



ISS PACIFIC

Diversity & Inclusion Strategy

2022 – 2025

PEOPLE MAKE PLACES



Contents

Acknowledgement of Country	3	Goal 10 Reduced Inequalities	37
Mihi Whakatau	4	Goal 11 Sustainable Cities and Communities	37
Artist Acknowledgement	5	Goal 12 Responsible Consumption and Production	38
CEO Executive Foreword Stuart Rose	6	Goal 13 Climate Action	38
Commitment Statement Global Head of Diversity & Inclusion Margot Slattery	7	Goal 16 Peace, Justice and Strong Institutions	38
Message from ISS Pacific Head of Diversity & Inclusion Kim A Van-Look	8	ISS's Modern Slavery Statement	39
Meet our Pacific Team	9	Connecting the UN Sustainable Development Goals	40
ISS Global D&I Vision	14	Seven Dimensions of Diversity	40
D&I Strategy Quick Guide	15	Gender Balance	41
Global, Regional and Local Alignment: Stronger Simpler Closer	19	<i>Sponsor Commitment Statement – Liz Turner</i>	41
ISS Global Dimensions of Diversity	19	ISS's Commitment to the UN Women's Empowerment Principles	43
ISS Pacific Dimensions of Diversity	20	UN Women's Empowerment Principles	44
Global D&I Strategy Objectives	21	Pride	45
D&I Management Levers	22	<i>Sponsor Commitment Statement – Jed Moore</i>	45
Leadership Accountability	22	Culture, Race & Ethnicity	48
Education and Engagement	22	<i>Sponsor Commitment Statement – Aaron Cauchi</i>	48
Framework for Change	22	Abilities	51
ISS Values	23	<i>Sponsor Commitment Statement – Sarah Peebles</i>	51
Global Diversity & Inclusion Governance	25	<i>International Labour Organisation (ILO)</i>	53
ISS's Journey so far	26	Age & Generations	54
Completed Actions in 2021	26	<i>Sponsor Commitment Statement – Rebecca Morrison</i>	54
A changing global landscape shaped by COVID-19	28	Aboriginal & Torres Strait Islander Peoples Cultures & Identity	57
Mental Health in the Workplace	29	<i>Sponsor Commitment Statement – Phil Brezzo</i>	57
ISS Employee Value Proposition	31	<i>Commitment Statement from</i>	
United Nations Sustainable Development Goals (SDGs)	32	<i>ISS' First Nations Engagement Manager – Bridget Garay</i>	59
The ISS Ecosystem	34	Māori Culture & Identity	60
Which SDGs impact our D&I Journey?	35	<i>Commitment Statement – Neil Moselen</i>	60
Goal 1 No Poverty	35	High Level Outcomes	62
Goal 3 Good Health and Wellbeing	35	OBJECTIVES 2022 – 2025	63
Goal 4 Quality Education	36	Summary and Future Outlook	93
Goal 5 Gender Equality	36	Mental Health Support Directory	94
Goal 8 Decent Work and Economic Growth	36		

Acknowledgement of Country



ISS respectfully acknowledges the First Nations Peoples, Traditional Owners and Custodians of the land, waters and communities on which ISS business takes place.

We acknowledge the continuing connection Aboriginal and Torres Strait Islander Peoples have to Country and the strength and knowledge that they bring to our community.

We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

We recognise the importance of First Nations leadership and collaboration, and we commit to building the cultural capability of our company through meaningful engagement and shared learning.



Mihi Whakataau



Tihei mauri ora!

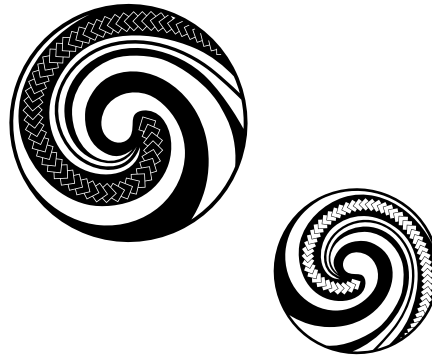
*E ngā mana, e ngā reo, e rau rangatira mā
Tēnā koutou, tēnā koutou, tēnā koutou katoa.
Behold the breath of life!*

To all authorities, all voices,
to the many chiefs gathered here
Greetings, greetings, greetings to everyone

Karakia

*E te hui
Whāia te mātauranga kia mārama
Kia whai take ngā mahi katoa
Tū maia, tū kaha
Aroha atu, aroha mai
Tātou i a tātou katoa*

For this gathering
Seek knowledge for understanding
Have purpose in all that you do
Stand tall, be strong
Let us show respect
For each other



First Nations Artist Acknowledgement

Stephen Hogarth



"This artwork was created by Stephen Hogarth a descendent of the Gamilaroi Nation and is titled *"Belonging"*.

It depicts the strength and breadth of the company encapsulating major elements of people, knowledge, and values.

The aspect of water is a central theme throughout the artwork which represents the source of life providing sustainability and, in this context, it represents ISS as an organisation that always moves and changes, like a river that always flows.

Co-centric circles representing places of respect which are connected to people is the essence of ISS as they believe "people make places". These elements show the continuous movement of doing business in one place and moving to the next place.

At the edge of the ocean waves depicted in the top left and bottom right corners of the composition, are travel lines to countries across the ocean with placemakers, symbolised by green connected circles surrounded by U shaped elements. This can be viewed as a singular person or as a team of people which is central to the ISS business – their Placemakers.

Symbols of honesty, growth, connection, diversity, inclusion, belonging, leadership, responsibility, respect, and unity all underpin the ethos of the company.

All of these elements intersect to create "belonging" and it is inclusion and unity that strengthen this vision."

Stephen Hogarth
Descendant of the Gamilaroi Nation

CEO Executive Foreword Stuart Rose



Stuart Rose (he/him)
Chief Executive Officer

ISS AUSTRALIA and
ISS NEW ZEALAND

**Change needs
courageous leaders
standing up and saying
“this may be the way
we’ve always done it,
but we are going to
do it differently”**

I am very pleased to endorse and sponsor this D&I strategy document, setting out an important ambition for our organisation over the next five years. I am also very proud of the achievements of the ISS Pacific D&I committee during 2020-21. Despite the many personal and professional challenges thrown at us by the Covid19 Pandemic, the team's highlights include policy reviews, introduction of visual representations, cultural awareness and unconscious bias training, language guides, blended work spaces, paid parental leave and participation in significant celebration days, to name just a few.

A significant investment by our Global team to introduce a complete D&I framework across all countries in 2021 including the appointment of a Global Head of D&I, solidifies and supports the work that we have already done here in Pacific. Similarly, I am confident that the creation of the role of Head of D&I here in Pacific has accelerated our own progress towards becoming a leader in this space during the next few years.

I am delighted that we have full alignment to the five global Dimensions of Diversity, and that

we will also focus on two local dimensions, recognising the important role Aboriginal and Torres Strait Islander Peoples and Māori Peoples contribute to the Pacific community. These dimensions will allow ISS to better embrace and support difference within our work space and forge a greater sense of belonging for our entire workforce.

One of the key areas in our ambition is to improve inclusion and belonging in our workplace, and that it is only when we bring together various personalities and opinions, that we will foster true innovation and creativity. This is our ambition – to create a workplace instilled with diversity of thought, gender, gender identity, race, sexuality, culture, religion, differing ages, political opinion and social origins to ensure we do look, think and behave like our workforce, our clients and our community. This is how the very best business outcomes will be achieved. The addition of Unity as an ISS Value could not better capture what we are trying to create in Pacific as it means the state of “being joined together or in agreement” – working together as one to create positive change.

Change needs courageous leaders standing up and saying “this may be the way we’ve always done it, but we are going to do it differently”. I ask you to make inclusion, respect and belonging actionable not aspirational to ensure our Placemakers work in an environment which is safe, respectful and allows them to be their true, authentic self.

Please join me in the next stage of our journey in becoming a diverse and inclusive global organisation.

Stuart Rose
Chief Executive Officer

ISS AUSTRALIA and ISS NEW ZEALAND

Commitment Statement

Global Head of Diversity & Inclusion Margot Slattery



Margot Slattery (she/her)

Global Head of Diversity
and Inclusion

COPENHAGEN DENMARK

At ISS, we want every employee to know that they **belong** and can fearlessly be their authentic selves. To accomplish that, we are building an **inclusive** workplace where we call out implicit and explicit bias, ensure all voices are heard, all people are seen and know that their contributions are **valued** and that all have a chance to grow and develop and be part of our shared future.

Together, we are creating a culture that celebrates our commonalities and differences, openly addresses challenges, and provides every employee with the resources and support they need **to grow, thrive and succeed.**

A handwritten signature of Margot Slattery in black ink, written in a cursive style.

Message from Pacific Head of Diversity & Inclusion Kim A Van-Look

The D&I Committee reaffirms its enduring commitment to creating and maintaining an environment of inclusion, belonging and respect for all Placemakers within the ISS community.

Supporting our Global Vision, the ISS Pacific D&I mission is to design a people-centred workplace culture where differences are encouraged, identities are respected and individuals are allowed an equal opportunity to succeed.

Our clear objectives during this strategy period will focus on developing a more inclusive framework regarding policy, guidelines, systems, planning and communications which will underpin our outward intentions to make workplaces safer, more respectful and engaging.

Our committee membership is a group of diverse individuals with differing backgrounds in culture, religion, nationality, race, education, sexuality, gender, political difference, social origins and family constructs. We strongly believe that we reflect the community of Placemakers we represent and are working to make change from within our business.

We are in a privileged position where we have the capability to innovate and impact the working lives of our Placemakers and we are humbled to be a part of creating something new and exciting in relation to our cultural transformation. We will continue to work with diligence and creativity and look forward to seeing the positive difference this will make to all of our Placemakers.

There is nothing more important to us than creating an environment where our fellow Placemakers can be their authentic selves in the workplace and feel truly included. We want people to be proud of who they are and ensure they are able to represent that fully at work and be supported and respected by others.

We recognise that diversity makes us stronger, more agile and fosters innovation, so join us in the next chapter of our D&I journey by becoming allies, leaders and 'up-standers' supporting all our Placemakers to reach their full potential.

Kim A Van-Look
Head of Diversity & Inclusion

AUSTRALIA AND NEW ZEALAND

**Diversity
makes us stronger,
more agile and
fosters innovation.**



Meet our Pacific Team



Liz Turner *(she/her)*
Director of People and Culture, Pacific
Gender Balance Sponsor



Phil Brezzo *(he/him)*
Segment Director
Transport and Infrastructure, Pacific
Aboriginal & Torres Strait Islander
Peoples Cultures & Identity Sponsor



Sarah Peebles *(she/her)*
Director of Operations
Performance, Pacific
Abilities Sponsor



Jed Moore *(he/him)*
Legal Director, Pacific
Pride Sponsor

Meet our Pacific Team



Rebecca Morrison *(she/her)*
Country Leadership Team,
Commercial Director, Pacific

Age & Generations Sponsor



Aaron Cauchi *(he/him)*
Segment Director
Healthcare, Pacific

Culture, Race & Ethnicity Sponsor



Neil Moselen
Chief Operating Officer,
New Zealand

Māori Culture & Identity Sponsor



Kim A Van-Look *(she/her)*
Head of Diversity & Inclusion, Pacific
D&I Committee Chairperson

Meet our Pacific Team



Kevin Maczkowiack *(he/him)*
Regional General Manager,
Healthcare, Pacific

Pride Co-Captain



Sarah Larson *(she/her)*
Head of Talent, Pacific

Abilities Captain



Roop Inder Singh *(he/him)*
Commercial, Bid Manager

Pride Co-Captain



Sandra Connolly *(she/her)*
National General Manager
FM and Global Accounts

Culture, Race & Ethnicity Captain

Meet our Pacific Team



Jackie Keenan *(she/her)*
General Manager, Cleaning Services,
Transport and Infrastructure
Māori Culture & Identity Captain



Jess Murdoch *(she/her)*
National Quality, Compliance &
Innovation Manager, Healthcare
Gender Balance Co-Captain



Rosemary May *(she/her)*
Noongar Woman from Wadjuk Country (Perth)
Indigenous Participation & Recruitment Coordinator
Transport and Infrastructure
Aboriginal & Torres Strait Islander Cultures
& Identity Captain



Chantal Druszczyk *(she/her)*
P&C General Manager,
Western Australia
Gender Balance Co-Captain



Craig Zubrinich *(he/him)*
P&C Manager, Queensland
Culture, Race & Ethnicity Captain

Flags

Country of residence or origin



Australia



New Zealand



Netherlands



Spain



Great Britain



Germany



India



Malta



Denmark



Scotland



Ireland



Poland

Flag outlining member advocacy



Aboriginal Peoples



Inclusive Progressive
Pride Community
Member



Neurodivergence
Advocate



Disability Advocate



Torres Strait Islander
Peoples



Ally for LGBTIQ+
Community



Human Rights



Gay Male Pride



Māori Peoples



Women's Equality



Mental Health
Advocate



Genderqueer Pride



Refugee Advocate



Returned Services
League



Lesbian Pride



Men's Health



ISS Global D&I Vision

We're a diverse and inclusive global organisation that looks, thinks and behaves like our workforce, our clients, our community, and our clients.

We believe that people make places and places make people. From strategy through to operations, we partner with clients to deliver places that work, think and give. They choose us because we create, manage and maintain environments that make life easier, more productive and enjoyable.

D&I Strategy Quick Guide

The Pacific D&I Strategy 2022-2025 is an ambitious roadmap which will foster positive outcomes which are people centric. This strategy provides clear guidelines on leadership expectations, and meaningful objectives which will contribute to improved culture whilst being underpinned by our Values and industry best practice.

We recognise this is a lengthy document and provide a 'quick guide' which offers the reader a brief outline of what is contained therein. We encourage you to read the entire document which will provide additional workplace tools to support you and all Placemakers throughout the Pacific.

Meet our Sponsors and Captains

p9-12 

We have sponsors and captains for each diversity dimension and they are responsible for driving actions and achieving objectives outlined in our strategy. Passionate Placemakers who believe in the true value of diversity and commit daily to our cultural transformation.

ISS Dimensions of Diversity

p19-20 

Globally ISS has five Dimensions of Diversity and in Pacific we have two additional dimensions. We have added Aboriginal and Torres Strait Islander Peoples cultures and Identity in addition to Māori Culture & Identity. The dimensions are as follows:

- Gender Balance
- Pride
- Culture, Race & Ethnicity
- Abilities
- Age & Generations
- Aboriginal and Torres Strait Islander Peoples Cultures and Identity
- Māori Culture & Identity

We have our overarching D&I committee however, each Dimension has a specific subcommittee working to achieve our objectives.

Global D&I Strategy Objectives

p21 

At all times we seek global alignment with our objectives and map out a selection of those objectives below. Our vision is to create a company of belonging where people can be heard, respected and included.

**“Be who you are; Become what you want;
Be a part of something bigger”**

- Our aim is to Become a Company of Belonging
- For Placemakers to be their authentic self and feel they're united and belong
- To extend our influence on society and build better engagement with clients and community



D&I Strategy Quick Guide

Management Levers

p22 

There are three management levers that will underpin our D&I Activities and they are:

- Leadership Accountability
- Education and Engagement
- Framework for change

These three levers will ensure that our Placemakers have a voice and contribute to our transformation.

ISS Values

p23-24 

At ISS, our values are the foundation of everything we do. Living by the ISS values is essential to deliver consistent service performance and fulfil our brand promise. Our values represent our behaviours including how we act as managers, as colleagues, and as partners to our clients

Our values are: Unity, Honesty, Entrepreneurship, Responsibility and Quality.

Mental Health in the Workplace

p29 

The World Health Organisation lists mental health as the third largest disability in the Burden of Disease Index, and the highest impact of any medical condition on quality of life. Globally, over 50% of our Placemakers will experience a mental health issues at some point in their working lives.

ISS recognises that the most foreseeable and prevalent health issue on the planet is in fact, often not visible. Mental health conditions, like many physical conditions, are individual and dynamic in nature. Creating an environment of communication, respect and regular conversations is critical.

ISS Ecosystem

p34 

The ISS Ecosystem is a graphic illustration of how all the working elements of this strategy, our Placemakers, our clients and our external and internal framework interconnect. The centre of our ecosystem are our Placemakers and clients, which are underpinned by policies and leadership capability.

United Nations SDGs

p35-38 

The United Nations Sustainable Development Goals (SDGs) underpin our D&I strategy and we use the SDGs to evaluate our current work and our plans for the future.

The primary motivator for underpinning our D&I strategy with the SDGs is to ensure an integrated approach across business functions, advancing our overall goals for our Placemakers and driving social engagement.

The United Nations cite 17 SDGs and ISS have identified 10 that have a direct effect on our Placemakers and our business. They are as follows

- Goal 1 – No Poverty
- Goal 3 – Good Health and Wellbeing
- Goal 4 – Quality Education
- Goal 5 – Gender Equality
- Goal 8 – Decent Work and Economic Growth
- Goal 10 – Reduced Inequalities
- Goal 11 – Sustainable Cities and Communities
- Goal 12 – Responsible Consumption and Production
- Goal 13 – Climate Action
- Goal 16 – Peace, Justice and Strong Institutions

D&I Strategy Quick Guide

ISS's Modern Slavery Statement

p39 

ISS has a Global Modern Slavery Statement, which outlines our belief in a fair and inclusive society to make the world work better.

We take care of, and provide opportunity for our people, helping them to develop themselves.

We are committed to acting ethically and with integrity in all our business dealings and partnerships and to implementing and enforcing effective systems and controls to prevent modern slavery within our own business and in our supply chains (please read full statement on page 39).

Connecting Dimensions of Diversity to UN SDGs

p40 

Connecting the UN Sustainable Development Goals with the ISS Dimensions of Diversity is critical to ensure we are impactful in our intentions from an organisational and social engagement perspective. The SDGs underpin our global strategy and provide credible guidance in support of our objectives.

Dimension Sponsor commitment and overview for each section

p41-61 

This section of the strategy provides personal insights to our sponsors' passion and drive in their nominated dimension.

Within each dimension, we outline relevant information regarding policy, framework, and individual Placemaker experiences.

This section includes, the number of Placemakers nationalities, generation span of our Placemakers, UN categories of Abilities (disabilities) and partnership enterprise with The Pinnacle Foundation.

UN Women's Empowerment Principles p43-44

Included is our Pacific statement to the Women Empowerment Principles, which was executed, by Stuart Rose and Liz Turner in 2021.

