



# Assetlink's Social Corporate Responsibility

May 2019

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# Introduction

## Our Purpose

Enriching experiences through equal partnerships.

## Our Vision

Leading the change our industry deserves by making the difference that matters to our clients and people.

An inclusive culture is one where every person can come to work bringing their whole, authentic self with the confidence that their uniqueness will be accepted and embraced by others, without judgment, criticism, ostracism or adversity.

### Policies

- Corporate Social Responsibility
- Recruitment Policy
- Indigenous Engagement Policy

### Metrics

- Indigenous team members
- Gender equality metrics (40/40/20)
- Employer of Choice
- Employee engagement

### Programs

- Reconciliation Action Plan (Reflect RAP)

- Supply Nation
- Wirrpanda Supplies
- Cathy Freeman Foundation
- Souths Cares
- Brotherhood of St Laurence

### Culture

- Cultural awareness training
- Directors' Reviews
- Assetlink Masterclass Series
- Celebrating Diversity
- Assetlink values and signature behaviours

## Assetlink Team Member Overview



76

Nationalities



59

Languages



41%

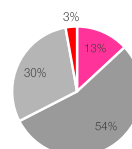
Female



3.2%

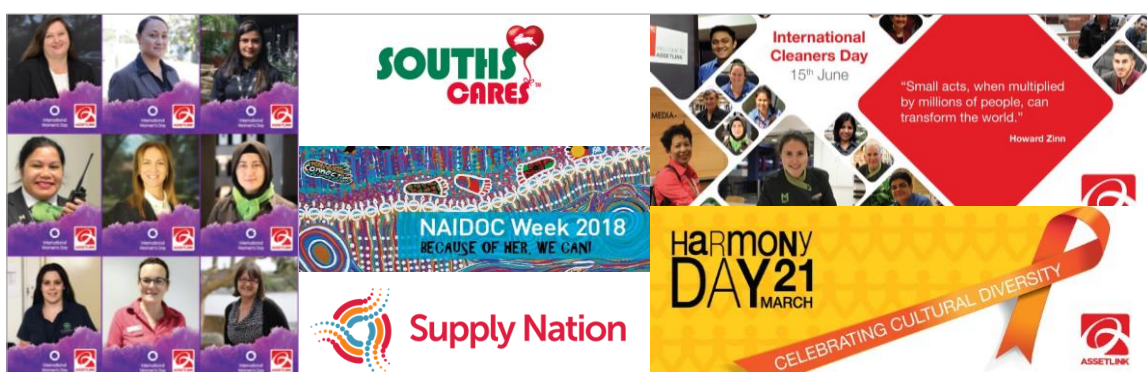
Aboriginal or Torres  
Strait Islander

■ 18-24 ■ 25-44 ■ 45-65 ■ 65+

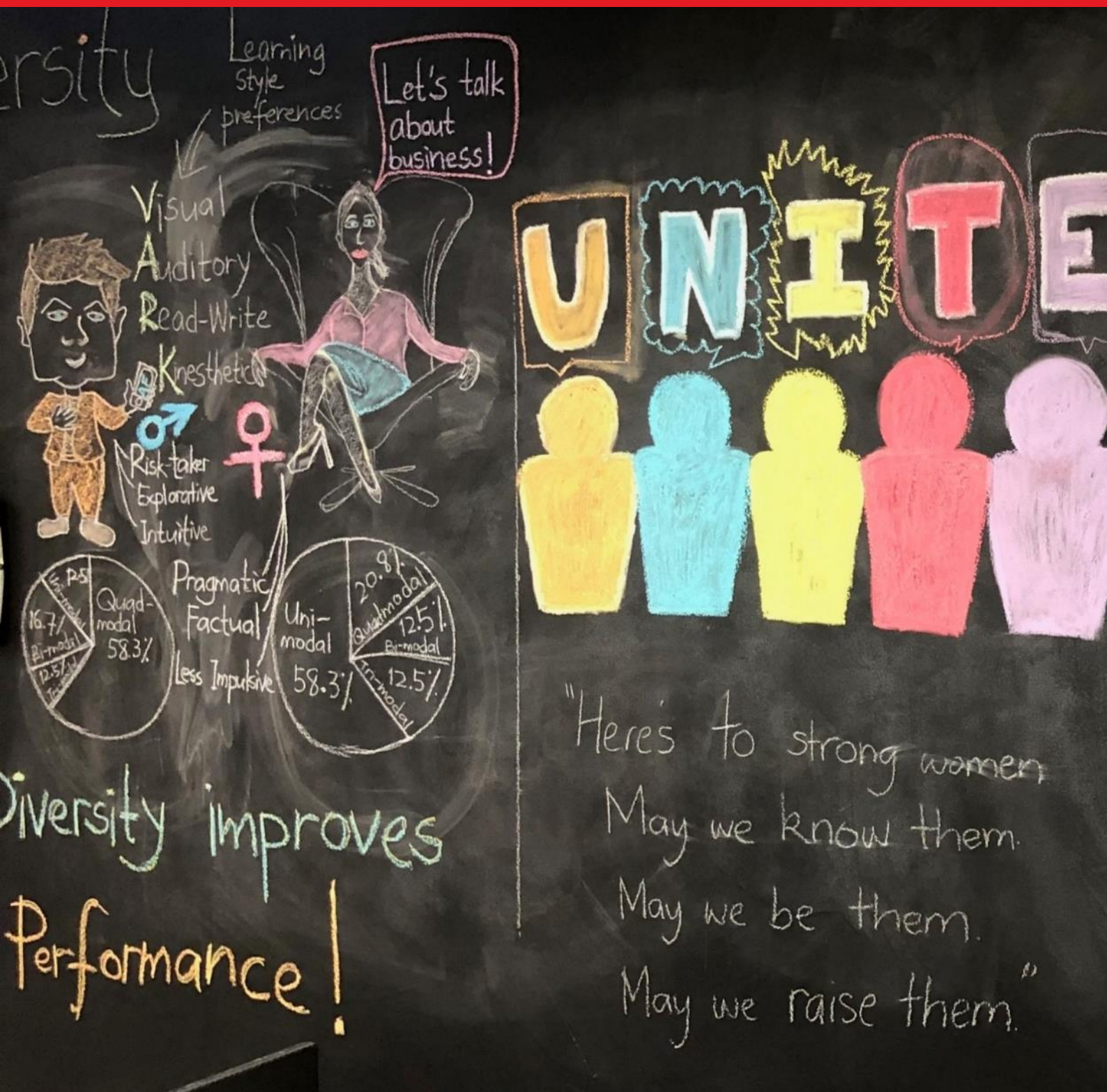


16%

Under 25 or over 65  
years of age







**Diversity**

# Diversity

## Assetlink's Inclusive Culture

Diversity identifies the differences between people, including aspects such as gender/gender identification/gender transition, age, disability, sexual orientation, education, national origin, and religion. Diversity encompasses a broad spread of experience, culture, perspective and lifestyle of those who live in both Australia and New Zealand.

Assetlink respects the rights of all team members to be who they are without fear of retribution, and adopts practices that support a broad range of individual needs to foster long-term, sustainable working relationships, i.e. allowing leave for religious holidays; offering a range of shifts to accommodate religious beliefs, tertiary education commitments, or caring responsibilities; and providing flexible work arrangements, e.g. upon return from parental leave.

Assetlink has a range of policies in place to raise and maintain awareness of the importance of inclusion and diversity best practice and principles, and which promotes company operations that fosters an inclusive workplace for all team members, in whichever country, region or town/suburb we operate.

These policies cover a range of company standards including; fair and transparent recruitment, selection and training processes; a commitment to train all managers, supervisors and leaders on Equal Employment Opportunity (EEO) principles, anti-discrimination and the Fair Work Act; regular monitoring of diversity measures, including gender pay equality reporting, age profile reporting, and feedback on prevalence of discrimination, harassment and bullying via engagement surveys and exit surveys.

Our directly employed team hail from around 80 different countries and speak 59 different languages; and within this group around 40% are female and approximately 3.2% identify as Aboriginal or Torres Strait Islander people.

Assetlink actively supports the engagement of Diverse Supplier Groups and will work with the GPT Group to:

- Align to your commitment to building a culture that is inclusive of different people, approaches and ideas.
- Align to your statement that "an inclusive, diverse and talented workforce is essential to our success as a global company".
- Support you to connect with your clients so you can better anticipate their needs.
- Develop your capability to deliver an outstanding investment experience for your clients.
- Collaborate and innovate to drive best practice and continuous improvement.
- Ensure our management systems effectively address any concerns and implement improvements.
- Understand and support your commitment to Supplier Inclusion and Diversity.

## Commitment to Inclusion and Diversity

Assetlink's commitment to Inclusion and Diversity includes:

- Corporate and Social Responsibility Policy
- Recruitment Policy
- Celebrating our cultural diversity on Harmony Day each year
- Honouring our First Peoples and our diversity on Australia Day, NAIDOC and National Reconciliation Week



- Working to educate our teams on various cultural issues including an online Cultural Awareness training course, an annual National Reconciliation Week training module, and inclusion of the "Share our Pride" course from Reconciliation Australia via our online course catalogue.
- Offering the Centre for Cultural Competence training for senior leaders to increase awareness of the cultures of Australia's First Peoples and develop their understanding of creating an inclusive environment for new indigenous team members.

## Diversity Training

Every year Assetlink takes part in National Reconciliation Week and NAIDOC Week to honour and celebrate our First Peoples and our diversity. An eLearning Toolbox Talk course is deployed company-wide to educate our people on Australia's reconciliation journey, with prize incentives for those who partake.



Forty of our business leaders have also completed a Nationally Accredited course with the Centre for Cultural Competence Australia, to coincide with National Reconciliation Week.

## Cultural Awareness Training

Both Australia and New Zealand are countries that consist of various cultures and our team members are bound to meet someone in their personal and professional lives who differs from them in terms of culture, heritage and belief.

A 30-minute online learning module has been made available to all team members through Mia, which serves to give learners an understanding of the cultural differences that may exist between themselves and the people they meet. This helps team members to avoid misunderstandings and act appropriately when dealing with a person from a different cultural heritage.

## Addressing language, literacy and numeracy (LLN) within learning

The majority of team members who are actively engaged in training at Assetlink have English as a Second Language (ESL), which means that comprehension of key messages can be challenging. There are numerous ways that Assetlink support these learners in training to understand the content that is being delivered:

- Buddy systems – to provide translation support during face-to-face training as well as when completing online learning.
- Voiceover – a pre-recorded voice speaking the words that are written on each slide of online courses, in a clear and precise manner.
- Mia Champions – The appointment of 'Mia Champions' at various sites to provide support to team members who struggle with completing online learning tasks, including those who are not technically savvy.
- Additional one-on-one time with trainers to support trainees through their traineeships.

Our training offerings are available to all team members, without discrimination so LLN competencies are not a factor when selecting who will complete a traineeship with Assetlink. Trainers who are supporting trainees through traineeships with Assetlink are accredited to assess LLN ability. An assessment tool identifies learners LLN level and allows the trainers to customise the learning program to meet the individual need. Trainers understand adult principles of learning and use the opportunity of reasonable adjustment that meets AQF requirements. These include:

- Using worksite pictures instead of words throughout the learner guides.
- Customising assessment e.g.: a trainer may scribe the answers down that have been given verbally if the team members is not competent at writing English.
- Group work is included, and group responses can be projected onto screen to assist with spelling.
- Scenario training techniques are adopted.
- Visual props are used. E.g.: microfibre cloths, SDS, test and tag examples.
- Google translator is utilised regularly to support understanding of concepts.
- Videos and YouTube clips are utilised to ensure understanding.
- Practical demonstrations with opportunity for practise.

