



# Innovate Reconciliation Action Plan

December 2024 – December 2026

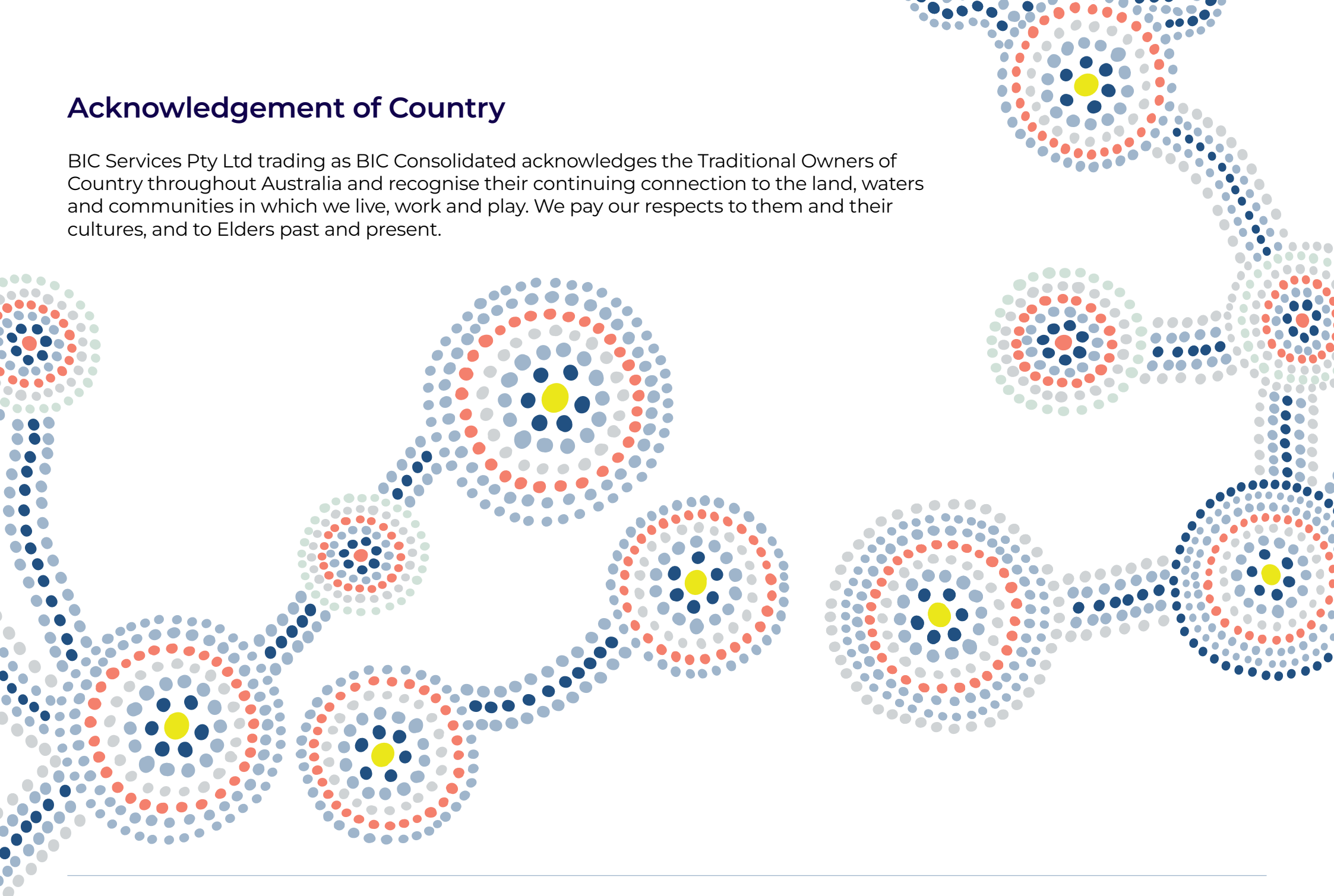


RECONCILIATION  
ACTION PLAN

INNOVATE

# Acknowledgement of Country

BIC Services Pty Ltd trading as BIC Consolidated acknowledges the Traditional Owners of Country throughout Australia and recognise their continuing connection to the land, waters and communities in which we live, work and play. We pay our respects to them and their cultures, and to Elders past and present.



