



# Stretch Reconciliation Action Plan

May 2024 – May 2027



# Contents

Acknowledgment of Country .....	3
Reconciliation Australia Commitment .....	4
Artist Acknowledgment – Stephen Hogarth .....	6
ISS' Vision for Reconciliation .....	8
CEO Commitment – Stuart Rose .....	10
Our Business .....	11
A message from our RAP Chairperson – Sarah Larson .....	12
Head of Diversity and Inclusion Pacific .....	14
<i>Our Key Learnings and Challenges</i> .....	14
<i>Our Reconciliation Journey</i> .....	16
<i>RAP Cultural Advisory Group</i> .....	18
<i>RAP Committee</i> .....	20
<i>RAP Committee Sponsors</i> .....	22
<i>5 Dimensions of Reconciliation and How it Relates to our Stretch RAP</i> .....	24
Relationships .....	26
Respect .....	38
Opportunities .....	44
Governance .....	52
Summary and Closing Commitment .....	58



# Acknowledgement of Country



In the spirit of reconciliation, ISS respectfully acknowledges the Traditional Owners and Custodians of the land, waters and communities on which ISS business takes place.

We acknowledge First Nations Peoples as the longest continuous living cultures in the world and we are grateful for the care and contribution that First Nations Peoples have provided Country for 60,000 years.

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

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.

*Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images or names of people who have since passed away.*

## Interpretation of terms used

Throughout this document, we reference “First Nations Peoples”, “Indigenous”, “Aboriginal and Torres Strait Islander Peoples” and “First Nations”. We recognise that individuals may prefer one acknowledgement over another and accept this as their right. We accept that the above acknowledgements are interchangeable, and no offence is intended where use is in opposition to individual preferences.



# Reconciliation Australia Commitment

## ISS Facility Services Australia

On behalf of Reconciliation Australia, I congratulate ISS Facility Services Australia on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

The RAP program provides organisations with a framework to contribute to the reconciliation movement through the pillars *relationships*, *respect* and *opportunities*. This framework allows for continuous development, pushing organisations to embed and expand on their commitments, while adapting to obstacles as they arise.

As a key player in Australia's facility management industry, ISS employs over 14,000 people and operates across 3,000 sites. Consequently, the organisation, its services and staff have a considerable influence in creating and fostering the environments that many of us work in every day.

Over its reconciliation journey so far, ISS has taken the time to understand this influence and how it can be leveraged to contribute to a more just, equitable and reconciled Australia. ISS has recognised that with the reach of its operations in tandem with strong relationships with communities and organisations, it can support the growth of economic opportunities for Aboriginal and Torres Strait Islander people.

In its previous RAP – a Stretch RAP – ISS formalised this mission, launching its First Nations Engagement Strategy. This Strategy has helped quantify and guide

its efforts, with procurement from Aboriginal and Torres Strait Islander businesses being a focus. With its Strategy and RAP providing the foundations, ISS went on to achieve an annual spend of \$14 million with Aboriginal and Torres Strait Islander businesses in 2023. Using strong partnerships and its understanding of its own influence, ISS is investing in greater agency and potential for First Nations businesses.

This new Stretch RAP is building on these successes, with ISS looking for further ways to embed reconciliation into its organisation. It is open and transparent about the challenges it has faced, including retaining First Nations staff. New commitments look to address this obstacle, especially looking at cultivating culturally safe workplaces to ensure Aboriginal and Torres Strait Islander employees feel supported and welcomed. It plans to review its First Nations Engagement Strategy with its First Nations employees to make sure its internal relationships and cultural capabilities are strong and healthy. Ultimately ISS is continuing to use its reach and operations to create better opportunities for Aboriginal and Torres Strait Islander people.

On behalf of Reconciliation Australia, I commend ISS Facility Services on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer





**Susan Kalin (L) Bernadette Howard (R)**  
ISS Placemakers, Resources WA



# Artist Acknowledgement

## Stephen Hogarth A descendant of the Gamilaroi Nations



*"Listening to the story of ISS and translating that into a visual representation allowed me to create the artwork titled "Belonging".*

*ISS is a global organisation and I felt it was important to capture the strength and breadth of the company which encapsulated major elements of people, knowledge, and values.*

*The aspect of water is a central theme throughout the artwork dominated by a larger river spanning from left to right across the composition. I view water as 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.*

*Dotted along the river are co-centric circles representing places of respect which are connected to people. This is the essence of the ISS business as they believe "people make places" and these elements show the continuous movement of doing business in one place and moving to the next place.*

*The secondary elements of water are located at the top left and bottom right of the composition and the vivid blue waves of the ocean represent ISS as an organisation across the globe.*

*At the edge of the ocean waves are travel lines to countries across the ocean with placemakers symbolised by a green connected circle surrounded by U shaped elements which represent people. This can be viewed as a singular person or as a team of people which is central to the ISS business – their placemakers.*

*Bordering the travel lines are white dots encased in blue, representing knowledge that is carried by the ISS placemakers. This is a prominent element reminding us of the purity of knowledge and how it can contribute to the development of people through engagement and transparent, honest conversations when they come together.*

*The mulga-coloured variable shapes dotted across the green lands are hills which allow water to flow through them, into the main river invoking connection between places.*

*In listening to the story of ISS, it was very clear that bold leadership, strengthened by values and behaviours permeates every part of their business. As such, I have bordered the main river with key elements that represent those values and behaviours.*

*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. As people, we are one species with a multitude of difference coming together, but it is this that makes us unique. I hope that the artwork is thought provoking and creates an energy to come together to achieve respect and positive outcomes for all Placemakers."*

**Stephen Hogarth**  
A descendant of the Gamilaroi Nations







# ISS' Vision for Reconciliation

Our vision for reconciliation at ISS is steeped in respect, learning, celebration, and the embrace of the unique diversity of Aboriginal and Torres Strait Islander Peoples, encompassing their cultures, languages, customs, and communities within and beyond our business.

Embarking on our Reconciliation Action Plan (RAP) journey since 2015, and with the launch of the First Nations Engagement Strategy in 2022, ISS has forged significant progress in cultivating respectful and trusted partnerships with communities across Australia. Our commitment involves deliberate and active steps toward a united future, guided by principles of respect, learning, listening, and equality, propelling our ongoing pursuit of reconciliation.

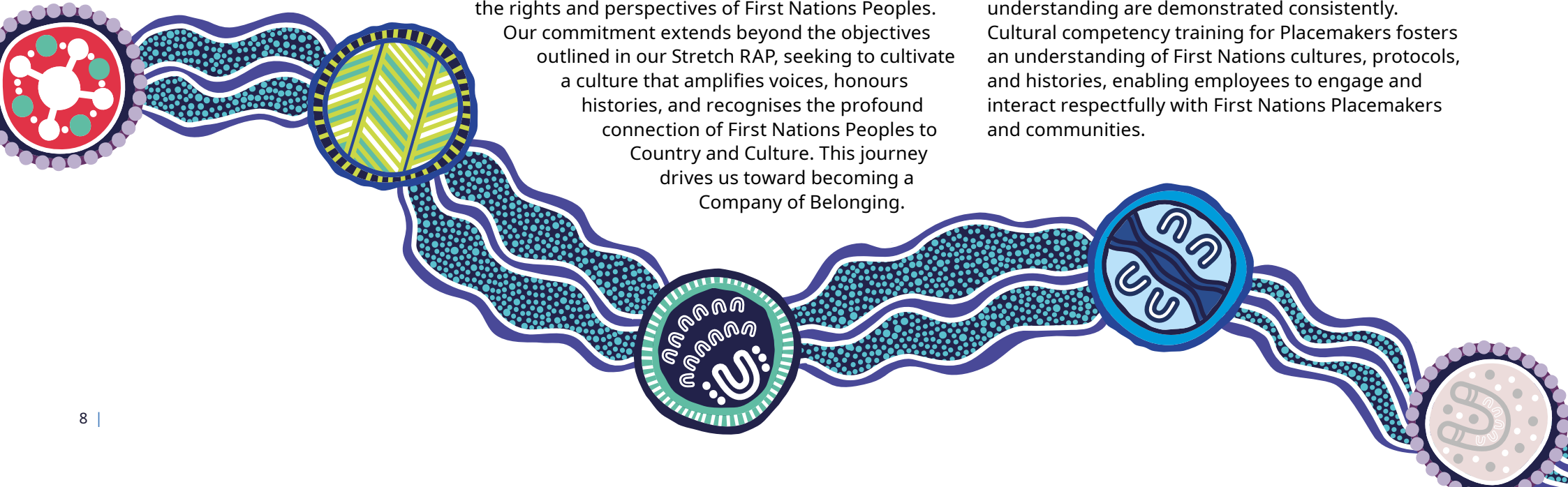
In line with this commitment, ISS Pacific has undertaken its second Stretch RAP, aiming to maintain existing successes while concurrently adopting additional objectives. Our actions and commitments underscore a steadfast belief in nurturing an equitable future—one that respects and embraces the rights and perspectives of First Nations Peoples.

Our commitment extends beyond the objectives outlined in our Stretch RAP, seeking to cultivate a culture that amplifies voices, honours histories, and recognises the profound connection of First Nations Peoples to Country and Culture. This journey drives us toward becoming a Company of Belonging.

Leveraging our reach and influence, ISS aspires to provide meaningful and sustainable employment opportunities and business partnerships that accelerate prosperity and advancement at all levels. Our commitment to creating an attractive workplace for First Nations Peoples considers potential barriers to employment and business collaboration. ISS is dedicated to providing employment opportunities at all levels, implementing strategies that encourage applicants and engagement. We aim to establish a culturally safe workplace that supports First Nations applicants through cultural supervision and networks.

The recruitment mentoring stage ensures an equitable employment process, offering support for applicants to access secure connectivity, IT equipment, and management support to complete recruitment stages if necessary.

