



ASHLEY SERVICES GROUP
TRAINING | RECRUITMENT | LABOUR HIRE

Reconciliation Action Plan April 2022 - April 2023



RECONCILIATION
ACTION PLAN

REFLECT

Reflect Reconciliation Action Plan

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OUR VISION FOR RECONCILIATION

This Reconciliation Action Plan (RAP) reflects Ashley Services Group's (ASG) vision for a more connected, sustainable future where we create an enduring legacy and positively influence our people, industries, and communities. As a community of diverse talent and cultures, ASG believes in the power of inclusion and diversity in the workplace. Across our shared corporate values we acknowledge and continue to respect and celebrate the cultures of all First Nations peoples. We continue to demonstrate that we value Aboriginal and Torres Strait Islander cultures and are openly committed to celebrating and championing achievements and issues.

Our Vision for reconciliation is that all Aboriginal and Torres Strait Islander peoples are empowered to participate in building a future where their histories and cultures are visibly acknowledged, included and celebrated.

We believe we can play a part by:

- Exploring employment opportunities within our business
- Maximising the use of Aboriginal and Torres Strait Islander owned/ employed agencies in our supply chain;
- Increasing cultural awareness and competency within our business; and
- Increasing our meaningful engagement with Aboriginal and Torres Strait Islander communities. This is achieved through education and mentoring programs in partnership with like-minded organisations.

Specifically, we seek to improve sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples. Additionally, we want all our employees to understand and recognise Aboriginal and Torres Strait Islander cultures. Finally, we will diversify our own supply chain and support Aboriginal and Torres Strait Islander-owned businesses.

We will deliver meaningful outcomes in advancing the exchange of knowledge and resources in a context of partnership and reciprocity. We will promote and celebrate Aboriginal and Torres Strait Islander people's cultures, support self-determination, and encourage designs that acknowledge and celebrate Aboriginal and Torres Strait Islander people's cultures and their enduring connections to Country.

OUR BUSINESS

Ashley Services Group (ASG) (ASX: ASH) is a provider of integrated Labour Hire, Recruitment and Training services. We have been delivering quality workforce management and business improvement solutions across Australia since 1968. ASG operates in all state and territories across Australia. ASG tailors solutions to each client to ensure their precise needs are recognised and serviced appropriately.

Our commitment to the safety and protection of our employees is affirmed by our tailor-made technology and accredited quality, environmental, safety and procurement systems that are recognised nationally.

Combining our service offering of labour hire, recruitment and training, we are a preferred partner for bespoke human resource solutions for blue-chip organisations, not-for-profits, SMEs and Government departments. As a result, our sphere of influence extends across several industries including supply chain and logistics, manufacturing, rail, defence, retail and Government agencies.

ASG employs 280 staff across Australia in Labour Hire, Recruitment and Training. In addition to this, ASG pays over 5,000 on-hire workers each week. Currently 1% of the workforce on our payroll identifies as Aboriginal and/or Torres Strait Islander people.

ASG offices can be found in:

- NSW: Sydney, Waterloo, Arndell Park, Beresfield and Junee
- VIC: Laverton, Gladstone Park, Sunshine, Mulgrave, Doreen
- QLD: Underwood, Meadowbrook, Ipswich, Logan
- SA: Fulham
- WA: Maddington

We are privileged to be in a position where the scale and breadth of our business affords us the ability to influence clients and staff, supporting the journey of reconciliation.

OUR RAP

Ashley Services Group (ASG) is developing this RAP as part of its strategy to enhance its operation as a socially conscious business. We understand the expectations of the community, especially in respect of a public company. We also want to improve our presence in the community, supporting appropriate and relevant initiatives that drive sound community outcomes. Our specialisation in labour hire and recruitment affords us the ability to support communities with sustainable, long-term employment opportunities.

The champion for our RAP (and our RAP implementation lead) is Kyle Maher, the Group's Marketing Manager. Mr Maher will be supported by the RAP Working Group which includes suitably qualified and experienced leaders including:

- Ross Shrimpton – Managing Director
- Victoria Pryor – Group General Manager, Strategy
- Gerry Glover – General Manager – Victoria – Concept Engineering
- Dean Rioli – Consultant – Imalu Services

Dean Rioli is from the Munupi clan on the Tiwi Islands. Following a 100-game AFL career for the Essendon Bombers, Dean has focussed on supporting Aboriginal and Torres Strait Islander people into sustainable employment. Dean's business acumen allowed him to establish his own labour hire business. He is currently the Managing Director of Bunji Hire, an Indigenous-owned equipment rental company. Dean has a speciality in undertaking advisory roles to develop Indigenous employment strategies, with a focus on major infrastructure projects.

The artwork featured on the front cover of this RAP was created by Kiewa Austin-Rioli of Sweet Water Art. This was developed specifically for Ashley Services Group depicting the community that we are part of and the journey that this RAP represents for our business.

WORD FROM OUR MANAGING DIRECTOR



Reaching Reconciliation

Ross Shrimpton

As Managing Director of Ashley Services Group, I am delighted to see our first RAP come to life.

Our RAP has been developed to replicate the reach and collective experience of our evolving business. It has been developed in line with our own values and is testament to the core values of our people who have a desire to become partners in the reconciliation process.

Ashely Services Group's (ASG's) RAP demonstrates our commitment to reconciliation and intention to walk with Aboriginal and Torres Strait Islander peoples and communities along their path to self-determination.