# Our Business

BIC Services (BIC) and Consolidated Property Services (CPS) have come together in 2024, to form one integrated business, BIC Consolidated. BIC Consolidated is a commercial, retail and industrial cleaning company dedicated to providing high-quality, cost-efficient cleaning and support services.

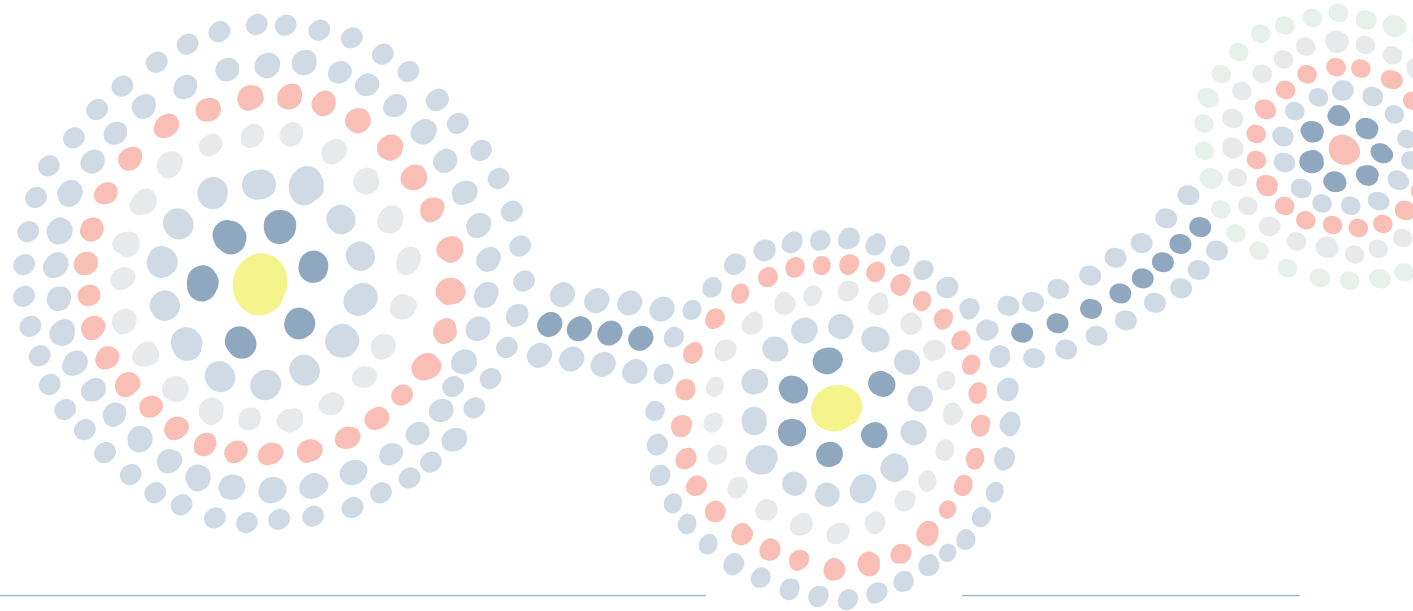
For many years, these businesses have been partnering with some of Australia's largest property owners, managers, occupiers and investors to deliver personalised, integrated cleaning, hygiene, maintenance, waste and recycling services to their prestige properties and tenants. Building strong and lasting connections with our customers is what we are known for.

BIC Consolidated has five offices in Australia within the major capital cities and satellite offices within regions where a smaller operation is required. We employ over 6,000 permanent full-time and part-time cleaners, supervisors and support team members. Our training platform, and our partnership with quality training providers, trains and develops our people at all levels to work safely, deliver quality services and grow their cleaning skills, customer service focus and expertise. We continue to foster a positive environment and culture that promotes productive, safe, harmonious and equitable workplaces for all our employees. This ongoing support of our people has rewarded us with one of the best retention rates in the commercial cleaning industry and allowed us to claim what we genuinely think are the best cleaners in our industry.

