MESSAGE FROM THE CEO

I am proud to present the ISS Reconciliation Action Plan (RAP) for 2015-2018. This Plan has evolved from our successful First Australian peoples employment and enterprise activities, which commenced back in 2008 with our Indigenous Employment Program (IEP).

ISS Stretch RAP formalises our commitment to Aboriginal and Torres Strait Islander peoples and communities. This clear framework, coupled with our planned targeted actions, will enable us to continue to build and foster stronger relationships with these peoples and communities.

The foundation of our First Australian peoples employment and enterprise activities is built on ISS Core Values: Honesty, Entrepreneurship, Responsibility and Our Quality. As a company, we commit to upholding our values and delivering on our Employment Parity Initiative obligations. We are extremely proud to be playing a significant role in realising national prosperity for First Australian peoples. ISS fully supports Reconciliation Australia with their organisation objectives.

Dane Hudson Chief Executive Officer
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About ISS

ISS Facility Services is a publicly listed company on the Copenhagen Stock Exchange with a global turnover of AUD$13.6bn. We play a part in the livelihoods of 515,000 employees throughout 52 countries. ISS launched in Australia in 2002, and we are now one of the country’s largest facility service providers with local annual revenue exceeding $750m. Together with our 13,000 Australian employees, we are committed to making a difference to the communities where we operate.

Every one of our employees can be an ISS Working HERO — via daily demonstration of our Company values of Honesty, Entrepreneurship, Responsibility and Our Quality. When each individual takes responsibility for their actions, we facilitate our customer’s purpose through people empowerment. Together, we will build stronger relationships, respect, shared pride and prosperity for the many thousands of people we reach every day.

Our Indigenous Employment Program (IEP) commenced in 2008 when we had just 30 Aboriginal and Torres Strait Islander employees at ISS. By 2013, this number had reached 267 and at present, we have a total of 153 Aboriginal and Torres Strait Islander employees. These statistics are representative of our commitment, but also demonstrates the challenges we face in maintaining program performance.

ISS services all kinds of businesses around the world, providing a range of services from cleaning to property maintenance. Our most important resource is our people — and our processes are designed to manage this great pool of skills and talent, so we can realise our vision to be the “World’s Greatest Service Organisation”.

In 2013, ISS procured approximately $1.4m in goods and services from Aboriginal and Torres Strait Islander businesses and approximately $1.15m in 2014. Via our membership of Supply Nation and agreements with other First Australian businesses; We encourage others to develop their ideas and enthusiasm to achieve economic success.
WE PROVIDE SERVICES FOR BUSINESSES IN THE FOLLOWING SECTORS:

AVIATION & TRANSPORT ISS provide a wide range of support services to our customers including security screening and cleaning. We recognise the importance of creating a memorable experience for the 80 million passengers we provide services to annually.

COMMERCIAL, RETAIL & INDUSTRIAL
Our facility management services cover big brands in the finance, IT, retail and manufacturing sector. The ISS services to these businesses enables them to focus on their own commercial enterprises.

GOVERNMENT & EDUCATION
ISS provides a secure and safe service environment for educational establishments, justice departments and commercial properties on behalf of Government departments, so they can focus on serving their communities.

HEALTHCARE
ISS services more than 25 public and private hospitals in Australia and another 100 across the globe. ISS is focused on enhancing the patient experience and implementing work methods to ensure patient and staff safety and minimise the risk of infection.

RESOURCES & ENERGY
ISS recognises the importance of creating the best village experience to attract and retain a productive workforce for our customers. ISS employees provide a welcoming and high quality service, supporting those who are away from home. This ensures staff productivity and engagement is maximised, and turnover is reduced.
Engagement & Reconciliation Journey
ISS was first recognised as a Corporate Leader by the Australian Government in 2008 when we launched our Indigenous Employment Program (IEP). Since then, ISS has provided over 650 new Aboriginal and Torres Strait Islander employment opportunities. We regularly report this data to the Australian Government and the Australian Employment Covenant, and we’ve recently been invited as one of only a handful of organisations taking part in the Commonwealth’s Employment Parity Initiative. Our Reconciliation Action Plan has been developed to demonstrate our commitment to Aboriginal and Torres Strait Islander peoples. We will play an important role in improving employment and enterprise opportunities to First Australian peoples.