ISS will continue to develop policies and procedures supporting Cultural obligations throughout the employee lifecycle, ensuring respect and understanding are demonstrated consistently. Cultural competency training for Placemakers fosters an understanding of First Nations cultures, protocols, and histories, enabling employees to engage and interact respectfully with First Nations Placemakers and communities.





Aligned with our Company Vision of “Belonging,” ISS’s actions are directed towards creating a safe, inclusive, and diverse workplace that supports all Placemakers in being their

authentic selves. Implementation of these actions generates a positive cultural response, recognising that respect and understanding are pivotal.

Central to our organisation are our Values of Unity, Entrepreneurship,

Responsibility, Honesty, and Quality. Aligning our behaviours

with these values naturally allows us to achieve our commitments in the Stretch RAP. With confidence in our leadership strength and cultural capability, we anticipate continued learning and meaningful growth.

Elements contributing to our growth include:

1. **Recognition:** Acknowledging First Nations Peoples’ spiritual, social, physical, and cultural connection to Country and working together in reconciliation by recognising our shared history and embracing a united future.
2. **Partnerships:** Building strong partnerships based on trust, respect, and collaboration with First Nations Placemakers and Communities to achieve shared goals.



3. **Equity and Inclusion:** Promoting equality, inclusivity, and cultural safety within the organisation, valuing First Nations voices, perspectives, and experiences in decision-making processes and initiatives. Implementing Cultural accommodation and flexibility regarding cultural practices and traditions.
4. **Education and Awareness:** Committing to raising awareness and understanding of First Nations cultures, histories, and contemporary issues among Placemakers, stakeholders, and the broader community.
5. **Empowerment and Opportunities:** Creating meaningful opportunities for First Nations Peoples in employment, procurement, and partnerships through economic development, capacity building, and support for self-determination.
6. **Community Engagement:** Consulting with relevant Communities and individuals to align organisational actions with their priorities, needs, and aspirations through proactive engagement at all levels.
7. **Respect for Land and Country:** Demonstrating respect for land and Country, including territories and sacred sites, and committing to sustainable practices, environmental stewardship, and cultural heritage protection.

8. **Accountability and Monitoring:** Monitoring activities to create accountability for commitments and ensuring transparent reporting to achieve reconciliation goals.
9. **Long-term Commitment:** Recognising that reconciliation is an ongoing and long-term process requiring proactive commitment, sustained effort, continuous learning, and adaptability to address challenges and seize opportunities along the reconciliation journey.

**Purpose:** Our purpose is to foster connection between community and corporate, providing meaningful engagement for Aboriginal and Torres Strait Islander Peoples. In doing so, we aim to build our cultural capability, ensuring safe and inclusive workplaces where culture is recognised and respected, integral to our organisational practices.



# CEO Commitment – Stuart Rose

In the spirit of reconciliation, ISS acknowledges the enduring connection of Aboriginal and Torres Strait Islander Peoples to Country, recognising their integral role in caring for and preserving the land for thousands of years. Our business operates on this sacred land, and our commitment to First Nations Peoples is rooted in mutual respect and a profound understanding of culture, kinship, and community.

We aim to foster stronger bonds with communities, where reciprocal learning becomes a cornerstone of dialogue. This exchange of knowledge will fuel engagement and empower us to instigate meaningful changes within our organisation, fostering a workplace of cultural safety, heightened cultural proficiency, and increased career opportunities for First Nations Peoples.

Guided by our 2024–2027 Stretch Reconciliation Action Plan, our activities will be shaped by principles that emphasise building our cultural capability as an organisation. We recognise that a holistic approach is essential, and the responsibility for change lies with all Placemakers.

Our commitment to reconciliation involves ongoing contributions through fostering mutually beneficial partnerships with First Nations Peoples, both internally with Placemakers and externally with the broader community. We understand the intrinsic connection between the two.

Our journey is continuous, where the convergence of community and corporate efforts creates unity, generating awareness, fostering conversations, promoting engagement, and cultivating respect. Through these interactions, ISS gains the opportunity to learn from the custodians of the land on which we gather and work every day.

As an employer, our aspiration is to be the preferred destination for First Nations Peoples. Through our actions, we strive to attract, recruit, support, engage, retain, and promote First Nations Placemakers. We are committed to advancing our knowledge and awareness of Aboriginal and Torres Strait Islander Peoples and their cultures through every facet of our business operations



**Stuart Rose**  
CEO Pacific ISS Facility Services

A handwritten signature in white ink, consisting of stylized, overlapping loops and a long horizontal stroke extending to the right. The signature is positioned above the printed name and title of Stuart Rose.

**Stuart Rose**  
CEO Pacific ISS Facility Services



# Our Business

ISS is a people-focused service provider with a diverse portfolio covering Resources, Healthcare, Transport & Infrastructure, Government, Production, Life Sciences, Finance, Professional Services, and Technology. Established in Denmark in 1901, ISS operates in over 30 countries and has been a key player in the Australian market since 2002. In this time, it has evolved into one of the Pacific's largest facility management service providers, serving over 1,000 client sites nationwide.

Our 'OneISS' approach epitomises our commitment to optimizing collective capital, resources, and efforts to deliver maximum value to our clients. This strategy emphasises the sharing of global best practices, fostering innovation, and standardising operational processes across our business.

What We Do: ISS provides fully integrated facility management solutions, focusing on "connecting people and places to make the world work better." Our comprehensive service offering includes catering, cleaning, maintenance, facility management, aviation security, concierge services, workplace solutions, and contractor management.

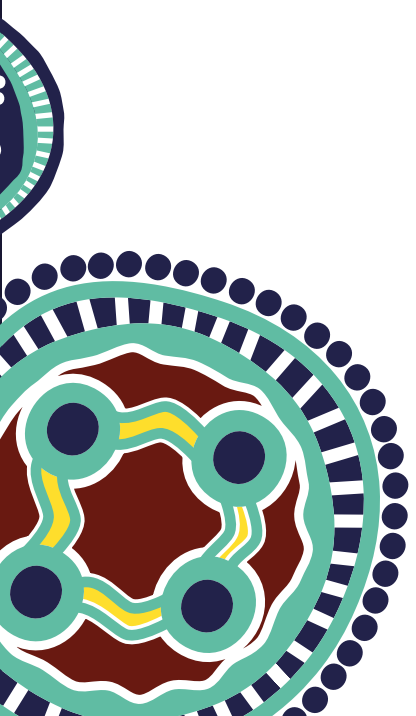
With a workforce of over 14,000 Placemakers in Australia spread across seven head offices and over 1,000 operating sites, ISS believes that every employee has the right to respect, equity and to have a sense of belonging within the organisation. In December 2023, we have 187 First Nations Placemakers contributing to our diverse team.

Our people specialise in creating exceptional spaces that enable our clients to concentrate on their core business, helping them achieve their objectives. Whether it's hospitals facilitating healing, businesses enhancing productivity, airports assisting passengers, or resource villages supporting their workers, ISS is dedicated to making a positive impact.

Our Global headquarters is in Denmark, while our Pacific Head office is situated in Sydney. State offices are in Sydney, Melbourne, Brisbane, Adelaide, and Perth. In addition, we have multiple regional and remote offices on contracted sites across the Pacific.



**Rosemary May (L) Solomon Akia (R)**  
ISS Placemakers, Perth Airport





# A Message from our RAP Chairperson – Sarah Larson

On behalf of ISS, I am delighted to reaffirm our ongoing dedication to reconciliation, which is a pivotal aspect of our operations, social responsibility, and individual contributions towards equality across the nation.

ISS remains steadfast in prioritizing First Nations Partnerships, creating employment opportunities, fostering community connections, and increasing our procurement spend with First Nations businesses. Our Stretch Reconciliation Action Plan (RAP) has been crafted not only to sustain our current progress but also to elevate our aspirations and outcomes to achieve even greater results.

In 2022, ISS introduced our inaugural First Nations Engagement Strategy (FNES), rooted in the commitments outlined in our previous RAP, encompassing existing initiatives and future prospects for change.

Our vision is to celebrate and embrace the unique diversity of Aboriginal and Torres Strait Islander Peoples and communities within our business and beyond. This requires us to reflect on our progress, analyse successes, and apply diligence to future actions.

We established from the outset that FNES actions must directly align with RAP commitments, ensuring the continuity and advancement of our cultural proficiency.

The Stretch RAP 2024-2027 outlines nineteen (19) actions and over sixty (60) deliverables that will guide us over the next three years. Fulfilling these commitments relies on our active participation, clear direction, and an unwavering responsibility to change.

As the Chairperson of the RAP committee, I am tasked with steering our outlook and activities, supported by our First Nations Engagement Manager, sponsors, and the Cultural Advisory Group. The fusion of Corporate and Culture in defining our path forward is crucial for our success and growth.

Our RAP committee comprises executives, senior managers, frontline employees, and external consultants, ensuring a diverse range of perspectives, cultural guidance, and a commitment to action. Our goal is to increase First Nations Peoples' representation in the committee to above 50% during the Stretch RAP period.

While our representation of First Nations Peoples in the broader business currently stands at 1.49%, we aim to exceed 3% in the coming years. We believe that the work and renewed commitments in our Stretch RAP will make ISS a more appealing workplace, fostering a culturally safe environment that respects First Nations protocols.







**Daisie Stack** Proud Yamatji woman  
ISS Aviation Protection Officer,  
Perth Airport

ISS takes pride in its commitment to First Nations business partnerships. Our FNES in 2022 highlighted employee initiatives, First Nations Business Partnerships, and the value of our spend with each partner.

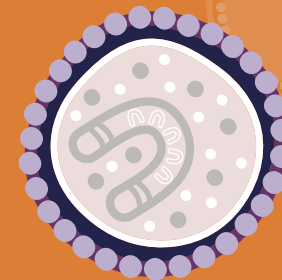
Woollahra, a 100% First Nations-owned company, exemplifies our commitment. Our partnership aims to transition over \$750K in product supply through First Nations Business, aligning with our FNES commitments and promoting diversity.