ISS's commitment to the advancement of women in the Pacific region will be further strengthened by the implementation of the UN Women's Empowerment Principles.

Our pursuit of inclusion, diversity, engagement and equity for all our Placemakers is a strategic imperative, which will be a continuous journey, translating into improved results year on year. Our firm leadership endorsement will support the design of an enabling culture where women are empowered to be heard, are able to grow and can reach their full potential.

High Level Outcomes

p62 

To achieve our high level outcomes we will remain diligent in our commitment to our people by creating a more inclusive and respectful work place where everyone is accepted and celebrated for who they are free from bias, discrimination or harassment. ISS's Values will underpin our expected outcomes whilst being supported by our Leadership Principles, Policies, Action Plans and Guidelines.

Intended outcomes for each Dimension of Diversity will vary depending upon the assigned action plans. Please see a sample of the high level outcomes below:

- Increased work force diversity and talent attraction
- Appropriate systems and processes which support improved organisational culture
- Increased productivity and organisational effectiveness

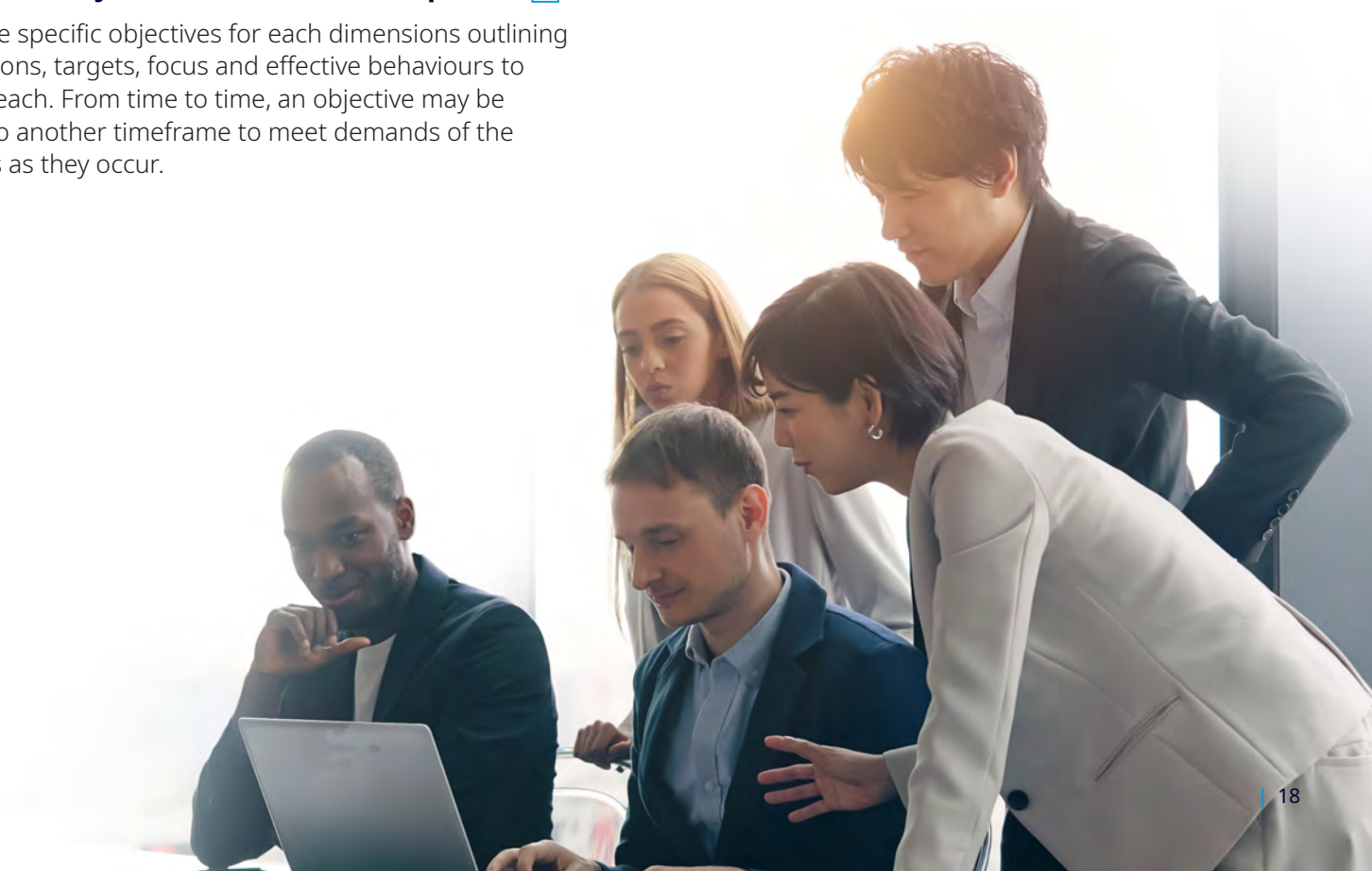
D&I Strategy Quick Guide

- Increased employee engagement and job satisfaction
- Improved retention rates across the organisation
- Improved responsiveness to people with varying abilities in relation to “reasonable adjustments” in the workplace
- Increased frequency and availability of flexible work opportunities for all staff
- Greater cultural understanding and representation of Aboriginal and Torres Strait Islander Peoples in our workforce

Dimension Objectives

p63-92 

There are specific objectives for each dimensions outlining descriptions, targets, focus and effective behaviours to achieve each. From time to time, an objective may be moved to another timeframe to meet demands of the business as they occur.



Global, Regional and Local Alignment:

Stronger | Simpler | Closer

ISS Global Dimensions of Diversity

The ISS Pacific D&I committee has attracted strong representation from across the organisation and has worked actively for successive years. The release of ISS's Global D&I blueprint has been an opportunity to review and refresh the ISS Pacific D&I strategy, consolidating our outlook to ensure alignment with the next stage of the ISS journey.

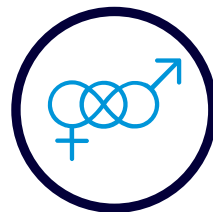
In line with this D&I blueprint and our OneISS strategy to become

Stronger, Simpler and Closer, we have strengthened ties within Asia Pacific leading to the formation of the APAC D&I Council. This Council aims to share resources and ideas, accelerating cultural change at a country level while advancing shared D&I objectives for the region.

Linking these local, regional and global networks are the Employee Resources Groups (ERGs), representing the five global

Dimensions of Diversity. These ERGs are empowered to lead local initiatives, drive awareness and change to create a culture of inclusion and belonging across our global organisation.

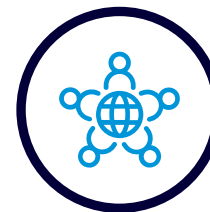
The five global Dimensions of Diversity are outlined below and they will provide a strong pathway forward to ensure all Placemakers are recognised, respected and included.



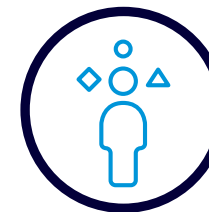
Gender
Balance



Pride



Culture, Race
& Ethnicity



Abilities

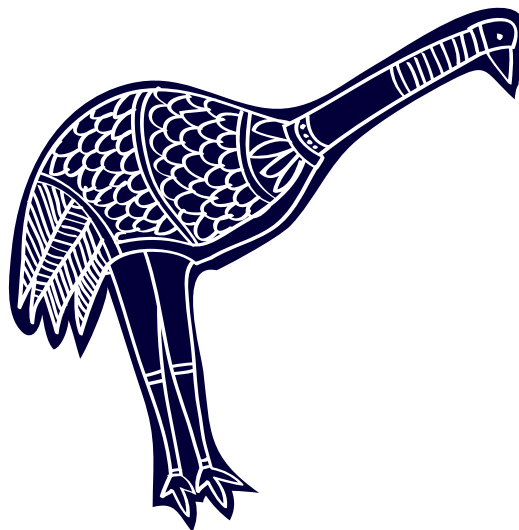


Age &
Generations

ISS Pacific Dimensions of Diversity

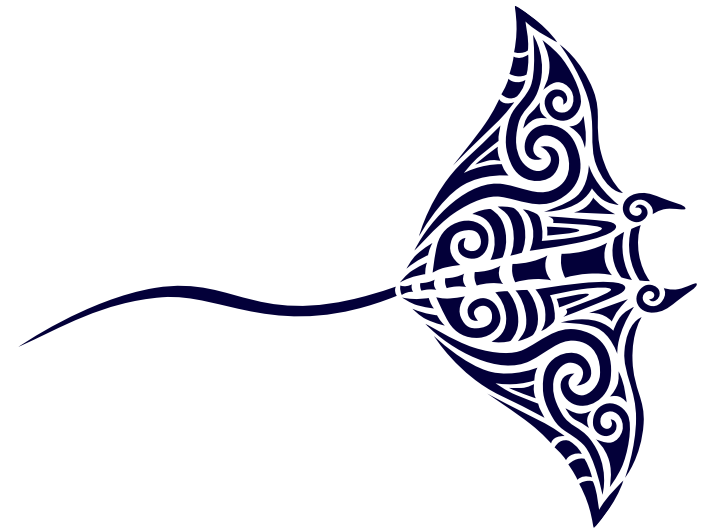
In Australia, we acknowledge and respect that Aboriginal and Torres Strait Islander communities are steeped in traditions and customs built on a disciplined social and cultural order that has sustained 60,000 years of existence.

As such, ISS Pacific is specifically focused on our First Nations Peoples in addition to the global Dimensions of Diversity, protecting this unique culture and identity during our D&I journey. Accordingly, our sixth Dimension of Diversity in Pacific, driven through our Reconciliation Action Plan Committee, is Aboriginal and Torres Strait Islander Peoples cultures and identity.



In Aotearoa New Zealand, we recognise and respect Māori as the tangata whenua, the Indigenous Peoples, with a rich history that extends more than 1000 years, originating from the Māori's mythical Polynesian homeland of Hawaiki. Today, one in seven New Zealanders identify as Māori. Māori culture is an integral part of life in New Zealand. Accordingly, our seventh Dimension of Diversity in Pacific is Māori Culture & Identity.

The Tanhiwha has been chosen to represent this Dimension of Diversity throughout the document. In Māori mythology a Taniwha is a guardian of a place and usually associated with a body of water. Taniwha represent the life force (Mauri) of a place in physical form.



Global D&I Strategy Objectives

Inclusion is the core belief that underpins everything we do, and our D&I strategy aims to:

- Align with the clear global direction of ISS in D&I, incorporating local priorities
- Create a place where everyone can be their authentic self and feel that they're united and belong
- Directly contribute to ISS Pacific becoming the Employer of Choice in our industry
- Increase diversity of talent and skills by taking an intersectional approach
- Ensure our workplace is digitally and physically accessible and inclusive
- Extend our influence on society and build better engagement within our workforce and with our clients and society

The seven Dimensions of Diversity in Pacific will be the vehicle through which we drive these outcomes.

These dimensions and our vision are underpinned by several global commitments to maximise inclusive, respectful and engaging workplaces, in particular:

- United Nations Global Sustainable Goals (SDGs)
- United Nations Women's Empowerment Principles (WEPs)

Additionally we will progress our Pacific outcomes utilising the following levers.



D&I Management Levers

Psychological safety is critical so our **employees feel they have a voice and can contribute to our transformation.**

LEADERSHIP ACCOUNTABILITY

The development of inclusive leaders focusing on behaviour and capability will remain a priority at ISS. Leaders have a responsibility to demonstrate our ISS Values through their words and actions. Our leaders role model our D&I commitments throughout all levels in the organisation.

We will do this by:

- Publically committing to our D&I journey internally and externally
- Developing our leaders through awareness training and education
- Ensure sufficient and equal investment in leadership capability
- Ensure leaders actively work and live by our ISS Values at all times



EDUCATION AND ENGAGEMENT

Developing a consistent understanding of D&I and the value it brings to our organisation, both socially and economically, will require ongoing learning by all employees.

We will do this by:

- Implementing language guidelines which will provide guidance on how to develop more inclusive language in the workplace
- Maintain unconscious bias training to ensure all leaders are fully aware of this issue and how it has lasting impacts on our people, particularly from a recruitment and promotion perspective
- Empowering our people to 'call-in' (talk with someone privately about their inappropriate language or behaviour) by being an 'up-stander', not a bystander
- Providing workplaces which have psychological safety, so that employees feel they have a voice and can contribute to our transformation

FRAMEWORK FOR CHANGE

To achieve the cultural transformation we seek, create a workplace free from discrimination, inequality and exclusion, we must bring together our initiatives and activities within a governance framework, creating a platform for real impact.

As part of our governance blueprint, ISS Group has outlined clear reporting lines and positions which will enable the Pacific Team to achieve our objectives.

This blueprint will ensure we regularly review:

- Policies and Procedures
- Objectives and associated action plans
- External partnerships
- Employee feedback and sentiment
- D&I data and metrics to track impact over time

Proactive policy-making has the capability to shape our behaviours and outcomes by providing clear expectations for all employees. This framework will be a critical step in our future D&I journey.

We understand that even an organisation with the best possible policies and D&I initiatives will still fail to achieve the transformation we seek, if leaders and employees cannot translate equality into a set of behaviours, norms, and routines. Accordingly, Leadership Accountability will always be a key lever to achieve our outcomes. In addition, this strategy document seeks to describe the effective behaviours of both leaders and employees which will be critical to our transformation.

ISS Values

At ISS, our Values are the foundation of everything we do. Living by the ISS Values is essential to deliver consistent service performance and fulfil our brand promise. Our Values represent our behaviours including how we act as managers, as colleagues, and as partners to our clients.

Each ISS employee plays a key part in connecting people and places to make the world work better. That is why we believe in – and live by – the ISS Values, which guide us to be great service professionals and responsible citizens.

To further consolidate our Values, ISS has added “Unity” as a fifth value signifying our united approach and shared focus to deliver the OneISS strategy 2025.

Our Values reinforce our commitment to our clients and the people and places we serve. We value Unity, Honesty, Responsibility, Entrepreneurship and Quality, and there's no area they are more important than in our leadership. Our leaders uphold our Values and lead by example, enabling us to go above and beyond in our mission to make the world work better.

Our ambition is described in three words – Stronger. Simpler. Closer. The Value of Unity is how we generate a stronger sense of belonging across

all our workplaces, where each of us as ‘Placemakers’ can flourish as our authentic selves leading to greater equality, inclusion and belonging.

Unity will lead us to build more diverse talent and teams, create space for collaboration, as well as shared learning opportunities. We know when we act together, we deliver a better experience for our clients and their communities. Only together and united, can we deliver on our purpose.

People make places and places make people. We know that when we get things right, it enhances lives and makes the world work better and that is what drives us.



Unity

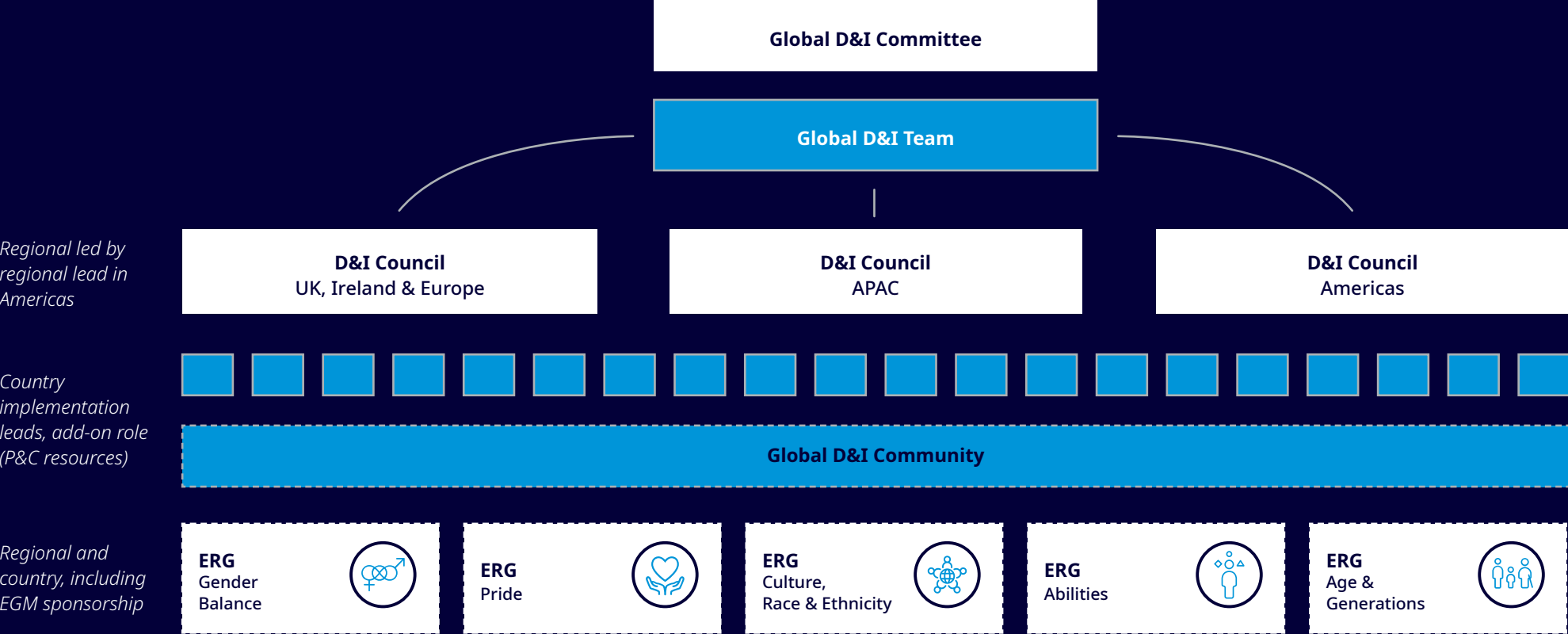
We trust each other and believe in creating equality, inclusion and a sense of belonging for all – a culture where everyone can be their authentic selves.



ISS Values



GLOBAL DIVERSITY & INCLUSION GOVERNANCE



Explanation



ISS's Journey so far...

The global D&I blueprint provided ISS Pacific an opportunity to align, evaluate our actions and reconfirm our objectives. The work undertaken in previous years has become the foundation for our 2022–2025 strategy. Our successes are outlined to the right.