We are proud of our achievements over the past six years and recognise that we are now in a strong position to further that commitment through this Stretch RAP. We understand that Closing the gap in employment, education, economic and health opportunities between Aboriginal and Torres Strait Islander peoples and the broader Australian community is of utmost importance. It is essential we deliver on our commitments.

Our dedicated National Indigenous Program team continually identifies Aboriginal and Torres Strait Islander peoples for employment throughout our national operations. We welcomed Bridget Garay, a Torres Strait Islander woman with family connections to Mer (Murray Island), to the ISS RAP Working Group. She will be integral in providing essential cultural and community advice.
Reconciliation Australia has three Key Areas, and the ISS Indigenous Program has four Key Platforms. The following pages show how the two relate.

**KEY AREA 1**

**Relationships**

Working successfully with our employees, customers, suppliers and communities is at the core of our business. By building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities, we will improve harmony, stability and business performance opportunities.

**KEY AREA 2**

**Respect**

ISS is committed to working collaboratively, respectfully and appropriately with Aboriginal and Torres Strait Islander peoples. This also includes making our workforce aware of First Australian peoples’ cultures, histories and achievements, as well as the various community and employment initiatives we have in place.

**KEY AREA 3**

**Opportunities**

Employment is the motor of reconciliation and our initiatives largely focus around direct employment. This, together with the emergence of a vibrant Aboriginal and Torres Strait Islander business sector, further improves our ability to deliver more broad economic development to First Australian peoples and communities.
CASE STUDY – NAIDOC WEEK

Our Aviation & Transport division (which has 60 Indigenous employees) joined the NAIDOC Week celebrations with a morning tea at Brisbane Airport, where ISS provide security screening services. A sample of native bush food was served including emu, kangaroo, crocodile, rosella and bush damper. The staff who attended also enjoyed didgeridoo entertainment provided by ISS employee, Travis Ward. At a remote mining village in the Pilbara WA, ISS staff created a NAIDOC-themed dinner for residents and their families. Traditional food was served and a cultural room displayed Aboriginal artwork for all to enjoy.

CASE STUDY – EMPLOYMENT PARITY INITIATIVE (EPI)

ISS was invited to participate in the EPI by the Department of Prime Minister and Cabinet. This Commonwealth program has a target of achieving 20,000 Aboriginal & Torres Strait Islander jobs by 2020. Only those organisations with a demonstrated track record of success with their First Nation people’s programs have been contracted directly to deliver on this commitment. The specific purpose is to achieve Aboriginal & Torres Strait Islander population parity within their workforce (3%). To date, ISS has made the most significant commitment, with 1,105 positions to be offered by 2020. Pictured here is ISS CEO Dane Hudson with Senator Nigel Scullion at the EPI launch - Sofitel Wentworth Hotel Sydney 20th March 2015.
"I work with a great team to provide an enjoyable service experience"

DARREN WHALEN
Dining Room Attendant, Roy Hill
ISS’ Indigenous Program – Key Platforms

Direct Employment

Since 2008, ISS has provided over 650 new Aboriginal and Torres Strait Islander employment opportunities – all reported to the Australian Employment Covenant. Australian Federal Government financial support to our programs has been crucial to the success of our Aboriginal and Torres Strait Islander employee program.

Our employment goals are established taking into account a number of factors including labour market metrics, contractual obligations, demographics and funding arrangements with the Australian Federal Government. ISS is also mindful of the barriers that exist for many new entrants into our workforce which means our recruitment practices and approaches need to be culturally appropriate and responsive to individual needs.

