



GLAD GROUP



INNOVATE RECONCILIATION ACTION PLAN

May, 2022 – May, 2024



RECONCILIATION
ACTION PLAN

INNOVATE



GLAD
GROUP

Contents

A message from our Executive Chairman	04
A message from Reconciliation Australia Chief Executive Officer	05
Our Vision for Reconciliation	06
Glad Group's Purpose and Human Values	07
About Glad Group	08
Services delivered by Glad Group	09
A new business venture	09
The voice of our people	10
Our Reconciliation journey	14
Our RAP governance	16
Our learnings	20
Glad Group's RAP commitments	22
- Relationships	23
- Respect	26
- Opportunities	29
- Governance	32
Contact us	35

Glad Group acknowledges the Traditional Peoples of this land and pays respect to their Elders, ancestors, cultures, and history.

We pay tribute to Aboriginal and Torres Strait Islander peoples' resilience and acknowledge their continuing connection to the land, waters, and sky.

We value their cultures and respect them as the First Peoples of this country.

About the artist, Brooke Sutton

Glad Group would like to acknowledge Brooke Sutton. Brooke is a young and talented Indigenous woman of the Kalkadoon people from Bundaberg.



A rising Indigenous artist, she began painting when she was six years old, her family and parents providing a creative environment to enable her to explore her art.

For Brooke, it is nature that inspires her, especially the colours and how they mix to expand her colour palette. Community is also a strong theme in her artwork, particularly the community symbols that she uses in almost everything that she creates. The community symbols represent all people from different nations, different lives, different backgrounds coming together and being a part of something bigger than themselves.

About the artwork

Brooke has captured Glad Group's story and journey, through her artistic expression and interpretation. In her own words:

"In my painting the large pink community symbol in the centre panel represents Glad Group with the ten U symbols on the inside of the community symbol representing Nick Iloski, Glad Group's Executive Chairman, and his nine siblings, showcasing the importance of family to Glad Group, which has been instilled into the company since the beginning.

The handprints on the right of the third panel represents Nick and his wife Lucy, and how they created Glad Group to provide cleaning services to customers of a commercial nature. This shows the imprint which they have made on the company and the connection which they will always share with it. The footprints represent Glad Group's journey from 1989 when it was founded to present day.

The five medium pink and apricot community symbols which flow throughout the three panels represent Glad Group's five main services with all the different small community symbols and U symbols throughout the painting representing all the different communities that Glad Group's employees come from, and how they've all come together to create their own communities and families amongst the company.

The mountains, river and leaves throughout the three panels represent the beautiful landscape of Sydney in which Glad Group's main office is based, and the butterflies and dragonflies represent the diverse backgrounds of everyone who works with Glad Group. Lastly, the sun in the first panel represents Glad Group creating a brighter future for customers and employees and their vision to be Australia's leading authority on integrated services".





A message from our Executive Chairman

It is with great pride that I present Glad Group's second Innovate Reconciliation Action Plan (RAP).

This Plan confirms our continuing commitment to playing an active role in the reconciliation movement, aligned to our broader goal to be a 'Force for Good' for the community and the environment more broadly.

In support of this goal, Glad Group is a signatory to the United Nations Global Compact (UNGC). The UNGC recognises ten principles on human rights, labour, the environment, and anti-corruption. Core to this is respecting the human rights of our employees and stakeholders, encouraging respect for human rights through our value chains, supporting human rights in our communities, and monitoring our performance to ensure effective governance. These actions lie at the heart of our commitment to reconciliation.

For Aboriginal and Torres Strait Islander peoples, Australia's history has been characterised by land dispossession, violence, and racism. To have a society that is truly inclusive and equitable, we must all step up and play our part. At Glad Group, we strive to demonstrate the principles of diversity and inclusion beyond words, and instead allow our actions to demonstrate our commitment.

This is borne out by the diversity we have within our own business, with our 2,500 people coming from culturally and geographically diverse backgrounds, with more than 60 nationalities across our business. And with our workforce located all around Australia and New Zealand, we know that we have an incredible opportunity to broaden that diversity further.

Commencing our formal reconciliation journey in 2019 with our inaugural innovate RAP, we have begun to build the foundations that will embed our reconciliation activities within our business, engaging our people on this journey and ensuring that it is championed across all levels of our organisation. But, we have much more to do, and we are committed to listening, learning, and engaging, and creating respectful relationships that provide opportunity and fair social and economic outcomes for all.

We understand that we must acknowledge the past to determine the pathway for the future. And we know that we are only at the very start of our journey and that it will take continued commitment to really understand where we can have most impact in this critical journey, and truly addressing the gap that exists.

Nick Iloski
Executive Chairman
Glad Group



A message from Reconciliation Australia's Chief Executive Officer

Reconciliation Australia commends Glad Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Glad Group continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Glad Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Glad Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Glad Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Glad Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Glad Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Glad Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Our vision for reconciliation is a united Australia: where all Australians are included and treated equally, and Aboriginal and Torres Strait Islander peoples and cultures are valued and integrated into everyday Australian life – where we walk this beautiful land hand-in-hand.

As a provider of integrated property services, our business is all about people. And it is this focus that has unpinned our purpose “we create safe places and welcoming experiences, every day”.

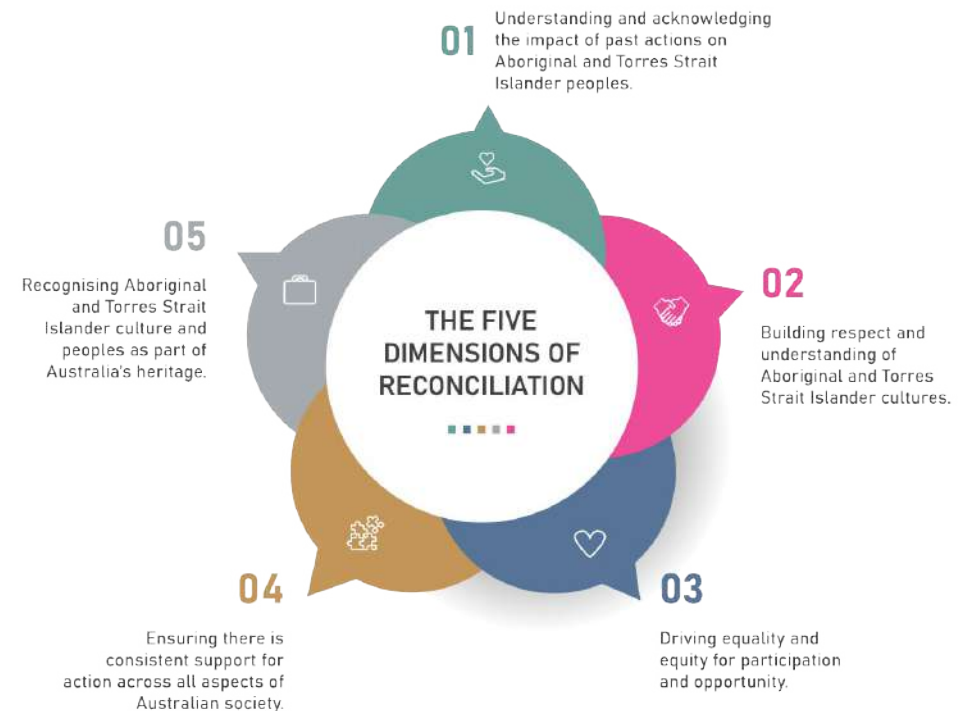
This purpose extends to our unique vision of reconciliation, that is making our business and wherever there are Glad Group people, a safe and importantly welcoming space for Aboriginal and Torres Strait Islander peoples to be.