Our Aboriginal and Torres Strait Islander people currently account for approximately 0.2 per cent of our workforce. This is not enough. Diversity and inclusion are at the core of everything that we do and integral to our culture and values. We are committed to increasing Aboriginal and Torres Strait Islander representation within our workforce to 1.5 per cent by December 2026. We will continue to survey our people to identify ways we can continually improve the participation level of Aboriginal and Torres Strait Islander people over the term of our RAP.

Over 6,000 permanent full-time and part-time cleaners, supervisors and support team members

Committed to increasing Aboriginal and Torres Strait Islander representation to 1.5 per cent by December 2026



# Our Reconciliation Action Plan

We are an equitable and considerate employer and have a wealth of experience in employing people from diverse backgrounds. We have survived (and thrived) by embracing a spectrum of nationalities and people. We have partnered with Supply Nation and AES to name a few and have conducted several cultural awareness events and training programs. We have celebrated key diversity events at both head office and site level.

Through our core business, we will endeavor to celebrate Aboriginal and Torres Strait Islander peoples, cultures and rights and we believe that when Aboriginal and Torres Strait Islander communities thrive, the broader community will thrive too.

From the inception of our first commitments to reconciliation, we have encountered challenges specifically with regards to Aboriginal and Torres Strait Islander employee engagement and retention. Since BIC and CPS developed their first RAPs, they have both identified that ongoing mentoring and support, facilitated through our Aboriginal and Torres Strait Islander partnerships, have proven critical particularly during the early stages of employment. These types of learnings have led us to develop an Innovate RAP and in 2024, we will continue to build on our current Aboriginal and Torres Strait Islander employment partnerships, with a particular focus on VIC, QLD, WA and SA. We will ensure that we meet regularly with these employment partners to ensure better outcomes for all Stakeholders, with a focus on long-term employment for our Aboriginal and Torres Strait Islander people.

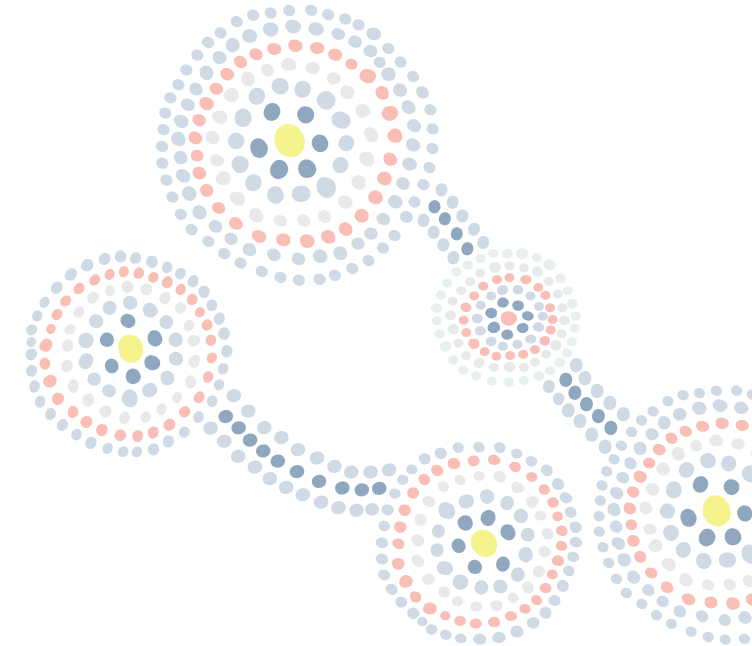
We recognise our responsibility within our sphere of influence and the actions that we can take in contributing to the national journey of reconciliation. We also commit with our partners to facilitate employment which provides meaningful and sustained employment opportunities for Aboriginal and Torres Strait Islander peoples which leads to rewarding and successful careers. We believe that the positive impact of this will influence their immediate and extended families and communities. We also commit to building on our current partnerships and creating new partnerships with Aboriginal and Torres Strait Islander peoples, employees, businesses and local communities.

**2024 has already seen people across our organisation participate in Sorry Day, National Reconciliation Week, NAIDOC Week and National Aboriginal and Torres Strait Islander Children's Day, with our aim to engage our people and ensure that we are raising awareness with them, our customers and all people within our sphere of influence. We will also continue to ensure that our job postings encourage applications from those who identify as Aboriginal and/or Torres Strait Islander background and we will continue to share employment success stories with all stakeholders.**

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Key achievements in our RAP journey have been learning the importance of engaging our employees through training and consistent messaging, to create greater awareness.