Some examples of our initiatives include the development of a pre-employment DVD providing an “at a distance” remote site orientation for our fly-in fly-out Aboriginal and Torres Strait Islander employees in Western Australia. Additional programs we have implemented to better develop, support and educate our workforce include fly-in fly-out wellbeing programs, cultural awareness programs, traineeships and apprenticeships.
Community Engagement

ISS delivers a wide range of national community and employment initiatives to improve both Aboriginal and Torres Strait Islander participation and provide social benefits for the communities in which we operate.

Where possible, ISS partners with our clients to establish well-rounded programs that avoid unnecessary duplication and enhance quality of outcomes. ISS also aims to partner with local organisations and Government departments to further assist the effectiveness of our community programs.

Other ISS initiatives in place include:

- Providing regular community meals to the Roebourne Police Station (WA)
- Sponsoring Pilbara Rugby League - Closing the Gap Round in July 2014
- Sponsoring the annual Indigenous Art Auction Gala Dinner at Bond University, Gold Coast

CASE STUDY – AAC LINEN PROGRAM

ISS is a proud supporter of the Ashburton Aboriginal Corporation (AAC), and has partnered with them on several enterprising projects to support Aboriginal people in the Pilbara. One of these initiatives is the recycling of linen. ISS assisted in AAC’s new enterprise and investment in machinery by donating redundant linen, to be converted to rags and other useful products for not-for-profit organisations such as the Salvation Army, St Vinnies and Red Cross.

ISS donated approximately 70 tonnes of linen no longer needed at mining villages in the Pilbara, including 500 towels, 20,000 sheets and 1,000 pillowcases, to their warehouse in WA.

CASE STUDY – BOND UNIVERSITY INDIGENOUS GALA DINNER

As one of Bond Universities’ corporate partners, ISS has been a major sponsor of their annual Indigenous Gala Dinner for the past three years. The event raises funds for Indigenous scholarships and support programs at the university.

ISS sponsors and attends the event, which features an official auction of Indigenous art from well-known national and local artists. In 2014, the event raised $277,000 and was a fantastic celebration of past, present and future Indigenous students.
CASE STUDY – PILBARA RUGBY LEAGUE

Over the past two years, ISS has been major sponsors of the Pilbara Rugby League junior teams – the Pilbara Pirates. Through these sponsorships, young players from the remote Pilbara region are able to travel to represent the Pilbara on a state and national level to pursue their sporting goals.

Indigenous player, William Finau was recently selected for WA and Australian Schoolboy’s Under 15’s teams. Three of the talented boys were also flown to Perth in September 2014 to try out at the West Coast Pirates SG Ball trials. They were extremely thankful to be there, with one commenting: “Thanks to ISS for giving us this great opportunity.”

CASE STUDY – OIL SUPPLY AND RECYCLING

ISS has engaged ACC’s ASHOIL division to supply all ISS mining villages in WA with cooking oil, and then to collect and recycle the used product into biodiesel for the mining sector.

Under this agreement, all cooking oil supplied to ISS villages is sourced exclusively from canola growers in WA. This ensures high quality product is delivered with a safer process. The waste cooking oil is taken to ASHOIL’s processing plant in Tom Price, where it is converted into biodiesel for use in vehicles and explosives for the mining sector. This initiative directly offsets diesel usage and is the equivalent of removing 100 cars from the road annually. It provides employment as well as sustainability benefits. ASHOIL works as a training vehicle for Indigenous people who wish to enter the resource sector. Since its inception, 60 people have been trained, along with a number of high school students in an effort to improve school attendance.

Training

ISS provides pre-employment training to eligible Aboriginal and Torres Strait Islander candidates across the business. This includes support to complete any necessary site inductions or qualifications. The range of training opportunities at ISS range from pre-employment induction to Certificate IV level training – all at no cost to the participants. ISS also facilitates other mandatory training such as Certificate II Security Operations – a minimum qualification required to work as an Aviation Protection Officer.

