

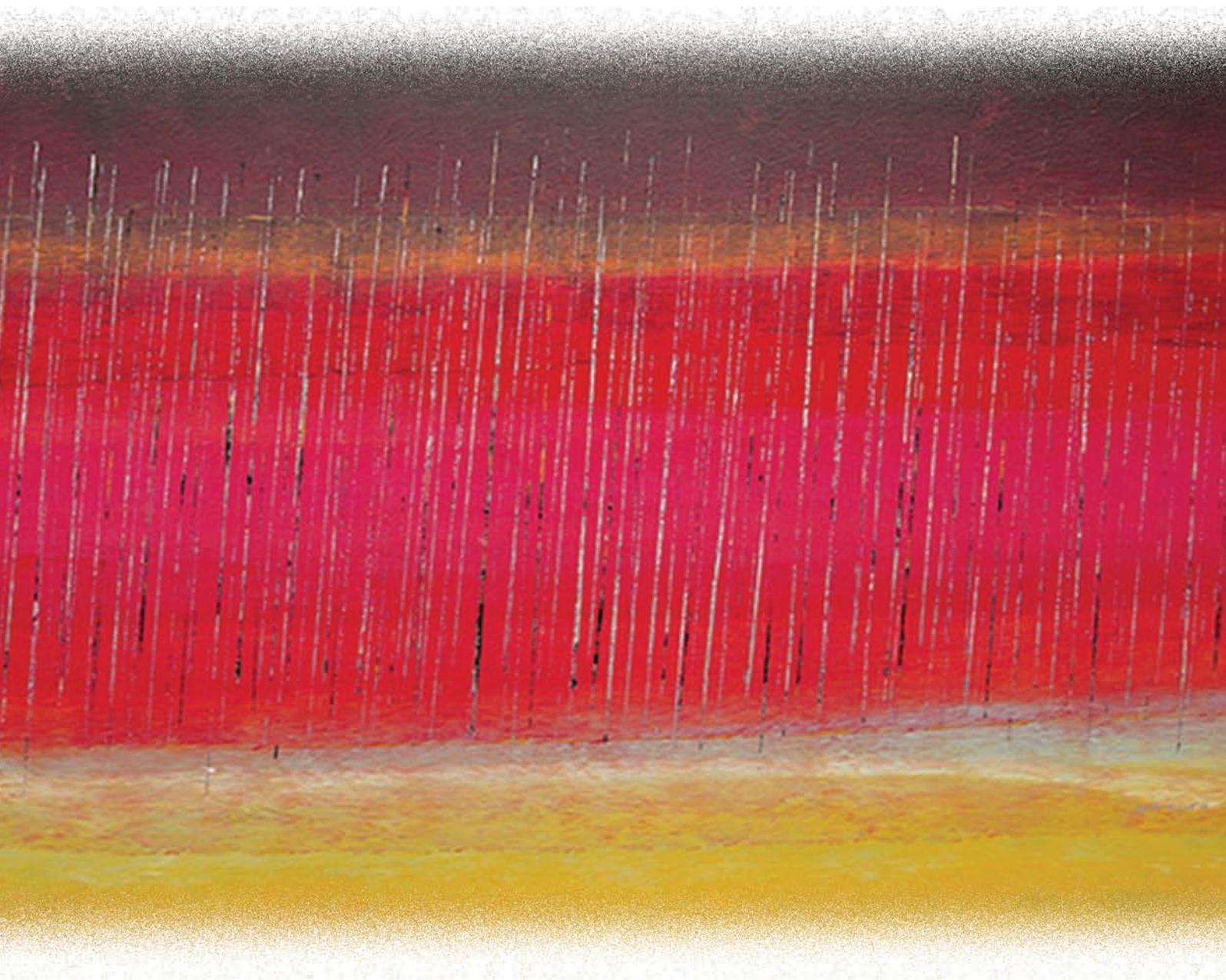


**SOUTHERN
CROSS**
Group



**RECONCILIATION
ACTION PLAN**

REFLECT



SOUTHERN CROSS GROUP REFLECT RECONCILIATION ACTION PLAN

SEPTEMBER 2017 – DECEMBER 2018

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MESSAGE FROM THE CEO

I am pleased to present the Reconciliation Action Plan 2017 – 18 and I believe that by working with our staff, businesses and other Australian Government agencies, both Aboriginal and Torres Strait Islander peoples and other Australians, we can make a real difference in people's lives.