We have a governance structure with representation on our RAP Working Group (RWG), through an Aboriginal and/or Torres Strait Islander employee. Our RWG ensures that key stakeholders including the People & Culture team, ESG team, Operational management and Procurement team are supporting the framework for success from an employment, procurement and cultural awareness perspective.



## Our Vision for Reconciliation

Our vision for reconciliation is for the unification of all people in an equal and inclusive feature. We recognise, respect and value Aboriginal and Torres Strait Islander peoples' cultures and history. We embrace a workplace culture that celebrates diversity and commit to enhancing opportunities for Aboriginal and Torres Strait Islander people, as well as embodying equity and acceptance.

We acknowledge Aboriginal and Torres Strait Islander peoples as custodians of the land, and we are committed to embedding cultural awareness across our national workforce. We also acknowledge the knowledge and skills of the Aboriginal and Torres Strait Islander people who are currently working and have previously worked at BIC Consolidated.

Through this RAP, BIC Consolidated is committed to increasing employment, training and support of Aboriginal and Torres Strait Islander peoples in our workforce.

## Our RAP Champions – Shaun Stone (General Manager – People & Culture) and Nina Collinson (General Manager – Environment, Social & Governance)



As senior members of the BIC Consolidated team, Shaun and Nina are accountable for ensuring that we achieve our strategic aims. This includes a focus on the engagement of the RAP internally and ensuring that we develop stronger relationships, greater awareness, respect and understanding of Aboriginal and Torres Strait Islander cultures whilst delivering effective, organisation wide, promotion of our RAP to ensure that reconciliation is a priority for all people within our organisation.

## Traditional Owners

We have scoped and developed a list of local Traditional Owners and developed and implemented a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country.

## RAP Working Group

Our management team has been enrolled in a Cultural Awareness Training Program by Aboriginal Insights so that we may better understand our interaction in the workplace with our Aboriginal and Torres Strait Islander people and suppliers now and well into the future. Our RAP Working Group includes our GM – People & Culture, GM – ESG, Procurement Manager, representation from our Operations teams, Head of Business Development, our HR Officer and a member of our cleaning team who identifies as Aboriginal and/or Torres Strait Islander. We are also reaching out to our employees seeking volunteers.



## Partnerships/Current Activities

- We are a member of Supply Nation.
- We are sponsors of the Literacy for Life Foundation (LLF). LLF are an Aboriginal-run charity that trains local people to deliver literacy classes in their communities. They use an innovative campaign approach that has been delivered in other locations around the world with great success.  
We also donate to the Community Spirit Foundation (Cathy Freeman).
- We partner with Aboriginal Employment Strategy (AES) regarding employment of Aboriginal and Torres Strait Islander people into meaningful and long-term employment and trainee programs.  
New partnerships are also being explored Australia-wide.
- We have delivered national leadership development programs, incorporating cultural awareness training and unconscious bias training to ensure to ensure that our Management team understand respect and relationships within the workplace, understand what bias is and identify their own personal beliefs and professional behaviour as well as having a broader understanding of impacts in the workplace
- We have continued investigation of partnerships with Aboriginal and Torres Strait Islander suppliers, including the introduction of a qualitative assessment tool for procurement actions ensuring that suppliers align with our ESG goals and ensuring that we develop further partnerships with suppliers certified by Supply Nation.  
We have identified that as a business, whilst we have a number of Aboriginal and Torres Strait Islander suppliers, we need to embed further engagement with suppliers that can supply high use products or services that will be used on an ongoing basis throughout the business to ensure we further our impact.