We want to give all our people the confidence, tools and cultural understanding to enable them to connect and form meaningful, mutually respectful and valuable relationships with Aboriginal and Torres Strait Islander peoples, so that we can embrace their cultures and customs within our operations. This means leveraging our human values – trust, respect, integrity and innovation – to really understand the values of the many different Aboriginal and Torres Strait Islander communities that we will touch across our business operations.

It is only with this focus on understanding and connection that we will be able to promote respect and build opportunities that help bridge the gap in skills, employment, and prosperity in the right way for Aboriginal and Torres Strait Islander peoples, not only internally but also across the many communities we serve.

The principles we have used to develop our approach and commitments

When thinking about reconciliation, it was important for us to explore what that actually means. Reconciliation Australia's five dimensions of reconciliation resonated for us, that is historical acceptance, race relations, equality and equity, institutional integrity and unity. We have, and will continue to, use these five critical elements as the lenses through which we test our planned actions and activities to understand if our actions are truly contributing to the change that is needed. It's about:



Glad Group's Purpose and Human Values

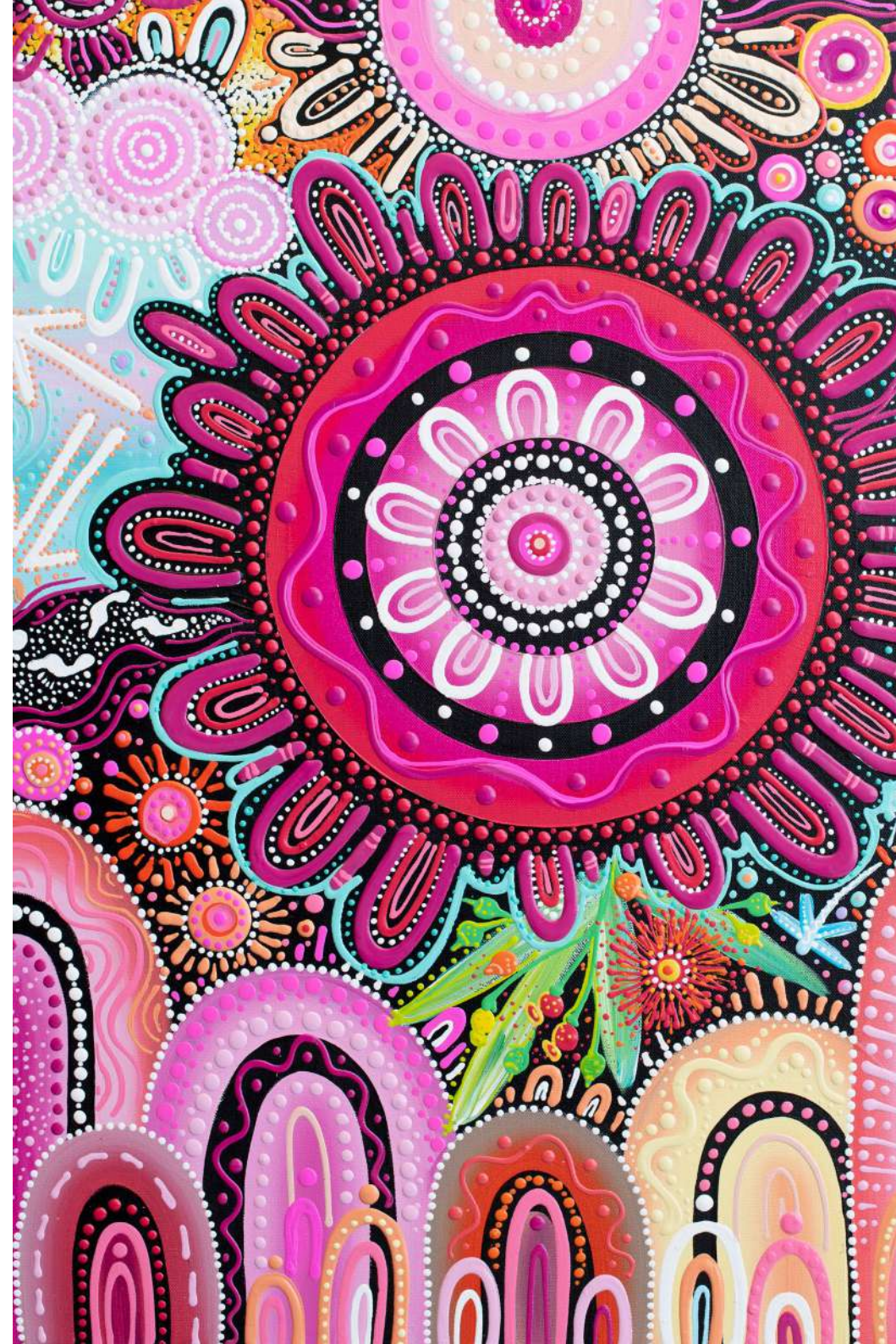
Being a responsible and sustainable business is critical to the achievement of our strategy, earning the trust of our people, customers and the broader community and committing to and delivering on our RAP commitments. Glad Group's purpose, that is the reason that we do what we do, is "We create safe places and welcoming experiences, every day". Taking an active role in reconciliation in a relevant way is critical part of how we can bring this purpose to life.

Our human values are also very important to our business, and underpin everything we do at Glad Group:



These human values are directly relevant to how we will deliver on our reconciliation commitments:

- Trust – we will build open and trusting relationships with Aboriginal and Torres Strait Islander peoples.
- Respect – Our relationships with Aboriginal and Torres Strait Islanders peoples will be developed with authentic engagement and a commitment to truly listening and hearing what is being said.
- Integrity – We will actively value Aboriginal and Torres Strait Islander cultural heritage and will call out racist behaviour.
- Innovation – We will collaborate and think differently about how we drive and embed the principles of inclusivity and equity.