“Partnering with Woollahra & AIME, ISS is directly supporting a program that is helping 25,000 Indigenous Students reach educational parity & excellence.” Chris Schmid – Managing Director, Woollahra Group.

IEBF is a not-for-profit organisation focusing on employment and business development for First Nations Peoples. Our support for trade shows like IEBF aligns with our commitment to increasing procurement spend and fosters meaningful engagement with emerging businesses. In addition to direct business partnerships, ISS has actively participated in community initiatives for over a decade, supporting scholarships for First Nations students through partnerships with Bond University, Griffith University, and Yalari. Our ongoing commitment to business partnerships involves meaningful engagement and reciprocity with First Nations Peoples and Businesses.

Collaboration is key to internal awareness, creating respectful work environments, and achieving reciprocal prosperity through business engagement. ISS's cultural journey is dedicated to strengthening our understanding and awareness over the years through connection, shared experiences, and continuous learning, ensuring the integration of reconciliation initiatives into our business identity at every touch point.

**Sarah Larson**  
RAP Committee Chair



# Head of Diversity and Inclusion Pacific

## Our Key Learnings and Challenges

Analysing both our successes and areas for improvement serves as a crucial guide for the upcoming phase in our Reconciliation Action Plan (RAP) journey. The sharing of insights and their impact on our outcomes plays a pivotal role in our continuous development.

**Workforce Planning:** During the previous RAP period, a notable challenge was retaining First Nations Peoples within our workforce, particularly in the context of the challenges posed by the Covid-19 pandemic. While we possess the capability to attract and recruit talent, retention became a genuine obstacle. This realisation directs our heightened focus in the Stretch RAP toward enhancing workplace cultural safety, providing cultural supervision, and implementing First Nations mentorship through our network. We anticipate that advancing cultural capability will contribute to improved retention rates, fostering a deeper understanding and respect for First Nations Peoples and their culture within our organisation.

**Education and Awareness:** Collaboration with our First Nations Engagement Manager has yielded invaluable cultural insights and facilitated connections with Traditional Owners. The incorporation of Cultural Awareness training has enhanced our understanding of historical injustices, protocols, family connections, cultural obligations, and the imperative of collaborative efforts for better outcomes. Key learnings include:

- Identifying and consulting with key stakeholders and the Community for optimal outcomes.

- Incorporating cultural insights to develop and implement inclusive processes and region-specific policies.
- Upholding the rights of First Nations Peoples and advocating for equity.
- Cultivating culturally safe workplaces through cultural supervision, employee networks, and cultural accommodations.
- Acknowledging historical and current injustices, ensuring organisational culture considers the sensitivities surrounding historical impacts on First Nations Placemakers and communities.

**Business Partnerships:** Our commitment to engaging with and connecting First Nations Businesses, both established and emerging, has achieved considerable success. Our annual business spend has surpassed \$14 million in 2023, underscoring our dedication to forming robust, sustainable, and respectful partnerships. During the establishment of new partnerships, we recognise the importance of connecting with Traditional Landowners, local businesses, key agencies, and local government to bring value to all stakeholders. Collaborative efforts are essential to strengthening partnerships and facilitating knowledge sharing throughout all organisational activities.

Identifying areas of success and opportunity will influence the next period in our RAP journey. Sharing those learnings and how it has impacted our outcomes is valuable for our ongoing development.

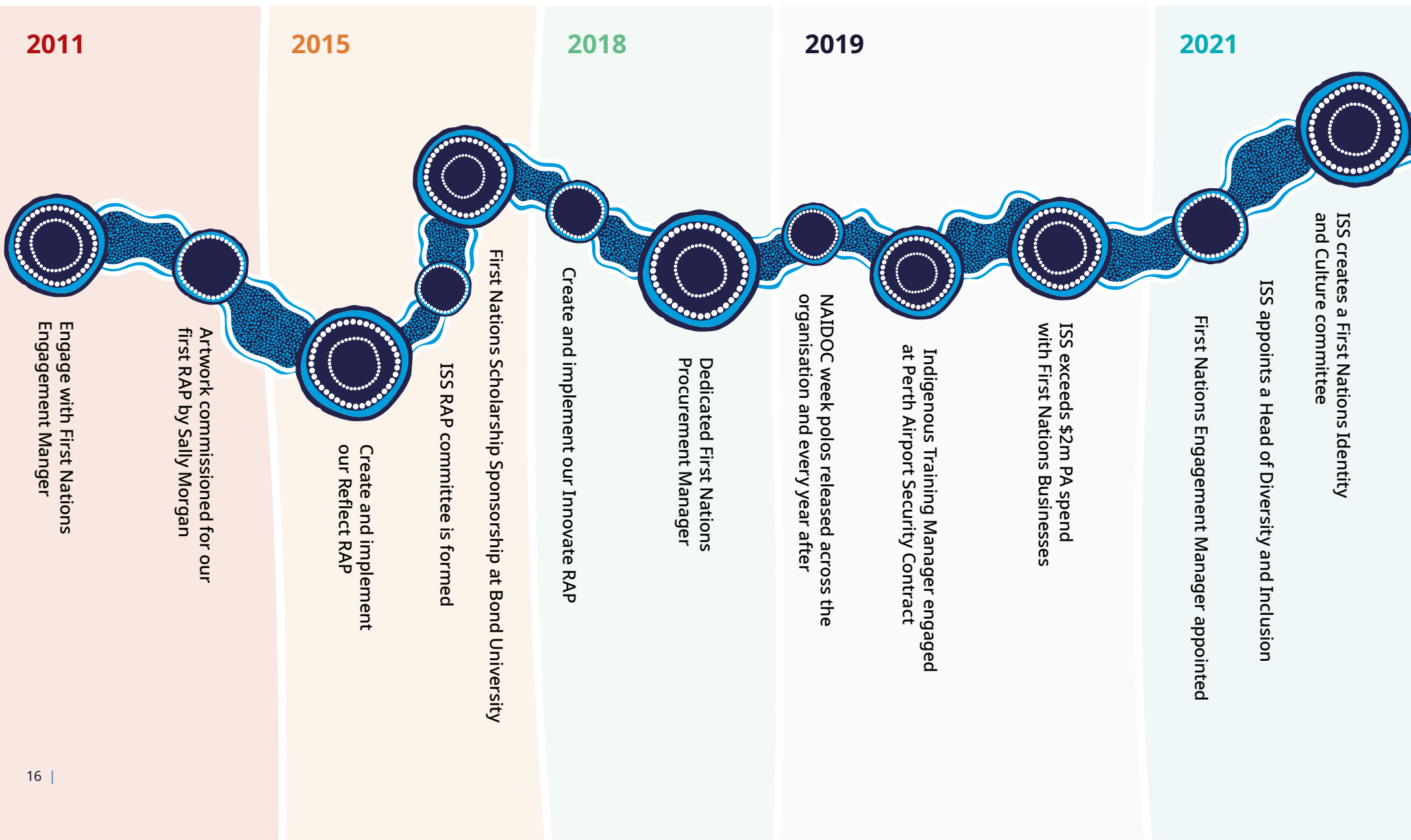




“Providing  
opportunities  
for Aboriginal  
& Torres Strait  
Islanders”

(L) – (R) Terry Cassels, Tracey Capon, Jay Hudson  
ISS Placemakers – South Bank Parklands

# Our Reconciliation Journey





2024

Launch Stretch RAP

2023

ISS endorses the Voice to Parliament with Reconciliation Australia

Cultural Awareness training rolled out across Australia for all leaders

ISS is a major sponsor with Roy Hill for the Indigenous Emerging Business Forum in WA

ISS' First Nations Engagement Strategy released

Pacific Leadership Conference held at Uluru to embrace Culture and Country (120 leaders)

ISS introduces First Nations visual representation in all Head offices including Acknowledgement of Country Plaques, First Nations Flag sets and First Nations Artwork

Yalari Youth Scholarship Agreement

2022

ISS creates a Culture and Ceremonial Leave Policy

ISS exceeds \$5m PA spend with First Nations Businesses

All major meetings opened with an Acknowledgement of Country

All major events on Country, have a Welcome to Country or culturally appropriate welcome significant to the region

# RAP Cultural Advisory Group

Partnering with a formidable Cultural mentor, ISS has received invaluable support in enhancing our cultural understanding and capability. These insights have instilled confidence and a sense of security within the organisation, empowering our First Nations Placemakers to establish our inaugural Cultural Advisory Group in 2023. While benefiting from Cultural Supervision provided by our Mentor, they are granted a platform to actively shape the organisation and offer insightful guidance on matters of community, culture, and connection.



**Bridget Garay**  
ISS First Nations Engagement Manager,  
Kemer Kemer Meriam Nation Woman

"I am encouraged by the commitment from ISS to build their cultural capacity as an organisation. ISS strives to increase opportunities for Aboriginal and Torres Strait Islander people and communities through building genuine partnerships. The investment to work within a First Nations framework demonstrates clear purpose to embed our objectives across the business through continued learning and dynamic conversations."



**Jay Hudson**  
ISS Site Manager, Southbank Parklands,  
Bundjalung Woman

"My name is Jay Hudson, and I am a proud Bundjalung woman. It is wonderful to be part of a team who provide opportunities for our people and involve our First Nations People in the development of a Stretch RAP."



**Rosemary May**  
Indigenous Training Officer,  
Whadjuk Noongar Woman

“My name is Rosemary May and I am a proud Noongar woman from Whadjuk Noongar Country (Perth).

Being a part of a team which involved First Nations Placemakers to help implement the RAP for ISS has been a fun and exciting opportunity to help ISS become an employer of choice for First Nation’s Peoples.”