COMPLETED ACTIONS IN 2021

Category	Completed Actions in 2021
Training and Development	<ul style="list-style-type: none">• Unconscious Bias completed by an additional 200 employees• Trans Gender Awareness Training module• Gender balance review of training participant intake
Culture	<ul style="list-style-type: none">• Pacific Calendar including public holidays, awareness, religious and celebratory days• Aboriginal and Torres Strait Islander Cultural Awareness training commenced• Visual Representation for Pride introduced with purple pride polo shirts, rainbow lanyards and rainbow email signatures• Visual representation for First Nations Peoples in offices with the installation of Aboriginal and Torres Strait Islander flags
Partnerships	<ul style="list-style-type: none">• Engagement of external partners to accelerate our D&I journey – Australian Network on Disability, Pinnacle Foundation and Pride In Diversity• Sponsored University of Western Australia International Pronouns Day event in October 2021• Agreement with Shine to become a DVFREE Tick partner in New Zealand and delivery of Domestic Violence First Responder training from November 2021
Policy	<ul style="list-style-type: none">• Policy reviews completed for Anti-discrimination Policy, Domestic Violence Policy, Gender Balance Policy, Indigenous Employment Policy, Disability Action Policy• These policy reviews provided updated compliance and more inclusive language

Category	Completed Actions in 2021
Communications	<ul style="list-style-type: none"> • Acknowledgement of Country protocols released and utilised at each meeting • Acknowledgement of Country commitment available to all ISS email recipients to use in their email signatures • Awareness Day panel discussions at Town halls to raise awareness – Wear It Purple Day, R U OK? Day, IDAHOBIT, Mental Health Awareness Month • Abilities Language Guide completed, supporting more respectful and inclusive workplaces for Placemakers living with disability
Education	<ul style="list-style-type: none"> • Supported Griffith University's Future Student Fund for Aboriginal and Torres Strait Islander Peoples development through a scholarship contribution • Supported Bond University's Indigenous Scholarship Program • Maintained Platinum Sponsorship at Bond University for the eighth year
Procurement	<ul style="list-style-type: none"> • Social Procurement spend in 2020–21 has been 15% of our overall expenditure with a target increase of 22% in 2022. • Extended First Nations supplier partnerships particularly in WA

A changing global landscape shaped by COVID-19

Research indicates that as a result of the COVID-19 pandemic, diverse groups including women, LGBTIQ+ employees, people of colour, and working parents were having the hardest time, both in the workplace and balancing work and home life.

Historical challenges for diverse groups were exacerbated by the pandemic with one example being the disproportionate stress faced by women. Women are 1.5 times as likely as men to cite challenges pointing to a “double shift”: acute challenges with mental health and increased household responsibilities.

For LGBTIQ+ employees, fears of isolation and losing ground at work loomed large. The allyship found in social and work settings is an important source of belonging among many in the LGBTIQ+ community. While many non-LGBTIQ+ and cisgender people also feel isolated during the COVID-19 crisis, the negative impact is felt more acutely by LGBTIQ+ people who may find themselves even more isolated in the absence of interactions with LGBTIQ+ colleagues, their employee resource group, or other support structures.

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diverse-employees-are-struggling-the-most-during-covid-19-heres-how-companies-can-respond>

Research has also shown that companies in the top quartile for diverse leadership teams outperformed less diverse peers on profitability during the pandemic. Indeed, the pandemic demonstrated how agile we can be in response to rapid changes in our operating environments and customer needs.

We have also learned how flexible and adaptable we can be to new ways of working. Increasing our focus on D&I during the pandemic consolidated those benefits and created lasting competitive advantage.



Mental Health in the Workplace

A sense of belonging, connectedness, acceptance and respect significantly enhances wellbeing.

Written by Peta Slocombe, Psychologist

Reference: World Health Organisation, <https://www.who.int/news-room/fact-sheets/detail/mental-disorders>

The World Health Organisation lists mental health as the third largest disability in the Burden of Disease Index, and the highest impact of any medical condition on quality of life. Globally, over 50% of our Placemakers will experience a mental health issue at some point in their working lives. For people who are neuro-diverse, those with physical disabilities, older Placemakers, those experiencing language barriers, social and cultural isolation, and those from LGBTIQ+ communities, the incidence is even higher. A sense of belonging, connectedness, acceptance and respect significantly enhances wellbeing.

ISS recognises that the most foreseeable and prevalent health issue on the planet, is in fact, often not visible. In fact the disability caused by Moderate Depression is equivalent to the disability level of Emphysema or Relapsing Multiple Sclerosis. Alarming, approximately 80% of people never receive treatment as a result of stigma, lack of awareness and reduced skills in how to have intervening conversations.

Mental health conditions, like many physical conditions, are individual and dynamic in nature. Creating an environment of communication, respect and regular conversations is critical.

If you or someone you know needs support, please refer to the Mental Health Support Directory at the end of this document.

Principles of ensuring Diversity & Inclusion with mental health include:

- Develop a comprehensive Mental Health strategy encompassing prevention, awareness, early intervention, support and return to work phases.
- Accreditation of over 140 Mental Health First Aiders, starting with senior leaders to increase mental health literacy and engagement skills.
- Introduction of a Mental Health & Wellbeing Policy with an integrated approach across leadership, safety, culture and work design.

- Sponsorship of the One Million Lives program encouraging employee mental health check-ins. www.oml.world



Learning how as a business we can create psychological safety, understand the experiences and changing needs of our team members, and have meaningful conversations for Placemakers with mental health issues is a foundation that can be extrapolated across all of our Dimensions of Diversity.





At ISS, people make places. We are Placemakers.

With skill and passion, we create places that work, think and give, contributing to better business performance and making life easier, more productive and enjoyable.

We bring our purpose to life; we connect people and places to make the world work better.





A Place to Be You

Be who you are

Become what you want

Be part of
something bigger

United Nations Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) underpin our D&I strategy and we use the SDGs to evaluate our current work and our plans for the future.

“We are deeply committed to the transformation of a more resilient and just global community. Our target is to lead our industry by example, always aiming to positively influence the market wherever we operate. With our focus on how we can take an ethical approach to people, planet and profit, we invest particular effort in supporting the UN Sustainable Development Goals (SDGs)”

ISS Global

SDG benefits for ISS and how they interrelate with our Dimensions of Diversity

Given our Global D&I Vision is to extend our influence on society and ensure all levels of our organisation reflect the diversity of our Placemakers and clients, the SDGs can help us to realise this Vision.

The SDGs most applicable to ISS Pacific in the context of Diversity & Inclusion are:

- | | |
|--|--|
|  Goal 1 No Poverty |  Goal 11 Sustainable Cities and Communities |
|  Goal 3 Good Health and Wellbeing |  Goal 12 Responsible Consumption and Production |
|  Goal 4 Quality Education |  Goal 13 Climate Action |
|  Goal 5 Gender Equality |  Goal 16 Peace, Justice and Strong Institutions |
|  Goal 8 Decent Work and Economic Growth | |
|  Goal 10 Reduced Inequalities | |



The primary motivator for underpinning our D&I strategy with the SDGs is to ensure an integrated approach across business functions, advancing our overall goals for our Placemakers and driving social engagement.

Utilising the SDGs as a guide will provide clear benefits which will, in the passage of time generate:

- A diverse talent pipeline
- Advance social engagement at a corporate level
- Address equity issues in the work place
- Provide educational opportunities for employees
- Ensure an accessible work place
- Economic stability
- Employment opportunities
- Connect change to economic relevance
- Ensure sustainable sourcing and work practices

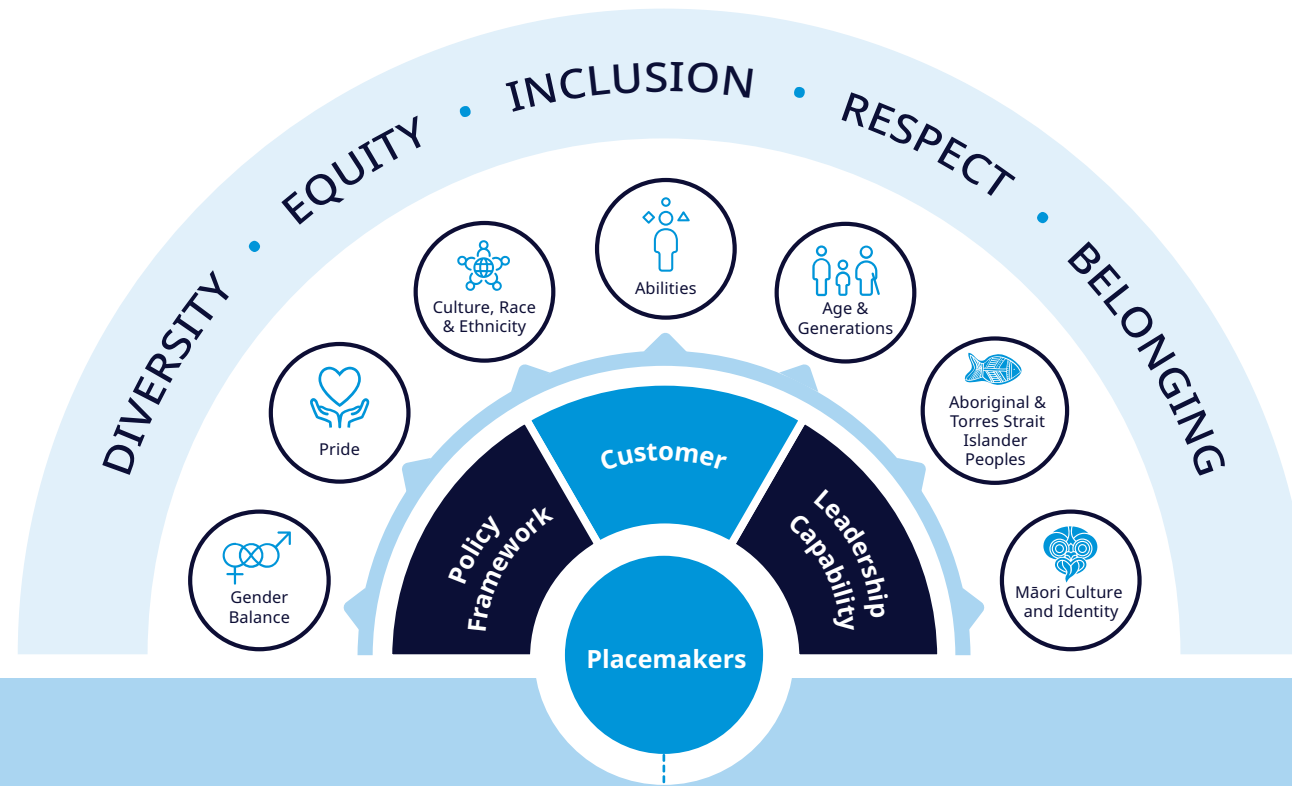
<https://www.greenbiz.com/article/report-report-diversity-disclosure-cdp-and-sdgs>

Additionally, ISS is a signatory to the United Nations Global Compact and is committed to its principles. ISS respects, supports and promotes human rights as stated in the United Nations Universal Declaration of Human Rights and the Fundamental Conventions of the International Labour Organisation. ISS is also

committed to comply with the United Nations Guiding Principles on Business and Human Rights. ISS operates according to principles of good corporate governance and acts as a good corporate citizen in all societies where we operate, and we expect our suppliers to do the same.



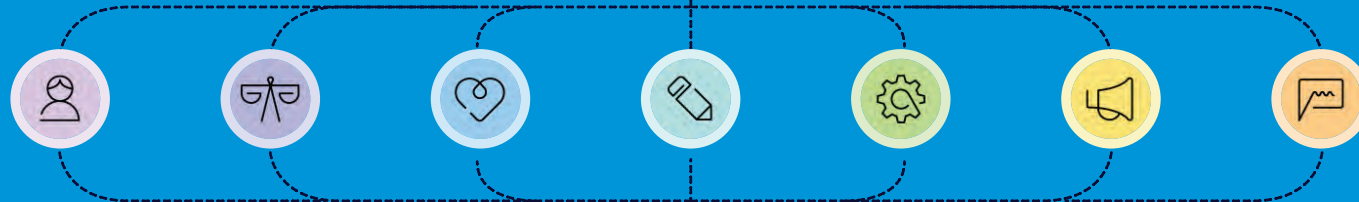
The ISS Ecosystem



The ISS Values



UN Women's Empowerment Principles



Sustainable Development Goals (SDGs)



WHICH SUSTAINABLE DEVELOPMENT GOALS (SDGs) IMPACT OUR D&I JOURNEY?



Goal 1 No Poverty

ISS is committed to ensuring that compensation and working hours for work performed by our own employees and those of our suppliers are in compliance with applicable labour laws, regulations and practices as well as international labour standards.*

Key Business themes addressed by SDG 1, are to:

- Ensure that work performed is on the basis of a recognised employment relationship established in compliance with applicable laws, regulations and practices as well as international labour standards
- Compensate employees by providing wages, overtime pay, benefits and paid leave which as a minimum comply with the requirements set out in applicable laws, regulations and collective bargaining agreements

- Comply with all applicable laws, regulations and mandatory industry standards pertaining to working hours
- Ensure that overtime is voluntary and infrequent



**For more information, ISS's Modern Slavery Statement is on page 39.*



Goal 3 Good Health and Wellbeing

ISS is committed to providing workplaces which are free from accident and or injury. In doing so we have the potential to advance the health and wellbeing of our placemakers. This includes managing mental health conditions and the responsibility of ISS to provide support and guidance. Extending beyond this, we have the opportunity to improve healthy societies across the globe through our value chains (purchasing), occupational health and safety practices and employee benefits not only for ourselves but through our partnership agreements (suppliers).

Key Business themes addressed by SDG 3, are to:

- Ensure proper, safe and healthy working conditions for our employees
- Take adequate steps to prevent accidents and injuries
- Ensure access to essential safety equipment
- Ensure access to emergency medical care
- Ensure access to clean staffing amenities compliant with local legislation
- Provide appropriate and effective personal protective equipment
- Provide appropriate and relevant training to all Placemakers particularly for the handling and disposal of chemicals and other dangerous substances and materials
- Access to employee assistance programs
- Compliance with relevant legislation to ensure safe work practices



Goal 4 Quality Education

ISS values learning and development opportunities and we intentionally engineer professional and personal development for all employees.

Key business themes addressed by SDG 4:

- Education for employee development
- Availability of a skilled workforce
- Capability development
- Opening career pathways



Goal 5 Gender Equality

Gender equality is a fundamental human right and empowerment of women in the workplace is essential to expand economic growth, promote social development and enhance business performance. ISS supports the empowerment of women through core business practices, investment in talent and capability, equitable policy and practice and internal sponsorship to advance women within our workplace.

“The SDGs provide a tremendous opportunity for companies to further align their strategies and operations with global priorities by mainstreaming gender equality into all areas of corporate sustainability and systematically and strategically scaling up actions which support the development and livelihoods of women”

SDG Compass

<https://sdgcompass.org/sdgs/>

Key business themes addressed by SDG 5:

- Equal remuneration for all genders
- Diverse and equal opportunity
- Elimination of workplace violence and harassment
- Representation of women in leadership
- Flexible working arrangements
- Parental leave



Goal 8 Decent Work and Economic Growth

In 2021, ISS Pacific released its Modern Slavery Statement in compliance with Australian legislation and as an outward commitment in support of the eradication of modern slavery, both within and outside of our business to ensure fair work conditions and equitable pay for all.

With more than 14,000 employees across the Pacific, our organisation is proud of our job creation opportunities, economic growth and capability to foster economic activity through our value chain whilst embracing the individual difference of all our employees.

Key business themes addressed by SDG 8:

- Employment
- Economic inclusion
- Non-discrimination
- Capacity Building
- Availability of a skilled workforce
- Elimination of forced or compulsory labour



Goal 10 Reduced Inequalities

Business structures traditionally have had the capability of exacerbating inequality, and being complicit in perpetuating biases and discrimination. All businesses have the responsibility to respect human rights within their work force. This includes adopting and implementing policies with respect for human rights including worker's rights (collective bargaining, decent work conditions, etc.).

Key business themes addressed by SDG 10:

- Availability of products and services for those on minimum incomes
- Equal remuneration for all genders
- Diverse and equal opportunity



Goal 11 Sustainable Cities and Communities

SDG 11 has multiple applications in business but specifically in relation to the dimension of Abilities, it's purpose is to make organisation's safer and more inclusive.

Specifically our aim is to ensure our working infrastructure has physical and digital accessible workplaces for all employees, particularly those with varying abilities.

Key business themes addressed by SDG 11:

- Access to business infrastructure supporting accessibility
- Infrastructure investments in reasonable accommodations as required





Goal 12 Responsible Consumption and Production

ISS proactively partners with suppliers who find new value chain solutions that enable sustainable consumption within our commercial operations. Having a clear understanding of the social impacts that our purchasing chains have is critical in ensuring our commitment to Corporate Responsibility. We ensure products utilised within the business are sustainably sourced, are environmentally friendly and have been manufactured in environments free from modern slavery.

Key Business themes addressed by SDG 12:

- Sustainable sourcing
- Resource efficiency of products and services
- Materials recycling
- Procurement practices



Goal 13 Climate Action

Climate change impacts natural and human systems globally and responsible sourcing practices are key to ISS being a change agent in this area.

In terms of climate change, ISS is committed to reducing greenhouse gas emissions related to our operations by 2040. ISS strives to:

- Reduce the environmental and climate impact of our operations by promoting sustainable processes and products including energy and sustainability awareness
- Conserve natural resources by careful management of our own operations
- Increase energy efficiency and reducing greenhouse gas emissions (GHG) related to our operations
- Using suppliers who provide products which are FCS and GECA certified

As a minimum standard, our suppliers shall always ensure compliance with all applicable environmental laws and regulations. Suppliers shall:

- Commit to developing a plan to work towards Net Zero emissions
- Have a plan to pursue sourcing of renewable energy
- Reuse or recycle any waste when it is environmentally favourable and technically feasible to do so



Goal 16 Peace, Justice and Strong Institutions

As a business, ISS thrives in an ethical and peaceful environment where operating costs are predictable and working environments are stable and effective.

To achieve this we maintain responsible business practices ensuring consistent outcomes for both clients and placemakers.

Key Business themes addressed by SDG 16:

- Effective, accountable and transparent governance
- Compliance with laws and regulations
- Anti-corruption policy
- Public access to information
- Inclusive decision making

ISS's Modern Slavery Statement

We believe in creating a fair and inclusive society that makes the world work better. We take care of, and provide opportunity for our people, helping them to develop themselves. We do this because we know our people can and do make a difference. ISS helps to protect and maintain places and we help our clients to minimise their impact on the planet by reducing their consumption of energy, carbon and water and cutting their production of waste.