About Glad Group

Glad Group is a leader in property services, offering national capability and the opportunity to tailor a range of services to individual customer needs in retail, commercial, education, government and industrial sectors in Australia and New Zealand.

As a company that operates nationwide in Australia, Glad Group has recognised the importance of developing respectful relationships and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples for many years, throughout our organisation and the communities in which we operate.



2,550

people based
at our customers'
assets



2

global locations -
Australia & New
Zealand



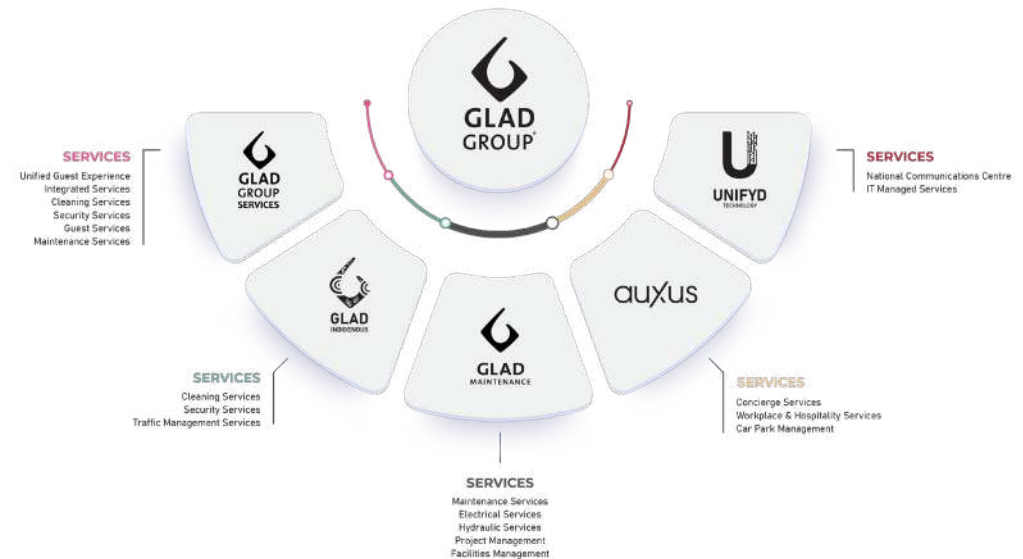
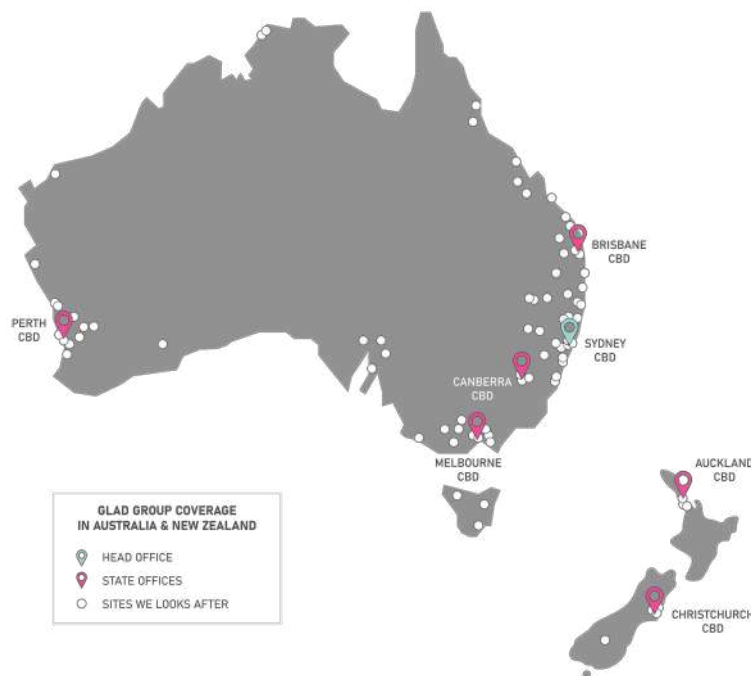
400

sites managed by
Glad Group



20

Aboriginal and
Torres Strait
Islander employees



To ensure that we meet the commitments set out in this document, we have adopted an integrated approach through which we ensure that we embed the principles of inclusion and diversity throughout our workforce.

Our first Innovate RAP cemented our commitment to Aboriginal and Torres Strait Islander peoples, provided direction and clarity around expectations and achievements, and introduced reconciliation considerations into day-to-day business.

By committing to this, our second RAP, we are establishing additional structure and more targeted priorities to elevate our approach and inform our reconciliation strategy moving forward. This RAP enriches the deliverables we commenced in our first RAP, setting more ambitious but realistic targets, and focuses on deepening our relationship with Aboriginal and Torres Strait Islander peoples and businesses.

Services delivered by Glad Group



A new business venture

Glad Group established a Joint Venture with Glad Indigenous in early 2021. This partnership is grounded in deep respect of Aboriginal and Torres Strait Islander culture and is in alignment with Glad Group's desire to positively impact Aboriginal and Torres Strait Islander communities across Australia.

The Joint Venture is ambitious in its approach and aims to develop and foster relationships that drive an inclusive and bi-lateral network for cultural immersion. It will provide shared knowledge, learnings, and resources, strengthening connection to people, community, and Country. Glad Indigenous seeks to create better futures for Indigenous people and will operate in a culturally appropriate way that centres Indigenous people and their experiences through the entire employee lifecycle.

This will be achieved by Indigenous-led strategies and objectives relating to:

- Employment goals, including specific programmes to attract talent.
- Provision of training and career development opportunities to retain talent.
- Promotion of Cultural Awareness training that drives welcoming and inclusive environments and experiences for Indigenous employees and builds capacity for the non-Indigenous workforce and partners.

This is a new business to the Glad Group of companies. With only 20 current employees, it is considered an important part of the future of the business and in how we intend to deliver on our strategy.

Glad Indigenous
is Supply Nation
certified.



Supply Nation is the Australian leader in supplier diversity, and we are proud to be part of their national database as an Aboriginal and Torres Strait Islander business for the provision of cleaning, security, and traffic management services.

The voice of our people

Our reconciliation actions will only be bought to life through the commitment and dedication of all our people. We asked our people to share what reconciliation means to them and what actions they are committed to taking:

**Nina,
Sustainability (NSW)**

This is about extending the hand of friendship, transcending cultures and backgrounds, about honouring the past and establishing genuine partnerships.

**Chris, Risk &
Compliance (NSW)**

We must walk the talk.

**Tanya,
Claims (NSW)**

To find common ground and strengthen our relationships.

**Michael, Integrated
Services (VIC)**

I will provide fair treatment and opportunities to people and respect everyone's core beliefs, regardless of their background or identity.

**David,
Operations (VIC)**

Recognising and reflecting on past differences which led to the need for a reconciliation and what is required to overcome this.