We want to build stronger relationships and respect between Aboriginal and Torres Strait Islander peoples and other Australians and improve the economic opportunities for Aboriginal and Torres Strait Islander peoples and their communities.

Our RAP is focused on three key areas :

- Emphasising respect
- Enhancing relationships
- Creating opportunities

Through our RAP, Southern Cross Group will:

- Strengthen our reputation as an employer of choice for Aboriginal and Torres Strait Islander peoples.
- Ensure our staff are culturally aware and equipped to communicate effectively and to work with Aboriginal and Torres Strait Islander peoples.
- Ensure our services are effective, culturally appropriate and accessible to Aboriginal and Torres Strait Islander peoples.
- Strengthen our relationships with the Aboriginal and Torres Strait Islander communities within which we deliver services.

I encourage all our staff to get involved in the Reconciliation Action Plan. I encourage staff to support and take part in these important programmes and to promote respect and appreciation for the rich culture of Australia's First Nations peoples.

Also, I extend my thanks to the RAP Steering Committee and encourage all staff to support the 2017 – 18 Reconciliation Action Plan.

SOUTHERN CROSS GROUP

REFLECT RECONCILIATION ACTION PLAN

1.0 OVERVIEW

1.1 References

Supply Nation – Certification and Registration Guidelines

Supply Nation – “A Social Return on Investment Report”

1.2 Introduction – Our Story So Far

Southern Cross Group Pty Ltd has long been an employer of staff from a diverse range of cultural backgrounds. Southern Cross Group recognised that First Australians were under represented across all divisions of the Southern Cross Group business. Having identified that there was a need to further increase cultural diversity and broaden workplace inclusion, Southern Cross Group then explored ‘how’, as a business it would be best placed to increase Indigenous participation in the workplace.

Through this exploratory process it was identified that there are unique requirements that must be addressed to fully embrace the cultural needs of Indigenous Australians, which are beyond the standard entrenched religious and cultural rights of staff. Southern Cross Group then embarked on a process to establish a specific Indigenous business. Southern Cross Pacific Pty Ltd was then established to focus on the inclusion of Indigenous Australians within a business specifically tailored to meet the individual needs of Aboriginal and

Torres Strait Islander peoples. Using the significant market penetration afforded through Southern Cross Group we are well placed to leverage greater workforce participation for Indigenous Australians and we can provide Aboriginal and Torres Strait Islander people with more opportunities to participate in our country's economic prosperity through sustainable employment and support through our community partnerships and training programs.

1.3 Our Vision for our Future

Our vision is for an Australia that recognises the contribution of every person to the prosperity and success of our country. Southern Cross Group will ensure that Aboriginal and Torres Strait Islander people feel embraced by our businesses as employees, customers, suppliers and visitors. We will measure our success when Southern Cross Group is recognised as a place where Aboriginal and Torres Strait Islander peoples, their heritage, cultures and spirituality are valued, respected and celebrated.

1.4 Our Aims and Commitment

Our aim and commitment is to develop a Reconciliation Action Plan (RAP) which will support true enjoyment of work with Indigenous people through both direct and indirect touch points. Our focus will be to support the employment of staff through Southern Cross Group, utilising Indigenous suppliers of both products and services

and to reach out to the Indigenous communities in a way that is meaningful and targeted and where we can have the most impact. Our RAP is the overarching document for divisional Indigenous engagement strategies. It will set out what we intend to do to drive our businesses towards our goal of a workplace that reflects the diversity of the communities that we serve. Our RAP will be informed through the information gained from the RAP Steering Committee.

1.5 RAP Steering Committee

Southern Cross Group has developed a Reconciliation Action Plan (RAP) in consultation with Reconciliation Australia, using their toolkit, templates and resources. The first essential 'minimum element' for developing a RAP is to establish a Steering Committee made up of Aboriginal and Torres Strait Islander staff and/or stakeholders and non-Aboriginal and Torres Strait Islander staff and/or stakeholders.