**Gregory Smith**  
ISS Placemaker, South Bank Parklands,  
Jagera Man

“Reconciliation is an extension of Aboriginal and Torres Strait Islander cultural business. It is ok to look back, but let’s not stare. Let’s look forward as Reconciliation is about living in harmony.”

# RAP Committee

Our Reconciliation Action Plan (RAP) committee, active since 2015, remains steadfast in supporting our advancements in First Nations engagement.

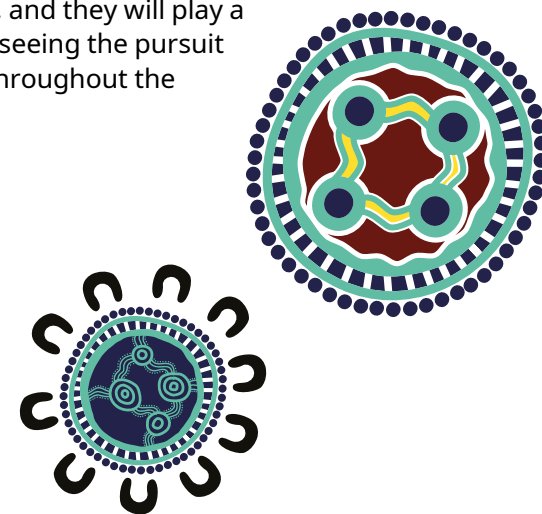
As we embark on our third RAP, the Stretch RAP, we aim to build upon our established successes and passion. Business leaders within ISS hold enthusiastic perspectives on our organisational growth and are committed to championing and advocating for our continued reconciliation efforts throughout the upcoming RAP period from 2024 to 2027.

The considerable size of ISS Facility Services in Australia, spanning across over 1000 sites and involving 14,000+ Placemakers, provides us with extensive reach and influence. Leveraging this privilege, we aspire to extend our ambitions across all facets of our business, fostering a more inclusive workplace where the voices and cultures of First Nations Peoples are not only acknowledged but heard. This inclusive approach is a pivotal element of our ongoing journey. Engaging in positive and constructive conversations with First Nations Placemakers, communities, and business partners is integral to our development. Recognising the heightened focus required for this RAP, we are resolute in pursuing our objectives with passion and vigour. The successes we have achieved thus far have bolstered our organisational and leadership confidence, making the next stage of our journey both exciting and fulfilling.

Our committee boasts senior representative leadership, featuring our CEO, Director of People and Culture, and Executive Segment Directors. This robust leadership underscores our commitment to active reconciliation efforts, providing a clear and guided pathway for all Placemakers within the business.

Heading the RAP Committee is our Pacific Head of Diversity and Inclusion, who also serves as the Chairperson. This role carries direct responsibility for all Diversity, Inclusion, and Belonging (DIB) activities within the region, steering our results. The Chairperson receives support from our First Nations Engagement Manager, ensuring that our efforts are purposeful and culturally appropriate.

At the heart of our committee are our First Nations Placemakers, currently consisting of three employees empowered to contribute and shape our activities. Their involvement spans the development of our Stretch RAP, and they will play a crucial role in overseeing the pursuit of our objectives throughout the RAP period.









# RAP Committee Sponsors

## Responsibility



### Opportunities

#### **Phil Brezzo**

Segment Director, Transport and Infrastructure  
ISS First Nations Sponsor

"ISS strives to be a company of belonging and is committed to reconciliation with Australia's Aboriginal and Torres Strait Islander people and communities. I believe that this commitment comes with a responsibility to provide culturally safe environments that enable greater employment opportunities and partnerships with First Nations businesses. I am committed to meaningful, achievable, and tangible progress toward these outcomes, and I truly believe that the value of our RAP is mutually beneficial. Recognising and valuing Aboriginal and Torres Strait Islander cultures and heritage will not only strengthen ISS as a company but also ensure we are contributing to a prouder and shared national identity."



### Governance

#### **Sarah Peebles**

Director People and Culture, Pacific

"ISS is on a journey to become the Company of Belonging; embracing, respecting, and celebrating our differences to connect our workforce, our community, and our customers. As a leader I have a responsibility to create a safe and inclusive environment, where everyone is equal. The voices of our Placemakers are vital to the success of ISS, both culturally and commercially. It is so important we acknowledge shared histories and build a future together; a future where we develop employment pathways for Aboriginal and Torres Strait Islander people, as well as strong commercial relationships that benefit their communities. As Pacific's P&C Leader, I am personally committed to creating an equitable workplace and am incredibly proud to be a sponsor of our commitment to First Nations people."



## Relationships

### **Tim Ryerson**

Segment Director, Prioritised Key Accounts

"ISS is a people organisation, and we are united in developing a business that is safe, diverse, and inclusive and a place of belonging. As a leader I believe that we have a responsibility to not only create, but also to continue to develop strong commercial relationships with Aboriginal and Torres Strait Islander people and their communities. As a significant employer of Placemakers nationally, I am also personally committed to increasing the level of employees who identify as Aboriginal and Torres Strait Islander people, and to be recognised as an employer of choice across industry. These actions are identified in our Stretch RAP, and I am incredibly proud to be an advocate and a leader working towards reconciliation with Australia's First people."



## Respect

### **Catherine Franzi**

Segment Director, Energy and Resources

"First Nations people have a deep connection to and knowledge of the lands on which we work, live and play. ISS works across a diverse range of geographies in the Pacific including lands which are culturally significant to First Nations people and the ongoing stewardship and care of these lands is a critical part of our commitment to our First Nations Strategy. My personal commitment is to ensure that we are creating spaces for First Nations voices to be heard within our organisation, ensuring their knowledge and perspectives are integrated into our operations and that we are engaging in sustainable practices that focus on the preservation and care of culturally significant lands."





# 5 Dimensions of Reconciliation and How it Relates to our Stretch RAP

## Race Relations

ISS leaders and Placemakers will fortify their ties with the community, actively participating in and commemorating culturally significant events throughout the year. Our commitment extends to promoting public awareness and education regarding First Nations histories, cultures, and contributions. Supporting educational programs, public events, and establishing partnerships with First Nations organisations are vital steps in elevating awareness and cultivating understanding. Additionally, we will actively advocate for increased First Nations representation at all organisational levels. This includes implementing comprehensive training and development programs, fostering opportunities from entry-level positions to leadership roles, and providing essential support and mentorship to ensure success.

## Equality and Equity

At ISS, the principle of equity underscores our commitment to providing every employee, irrespective of their background, identity, or characteristics, with equal access to opportunities, resources, and fair treatment within the workplace. Our goal is to eradicate any form of discrimination or bias that may manifest in aspects such as employment, promotion, training, and daily interactions, thereby establishing a level playing field for all employees.

Workplace equity at ISS goes beyond eliminating discrimination; it actively acknowledges and values diversity. We strive to create an inclusive environment where everyone can unleash their full potential and contribute to the organisation's success without encountering systemic barriers or bias.

## Institutional Integrity

While an age-old saying, its relevance endures – it's time to “walk the talk” and move beyond mere “well-intentioned” efforts. This involves defining key behavioural actions, encompassing workforce planning, the creation of meaningful opportunities, leaders consistently demonstrating respect and cultural understanding in day-to-day interactions, addressing inequity, implementing policies that support cultural obligations, and ensuring leadership commitment filters down to front-line Placemakers.

Maintaining transparency is fundamental to our governance, decision-making processes, and resource allocation. Involving First Nations communities in discussions about policies, resource management, and programs that impact them is crucial, fostering accountability to the relevant groups. To enhance accountability and monitoring of reconciliation efforts, we will implement focused mechanisms. Regular assessments of our progress, gathering feedback, and making necessary adjustments to policies and practices are integral to our commitment.

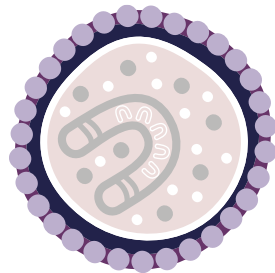


We will uphold our dedication to providing confidential reporting mechanisms for incidents of discrimination, harassment, or microaggressions. Swift and sensitive investigation and resolution of complaints will be a priority, reinforcing our commitment to a workplace that values and respects all.

## Unity

Embracing Unity as one of ISS' core values is pivotal to our journey in evolving into a "Company of Belonging." This value extends beyond our organisational boundaries, fostering a sense of unity and belonging for everyone—employees and communities alike. It forms the cornerstone of our behavioural expectations.

In our commitment to this value, we pledge to actively listen, learn, and collaboratively share knowledge. This collaborative approach is aimed at cultivating robust connections with communities and employees, ensuring that we collectively contribute to the development of strong and meaningful ties with each other.



Celebrating National Reconciliation Week 2024 with ISS Southbank Mob

## Historical Acceptance

ISS acknowledges historical injustices, recognising the persisting inequities faced by First Nations Peoples. In our commitment to reconciliation, we will continue to actively engage with First Nations Peoples and communities. This engagement is driven by the imperative to comprehend historical truths and grasp the enduring impact the past has on First Nations Peoples.

Listening to First Nations stories and testimonies, including truth-telling facilitated by community representatives, is integral to our approach. This engagement allows our Placemakers to gain specific cultural insights, fostering a deeper understanding of First Nations identity and culture than ever before. Our aspiration is for Aboriginal and Torres Strait Islander cultures to seamlessly integrate into our narrative and organisational identity, both locally and globally, becoming a source of pride for ISS.



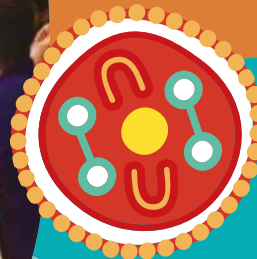
# Relationships

At ISS, we uphold the belief that “People make Places and Places make People,” aligning directly with our core philosophy that individuals weave the fabric of connections wherever we reside, work, and engage in all our business activities. Equally significant are the places we operate in, and we conscientiously acknowledge that our business unfolds on First Nations Country every day.