Chanel, Marketing & Communications (NSW)

Being part of the RWG made me realise that Reconciliation can be achieved at all levels, by slightly changing the way we think about our job and by implementing simple actions in our day-to-day life.



Chelsea, Business Development (NSW)

“ To me, reconciliation is fostering a broader understanding of native Australian cultural differences and hardships and, in action, the sharing of culture for mutually beneficial learnings that close the awareness gap and enhance cultural inclusion within the workplace and society.

Lina, Change Management (NSW)

I will call out racism, so it doesn't always have to fall on the victims to do so.



Nishma, Operations (WA)

“ This is about respecting Aboriginal and Torres Strait Islander Culture and history and providing opportunity in our daily activities to offer long term positive economic and social outcomes. ”





Spotlight on... Indigi-Print

Since 2018, Glad Group has partnered with Indigi-Print, a full-service printing management company based in Melbourne. Glad Group uses Indigi-Print services for all printing requirements, from business cards to brochures, signage, flyers, company's Reconciliation Action Plan, Modern Slavery Statement and much more.

Grounded on social equity goals and Indigenous development initiatives, Indigi-Print promotes the advancement of Indigenous communities and as an Indigenous-owned business, registered with Supply Nation, companies that Indigi-Print supply can meet corporate social responsibility objectives.

This partnership is in line with Glad Group's sustainability strategy, focusing on supplier diversity and engagement. Over the last 3 years, Glad Group's marketing team has been solely using Indigi-Print for all its printing requirements, increasing its Indigenous yearly spend consequently and building a strong working relationship between the two companies.





Honoring NAIDOC Week

It is essential to support and enrich the Indigenous communities in which we operate. And this includes recognising important events in the Aboriginal and Torres Strait Islander calendar.

Unfortunately, the COVID pandemic impacted our NAIDOC plans in 2021. However, our recognition of NAIDOC Week in 2020 is a great example of how we like to engage and involve all of our people. At this event our we were lucky enough to experience a smoking ceremony, performed by Tribal Warrior, accompanied by the vibrant and iconic sound of a Didgeridoo. Tribal Warrior has been a central part of the Redfern community for over two decades and has a vision to empower community through connection to culture and family. Read more here: tribalwarrior.org.

We learnt that it is an important part of any ceremony and assists in cleansing the area and the removal of bad spirits to promote the protection and well-being of all people and visitors. We also learnt that it is not just the smoke that is important in the ceremony but also how the fire is lit and what is used to make it.

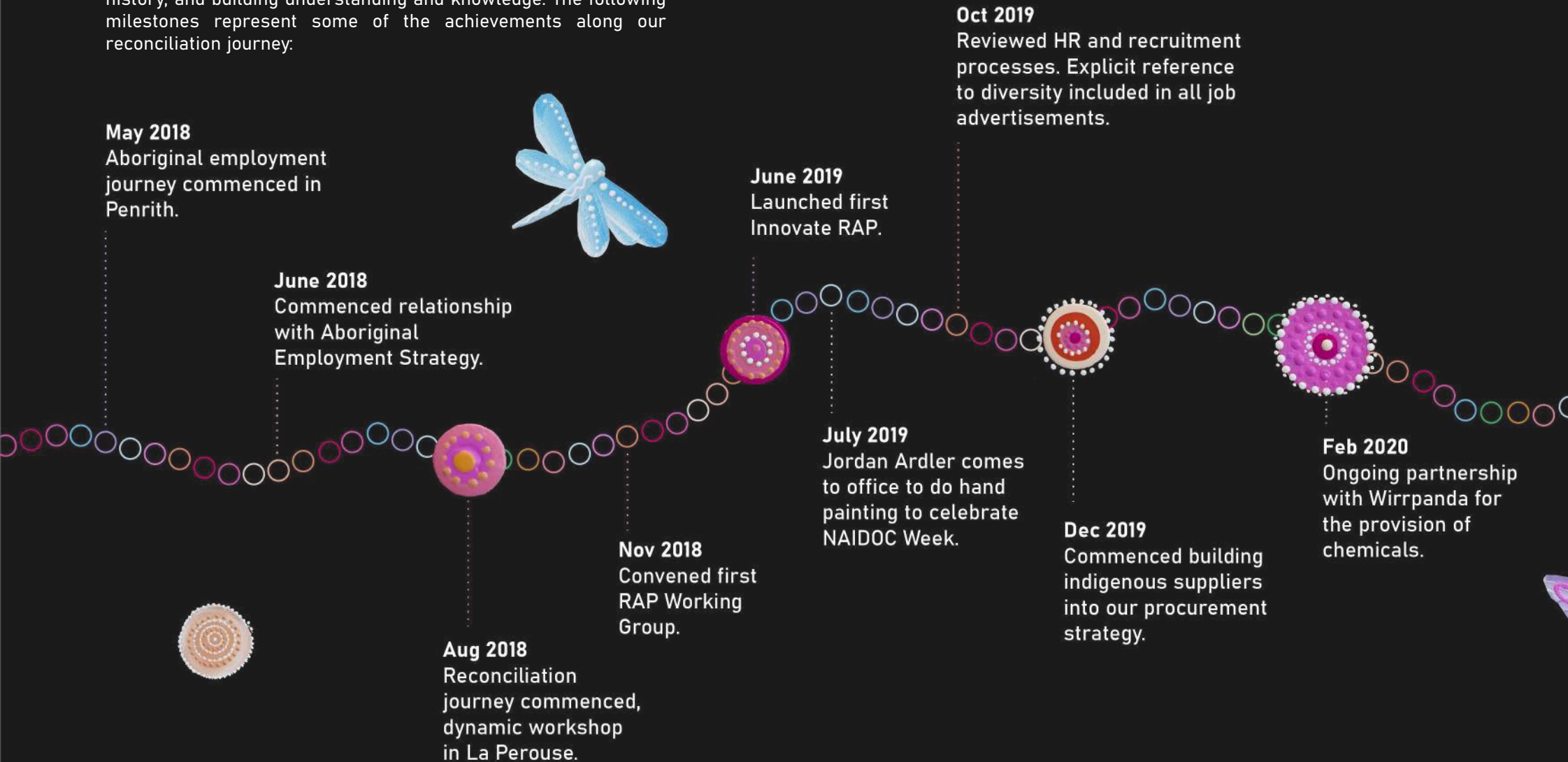
Events like these are critical to giving our people the opportunity to learn and ask questions, to build their understanding of Aboriginal and Torres Strait Islander cultures.