As a global company with a heritage of fairness, equality and inclusion, we know that when we get things right, it enhances lives and makes the world work better. This is what drives us.

ISS adopts the Australian Modern Slavery Act definition of Modern Slavery, including the eight types of exploitation. Modern slavery is a crime and a gross violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

We are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to prevent modern slavery within our own business and in our supply chains. ISS also understands the key to eradicating this complex issue is to set clear expectations for our people and suppliers, which will alert us to potential involvement in modern slavery and empower us to take steps to address it and to prevent such involvement in the future.

ISS aims to lead our industry by example and positively influence the markets in which we operate. As a global business with 400,000+ employees, we play an important role in society and have a huge opportunity to drive positive business and societal outcomes.

ISS A/S was an early adopter of the United Nations Global Compact and we have embedded these commitments in our organisation around the following structure:

People: Safe working conditions and human rights

Planet: Reducing our impact on the environment and climate

Profit: Compliance with sound business standards

ISS is proud of the steps we have already taken to combat slavery and we recognise that extending this focus deeper into our supply chain will help to reduce the incidence of modern slavery, not only in Australia but globally.

Connecting the UN Sustainable Development Goals

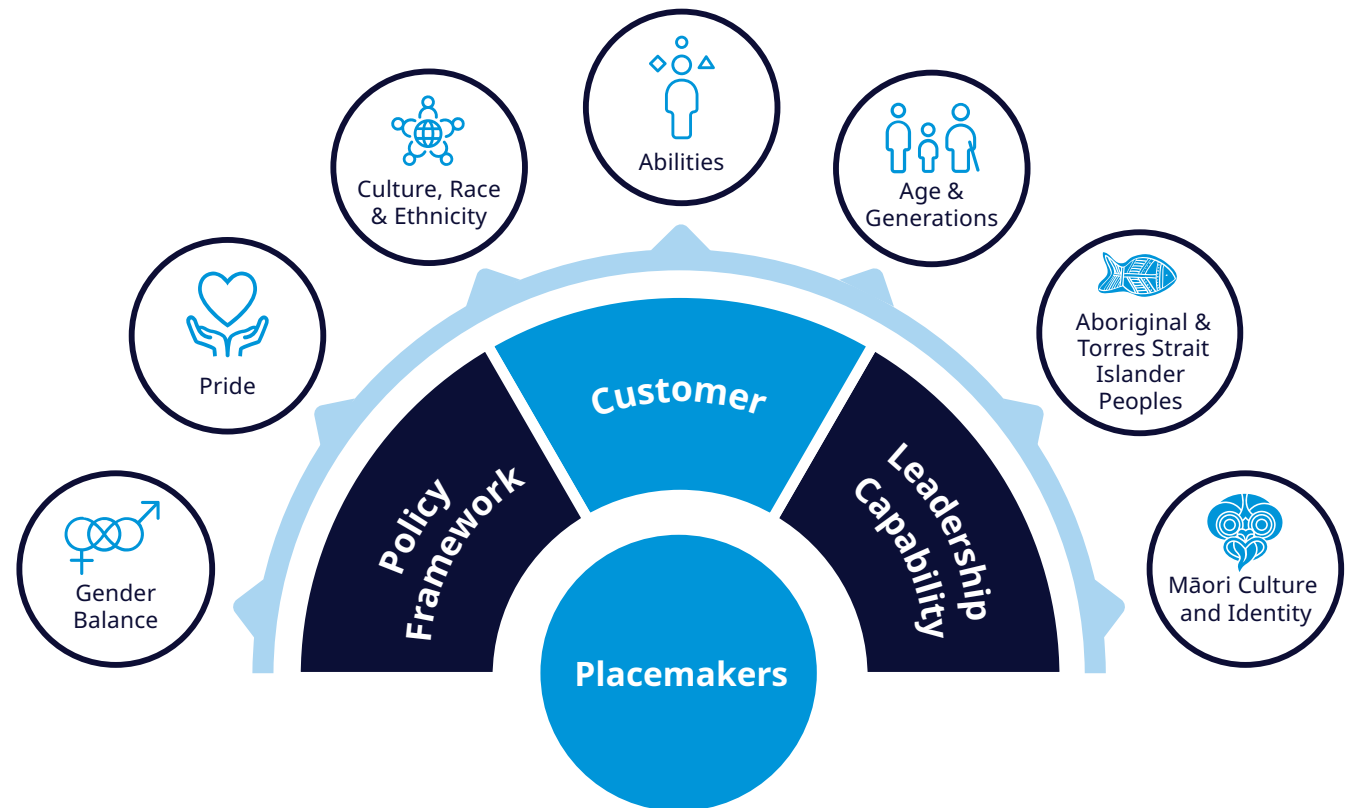
Connecting the UN Sustainable Development Goals with the ISS Dimensions of Diversity is critical to ensure we are impactful in our intentions from an organisational and social engagement perspective. The SDGs underpin our global strategy and provide credible guidance in support of our objectives.

The nominated Dimensions of Diversity represent our Placemakers and it is our responsibility to design strategies that will support our Placemakers to ensure they achieve their full potential in the workplace.

Each Dimension is specific and we have tailored individual strategies to meet the needs of our diverse population.

Seven Dimensions of Diversity

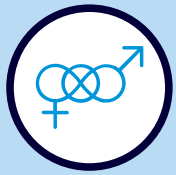
In Pacific we identify seven Dimensions of Diversity which provides the link between Policy and People.



The Dimensions clearly define our areas of focus and will ensure we connect with people, and work towards, a more inclusive workplace. A workplace for Placemakers

who may have traditionally been marginalised, under represented, experienced inequity (pay, conditions or treatment) or had barriers to employment entry.

Our actions will result in an organisation that embraces, respects and celebrates difference which will improve culture and operational performance.



Gender Balance

SPONSOR COMMITMENT STATEMENT



Liz Turner (she/her)
Chief Operating Officer, New Zealand



Gender Equality



Reduced Inequalities



Decent Work and Economic Growth



Peace, Justice and Strong Institutions

"My involvement with D&I began about 8 years ago when Kim Van Look and I were part of a very small group of passionate people. This was a journey we began without a map and there were certainly bumps along the way, but we did have a compass – the ISS Values. I am so proud that our little group has become a truly diverse and inspiring community driving D&I initiatives across our Pacific business. The recent addition of Unity to our Values aligns beautifully with this next stage in our journey."

"Today I am filled with new enthusiasm and excitement that we are now becoming a globally connected D&I family, working with a clear strategy and purpose under Margot's leadership. I am thrilled to have a specific focus on Gender Balance globally and locally. Creating a safe workplace which enables all our people to thrive and achieve their potential will change lives. We will also unlock extraordinary talent and organisational value. This is a legacy we are creating together!"

Policy and Framework

In ISS Pacific we report Gender Balance statistics annually to the Women's Gender Equality Agency (WGEA). It is our firm commitment to utilise this report to accelerate change in the gender space by creating tangible actions to improve our position.

"At ISS, we strive to create a fair and equal environment through our people empowerment, along with our commitment to increasing gender balance within all leadership roles".

Global OneISS core story

Currently our gender balance at the Pacific Country Leadership Team level is 30% and our aim is to increase this to 40% by 2025.

Additionally, we intend to measure gender balance from the perspective of operational revenue value annually, which has not been undertaken in Pacific previously. This metric will be applied to CLT-3 to determine any patterns and areas of improvement.

We recognise and take clear responsibility for our current gender position with an absolute commitment to making positive change year in year out. In the spirit of transparency, we acknowledge clear pockets of excellence and clear areas of improvement in our gender balance landscape. It will be the responsibility of Segment Directors and their Key Account Managers to actively take steps to achieve the gender balance target within their operations by 2025.

Our strategy strives to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making, through:

- Female career development opportunities and progression improving the representation of women in leadership roles
- Access to learning opportunities
- Pay parity at all levels of the organisation
- Workplaces that are free from discrimination and harassment in all forms
- Equitable recruitment practices
- Flexible working hours, blended work environments and carer responsibilities
- Aligned behaviours and language
- Addressing structural barriers by reviewing procedures and policies

Underpinning the above commitments will be ISS's Gender Equity Action Plan (GEAP), Gender Balance Policy and Gender Target commitments.

The revised strategy takes into account equal opportunity for all including the opportunity to earn parity wages and be free from discrimination at all levels within the workplace. Our commitment

to gender balance will also be enhanced by the following initiatives:

- Review market ranges for salaries and adjusting for those that fall outside those ranges, which in most instances are women. ISS reported a gender pay gap (2021) of 13.33% in non-award/ EBA employees with an aim to reduce it to 5% by 2025. Pay parity is the end objective.
- Removing unconscious bias by de-identifying personal details during the recruitment stage of all roles (other than frontline Placemakers) such as gender, age and names
- Removing the stigma of flexible work arrangements and recognise that this is a new way of working
- Exploring parental leave for all employees (8 weeks paid)
- Balanced succession plans (50% women) to create active female career development opportunities and progression
- Gender neutral language in all corporate documents
- Actively implement programmes for the prevention of violence against women and provide policies to support this commitment

- Gender balance for developmental opportunities both internal and external (the Graduate Management Trainee (GMT) programme)
- Over-indexing representation by women in the Pacific Supervisory

Mastery (PSM) programme (60%) to build the talent pipeline of women ready to move into management levels

- Embedding the United Nations Women's Empowerment Principles



"Having both women and men in our teams means we benefit from the different points of view and approaches that come from different lived experiences.

Our customers come from all walks of life. The more the make-up of our organisation reflects our customers the more likely it is that we'll communicate effectively with them and each other."

Jess Murdoch (she/her)
National Quality, Compliance & Innovation Manager, Health Division



"Gender balance is important to me in the workplace because it means my voice counts, that I am valued and respected. In our organisation, having females in leadership roles, not only provides role models but also provides diversity of thought with the unique perspective women bring."

Becky Robinson (she/her)
Business Development Executive



ISS's Commitment to the UN Women's Empowerment Principles

ISS's commitment to the advancement of women in the Pacific region will be further strengthened by the implementation of the UN Women's Empowerment Principles.

Our pursuit of inclusion, diversity, engagement and equity for all our Placemakers is a strategic imperative which will be a continuous journey, translating into improved results each year.

Our firm leadership endorsement will support the design of an enabling culture where women are empowered to be heard, are able to grow and can reach their full potential.

Gender balance at a leadership level, pay parity throughout the organisation and equal opportunity to succeed will all form part of our equity landscape, ensuring we inspire, attract and retain female talent.

This is an exciting point in our cultural transformation and we welcome the opportunity to strive for excellence in gender equity. I challenge every employee to be a change agent as we embed the Women's Empowerment Principles into our organisational DNA and ensure we move beyond aspiration to achievement.



Liz Turner and Stuart Rose signing ISS's commitment to the UN Women's Empowerment Principles.

UN Women's Empowerment Principles

The UN Women's Empowerment Principles (WEPs) guide businesses on how to promote gender equality and empower women in the workplace, marketplace and community.

Jointly established by the UN Global Compact and UN Women, the WEPs are underpinned by international labour standards and human rights and by the recognition that businesses have an important role in promoting gender equality and women's empowerment.

Adopting the seven principles is the best way that businesses can deliver on the ambitions for gender equality and women's empowerment as outlined in the 2030 Agenda on Sustainable Development and in the 17 SDGs.

Becoming a signatory of the Women's Empowerment Principles signifies our commitment and intent to advancing equity within the workplace. The seven principles provide clear guidance to support and accelerate our gender balance outcomes.

Embedding the Women Empowerment Principles into the ISS business will:

- Attract the best talent to our organisation
- Advance our company's competitiveness
- Continuously improve workplace culture
- Meet our corporate responsibility commitments

- Model behaviour that looks, thinks and behaves like our workforce, our community, and our clients
- Encourage economic and social conditions that provide opportunities for all our Placemakers



Both Australia and New Zealand signed the UN Women's Empowerment Principles on 25 November 2021, confirming our ongoing commitment to women in our workforce and the need for continuous dialogue in this space not only to achieve our targets, but to ensure we maintain them. Embracing women's empowerment as a key goal at ISS will benefit us all.

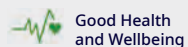


Pride

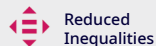
SPONSOR COMMITMENT STATEMENT



Jed Moore (he/him)
Legal Director, Pacific



Good Health
and Wellbeing



Reduced
Inequalities



Gender Equality

"I understand that my role as Sponsor of the Pride Dimension of the ISS D&I strategy is an important demonstration of my personal commitment to a more inclusive and supportive work environment at ISS. I will offer my expertise, experience and enthusiasm to the Pride working group to help achieve their goals."

I will engage positively with our Placemakers, support teams and the Country Leadership Team on issues and events relevant to the Pride Dimension and furthering the ISS D&I strategy."

Policy and Framework

The aim of the Pride team is to develop a workplace where all staff feel they can bring their authentic self to work by fostering a sense of community and visibility of diverse populations. We are invested in equality and inclusion through the development of an:

- Internal LGBTIQ+ Placemaker network with pride liaison officers
- Policy and language evolution
- Colleague mentorship

- Executive champions
- Awareness training modules
- Collaboration with external partners, to create a safe, inclusive work space for all

At ISS we have invested in the pride space and secured external partnerships with organisations including Pride In Diversity (PID) and The Pinnacle Foundation. Our partnerships with these two organisations ensures we have

access to expertise in this area whilst simultaneously making positive change for our own Placemakers and young adult LGBTIQ+ Australians who may be economically and or socially disadvantaged.

pridein
diversity

According to Pride In Diversity, “being out in a safe (work) environment allows you to be the best possible version of yourself”.

Knowing the value of having a “safe” work environment and bringing your true, authentic self to work each day, the Pride teams’ clear focus during the next strategy period is two-fold:

- Revision of existing ISS framework and policies using the Australian Workplace Equity Index (AWEI) assessment process. Our aim is to apply for and achieve bronze status;
- Creating a truly inclusive culture to ensure our Placemakers feel safe to be their authentic selves in the workplace

PID believe that genuine bold leadership is critical for cultural shift within organisations and state that when organisations have strong leadership, LGBTIQA+ workers are “one and half times as likely as workers with none, to be ‘out’ to everyone at work”.

As such, the critical objectives of the D&I Pride Team must be underpinned by educational training modules whilst simultaneously being publically supported by all levels of leadership.

We recognise and celebrate the strong leadership being displayed by our CEO in this space and welcome the continuation of this positive trend throughout all management levels over this strategy period.

The introduction of visible LGBTIQA+ representations such as purple pride polo’s, rainbow lanyards, rainbow ISS logos and the inclusion of pronouns in email signatures for our Placemakers whilst supporting pride events throughout the year are the beginning of our cultural shift and will create a safer, more respectful environment for all LGBTIQA+ employees.

Our 2021 staff survey provided insight into our Placemakers ability to be their authentic self. Their responses clearly demonstrate the value of what we are trying to achieve and why it is so incredibly important to pursue our objectives.

The work that the Pride Team undertakes will have broad context across our organisation and the benefits will be felt by all of our Placemakers. Ensuring all staff feel they can be themselves at work (beyond LGBTIQA+ employees) is a core objective as this leads to inclusion and belonging.

In response to our survey question **“I can be myself at work”** – 26.42% of people responded with “no/ neutral” to being their authentic self in the workplace. Our aim will be to improve workplace inclusivity and provide a workplace where our Placemakers can be themselves.

Our membership with Pride In Diversity, participation in the AWEI organisational criteria and staff survey will propel our policy, process, practice and people into an elevated position during 2022–25.

**THE
P/NNACLE
FOUNDATION**





"I strongly believe that we all benefit from honest and open communication, therefore I advocate for an inclusive workplace where nobody feels the need to hide who they are. As a proud member of the LGBTIQA+ community, I aim to create a safe environment to allow everyone to share their lived experiences. Through visibility, we can achieve equity."

Balint Dobos
Finance Manager, Healthcare



"Inclusion at ISS has been a genuine and real experience for me.

Having the privilege of sitting on the Pacific Country Leadership Team as a proud member of the LGBTIQA+ community allows me to have a voice in support of our D&I strategy.

I am excited to be involved in shaping how our organisation celebrates people from all walks of life."

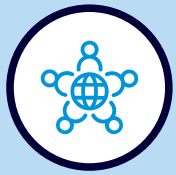
Rebecca Morrison
Country Leadership Team,
Commercial Director



"We need more of us to be seen and heard and to feel more confident in bringing your whole self to work.

I acknowledge and respect that not everyone will be willing to put themselves out there, but I am sure there will be some of us who will and that will encourage others."

Roop Inder Singh
Commercial, Bid Manager



Culture, Race & Ethnicity

SPONSOR COMMITMENT STATEMENT



Aaron Cauchi (he/him)
Segment Director Healthcare, Pacific



No Poverty



Decent Work and Economic Growth



Good Health and Wellbeing



Reduced Inequalities

"In my role I have the great privilege of meeting so many of our Placemakers across the Pacific region. I value the rich diversity of culture, race and ethnicity that we have in our team. I love sharing stories with our Placemakers of where they have come from, and what has brought them to where they are now, this creates an amazing genuine connection and builds a strong sense of belonging.

Listening to the courageous moves that many of our team have made or that their families have made resonates strongly with me, as it

gives me a great appreciation for the sacrifices that my grandparents made in moving to Australia to create a better life for their family. I also appreciate the culture and traditions that they have brought with them, the diversity of our pasts adds to the beauty of our future.

I will advocate positively with our Placemakers, support teams and the Country leadership team on issues and events relating to the Culture, Race & Ethnicity Dimension to create the company of belonging in line with our ISS D&I strategy."

Policy and Framework

At ISS we have over 140 ethnicities within our Placemaker representations demonstrating our diversity and the critical role of the D&I Committee in cultural transformation and inclusion.

One of our most important objectives is to ensure all cultural differences are acknowledged, celebrated and respected within our workplace. Employees who are Culturally And Linguistically Diverse (CALD) are a

large percentage of our work force (approx. 40%+) and contribute immeasurably to our organisation. It is a key business element that we embrace and celebrate cultural difference and recognise the value it brings to our organisation both socially and economically.

Over the last strategy period, we started to celebrate significant cultural days throughout the year and we will continue to do this.

One of the main vehicles for celebrating these days is the development of our events calendar capturing:

- Culturally significant days
- Religious days
- Awareness days

Accompanying the calendar will be a suite of support information such as Toolbox Talks and communications for our business leaders to generate discussion and awareness at a site level.