## Alignment to GPT's Diversity Approach & Commitment

"GPT promotes an inclusive workplace where employee differences like sexuality, sex, gender identity, race, beliefs, age or abilities are valued. The unique skills, perspectives and experience that our employees possess promotes greater creativity and innovation that better reflects and serves the needs of our diverse customer base, ultimately driving improved business performance. GPT is committed to creating a diverse and inclusive workplace by providing equal opportunity in all aspects of employment, including recruitment, learning & talent development, promotion and remuneration, and is compliant with the Workplace Gender Equality Act 2012."

In alignment to this, Assetlink's commitment extends to all areas of our operations:

- our 'Service with Heart' Philosophy
- our 'one team' approach to integrated service solutions, guided by our '10 Non-negotiables', leading to exceptional teamwork and consistent customer outcomes
- the way we attract talent, recruit and onboard and provide our people with growth opportunities and clear career pathways
- our rewards and recognition programs, including Assetlink Way awards, Milestone Awards, Destination Excellence and our 'We Thank You' program.
- how we identify and develop our leaders of the future via our 'Rising Stars' program



## Measuring and Monitoring Diversity

While several components of the biometric data that indicate diversity are not obligatory, Assetlink has a step included in the onboarding workflow, requiring new team members to complete their profile in Mia, including:

- Identify as Australian Aboriginal or Torres Strait Islander person
- Country of Birth
- Languages spoken

On a monthly basis, formally recorded information is measured and monitored; such as gender balance and indigenous participation. On a more ad hoc basis, Assetlink reviews the mix nationalities and languages across our organisation.

Diversity indicators such as sexual orientation, religion/philosophy, gender identification/transition, disability is not formally captured, but is "known" through the integration of our people into their applicable workplace, or where we need to provide support, such as adjustments to accommodate disability, or the attendance of same-sex partners to company events.



## Current Australian Partners

Assetlink engages with its current inclusion and diversity partners wherever possible, to support the recruitment and retention strategies of the business.

For example, the partnership with Souths Cares focuses on our contract at Sydney Airport, Terminals 1 and 2, where Assetlink delivers the cleaning services. Souths Cares is an ideal partner for this site, based in a close location to their candidate base. Through this partnership, we have been able to engage 5 new team members over the course of the 18-month relationship, which has included:

- Cultural awareness training for the site-based managers and supervisors, to assist them to provide support to team members who identify as Australia's First Peoples.
- Opportunities for new team members to develop their skills via a traineeship, for example, we have a current team member, based at Terminal 2, progressing through the Certificate III Cleaning Operations traineeship.
- Support from Souths Cares mentors when there are challenges for the team members referred through them. For example, one team member, based at Terminal 1 has had some behavioural challenges and her mentor from Souths Cares, has assisted Assetlink to support her in the development of her customer service approach to ensure ongoing success in her role.

Assetlink also engages with Aboriginal Employment Strategy (AES) to support our targets under the Australia Post/Cushman & Wakefield contract across both QLD and NSW. While with this contract, Assetlink utilises Independent Contractors for regional sites, where we have been able to identify a



"cluster" of sites that supports permanent employment, we have identified these for indigenous employment.

One example is a group of sites on the Central Coast where we were able to identify a cluster previously serviced by an independent contractor. By combining the hours at the site Assetlink were able to create a permanent part-time role, which was filled by an AES candidate.

In the Northern Territory, Assetlink has developed a strong relationship with the Larrakia Nation and the community to work together to address some of the social and commercial challenges for the community.

Assetlink's working relationship with Larrakia Nation, proudly supporting 'return to country' and night patrol initiatives in the area. Utilising medical items donated by Larrakia Nation, the team administer minor first aid to the community, taking pressure off Emergency Services.

Assetlink's engagement with Council's 'Darwin Safer City Program', which addresses the impacts of public intoxication and substance use on community life; has enabled information sharing and notification of issues to better understand and address the changes their community needs most.

Furthermore, with involvement in high-level meetings with NT Government around anti-social behaviours Assetlink plays an active role in facilitating and encouraging a safer, healthier and more inclusive community.

Assetlink also partners with Disability and Disadvantaged recruitment providers, selected on the basis of location, area of strength and ability to provide sufficient suitable candidates, including:

- Max Employment | Disability and Jobactive Employment
- Campbell Page | Disability Employment
- Job Prospects | Disability and Jobactive Employment
- Injury Treatment | Occupational Rehabilitation Employment
- Konekt Employment | Disability and Jobactive Employment
- Wise Employment | Disability and Jobactive and Occupational Rehabilitation Employment

## Supply Nation

Assetlink are members of Supply Nation.

Supply Nation's mission is to facilitate, encourage and promote business between corporate Australia, government agencies and Indigenous owned businesses. As a Supply Nation member, Assetlink is unlocking decades of best practice from leading organisations in supplier diversity from within Australia and around the world.

Assetlink benefits from the experience and knowledge of thousands of individuals and teams who have successfully implemented sustainable supplier diversity programs, with tailored advice and guidance towards our own supplier diversity initiatives through strategic insights and segmented advice. Our business leaders have access to various supplier diversity training modules, and a workshop which serve to address challenges specific to our organisation.





This membership forms part of our Indigenous Engagement Strategy which establishes the foundations for a future of effective Indigenous engagement both within the Assetlink business and within the communities in which we operate.

## Assetlink Reconciliation Action Plan

Assetlink has a culture of inclusion and offers a safe and happy work environment. To support this, Assetlink has a vision, mission, purpose, single-minded proposition, values and signature behaviours that create the framework which is the "Assetlink Way".

Assetlink is constantly striving to improve the Employee Value Proposition and continuously improve the human resources structure and processes to best support the service delivery teams as they go about delivering their core objective – to serve customers.

### Our Reconciliation Action Plan

It has been a long-standing aim for Assetlink, in collaboration with partners, our people and their communities; to work with Aboriginal and Torres Strait Islander peoples within our business and the wider community to evoke change by creating sustainable careers and/or micro businesses, which in turn support families and wider community.

With a vision, mission and employee proposition that promotes diversity, opportunity, belonging and enablement, developing a Reconciliation Action Plan to specifically target the inclusion of the Aboriginal and Torres Strait Islander peoples, supports our overarching business strategy and approach.

A key element of Assetlink's ongoing investment and support of the communities in which we operate is our First Peoples Engagement Strategy. Since 2014, Assetlink has fostered partnerships with Indigenous communities and organisations to build our experience, capability and competency to successfully partner with Indigenous businesses, employees, and communities.

Some previous activities include:

- 2014 partnership with Kalkadoon Community in Mt. Isa, QLD
- 2014 development of joint venture to support tenders including Glencore FM and Services contracts
- Ongoing support of Nyungga Black Group, a Supply Nation registered company that provides thought leadership on Australian issues important to Indigenous progress
- 2015 development of an initial strategy, to support achievement of the 2020 Commonwealth Indigenous Procurement targets and develop a robust platform for increasing the Indigenous workforce
- 2016 commitment to Cushman & Wakefield on our Australia Post contract to achieve 4.5% Indigenous employment across the contracted sites





# Appreciation for our indigenous heritage ...

## Engagement

Assetlink is committed to the employment and development of Aboriginal and Torres Strait Islander persons. We foster partnerships with Indigenous communities and organisations to build our experience, capability and competency. We employ Indigenous persons in our workforce. We operate in a positive, cultural and united way which pays respect to the First Nations Peoples and their Elders, past, present and future.

case study  
**Indigenous Engagement**



## Challenge

Indigenous engagement must be sincere. It requires a relationship based on integrity which provides for a partnership aimed at shared goals and a high-level of participation. It requires an appreciation of the cultural significance, history and values of Indigenous persons and communities. Where this isn't apparent, the engagement will not be positive, effective or beneficial. Clients require partners who are genuine, proactive and are committed to Indigenous business development.

Assetlink are proud to support our indigenous community through fundraising and local support including:



HARMONY DAY



## Accomplished capability

Assetlink partners with Indigenous employment and community groups. Current implemented milestones:

- Implemented "Reflect" Reconciliation Action Plan (RAP) covering key aspects to set the foundation for effective indigenous engagement.
- Casuarina Square, NT, Assetlink Security & Community Liaison Manager, handed out 1651 thongs donated by Cotton On to local Indigenous community members in need.
- 20+ Business leaders have completed the nationally accredited Aboriginal & Torres Strait Islander Cultural Competence course with the Centre for Cultural Competence Australia (CCCA).
- Annual team member survey understanding who team members within Assetlink identify as Aboriginal or Torres Strait Islander.
- Encouragement of current Aboriginal and Torres Strait Islander team members to support and mentor new team members joining the Assetlink business.
- Organisation wide - develop a better understanding of the Aboriginal and Torres Strait Islander communities in which we operate.
- Attend and support NAIDOC and National Reconciliation Week.
- Current professional development of Aboriginal and Torres Strait trainees.

[www.assetlink.com.au](http://www.assetlink.com.au)



## Women in Business

### Aurora Fonte – CEO

Aurora Fonte is a passionate business leader with a strong entrepreneurial spirit and a deep commitment to diversity and inclusion. Aurora and Assetlink co-founder Franco Fonte have grown their business from a single contract in 1993 to an international service organisation recognised for its leadership in the Facilities Services Management industry. Over a quarter of a century, Assetlink has expanded and diversified to include AssetFuture and AssetProjects, delivering the complete suite of property services and lifecycle asset management technology.

At the core of Assetlink Group's success is Aurora's commitment to service excellence, ensuring the best possible experience for clients, customers and their workforce. Aurora believes there is always room for improvement and applies this philosophy to her personal and professional development, as well as to the continual growth and evolution of the Assetlink Group.

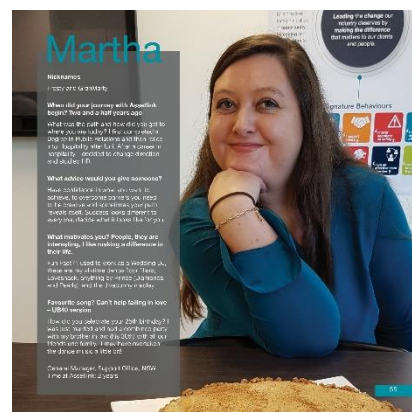
Aurora has had a lifelong association with diversity and is a fervent believer that hard work, perseverance, discipline and learning are the key components of success. She has applied her ethos of diversity and inclusion over two and half decades at the helm of Assetlink and in 2015, was named Diversity Champion CEO, Inclusion and Diversity Awards by the Australian HR Institute.

### Leeanne Gleed – General Manager

Leeanne is a results driven General Manager with over 20 years' experience within a diverse business sector. A proven track record of developing high level workforce and client engagement strategies to deliver safe, value added, profitable business solutions exceeding expectations of both client and stakeholders. An extensive knowledge base that has served to connect contract negotiation and delivery, business objectives, technical solutions, innovation and commercial performance against measurable outcomes, customer satisfaction and business best practice.

### Martha Travis - General Manager

Commercially savvy senior business leader within the human resources stream; with extensive business and operational experience across a range of industries including security, manufacturing, distribution and hospitality.




## International Women's Day

In March 2018, Assetlink actively 'Pressed for Progress' on International Women's Day by celebrating all achievements, big and small, of the Assetlink women who make a difference every day in their own individual remarkable ways. We are thrilled to announce that our campaign was a winner this year!

### Assetlink profiled exceptional female talent!

The cultural diversity we have at Assetlink is one of our greatest strengths and is at the heart of who we are. For International Women's day, the incredible Assetlink women who were selected for this campaign came from various backgrounds and nationalities, each sharing unique stories, experiences and advice to women.

Assetlink celebrated the engaging stories and wisdom of their female employees for International Women's Day. Assetlink made a series of engaging social media cards to widely share their women's messages for International Women's Day.



**Aurora Fonte**  
**Managing Director, Support Office, NSW**

**What advice can you give to women starting their career?**

What a fantastic day to learn, share and celebrate with other women. The best advice I have for women starting their careers is...