1.5.1 Membership

Membership of the RAP Steering Committee has been limited to eight (8) people in total.

Nominations however, are open to any staff member who is interested in reconciliation and how it can be a positive force for changing the culture, work practices and core business of our organisation. The membership of the RAP Steering Committee will be reviewed every three (3) months. New members will be invited to join annually or, on as required basis to ensure the Steering Committee has new ideas as well as continuity.

Nominations should be submitted via email to the Chairperson of the RAP Committee.

Final selection will be made by the four permanent members of the RAP Committee, which includes two (2) Aboriginal members;

- Group General Manager - Southern Cross Group.
- National Operations Manager - Southern Cross Group.
- Director - Southern Cross Pacific
- Operations and Community Engagement Co-ordinator – Southern Cross Pacific.

1.5.2 Structure

The RAP Steering Committee will comprise of four (4) permanent staff members who have nominated for the Steering Committee. It will also include a RAP Champion from the Executive level of the organisation. (The Group General Manager has been nominated for this role).

The roles to be divided among the RAP Steering Committee include:

- Taking and disseminating Minutes to the RAP Steering Committee.
- Planning up-coming meetings.
- Locating and sharing research or other documents as determined by the Steering Committee members.

1.5.3 Meetings

Meetings will be held every two (2) weeks while the RAP is being developed and every four (4) weeks after launch to monitor progress.

There will be a rotating Chair for meetings. Members can volunteer to Chair upcoming meetings.

Note: Decisions made at the meetings will only be valid if there is Aboriginal and Torres Strait Islander representation at the meeting or input into the decision prior to the meeting.

1.5.4 Reporting

In order to maintain RAP compliance, the RAP Steering Committee will report directly to the RAP Champion on the progress of the RAP development and implementation. The RAP Steering Committee is responsible for liaising with all relevant business units to complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually or on any significant changes to the RAP that affect targets or goals as set out in the RAP.

1.5.5 Internal Approval of the RAP

The draft RAP will be circulated for comment to all staff, including senior leaders.

The final document will be signed off by the RAP Champion/CEO/Chairman (as appropriate).

1.5.6 External Approval of the RAP

The RAP Steering Committee will work closely with Reconciliation Australia during the RAP development process to ensure the plan includes all the minimum elements for endorsement.

The final draft RAP will be submitted to Reconciliation Australia for official endorsement prior to being launched or released publicly.

2.0 CONCLUSION

Southern Cross Group is committed to the development of a RAP that will contribute to the closing of the gap between Aboriginal and Torres Strait Islander peoples and other Australians by

actively engaging and supporting the participation of Aboriginal and Torres Strait Islander peoples in reaching their employment ambitions, training goals and life aspirations.

3.0 OUR STRATEGIC OVERVIEW

Our Business

Southern Cross Group is a global provider of Facility, Training and Technology solutions. With a focus on innovation and people, our strategic management model has seen the company's portfolio grow to deliver services on a global platform, with clients across the entire range of industry types in both the public and private sectors.

With a dedicated team of management personnel from diverse cultural and professional backgrounds, Southern Cross has developed our unique Integrated Services Model, offering clients streamlined administration, reduced overheads and a singular point of contact for all contracted services.

Today, Southern Cross has grown to become a leading provider of integrated solutions, delivering solution to sites across the country and supplying a range of service packages to commercial, government, health, education, construction, entertainment and retail clients. Southern Cross will always be at your service.

Founded by Sam Johnson in 2005, Southern Cross Group was originally established as a small provider of customer-service oriented physical security services. Building a firm foundation as an honest and professional service provider, Southern Cross quickly gained traction as one of New South Wales' most reputable security organisations. Using this

standing, Southern Cross successfully procured marque contracts with major organisations including Lend Lease, The Sydney Entertainment Centre and Westfield Australia. Expanding on this already impressive growth, the company began to deliver services across Australia, establishing state offices to maintain its growing operational reach.

Upon becoming a national provider of security services, Southern Cross began a process of diversifying, offering clients a range of integrated services including cleaning, traffic control, facilities maintenance and concierge, and finally, establishing its very own Registered Training Organisation (RTO ID: 41086). With the ability to drastically reduce the cost of soft services to clients through collective offerings, Southern Cross have grown to become one of Australia’s leading integrated service providers.

