager
	• Report quarterly to Leadership Team on RAP performance, customer and community feedback.	March, June, September, December 2021	GM – People & Culture, HR Manager & Training & Development Manager
Continue our reconciliation journey by developing our next RAP.	• Liaise with BIC's RWG to develop a new RAP based on learnings, challenges and achievements from our first RAP.	August 2021	GM – People & Culture, HR Manager & Training & Development Manager
	• Liaise with Aboriginal and Torres Strait Islander supply partners and Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2021	GM – People & Culture & HR Manager
	• Submit draft RAP to Reconciliation Australia for review.	October 2021	GM – People & Culture & HR Manager
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	December 2021	GM – People & Culture & HR Manager



CONTACT DETAILS:

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