First of all, believe in yourself! You are worth it. You can make a difference if you want to. This belief starts from within, and no matter what we've been through or are going through, the quiet voice in our heads, at times, can limit us. So, do it for you. Draw courage from all the other women around the world because you too can be who you want to be and do what you want to do!

To support you on your journey, identify a mentor or several people you admire or who inspire you, who have been there before you and can help you on your way. Good mentors will encourage and challenge you. Oprah Winfrey once said, "surround yourself with people who are going to lift you higher" and I truly believe that mentors help you to be the best you can be. I know that my mentors have certainly made a huge difference in my life.

A massive thank you to all women who have paved the way for us and continue to do so.

Standing together in making a strong call to **#PressforProgress**

International Women's Day



"Following Assetlink's exceptionally empowering #BeBoldforChange campaign theme work back in 2017 that garnered immense participation and support, we carried forward a united front to #PressforProgress in 2018," explained Assetlink's International Women's Day organising body.



## Ema Finai,

Frontline Security Team Member, Macquarie Centre, NSW

### What was the path that led you to where you are today?

I started working in Security with the sole purpose of providing for my family, but I discovered a whole new world which was foreign to me. Having come from a super conservative Christian family, to a workplace where every second word was a swear word, was challenging for me. But it took another female to enlighten me and despite my initial shock, I've learnt so much firsthand than I would have learnt from any textbook. These are real people, they have real feelings even if it's unconventional. They are raw, and you learn to see what lays beneath the surface.

Through the years, I've also learnt a lot about myself and who I am meant to be. You and you alone hold the power to reach your own destiny if you know who you are. If you let others dictate your path, then you are never going find yourself and what you were meant to be. The only obstacle you will face is your own lack of faith and confidence in yourself.

Standing together in making a strong call to **#PressforProgress**



## Pinar Yildirim

Guest Experience Member, Melbourne Central, VIC

### What has your greatest achievement to date been?

I come from a small village in Turkey where girls do not have the opportunity to complete a higher education. When I arrived in Australia, it was my goal to educate myself and get a job.

I'm proud to say that I've achieved both – I work in the Customer Service team at Melbourne Central and I'm proud to have achieved a Certificate III Cleaning in 2015.

Standing together in making a strong call to **#PressforProgress**






## Agnes von Dincklage

**Client Relationship Manager**, Support Office, VIC



**What was the path that led you to where you are today, and what advice would you give to young women?**

I come from an administrative background and when I started with Assetlink, an opportunity came up for me to join the frontline team. In my role as a Client Relationship Manager, I am inspired by supporting and observing the positive contribution of our Managers to our customers' and people's lives.

My advice to young women starting their career – embrace the fear and run with it!



Standing together in making a strong call to **#PressforProgress**

## Ruth Sorbello

**Frontline Cleaning Team Member**, Richmond Marketplace, NSW

**What was the path that led you to where you are today?**

It was the year of the Sydney 2000 Olympic Games and the government had just banned smoking in shopping centres. I was raising my family and initially started doing lunch relief which then became a full-time role. After 16 years at Westpoint, watching the Centre redevelop and grow, an opportunity came up within the business at Richmond Marketplace and I put my hand up for the role. I am now the 2IC and am loving the Centre, its people, and our team.

Over the years I've discovered my inner strength, especially when faced with diversity and challenges in my life and perseverance, dedication and hard work have helped me be the person that I am today.



Standing together in making a strong call to **#PressforProgress**




Assetlink's #PressforProgress campaign has been recognised by International Women's Day as 'Best Practice' with an article on their website: [International Women's Day - Assetlink](#).



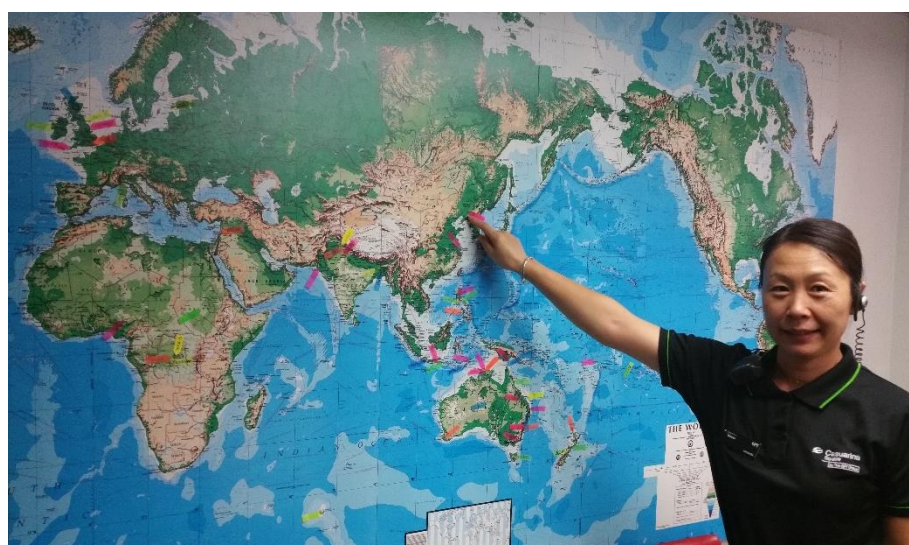
## Celebrating our cultural diversity on Harmony Day



Held every year on 21 March, Harmony Day is about inclusiveness, respect and a sense of belonging for everyone who calls Australia home, regardless of cultural or linguistic background. It is about embracing and celebrating the benefits of our multicultural society which have come about as a result of the successful integration of migrants into the Australian community.

Australia is the most vibrant and successful multicultural country on earth. Our shared values of respect, equality and freedom go beyond our different cultures, and are what makes Australia such a great place to live. Be proud of our strong and successful multicultural society. Sharing our cultural heritage is part of celebrating what it means to be Australian. The cultural diversity we have here at Assetlink is one of our greatest strengths and is at the heart of who we are. We thrive on the inclusion and diversity of our people and will be celebrating on this day, and into the future, how diversity makes our community stronger.

Harmony Day is celebrated at Assetlink in various ways by our teams. The example below is from Casuarina Square where each team member identified their country of heritage, followed by a celebratory morning tea.



20 September 2018

## Assetlink recognised as Employer of Choice

Assetlink is delighted to announce that we have been selected as an Employer of Choice [EOC] in The Australian Business Awards 2018



The Employer of Choice [EOC] award recognises organisations which have developed leading workplaces that maximise the full potential of their workforce through practices that demonstrate effective employee recruitment, engagement and retention. As an Employer of Choice, Assetlink has demonstrated achievements across the below key areas:

- Organisational Culture & Leadership
- Health, Safety & Satisfaction
- Education, Training & Development
- Performance, Recognition & Remuneration.

Assetlink was assessed against a rigorous and dynamic EOC Framework which provided a unique opportunity for Assetlink to be benchmarked against the top performers globally. The key attributes of this framework outline the characteristics of well-managed, high-performing, industry leading organisations that provide a stimulating and supportive workplace.

This exciting accolade recognises that we are on the right path to achieving our 2020 Vision: Leading the change our industry deserves by making the difference that matters to our clients and our people.

Attached you will find a summary of Assetlink's submission for the award.

### Additional Information

- <http://www.assetlink.com.au/News/The-Australian-Business-Awards-2018>
- <https://www.linkedin.com/feed/update/urn:li:activity:6430897884761325568>

### Contact

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**Social Procurement**

## Social Procurement

- 4.9 Program to participate in youth employment schemes
- 4.10 Program to participate in disadvantaged youth employment schemes
- 4.12 Program to participate in mature age worker employment schemes
- 4.13 Program to participate in long term unemployed return to employment schemes
- 4.14 Participate in work experience opportunity schemes

## Youth and Disadvantaged Youth Employment Schemes

### Erina Fair Shopping Centre – Youth Training & Employment Programs

Erina Fair Security Services Manager, Noah Magnus, has founded local programs which engage with troubled youth to improve safety and security within the area. Approximately 1,500 youths are supported through these on-site and community programs each year.



- Training Awareness Program (T.A.P.) engages with youth that have been banned from Erina Fair, establishing better working relationships through teaching appropriate behaviours and consequences. Their learnings have ultimately resulted in positive social outcomes including a reduction in incidents on site, and improved relationships through the community and Local Council. The image below is from one of Noah's sessions in 2017.
- Rising Stars Employment Strategy initiative, providing training sessions to assist young people to find gainful employment. This has also had a positive impact in the community – improving employment opportunities for youth in the Central Coast by providing employment pathways into security and retail at locations like Erina Fair. Over 100 have used the skills they gained through the program; more than 50% of which have become security operatives.
- Rising Stars Empowerment free community Martial Arts program which empowers young persons to rise above adversity and provides opportunity to represent Australia in Martial Arts championships. The program has resulted in victories around the world; including Jamie Mullarkey, Junior World Pankration Champion Sparta 2012, and Brace Tournament Champion 2014 and 2015.

### Engagement of the next generation

At Casuarina Square, in Darwin, the Assetlink and GPT teams have had a long and committed relationship with the local community and in particular, the engagement of the next generation. Examples include:

- Established a partnership with Head Space – a youth mental health community service organisation for strategic planning.
- Established a strong relationship with the Northern Territory Police to enable support from local law enforcement.
- Commenced ongoing involvement in retailer engagement forums, for strategic planning.





- Commenced involvement in high-level meetings with NT Government on behaviours and trends in the Casuarina precinct.
- Continued work with local schools as part of an overall youth engagement initiative.
- Continued work with Local Council's 'Darwin Safer City Program' for information sharing and notification of issues.
- Distributed Retailer Information Packs to assist with identified Volatile Substance Abuse issues within the community.
- Established a working relationship with Larrakia Nation to ensure community support.
- Provided mentoring and engagement in NT Police's successful Youth Diversion Scheme – which recently saw the security team employing one of Program's participants.

Assetlink's efforts with the local youth was recognised in the Australian Security Industry Awards for Excellence in 2017, where the Casuarina Square team was recognised as Finalist for outstanding Inhouse Security Team.



the



**Outstanding Security  
Performance Awards**

## Mature Age Worker Employment and Long-Term Unemployed Return to Employment Schemes

### Brotherhood of St Laurence

The Brotherhood of St Laurence programs and services support disadvantaged people of all ages to build better lives for themselves. They aim to develop innovative services that are often then adopted by other community organisations and governments.

Assetlink recently welcomed our first Brotherhood of St. Laurence partnership at Highpoint with the trainees having recently completed their Certificate III in Cleaning and have commenced their practical placement on site.



An initiative of



**Brotherhood  
of St Laurence**



## Souths Cares

The Souths Cares program is an initiative of the South Sydney Rabbitohs which was started with the aim of to give children and young people from Redfern and the surrounding areas the opportunity to take part in a series of health and education workshops to aid social and physical development and creating a network of committed individuals working together to bring about social change.

Souths Cares focuses on our contract at Sydney Airport, Terminals 1 and 2, where Assetlink delivers the cleaning services. Souths Cares is an ideal partner for this site, based in a close location to their candidate base. Through this partnership, we have been able to engage 5 new team members over the course of the 18-month relationship, which has included:

- Cultural awareness training for the site-based managers and supervisors, to assist them to provide support to team members who identify as Australia's First Peoples.
- Opportunities for new team members to develop their skills via a traineeship, for example, we have a current team member, based at Terminal 2, progressing through the Certificate III Cleaning Operations traineeship.
- Support from Souths Cares mentors when there are challenges for the team members referred through them. For example, one team member, based at Terminal 1 has had some behavioural challenges and her mentor from Souths Cares, has assisted Assetlink to support her in the development of her customer service approach to ensure ongoing success in her role.

