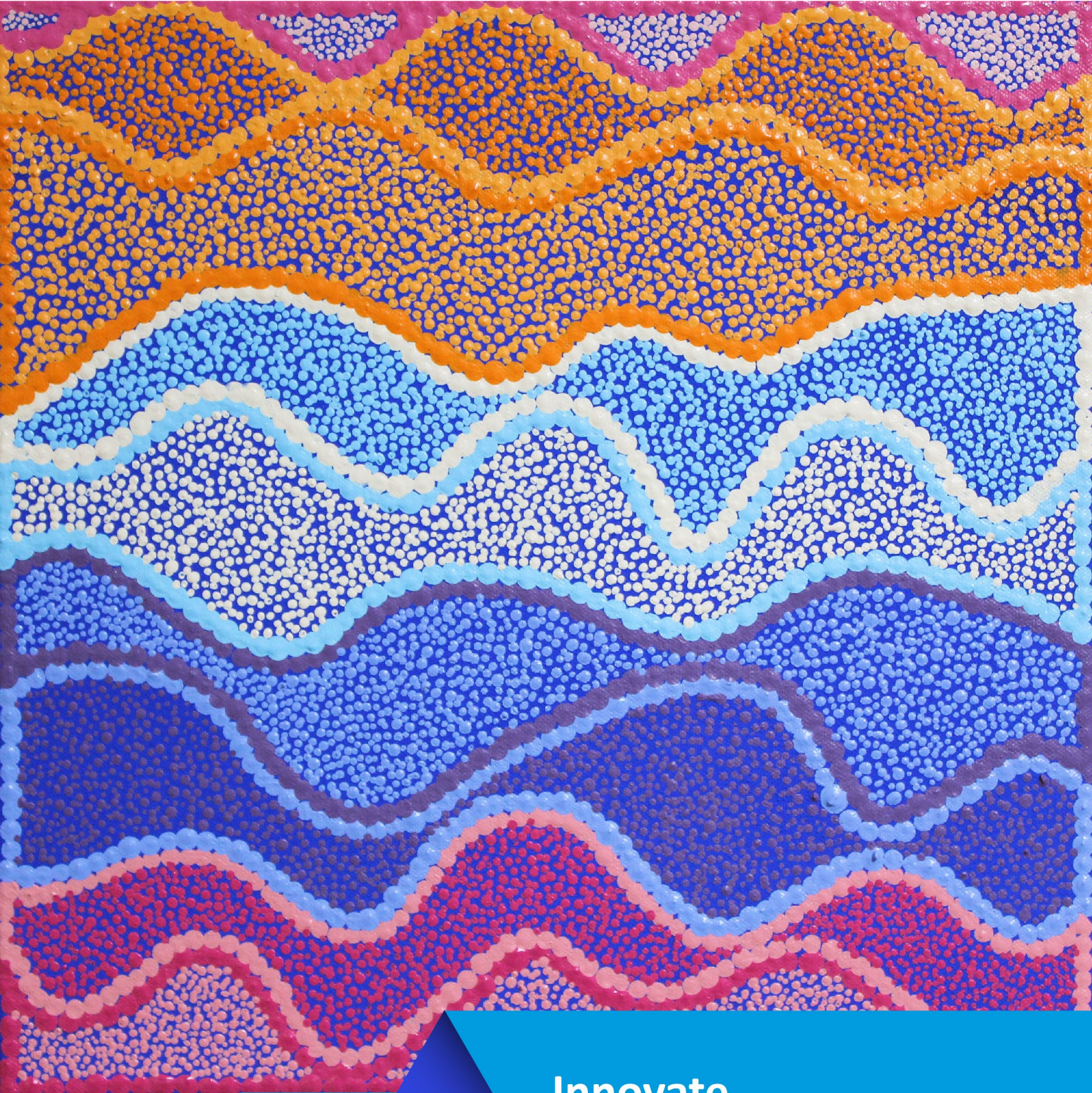




Innovate Reconciliation Action Plan

March 2024 - March 2026



RECONCILIATION
ACTION PLAN

INNOVATE

cirka



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Title: Tali at Kalipinpa

Artist: Benisa Marks

In this painting Benisa tells the story of a big rock hole in the sand hills in her country Kalipinpa. Kalipinpa is located 400 km west of Alice Springs near Kintore. This is the country of Benisa's father. It is at Kalipinpa where you will see a sacred soak. This soak is very significant to Benisa's Dreaming.

Cirka acknowledges the Traditional Owners of the land on which we work. We pay our respects to Elders past, present, and emerging.

First Innovate RAP

Reconciliation Australia commends Cirka Group Pty Ltd on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Cirka Group Pty Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Cirka Group Pty Ltd will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.