We recognise that there are specific cultural days unique to both New Zealand and Australia and we will capture those to ensure inclusion of all our Placemakers.

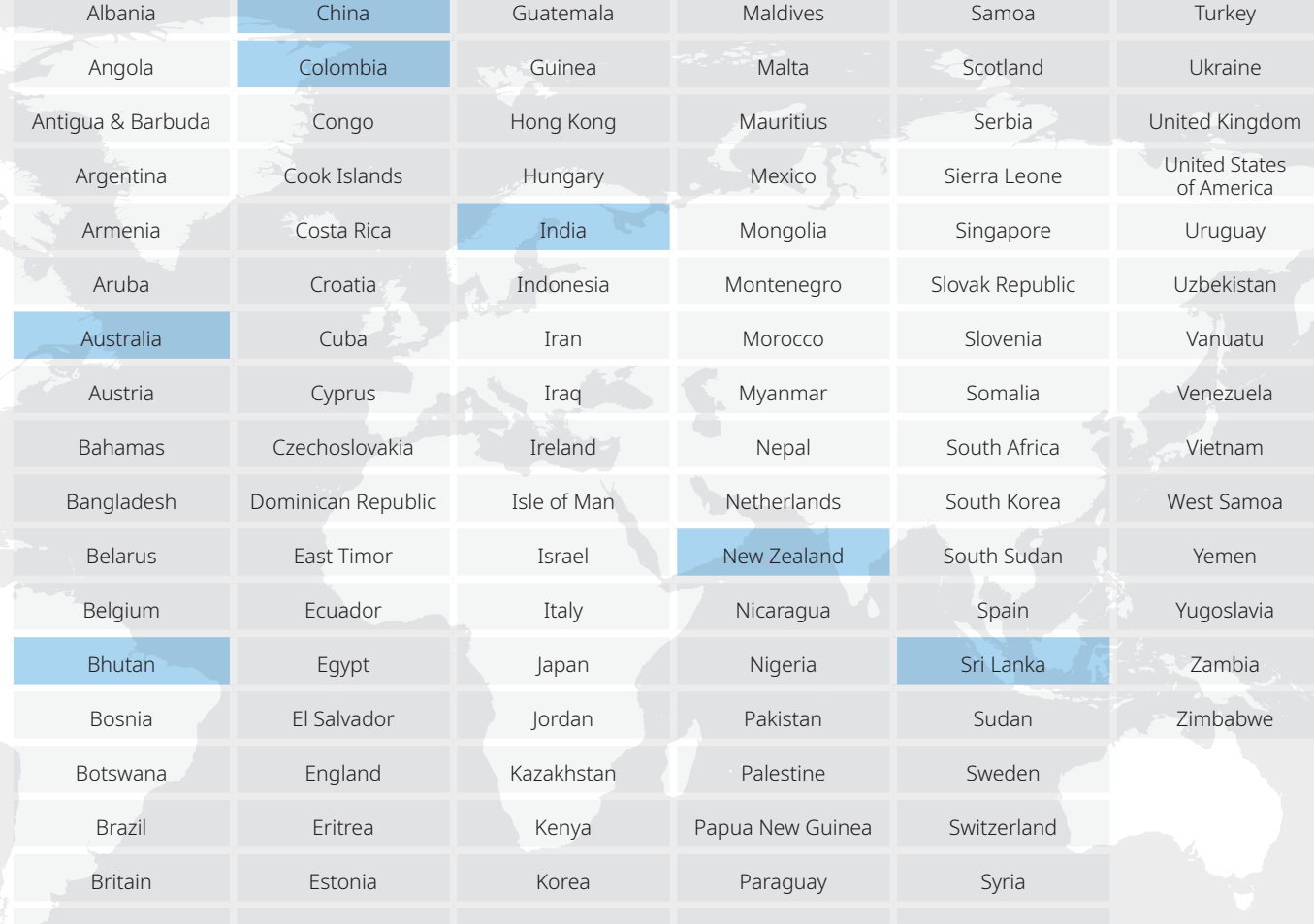
The next level of cultural development and recognition will be to champion our diverse work population by sharing their stories with the ISS Pacific Team. This will help develop an even greater understanding of cultural differences, Placemaker employment pathways, their success and how their individual contributions enrich our work place.

Indicated to the right is a snap shot of where our Pacific Placemakers herald from.

Understanding that 81% of our Placemakers originate from 10 countries enables us to tailor and enhance the employee journey.

Creating an environment where Placemakers can represent themselves fully in the work place and celebrate those differences is critical to our organisational transformation.

ISS respects and acknowledges all First Nations Peoples working throughout the Pacific Region and also across the globe where ISS business takes place.



Afghanistan	Czech	Ghana	Macedonia	Russia	Tokelau
Africa	Chile	Greece	Malaysia	Rwanda	Tonga
Albania	China	Guatemala	Maldives	Samoa	Turkey
Angola	Colombia	Guinea	Malta	Scotland	Ukraine
Antigua & Barbuda	Congo	Hong Kong	Mauritius	Serbia	United Kingdom
Argentina	Cook Islands	Hungary	Mexico	Sierra Leone	United States of America
Armenia	Costa Rica	India	Mongolia	Singapore	Uruguay
Aruba	Croatia	Indonesia	Montenegro	Slovak Republic	Uzbekistan
Australia	Cuba	Iran	Morocco	Slovenia	Vanuatu
Austria	Cyprus	Iraq	Myanmar	Somalia	Venezuela
Bahamas	Czechoslovakia	Ireland	Nepal	South Africa	Vietnam
Bangladesh	Dominican Republic	Isle of Man	Netherlands	South Korea	West Samoa
Belarus	East Timor	Israel	New Zealand	South Sudan	Yemen
Belgium	Ecuador	Italy	Nicaragua	Spain	Yugoslavia
Bhutan	Egypt	Japan	Nigeria	Sri Lanka	Zambia
Bosnia	El Salvador	Jordan	Pakistan	Sudan	Zimbabwe
Botswana	England	Kazakhstan	Palestine	Sweden	
Brazil	Eritrea	Kenya	Papua New Guinea	Switzerland	
Britain	Estonia	Korea	Paraguay	Syria	
Bulgaria	Ethiopia	Kosovo	Peru	Taiwan	
Burma	Fiji	Kuwait	Philippines	Tajikistan	
Burundi	Finland	Lebanon	Poland	Tanzania	
Cambodia	France	Liberia	Portugal	Thailand	
Canada	Germany	Lithuania	Romania	Togo	



"Coming to Australia, in 2005, it never came into my mind that I would be where I am currently. Starting at ISS, my job was to connect with operations and support them to ensure everything was smooth from the beginning of the contract, paying our staff, charging the clients and collecting revenue. ISS moulded me in this early stage of my career to take ownership of my work in honest and ethical ways. These ethics codes, with my open mind to problem solving and trying to improve work processes, has rewarded me to be promoted and to take care of the branch financials in the Transport and Infrastructure segment; leading me in the end, to where I am now."

Samuel Yuwono

Transport and Infrastructure,
National Finance Manager



"My homeland is Eritrea in North East of Africa and I immigrated to Australia in 2005 after being educated in Sudan and Eritrea. My first job in Australia was with ISS working as a part time cleaner. I quickly moved to a full time night supervisor role, then day supervisor role. I am so proud of what I have accomplished working with ISS and appreciate the support and guidance given to me by my managers. It is this support that has allowed me to have a sense of belonging, grow, improve my communication skills, look after the staff positively and to be a great supervisor. I welcome the opportunity to help my managers as an interpreter as I speak seven languages and look forward to a continuing positive future with ISS."

Michael Gebremichael
OPS Site Supervisor



"India is my country of birth, but now I call Australia home with my family. My journey to working as a Regional General Manager at ISS has been an interesting and fulfilling one, and I am proud of my achievements. I received a formal education in Cyprus before coming to Australia and have a Bachelor of Science and Business Administration. When I arrived in 2008 as a student, I completed additional studies including a Diploma of Hospitality which included Commercial Cookery. Even with my qualifications, during the financial crisis it was difficult to get work so I remained focused on making the very most of every opportunity and began my career in the cleaning industry."

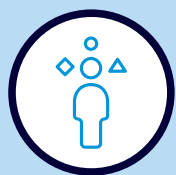
I started cleaning to support myself during studies and quickly developed a skillset in this field both professionally and personally. I have experience in cleaning sectors of Defence, commercial, retail, pharmacy, leisure, government and banking. I love that I have worked with people from many different countries and nationalities which has helped me to develop as a person and shape my management style.

I was attracted to ISS as an organisation because it was a multinational and had excellent structure and governance. Once I was in the organisation, I quickly identified that I was strongly supported by my leaders, and my colleagues and that the organisational culture was very positive.

I appreciate that I have been afforded a workplace at ISS where I can be my authentic self and provide that to all Placemakers.

Jaggi Singh

Regional General Manager
OPS Queensland



Abilities

SPONSOR COMMITMENT STATEMENT



Sarah Peebles (she/her)
Director of Operations
Performance Pacific



No Poverty



Sustainable Cities
and Communities



Good Health
and Wellbeing



Peace, Justice and
Strong Institutions



Reduced
Inequalities

“My involvement with D&I began about 3 years ago when I joined the D&I committee. Since then the group has expanded to encompass a team of people from across the business with diverse backgrounds and experience who are passionate about making change, and in recent years we have made significant progress towards equality across boundaries of gender, race and sexual orientation.

As a global people organisation ISS truly sees the value in everyone as equals by building an inclusive, diverse workforce that benefits everyone. I am pleased to see Abilities a specific focus of our D&I strategy. As part of the Abilities Team, I see an opportunity for us to improve inclusion for persons with varying abilities, through the language we use, our recruitment processes, in the accessibility of our workplaces,

and in the services we offer. In order to attract and retain employees we need to begin by understanding the barriers that discourage persons with varying abilities from applying to work for ISS, through our advertising and application processes, online accessibility, and the language of position descriptions. The Abilities Team will focus on how we can be accessible and inclusive through the recruitment and on-boarding process, as well as considering the physical working environment, work-day structure and technology.

By ensuring that our workforce reflects the many communities in which we work, we will deliver services that are inclusive to all. I am genuinely excited to be part of this Team who are committed to creating a culture of inclusivity where everyone is welcomed, accepted, valued, heard and respected.”

Policy and Framework

Creating an environment where ISS is a “best practice” organisation providing inclusive and accessible work spaces for all regardless of difference, is one of our key objectives.

To effect meaningful change and drive the abilities inclusion agenda we need to facilitate changes in process and individual understanding to ensure our Placemakers have equitable opportunity to reach their full potential.

Our commitment to providing a workplace which is digitally and physically accessible is only one part of our agenda. Learning and unlearning perceived understanding of what “Abilities” actually represents will be an

ongoing commitment to ensure greater awareness and understanding.

ISS Pacific uses person-first language predominantly. We recognise however, that individuals may prefer identity-first language and you should always clarify personal preferences. ISS is committed to the policy of inclusive language and believes that all employees have the right to work in an environment which supports and respects diversity and recognises the richness it can contribute to our organisation and culture.

“Inclusive language enables everyone in your organisation to feel valued and respected and able to contribute their talents to drive organisational performance”

Diversity Council of Australia

Providing a work place where Placemakers with varying abilities are able to fully participate, feel included and provide mutual benefit to the organisation as well as individual advancement is the optimal outcome.

The United Nations 2030 Agenda for Sustainable Development strategy takes into account the diversity of abilities comprising long-term physical, mental, intellectual or sensory differences (in line with Article 1 of the United Nations Convention on the Rights of Persons with Disabilities), which are often non-visible.

In Pacific we recognise multiple categories of Abilities and they are outlined as follows:

Acquired Brain Injury	Mental Health Conditions
Neurodivergence	Neurological
Blind and Vision Impaired	Physical Disability
Deaf or Hard of Hearing	Specific Learning Disability
Health Conditions	Intellectual Disability

ISS's commitment will be to continually evolve in this space and ensure ability-based inequalities are eliminated by actively providing:

- Digital and physical accessibility
- Career development opportunities and progression
- Learning opportunities
- Workplaces free from discrimination in all forms

- Fair Recruitment on the basis of individual capability and potential
- Flexible working hours
- Carer responsibilities
- Language improvement
- Improved procedures and policies
- Employee networks, including ERG's, group leaders, allies and champions.
- Best practice that brings mutual benefit to the organisation and to persons with varying abilities
- Learning directly from people with varying abilities in the workplace to generate awareness and inclusion
- Dignified and equitable access
- Creating a level playing field to ensure fair treatment

This Dimension of Diversity presents multiple opportunities that make our workplaces more inclusive from both a physical and digital perspective. There is a clear distinction between visible and non-visible disabilities and our aim is to generate a more positive narrative in this space.



“The things I need most from my colleagues is understanding and respect, that’s all I ask for in the workplace.”

David S
OPS, Hygiene Specialist

International Labour Organisation (ILO)



International
Labour
Organization



Australian
Human Rights
Commission

The detail listed on this page has been extracted directly from the International Labour Organisation and the Australian Human Rights Commission websites:

<http://www.businessanddisability.org/charter/>

<https://humanrights.gov.au/our-work/disability-rights/united-nations-convention-rights-persons-disabilities-uncrpd>

ISS recognises the United Nations Convention on the Rights of Persons with Disabilities (CRPD) which is an international human rights convention outlining the fundamental human rights of people with disability.

The purpose of the United Nations CRPD is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disability, and to promote respect for their inherent dignity.

ISS has partnered with the International Labour Organisation (ILO), a disability network aiming to create a global workforce culture that is respectful and welcoming of people with disabilities.

The ILO Global Business and Disability Network Charter includes ten principles to help businesses become more inclusive whilst simultaneously creating equal opportunities for people with disabilities. In our D&I journey ISS will adopt the ILO 10 principles.



Respect and promotion of rights

Promote and respect the rights of persons with disabilities by raising awareness and combatting stigma and stereotypes faced by persons with disabilities



Non-discrimination

Develop policies and practices that protect persons with disabilities from all types of discrimination.



Equality of treatment and opportunities

Promote equal treatment and equal opportunities for persons with disability by providing reasonable accommodation in the recruitment process, on-the-job, apprenticeships, training, job retention, career development and other relevant terms and conditions of employment.



Accessibility

Progressively make the company premises and communication to staff accessible for all employees living with disability.



Job retention

Undertake appropriate measures to enable current employees who acquire a disability to retain or return to their employment.



Confidentiality

Respect confidentiality of personal information regarding disability.



Attention to all types of disabilities

Consider the needs of those persons with disability who face particular challenges accessing the labour market, including persons with intellectual and psychosocial disability.



Collaboration

Promote employment of persons with disability among business partners and other companies and collaborate with national employer and business networks on disability as well as with organisations working to advance the rights of persons living with disability.



Evaluation

Review regularly the company disability inclusion policies and practices for their effectiveness



Knowledge sharing

Report on company efforts to promote the employment of persons with living with disability to all relevant stakeholders and share information and experiences with the members of the ILO Global Business and Disability Network. The ILO will utilise the company reports and practices in its own communication, wherever relevant.



Age & Generations

SPONSOR COMMITMENT STATEMENT

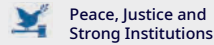


Rebecca Morrison (she/her)
Country Leadership Team,
Commercial Director Pacific



Good Health
and Wellbeing

Reduced
Inequalities



Peace, Justice and
Strong Institutions

"I am excited to be joining the D&I team, heading up the Age & Generation Dimension. Age & Generation can sometimes be a forgotten Dimension of Diversity and I look forward to elevating its importance by helping to eliminate the bias around ageism. I am committed to increasing the appreciation of one another's differences within ISS as 'Strength lies in peoples differences, not in their similarities'. Research shows that teams with a wide spectrum of ages and generational differences in the workplace are more productive, by older staff passing on their wealth of expertise and on-the-job training to younger colleagues and in turn our younger generation providing different perspectives and

being technologically adept. I am looking forward to being involved in the implementation of programs which will give all team members an understanding of each other's views and values to allow different generations an opportunity to increase their appreciation of one another and also encourage young people on their ISS journey. This connection is paramount to building a better ISS culture of collaboration and is something that I have been fortunate enough to benefit from – being mentored by Senior Executives early in my working life, who were able to share their wisdom and learnings with me as a graduate have stayed with me throughout my career – their advice proving invaluable at times."

Policy and Framework

Currently there are six generations of employees working across our Pacific business which means we need to be agile and dynamic to support differing needs of individuals as we work towards shared economic and commercial goals.

Generation	Born	Ages
Gen Z	1997–2012	9–24
Millennials	1981–1996	25–40
Gen X	1965–1980	41–56
Boomers II	1955–1964	57–66
Boomers I	1946–1954	67–75
Post War	1928–1945	76–93
WW II	1922–1927	94–99

Our overarching goal in this dimension will be to develop strategies which connect and harness respective strengths in each generation. This will enable an engaged workforce leading to a competitive advantage in our industry.

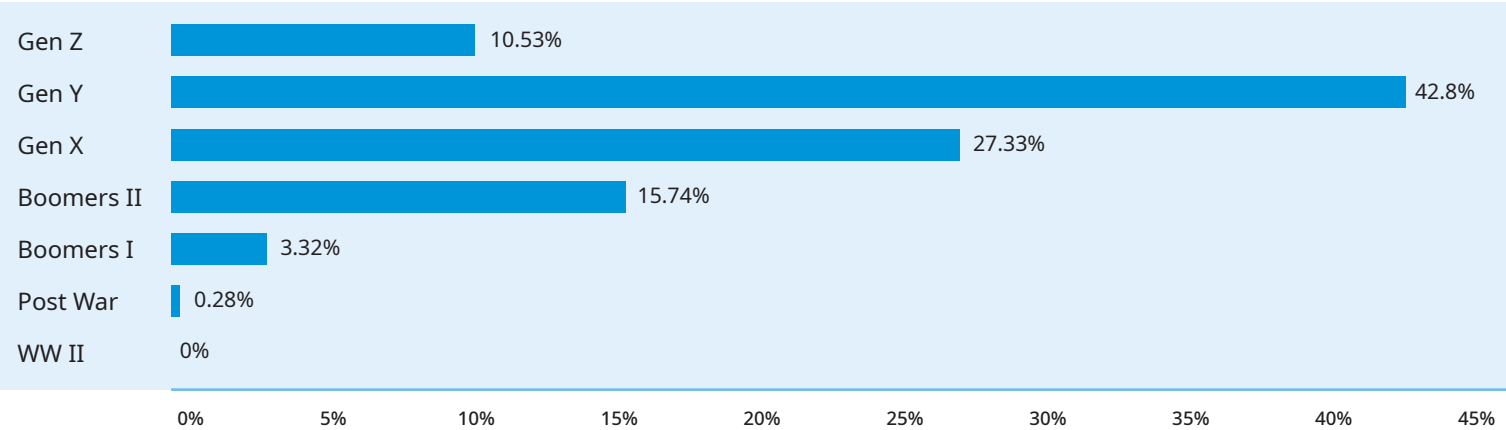
Bridging the generation gap in a work place across one strategy can

be challenging as each generation has distinct expectations, communication styles and perspectives.