As an organisation with numerous work sites spanning the country, we place great importance on fostering partnerships and connections with Traditional Owners and the local communities in which we operate. Strengthening relationships founded on trust and respect underscores the inseparable bond between First Nations Peoples, Cultures, and Country. This reinforces our commitment to integrate this profound connection into our ways of working, embracing and respecting it as a fundamental aspect of our reconciliation journey.

**Bridget Garay**  
ISS First Nations  
Engagement Manager

Encouraging everyone to join and learn about our culture and heritage, Bridget says, “By participating in this training, ISS employees contribute to creating a culturally safe workplace that values diversity and respects the cultural heritage of Australia’s First Nations peoples.”







**Deakan Ninyette  
Whadjuk Noongar,  
Gnaarla Karla Boodja Man**  
ISS Aviation Protection Officer,  
Perth Airport

Deakan commenced his career with ISS as a part time Office Administrator in our ISS Perth office supporting the People and Culture Team. 5 months later Deakan progressed with ISS into the role of Customer Service Ambassador at Perth Airport, during which time he completed his Cert 11 TSP, and is now working with ISS as an Aviation Protection Officer.



**Daisie Stack – Proud Yamatji Woman**  
ISS Aviation Protection Officer  
– Perth Airport

“I think it looks good for Perth, ISS and Australia in general to have Indigenous people at the front of the airport supporting passengers coming through. It looks good and it feels good.”

## Donna Austen

ISS Operations Manager, Perth Airport

Having recently attended First Nations Cultural Awareness Training: “It was a fantastic experience, and really opened my eyes to the work and understanding we must do as individuals, and as business, to support and understand our Indigenous people. I look forward to taking this experience and using it to help better support our Indigenous employees at Perth Airport and improving awareness across the whole contract.



# Relationships

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June 2024 June 2025 June 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> State People & Culture General Managers & relevant Key Account Managers for each region
	Review and update ISS' First Nations Engagement Strategy (FNES) to work with Aboriginal and Torres Strait Islander stakeholders. • ISS will consult with First Nations Employees to review and update the First Nations Engagement Strategy annually.	November 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> Head of Talent, Diversity & Inclusion
	Build genuine community relationships supported by our First Nations Engagement Manager in local and regional areas of Australia.	August 2024 August 2025 August 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> First Nations Engagement Manager Key Account Managers
	Develop a data base of key stakeholders including Traditional Owners for each location ISS business takes place.	March 2025	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> State People & Culture General Managers
	Create a general Protocols Guidelines to assist Leaders to engage with First Nations Peoples and communities with a degree of confidence and cultural sensitivity.	June 2024	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
	Establish and maintain at least 2 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	July 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> Supply Chain Solution Manager for First Nations Business
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. <ul style="list-style-type: none"> <li>At major celebration events engage First Nations artist to speak or perform.</li> <li>Engage Traditional Owners to provide a Welcome to Country.</li> <li>ISS will distribute National comms to all Placemakers about the importance of national reconciliation.</li> <li>ISS to speak about our reconciliation commitment at company wide meetings.</li> </ul>	May 2024 May 2025 May 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> Head of Diversity & Inclusion Head of Marketing & Communications State People & Culture General Managers
	Explore First Nations catering for NRW events.	May 2024 May 2025 May 2026	State People & Culture General Managers
	RAP Working Group members to participate in at least two (2) external NRW events. These events can be based at an ISS site or an external/ industry event.	27 May – 3 June, 2024, 2025, 2026	<b>Lead:</b> Head of Diversity & Inclusion  <b>Support:</b> RAP Sponsors
	Encourage and support staff and senior leaders to participate in at least two (2) external events to recognise and celebrate NRW.	27 May- 3 June, 2024, 2025, 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> RAP Sponsors



# Relationships

Action	Deliverable	Timeline	Responsibility
	Organise two (2) internal NRW events which will also include 2 cultural activities, each year, including at least one organisation-wide NRW event.	27 May- 3 June, 2024, 2025, 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> RAP Sponsors
	Register all our NRW events on Reconciliation Australia's website or local State Reconciliation organisations e.g. Reconciliation Queensland.	May 2024 May 2025 May 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> Head of Diversity & Inclusion
Promote reconciliation through our sphere of influence.	<p>Review our First Nations Engagement Strategy and communications plan to facilitate awareness and engagement of ISS employees on the importance and process of reconciliation across our workforce. This strategy aims to engage all employees on ISS' Reconciliation activities.</p> <p>Document new achievements and engage in additional consultations with our First Nations Placemakers to improve internal relationships, cultural capability, and understanding. The ensuing actions will include:</p> <ul style="list-style-type: none"> <li>• Annual review of FNES to include new stories and or activities.</li> <li>• Review will include consultation with Aboriginal and Torres Strait Placemakers, external consultancy, existing partnerships and the RAP committee.</li> <li>• This will ensure ongoing connection with key stakeholders and ensure open dialogue.</li> <li>• This will ensure culturally appropriate language and objectives.</li> </ul>	November 2024 November 2025 November 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager State People & Culture General Managers

Action	Deliverable	Timeline	Responsibility
	<p>Organise four (4) town halls addressing culturally significant occasions on the agenda, inviting Key Account Managers and other leaders to promote reconciliation outcomes across all ISS key accounts. ISS should prioritise culturally significant days/weeks, such as:</p> <ul style="list-style-type: none"> <li>• Anniversary of the Nations Apology Day</li> <li>• National Close the Gap Day</li> <li>• National Sorry Day</li> <li>• 1967 Referendum</li> <li>• NRW</li> <li>• Mabo Day</li> <li>• Coming of the Light</li> <li>• NAIDOC Week</li> <li>• National Aboriginal and Torres Strait Islander Children's Day</li> <li>• International Day of the Worlds Indigenous Peoples</li> <li>• Indigenous Literacy Day</li> <li>• Anniversary of the UN Declaration on the Rights of Indigenous Peoples</li> </ul>	<p>December 2024 December 2025 December 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> First Nations Engagement Manager Head of Talent, Diversity &amp; Inclusion Key Account Managers</p>

# Relationships

Action	Deliverable	Timeline	Responsibility
	<p>Conduct two (2) RAP meetings each year with the ISS RAP committee.</p> <p>The chairperson, accompanied by pertinent sponsors and committee members, will guide the meeting. The primary objective of this assembly is for participants to provide updates on their designated goals, elucidating their respective impacts. Each commitment delineated in our Reconciliation Action Plan (RAP) is crafted to enhance our cultural comprehension, establish meaningful opportunities for First Nations Peoples, and nurture connections within the community.</p> <p>The RAP agenda will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Completed action items</li> <li>• Community connection</li> <li>• Procurement update</li> <li>• New First Nations Business Partnerships</li> <li>• Recognition Day celebrations</li> <li>• Placemaker stories and successes</li> <li>• Employment opportunities</li> <li>• Community Events</li> </ul>	<p>March 2024</p> <p>September 2024</p> <p>March 2025</p> <p>September 2025</p> <p>March 2026</p> <p>September 2026</p>	<p><b>Lead:</b> RAP Sponsor</p> <p><b>Support:</b> First Nations Engagement Manager Head of Talent, Diversity &amp; Inclusion</p>
	<p>Attend two (2) external Industry events PA. For example:</p> <ul style="list-style-type: none"> <li>• NRW Dinner</li> <li>• Bond University Gala</li> <li>• Yalari Dinner</li> </ul>	<p>October 2024</p> <p>October 2025</p> <p>October 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Head of Talent, Diversity &amp; Inclusion Director of People &amp; Culture</p>
	<p>Initiate and progress a collaborative First Nations Industry Partnership Plan with key organisations to cultivate meaningful partnerships that have a positive impact on local First Nations communities and businesses. Identify these partnerships either during the contract tender phase or through the Procurement team.</p>	<p>September 2024</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Category Lead – First Nations Procurement</p>



Action	Deliverable	Timeline	Responsibility
	Participate in state-based Reconciliation Groups and engage proactively in their activities to broaden our network with like-minded individuals and organisations, thereby enriching our opportunities for learning.	November 2024 November 2025 November 2026	<b>Lead:</b> Segment Director Prioritised Key Accounts  <b>Support:</b> State People & Culture General Managers
Generate greater awareness and build respect through education, research, sharing of stories and truth telling.	<p>Research the history of the lands you work on and share/raise awareness about land dispossession, potential massacre sites, frontier war history, and mission.</p> <p>Create a reconciliation library / book club/ film series and make available to all Placemakers.</p> <ul style="list-style-type: none"> <li>Partner with customers or relevant industry bodies to create an Indigenous Speaker Series for respective industry segments ISS works in – e.g. Energy &amp; Resources, Facilities Management, Cleaning Services &amp; Health care.</li> <li>Learn and share the impacts of the stolen generation and how this has impacted First Nations people today during NRW and a Corporate Townhall or Leadership conference.</li> <li>During these discussions, ISS Placemakers will touch on and identify how the impacts of intergenerational trauma effects things such as leave provisions s (cultural leave, Sorry Business), more flexible hiring processes with mix of experience/education, culturally safety EAP programs for First Nations employees, flexible work arrangements considering care responsibilities, etc.</li> </ul> <p>ISS to consult with Placemakers to determine what campaigns we should bring awareness to, or support.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Racism Stops with Me</li> <li>Close the Gap</li> <li>Raise the Age</li> </ul>	<p>October 2025</p> <p>September 2025</p> <p>September 2025</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> State People &amp; Culture General Managers First Nations Engagement Manager First Nations Advisory Committee</p> <p>First Nations Engagement Manager</p>