ISS operates the largest traineeship program in the Pilbara and provides a diverse range of opportunities to ensure learning continues for our employees once on-the-job. We operate a robust national traineeship program designed to up-skill new entrants and existing employees via completion of an appropriate Certificate III level or above qualification. Apprenticeships are also available as part of our learning and development activities.
"We communicate with each other to become a family with the team"

DIONE THOMPSON
Strip & Sealer, BHP Yandi
Indigenous Business

During 2013, ISS procured approximately $1.4m in goods and services from First Australian businesses, including $275,000 with Supply Nation Members. An emerging Aboriginal and Torres Strait Islander business economy is presenting unprecedented opportunities for First Australian entrepreneurs to prosper within corporate Australia. ISS is committed to supporting this development wherever possible.

CASE STUDY - MOUNGIBI BUSINESS ASSOCIATION
ISS provides mentoring and training support to the indigenous-owned Moungibi Business Association Pty Ltd (MBA) in managing our cleaning services contract for MMG Century Mine located at Lawn Hill in Qld.

The Moungibi Business Association Pty Ltd is one of Indigenous Australia’s great success stories. With some 30 staff providing cleaning services for MMG Century Mine (formerly Zinifex) under the leadership of Murrandoo Yanner, the Moungibi Business Association has become a highly effective, completely Indigenous commercial enterprise. All employees for this contract are drawn from specific local Indigenous community groups that make up the traditional owners of the lands currently occupied by the mine.

CASE STUDY – SALLY MORGAN DESIGN
ISS integrated this Palyku Traditional Owner business into the national commercial supply arrangement with BUNZL, who provide all cleaning consumables and materials across the business.

Sally Morgan Design is providing a range of package designs and product lines to Bunzl to on-sell. This has enabled the business to expand their marketing opportunities outside ISS.

CASE STUDY – KAARUNGA MEDIA AND IMPACT MEDIA
The design and printing of the ISS RAP was delivered through a partnership between Kaarunga Media and Impact Media, two Aboriginal-owned businesses in WA.

Kaarunga Media is a print management company that coordinated the project and printed all the materials. Impact Media is a design and marketing business and was responsible for the graphic design and layout.

As part of the project, ISS also commissioned Palyku artist Sally Morgan to create an acrylic on canvas painting that symbolised the ISS Reconciliation values.
ISS is committed to explore potential pathways with suitably qualified Aboriginal and Torres Strait Islander businesses. The opportunities will vary from small local-level sub-contracting service agreements to the possibility of integrating a product or service into our supply chain.