Having a clear understanding of what drives each collective generation whilst supporting individual differences will create greater inclusion and provide an increased sense of belonging.

In Pacific over 70% of our work force resides in two generations – Generation Y (Millennial) and Generation X.

Generations across Pacific



In Pacific, our generation gap spans 71 years (in 2022) and being agile in this space is a key element. Understanding what ageism means, will allow us to effectively manage expectations and ensure we provide a work place which supports varying perceptions, expectations and ways of working.



According to the United Nations, *“ageism refers to how we think (stereotypes), feel (prejudice) and act (discrimination) towards others or ourselves based on age”*.
Global Campaign to combat Ageism Toolkit

Ageism can occur to any generation, younger or older depending upon what individuals typically associate with each age category.

Each generation can have its own preferences and expectations when it comes to completing job responsibilities, being productive and reaching individual potential. It is our responsibility to provide workplaces which support difference and varying methods of achieving expected outcomes.

A broad context example is a younger employee would likely be someone who is acutely familiar with technology and digital processes and prefer to receive information electronically, as opposed to employees from earlier generations (although having an appreciation for technology) may still prefer offline options available such as printed materials.

Our intensified focus during the strategy period will be to ensure processes and procedures meet people’s expectations and where barriers are identified, assessed and removed when and where possible. We must have a greater understanding of each generation on a broader level to determine nuances and we will do this by:

Understanding

Appreciating individual generational differences such as expectations, perception, ethics, tendencies, loyalty, interpersonal capabilities, communication styles.

Attract and retain

Determine what each generation seeks in an employer and ensure we meet those needs to create a more appealing work place.

Work Environment

What types of benefits, flexibility, workplace arrangements, hybrid working environments,, work space preferences, management structures, optimal meeting styles (digital/face-to-face) etc.

Preferred Management Style

Autonomous, self-directed, communication style preferences, work-life balance.

Motivators

What drives each generation – workplace arrangements, salary, social enterprise, CSR, support services, environment and sustainability, annual and personal leave.



"I have worked with ISS for 4 years now and one of the most enjoyable and admirable aspects of working for ISS would have to be being part of such an inclusive and diverse workplace.

Being able to work and collaborate with colleagues of varying generations, provides a great opportunity for reciprocal learning and knowledge exchange, which has been invaluable to my growth at ISS both professionally and personally.

The opportunities for learning and exchanging information between colleagues of all different walks of life is endless! I feel respected in my role for my knowledge and experience that I bring to the organisation, irrespective of my age or cultural background and feel I am welcome to bring my whole self to work each and every day."

Cecilia Russell
People and Culture,
Engagement Manager



"Having worked at ISS for over 23 years, I have seen many changes in our processes including digital transformation and equipment innovation. To ensure I stay abreast of these changes I need to be agile and dynamic in my thoughts and behaviours.

Knowing I have adjusted and developed my capabilities during this time translates into experience and knowledge in all aspects of our operations.

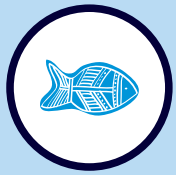
I enjoy sharing my skill set with new employees as they start with ISS."

Max Hussain
OPS, Site Supervisor



"Whilst working for ISS over 16 years I have seen many changes. I use to work full time across three different areas but when I wanted to retire, I was offered a part time job 2 hours per day if I wanted to stay with ISS. This makes me very happy that ISS let me do this as I can keep my job and stay busy. I enjoy my job and seeing lovely people in the office who are like family to me. It makes me happy because I am respected and appreciated. "

Patricia Mendoza
OPS, Hygiene Specialist



Aboriginal & Torres Strait Islander Peoples Cultures & Identity

SPONSOR COMMITMENT STATEMENT



Phil Brezzo (he/him)
Segment Director,
Transport and Infrastructure



No Poverty



Decent Work and
Economic Growth



Good Health
and Wellbeing



Reduced
Inequalities



Quality Education



Climate Action



Gender Equality

"As a proud Australian who has been lucky to live in many different parts of our country, I love to celebrate the many cultures and stories that our nation consists of.

I believe that it's critical to our country's unity that we understand, celebrate and promote First Nations Peoples and their Cultures. To do this we must commit to tangible action to progress reconciliation and provide meaningful opportunities for First Nations Peoples.

Employment pathways for individuals, partnerships with First Nations businesses and opportunities to build our cultural competency and connections are all vitally important steps in that journey. My commitment is to listen, learn and help champion opportunities for ISS to continue to build our connection with First Nations Peoples and Cultures."

Policy and Framework

As a large employer, we have a role to play in improving employment opportunities for people across the globe – including providing sustainable employment and career development for First Nations Peoples.

Our Reconciliation Action Plan connects with our D&I strategy in relation to employment opportunities, First Nations business partnerships and connection with Community.

Key to achieving our initiatives is the contribution of our First Nations Engagement Manager, Bridget Garay. Bridget guides and supports ISS to have more productive conversations in community, build cultural capability, connect with key stakeholders and create "culturally safe" work spaces for our First Nations Placemakers.

Building our cultural capability framework means we will have a set of congruent behaviours, attitudes

and policies that come together to enable effective work in cross-cultural situations.

A selection of our 2022–25 aims are as follows:

- Ensure a work environment where respect for cultural, social and spiritual systems practised by First Nations Peoples enriches the activities of ISS

- Creating an employee network including mentorship roles across the organisation
- Provide workplace support where ISS creates an inclusive workplace that values, protocols and practices in First Nations Peoples cultures
- Recruitment: ISS attracts expression of interest from First Nations Peoples for employment opportunities at all levels within the company
- Greater retention of employees who feel supported to access professional development opportunities to achieve their career goals
- “In Community” discussions facilitated by ISS’s First Nations Engagement Manager to maximise ISS’s profile as an employer of choice
- Generate greater cultural awareness through induction modules and cultural awareness workshops
- Sponsoring external First Nations initiatives which support the development of Aboriginal and Torres Strait Islander cultures



“Having cultural representation in a leadership role provides me with connection and understanding. Working with ISS to achieve greater cultural capability at site is an ongoing journey through respect and acknowledgement. Embedding elements of Aboriginal and Torres Strait Islander cultures into our work practices where I can be called “Aunty” is representation of ISS’ commitment to inclusion.

The most important thing ISS can do to enable our workplace to achieve greater engagement and belonging, is to educate employees and generate greater awareness.”

Aunty Tracey
OPS, Hygiene Specialist
Kamilaroi Woman



“I have been on a personal journey of discovery over the last three years and I am proud to identify as Aboriginal. One of the biggest challenges at work and community is overcoming stereotypical views of our First Nations Peoples. Celebrating culture and acknowledging the importance of our history is relevant and should be understood by all.

The key to change is having all ISS managers, supervisors and team members respecting and acknowledging First Nations employees, including all other cultures.”

Jay Hudson
OPS, Site Manager
Bungjalung Woman



Aboriginal & Torres Strait Islander Peoples Cultures & Identity

continued

COMMITMENT STATEMENT FROM ISS' FIRST NATIONS ENGAGEMENT MANAGER



Bridget Garay

First Nations Engagement Manager,
Cultural Consultant, Journey Ahead

"Having worked with ISS for over 10 years now as a workshop facilitator and member of the RAPC, I am encouraged to witness the continued commitment to build their cultural capability as an organisation. ISS strives to increase opportunities for Aboriginal and Torres Strait Islander Peoples across the business and to create genuine inclusion.

Underpinning these intentions is their ISS RAP document, RAP Committee, Head of D&I Pacific, the D&I Strategy and myself as ISS' First Nations Engagement Manager to guide their actions in this space.

The investment to work within a First Nations framework demonstrates clear purpose with the objective of creating greater cultural capability through learning opportunities and dynamic conversations."





Māori Culture & Identity

SPONSOR COMMITMENT STATEMENT



Neil Moselen
Chief Operating Officer,
New Zealand



No Poverty



Gender Equality



Good Health
and Wellbeing



Decent Work and
Economic Growth



Quality Education



Reduced
Inequalities

“Kia Ora. I grew up in New Zealand and have always been immensely proud of our Māori culture and the universal values and beliefs that it represents.

Also unique is their ability as storytellers, an important part of any culture, as it is at ISS. The best stories are transferred via word of mouth and passed on from generation to generation, rather than in written form which creates a special connection and bond both inside and outside the culture.

I am personally committed to recognising the values that are inherent within Māori culture and supporting their integration within our New Zealand business. A well know Māori proverb states: “He aha te mea nui o te ao? He tangata, he tangata, he tangata” – What is the most important thing in the world? It is people, people, people.”

Policy and Framework

Māori People have a distinct cultural identity and their perspective, compared to the mainstream culture in Aotearoa New Zealand, is often different. As the traditional custodians of this land, Māori are bound by whakapapa and the responsibilities bestowed on them as descendants, which also determines the responsibilities to, and for, future generations. Māori People have co-habited with the environment

for many generations and have developed an all-embracing and intricate knowledge of its ecosystems, aligned with their extensive cultural heritage; the tāhuhu (backbone) of the identity of Aotearoa New Zealand. (Encouraging Māori Values in the workplace, The University of Canterbury).

Tikanga refers to the central customs that influence Te Ao Māori; they establish protocols for

Māori, the behavioural standards that are accepted in society. The adoption of five core values in the workplace have been shown to influence tikanga: manaakitanga (hospitality), whakawhanaungatanga (relationships), wairuatanga (spirituality), auahatanga (creativity) and kaitiakitanga (guardianship).

Evidence indicates that when organisations adopt aspects of tikanga into the workplace, then

employees are engendered with a greater sense of belonging and wellbeing – which results in positive behaviours from employees. This also affects Māori People as a whole, by enabling businesses to provide a bi-cultural (more culturally responsive) workplace environment that allows Māori staff to better express their culture and beliefs (Kuntz et al., 2014; Reid, 2011).

ISS is embarking on a journey to build cultural capability within the organisation and will embrace with genuine commitment, the weaving of Te Ao Māori into the way we go about business and how we engage with the industry.

- The journey acknowledges the reality that this will not happen overnight, it will require a journey over time that may take many paths before it is realised.
- Cultural competency is about normalising Māori culture within our business and raising the level of awareness of Māori culture across the organisation.
- Te Ao Māori – A Māori world view, weaving Māori culture, values and language into the fabric of the organisation.

Kawa is the policy and tikanga are the procedures and customs for how the policy is realised. To put it simply, kawa means what is done, tikanga means how this is done. Kawa and tikanga will be encompassed within the strategy developed for Māori Culture & Identity Dimension of Diversity.

These are some examples of capability initiatives that will be included in the strategy:

- Introducing Karakia as a norm before and at the conclusion of important meetings and events.
- All New Zealand Leadership Team members to learn and deliver Mihi Whakatau at meetings.
- Introducing Māori translation posters, initially prioritising safety messages.
- Organise an annual Wānanga for the New Zealand Leadership Team on a Marae, to learn about Mātauranga Māori, tikanga, language, and stories of the area.
- Appoint a team member or a cultural advisor that has the necessary skill set to support the New Zealand Leadership Team with its journey. They will guide and assist in developing a cultural strategy and support engagement.



**Ehara Taku Toa I Te Toa
Takitahi Engari He Toa
Takimano**

My strength is not that
of an individual but that
of the collective.

High Level Outcomes

It is through Unity that we will grow stronger together and create a more cohesive work space where all employees can be their authentic selves at work.

To achieve our high level outcomes we will remain diligent in our commitment to our people by creating a more inclusive and respectful work place where everyone is accepted and celebrated for who they are free from bias, discrimination or harassment.

ISS's Values will underpin our expected outcomes whilst being supported by our Leadership Principles, Policies, Action Plans and Guidelines.

The addition of Unity to our Values, provides additional clarity in respect of expected leadership, behaviour and interaction between all Placemakers. It is through Unity that we will grow stronger together and create a more cohesive workplace where all Placemakers can be their authentic selves at work.

Intended outcomes for each Dimension of Diversity will vary depending upon the assigned action plans, however the key high level outcomes will include:

- A more respectful and inclusive workplace allowing people to be their authentic selves
- Increased workforce diversity and talent attraction
- A workplace that intentionally includes and promotes Placemakers with difference
- Appropriate systems and processes which support improved organisational culture
- Increased productivity and organisational effectiveness
- Increased representation of diversity group members in leadership roles
- Increased Placemaker engagement and job satisfaction
- Improved retention rates across the organisation
- Improved data usage
- Improved responsiveness to people with varying abilities in relation to "reasonable adjustments" in the workplace
- Increased frequency and availability of flexible work opportunities for all Placemakers
- Reduction in stigma associated with use of flexible work arrangements for Placemakers of all genders
- Greater cultural understanding and representation of Aboriginal and Torres Strait Islander Peoples in our workforce
- Leaders in our business are active promoters of Employee Resource Group membership for the Global Dimensions of Diversity
- Observance calendar days celebrated in each Dimension of Diversity annually



OBJECTIVES 2022 - 2025

As noted earlier in this strategy, we recognise that organisations with the best possible policies and D&I initiatives will still fail to achieve the D&I progress they seek, if leaders and employees cannot translate equality into a set of behaviours, norms, and routines.

Accordingly, we have sought to describe the effective behaviours of both leaders and employees which will be critical to the achievement of our objectives for 2022 to 2025.

Pacific D&I



Category	Description	Target	Focus	Effective Behaviours
2022				
All Dimensions	CEO Award for D&I Champion	Annual award	Leaders	CLT members actively promote the award and nominate individuals within business.
All Dimensions	Finalise and communicate D&I Cultural Calendar and lead celebrations for key dates e.g. International Women's Day	Resource days agreed with D&I Committee	D&I Committee CLT	Creating celebrations that are fun and engage local teams CLT members promote involvement and lead events whenever possible
2023				
All dimensions	Connect with broader D&I stakeholders regionally and globally	Strengthen networks and share best practice	CLT-3	Collaborate with ERGs regularly to create strong partnerships. Attend and participate in Global webinars and regional activities
All dimensions	Ensure global alignment with D&I initiatives where relevant	Consistent messaging and outcomes across the region	CLT -3, D&I Committee members	Collaborate with your direct teams to motivate and encourage participation. This will generate awareness and activity
All dimensions	Maintain D&I committee meetings	Meet at least 6 times PA	D&I sponsors, captains and committee members	Attend meetings and as necessary present activities undertaken and milestones achieved



Category	Description	Target	Focus	Effective Behaviours
2023				
All dimensions	Review and update D&I Strategy document	Update and keep information current	Head of D&I Pacific and P&C Director Pacific	Complete review in a timely manner
All dimensions	Release D&I communications on upcoming activities	Educate and raise awareness of all Placemakers	Marketing and Head of D&I	Utilise external collateral from partnership organisations, create TBT, and toolkits
All dimensions	Town hall engagement	Present recognition days across the company	Head of D&I Pacific, P&C Director Pacific, Team Captains	Focus on relevant events, engage with a guest speaker if relevant
2024				
All Dimensions	Develop a D&I Language Guide (initially focused on Gender, Pride and Abilities)	Generate more inclusive language in the workplace and eliminate offensive and discriminatory terms/ words	CLT-2 D&I Head and Captains	D&I captains collaborate with Head of D&I to develop the guide. All leaders (CLT-2) role-model respectful language and hold their teams to the same standard e.g. 'call in' inappropriate language
All Dimensions	Introduce blind recruitment to reduce the possibility of discrimination (e.g. ageism) and unconscious bias	Apply new process to all non-frontline roles	P&C Director and GMs	Commit to elimination of bias in all stages of recruitment
All dimensions	Maintain 2023 objectives	Provides consistency throughout the organisation	Relevant Placemakers as identified in 2023	Collaboration between relevant stakeholders depending upon event



Category	Description	Target	Focus	Effective Behaviours
2024				
All dimensions	Develop and launch the "Reach our Placemakers" initiative	Driving awareness to our frontline staff to ensure our organisational culture develops at all levels	Head of D&I, KAMs, CLT-1	Select 5 pilot sites to run the program. Collaboration between all parties to achieve the best outcome
All dimensions	Explore Employment of People with a Refugee background. Liaise with TENT or similar organisation to provide genuine employment opportunities	Provide meaningful employment opportunities	Head of Talent, CRE ERG	Ensure this forms part of our workforce planning and talent attraction processes
2025				
All dimensions	Maintain 2024 objectives	Provide consistency throughout the organisation	Relevant Placemakers as identified in 2023	Collaboration between relevant stakeholders depending upon event
All dimensions	Host a regional D&I forum and invite relevant country and regional leads	Share best practice and workshop	D&I Heads from APAC, Global Head of D&I	Coordinated with a central base to share best practice and forward plan for next 4 years. Budget constraints may prohibit this event
All dimensions	Commence development of 2026-2029 D&I Strategy	Will provide roadmap for next 4 years	Head of D&I & Director of P&C	This will share best practice and generate regional alignment

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
2022				
Develop an internal Women's Network - Women@ISS	<p>Create an internal network to facilitate support and engagement between female colleagues to:</p> <ul style="list-style-type: none"> • Empower • Inspire • Connect • Grow 	Improved sense of inclusion and respect within the workplace	CLT-1	<p>Twice a year all leaders (CLT-1) invite two female non-leaders to an informal coffee chat</p> <p>All leaders (CLT-1) seek a mentee who is a female colleague or be reverse mentored by a female colleague</p> <p>Leaders (CLT-1) promote participation in the network</p>
2023				
Create set of Gender Balance survey questions	Released to the broader business to gain "real" feedback and lived experience on our GB landscape	capture data which will support the development of our GEAP in 2024	CLT-3	Secure relevant information and utilise this to steer strategy development
Initiate focus groups	Secure genuine feedback on individual workplace experiences specific to gender	Provide data which will assist in the development of our 2024-2028 GEAP	P&C Leads, Head of D&I, D&I Captains	Provide a confidential forum where Placemakers can share their experiences at ISS
IWD & IMD celebration	Acknowledge and celebrate International Women's and Men's day in March and November	Recognises the importance of gender in the workplace and how that is represented	CLT - 3	Participate in celebration Day, be personally involved, offer to guest speak
Complete our WGEA reporting requirements	Participate in an Industry wide assessment process	Compares our progress against industry peers	General Manager Payroll	Provide data as per WGEA survey questions