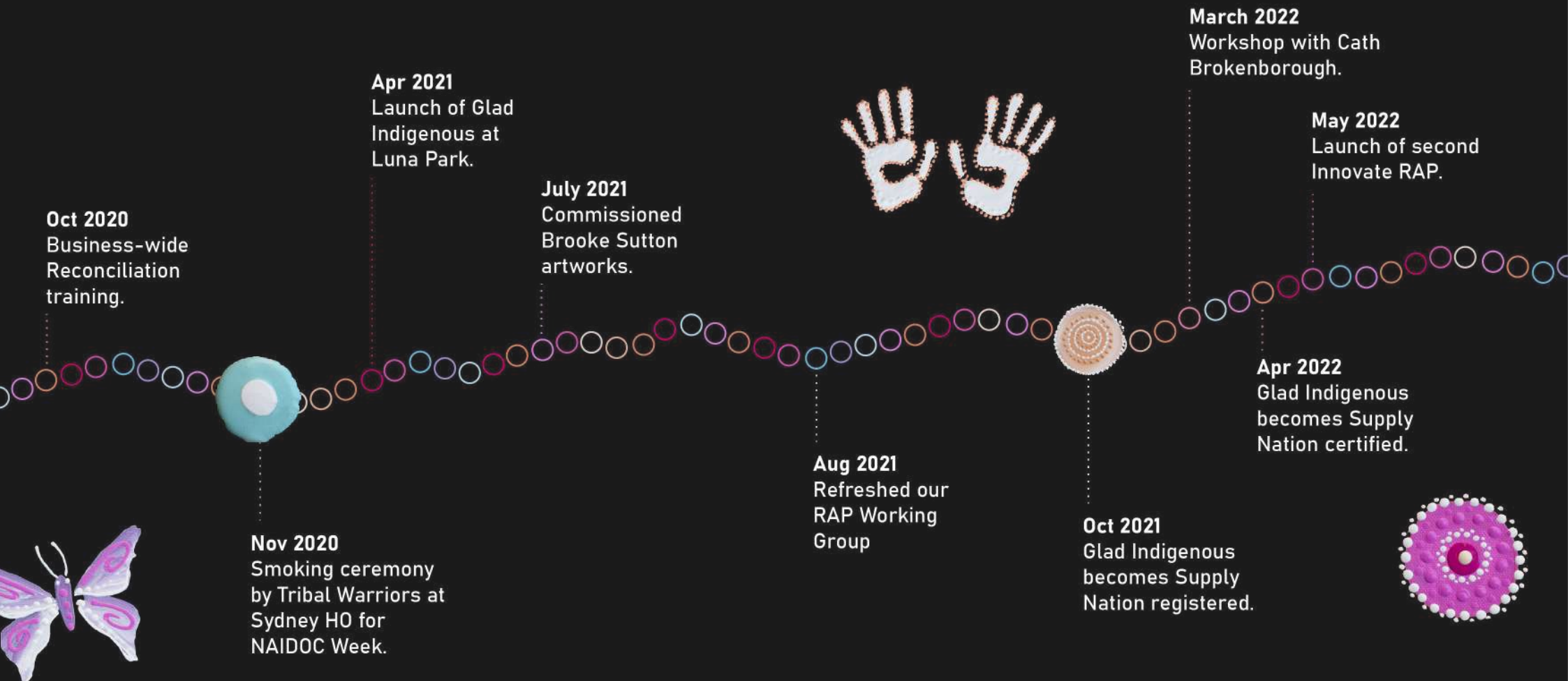


Rockdale, 2020

Our Reconciliation Journey

We've achieved some foundational milestones since launching our Innovate RAP in 2019, developing relationships, recognising history, and building understanding and knowledge. The following milestones represent some of the achievements along our reconciliation journey:





Our RAP Governance

New to the implementation of our RAP Commitments is how we will be leveraging our existing governance framework to ensure that our reconciliation activities are appropriately embedded in our day-to-day operations and that we deliver on the commitments of our RAP, just as with any other business objective.

The intention of this will be to ensure that we really embed these actions in the way we manage our business, and regularly review how we are tracking to ensure we are achieving our targets.

We recognise that our first RAP was not wholly integrated into day-to-day activities and relied on the passion and enthusiasm of specific individuals. Whilst we have begun to build a good base of understanding and engagement across the business, this RAP and how we plan to govern and oversee it will see us take a far more strategic and planned approach.

ADVISORY BOARD

Provides strategic direction and oversees effective management and performance of Glad Group. The Advisory Board is responsible for overseeing the delivery of Glad Group's business strategy, broader sustainability strategy, and Reconciliation Action Plan.

SUSTAINABILITY COMMITTEE

Chaired by the National Sustainability Manager and comprising senior management representation including the Chief Operating Officer, this committee oversees the implementation of Glad Group's sustainability strategy, including our approach to reconciliation.

RAP WORKING GROUP

The Reconciliation Action Plan Working Group is responsible for the development of Glad Group's Reconciliation Action Plan. They also oversee its implementation and all reporting requirements. The Working Group comprises people representing a range of different locations, levels, departments and cultural backgrounds across the company, and includes Aboriginal and Torres Strait Islander representation.

ADVISORS

The RWG and Sustainability Committee are advised by two Aboriginal and Torres Strait Islander community members. They provide diverse perspectives and advise on culturally appropriate actions and activities.





La Perouse, 2018

Champion

Glad Group's RAP Champion is responsible for championing the RAP and engaging and mobilising our people from across the business. Our RAP Champion has the support of Glad Group's Advisory Board and Senior Management Team. Linden Davidson, Head of Strategic Growth is our RAP Champion.

Working Group

Glad Group's Working Group is responsible for the development of Glad Group's RAP, as well as overseeing its implementation and RAP reporting requirements. The RAP Working Group meets quarterly and include an Aboriginal and Torres Strait Islander staff member, as well as non-Indigenous people from across the business.

- National Marketing and Communications Manager (nominated chairperson)
- Head of Strategic Growth
- National Sustainability Manager
- Head of People & Culture
- General Manager, Glad Indigenous
- Officer Manager, Western Australia
- State Manager Security & Concierge, Queensland
- Procurement Manager
- Operational Support Manager, Victoria
- Business Development Manager, Victoria
- On-site Security Manager
- On-site Cleaner.



Advisors

Glad Group is honoured to be supported and advised by Scott Franks, CEO Glad Indigenous, and Kristy Masella, CEO Aboriginal Employment Strategy.



Scott Franks
CEO Glad Indigenous

Scott is a Wonnarua man whose traditional lands are the Hunter Valley NSW. Scott and Glad Indigenous are building a partnership committed to opportunity, education, and development for Aboriginal and Torres Strait Islander communities.

This partnership is complimented by Scott Franks 20-plus years' experience in the security and labour hire industries, supporting Aboriginal and Torres Strait Islander communities. Scott was born in Singleton and raised on his family property, a farming and beef cattle station.