Our Reach

Our business has some 1500 direct and indirect staff operating in over 800 locations across the country and supplying a range of service packages to commercial, government, health, education, construction, entertainment and retail clients.

Our Plan

We have developed this Reflect Reconciliation Action Plan (RAP), as we recognise the importance of embedding Aboriginal & Torres Strait Islander cultural awareness and understanding into the values of Southern Cross Group Services. The driving force behind our RAP is our commitment to diversity and inclusion. We recognise the value, skills and knowledge that comes with having a diverse workforce, community and partnerships.

We believe that building strong, meaningful and respectful partnerships with our Aboriginal &

OFFICE LOCATIONS NATIONALLY



***A recent staff survey (February 2017) assessed that less than 1% or one direct employee identified as Aboriginal or Torres Strait Islander.**

Torres Strait Islander peoples and communities is fundamental to achieving our goals for reconciliation, including increasing the number of Aboriginal & Torres Strait Islander staff in our organisation and providing our customers with products and services that reflect our values and commitment to diversity and inclusion.

This is our first RAP and it will allow Southern Cross Group Services to build relationships externally and internally with Aboriginal & Torres Strait Islander communities and organisations. It will inform and guide future RAP commitments and assist us to engage, support and increase our Aboriginal & Torres Strait Islander employees.

Our RAP committee is a small but committed team of members from across our business, and includes Aboriginal employees and respected members of the Aboriginal & Torres Strait Islander communities in which we are based.

We know that Southern Cross Group will be enriched as our knowledge, understanding and partnerships with Aboriginal & Torres Strait Islander peoples and organisations develops and strengthens.

Our partnerships/current activities

Southern Cross Group has commenced internal conversations regarding our commitment and desire to develop our RAP and strengthen our connections with Aboriginal & Torres Strait Islander communities and organisations.

Several staff attended The Long Walk Women's Luncheon and our staff will participate and volunteer at The Long Walk – We Walk Together Reconciliation 2017 event. In addition to this we are exploring other opportunities to support and connect with other Aboriginal community events, programs and initiatives.



RELATIONSHIPS



RELATIONSHIPS			
Action	Deliverable	Timeline Reporting	Responsibility
RAP Steering Committee actively monitors RAP development and implementation of actions, tracking progress and reporting	<p>RAP Steering Committee oversees the development, endorsement and launch of the RAP.</p> <p>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Steering Committee.</p> <p>Meet monthly to monitor and report on RAP implementation.</p> <p>Establish Terms of Reference for the RAP Steering Committee.</p>	<p>30 September 2017</p> <p>September 2018</p> <p>September 2018</p>	<p>National Operations Manager</p> <p>National Operations Manager National Operations tee</p> <p>National Operations Manager</p> <p>National Operations Manager</p>
Build internal and external relationships	<p>Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.</p> <p>Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.</p> <p>Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations.</p>	<p>15 May 2018</p> <p>10 June 2018</p> <p>30 June 2018</p>	<p>Manager, People & Culture</p> <p>Manager People & Culture</p> <p>Manager People & Culture</p>
Participate in and celebrate National Reconciliation Week (NRW)	<p>Encourage our staff to attend a NRW event.</p> <p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</p> <p>Ensure our RAP Steering Committee participates in an external event to recognise and celebrate NRW</p>	<p>30 June 2018</p> <p>May 2018</p> <p>June 2018</p>	<p>Manager People & Culture</p> <p>Manager People & Culture</p>
Raise internal and external awareness of our RAP	<p>Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.</p> <p>Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.</p> <p>Engage our senior leaders in the delivery of RAP outcomes.</p> <p>Raise external awareness of our RAP.</p>	<p>December 2018</p> <p>December 2018</p> <p>November 2017</p> <p>February 2018</p>	<p>Manager People & Culture</p> <p>National Operations Manager</p> <p>Manager People & Culture</p>
Support Reconciliation Initiatives in Australia	Raise awareness of/explore opportunities to support the Makarrata Agenda.	31 October 2017	Manager People & Culture