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
2024				
ISS Gender Equity Action Plan (GEAP)	Create a GB framework which will support our organisational objectives	Strategically embed Gender Balance transformation in the workplace	CLT-1	Understand and commit to strategies outlined in the GEAP and actively implement them into the business
Set Leadership Accountability Framework (forms part of the GEAP)	Success measures for all leadership roles (including CLT) to achieve gender balance in their division / account / function / team	These measures are linked to STIP and will be aligned to the GEAP	CLT-2	Leaders take personal accountability and are incentivised for achieving the 40% gender balance target for leadership roles (CLT-2) within their own segment When hosting an event, meeting or dinner, all leaders (CLT-1) ensure female colleagues are represented
Gender balance	Succession planning for executive management to increase gender balance	40% women in senior leadership roles (CLT-2 and above) by 2025	CLT-1	Ensure there is one female colleague in the succession plan for roles teams (CL-2 and above) Where a female colleague sits in a succession plan and is not selected for the role (once available), the decision will be discussed and an explanation sought
Create a Personal Gender Balance Action Plan for Leaders	Outline current status and areas of actions to support our Vision of 40%	Provide personal accountability to make change in the business, embed the UN Women's Empowerment Principles	CLT-1 & P&C Director	All leaders to encourage participation and actively support the process, this will require active sponsorship of the process

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
Female sponsorship (not mentorship program) informal program	Identify female talent within the business and foster their development as a personal endeavour	This will capture additional talent to existing programs and will ensure talent pipeline maintains momentum	CLT-2	All Leaders to CLT-2
Evaluate and report our progress by tracking identified metrics	<ul style="list-style-type: none"> • recruitment and exit numbers by gender (voluntary and involuntary) • promotions by gender and manager and non-manager categories • gender composition of the workforce by manager and non-manager categories • graduate programs and paid or unpaid internships (where applicable) • utilisation of formal flexible working arrangements (including part-time) for all genders by manager and non-manager categories . Where formal flexible working arrangements are not in place, other metrics that show men and women are accessing flexible arrangements must be reported • utilisation of, and return from, parental leave (paid and unpaid), of women and men • measure gender balance from the perspective of operational value annually 	This forms part of the WGEA citation application in 2025	Director of P&C, Head of D&I, GM People, Systems and data, Head of Talent	Measuring our progress will allow us to identify areas of improvement and actions we will need to take

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
Track metrics on pay equity, sexual harassment and gender-based harassment and discrimination complaints. Report these metrics to CLT every 12 months	<ul style="list-style-type: none"> • The results of our gender remuneration gap analysis, including pay equity metrics as follows, and actions taken • Base salary • Total remuneration (including allowances, bonuses, performance payments (STIP), discretionary pay, overtime, and superannuation • Performance pay • Starting salaries • Annual salary increases • Salaries on promotion • Progress on narrowing your employer gender pay gap • Results from our Gender Balance employee survey • Number and nature of complaints received (if there were no complaints, that fact needs to be reported) • Process for responding to the complaint • Time taken to resolve complaint (e.g. complaint made in February, resolved in July) • Outcomes for complainant and respondent (if a complaint was settled, this must be reported) • Any organisational change following the complaint • Complainant and respondent turnover 	This forms part of the WGEA citation application in 2025	Director of P&C, Head of D&I, GM People, Systems and data	Measuring our progress will allow us to identify areas of improvement and actions we will need to take

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
Lived experience check	To promote transparency around the WGEA citation process, employees must have an opportunity to contribute to the application and be given access to the final submission.	This forms part of the WGEA citation application in 2025	Director of P&C	These measures aim to verify leadership commitment to gender equality and ensure that the focus areas translate into employees' lived experience of a workplace culture that is leading practice in actively promoting and supporting gender equality
WGEA CEO Interview	As ISS will be a first-time applicant, our CEO must participate in a 20-30 minute telephone interview with a WGEA representative regarding their leadership and commitment to gender equality.	This forms part of the WGEA citation application in 2026	CEO	Provide ISS a voice to industry whilst simultaneously receiving feedback
Partner with an industry recognised organisation that supports people returning to the workforce	Strengthen ties with community and contribute to supporting women returning to the workforce	Social responsibility	Gender Balance Captain, Director of P&C	Provide funding to support this partnership
Parental Leave Policy review	Parental leave provided to all employees	Industry best practice and provides and inclusive and equitable work environment	Director of P&C, CEO, CFO	Ensures ISS is compliant with industry best practice and makes us a more inclusive organisation
IWD & IMD celebration	Acknowledge and celebrate International Women's and Men's Day in March and November	Recognises the importance of gender in the workplace and how that is represented	CLT - 3	Participate in celebration Day, be personally involved, offer to guest speak

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
Placemakers story telling	Share personal stories and insights from all genders across the organisation.	Sharing lived experience within the organisation to build trust and inclusion	CLT - frontline	Encourage team participation and outline the value of sharing personal experience within the organisation
Complete our WGEA reporting requirements	Participate in an Industry wide assessment process	Compares our progress against industry peers	General Manager People, Systems and Data	Provide data as per WGEA survey questions
2025				
Reduce Gender Pay Gap to <5% by 2025	Significantly reduce pay gap to enable retention of female leaders and attraction of female talent Remuneration Committee will always include one female executive, as a minimum	All levels reviewed over the 3 year strategy to ensure frontline through to leaders meaningfully progress towards pay parity Frontline analysis will include hours allowances and overtime Leader analysis will include all remuneration e.g. car allowance and bonuses	P&C Director, Gender Committee Sponsor and Head of D&I Pacific	CLT members personally review gender pay gaps in their division / function All salaried female colleagues with a gap of more than 5% relative to a male colleague are escalated to be considered for special review by the Remuneration Committee (separately from the general % increase cap)
Flexible Working Policy	Review Policy to ensure it is consistent with Industry best practice and is available to all staff	This will maintain our existing policy which offers Placemakers flexibility	Director of P&C, P&C GM's	Industry best practice and provides and inclusive and equitable work environment
SharePoint	Data sharing and access platform – reference to external communities	Provide transparent information and make available to all stakeholders	Gender Balance Captains	Support development of SharePoint page and seek support and guidance from Marketing and comms team

Gender Balance



Category	Description	Target	Focus	Effective Behaviours
Apply to become an endorsed employer by WORK180	Will require ISS to meet specific Gender Balance criteria achieving best practice	Establish good business practice with an inclusive and equitable work environment	CLT-1	Leaders to commit to change by implementing previous objectives which will allow us achieve endorsement
Nominate ISS in the Work180 Equitable Workplace Awards for Employee Voice and ERG's	Will require ISS to meet specific Gender Balance criteria achieving best practice	Establish good business practice with an inclusive and equitable work environment	CLT-2	Leaders to commit to change by implementing previous objectives which will allow us achieve endorsement
IWD & IMD celebration	Acknowledge and celebrate International Women's and Men's day in March and November	Recognises the importance of gender in the workplace and how that is represented	CLT - 3	Participate in celebration Day, be personally involved, offer to guest speak
Submit for WGEA Employer of choice status	Will require ISS to meet specific Gender Balance criteria achieving best practice	Establish good business practice with an inclusive and equitable work environment	CLT-3	Leaders to commit to change by implementing previous objectives which will allow us achieve endorsement
Complete our WGEA reporting requirements	Participate in an Industry wide assessment process	Compares our progress against industry peers	General Manager People, Systems and Data	Provide data as per WGEA survey questions



Category	Description	Target	Focus	Effective Behaviours
2022				
Strengthening our partnership with Pinnacle	<ul style="list-style-type: none"> • Pinnacle Picnic – Feb • Invitation from Pinnacle Foundation to participate in 2022 MG parade 	<p>A key calendar event</p> <p>TBT developed</p>	CLT-2	Leaders actively promote and host the Picnic for Pinnacle
Promote a culture of respect through demonstrating proactivity engaging with initiatives and campaigns that celebrate LGBTIQ+ identities.	<ul style="list-style-type: none"> • IDAHOBIT – May • World Pride Month – June • Wear It Purple (WIP) – Aug 	<p>3 key calendar events</p> <p>TBT developed</p> <p>Town hall platform</p> <p>Celebrate and recognise Pride inclusion in the work place via awareness days</p>	CLT-2 Town hall presentation	Secure a guest speaker from Pinnacle or PID to present at Town hall, supported by CEO
2023				
Develop and implement a Pride Liaison network with Pride leads	This network is represented by influential leaders within the organisation who identify as LGBTIQ+ or are an Ally.	Discuss at site level to ensure Placemakers are aware of the network. Provide clear access to leaders if staff need support or guidance on confidential matters	Pride Team, CLT-1 (selected representatives)	<p>The network will present at a Town hall during Pride month covering the aforementioned key events</p> <p>Leaders promote the network</p>
Participate in Sydney Mardi Gras 2023	Outward recognition to Industry that ISS is progressive and proud to represent organisational Pride.	ISS float/marching 2023	CEO & Pride working group, other constituents (employees, clients etc)	Public declaration of support for LGBTIQ+ employees and community



Category	Description	Target	Focus	Effective Behaviours
Create Pride framework to outline organisational elements to this dimension	This will include all current projects, policies, events, partnerships etc and will form the basis of our SharePoint inclusions	Captures all information and outwardly advises all stakeholders what they can expect from this dimension	Pride ERG	Allows information to be categorised and easily accessible
External Pride celebrations	Staff to participate and support external pride events such as Midsumma	Outward expression of our commitment as an organisation to community	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation
Pinnacle Partnership Dinner	Attend dinner which will provide networking opportunities with likeminded organisations.	Outward expression of our commitment as an organisation to community	CLT	Commit to attending event in relevant State
Placemaker stories	Capture and share Placemaker stories who identify as LGBTIQ+	Contributes to the development of an inclusive culture. Visible representation that there are community members at all levels of the organisation and it is a #Safe to be me environment	CLT-3	Encourage our "Pride Voice" throughout the organisation
Celebrate significant Pride events	Generate awareness across the organisation by celebrating, Picnic for Pinnacle, Pride Month, IDAHOBIT and Wear It Purple. Where possible have a guest speaker	Inward expression of our commitment.	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation



Category	Description	Target	Focus	Effective Behaviours
2024				
Gender Affirmation Policy to be developed and released	Policy outlining support mechanisms for employees who identify as trans gender	Discussed during Pride month to raise awareness	P&C GMs and KAMs	Genuine application of Policy by P&C GMs and KAMs. Director of P&C oversees this as necessary Leaders role model the right behaviours
Develop and release Inclusive Aviation Screening training	Provide Industry “best practice” in Aviation industry screening services	Deliver training session to each major port over a 36 month period	Pride working group and State P&C GM	Staff to develop a greater understanding of the challenges faced by airline passengers who identify as trans gender, non-binary or gender non conforming
Create an LGBTIQ+ Inclusion Policy	Provides a policy dedicated to LGBTIQ+ employee inclusion in the workplace to meet the unique needs of LGBTIQ+ employees	Annual review to ensure ISS keeps abreast of any industry changes	Pride working group and Legal Director	Leaders to outwardly support and model appropriate behaviours
Create SharePoint site	This will house all elements outlined in the Pride framework and allow all stakeholders to access the material. This will form part of achieving AWEI Bronze status	Central repository for all Pride collateral	Pride ERG	Allows information to be categorised and easily accessible
External Pride celebrations	Staff to participate and support external pride events such as Midsumma	Outward expression of our commitment as an organisation to community	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation

Pride



Category	Description	Target	Focus	Effective Behaviours
Celebrate significant Pride events	Generate awareness across the organisation by celebrating, Picnic for Pinnacle, Pride Month, IDAHOBIT and Wear It Purple Day. Where possible have a guest speaker	Inward expression of our commitment.	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation
Pinnacle Partnership Dinner	Attend dinner which will provide networking opportunities with likeminded organisations.	Outward expression of our commitment as an organisation to community	CLT	Commit to attending in relevant State
2025				
Nominees in the PID Annual Awards	Outward recognition to Industry that ISS is progressive and celebrating their achievements	Nominate and attend the annual PID ceremony in 2025	CEO & Pride working team	Model exemplary behaviours in the Pride space throughout the business
AWEI analysis (bronze)	Provides organisational policy and process development	Quarterly progress updates with the view of achieving bronze status	P&C Director, Pride Group & Legal Director	Leaders to support and implement recommended changes generated from this assessment
Pride in Diversity Training	Pride training to leaders developed by our PID Account Manager	This will maintain awareness and demonstrate leadership commitment	CLT-2	Leaders to commit to training opportunity and attend
Uniforms that are non-gender specific	Develop non-gendered uniforms which will be made available to Placemakers	Recognises gender diversity and supports personal preferences	Pride Team	Make these uniforms available on purchasing portal and ensure all leaders are aware they are available for Placemakers

Pride



Category	Description	Target	Focus	Effective Behaviours
Pride Mentoring	Provide an avenue for LGBTIQA+ Placemakers to seek advice and guidance from Placemakers who identify as LGBTIQA+.	This provides a safe workplace where people can be their authentic self and seek guidance on workplace matters	Pride ERG and identified Ally's	Ensure this mentoring program is shared across the organisation and encourage all stakeholders to utilise
External Pride celebrations	Staff to participate and support external pride events such as Midsumma	Outward expression of our commitment as an organisation to community	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation
Celebrate significant Pride events	Generate awareness across the organisation by celebrating, Picnic for Pinnacle, Pride Month, IDAHOBIT and Wear It Purple Day. Where possible have a guest speaker	Inward expression of our commitment.	Pride ERG and all stakeholders	Advise Placemakers that the event is happening and encourage participation
Pinnacle Partnership Dinner	Attend dinner which will provide networking opportunities with likeminded organisations.	Outward expression of our commitment as an organisation to community	CLT	Commit to attending in relevant State

Culture, Race & Ethnicity



Category	Description	Target	Focus	Effective Behaviours
2022				
Trial cultural diversity in our communications (major languages)	Translate sample communications and policies into multiple languages	Translate targeted policies as these also need to be maintained	P&C Director and Marketing and Communications Manager	Communications posted at site level and in all offices
Spotlight Placemakers from different backgrounds	Normalise and celebrate cultural diversity	Min. two profiles per division each year	CLT-2	Leaders celebrate these stories through TBTs and Town halls, as appropriate
2023				
Multi lingual communications project	Work with Mumba to develop communications in the top 6 languages of our Placemakers	Ensure our communications are available to staff in language other than English. Demonstrates inclusive practices and a sense of belonging	CRE ERG	Once completed ensure distribution across relevant company platforms
Celebration Calendar	Ensure this is updated annually with relevant information as it is released	Keeps ISS abreast of celebrations themes and new collateral available to share with Placemakers	CRE ERG	Once completed ensure distribution and availability at all sites by relevant stakeholders

Culture, Race & Ethnicity



Category	Description	Target	Focus	Effective Behaviours
2024				
Site specific cultural celebrations	Identify sites which may prefer to celebrate specific events relevant to their cultural demographic – e.g. Diwali, Chinese New Year, Eid al-Fitr	This will recognise culturally significant days for our Placemakers and create greater inclusivity	CRE ERG and KAMS	Identify sites which could participate and gain involvement from Placemakers to organise the events
Celebrate World Harmony Day	Recognises all Cultures across the globe	Demonstrates inclusivity and raises awareness	CRE ERG and KAMS	Identify sites which could participate and gain involvement from Placemakers to organise the events
Explore membership with Diversity Council Australia	Will provide industry best practice guidance, resources and networking opportunities	Demonstrates commitment to partner with relate organisation which can provide expert guidance	Director of P&C, CRE Sponsor and ERG	Provide resources to support this initiative
Celebration Calendar	Ensure this is updated annually with relevant information as it is released	Keeps ISS abreast of celebration themes and new collateral available to share with Placemakers	CRE ERG	Once completed ensure distribution and availability at all sites by relevant stakeholders
2025				
Utilise UN SDGs to drive progress in cultural diversity	SDGs are utilised to underpin our D&I strategy to ensure an integrated approach across business functions, advancing our overall goals for our Placemakers	Submit a UN Sustainable Development Goals project by 2024	D&I committee	D&I committee understands the SDGs and how their work aligns with these goals, particularly with respect to cultural diversity

Culture, Race & Ethnicity



Category	Description	Target	Focus	Effective Behaviours
Site specific cultural celebrations	Identify sites which may prefer to celebrate specific events relevant to their cultural demographic – e.g. Diwali, Chinese New Year, Eid al-Fitr	This will recognise culturally significant days for our Placemakers and create greater inclusivity	CRE ERG and KAMS	Identify sites which could participate and gain involvement from Placemakers to organise the events
Celebration Calendar	Ensure this is updated annually with relevant information as it is released	Keeps ISS abreast of celebrations themes and new collateral available to share with Placemakers	CRE ERG	Once completed ensure distribution and availability at all sites by relevant stakeholders



Abilities



Category	Description	Target	Focus	Effective Behaviours
2022				
Mental Health First Aider training implemented to KAM level	Create a group of employees who are trained to address employee mental health check-ins.	Participation will be Supervisor and KAM level to focus on frontline team members.	CLT-2	KAMs put forward staff twice a year to participate and or attend refreshers. This is monitored by P&C GMs and statistics presented annually to CEO/ Director of P&C NGMs show leadership by attending
Australian Network on Disability Membership	Membership will provide local assistance to accelerate our learning and provide access to resources	This will provide ISS with a local partner who understands the Pacific landscape	Abilities Sponsor and Captain	Provide funding to support this membership
2023				
Mobility Mojo	Assess one State Office to start our accessibility awareness and create a more inclusive work environment	Provide a strategic plan for accessibility in the built environment	CLT-1	Support implementation of accessibility and or accommodation wherever possible
Positively Purple	Participate in this globally recognised event supporting People living with Disability (through Purple Space) celebrating the economic contribution of people living with disability	Promotes awareness within the organisation and outwardly expresses our support globally	Abilities ERG members	Promote the event and organise appropriate celebration
Traineeship through AND	Engage a trainee through AND for an agreed timeframe	Providing genuine opportunity for employment pathways	Abilities captain and Director of P&C	Identify a suitable workplace experience role and support the initiative