## Disability and Disadvantaged partners

Assetlink also partners with Disability and Disadvantaged recruitment providers, selected on the basis of location, area of strength and ability to provide sufficient suitable candidates, including:

- Max Employment | Disability and Jobactive Employment
- Campbell Page | Disability Employment
- Job Prospects | Disability and Jobactive Employment
- Injury Treatment | Occupational Rehabilitation Employment
- Konekt Employment | Disability and Jobactive Employment
- Wise Employment | Disability and Jobactive and Occupational Rehabilitation Employment.

## Work Experience

### University of Wollongong Business Internship

Partnering with the University of Wollongong's Faculty of Business to be a host organisation as part of its internship program. The Business Internship Program allows undergraduate students to gain 112 hours of industry experience in their chosen field.



## Modern Slavery

Slavery, servitude, forced and compulsory labour and human trafficking (Modern Slavery) represent grave human rights abuses. Assetlink conducts our business in accordance with the highest ethical standards. Our Code of Conduct is established on the following values: passion, empathy, teamwork, excellence, sustainability and superior customer service. Our vision is "Leading the change our industry deserves by making the difference that matters to our clients and people". It is through this that we are working to detect and mitigate the risk of modern slavery and human trafficking not only through our business but that of our supply chain.

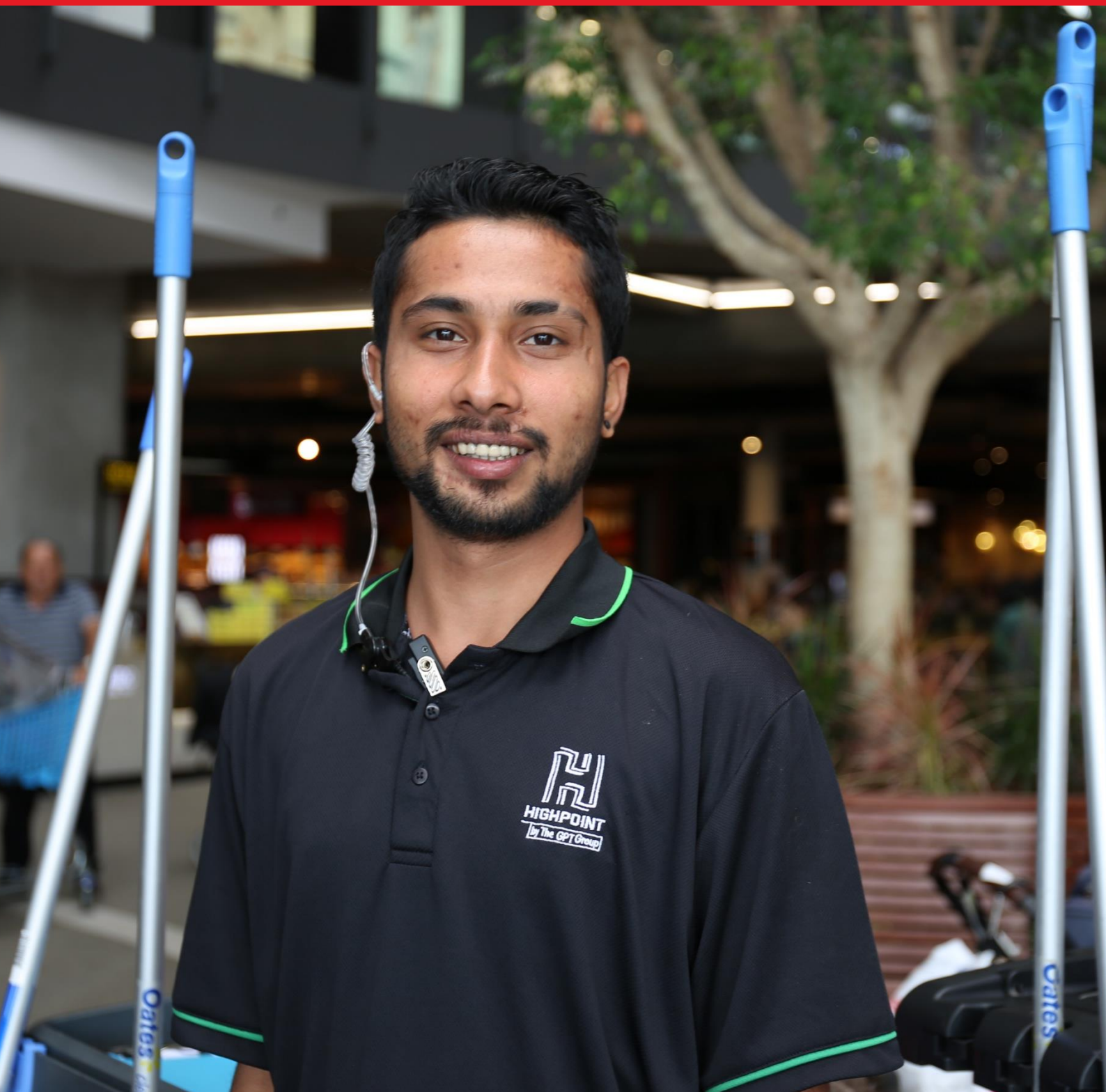
Assetlink acts ethically and with integrity in all our business undertakings and relationships. Assetlink's Business Ethics Policy is intended to establish the standards that are reasonably designed to deter wrongdoing and promote and reinforce ethical behaviour. Assetlink shares responsibility with its team members and consultants for creating and maintaining the Company's professional reputation and work ethic including; exhibiting acceptable levels of honesty and integrity, personal and professional presentation, fostering mutual respect in the workplace, co-operation and teamwork both internally and externally.

Assetlink has a transparent remuneration structure with all team members paid in accordance with the relevant classification under the applicable Award or Agreement. Salaried employees are engaged under a common law contract and are remunerated in accordance with internally and externally benchmarked salary data, monitored by the People and Culture team. Assetlink standard letters of offer and employment contracts contain a provision allowing candidates to seek legal advice and information prior to signing their contract to enter into the agreement voluntarily by informed decision.

Assetlink participated in the 2018 Dialogue on Business and Human Rights to provide perspectives on managing a very large, blue collar workforce, compliance and governance approaches to delivering a transparent supplier and client partnership, and market and competitive challenges within the property services industry. This initiative was convened by the Global Compact Network Australia and the Australian Human Rights Commission and was focused on the topic of modern slavery.

In 2019 Assetlink is participating in the Monash Trafficking and Slavery Research Group. This group is focused on building partnerships, measuring impact, working for change for a future free of exploitation. Their purpose: "As leading researchers and practitioners, we are committed to building the evidence base for policy, criminal justice and corporate responses to modern slavery. Our work is based on a range of disciplines, including criminology, law, social work and operations and supply chain management. Our aim is to bring together the different perspectives of these disciplines to provide unique and new insights to traditional approaches to modern slavery".





**Social Imapct**

## Commitment to Social Impact

For Assetlink, social impact is embedded in our culture, where our actions can have a positive impact on the well-being of our people and the communities we work in. We strive to create wide-reaching benefits and opportunities where they may not have been readily accessible. This includes training and education opportunities for our people.

Our social impact commitment also extends from implemented environmental initiatives, employing locally, sourcing local consumables, enriching the lives of our team members, various fundraising activities, involvement in local community programs, improving the lives of those in need and our indigenous and diversity policies.

Assetlink has a Corporate and Social Responsibility Policy which describes Assetlink's commitment to acting and having; the highest standards of responsible business practice and sustainability. Assetlink ensures that its corporate and social responsibility to its team members and the community, is met through a range of internal processes and procedures, and external programs and initiatives. Please refer our Corporate and Social Responsibility Policy.

### Our Team

Assetlink's team members comprise:

- 2200 direct team members
- Hail from approx. 80 different countries, representing a culturally diverse background, many requiring English assistance training
- Speak over 60 different languages
- 44% full-time, 39% part-time and 17% casual working shifts 24 hours per day, 7 days a week.
- Approximately 800 non-permanent visa holders
- 40% female employees
- Approximately 3.4% Aboriginal and Torres Strait Islander Peoples

Assetlink's organisational culture is built strongly on family values and the workforce feels that culture strongly. We are a family that support each other but recognise the differences as well as the similarities.

On a strategic level, Assetlink's social impact goals include:

- Investment in our leadership team – the leaders of tomorrow, enabling those looking to create social change to receive the education, training and opportunities to progress and grow in Assetlink.
- Connecting team members – creating opportunities for those from different backgrounds to work with each other in an inclusive environment. Where cross-cultural learning, knowledge sharing, engagement and opportunity is provided.
- Enabling team members to apply a social impact viewpoint to their everyday jobs (i.e. to consider the creation of positive outcomes for individuals and the border community through their activities and decisions);
- Ensuring all Assetlink team members are part of the Assetlink family, where diversity, persons with disabilities and indigenous people are included.
- Working alongside community partners and suppliers to develop long-term solutions to social challenges material to our business.
- Training opportunities to grow, develop and progress through clear career pathways.
- Leadership development via Assetlink Masterclass Series, individual development plans; access to Certificate IV Leadership and Management; Certificate III Cleaning Operations, Traineeship programs; technical training for machine operation; security specific training, including verbal de-escalation

techniques and restraint training; Certificate III Customer Contact for concierge/customer service team members.

The Assetlink Way is an integral part of Assetlink's operations. It is the DNA of our culture and is evident in our people, our processes and our interactions. It describes the way we approach our work, engage with our clients and their customers, and support each other to ultimately enrich experiences. The Assetlink Way defines:

- Our Purpose - The reason we come to work each day.
- Our Values - The principles that guide our daily interactions.
- Our Signature Behaviours - A set of attitudes that are intrinsic to keeping our culture alive.
- Our Vision - The aspirations for our sustained future.

The Assetlink Way allows us to invest in our team members, to nurture and inspire them. Our comprehensive training programs, reward and recognition and the support provided to our team members provides for a people-focussed culture, a culture built on mutual respect and strong relationships. This in turn assists our team members with their own career goals, well-being, training and job satisfaction. It provides the platform for opportunity which enriches their lives, and as a result, of their families and communities.

*"I love being part of the community, seeing the regulars in the food court, watching children grow up and have their own families and being a part of all of that. There are different challenges each day ranging from Fire Alarm evacuations to attending to sick people waiting for medical attention. Its constant work keeping a team together but that's what makes the team harmonious, I am like a mother hen!" Irene Hopkins, Cleaning Services Manager Wagga Wagga Marketplace.*



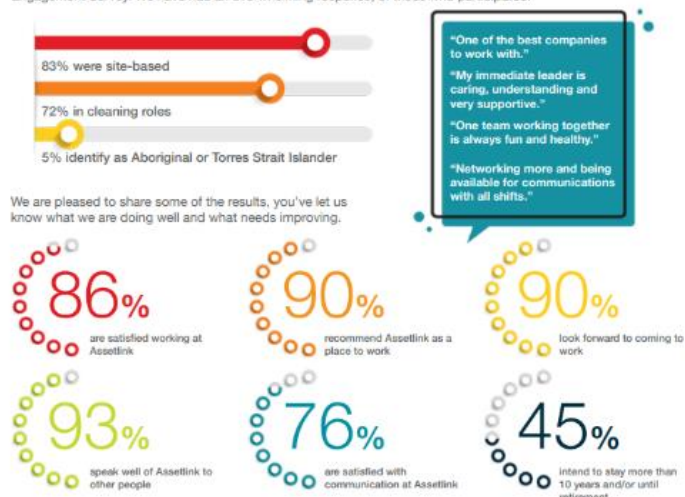
## Engagement

Assetlink measures and monitors our employee engagement and tracks the career development of our team members:

- 2018 engagement survey returned a 46% response rate.
- Fantastic engagement results (see graphic to right)
- Average of 67 Certificate III Cleaning Operations Traineeships per annum.
- Currently 102 team members engaged in the Certificate III Cleaning Operations training program
- 50 Leaders engaged in the Assetlink Masterclass Series
- Approximately 30 internal promotions per annum, to team leadership roles.