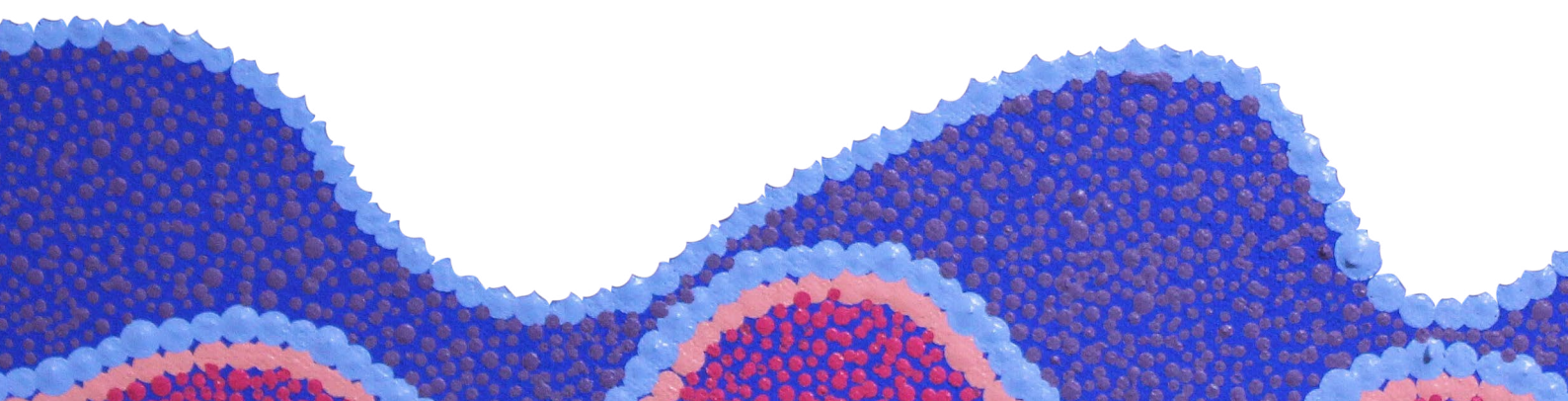
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cirka Group Pty Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Cirka Group Pty Ltd readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cirka Group Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

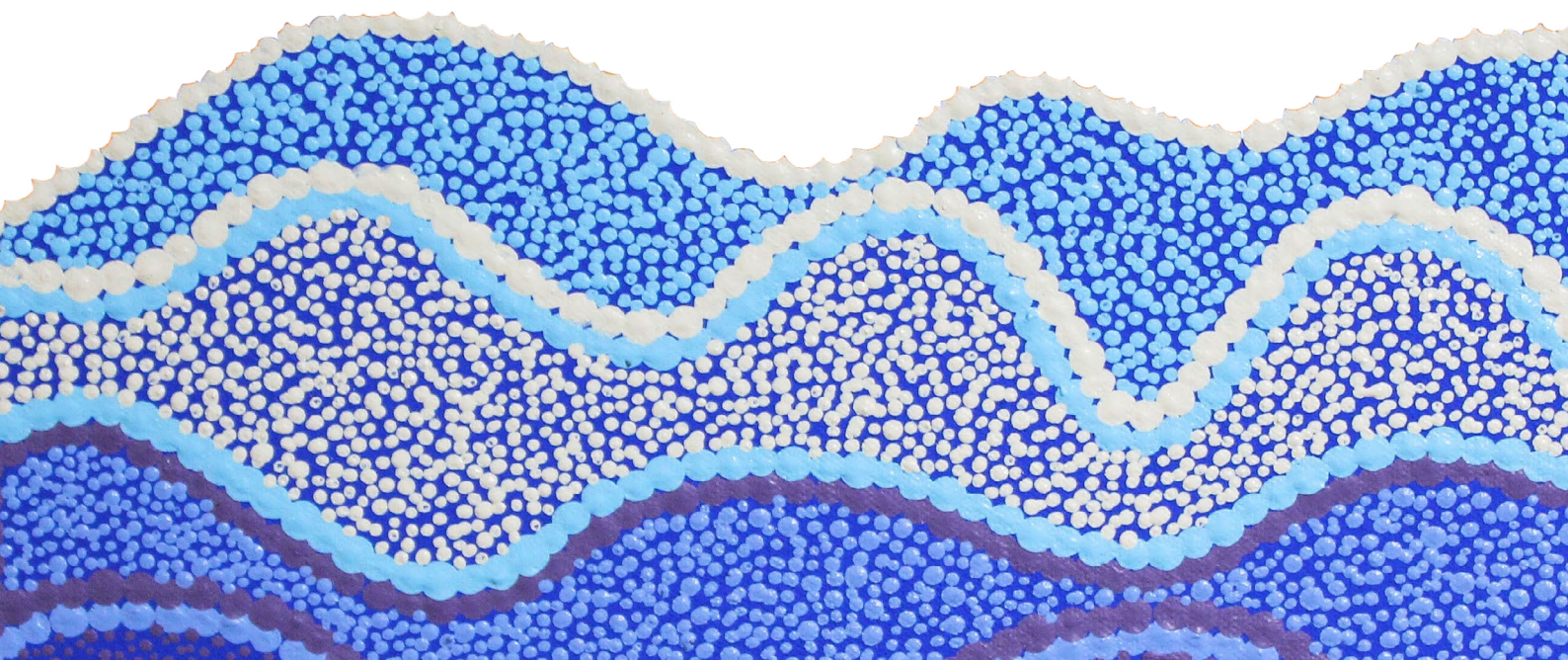
Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of our organisation, this represents equal health outcomes for our Aboriginal and Torres Strait Islander stakeholders, and an inclusive and diverse workplace that is not just culturally safe, but culturally rich and proud.