## Relationships

At BIC Consolidated, we have a responsibility to recognise and contribute to reconciliation. To ensure our commitment is meaningful, we commit to measurable actions outcomes and developing and contributing to long-term outcomes for the Aboriginal and Torres Strait Islander communities in which we operate. We recognise that through these relationships, we will be able to build a better future for all Australians, and to positively influence our people, customers and local communities to advance reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>Raise awareness throughout our organisation and all employees of our commitment to meaningful reconciliation.</b>	Continue the implementation of Cultural Awareness Training across our workforce.	January 2025/2026	GM – People & Culture
	Hold one cultural experience and awareness event quarterly to raise awareness and promote discussion and reflection, ensuring that all states of operations are included within the year.	Quarterly	GM Marketing and Communications
	Develop and implement a people engagement strategy to raise awareness of reconciliation across our workforce.	January 2025/2026	GM – People & Culture
	Continue to further raise awareness amongst all staff across the organisation about our RAP commitments.	March 2025/2026	GM – ESG
<b>Promote reconciliation through our sphere of influence.</b>	Engage and inform key internal stakeholders of their responsibilities within our RAP.	January 2025	GM – ESG
	Maintain a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	February 2025	GM – ESG
	Continue to communicate to internal staff and stakeholders our RAP commitments through toolbox talks and management briefings.	January 2025/2026	GM – People & Culture / GM – ESG
	Promote our RAP commitments via professional media, customer newsletters and blogs via our website and LinkedIn.	March 2025/2026	GM Marketing and Communications
	Communicate our commitment to reconciliation publicly.	January 2025/2026	GM Marketing and Communications / GM – ESG
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2025/2026	GM Marketing and Communications / GM – ESG
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2025/2026	GM – People & Culture / GM – ESG





## Respect

BIC Consolidated recognises and admires the important contribution Aboriginal and Torres Strait Islander communities and cultures have made to shaping our country.

For BIC Consolidated to understand our role in meaningful reconciliation, we acknowledge it is important to understand Aboriginal and Torres Strait Islander cultures, traditions and heritage. We aim to achieve this through the commitments made in our RAP.



Action	Deliverable	Timeline	Responsibility
<b>Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2025	GM – ESG
	Continue implementation of a cultural learning strategy for our staff and provide opportunities for staff to participate in further formal cultural learning.	January 2025/2026	GM – People & Culture / GM – ESG
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	GM – ESG
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September 2025/2026	GM – ESG
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2025	Lead: GM – ESG Support: RAP Working Group
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Communicate and encourage staff to use Reconciliation Australia's Share our Pride online tool.	March 2025/2026	GM – ESG
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2025/2026	GM – People & Culture / GM – ESG
	Develop, implement, and communicate a cultural learning strategy document for our staff.	March 2025	GM – People & Culture
	Provide opportunities for RAP Working Group members, People & Culture team members and other key leadership staff to participate in formal and structured cultural learning.	January 2025 onwards	GM – People & Culture / GM – ESG
<b>Participate in and celebrate NAIDOC Week.</b>	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week.	March 2025/2026	GM – People & Culture
	Ensure our RAP WG participates in NAIDOC week by attending external community and business events	First week in July, annually	Lead: GM – ESG Support: RAP Working Group
	Promote and encourage participation in external NAIDOC events to all staff	First week in July, annually	GM – People & Culture / GM – ESG



## Opportunities

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

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

Creating opportunities for Aboriginal and Torres Strait Islander peoples forms part of our diversity and inclusion plan and is a crucial step to reconciliation and we believe we are able to provide tangible outcomes with employment for Aboriginal and Torres Strait Islander peoples and communities.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Work with existing Aboriginal and Torres Strait Islander employment partners for sustainable employment outcomes for Aboriginal and Torres Strait Islander peoples.	February 2025/2026	GM – People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2025/2026	GM – People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2025/2026	GM – People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2024 onwards	HR Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2025	GM – People & Culture
	Identify existing Aboriginal and Torres Strait Islander staff for opportunities with the BIC Consolidated Scholarship Program.	March 2025	GM – People & Culture
	Investigate opportunities for an Aboriginal and Torres Strait Islander Ambassador to mentor and support the company's staff to further assist with engagement of Aboriginal and Torres Strait Islander staff members.	March 2025	GM – People & Culture
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Through Supply Nation, identify Aboriginal and Torres Strait Islander supply partners that can contribute goods and services in the execution of our core services	February 2025/2026	GM – ESG
	Communicate the initiative throughout our customer base and encourage participation.	March 2025/2026	Head of Business Development
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2025/2026	Procurement & Inventory Manager
	Maintain Supply Nation membership.	August 2025/2026	GM – ESG
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2025/2026	Procurement & Inventory Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2025/2026	Procurement & Inventory Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2025/2026	Procurement & Inventory Manager