### Team Member Engagement Survey

Thank you to all team members who have shared your thoughts and feedback in this year's Team Member Engagement Survey. We have had an overwhelming response, of those who participated.





## Creating opportunities

To create opportunities and assist our team members in their own lives and that of their families, Assetlink has a range of available programs:

- We Thank You - We Thank You is available to all permanent full-time and part-time team members following six months of employment, and provides year-round access to savings at Australia's top retailers - such as Coles, Woolworths, Myer, Big W, JB Hi Fi, The Good Guys, and many more.
- Ratesetter – Australia's leading peer to peer lender, connecting investors who want a better return on their money with creditworthy individuals and businesses who want a simple competitive loan. Assetlink team members are eligible for exclusive offers on RateSetter personal loan and investment products.
- Autopia – novated leases, saving individuals thousands of dollars by helping team members buy, run and sell their cars in the most tax effective way possible.
- myLiveWell by Optum – Assetlink Employee Assistance Program and Optum's Livewell website gives access to interactive tools and educational resources to help with life's changes and challenges.
- IronFish - Assetlink team members have access to the services of Ironfish who offer free financial wellbeing services as part of our benefits offering, to support team members in achieving long-term financial goals through smart property investment.
- Hertz - As a preferred partner of Hertz, Assetlink team members can access discounted Hertz rates when travelling for leisure in Australia, New Zealand and beyond.
- BUPA Corporate Health Plan - Assetlink provides our team members with access to quality corporate health insurance. We've partnered with Bupa to give you and your family access to a range of health and wellness services, as well as a great corporate discount to help you live a longer, happier life.
- iSubscribe - iSubscribe is Australia's most comprehensive provider of magazine subscriptions online, with over 4,000 print and digital magazine titles currently on offer, including a variety of discounts and special offers. As a valued team member at Assetlink, you will benefit from an additional 10% off the listed price on the iSubscribe website.



*We Thank You!*





**Community Initiatives**

# Community Initiatives

## Cathy Freeman Foundation

### Running to broaden horizons and inspire Indigenous students!

Assetlink extends sincere thanks to our team members who participated in Sunday's Sun-Herald City2Surf, and to all who donated, helping us to raise over \$2,500 for the Cathy Freeman Foundation (CFF).

Assetlink selected CFF as the beneficiary of our City2Surf fundraising efforts for the second year in a row after being inspired by the work of the Foundation, who acknowledge the strength and wisdom that lies within remote Indigenous communities, and help build education pathways that work through partnerships with community and school leaders.



The Assetlink team braved the legendary 14km track from Sydney City's Hyde Park through to the world famous surfing location at Bondi Beach, passing through the beautiful Eastern Suburbs of Sydney. Now in its 47th year, the Sun-Herald City2Surf has become the world's largest fun run. Team members made a tremendous effort in this challenging course, including Heartbreak Hill's infamous 2 kilometre ascent into Vaucluse.



## Cancer Council Biggest Morning Tea

Australia's Biggest Morning Tea is Cancer Council's most popular fundraising event and the largest, most successful event of its kind in Australia. The idea is simple, just get your friends, colleagues or community together over some tea and treats, and help to raise vital money for people affected by cancer.

All of the donations made across the country go towards helping your local Cancer Council achieve its mission of a cancer free future.

Assetlink celebrates to raise money for this worth cause.



## Christmas Tree Giving

### Supported by Cotton-On Group

Our team at Casuarina Square built a true blue Aussie Christmas tree made entirely out of 1651 thongs. Donated by @Cotton On Group, the footwear was put to good use earlier this year by our Security & Community Liaison Manager Scott Flanagan and The Salvation Army who donated the thongs to members of the local community. Thanks to Cotton On, Salvation Army and Scott for your contribution to the community.





## Corporate Citizen

Where you can change lives in your community

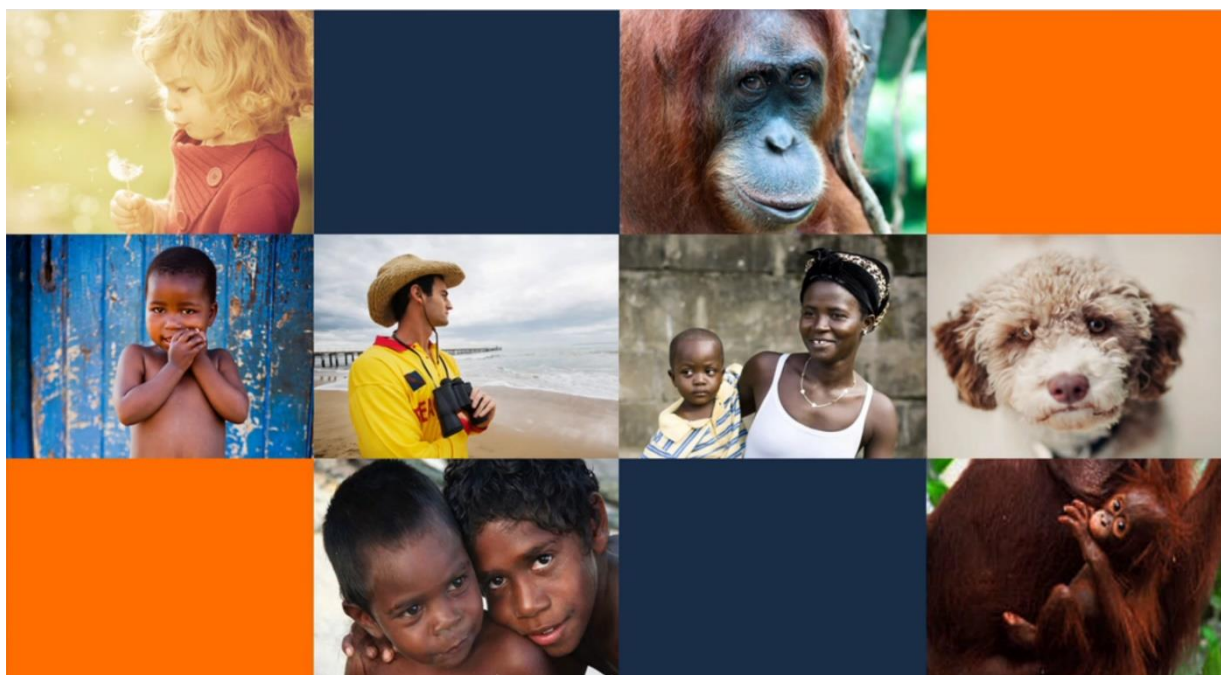


Assetlink is proud to support Community Link through our team member contributions. Assetlink has now partnered with Corporate Citizen. Corporate Citizen provides a simple way for everyone to make a difference and to change the world for the better: Community Link. It's all about giving to good causes at work, direct from your salary pre-tax.

You can make an incredible impact by giving at work. People power is an amazing resource and one that can be tapped into in any organisation, in any industry. If we all make a small contribution, together we can help make a huge difference.

10,000 measles vaccinations. A research breakthrough in the fight against cancer. A threatened species saved from extinction. These could be some of the things that we achieve together in the next year.

Assetlink has raised over \$65,500 through the Corporate Citizen Giving program.





## Cyclone Support

### Assetlink, GPT & Woolworths give back to the community in the aftermath of Cyclone Marcus

On 17 March the Greater Darwin region suffered severe impacts from Cyclone Marcus with wind gusts of up to 130km/hour. Marcus is considered the city's second-worst cyclone after Tracy, which devastated Darwin on Christmas Eve 1974.

Darwin was directly in the path of Cyclone Marcus where the community witnessed the uprooting of hundreds of trees, and damage to numerous power lines which left many residents cut off from emergency services. Over one-third of Darwin's population went without power for several days and safe-to-drink tap water for 48 hours.



In the devastating aftermath of Marcus, through teamwork and collaboration, the Casuarina community really came together to support those heavily affected. \$1,200 was generously donated by Assetlink and GPT, which was combined with a \$200 discount from Woolworths; towards supplies for the Bagot Community.

Security & Community Liaison Manager Scott Flanagan, and client representative Bridget from GPT, took to the Woolworths aisles where they filled nine trolleys to the brim with food, hygiene products, cleaning products, nappies and milk.



"The loaded ute was driven to Bagot Community where we were met with genuine appreciation from a crowd of people in obvious need. This community houses over 250 residents and only had power restored today [Thursday 22 March] since going out on Saturday," said Scott. "Community Elder, Helen Fejo-Frith and the other residents pass on their thanks to Casuarina Square, Assetlink and Woolworths for this donation."



"Unity is strength, when there is teamwork and collaboration, wonderful things can be achieved."  
Mattie Stepanek.

## Community Christmas Giving Appeal

### Sydney Airport and Variety launch the Airport Community Christmas Giving Appeal

Christmas bells are ringing at Sydney Airport, with the official launch of the Sydney Airport Community Christmas Giving Appeal, raising funds for Variety - the Children's Charity.

The generosity of corporate partners such as Assetlink has contributed to raising more than \$65,000 ahead of the official launch. We were able to place Assetlink's purchased heart on the beautiful 10-metre high Christmas tree at the International terminal.



The Sydney Airport Christmas Giving Appeal gives more than 28,000 airport staff across 800 businesses located at the airport, as well as the countless number of passengers passing through the terminal, the opportunity to make a contribution to the worthy cause. Variety volunteers will be stationed in both the International and Domestic terminals over the next six weeks.

Sydney Airport will also be hosting a series of other events during this time to raise crucial funds that will enable Variety to continue to assist Aussie kids in need.





## Community Day Project

Cairns Central help build a better future at the Lendlease Foundation Community Day Project



Each year, Lendlease employees around the world work alongside their colleagues, community partners, family and suppliers to give back to the community by managing and delivering projects that help their communities build a better future.

This year, Cairns Central team members Matt McCray, Garry Luyten and Simone McCamley were invited to join Lendlease for a day of painting and landscaping at a house which will be used by Project Booyah.

Project Booyah is a police run leadership and mentor program which is delivering real change for young people at risk in Queensland. Their aim is to provide a structured community inclusive program which incorporates adventure based learning, problem solving exercises, resilience training, policing strategies and family inclusive principles to help young people aged 14-16 years make better life choices.

Well done to Garry, Matt and Simone for your hard work and contributions on the day.



## Cuppa with a Cop

A cup of coffee with cool cops called 'Cuppa with a Cop'. No, this isn't just a contender for a tongue twister. This is a real event held at Erina Fair, where the local police mingle with the customers at the shopping centre to address and discuss a number of important issues. Hats off to the amazing team at Erina Fair and a big Thank You to the team from Brisbane Water LAC for making this friendly local affair such a huge success!



## Dementia Care Initiative

### Chirnside Park Shopping Centre

With 17.1% of the local Chirnside Park population aged 65 years and over, a number of missing persons who visited our centre were found to be suffering from Dementia. Witnessing the distress and panic that our guests endure, Glenn Clarke, Guest Services Manager organised a 3-hour training session with Dementia Australia. The informative session included an introduction, risks, signs and types of dementia, including a person-centred approach to dementia support. “The team found the session highly valuable. It was a great opportunity to develop our skills at a local level and also engage with our guests better”, shared Glenn. What an amazing initiative by Glenn for the centre and for the community. A major Thank You to Dementia Australia for your immense support and invaluable participation.



## Farmers In Need

### Buy A Bale Initiative

Assetlink raised money for our Farmers in drought and to support to rural communities not only suffering through natural disasters but communities that need help remaining in existence. Assetlink support office raised \$830 which bought through the Buy A Bale program:

- 8 x small bale of hay and helps transport it to the affected areas
- 5 x large bales of hay





## Fundraising BBQ

### Assetlink gives back to the Muswellbrook community

In light of their reappointment at Mt Arthur Coal, Assetlink in conjunction with BHP Billiton's staff wanted to give back to Muswellbrook community by hosting a Fundraising BBQ on Sunday 13th July at the Muswellbrook Markets.

