

RECONCILIATION
ACTION PLAN

REFLECT

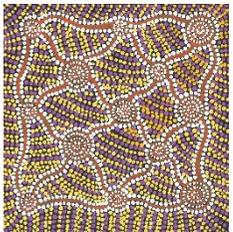
Assetlink

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 Forte Managing Director
---	--



Relationships

Action	Deliverable	Timeline	Responsibility
Establish a RAP Working Group	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP. 	April 2019	RWG Chair
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	March 2019	GM People & Culture
	<ul style="list-style-type: none"> Meet at least twice per year to monitor and report on RAP implementation. 	April 2019	RWG Chair
	<ul style="list-style-type: none"> Establish Terms of Reference for the RWG 	April 2019	RWG Chair



Relationships

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



Relationships

Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop on-line training course promoting the RAP. 	March 2019	GM People & Culture
	<ul style="list-style-type: none"> Mark achievements with regular updates via intranet (iLink). 	May 2019	GM People & Culture
	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all team members across the organisation about our RAP commitments. 	April 2019	GM People & Culture
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	April 2019	RWG Chair
Develop Partnerships and seek advice from Australia's First Peoples (Individuals and Organisations) to support the RAP Outcomes	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> 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
Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> Continue the program with the Centre for Cultural Competence Australia to purchase cultural awareness training for Assetlink Leaders and drive completion. 	June 2019	GM People and Culture
	<ul style="list-style-type: none"> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training 	June 2019	RWG Chair
	<ul style="list-style-type: none"> Develop a plan for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	June 2019	RWG Chair
	<ul style="list-style-type: none"> Capture data and measure our team's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	October 2019	RWG Chair
	<ul style="list-style-type: none"> Conduct a review of cultural awareness training needs within our organisation. 	July 2019	RWG Chair



Respect

Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> • 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. 	July 2019	GM Business Development & Client Relations
	<ul style="list-style-type: none"> • Introduce our team to NAIDOC Week by promoting community events in our local area. • Ensure our RAP Working Group participates in an external NAIDOC Week event 	July 2019	GM Business Development & Client Relations
	<ul style="list-style-type: none"> • Explore who the Traditional Owners are of the lands and waters in our local area. 	March 2019	RWG Chair
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> • Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence. 	April 2019	RWG Chair
	<ul style="list-style-type: none"> • 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). 	April 2019	RWG Chair



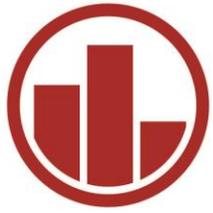
Opportunities

Action	Deliverable	Timeline	Responsibility
Ascertain current Aboriginal and Torres Strait Islander participation numbers by having every team member complete their profile in Mia	<ul style="list-style-type: none"> 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 	May 2019	GM People & Culture
Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Develop plan to increase Aboriginal and Torres Strait Islander employment within our organisation. 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. Consider traineeship opportunities for Aboriginal and Torres Strait Islander candidates who have graduated from school-based traineeship programs 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 	<p>June 2019</p> <p>January 2020</p> <p>November 2019</p> <p>December 2019</p>	<p>RWG Chair</p> <p>GM People & Culture</p> <p>RWG Chair</p> <p>RWG Chair</p>



Opportunities

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



Tracking and Progress

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

Contact

Martha Travis
Martha Travis

General Manager People and Culture
Assetlink
E marthatravis@assetlink.com.au
T 02 9857 7120