Kristy Masella
CEO Aboriginal Employment Strategy

Kristy Masella is a Murri/South Sea Islander woman from Rockhampton, Dharumbal country in Central Queensland who has dedicated her life to empowering Aboriginal and Torres Strait Islander communities.

She has worked in Aboriginal Affairs for more than 30 years across many portfolios in both New South Wales, Queensland, and the Northern Territory. Prior to the AES CEO role, she was the head of Social Justice for Aboriginal Affairs New South Wales and led a major review of the New South Wales Aboriginal Land Rights Act.

Kristy has been named one of Australia's Top 100 Most Influential Woman by the Australian Financial Review and Westpac.

Our Learnings

Although this is only our second RAP, we have learnt a lot along the way that we will embed and address in our actions moving forward.

- We tried to achieve too much, for example the establishment of too many relationships, now understanding that fewer and deeper relationships are more important. This does take time, and we must learn to be resilient and take meaningful steps forward, no matter how big or small.
- We also didn't manage to put all the building blocks of reconciliation in place, for example key strategy documents determining cultural protocols. In the coming period, we now have and will be dedicating resources to ensuring that these key things are in place.
- We do know that our people care and want to engage in reconciliation activities and are excited to build on the engagement work that we have commenced, in the coming years.
- Unfortunately, the COVID-19 pandemic did see us lose traction as we had to divert resources elsewhere in the business.
- We previously relied on the passion and drive of a few people from across the business and so struggled with having sufficient resources that could consistently move our Reconciliation Action Plan forward.

Engaging our people is critical

We cannot do this without our people. And whilst this might seem obvious, we know we can't take it for granted. Through the incredible engagement of our RAP Working Group members, we've seen firsthand the value of engaging our employees on our reconciliation journey.

We need to continue this within the broader business and find ways to connect with each one of our people on a personal level and in ways that are meaningful to them. We have heard from our people that, when they have participated in learning activities, they have felt an increase in cultural understanding and commitment to supporting our reconciliation approach. We therefore recognise the opportunity to drive awareness and education and magnify the voices of our Aboriginal and Torres Strait Islander peoples within the business, to enable all of our people to be the drivers of change that we need them to be.

Taking the time to understand and asking questions

We cannot and will not take anything for granted and have learnt that taking the time to obtain a true understanding of why someone feels the way that they do about something, or why a process is not going to work for them, is very important to ensuring that the actions we put in place meet the needs of everyone in the community.

If we are going to make change it must be change that sees tangible socio-economic opportunities realised for Aboriginal and Torres Strait Islander peoples in areas that Glad Group operates within.

Embedding reconciliation in everything we do

We still have a long way to go to ensure that reconciliation activities and priorities are embedded into our business operations. For example, we know we need to adapt our recruitment processes to help us reach our goals around increasing Aboriginal and Torres Strait Islander representation in our business, and have included an action to specifically identify effective and impactful ways for us to do this.

We are taking strides forward by including our reconciliation commitments in our company performance scorecard to ensure that performance is tracked at the most senior levels of the business, and on a consistent basis. We have also been very focused on ensuring that the accountabilities for our commitments have been allocated to the right people, and the people that have the ability and influence to make the change needed.

Collaboration is key

We know that collaborating with both Aboriginal and Torres Strait Islander organisations, as well as other corporates, will enhance how we approach reconciliation. The dialogue that collaboration brings facilitates a greater understanding of each other's perspectives and guides us to take the most impactful action to achieve better outcomes than we might have done on our own.

Active collaboration in areas of Glad Group's operations is essential to building trust and employment opportunities for Aboriginal and Torres Strait Islander peoples. Collaboration is key in breaking down communication barriers.

What are we going to do differently this time round?

- Going forward, we understand that we need to ensure that all the Glad Group of company's staff personify cultural awareness in everything they do. Our staff will be confident in their understanding of cultural protocols, values, and the intrinsic connection that Aboriginal and Torres Strait Islander peoples have with Country. We will achieve this by immersing ourselves in Yarpa Business Hub events, Supply Nation Events, and partaking in community outreach programs which will be supported by Glad Indigenous. We will create sustainable relationships with Aboriginal and Torres Strait Islander owned companies, and will create positive bias towards them by making them a part of our companies' mission.
- We will regularly review our performance against our commitments through different forums across the business and are including RAP deliverables in the Glad Group Scorecard which is reviewed regularly by the highest level of our business, our Advisory Board.
- Those who are involved in delivering RAP Commitments will have these included in their formal performance plan, to ensure accountability and responsibility is taken.
- We recognise the importance of our RWG; this has been refreshed with a highly engaged group of diverse people from across our business who are committed to engaging our people and implementing our commitments.
- We now have a National Sustainability Manager who will oversee the implementation of the RAP. This is a relatively new role to Glad Group and sees specific resources dedicated to the delivery of this important Plan.



GLAD GROUP'S RAP COMMITMENTS

May 2022- May 2024

■ RELATIONSHIPS



■ RESPECT



■ OPPORTUNITIES



■ GOVERNANCE





RELATIONSHIPS



We will continue to build and strengthen respectful internal and external relationships with Aboriginal and Torres Strait Islander peoples, businesses, and community representatives. These relationships are fundamental to our reconciliation journey. They will be built based upon our human values of trust, respect and integrity and we will adopt the principles of reciprocity and sustainability to ensure tangible and valuable outcomes for Aboriginal and Torres Strait Islander peoples are achieved.

Focus Area: Engaging and Listening

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Continue to establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, to drive positive outcomes for Aboriginal and Torres Strait Islander communities.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	Investigate and establish outreach with First Nations organisations and stakeholders in the communities where the Glad Indigenous business has contracts.	October 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Develop and implement an engagement plan to establish relationships to work with Aboriginal and Torres Strait Islander communities and organisations.	October 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Seek feedback from Aboriginal and Torres Strait Islander individuals, communities, groups, and organisations to further and support Glad Group's RAP objectives and provide ongoing cultural advice and guidance.	October 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Ensure that feedback is incorporated into business practice and planning.	October 2022, 2023	National Sustainability Manager and RAP Working Group Chair

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Continue to celebrate and participate in National Reconciliation Week (NRW), providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2022, 2023	Employee Engagement Manager & National Marketing and Communications Manager
	RAP Working Group Members to participate in an external NRW event.	27 May - June 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2022, 2023	Employee Engagement Manager and Heads Of
	Organise at least two internal events for NRW each year (Sydney support office and at least one other State office).	27 May - 3 June 2022, 2023	Employee Engagement Manager and National Marketing and Communications Manager
	Consult with Aboriginal and Torres Strait Islander stakeholders and staff members to explore culturally appropriate ways to share reconciliation experiences and stories during NRW.	May 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Register all our NRW events on Reconciliation Australia's NRW website	May 2022, 2023	Employee Engagement Manager and National Marketing and Communications Manager