The day was a huge success with a free jumping castle, frisbees and stickers for the kids, and sausage sizzle for Mums and Dads. Assetlink raised over \$1200 for Westpac Rescue Helicopter Service and sold out of all the food by 12:30pm!

The day would not have been possible without the help of Team Members from both companies but most importantly the local community of Muswellbrook, who gave generously to such a great cause.

Well done to Nick Moore for running the event, as well as Paul Freeman and Wayne Cooper for volunteering to help out on the day!



## Harmony Day

Each year on 21 March Australia celebrates Harmony Day, a day of cultural respect, to share what we have in common. The cultural diversity we have at Assetlink is one of our greatest strengths and is at the heart of who we are. We thrive on the inclusion and diversity of our people and will be celebrating on this day, and into the future, how diversity makes our community stronger.





## Homelessness Week

As part of Homelessness Week 2018 our Casuarina Square team partnered with Salvation Army in the Northern Territory to collect clothing, perishables and basic necessities for people in need. Homelessness Week is an annual awareness-raising week which highlights the 116,000 Australians who are homeless on any given night. With the aim to 'end homelessness together', we're proud of the contribution our team is making to the local community.





## International Cleaners Day

International Cleaners Day is a special day dedicated to cleaners each year to show they are valued and appreciated for keeping our environments clean and hygienic. On International Cleaners Day, Assetlink take the opportunity to acknowledge and celebrate all our frontline cleaning team members. Assetlink thank our front line team members for your contribution and commitment to enriching experiences and transforming our places and spaces.



## International Cleaners' Day

15th June 2017

Acknowledging the tireless commitment and dedication of our frontline team



## International Women's Day

Each year on 8 March Australia supports International Women's Day, to recognise and celebrate the achievements and contributions of women around the world, and join the global call to help accelerate gender parity.

To show our support this year we profiled some of the exceptional women in our team who encourage and inspire us every day – from frontline team members to business leaders.

Assetlink was named as an International Women's Day 2018 Best Practice Winner for having demonstrated best practice in overtly joining the call to #PressforProgress on International Women's Day 2018.



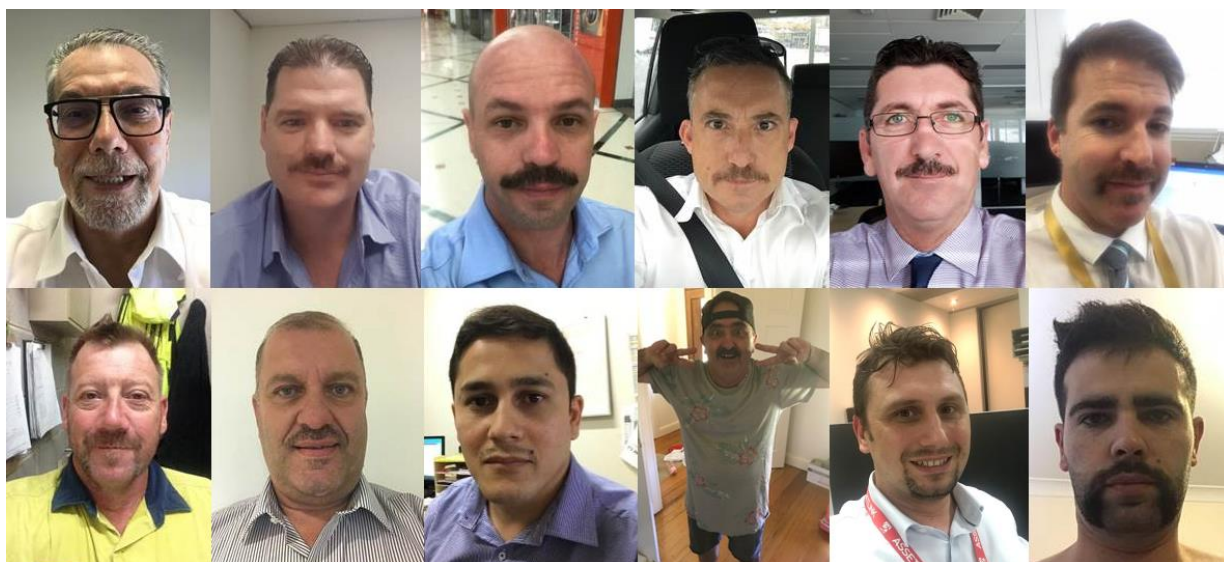


## Movember

Assetlink team members participate in Movember to raise awareness of men's health issues, such as prostate cancer, testicular cancer, and men's suicide.

The Movember Foundation is the only charity tackling men's health on a global scale, addressing some of the biggest health issues faced by men: prostate cancer, testicular cancer, mental health and suicide prevention. With over 1,200 projects funded, the Movember Foundation has made huge progress in changing the way men's health is treated and talked about. But the work isn't over yet. Men are still dying too young.

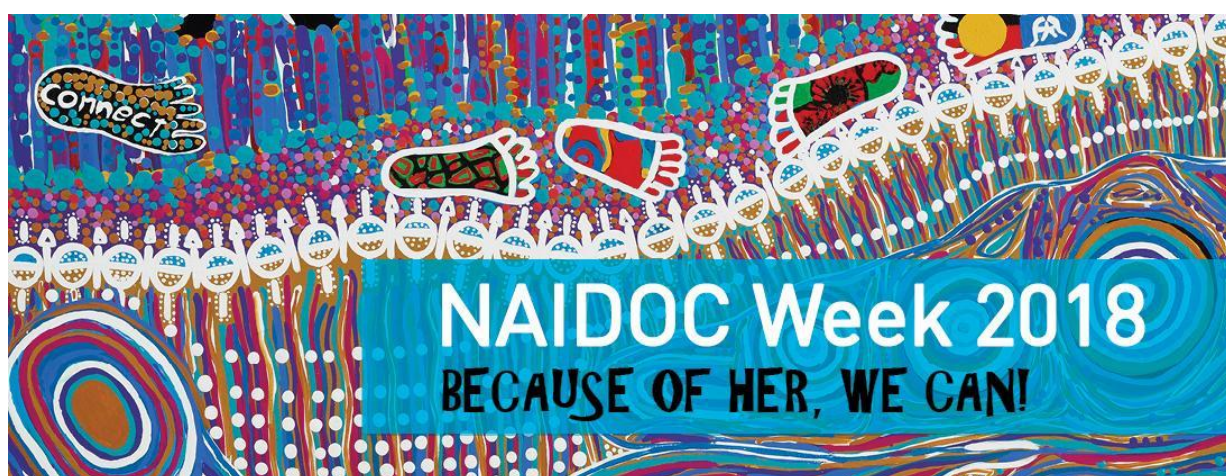
Our team of Mo Bros, pictured below, made a huge effort with fundraising. Our business leaders, Aurora & Franco Fonte made an announcement to help drive further donations in the days leading up to the end of Movember, that Assetlink would match the dollar value of funds raised, which resulted in a total of \$8,710 in donations towards The Movember Foundation. Great team effort.





## NAIDOC Week

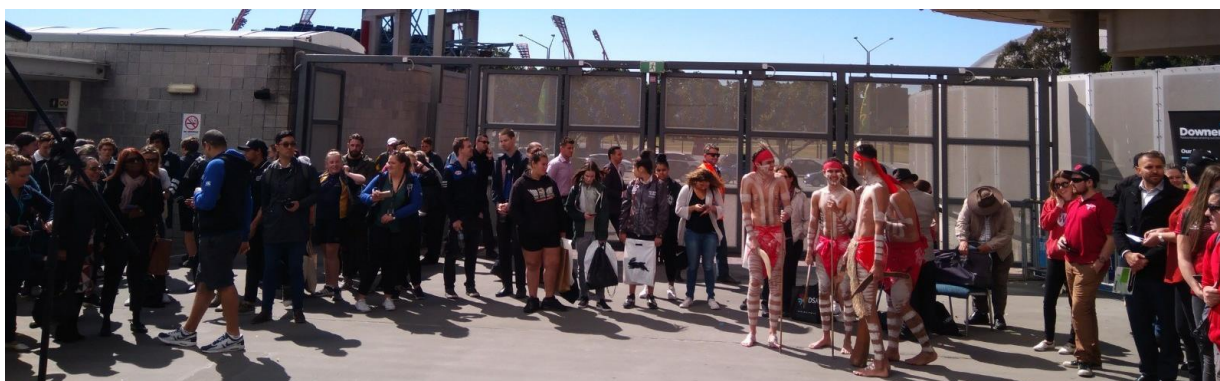
Held across the nation from 8th – 15th July, NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. This year we celebrate and acknowledge the integral role that women have played and continue to play as active and significant role models in our community, cities and our country as a whole. Assetlink proudly supports NAIDOC Week, a special time to recognise and celebrate their achievements, their voice, their unwavering passion that give us strength and have empowered past generations and paved the way for generations to come. 'Because of her, we can!'



## National Reconciliation Week

To be a member of any community is much more than physically being a part of it. At Assetlink, we deeply value our community and all the people in it. We take pride in learning, acknowledging and sharing the rich history of this nation and its people, and are proud to be celebrating this country's past, present and future together as one.

Each year National Reconciliation Week (NRW) celebrates and builds on the respectful relationships shared by Aboriginal and Torres Strait Islander people and other Australians. This year's theme is 'Don't Keep History a Mystery' and is observed from the 27th of May – 3rd June. Let us all develop a deeper understanding of our national story, make reconciliation part of our present and our future, so we may share and celebrate them.



## Northern Territory Police's Youth Diversion Scheme

### Giving back to the community

Assetlink's Guest Services Manager (GSM), Casuarina Square has undertaken great work supporting the Northern Territory Police's Youth Diversion Scheme (YDS). The YDS gives young people the opportunity to learn from their mistakes rather than immediately entering the criminal justice system through the court process. Minor offenders are able to access appropriate programs that will help them divert from a potential criminal lifestyle and become responsible members of the community.

In our first year and participation in the program, there were seven youths performing their community service at Casuarina Square. Three of these ended up with full time employment and/or returned to school. "A number of them pop in from time to time to say 'Hi'. "It's a great feeling to know we give opportunities to youth." We don't want to give up giving troubled youth an opportunity to better themselves.



The first step is an initial meeting between the youth, their Case Worker and our GSM. This provides an opportunity for the group to discuss specific requirements of the case and outline the duties and expectations for their time with Assetlink. Youths participating in the program then complete a full induction and site orientation before commencing duties on site.

"These kids are young. They're either influenced by the wrong kind of people or have no adult influence in their lives at all, which leads them to making bad decisions. Working with them one on one gives me a great insight as to who they are and what makes them tick, but it also shows them that someone cares about them. You can see the change in them over their time with us. It's bit by bit, but I can see the work we do is making a difference. I see this as one of my most challenging and rewarding tasks."

Assetlink has had another successful year participating in the program, encouraging youths to become socially responsible members of the community, and not to engage in criminal behaviour.

Kyle Hart is one youth who completed his service this year. Kyle wrote a letter after having received his Certificate of Completion, thanking him for being given the opportunity to do his community service at Casuarina Square. Kyle wrote of how he regrets his crime, having realised that his actions affect everybody. He also thanked an Assetlink team member for working with him and sharing his knowledge. "I am now looking forward, I would like to help people who are in the same situation as me. To spread the word to all young people that everybody makes mistakes, but it's where you have to make a decision to change your actions and be a better person", said Kyle.



These aspirations show how being given this opportunity allows these youths to see a more positive light; having learnt and reflected on the consequences of their offending behaviour.