# Relationships

Action	Deliverable	Timeline	Responsibility
	<p>Collaborate at least annually with Elevate and Stretch RAP partners and with Traditional Owners and the broader community in regions that we conduct business to promote ways to advance reconciliation.</p> <p>The forum can be the following examples:</p> <ul style="list-style-type: none"> <li>• RAP Leadership Session</li> <li>• Industry recognised conferences</li> <li>• Story telling and truth telling session during culturally significant events (NRW, NAIDOC)</li> </ul>	<p>June 2024</p> <p>June 2025</p> <p>June 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> First Nations Engagement Manager Head of Talent, Diversity &amp; Inclusion</p>
	<p>Deliver information sessions for all new staff to educate them about our RAP and their role to play in reconciliation work in our organisation.</p> <ul style="list-style-type: none"> <li>• Ensure ISS' RAP is included in our on-boarding process/ ISS Team Member Handbook</li> </ul> <p>Enhance the ISS Team Member Handbook by incorporating First Nations cultural information to foster a deeper understanding and increased awareness.</p>	<p>December 2024</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Head of Talent, Diversity &amp; Inclusion Head of Learning &amp; Development</p>
	<p>Attend quarterly Reconciliation Australia Leadership Gatherings of Stretch and Elevate RAP partners.</p>	<p>December 2024</p> <p>December 2025</p> <p>December 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Director of People &amp; Culture Head of Talent, Diversity &amp; Inclusion State People &amp; Culture General Managers Country Leadership Team</p>
	<p>Communicate our commitment to reconciliation publicly.</p> <p>Post Culturally significant activities on socials such as:</p> <ul style="list-style-type: none"> <li>• Facebook</li> <li>• LinkedIn</li> <li>• Instagram</li> <li>• X (formerly Twitter)</li> </ul>	<p>September 2024</p> <p>September 2025</p> <p>September 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Head of Marketing &amp; Communications</p>

Action	Deliverable	Timeline	Responsibility
	<p>Engage corporate clients and other business partners to take part in cultural events and activities and to share learnings, ideas and discuss ways of working jointly to advance reconciliation.</p> <p>Encourage our business partners to take part in First Nations cultural events and activities through regularly sharing and promoting these through social media, newsletters, etc.</p>	<p>June 2024</p> <p>June 2025</p> <p>June 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Head of Marketing &amp; Communications Head of Talent, Diversity &amp; Inclusion First Nations Engagement Manager</p>
Promote positive race relations through anti-discrimination strategies	<p>Annually review HR policies and procedures related to Anti-discrimination.</p> <ul style="list-style-type: none"> <li>This review will ensure that all Policies are current utilising inclusive language and remain relevant for First Nations Placemakers</li> </ul>	<p>May 2025</p> <p>May 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Director People &amp; Culture</p>
	<p>Engage with First Nations employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our Anti-discrimination policy.</p> <p>This ensures we have included the voice of First Nations Placemakers and considered their feedback in shaping our organisation.</p>	<p>August 2024</p> <p>August 2025</p> <p>August 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Director People &amp; Culture Head of Employee Relations Legal Director</p>
	Provide ongoing education to all employees on the effects of racism and the lasting effects of individuals.	<p>June 2024</p> <p>June 2025</p> <p>June 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Director People &amp; Culture Head of Diversity &amp; Inclusion First Nations Engagement Manager</p>



# Relationships

Action	Deliverable	Timeline	Responsibility
Further support The Uluru Statement from the Heart and its intent by ensuring that First Nations voices are embedded into our organisational culture and our business	<p>Listen to First Nations voices internally and externally on matters of business and policy that impact Aboriginal and Torres Strait Islander Peoples to ensure that there is appropriate representation in regarding (but not limited to) the development of the RAP, and activities and policy in regards to NAIDOC Week and National Reconciliation Week.</p> <p>Ensure additional support and mental health resources are in place to support First Nations Placemakers.</p> <p>Ensure our First Nations employee group is in place which has input and influence over First Nations engagement within the organisation and access to senior leadership.</p> <p>Consult with First Nations stakeholders to evaluate existing governance structures.</p> <p>Undertake a formal evaluation of governance structures to determine the strength of existing and potential new structures to listen and respond to the voices of First Nations stakeholders.</p> <p>ISS to place a framed copy of the Uluru Statement in each office across the nation as visual representation supporting our actions in this space.</p>	<p>October 2024</p> <p>October 2025</p> <p>October 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Director of People &amp; Culture Head of Talent, Diversity &amp; Inclusion First Nations Engagement Manager</p>



ISS and Southbank Corporation  
National Reconciliation 2024 event  
for the Southbank Community.



# Respect

Valuing Aboriginal and Torres Strait Islander Peoples, their cultures, histories, and traditions is foundational to cultivating meaningful and respectful relationships. The essence of being a culturally capable and respectful organisation lies in ingraining reconciliation into the very DNA of our business.

Given our extensive presence, especially in regional Australia, we recognise both an obligation and an opportunity to deepen our understanding and respect for Aboriginal and Torres Strait Islander Cultures. This involves actively engaging with and building our comprehension of traditional knowledge systems and practices.



## Perth Team

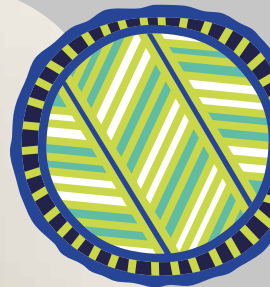
ISS Perth Airport Team hosting a National Reconciliation event 2024





### Sonya Singh

Sonya Singh has worked for ISS at Wantirna Hospital since 2015.



### Aunty Tracey

Aunty Tracey serving up cake to the Southbank community as part of National Reconciliation Event 2024



# Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	February 2025	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> First Nations Engagement Manager First Nations Advisory Committee
	Yarning circles to be included in State visits to key accounts.	May 2025	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager Key Account Managers Site Placemakers
	The yarning circles will be to update Placemakers on our First Nations activities, outcomes and impact within the business.	May 2026	
	ISS key stakeholders to participate in a Cultural Immersion activity once per annum independently in conjunction with an external organisation who specialise in such activities.	December 2024 December 2025 December 2026	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> Director of People & Culture RAP Committee sponsors
	Implement and communicate a cultural learning strategy for our staff. When necessary develop a local strategy in partnership with Traditional Owners.	April 2025 April 2026	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> State People & Culture General Managers Key Account Managers
	Where possible internal celebratory events, song in language or learning simple words such as hello and good bye (relevant to the Country you are on) to support culture and enhance greater learning.	February 2025	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> First Nations Engagement Manager



Action	Deliverable	Timeline	Responsibility
	<p>Commit all RAP Working Group members, People &amp; Culture managers, senior executive group and all new staff to undertake formal and structured cultural learning.</p> <ul style="list-style-type: none"> <li>• 85% of all corporate staff to complete:</li> <li>• 2024 – 30%,</li> <li>• 2024 – 50%</li> <li>• 2025 – 70%</li> <li>• 2026 – 85%</li> </ul> <p>Build cultural awareness training into our on boarding processes for all corporate staff.</p> <p>Ensure learning and development module for Cultural Awareness is mandatory.</p> <p>Include First Nations culture information in ISS Team Member Handbook to ensure education opportunities at employment commencement for all Placemakers.</p> <p>This would include information on cultural and family obligations.</p>	<p>September 2024</p> <p>September 2025</p> <p>September 2026</p>	<p><b>Lead:</b> Segment Director Energy &amp; Resources</p> <p><b>Support:</b> Director of People &amp; Culture First Nations Engagement Manager Segment Directors</p>
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples and communities by embedding cultural protocols in the functioning of our organisation	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	September 2025	<p><b>Lead:</b> Segment Director Energy &amp; Resources</p> <p><b>Support:</b> Director of People &amp; Culture, First Nations Engagement Manager, Segment Directors</p>
	Invite a local Traditional Owner/Custodian to provide a Welcome to Country or other appropriate cultural protocol at four (4) significant events each year.	<p>June 2025</p> <p>June 2026</p>	<p><b>Lead:</b> People &amp; Culture General Managers</p> <p><b>Support:</b> First Nations Engagement Manager</p>

# Respect

Action	Deliverable	Timeline	Responsibility
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2024 December 2025 December 2026	<b>Lead:</b> Segment Director Energy & Resources  <b>Support:</b> Country Leadership Team Senior Leaders, Key Account Managers, Supervisors
	<p>Increase employee understanding of the purpose and significance behind cultural protocols and obligations, including Acknowledgement of Country and Welcome to Country protocols.</p> <p>This will be achieved through the active distribution of the ISS Protocols document, available to all leadership positions within the organisation from supervisors to executive level.</p> <p>Protocols and obligations are addressed during the face to face Cultural Awareness training.</p> <p>Protocols and obligations can be addressed during Town Hall presentations once per annum – training opportunity for 150 leaders.</p> <p>Protocols and obligations supported by the release of ISS Cultural Leave Policy which is embedded in existing EBA Industrial Instruments.</p>	January 2025	<b>Lead:</b> Segment Director Energy & Resources  <b>Support:</b> State People & Culture General Managers
	<p>Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.</p> <ul style="list-style-type: none"> <li>Events will also include private events such as client presentations.</li> <li>Speakers will always acknowledge the Country they are on as a sign of respect to Traditional Owners and Custodians.</li> </ul>	September 2026	<b>Lead:</b> Segment Director Energy & Resources  <b>Support:</b> Country Leadership Team Senior Leaders, Key Account Managers, Supervisors
	<p>Display Acknowledgment of Country plaques in our State office/s or on our work sites across the country.</p> <p>This will include 21 sites.</p>	December 2024	<b>Lead:</b> Segment Director Energy & Resources  <b>Support:</b> Key Account Managers