## Governance

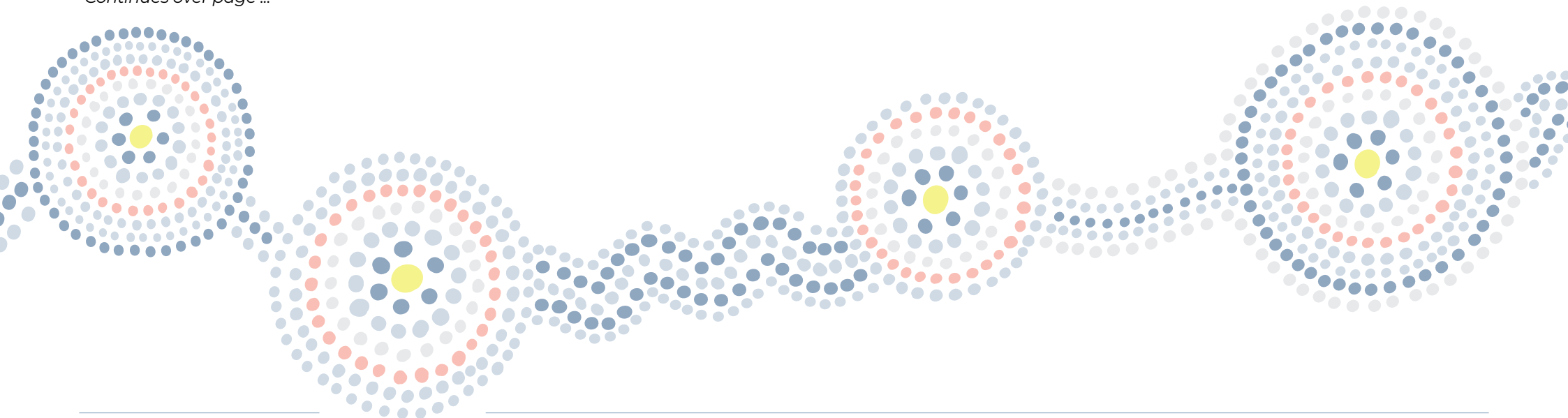
BIC Consolidated understands that a true commitment to reconciliation is demonstrated through complete achievement of commitments made in our RAP.

By on-going monitoring of our performance, we will ensure our genuine commitment to our goals and will allow us to identify areas of challenge and offer areas of improvement and enhancement along our reconciliation journey.

BIC Consolidated knows that our journey will take time to embed our philosophy into our everyday work life, but through our commitment to cultural change and on-going measurement, we believe that our commitments in this RAP are achievable.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Draft a Terms of Reference for the RWG.	January 2025	GM – ESG
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2025	GM – ESG
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, Nov	GM – ESG
Provide appropriate support for effective implementation of RAP commitments.	Define measurement and delegate internal personnel to measure effectiveness.	February 2025	GM – ESG
	Track, measure and report on RAP activities.	February 2025/2026	GM – ESG
	Define resource needs for RAP implementation.	January 2025/2026	GM – ESG / GM – People & Culture
	Engage senior leaders and other staff in the delivery of RAP commitments.	November 2024/2025	GM – ESG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025/2026	GM – ESG
	Appoint and maintain an internal RAP Champion from senior management.	January 2025	GM – ESG

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Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Establish process for information gathering, reporting templates and monitoring of RAP performance.	February 2025	GM – ESG
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September, annually	GM – ESG
	Report quarterly to Leadership Team on RAP performance, customer and community feedback.	March, June, September, December	GM – ESG
	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 annually	GM – ESG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	GM – ESG
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December	GM – ESG
	Publicly report our RAP achievements, challenges and learnings, annually.	February annually	GM – ESG
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	GM – ESG
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	GM – ESG
	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	GM – ESG
	Liaise with Aboriginal and Torres Strait Islander supply partners and Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2026	GM – ESG
	Submit draft RAP to Reconciliation Australia for review.	November 2026	GM – ESG
Submit draft RAP to Reconciliation Australia for formal endorsement.	December 2026	GM – ESG	



Contact:

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