RESPECT



RESPECT			
Action	Deliverable	Timeline Reporting	Responsibility
Develop a culturally safe, aware and confident workplace	<p>Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.</p> <p>Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p> <p>Conduct a review of cultural awareness training needs within Southern Cross Group.</p> <p>Develop and implement a cultural awareness training strategy.</p> <p>Explore and make available learning resources and opportunities to increase awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p> <p>Provide culturally specific leadership training opportunities for senior management team.</p>	<p>30 July 2018</p> <p>30 July 2018</p> <p>30 August 2018</p> <p>November 2017</p> <p>31 October 2017</p> <p>31 December 2017</p>	<p>Manager People and Culture</p> <p>National Training Manager</p> <p>National Training Manager</p> <p>National Training Manager</p> <p>National Training Manager</p>
Participate in and celebrate NAIDOC Week and other significant cultural events and celebrations	<p>Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.</p> <p>Introduce our staff to NAIDOC Week by promoting community events.</p> <p>Ensure our RAP Steering Committee participates in an external NAIDOC Week event.</p> <p>Host a NAIDOC week event for staff and key stakeholders</p> <p>Raise awareness of the meanings of key cultural events e.g. Sorry Day, Mabo Day</p>	<p>30 May, 2018</p> <p>15 June, 2018</p> <p>10 July 2018</p> <p>15 July 2018</p> <p>30 September 2017</p>	<p>Manager People and Culture</p>
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<p>Explore who the Traditional Owners are of the lands and waters in our local area.</p> <p>Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.</p> <p>Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).</p> <p>Ensure senior management and leadership teams are well informed and able to respond to Welcome to Country ceremonies and to deliver Acknowledgement of Country.</p>	<p>31 October 2017</p> <p>31 October 2017</p> <p>31 October 2017</p> <p>30 November 2017</p>	<p>National Manager Training</p> <p>National Training Manager</p> <p>National Training Manager</p>
Display culturally appropriate promotional material	<p>Develop an understanding of what is culturally appropriate for promotional materials and displays.</p> <p>Identify opportunities to promote our business to Aboriginal & Torres Strait Islander communities and ensure promotion is done in a culturally appropriate manner.</p> <p>Erect a plaque acknowledging Traditional Owners in all offices.</p>	<p>30 November 2017.</p> <p>31 December 2017</p> <p>31 December 2017</p>	<p>Manager People and Culture</p> <p>Manager People and Culture</p> <p>Manager People and Culture</p>

OPPORTUNITIES



OPPORTUNITIES			
Action	Deliverable	Timeline Reporting	Responsibility
Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation including traineeships, scholarships and other employment pathways.	28 February 2018.	Manager People and Culture
	Establish baseline data of current Aboriginal & Torres Strait Islander employees.	31 March 2018.	Manager People and Culture
	Review HR policies and procedures to ensure they are culturally appropriate.	31 March 2018	Manager People and Culture
	Advertise vacancies within Aboriginal & Torres Strait Islander media e.g. Koori Mail Newspaper.	31 March 2018.	Manager People and Culture
	Support Aboriginal & Torres Strait Islander cultural leadership and peer support.	30 April 2018.	Manager People and Culture
Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	30 April 2018.	CEO
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	30 April 2018.	CEO
	Investigate opportunity to become a Corporate member of Supply Nation or similar organisation.	30 April 2018.	CEO
Explore other unique opportunities to support Aboriginal and Torres Strait Islander peoples.	Investigate an internal Aboriginal and Torres Strait Islander professional mentoring network.	30 April 2018	CEO
	Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	30 April 2018	Manager People and Culture
	Investigate opportunities to increase pro bono activities.	30 April 2018	Manager People and Culture
	Support scholarships for Aboriginal and Torres Strait Islander students.	30 April 2018	Manager People and Culture
	Support Aboriginal and Torres Strait Islander leadership.	30 May 2018	Manager People and Culture