When appropriate, ISS utilises groups such as Supply Nation, Indigenous Business Australia, Many Rivers and other support organisations to enable interested parties to develop their ideas and enthusiasm to achieve economic independence. ISS also supports the Rio Tinto Business Mentoring Program by assigning key personnel in their area of expertise to assist registered Aboriginal and Torres Strait Islander businesses with their strategic or operational concern.
Stretch Reconciliation Action Plan (RAP) 2015 - 2018
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<tr>
<td><strong>1.1 ISS RAP Working Group actively monitors RAP development, including implementation of actions and tracking progress.</strong></td>
<td>Chief Executive Officer</td>
<td>July 1, 2015</td>
<td>RAP Working Group oversees the development, endorsement and launch of RAP.</td>
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<tr>
<td><strong>1.2 ISS to continue to develop external relationships with Aboriginal and Torres Strait Islander organisations and communities.</strong></td>
<td>National Manager - Employment &amp; Indigenous Development</td>
<td>July 2015</td>
<td>Develop, maintain and communicate a list of key Aboriginal and Torres Strait Islander peoples, communities and organisations within ISS's sphere of influence that could be approached to assist in the understanding of the potential activities of the RAP.</td>
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<td>July 2015</td>
<td>Collate information from all ISS regions of current/potential relationships and/or activities, including engagement processes with Aboriginal and Torres Strait Islander peoples and communities.</td>
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<td>December 2015, 2016, 2017</td>
<td>Organise at least two meetings per year with key Aboriginal and Torres Strait Islander peoples, communities and organisations within our sphere of influence.</td>
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<td>December 2015, 2016, 2017</td>
<td>Continue to engage with Traditional Owners and Aboriginal and Torres Strait Islander organisations / stakeholders in the areas ISS operates within to further develop ISS' Indigenous Programs.</td>
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<td><strong>1.3 Celebrate and participate in National Reconciliation Week (NRW).</strong></td>
<td>National Manager - Employment &amp; Indigenous Development</td>
<td>27th May- 3rd June 2015, 2016, 2017</td>
<td>ISS commits to hosting at least two NRW events per year and include within ISS office calendars.</td>
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<td>Each RAP Working Group Member to organise and lead a NRW Activity within their Regional Office.</td>
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<td>Encourage all staff within each Region to participate in at least one event during NRW.</td>
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<td>Register ISS NRW events on Reconciliation Australia website.</td>
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<td><strong>1.4 Raise internal awareness of the ISS RAP.</strong></td>
<td>Chief Executive Officer</td>
<td>July 2015</td>
<td>Develop and implement a plan to raise awareness across ISS about RAP commitment, particularly with key internal stakeholders.</td>
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<td>June 2015</td>
<td>Provide a presentation on ISS RAP commitment to all relevant areas of our business to ensure they understand how their area can contribute to our RAP.</td>
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<td><strong>2.1</strong> ISS to engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples’ histories, cultures and achievements.</td>
<td>National Manager Employment &amp; Indigenous Development</td>
<td>November 2015</td>
<td>In consultation with Traditional Owner group and key Aboriginal and Torres Strait Islander peoples and stakeholders, develop and implement cultural awareness training strategy for ISS.</td>
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<td>December 2015</td>
<td>Provide cultural awareness training opportunities for RWG members, RAP Champions, Executive Leadership Team, National People Managers and other key operational leaders.</td>
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<td>December 2015</td>
<td>Create a link to Reconciliation Australia’s ‘Share Our Pride’ website on the ISS intranet and encourage staff to use.</td>
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<td>December 2015, 2016, 2017</td>
<td>ISS commits to 500 staff participating in cultural awareness training online or via workshops.</td>
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<td>December 2015, 2016, 2017</td>
<td>ISS commits to 100% of staff having access to online cultural awareness training annually.</td>
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<td><strong>2.2</strong> Engage employees in understanding Aboriginal and Torres Strait Islander cultural protocols around “Acknowledgement of Country” and “Welcome to Country” to ensure there is shared meaning behind the ceremonies.</td>
<td>Executive General Managers</td>
<td>June 2015</td>
<td>Develop, and implement a plan to increase understanding of the meaning and significance of Aboriginal and Torres Strait Islander cultural protocols with ISS staff, such as Welcome to Country and Acknowledgement of Country.</td>
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<td>July 2015</td>
<td>Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural protocol document available to ISS employees on our intranet.</td>
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<td>July 2015</td>
<td>Ensure an Acknowledgement of Country of the local Traditional Owners is provided at all significant community events.</td>
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<td>July 2015</td>
<td>Develop, maintain and communicate a list of Traditional Owners as a resource available on our intranet for ISS staff to refer to when organising a Welcome to Country.</td>
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<td>September 2015, 2016, 2017</td>
<td>ISS to arrange for a local Traditional Owner to provide a Welcome to Country at significant events such as the annual ISS conference.</td>
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<td>September 2015, 2016, 2017</td>
<td>Encourage senior leaders to personally reply to a Welcome to Country.</td>
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<td>2.3</td>
<td>Executive General Managers</td>
<td>1st Sunday – 2nd Sunday July 2015, 2016, 2017</td>
<td>ISS commits to hosting at least two NAIDOC Week events per year. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. ISS to provide opportunities for Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events. Support and encourage staff to participate in NAIDOC Week events in the local community. Each region to contact local NAIDOC Week Committees to discuss mutually beneficial opportunities.</td>
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<td>National General Manager Human Resources</td>
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<td>National Manager Employment &amp; Indigenous Development</td>
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<td>December 2015</td>
<td>Organise and display Aboriginal and Torres Strait Islander imagery, posters and/or artwork including artist acknowledgment and story of art work in all five regional ISS offices.</td>
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“I’m a passionate and committed team player and I love working in this exciting, state-of-the-art facility”