Prink



## Property Industry Foundations 2018 Charity Yachting Regatta

Congratulations to everyone who participated in the Property Industry Foundations 2018 Charity Yachting Regatta, raising much-needed funds for homeless young people who are ready to make positive life changes. By taking part as a sponsor of the event, Assetlink has helped to build a five-bedroom home in Blacktown for Marist Youth Care. Assetlink is proud to continue to provide our services to this worthy and community focused event!



## R U OK?

Every year Assetlink participates in R U OK Day with all team members. R U OK? is a suicide prevention charity in Australia, reminding people that having meaningful conversations with mates and loved ones could save lives. Mental health issues are likely to affect around 50% of Australians at some stage during their lives. R U OK? Day, observed every year on 13th September, creates an opportunity for us all to stop and care for the mental wellbeing of those around us. At Assetlink, we're observing R U OK? Day every day throughout September because we believe in creating a culture where everyone feels confident asking and answering this most important question – Are you okay?





## Stranger Danger Day

Scott Flanagan, Security & Community Liaison Manager at Casuarina Square, recently organised a day for a number of people with intellectual disabilities and their careers to attend the centre at Casuarina, undertake a tour of the centre, meet the security and customer service team, meet the local police liaison team and presented on what to do and who to contact should they feel threatened or have any concerns whilst on site. The day also included a talk from some of the carers in the various non-verbal communication techniques they use with their clients to help our team better understand this.

“Today was our first day of the Stranger Danger Program, which we would like to name ‘Safety’, despite the little trials we experienced at that moment with an overcrowded environment. Each of the participants including support staff from Carpentaria, Casuarina Square and Neighbourhood Watch Constable, could learn something new and different. However, we also had the opportunity of introducing to the help desk staff; some of the visuals we use when communicating with our clients in different settings. Therefore, this way we are supporting our community to introduce an alternative and augmentative communication to support a diverse community with different ways of communication. I also would like to thank, the amazing support from Scott Flanagan, Security & Communication Liaison Manager and Tracey- Dale Middleton, Senior Constable and all the staff members from Carpentaria.” Bethsaida Hingston, Adult Education and Communication Facilitator. Carpentaria.





## Thank Your Cleaner Day

We all like to feel valued and appreciated. Wednesday 17 October 2018 was Thank Your Cleaner Day, a special day held once a year dedicated to cleaners to show they are valued and appreciated for keeping our environments clean and hygienic every day.

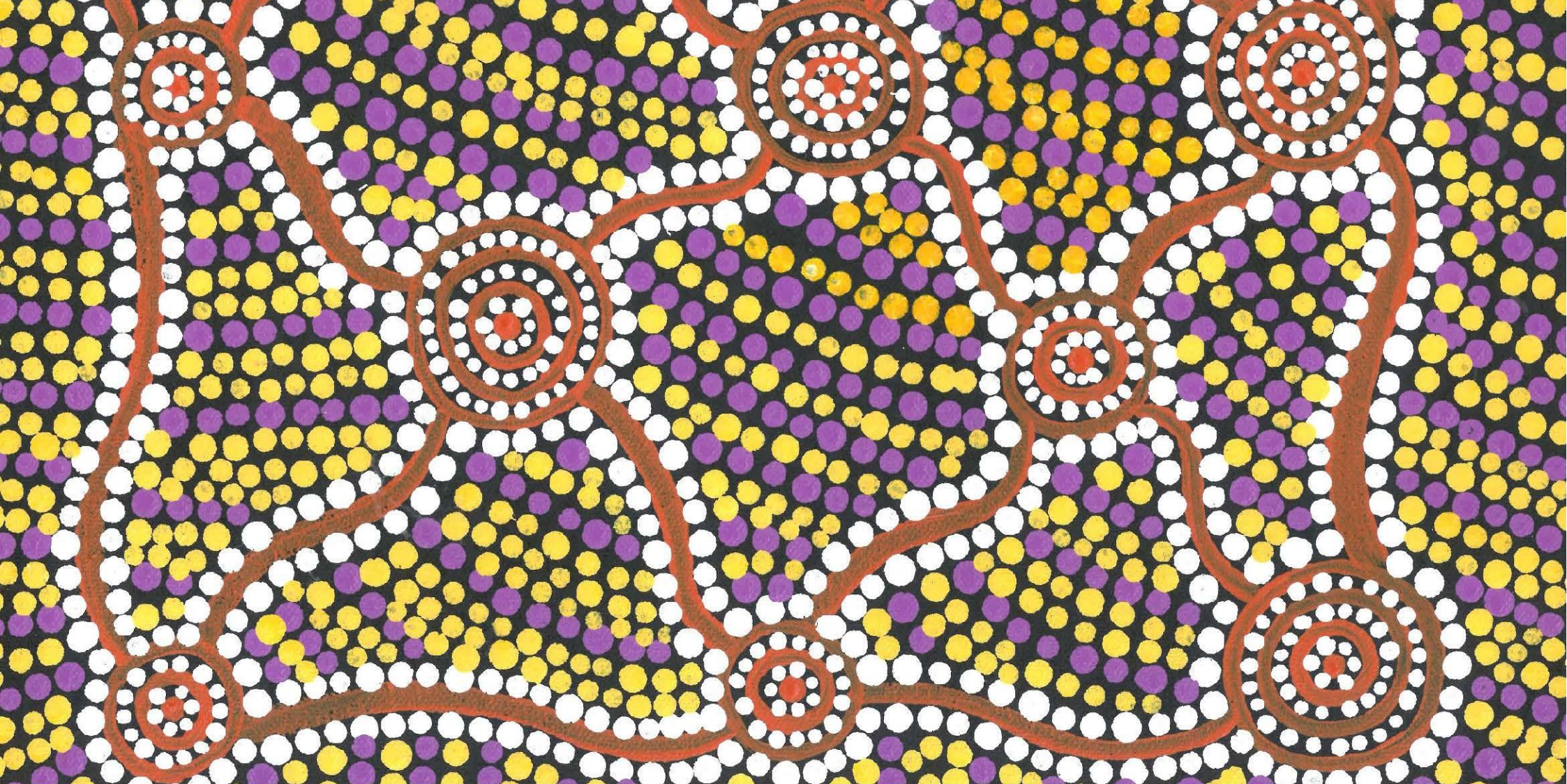
Assetlink invited all of our people, no matter their role with us, to stop and think about our cleaning team members and take the time to recognise each other for the hard work being undertaken at our frontline.

Merchandise packs were issued to frontline teams, containing 'Thank You' selfie cards to enable our teams to get involved and express your thanks to our valued cleaning team members. Photos were taken holding selfie cards and shared on Assetlink's intranet.









RECONCILIATION  
ACTION PLAN

**REFLECT**

# Assetlink

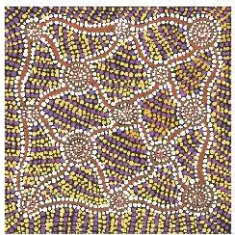
## Reconciliation Action Plan

March 2019 – March 2020



**ASSETLINK**





Artist: Samantha Napurrurla Wilson  
Skin Name: Napurrurla  
Title: Jukurrpa Yurrampi Jukurrpa (Honey Ant Dreaming)

### Biography

Samantha Napurrurla Wilson was born 1978 and grew up in Yuendumu, a remote Aboriginal community 290 km north-west of Alice Springs in the NT of Australia. The area around Yuendumu is her father's and her grandmother's country.

When she was little Samantha stayed with her mother in Alice Springs where she went to a convent school. Later, when she got bigger, she returned to Yuendumu to finish her schooling. She is a single mother with two children born in 2002 and 2005 respectively. Her other two sons from her previous marriage live with their father in Billiluna, 550 km north-west of Yuendumu.

Samantha has been painting with Warlukurlangu Artists Aboriginal Corporation, an Aboriginal owned and governed art centre located in Yuendumu, since 2010. She paints her Jukurrpa stories, Dreamings which relate directly to her land. These stories were passed down to her by her grandmother and her grandmother's mother for generations. Samantha likes to paint the Dreaming of her grandmother, which is the Yurrampi Jukurrpa or Honey Ant Dreaming.

When she has free time Samantha likes to play basketball and to walk with her children in the bush around Yuendumu and tell them stories of her country, its features and animals.

The artwork by Samantha Napurrurla Wilson was purchase and digitally rendered to form part of Assetlink's Reconciliation Action Plan.

# Our Business

The Assetlink group was founded in 1993 by Aurora and Franco Fonte. Starting with just 12 employees; Assetlink now directly employs 2200 people. Assetlink has a diverse workforce with our directly employed people hailing from around 80 different countries and speak 59 different languages; and within this group around 40% are female and approximately 3% identify as Aboriginal or Torres Strait Islander people.

The collection of information regarding identification as Australia's First Peoples was not systematically commenced until mid-2016 and as the provision of this information remains optional, we need to continue to encourage our team members to advise us if they identify and the strategy to capture more of this information will form a part of our Reconciliation Action Plan. Of the 418 team members who have completed their profile, 27 have indicated that they identify as Aboriginal or Torres Strait Islander. Included in this list of team members are:

1. Security and Community Liaison Manager – Casuarina Shopping Centre
2. Cleaning Services Manager – Macquarie Shopping Centre
3. Cleaning Team Member – Queen Victoria Markets
4. Cleaning Team Member and Trainee – Sydney Airport.

Assetlink has a culture of inclusion and offers a safe and happy work environment. To support this, Assetlink has a vision, mission, purpose, single-minded proposition, values and signature behaviours that create the framework which is the "Assetlink Way".

Assetlink is constantly striving to improve the Employee Value Proposition and continuously improve the human resources structure and processes to best support the service delivery teams as they go about delivering their core objective – to serve customers.

Our highly skilled and qualified personnel deliver professional services to the exacting requirements of our clients and in compliance with our accreditation to;

- Asset Management System ISO 55001:2014
- Customer Satisfaction Management System ISO 1002:2014
- Environmental Management System ISO 14001:2015
- Information Security ISO/IEC 27001:2013
- Quality Management System ISO 9001:2015
- Safety Management System AS/NZS 4801:2001
- Safety International OHSAS 18001:2007





Assetlink provides its services to a variety of channels; from large scale national portfolios to single site facilities within the Government, Education, Health, Aged Care, Resource & Industrial, Retail and Commercial channels.

Assetlink's business is service-based with the major portion of its work within the integrated services industry. It is a contracting company and it obtains and retains its contracts to provide services through a tender/negotiation process; resulting in the necessity to continuously improve and identify opportunities to innovate; thereby allowing Assetlink and its people stand out from their competitors.

When Assetlink is awarded a services contract, this entails our people being deployed to the client's site where they deliver the contracted services, represent the client's brand and partner closely with the client to ensure the success of their business, thereby ensuring the success of ours.

Some of the services offered by Assetlink include:

- Cleaning
- Security
- Concierge
- Valet
- Maintenance
- Grounds
- Capital projects
- Renovation projects

Assetlink is a national business, with contracts in every state and territory of Australia and offices in Brisbane, Sydney, Melbourne and Adelaide.

# Our Reconciliation Action Plan

It has been a long-standing aim for Assetlink, in collaboration with partners, our people and their communities; to work with Aboriginal and Torres Strait Islander peoples within our business and the wider community to evoke change by creating sustainable careers and/or micro businesses, which in turn support families and wider community.

With a vision, mission and employee proposition that promotes diversity, opportunity, belonging and enablement, developing a Reconciliation Action Plan to specifically target the inclusion of the Aboriginal and Torres Strait Islander peoples, supports our overarching business strategy and approach.

A key element of Assetlink's ongoing investment and support of the communities in which we operate is our First Peoples Engagement Strategy. Since 2014, Assetlink has fostered partnerships with Indigenous communities and organisations to build our experience, capability and competency to successfully partner with Indigenous businesses, employees, and communities.