Action	Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<p>Arrangement for these activities should be completed at a minimum of four (4) weeks in advance.</p> <p>ISS Ceremonial and Cultural Leave Policy will support this active participation at NAIDOC week (internal and external events) for First Nations employees.</p> <p>Managers to support Ceremonial and Cultural leave requests.</p>	December 2024	<p><b>Lead:</b> Segment Director Energy &amp; Resources</p> <p><b>Support:</b> Director of People &amp; Culture State People &amp; Culture General Managers Key Account Managers Head of Employee Relations</p>
	<p>In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one (4) external NAIDOC Week event each year.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>Reconciliation QLD Annual Dinner</li> </ul>	<p>December 2024</p> <p>December 2025</p> <p>December 2026</p>	<p><b>Lead:</b> Segment Director Energy &amp; Resources</p> <p><b>Support:</b> Director of People &amp; Culture Key Account Managers First Nations Engagement Manager</p>
Develop a new category for ISS annual Inspire Award to include recognition of ISS employees who have celebrated culture within their business segments, engaged with Community, developed partnerships with Traditional Owners. To be named the "Reconciliation Award".	<p>The Award criteria requires participants to demonstrate clear actions which support our reconciliation endeavours. This includes but is not limited to:</p> <ul style="list-style-type: none"> <li>Inclusive business practices – driving partnership with community and First Nations Businesses.</li> <li>Respecting and supporting cultural protocols.</li> <li>Identifying First Nations talent, supporting growth and opportunities.</li> <li>Publicly supporting/ attending external events committing to reconciliation.</li> <li>Increasing First Nations employment numbers at individual sites by creating a culturally safe environment.</li> <li>Ensure Aboriginal and/or Torres Strait Islander representation on the decision committee.</li> </ul>	September 2024	<p><b>Lead:</b> Segment Director Energy &amp; Resources</p> <p><b>Support:</b> Director of People &amp; Culture Inspire Award committee</p>



# Opportunities

Fostering genuine opportunities for Aboriginal and Torres Strait Islander communities across Australia, with self-determination as a key element in our business strategy, is a driving force for equitable and prosperous outcomes in all our partnerships. These opportunities span various aspects, encompassing procurement, business projects, employment opportunities, professional development, retention, and access to ISS systems for internal Placemakers.

Our aim is to create reciprocal benefits in the community, fostering prosperity, equality, and respect throughout the regions where ISS conducts its business. By collaborating with the right service providers, ISS endeavours to be recognised as an employer and supplier of choice across all sites and contracts. This recognition extends to local Aboriginal and Torres Strait Islander communities, our clients, and the broader industry.

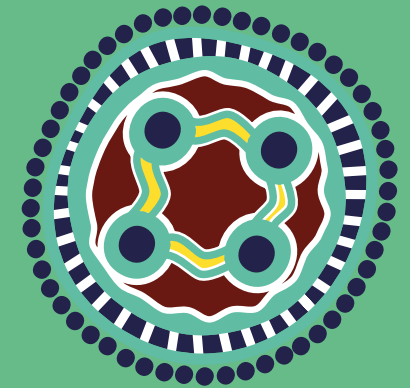
At ISS, our commitment to providing workspaces where all employees can be their authentic selves forms the foundation for creating development and career opportunities for Aboriginal and Torres Strait Islander communities. Striving to be an employment destination of choice, we tailor our attraction and retention strategies to ensure a culturally safe workplace for First Nations Placemakers.

In the realm of reciprocal business, we have a dedicated procurement specialist team which actively drives our spending with wholly owned First Nations businesses. This approach not only fulfils our organisational needs but also directly contributes to the wealth of businesses and the community. Through these partnerships, we engage in two-way learning opportunities that continue to foster our development as an organisation.



**South Australian Leaders**  
Cultural Awareness Training

At the heart of our mission is a steadfast commitment to building enduring partnerships with First Nations businesses. As we embark on the journey outlined in our Reconciliation Action Plan (RAP), we are dedicated to making significant strides in increasing our annual expenditure. Throughout the RAP period, our focus will not only be on financial growth but also on expanding and diversifying our network of valued partners. Together, we aspire to forge meaningful connections that contribute to the economic empowerment and mutual prosperity of all parties involved.



RH Trotter and Son	Cultural Choice	Gee Gie Consulting
Australian Indigenous Coffee	Eon Protection (33% JV with Wilsons NIW from Nov 2021)	All Round Plumbing Services
Ashburton Aboriginal Corporation – Ash Oil	Marambul Maintenance Services Pty Ltd	ARA Building Services
Ashburton Aboriginal Corporation – Distribution	Multhana Property Services Pty Ltd	Indigenous Property Solutions
Ballardong Medical Supplies	Zancott Recruitment	Australian Indigenous Minority Supplier Office Ltd
Wirrpanda Chemicals	IEBF	Blak Line Industries
Woollahra Group	Vivid Indigenous Services	Kooya Fleet

# Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<p>Engage with Aboriginal and Torres Strait Islander employees to consult on the effectiveness of our recruitment, retention and professional development strategies.</p> <p>Consult with Aboriginal and Torres Strait Islander employees to review and improve existing recruitment practices.</p> <p>ISS will support challenges faced with IT accessibility and reliable internet services in regional and remote areas where we undertake employment opportunities. Will be available at recruitment drives/ employment days.</p> <p>This will include the provision of laptop computers and a support person to work through employment requirements.</p> <p>Strengthening retention is a key component of our Stretch RAP. Ensuring our First Nations employees feel culturally safe whilst working for ISS is a key area of success.</p> <p>We will maintain visual representations throughout our business including Acknowledgement plaques, First Nations flags, Lanyards bearing First Nations artwork, First Nations design motive back packs (resources), polo's and caps.</p> <p>Providing Cultural mentorship to employees through our First Nations Engagement Manager and the broader community. The frequency and type of mentorship will be collaborative between both individuals.</p> <p>Encourage our First Nations employees to have a voice within the organisation through specific channels – Diversity &amp; Inclusion Committee, First Nations Peoples Employee Resource Group, RAP committee, speaking at significant cultural recognition days etc.</p> <p>All leaders to encourage First Nations employees to utilise the cultural leave policy entitlements which will support their cultural needs and family obligations.</p> <p>When the Ceremonial and Cultural Leave Policy is officially launched, seek out a First Nations Employee to participate in the launch and express the value it brings to them personally and professionally.</p> <p>This will help to generate cultural awareness and cultural importance to non-Indigenous employees.</p>	<p>February 2024</p> <p>February 2025</p> <p>February 2026</p>	<p><b>Lead:</b> Segment Director Transport &amp; Infrastructure</p> <p><b>Support:</b> Head of Talent, Diversity &amp; Inclusion Director of People &amp; Culture</p>



Action	Deliverable	Timeline	Responsibility
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Head of Talent, Diversity & Inclusion Director of People & Culture
	Introduce "Identified Positions" to encourage Aboriginal and Torres Strait Islander candidates to be employed by ISS which includes (but is not limited to) a Graduate Management Trainee position and leadership positions.	June 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Head of Talent, Diversity & Inclusion
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. <ul style="list-style-type: none"> <li>Identify specific agencies we can utilise to partner with and generate greater reach into Community and maintain a data base.</li> <li>EG First Nations specific employment services.</li> </ul>	June 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Head of Talent, Diversity & Inclusion
Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	<ul style="list-style-type: none"> <li>Middle Management entry opportunities through our Global Management trainee program by allocating 2 x positions PA to Aboriginal and Torres Strait Islander applicants.</li> <li>Include First Nations Managers or a Community representative as part of the interview and selection process.</li> <li>Share success stories which will identify outwardly to Community that professional pathways at ISS are available and supported.</li> </ul> Implement a mentoring program that includes external and peer mentors and report outcomes and recommendations. <ul style="list-style-type: none"> <li>ISS has an official mentoring program which will be modified to map out a First Nations Mentoring Program.</li> <li>ISS to ensure that 20% of mentees are First Nations Peoples. This creates a professional development program and pathways for success.</li> </ul>	June 2026	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Director of People & Culture

# Opportunities

Action	Deliverable	Timeline	Responsibility
	<p>Increase Aboriginal and Torres Strait Islander employment to 3%.</p> <p>ISS will have varying targets depending upon the location of our contract, client direction and our own organisations commitment.</p> <p>Overall, our commitment will be to achieve 3% representation across the business.</p> <ul style="list-style-type: none"> <li>• First Nations employee representation to grow year on year until such time that we achieve and or exceed 3% representation.</li> <li>• ISS to report monthly to the Country Leadership Team on our progress which includes recruitment and retention achievements. This data is a direct reflection on the success of implemented strategies.</li> <li>• ISS to identify contracts which have specific customer targets around the recruitment of First Nations.</li> <li>• Employees – usually this relates to contracts within the Resources sector in regional and remote areas. In collaboration with the KAM's, State People and Culture General Managers and Community Leaders we will strengthen ties which will support our opportunity to employee First Nations employees.</li> <li>• Each KAM with their designated P&amp;C Manager will create a People Strategy to support our organisational intention to realise greater First Nations Peoples representation at all levels in the organisation. Site teams will ascertain current representation and consult with those employees to gain a greater understanding of what attracted them to ISS, what motivates them to stay with ISS and how can we make their workplace better.</li> <li>• A target projection over the course of this RAP period (3 years) should be submitted by the KAM's to the State People and Culture General Managers. This detail will be provided to the Head of Talent, Diversity &amp; Inclusion to have National oversight of activities and reported to the Director of People &amp; Culture each month.</li> <li>• Where pockets of excellence are identified further investigations should take place to ensure we leverage success throughout the business.</li> </ul>	June 2024	<p><b>Lead:</b> Segment Director Transport &amp; Infrastructure</p> <p><b>Support:</b> Head of Talent, Diversity &amp; Inclusion State People &amp; Culture General Managers Key Account Managers</p>