Abilities



Category	Description	Target	Focus	Effective Behaviours
2024				
Mobility Mojo	Finalise State office assessments using Mobility Mojo	Provide a strategic plan for accessibility in the built environment	CLT-1	Support implementation of accessibility and or accommodation wherever possible
Abilities Action Plan	Develop and release our Pacific Abilities Action Plan	Provides a clear roadmap for our objectives, leadership behaviours and future outlook in this space	Head of D&I, Abilities Captain and Director of P&C	Commit to and support changes in the workplace including employing talent from diverse backgrounds
Recruitment Processes	Review recruitment practices to be inclusive and attractive to people living with disability.	Promotes more inclusive language and practices. Will allow us to attract and retain from a greater talent pool	Head of Talent, P&C Director	Provide consistent recruitment adverts across company
Positively Purple	Participate in this globally recognised event supporting People living with Disability (through Purple Space) celebrating the economic contribution of people living with disability	Promotes awareness within the organisation and outwardly expresses our support globally	Abilities ERG members	Promote the event and organise appropriate celebration
2025				
Develop a LMS module to educate all Placemakers about appropriate language in relation to persons with disability	This will outline acceptable and offensive language in the workplace	Align to the Language Guide	CLT-2	Ensure the team complete LMS module and role model the right language in the workplace 'Call-in' inappropriate language

Abilities



Category	Description	Target	Focus	Effective Behaviours
Mental Health and Wellbeing Strategy	Provide clear guidelines on our responsibilities as an organisation. Outlining leadership obligations and available resources for all Placemakers. This will encompass prevention awareness, early intervention, support and return to work phases	This will provide a framework for ISS to address Mental Health within the workplace	Head of HSEQ & Director of P&C, P&C GM's	Make available to CLT-3 to provide clear guidance on our responsibilities as leaders
GMT recruitment	Specify that People living with Disability are encouraged to apply for a GMT positions	Outwardly expresses to community that we are an inclusive employer and encourage diverse applicants	Head of Talent and Director of P&C	Ensures we will tap into a talent pool which may have inadvertently overlooked
Neurodivergent Talent	Seek our talent who are neurodivergent and provide career opportunities.	Ability to bring diversity of thought into the organisation	Head of Talent and Director of P&C	Ensures we will tap into a talent pool which may have inadvertently overlooked
Positively Purple	Participate in this globally recognised event supporting People living with Disability (through Purple Space) celebrating the economic contribution of people living with disability	Promotes awareness within the organisation and outwardly expresses our support globally	Abilities ERG members	Promote the event and organise appropriate celebration

Age & Generations



Category	Description	Target	Focus	Effective Behaviours
2023				
Dimension exploration	Identify a Sponsor and Captain with the view to launch in 2024	Creates leadership commitment and the opportunity to develop our strategy	Head of D&I, Director of P&C	Lean into motivated stakeholders who will engage and drive results
2024				
A&G Launch	Launch to broader business outlining the intent of the dimension and what it hopes to achieve. Focus on generational diversity to provide support, networking opportunities and a platform for employees to share their experience	Provide forum for additional membership to drive this important topic of inclusion across 6 generations in our workforce	A&G Sponsor and Captain, Head of D&I	Encourage participation and build the A&G ERG prior to launch
Focus Groups	Seek feedback from a cross section of Placemakers generations to gain insight on lived experience in the organisation	This will identify areas of excellence and pockets of improvement and will help to drive out strategy	A&G Sponsor and Captain, Head of D&I, Director of P&C	Seek out Placemakers who are happy to share their story
Webinar	Present at Town hall discussing barriers to each generation to raise awareness	Improve stakeholder understanding and develop support strategies	A&G Sponsor and Captain	Secure a Town hall opportunity once PA to speak on the topic
Explore Defence Partnership for Returned Service personnel	Actively provide meaningful career pathways for returned service personnel	Determine a suitable organisation to partner with and develop a strategy	A&G Sponsor and Captain	Explore external option that's can assist ISS in this space

Age & Generations



Category	Description	Target	Focus	Effective Behaviours
2025				
Develop an L&D module on the value of older persons in the workplace	Provide an educational opportunity outlining the benefits of workplace generations and the value and skills older workers can provide an ISS	To increase Placemaker awareness on workplace generations and the different needs of each age group	CLT-2	Create a LMS module Use of more inclusive and competent language when we describe generations
Age Neutral Recruitment	Ensure hiring practices are unbiased and do not discriminate based on age, promoting equal opportunities for all age groups	Ensures we capture a multitude of skillsets across the business	Head of Talent	This will help to minimise any age bias and should be championed by all Placemakers who recruit talent
Recognise Generational Diversity	Celebrate the unique strengths and contributions of each generation within the organisation and ensure we share Placemakers stories	Highlights the value of different age groups and what they bring to the organisation	A&G ERG	Sharing stories helps people to understand age diversity and the unique skills and knowledge each generation can offer
Flexible Work Arrangements	Ensure we offer flexible work options proactively within the business to accommodate the needs of Placemakers at different life stages including caring for children or elderly family members	This ensures we provide work life balance which allows Placemakers to be supported whilst working for ISS	Director of P&C, A&G Sponsor	This will foster greater inclusivity and help ISS to become an employer of choice.
Health and wellbeing programs	Develop wellness initiatives that consider health and wellness concerns of Placemakers at different ages	This may address health matters such as menopause, mental health or general fitness/ movement etc	Head of HSEQ, A&G ERG, Director of P&C	Placemakers health is paramount for our service organisation and is a valuable investment

Aboriginal & Torres Strait Islander Peoples Cultures & Identity



Category	Description	Target	Focus	Effective Behaviours
2022				
RAP objectives	RAP strategy outlining organisational targets	2 x RAP committee meeting annually to check progress	CEO, P&C Director and RAP committee members	Active participation by RAPC to deliver on objectives
Cultural Awareness training completed to KAM level	Training that will build ISS cultural capability	Training sessions rolled out over 2 year period	CLT-2	Creates diversity in our leadership behavior and organisational processes
Create First Nations Acknowledgement Policy	A document acknowledging Aboriginal and Torres Strait Islander cultures and respecting our First Nations Peoples	Release policy by TBT during NAIDOC week	CLT-2	Modelling appropriate cultural respect and behaviour
Acknowledgment Plaques	Outward recognition and respect to Traditional Owners of the land on which we work	Increased awareness	Head of D&I	Plaques for all head offices
Develop and launch a First Nations Engagement Strategy	This will outline successes to date and future objectives which will strengthen cultural capability, increased procurement opportunities and committed leadership	Inward commitment to progressing our cultural capability and commitment to act. This will compliment our RAP initiatives	Head of D&I, Head of Talent and First Nations Engagement Manager	Ensure accessibility to document for all relevant stakeholders
Yalari	Partner with Yalari to provide scholarship for a First Nations student from a rural, regional or remote community in Australia	Supporting socially responsible organisation which provide meaningful opportunities for First Nations Youth	CEO and Director of P&C	Provide funding to support this partnership

Aboriginal & Torres Strait Islander Peoples Cultures & Identity



Category	Description	Target	Focus	Effective Behaviours
2023				
First Nations Mentor program developed in key contracts	Senior First Nations mentors at key sites supporting cultural understanding and create culturally safe work places. This will also contribute to improved talent retention	Included into commercial offers where applicable (resources and unique sites)	CLT-1	Provides opportunity to Placemakers to participate in this program and support outcomes
Attend "in-community" events to discuss employment opportunities with ISS	Supported by ISS's First Nations Engagement Manager, ISS will increase profile in community as an employer of choice	Increased talent pool	P&C Managers, RAP committee members	Participate in recruitment drives in Community once PA
Stretch RAP	Develop and achieve endorsement of ISS Stretch RAP with Reconciliation Australia	Future commitment and objective between 2024-2026	Head of D&I, First Nations ERG Sponsor, First Nations Engagement Manager & Director of P&C	Clear roadmap of our expected actions, behaviours and investment in this space
Create a Cultural Advisory Board	This will be a group of First Nations Placemakers who, under the mentorship of the First Nations Engagement Manager, provide advice to the organisation	Create a platform for our First Nations Placemakers to provide meaningful contribution	First Nations Engagement Manager	Ensure ISS receive cultural advice from different Placemakers which offers diverse opinion. This will also build cultural capability for all Placemakers
RAP membership	Ensure First Nations representation on the RAP committee to ensure Placemakers have meaningful contribution to shaping our organisation	This will provide informed choices and diverse and lateral thinking	Head of D&I, First Nations ERG Sponsor, First Nations Engagement Manager & Director of P&C	Ensure ISS receive cultural advice from different Placemakers which offers diverse opinion and is culturally appropriate practice

Aboriginal & Torres Strait Islander Peoples Cultures & Identity



Category	Description	Target	Focus	Effective Behaviours
Reconciliation Award	Forms part of the Inspire Awards and will be given to a Placemaker who has dedicated themselves to improving ISS's capability and supported First Nations Peoples	Recognises and rewards best proactive leadership	Inspire Award committee	Recognition of committed leadership towards Reconciliation
External Events	Attend community events to listen to First Nations stories and truth telling to build cultural knowledge	Increase our cultural capability and cultural awareness	CLT-3	Attend events and share learnings with your broader team
Artwork	Commission a new piece of artwork representing the ISS journey and values	First Nations artist to capture ISS story to share across the organisation	Head of D&I, First Nations Engagement Manager	Connecting with community and sharing our story through a First Nations artistic lens
2024				
Cultural and Ceremonial Leave Policy	Recognising and supporting cultural sensitivities in relation to First Nations protocols and practices	Increased understanding of culture	CLT-2	Actively support Cultural and Ceremonial Leave Policy from an informed point of view
Stretch RAP	Continue to deliver Stretch RAP commitments	Maintain our commitment as outlined in our document and builds on our cultural capability	RAP Committee	Proactively deliver on commitments driven by our RAP sponsors
Protocols document	Create a protocols document which provides understanding of culture and improve engagement practices	Increase leadership capability and pay respect to Culture	CLT-3	Embrace learnings from the document and share best practice across the broader business

Aboriginal & Torres Strait Islander Peoples Cultures & Identity



Category	Description	Target	Focus	Effective Behaviours
Cultural Awareness training completed to KAM level ongoing	Training will build ISS cultural capability and culturally safe workplaces	Training sessions rolled out over a two year period	CLT-2	Improved cultural understanding and increased commitment
Reconciliation Award	Forms part of the Inspire Awards and will be given to a Placemaker who has dedicated themselves to improving ISS's capability and supported First Nations Peoples	Recognises and rewards best proactive leadership	Inspire Award committee	Recognition of committed leadership towards Reconciliation
External Events	Attend community events to listen to First Nations stories and truth telling to build cultural knowledge	Increase our cultural capability and cultural awareness	CLT-3	attend events and share learnings with your broader team
2025				
Promote career pathways for First Nations Peoples	Increase First Nations Placemakers in management positions throughout the organisation	Provide access to leadership opportunities	Head of Talent, Director of P&C	Ensure there are First Nations candidates in all internal and external management opportunities
Revise and update ISS First Nations Engagement Strategy	Ensure document reflect Placemaker achievements, changes in language, includes ISS activities and celebrates successes	Up to date and achievable First Nations Engagement Strategy	Head of D&I, First Nations Engagement Manager, Aboriginal and Torres Strait Islander Cultures and Identity Sponsor	Ensure contribution from relevant stakeholders

Aboriginal & Torres Strait Islander Peoples Cultures & Identity



Category	Description	Target	Focus	Effective Behaviours
Create a cultural awareness LMS module for frontline staff	Educational tool to encourage our Placemakers to build their cultural understanding	Increased understanding by non-First Nations employees on Aboriginal and Torres Strait Islander Peoples Culture	ALL	This module should be mandatory for existing staff and part of the onboarding process
Stretch RAP	Continue to deliver Stretch RAP commitments	Maintain our commitment as outlined in our document and builds on our cultural capability	RAP Committee	Proactively deliver on objectives driven by RAP sponsors
Cultural Awareness training completed to KAM level ongoing	Training will build ISS cultural capability and culturally safe workplaces	Training sessions rolled out over a two-year period	CLT-2	Improved cultural understanding and increased commitment
Reconciliation Award	Forms part of the Inspire Awards and will be given to a Placemaker who has dedicated themselves to improving ISS's capability and supported First Nations Peoples	Recognises and rewards best proactive leadership	Inspire Award committee	Recognition of committed leadership towards Reconciliation
External Events	Attend community events to listen to First Nations stories and truth telling to build cultural knowledge	Increase our cultural capability and cultural awareness	CLT-3	Attend events and share learnings with your broader team

Māori Culture & Identity



Category	Description	Target	Focus	Effective Behaviours
2024				
Māori Employee Advisory Group	Bring together Māori employees to provide advice and direction on future initiatives to celebrate and integrate Māori culture across the business	Increased sense of belonging for employees and genuine engagement with Māori employees regarding our D&I strategy	NZ Leadership Team	Quarterly sessions with the Employee Advisory Group with actions/initiatives tracked to implementation
Partner with a Māori Cultural Advisor	Expert advice in Te Reo, tikanga (Māori customary practices), Māori Values and Culture	Building culturally appropriate leadership skills Successful integration of Māori engagement within D&I Strategy for NZ	Leaders	Forge authentic, real and deep relationships built on mana, respect and trust
Appoint a Sponsor for this Dimension of Diversity	Identify a sponsor from within the organisation or externally to guide and assist in developing a cultural strategy and support engagement with Māori	Respectful engagement encompassing Māori greetings and customs	Leaders	Regular engagement with the Sponsor Manaakitanga – to care for the Sponsor's mana.
Cultural strategy	Engage with the Employee Advisory Group, Cultural Advisor, clients and possibly government and unions to develop the long term Māori cultural strategy.	Accelerate progress of cultural change and maximise the benefits for Māori.	Leaders	Implement the strategy and ensure there is tangible and supported change within the business
Clients	Share and learn from the experience of clients in the recognition and integration of Māori culture in their organisation	Enhance Māori recognition and engagement initiatives within ISS New Zealand and accelerate progress	Leaders	Leaders meet with at least two clients annually

Māori Culture & Identity



Category	Description	Target	Focus	Effective Behaviours
2025				
Māori cultural awareness training	Create a training module in LMS and Toolbox Talk for in-person delivery	Increased cultural competence of non-Māori employees in Māori culture	Leaders	All staff complete the LMS module and managers will lead the Toolbox Talk
Supply Chain	Support the success of Māori business through the ISS supply chain	Become a member of a Māori Business Network to increase spend with Māori businesses	Procurement and Leaders	Building positive relationships with Māori businesses

Summary and Future Outlook

As leaders in our business, we are always responsible for asking ourselves what role do I have to play in the D&I space – what are my responsibilities?

We have reach and influence to impact the lives of all of our Placemakers both socially and economically and must consider our engagement, behaviour and outlook at all times.

Ensuring that our Placemakers can be their authentic self, reach their potential and be engaged fully within the work place will ultimately lead to a feeling of inclusion and belonging which is our overarching goal.

We remain committed to the aforementioned goals and outline our critical actions below. Our continued priority will be:

- Focus on behaviours and language which will create more respectful, engaging and inclusive workplaces
- Ongoing alignment with Global and greater synergies within APAC
- Strengthened networks across ISS Country businesses
- Commitment to the UN WEPs
- Stronger recruitment and retention principles/ policies
- Greater diversity in leadership representation
- Leadership accountability regarding gender balance outcomes

- Gender related performance indicators
- Pay parity throughout all levels within the organisation
- Accessibility for all Placemakers
- Alignment with our company values

It is everyone's responsibility to create an environment where this can be achieved and individuals are respected and celebrated.

Together as Placemakers and leaders, let's address the challenges ahead of us with enthusiasm, transparency and drive with the aim of embedding our D&I principles into our business model and structuring actions for cultural transformation.

We have reach and influence to impact the lives of all of our Placemakers.

Stronger | Simpler | Closer



Mental Health Support Directory

AUSTRALIA

If you or someone you know needs help, please call:

Emergency Service	000	triplezero.gov.au
Suicide Line	1300 651 251	suicideline.org.au
Suicide Call Back Service	1300 659 576	suicidecallbackservice.org.au
Lifeline (24-hour crisis counselling)	13 11 14	lifeline.org.au
Mental Health Foundation of Australia (Mental Health Helpline)	1300 643 287	mhfa.org.au
Beyond Blue	1300 224 636	beyondblue.org.au
Bullying Zero Australia	(03) 9094 3718	bzaf.org.au
Dads in Distress	1300 853 437	parentsbeyondbreakup.com
Department of Health and Human Services (Victoria)	1300 650 172	services.dhhs.vic.gov.au/
Headspace	1800 650 890	headspace.org.au
Heavy M.E.T.A.L Group (Mens counselling for anger and violence)	0401 766 877	heavymetalgroup.com.au
Kids Helpline	1800 551 800	kidshelp.com.au
Mensline Australia	1300 789 978	mensline.org.au
Safe Steps Home (Domestic violence)	1800 015 188	safesteps.org.au

NEW ZEALAND

Free call or text 1737 any time for support from a trained counsellor.

Lifeline	0800 543 354 (0800 LIFELINE) or free text 4357 (HELP)
Suicide Crisis Helpline	0508 828 865 (0508 TAUTOKO)
Healthline	0800 611 116
Samaritans	0800 726 666
OUTLine NZ (Provides confidential telephone support for LGBTIQ+ people.)	0800 688 5463 (0800 OUTLINE)
Shine (Confidential domestic abuse helpline.)	0508 744 633
Are You OK (Family violence helpline.)	0800 456 450
Anxiety NZ	0800 269 4389 (0800 ANXIETY)
Youthline	0800 376 633, free text 234 or email talk@youthline.co.nz or online chat.
Women's Refuge Crisisline (For women living with violence, or in fear, in their relationship or family.)	0800 733 843 (0800 REFUGE)
Shakti Crisis Line (For migrant or refugee women living with family violence.)	0800 742 584
Safe to Talk (For help to do with sexual harm. Available 24/7 and staffed by trained counsellors.)	0800 044 334 or free text 4334

**National and NSW Corporate Office;
Headquarters**

Level 6, 1 Thomas Holt Drive
Macquarie Park
Sydney NSW 2113

Phone: 02 8644 9700

PEOPLE MAKE PLACES