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence, including raising internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement a strategy to engage our staff in reconciliation, and Glad Group's reconciliation journey. This will include reconciliation training, events, and internal communication tools.	September 2022, and March and September 2023	National Sustainability Manager and Employee Engagement Manager
	Collaborate with RAP organisations and other likeminded organisations to develop innovative approaches to advance reconciliation.	December 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Deliver at least two reconciliation training programs each year to engage and build our peoples' knowledge and understanding.	June, December 2022, 2023	National Sustainability Manager and Employee Engagement Manager
	Develop and deliver a strategy to communicate our commitment to reconciliation, and the activities of our RAP, publicly. This will include communicating through our annual Sustainability Report, website, and social media platforms.	May 2022, 2023	National Sustainability Manager and National Marketing and Communications Manager
Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Glad Group's People and Culture policies, in particular our Anti-Discrimination policy and Diversity & Inclusion Policy.	July 2022, 2023	Head of People & Culture and National Sustainability Manager
	Review and update Glad Group People & Culture policies and procedures to identify existing anti-discrimination and inclusion provisions, and potential future needs anticipating a growing staff of Aboriginal and Torres Strait Islander peoples. This review will have a focus on ensuring that Glad Group's People & Culture policies are inclusive and supportive of Aboriginal and Torres Strait Islander cultures.	August 2022, 2023	Head of People & Culture
	Educate senior leaders, area managers and site managers on the effects of racism and unconscious bias. This will form part of the staff engagement strategy and see Glad Group engage an external Aboriginal and Torres Strait Islander supplier to undertake the training.	November 2022, 2023	Head of People & Culture and National Sustainability Manager

RESPECT



Respect is the fundamental building block in a positive relationship, and we are committed to building awareness and understanding about Aboriginal and Torres Strait Islander cultures and histories. We recognise the unique position of Aboriginal and Torres Strait Islander peoples as the First Peoples of this country and are eager to learn more about their cultures, customs, practices, and connections to land and water, and to celebrate their 65,000-year-old story and beyond.

Practically this will see us build Aboriginal and Torres Strait Islander cultures into our business with visible cues such as artwork, and also see us regularly recognise Aboriginal and Torres Strait Islander peoples at the commencement of external and large meetings. In line with our values of trust, respect, and integrity, we want to ensure that this translates into every relationship that we have whether that be engaging with an Aboriginal and Torres Strait Islander business through our supply chain, or an employee working as part of our business.

Focus Area: Learning and Recognising

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Continue to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a detailed review of cultural learning needs across Glad Group.	August 2022, 2023	Head of People & Culture and National Sustainability Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development of a cultural learning framework.	August 2022, 2023	Head of People & Culture and National Sustainability Manager
	Develop a cultural learning framework to be implemented for our people. This will include identifying opportunities for local cultural immersion for our people and including cultural awareness training in Glad Group's induction training.	September 2022, 2023	Head of People & Culture and National Sustainability Manager
	Provide opportunities for RAP Working Group Members, people managers and other key leadership staff to participate in formal and structured cultural learning.	September 2022, 2023	Head of People & Culture and Chief Operating Officer
	Promote the cultural learning strategy through Glad Group's website, social media platforms, events, and internal communications.	October 2022, 2023	National Marketing & Communications Manager and Employee Engagement Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Continue to demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff awareness and understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgment of Country protocols.	July 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2022, 2023	National Sustainability Manager and Client Services Manager Glad Indigenous
	Develop a list of key contacts for organising a Welcome to Country.	June 2022, 2023	Employee Engagement Manager and National Marketing and Communications Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, for example NAIDOC and NRW.	May and July 2022, 2023	Employee Engagement Manager and National Marketing and Communications Manager
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	May 2022, 2023	Executive Director and Chief Operating Officer
	Include instructions for people on how to deliver an Acknowledgement of Country on the Glad Group intranet and in meeting rooms.	September 2022	National Sustainability Manager and Client Services Manager Glad Indigenous
	Visibly recognise and acknowledge Aboriginal and Torres Strait Islander cultures by display Aboriginal and Torres Strait Islander artwork at Glad Group Sydney support office, sharing the story of the artwork and that artist, with the artwork itself, but also through this RAP.	May 2022	National Marketing & Communications Manager and National Sustainability Manager
	Display Acknowledgement of Country artwork or plaques at our Melbourne, Brisbane, and Perth State support offices, to visibly recognise and acknowledge the land on which those offices operate.	October 2022	National Marketing & Communications Manager and State Managers

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week.	Review Glad Group People & Culture policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2022, 2023	Head of People & Culture
	Identify Glad Group's Aboriginal and Torres Strait Islander staff and ensure they can be contacted ahead of NAIDOC Week to reinforce their liberty to participate in NAIDOC Week events as they chose.	June 2022, 2023	Head of People & Culture and Employee Engagement Manager
	RAP Working Group members to participate in an internal and external NAIDOC Week event.	July 2022, 2023	Employee Engagement Manager and RAP Working Group Chair
	Host a NAIDOC week event that can be attended both face to face and/or virtually.	July 2022, 2023	Employee Engagement Manager and RAP Working Group Chair
	Promote and encourage participation in external NAIDOC events to all staff by sharing the location and dates of NAIDOC events across the country that can be attended by our people.	July 2022, 2023	Employee Engagement Manager and RAP Working Group Chair
Continue to recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	Recognise Aboriginal and Torres Strait Islander dates of significance through internal and external communications, specifically Glad Group's LinkedIn page, other social media channels, our internal intranet and quarterly newsletter. This includes developing an annual calendar of events.	May 2022, 2023	National Marketing & Communications Manager and Employee Engagement Manager
	Compliment NRW and NAIDOC week events by organising at least one other reconciliation event each year to recognise another date of cultural significance.	November 2022, 2023	National Sustainability Manager and Employee Engagement Manager

OPPORTUNITIES



We are committed to having a workforce and procurement approach that is truly representative of the communities we operate in. We will proactively support employment, education, and enterprise opportunities for Aboriginal and Torres Strait Islander peoples and communities with a goal to improving financial and social outcomes.