Some previous activities include:

- 2014 partnership with Kalkadoon Community in Mt. Isa, QLD
- 2014 development of joint venture to support tenders including Glencore FM and Services contracts
- Ongoing support of Nyungga Black Group, a Supply Nation registered company that provides thought leadership on Australian issues important to Indigenous progress
- 2015 development of an initial strategy, to support achievement of the 2020 Commonwealth Indigenous Procurement targets and develop a robust platform for increasing the Indigenous workforce
- 2016 commitment to Cushman & Wakefield on our Australia Post contract to achieve 4.5% Indigenous employment across the contracted sites

Further, we have formed partnerships with Supply Nation registered businesses and Aboriginal Job Placement agencies to assist us to source, mentor and support Indigenous employees into sustainable careers with Assetlink.

Assetlink also takes the opportunity to support programs, charities and initiatives that promote positive outcomes for Australia's First Peoples; including raising funds for the Indigenous Literacy Foundation and the Cathy Freeman Foundation.



# Our Reconciliation Action Plan

To develop our Reconciliation Action Plan, we involved key members of our Sydney Support team and sought feedback from other leaders and partners including representatives from our business across all states and territories.

For now, our Reconciliation Action Plan Working Group will include:

- Managing Director
- General Manager People and Culture
- Business Development Manager
- Key Account Manager
- National HR Manager
- Cleaning Services Manager, Macquarie (Aboriginal)
- Security and Community Liaison Manager, Casuarina (Aboriginal)

With limited visibility of whom in our business identifies as Aboriginal or Torres Strait Islander peoples, and with this forming one of our initial targets; we have not yet consulted more broadly with Aboriginal and Torres Strait Islander team members within our organisation.

It is our intention, once we have a clearer vision of which of our team members identify as Aboriginal and Torres Strait Islander; to consult with and seek their engagement and involvement in our Reconciliation Action Plan target delivery actions, and potentially to expand the Reconciliation Action Plan Working Group to include more Aboriginal and Torres Strait Islander members.

The Reconciliation Action Plan is championed by senior people within our organisation, including the Managing Director, General Manager Northern Region and General Manager Southern Region; and General Manager People and Culture.



## Indigenous Employment Policy

### Intent

The Assetlink Group ("Assetlink") incorporating Assetlink Services Pty Limited and AssetFuture Pty Limited, Indigenous Employment Policy is committed to the employment and development of Aboriginal and Torres Strait Islander peoples.

### Principles

Assetlink's Indigenous employment objectives are to:

- Encourage and foster the employment and participation of Aboriginal and Torres Strait Islander team members within Assetlink, either directly in our operations or through our contractors.
- Maximise team member development along with the transfer of job skills and information in order to increase Aboriginal and Torres Strait Islander team member knowledge, independence, remuneration, job security and self-sufficiency.
- Facilitate and encourage the direct involvement of Aboriginal and Torres Strait Islander team members in determining career strategies, goals and objectives.

### RACI

Responsible	HR team and the Head of Assetlink Services are responsible for the maintenance and communication of this policy.
Accountable	The final authority for this policy lies with the Managing Director.
Consulted	When making changes to this policy a consultation should be carried out with identified subject matter experts.
Informed	All changes to this policy should be communicated to all team members and relevant contractors.


### Operation and Incidence

In pursuing these objectives, and in employment matters generally, Assetlink will:

- Respect and consider the cultural, social and religious systems practiced by Aboriginal and Torres Strait Islander people.
- Support participation of Aboriginal and Torres Strait Islander team members in activities of a cultural or ceremonial nature.
- Continue to develop Indigenous employment initiatives and training programs.

Assetlink has developed an "Indigenous Employment Guideline for Managers" setting out information on culture, recruitment, interviewing, induction, retention, mentoring, and common issues Indigenous People experience.

Authorised by:

  
Oliver Schacht  
Head of Assetlink Services

  
Aurora Fonte  
Managing Director



# Relationships

Action	Deliverable	Timeline	Responsibility
<b>Establish a RAP Working Group</b>	• Establish a RAP Working Group (RWG) and formal project program to deliver on the targets outlined in the Reconciliation Action Plan and further develop the Plan to deliver ongoing and increasingly meaningful deliverables.	March 2019	GM People & Culture
	• Once Aboriginal and Torres Strait Islander team members are identified within the Assetlink business, encourage them to become a part of the working group and to contribute to the RAP outcomes.	June 2019	RWG Chair
	• RWG oversees the development, endorsement and launch of the RAP.	April 2019	RWG Chair
	• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	March 2019	GM People & Culture
	• Meet at least twice per year to monitor and report on RAP implementation.	April 2019	RWG Chair
	• Establish Terms of Reference for the RWG	April 2019	RWG Chair





# Relationships

<b>Build internal and external relationships</b>	<ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.</li> </ul>	May 2019	RWG Chair
	<ul style="list-style-type: none"> <li>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.</li> </ul>	June 2019	Business Development Manager
<b>Participate in and celebrate National Reconciliation Week (NRW)</b>	<ul style="list-style-type: none"> <li>Further promote an understanding of the meaning of National Reconciliation Week with further online training via Learning Management System (Mia).</li> </ul>	May-June 2019	GM People & Culture
	<ul style="list-style-type: none"> <li>Encourage all our team members to attend a NRW event in their local area.</li> </ul>	May 2019	GM People & Culture
	<ul style="list-style-type: none"> <li>Ensure our RWG participates in an external event to recognise and celebrate NRW.</li> </ul>	June 2019	RWG Chair
	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team via intranet (iLink) and Learning Management System (Mia).</li> </ul>	June 2019	GM People & Culture
	<ul style="list-style-type: none"> <li>Identify one or more external events that the RWG and the wider business can participate in to raise awareness and demonstrate commitment to reconciliation.</li> </ul>	June 2019	RWG Chair



# Relationships

<b>Raise internal awareness of our RAP</b>	• Develop on-line training course promoting the RAP.	March 2019	GM People & Culture
	• Mark achievements with regular updates via intranet (iLink).	May 2019	GM People & Culture
	• Develop and implement a plan to raise awareness amongst all team members across the organisation about our RAP commitments.	April 2019	GM People & Culture
	• Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	April 2019	RWG Chair
<b>Develop Partnerships and seek advice from Australia's First Peoples (Individuals and Organisations) to support the RAP Outcomes</b>	• Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations, including suppliers and service partners (SPs) with the assistance of Supply Nation.	August 2019	RWG Chair
	• Explore the engagement of a dedicated resource to act as the Diversity and Inclusion champion for the business (Aboriginal) and who can drive completion of the targets outlined within the RAP.	October 2019	Managing Director





# Respect

Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and Torres Strait Islander cultural learning and development</b>	<ul style="list-style-type: none"><li>Continue the program with the Centre for Cultural Competence Australia to purchase cultural awareness training for Assetlink Leaders and drive completion.</li></ul>	June 2019	GM People and Culture
	<ul style="list-style-type: none"><li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training</li></ul>	June 2019	RWG Chair
	<ul style="list-style-type: none"><li>Develop a plan for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.</li></ul>	June 2019	RWG Chair
	<ul style="list-style-type: none"><li>Capture data and measure our team's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.</li></ul>	October 2019	RWG Chair
	<ul style="list-style-type: none"><li>Conduct a review of cultural awareness training needs within our organisation.</li></ul>	July 2019	RWG Chair



# Respect

<b>Participate in and celebrate NAIDOC Week</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our team of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.</li> </ul>	July 2019	GM Business Development & Client Relations
	<ul style="list-style-type: none"> <li>Introduce our team to NAIDOC Week by promoting community events in our local area.</li> <li>Ensure our RAP Working Group participates in an external NAIDOC Week event</li> </ul>	July 2019	GM Business Development & Client Relations
<b>Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols</b>	<ul style="list-style-type: none"> <li>Explore who the Traditional Owners are of the lands and waters in our local area.</li> </ul>	March 2019	RWG Chair
	<ul style="list-style-type: none"> <li>Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.</li> </ul>	April 2019	RWG Chair
	<ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).</li> </ul>	April 2019	RWG Chair



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Ascertain current Aboriginal and Torres Strait Islander participation numbers by having every team member complete their profile in Mia</b>	<ul style="list-style-type: none"> <li>Run another promotion, with rewards on offer to encourage all team members to complete their profile in the Learning Management System (Mia); thereby assisting us to capture the complete number of Aboriginal and Torres Strait Islander team members we have working within the organisation</li> </ul>	May 2019	GM People & Culture
<b>Investigate Aboriginal and Torres Strait Islander employment</b>	<ul style="list-style-type: none"> <li>Develop plan to increase Aboriginal and Torres Strait Islander employment within our organisation.</li> <li>Continue the partnerships with Aboriginal Employment Strategy, Souths Cares and other Aboriginal. Employment partners to identify and employ 20 new Aboriginal or Torres Strait Islander team members.</li> <li>Consider traineeship opportunities for Aboriginal and Torres Strait Islander candidates who have graduated from school-based traineeship programs</li> <li>Identify current Aboriginal and Torres Strait Islander team members to support inclusion and mentoring of new Aboriginal and Torres Strait Islander employees who join Assetlink</li> </ul>	<p>June 2019</p> <p>January 2020</p> <p>November 2019</p> <p>December 2019</p>	<p>RWG Chair</p> <p>GM People &amp; Culture</p> <p>RWG Chair</p> <p>RWG Chair</p>





# Opportunities

	<ul style="list-style-type: none"> <li>Identify current Aboriginal and Torres Strait Islander team members to assist in writing the plan for future employment and development opportunities.</li> </ul>	October 2019	RWG Chair
<b>Investigate Aboriginal and Torres Strait Islander supplier diversity</b>	<ul style="list-style-type: none"> <li>Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses</li> </ul>	May 2019	RWG Chair
	<ul style="list-style-type: none"> <li>Develop a procurement policy relating to Aboriginal and Torres Strait Islander owned businesses and the potential to replace current Service Providers or take on periodical work.</li> </ul>	September 2019	GM Northern, GM Southern
	<ul style="list-style-type: none"> <li>Use the network of Supply Nation to identify suitable Aboriginal and Torres Strait Islander Service Providers and commence the engagement process</li> </ul>	November 2019	GM Northern, GM Southern
	<ul style="list-style-type: none"> <li>Look for opportunities to supplement purchasing of other supplies using Aboriginal and Torres Strait Islander owned businesses (eg stationery, chemicals, uniforms etc).</li> </ul>	May 2019	GM Northern, GM Southern
<b>Support Organisations, Charities and Programs that promote positive actions for Australia's First Peoples</b>	<ul style="list-style-type: none"> <li>Continue to drive our support of the Indigenous Literacy Foundation through regular promotion and collection/deposit of donations.</li> </ul>	November 2019	GM People & Culture
	<ul style="list-style-type: none"> <li>Promote participation in the City to Surf in support of the Cathy Freeman Foundation</li> </ul>	November 2019	Bid and Proposal Manager



## Tracking and Progress

Action	Deliverable	Timeline	Responsibility
<b>Build support for the RAP</b>	<ul style="list-style-type: none"><li>Review required resource needs for RAP implementation.</li></ul>	April 2019	Managing Director
	<ul style="list-style-type: none"><li>Develop systems and capability needs to track, measure and report on RAP activities.</li></ul>	May 2019	GM Business Development & Client Relations
	<ul style="list-style-type: none"><li>Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.</li></ul>	September 2019	GM People & Culture
<b>Review and Refresh RAP</b>	<ul style="list-style-type: none"><li>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li></ul>	March 2020	RWG Chair
	<ul style="list-style-type: none"><li>Submit draft RAP to Reconciliation Australia for review.</li></ul>	April 2020	RWG Chair
	<ul style="list-style-type: none"><li>Submit draft RAP to Reconciliation Australia for formal endorsement.</li></ul>	May 2020	RWG Chair



## Contact

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