Action	Deliverable	Timeline	Responsibility
	Provide skills and development programs through our First Nations employee network.	December 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Head of Learning & Development Director of People & Culture
	Celebrate success stories to build aspirations and provide encouragement to existing and prospective First Nations employees. <ul style="list-style-type: none"> <li>ISS to generate specific collateral which can be provided to prospective employees. This collateral will include success stories including what they can expect culturally from our organisation.</li> <li>First Nations success story posters to be displayed at site, in offices and at recruitment drives.</li> <li>Ensure our “official” general Placemaker posters include First Nations People representation. Include visuals in the ISS Team Member Handbook and Mentoring Guide.</li> </ul>	June 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Director of People & Culture Bid Writer, BD
	Invite feedback from ISS Placemakers to assist in strategy development which will create organisational improvements. <ul style="list-style-type: none"> <li>This includes but is not limited to RAP development and FNES annual reviews.</li> </ul>	September 2024 September 2025 September 2026	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> First Nations Engagement Manager
Encourage a deepening of relationships with First Nations communities and strengthen connection for Aboriginal and Torres Strait Islander employees with their Country.	Implement and communicate ISS’ Ceremonial and Cultural Leave Policy. This will support First Nations employees Cultural obligations and make the ISS workplace more inclusive for First Nations Placemakers.	June 2024	<b>Lead:</b> Segment Director Energy & Resources <b>Support:</b> Director of People & Culture, State People & Culture General Managers



# Opportunities

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update ISS' Aboriginal and Torres Strait Islander procurement strategy.	December 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Supply Chain Solution Manager for First Nations Business
	Maintain Supply Nation membership.	June (2024-26)	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Supply Chain Solution Manager for First Nations Business
	Review and update procurement practices to encourage opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses. <ul style="list-style-type: none"> <li>Identify new First Nations businesses to broaden spend and connection.</li> </ul>	September 2024	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Supply Chain Solution Manager for First Nations Business
	Provide pro bono services to Aboriginal and Torres Strait Islander individuals, organisations, or communities to assist with their business development up to the value of \$5,000.00 PA.	December 2024 December 2025 December 2026	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Director of People & Culture Head of Talent, Diversity & Inclusion Pacific
	Provide education to all leaders on the availability of partnering with First Nations Business- as a priority option where and when available.	March 2025	<b>Lead:</b> Segment Director Transport & Infrastructure <b>Support:</b> Supply Chain Solution Manager for First Nations Business

Action	Deliverable	Timeline	Responsibility
	<p>Increase National spend with Aboriginal and Torres Strait Islander businesses year on year.</p> <p>Our First Nations business spend will improve by 2% year on year.</p>	<p>June 2024</p> <p>June 2025</p> <p>June 2026</p>	<p><b>Lead:</b> Segment Director Transport &amp; Infrastructure</p> <p><b>Support:</b> Supply Chain Solution Manager for First Nations Business</p>
	<p>Maintain reports outlining organisational spend and with whom.</p>	<p>December 2024</p> <p>December 2025</p> <p>December 2026</p>	<p><b>Lead:</b> Segment Director Prioritised Key Accounts</p> <p><b>Support:</b> Supply Chain Solution Manager for First Nations Business</p>
	<p>Develop business incubation hubs to support First Nations businesses to build capacity. This is ordinarily connected with new contract opportunities during the tender phase.</p> <p>When contract appointment occurs, ISS to include incubation success in the FNES annual review (upon approval from First Nations business representatives).</p>	<p>November 2024</p> <p>November 2025</p> <p>November 2026</p>	<p><b>Lead:</b> Segment Director Transport &amp; Infrastructure</p> <p><b>Support:</b> Supply Chain Commercial Director</p>
<p>Invest in First Nations Education through scholarships and mentoring programs supporting individual development and social impact.</p>	<p>Bond University – First Nations scholarship and Indigenous Gala Event</p> <p>Griffith University – Bright Scholarship Program</p>	<p>October 2024</p> <p>October 2025</p> <p>October 2026</p>	<p><b>Lead:</b> Segment Director Transport &amp; Infrastructure</p> <p><b>Support:</b> Regional General Manager OPS</p>

# Governance

Devoted to following the prescribed processes outlined in our Reconciliation Action Plan (RAP), ISS places high importance on adhering to expected procedures. We deeply appreciate the value of systems and the routine impact they have in our business. As part of our governance, maintaining openness, transparency, and accountability regarding our reconciliation outcomes is fundamental.

To ensure we stay aligned with expected outcomes, tracking our achievements and reporting to Reconciliation Australia every September will be a crucial aspect of our commitment. Through a steadfast commitment to accountability and transparency, we aim to drive tangible results in our reconciliation journey.



**(L) – (R) Jed Moore, Cecilia Russell, Terry Cassels, Sarah Peebles and Stuart Rose**  
in Brisbane for ISS National Reconciliation Event





## Rosemary May

Indigenous Training Officer and  
Whadjuk Noongar Woman from Wadjuk  
Country



“Being a part of a team which involved First Nations Placemakers to help implement the RAP for ISS has been a fun and exciting opportunity to help ISS become an employer of choice for First Nation’s Peoples.”

# Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain effective RAP working groups (including Cultural Advisory Group) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group. <ul style="list-style-type: none"> <li>Over the period of the Stretch RAP First Nations representation should be a minimum of 50%.</li> </ul>	December 2024 December 2025 December 2026	<b>Lead:</b> Director of People & Culture  <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager First Nations Culture & Identity Sponsor
	Establish and Maintain a RAP Cultural Advisory Group made up of First Nations Employees from across the ISS business.	June 2024	<b>Lead:</b> Director of People & Culture  <b>Support:</b> First Nations Engagement Manager
	Facilitate at least two meetings per year with the RAP Advisory Group to provide guidance on our strategy, priorities and programs.	August 2024 August 2025 August 2026	<b>Lead:</b> Director of People & Culture  <b>Support:</b> First Nations Engagement Manager Head of Talent, Diversity & Inclusion
	Identify a local community champion's network in NSW/ACT, QLD, VIC, and WA to embed our RAP commitments aligned to, and in conjunction with the quarterly state-based town halls.	January 2025	<b>Lead:</b> Director of People & Culture  <b>Support:</b> First Nations Engagement Manager Head of Talent, Diversity & Inclusion
	Meet at least four times per year to drive and monitor RAP implementation.	September 2024 September 2025 September 2026	<b>Lead:</b> Director of People & Culture  <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Embed financial and human resource needs for RAP implementation.	June 2025	<b>Lead:</b> Director of People & Culture <b>Support:</b> CEO
	Embed key RAP actions in performance expectations of senior management and all staff.	December 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> CEO Head of Talent, Diversity & Inclusion
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion State People & Culture General Managers
	Maintain an internal RAP Champion from senior management.	December 2024	<b>Lead:</b> Director of People & Culture <b>Support:</b> CEO
	Include our RAP as a standing agenda item at senior management meetings.	June 2024	<b>Lead:</b> Director of People & Culture <b>Support:</b> CEO



# Governance

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2024 August 2025 August 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024 September 2025 September 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
	Report RAP progress to all staff and senior leaders quarterly.	December 2024 December 2025 December 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
	Formalise our governance structure to support our internal cultural advisory group. <ul style="list-style-type: none"> <li>Cultural Advisory group to meet with the CEO and RAP Sponsors separately to the RAP committee to provide feedback and suggestions that will improve our organisational processes and procedures for First Nations Placemakers.</li> <li>Create a Terms of Reference for the Cultural Advisory Group.</li> </ul>	February 2024 February 2025 February 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager Cultural Advisory Committee members

Action	Deliverable	Timeline	Responsibility
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	January 2025 January 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion First Nations Engagement Manager
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2025 February 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2024 November 2025 November 2026	<b>Lead:</b> Director of People & Culture <b>Support:</b> Head of Talent, Diversity & Inclusion
Continue our reconciliation journey by developing our next RAP.			Head of Talent, Diversity & Inclusion

# Summary and Closing Commitment

ISS is committed to reconciliation, acknowledging the profound connection First Nations Peoples have to Country. Our mission is to offer meaningful employment opportunities and foster business prosperity in collaboration with the communities we engage with. Anchored in the four pillars of Relationships, Respect, Opportunities, and Governance, our foundation is dedicated to continuous growth in capability, ensuring that First Nations protocols and cultures are integral to every facet of our business operations. We prioritise cultural safety for our First Nations Placemakers.

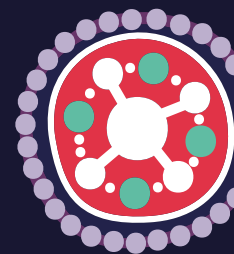
As we embark on the next stage of our Reconciliation Action Plan (RAP) journey, we eagerly anticipate realising our potential in this space.

This potential extends beyond our organisation, creating genuine connections with our Placemakers, community partners, and business associates. We are enthusiastic about the positive impact we can achieve through our commitment to reconciliation and the meaningful connections we build within our business and with the individuals it comprises.



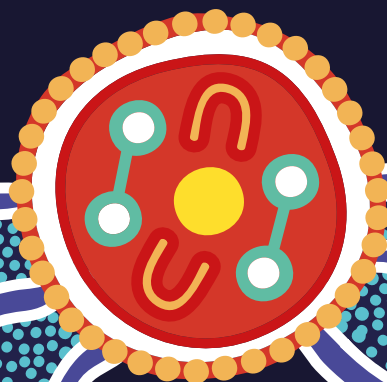
(L) – (R) Trina Young,  
Rosemary May and Daisie Stack





ISS Glencore Claremont  
team acknowledging National  
Reconciliation 2024

(L) – (R) Jaggi Singh, Sarah Larson,  
Bridget Garay, Jed Moore, Justine Cox  
and Craig Zubrenich attending National  
Reconciliation Dinner in Brisbane 2024



**Sarah Larson**

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