TRACKING PROGRESS

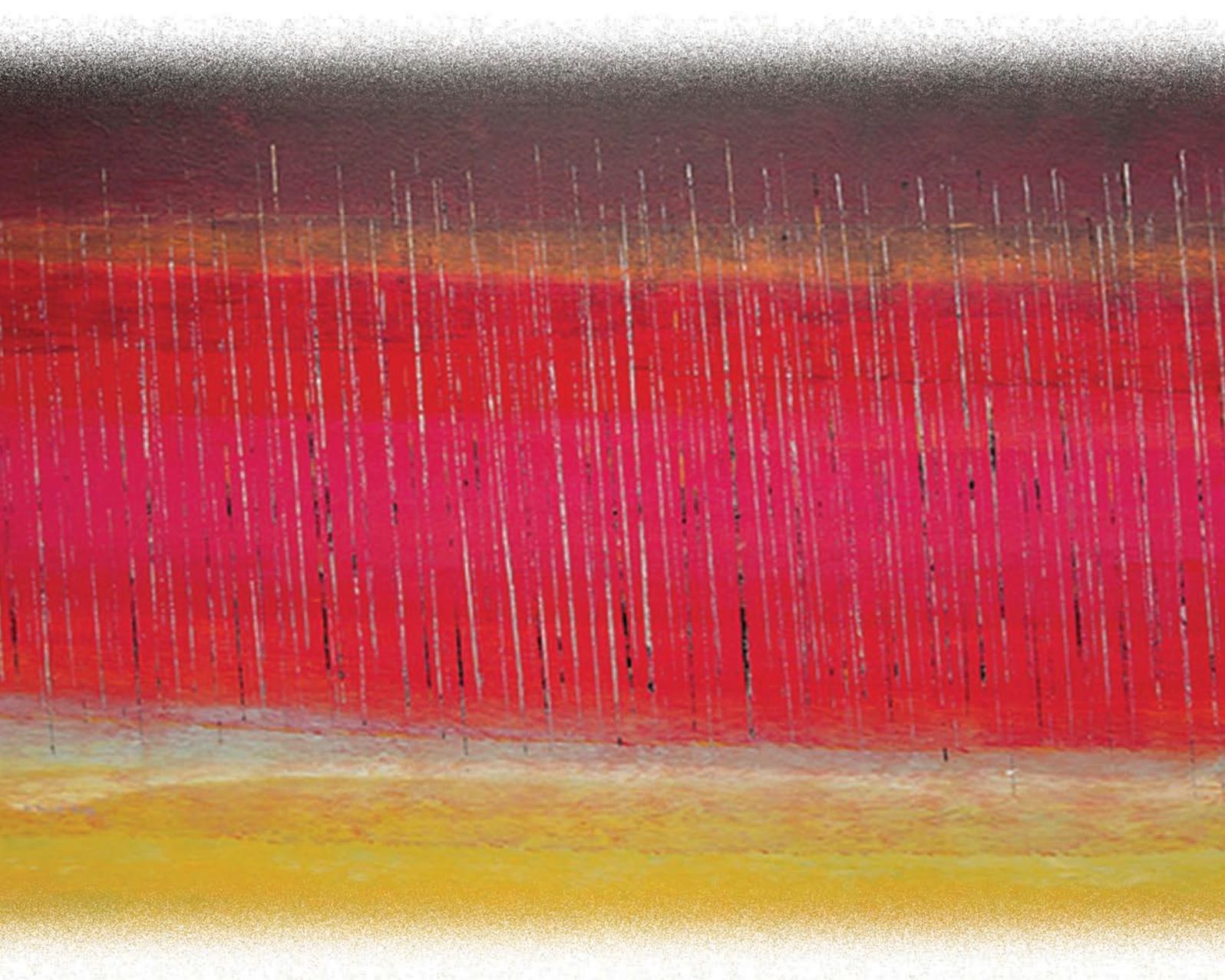


GOVERNANCE AND TRACKING PROGRESS			
Action	Deliverable	Timeline Reporting	Responsibility
Build support for the RAP	Define resource needs for RAP development and implementation.	30 November 2018	Manager People and Culture
	Define systems and capability needs to track, measure and report on RAP activities.	30 November 2018	
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September 2017	Manager People and Culture
	Report achievements, challenges and learnings to RAP Steering Committee and Southern Cross Groups Executive.	31 December 2017.	Manager People and Culture
	Include RAP actions and responsibilities in staff work plans.	31 December 2017	Manager People and Culture
Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	30 May 2018.	Manager People and Culture
	Submit draft RAP to Reconciliation Australia for review and formal endorsement.	30 September 2018.	Manager People and Culture



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CONTACT DETAILS

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