This agenda, and more specifically our RAP, is an important and integrated part of our business strategy which strives to enhance community outcomes by providing stable and rewarding employment. A result of this is an improvement in society more broadly, ensuring people in the workplace and community have access to equal opportunities.

My sincere thanks go to the dedicated people who have helped develop this RAP, and I look forward to joining you on this important journey.

Ross Shrimpton

A handwritten signature in black ink, appearing to read 'R. Shrimpton'.

Managing Director
Ashley Services Group

WORD FROM THE CEO, RECONCILIATION AUSTRALIA



Reconciliation Australia welcomes Ashley Services Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Ashley Services Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Ashley Services Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ashley Services Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



RELATIONSHIPS

Authentic and meaningful actions aimed at achieving self-determination with Aboriginal and Torres Strait Islander peoples.

People are core to our business, we commit to a future where Aboriginal and Torres Strait Islander cultures can be at the forefront of knowledge sharing in designing sustainable outcomes focused on People and Place.

ASG Strategic Goals: Culture Building & Engagement, Leadership Commitment & Accountability

1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Responsibility	Due Date
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	RAP Lead	April 2022
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Group GM, Strategy	April 2022

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Responsibility	Due Date
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	RAP Lead	May 2022
RAP Working Group members to participate in an external NRW event.	Group GM, Strategy	27 May – 3 June 2022
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Executive Sponsor	27 May – 3 June 2022

3. Promote Reconciliation through our sphere of influence

Deliverable	Responsibility	Due Date
Communicate our commitment to reconciliation to all staff.	RAP Lead	April 2022
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	RAP Lead, Indigenous Consultant	June 2022
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	RAP Lead, Indigenous Consultant	Aug 2022

4. Promote positive race relations through anti-discrimination strategies

Deliverable	Responsibility	Due Date
Research best practice and policies in areas of race relations and anti-discrimination.	Group GM, Strategy	Aug 2022
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	WHS Manager	Sep 2022



RESPECT

Acknowledging and paying due respect to Elders past, present and future recognising Aboriginal and Torres Strait Islander peoples as Australia's First Nations peoples.

By engaging our staff in continuous cultural learning opportunities, we will create opportunities to improve our understanding of Aboriginal and Torres Strait Islander peoples' cultures, histories, traditions and knowledge, improving our ability to deliver good outcomes that are centred around People and Place.

ASG Strategic Goals: Culture Building & Engagement, Leadership Commitment & Accountability, Growing Our Business

1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Deliverable	Responsibility	Due Date
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	RAP Lead	Sept 2022
Conduct a review of cultural learning needs within our organisation.	RAP Lead and WHS Manager	Aug 2022

2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

Deliverable	Responsibility	Due Date
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	RAP Lead	July 2022
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	RAP Lead	Aug 2022
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	General Manager, Vic	Sep 2022
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Executive Sponsor	May 2022

3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Responsibility	Due Date
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	RAP Lead	June 2022
Introduce our staff to NAIDOC Week by promoting external events in our local area.	RAP Lead	First week in July, 2022
RAP Working Group to participate in an external NAIDOC Week event.	Group GM, Strategy	June 2022



OPPORTUNITIES

Education and employment underpin vast benefits to empowering Aboriginal and Torres Strait Islander peoples, especially for health and wellbeing, social and economic.

With our breadth and depth of technical services and networks of highly enthusiastic and motivated professionals, we are committed to co-creating sustainable programs, partnerships and opportunities through direct employment, supplier diversity and project design with Aboriginal and Torres Strait Islander peoples.

ASG Strategic Goals: Culture Building & Engagement, Leadership Commitment & Accountability, Developing our Talent, and Growing Our Business

1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Responsibility	Due Date
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	RAP Lead and WHS Manager	July 2022
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	RAP Lead	July 2022

2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Responsibility	Due Date
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Group GM, Strategy	Jan 2023
Maintain Supply Nation membership.	Executive Sponsor	Jun 2022



GOVERNANCE

1. Establish and maintain an effective national RAP Working Group to drive governance of the RAP.

Deliverable	Responsibility	Due Date
Form a RWG to govern RAP implementation.	RAP Lead	Apr 2022
Draft a Terms of Reference for the RAP Working Group	RAP Lead	Apr 2022
Establish Aboriginal and Torres Strait Islander representation on the national RAP Working Group	Indigenous Consultant	Apr 2022

2. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Responsibility	Due Date
Define resource needs for RAP implementation	RAP Lead, General Manager, Vic	Apr 2022
Engage our senior leaders and other staff in the delivery of RAP commitments	General Manager, Vic	Apr 2022, Jun 2022, Oct 2022
Define and maintain appropriate systems to track, measure and report on RAP commitments	RAP Lead	Oct 2022

3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Responsibility	Due Date
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	RAP Lead	Sept 2022

4. Continue our reconciliation journey by developing our next RAP.

Deliverable	Responsibility	Due Date
Register via Reconciliation Australia's website to begin developing our next RAP	RAP Lead	Jan 2023



Terminology

It is important to note that preferences in terminology will vary across Australia for individuals, communities, and agencies. Furthermore, these preferences can change over time. Throughout this document, the term 'Aboriginal and Torres Strait Islander peoples' is used to encompass several diverse cultural groups, which in themselves possess immense diversity.

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