FREDRICK BEALE
Cleaning & Maintenance, Charles Perkins Centre, Sydney
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<td>3.1. ISS to continue to contribute to the development of Aboriginal and Torres Strait Islander staff and employment through traineeships and other employment opportunities.</td>
<td>National General Manager HR, Executive General Managers</td>
<td>June 2015</td>
<td>Review HR procedures and policies to ensure barriers to Aboriginal and Torres Strait Islander employees can be addressed.</td>
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<td>June 2015</td>
<td>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</td>
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<td>December 2017</td>
<td>Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.</td>
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<td>December 2015, 2016, 2017, 2018 and 2019</td>
<td>ISS commits to providing 85 Aboriginal and Torres Strait Islander direct employment opportunities by December 2015, an additional 195 by December 2016, 275 by December 2017, 275 by December 2018 and 275 by December 2019.</td>
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<td>December 2015, 2016, 2017</td>
<td>Ensure professional development opportunities are provided to existing Aboriginal and Torres Strait Islander staff.</td>
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<td>December 2015, 2016, 2017</td>
<td>Advertise all vacancies in Aboriginal and Torres Strait Islander media such as Koori Mail and National Indigenous Times.</td>
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<td>December 2015, 2016, 2017</td>
<td>Ensure all vacancies advertised via ISS preferred recruitment providers include the wording “Aboriginal &amp; Torres Strait Islander peoples are encouraged to apply”.</td>
</tr>
<tr>
<td>3.2 Increase opportunities to procure products and services from businesses owned by Aboriginal and Torres Strait Islander peoples.</td>
<td>Executive General Manager Commercial Services, Director Supply Chain</td>
<td>June 2015</td>
<td>Review barriers to Aboriginal and Torres Strait Islander businesses in our procurement policies and ensure they are addressed.</td>
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<td>July 2015</td>
<td>Develop and implement a plan for ISS to publicly promote business opportunities available.</td>
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<td>December 2015</td>
<td>Review and reform ISS procurement strategy, policy and processes so that supplier diversity principles can be incorporated.</td>
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<td>December 2015, 2016, 2017</td>
<td>ISS commits to purchasing $1.25m of goods and services from Aboriginal and Torres Strait Islander businesses each year.</td>
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<td>4.2 Develop and implement internal reporting mechanisms and systems to record/register all RAP-related material and activities undertaken and achieved.</td>
<td>National Manager Employment &amp; Indigenous Development</td>
<td>June 2015</td>
<td>Develop, implement and communicate an internal system to record RAP implementation.</td>
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<td>National General Manager Marketing</td>
<td>July 2015</td>
<td>Develop and implement a mechanism for recording and reporting on publications such as media releases, other external reports and events that have significance to Aboriginal and Torres Strait Islander peoples and communities.</td>
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<tr>
<td>4.3 Review, update and refresh ISS RAP.</td>
<td>National Manager Employment &amp; Indigenous Development</td>
<td>December 2017</td>
<td>Review, update and refresh ISS RAP based on learnings, achievements and challenges from previous RAP and forward to Reconciliation Australia for review and endorsement.</td>
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**Artist’s Statement**

Sally Morgan is an artist, writer and designer who belongs to the Palyku people from the Pilbara. Her artworks are held in numerous public and private collections, including the National Gallery of Australia, Parliament House Collection and the Kelton Foundation. She was one of a small number of artists chosen to contribute to the United Nations Stamp Series, US Postal Service.

“This painting represents the ISS journey of life. ISS is symbolised by the large circle in the centre of the artwork. This circle brings life. From this life, radiates the creative network of relationships forming the ISS family.”

“The artwork is bounded by a panel representing the holistic and harmonious nature of work/life balance in a dynamic environment. Other symbols in the painting represent different cultures and communities coming together and learning from each other, the journey of growth individuals undertake to achieve the highest potential, and the world-class leadership offered by ISS.”
Debbie Bond
National General Manager - Marketing
debbie.bond@au.issworld.com

Scott Wilson
National Manager - Employment
& Indigenous Development
scott.wilson@au.issworld.com

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