Focus Area: Engaging and Listening

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development and career opportunities.	May 2022, 2023	Head of People & Culture and GM Glad Indigenous
	Engage with an external Aboriginal and Torres Strait Islander consultant to advise on impactful recruitment, employment, and retention strategies, including professional development.	September 2022, 2023	Head of People & Culture and GM Glad Indigenous
	Engage with Aboriginal and Torres Strait Islander staff to consult on impactful recruitment, retention, and professional development strategy.	September 2022, 2023	Head of People & Culture and GM Glad Indigenous
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	October 2022, 2023	Head of People & Culture and GM Glad Indigenous
	Advertise all vacancies in Aboriginal and Torres Strait Islander media or via Aboriginal communication networks, to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2022, 2023	Head of People & Culture and GM Glad Indigenous
	Review People & Culture and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	September 2022	Head of People & Culture and GM Glad Indigenous
	Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels for Aboriginal targeted roles.	September 2022	Head of People & Culture and GM Glad Indigenous
	Provide mentoring opportunities and specific leadership training for Aboriginal and Torres Strait Islander staff members.	September 2022, 2023	Head of People & Culture and GM Glad Indigenous

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	▪ Increase the number or percentage of Aboriginal and Torres Strait Islander employees in our workplace: Glad Group 1% (excl. Glad Indigenous): 2% Glad Indigenous: 3% 5%	Dec 2022 Dec 2023 Dec 2022 Dec 2023	Head of People & Culture and General Managers
	▪ Provide enhanced and targeted opportunities for Aboriginal and Torres Strait Islander leadership across the business.	December 2022, 2023	Head of Strategic Growth and GM Glad Indigenous
	▪ Support Aboriginal and Torres Strait Islander staff to participate on significant committees within the business to extend their skills and experience.	September 2022, 2023	Head of Strategic Growth and GM Glad Indigenous
▪ Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	▪ Review and update procurement policies and procedures to remove barriers for procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	June 2022, 2023	Procurement Manager
	▪ Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2022	Procurement Manager and National Sustainability Manager
	▪ Investigate Supply Nation membership for the Glad Group business to support our supplier diversity and inclusion approach.	August 2022	Procurement Manager and National Sustainability Manager
	▪ Obtain Supply Nation Certification for Glad Group's Glad Indigenous business that has recently commenced operations.	December 2022	Head of Strategic Growth and CEO Glad Indigenous
	▪ Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff.	June 2022	Procurement Manager and Client Services Manager Glad Indigenous
	▪ Develop and circulate a list of appropriate and preferred Aboriginal and Torres Strait Islander businesses for procurement to Glad Group people.	June 2022	Procurement Manager and Client Services Manager Glad Indigenous
	▪ Develop at least two new commercial relationships with Aboriginal and/or Torres Strait Islander businesses each year. This is in addition to continuing our relationship with Indigi-Print.	June 2022, 2023	Procurement Manager and Client Services Manager Glad Indigenous

	DELIVERABLES	TIMELINE	RESPONSIBILITY
Identify opportunities to partner with and support Aboriginal and Torres Strait Islander organisations and community groups.	Investigate potential opportunities to work with Aboriginal and Torres Strait Islander owned community associations, charities, and schools to support local community capacity and resilience building within Aboriginal and Torres Strait Islander communities.	September 2022, 2023	National Sustainability Manager and GM Glad Indigenous
	Identify and develop at least one relationship with an Aboriginal and Torres Strait owned organisation to support local community capacity and resilience building.	October 2022, 2023	National Sustainability Manager and GM Glad Indigenous
	Explore opportunities to support Aboriginal and Torres Strait Islander organisations that provide education support, and opportunities for work experience, school holiday casual employment and/or access to industry/role-specific mentors.	October 2022, 2023	National Sustainability Manager and GM Glad Indigenous

GOVERNANCE



We know that good governance and accountability makes things happen. Glad Group has established robust governance processes which will be leveraged to oversee the delivery of our RAP commitments. We will develop and implement measurement tools and mechanisms to guide, inform and track our progress against our RAP goals, aligned to existing tracking and reporting processes.

Focus Area: Reporting and Delivering

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
▪ Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	▪ Maintain Aboriginal and Torres Strait Islander representation of the RAP Working Group.	September 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	▪ Refresh and apply the RAP Working Group Terms of Reference.	September 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	▪ Ensure that the RWG meets at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	▪ Include the RAP and the delivery of its commitments within the governance of the Glad Group Sustainability Committee.	May 2022, 2023	National Sustainability Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
Provide appropriate support for effective implementation of the RAP commitments.	Define resource needs for the RAP implementation.	April 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	Work proactively to engage Glad Group senior leaders, people managers and broader people to deliver the RAP commitments.	May 2022, 2023	National Sustainability Manager and RAP Working Group Chair
	RAP performance metrics to be included in the Glad Group scorecard, to enable measurement and transparency of performance against RAP objectives.	April 2022, 2023	National Sustainability Manager and Chief Operating Officer
	RAP performance review as a standing agenda item quarterly by the Senior Leadership team at their regular Leadership team meetings.	April, July, October 2022, January, April, July, October 2023	Head of Risk & Compliance and Chief Operating Officer
	RAP performance review as a standing item at each of Glad Group's bi-monthly Sustainability Committee Meetings.	May, July, September, November 2022, January, March, May, July, September, and November 2023	National Sustainability Manager
	RAP performance review as a standing agenda item quarterly at the Glad Group Advisory Board Meeting.	May, August, November 2022, February, May August November 2023	National Sustainability Manager and Chief Operating Officer
	Appoint and maintain an internal RAP Champion from senior management.	April 2022, 2023	National Sustainability Manager

ACTION	DELIVERABLES	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 2022, 2023	National Sustainability Manager
	Contact Reconciliation Australia to request our unique link to access the on-line RAP Impact Measurement Questionnaire.	August 2022, 2023	National Sustainability Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	National Sustainability Manager
	Report RAP progress to all staff and senior leaders quarterly through internal communications channels including the monthly Town Hall meetings, the quarterly newsletter 'Glad Insights' and the intranet.	May, August, November 2022, February, May, August, November 2023	Employee Engagement Manager and National Marketing and Communications Manager
	Publicly report our RAP achievements, challenges, and learnings, through the Glad Group Sustainability Report, external website, and other social media channels.	February 2022, 2023	National Marketing and Communications Manager and National Sustainability Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer.	April 2022	National Sustainability Manager
	Provide a traffic light report to Reconciliation Australia on completion of this RAP.	May 2024	National Sustainability Manager and RAP Working Group Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	National Sustainability Manager
	Hold an annual RAP strategy session with Aboriginal and Torres Strait Islander representation, to review progress, lessons learnt and identify new opportunities for reconciliation.	December 2022, 2023	National Sustainability Manager, GM Glad Indigenous and RAP Working Group Chair

Contact Us

Nina Collinson

National Sustainability
Manager

Nina.Collinson@gladgroup.com.au

Scott Franks

Chief Executive Officer
Glad Indigenous

Scott.Franks@gladindigenous.com.au

Chanel Avias

National Marketing and
Communications Manager

Chanel.Avias@gladgroup.com.au

Our offices in Australia and the land they're on



For public enquiries, please contact:
1300 283 233.



Follow our
journey:



GLAD
GROUP