Our business

Cirka delivers commercial cleaning and associated services to clients throughout Australia and the UK and celebrates 35 years in the industry in 2023.

Cirka has a portfolio of more than 80 large and diverse contracts, including premium office complexes, sporting and entertainment venues and events, educational campuses, health and aged care facilities and national retail portfolios. With offices in Melbourne, Adelaide, Sydney, Brisbane and London, UK, Cirka directly employs 2584 (2552 in Australia as of June 2023) team members, with numbers swelling to more than 3000 during key event periods.

We are proud to be in partnership with clients including Walker Corporation, Mirvac, Knight Frank, La Trobe University, Victoria Racing Club, Reece Group, Arts Centre Melbourne, TLC Aged Care and Calvary Health, plus many more.

Prior to May 2020, we were not aware if we employed staff who identify as Aboriginal and/or Torres Strait Islander people. However, we offered an opportunity through voluntary staff surveys for employees to identify as Aboriginal and/or Torres Strait Islander people should they wish to provide this information to us. The results indicated that we currently employ 3 Aboriginal and Torres Strait Islander staff.

The vision of the business is to “create and deliver outstanding experiences” to our partners, the end users of our service, and our team members.

Our values are:

- Integrity
- Collaboration
- Inclusiveness
- Innovation
- Excellence
- Care

The behaviours that drive our culture are:

- Our People, front and centre
- Strive to the best
- Safety is second nature
- Act responsibly
- Maintain customer focus.

Our People Front And Centre

- We act with integrity and honesty
- We are open & collaborative, building outstanding teams
- We reward and recognise our people and are committed to their growth and development.

Safety Is Second Nature

- We work safely, keep up to date on safety developments and watch out for each other
- We aim to anticipate and prevent any safety concerns
- We look for ways to minimise our environmental impact.

Maintain Customer Focus

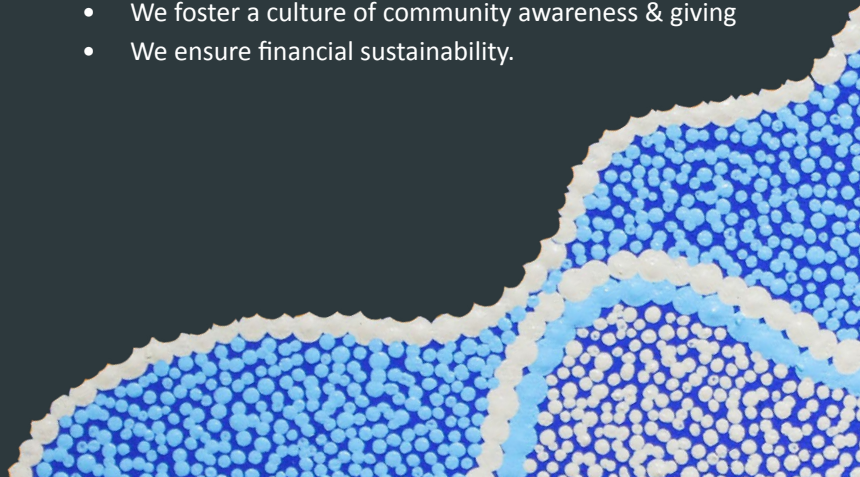
- We follow an ‘ask once’ approach to deliver results
- We build, maintain and value enduring relationships
- We work with a sense of urgency to maintain and enhance our clients’ assets and minimise risk.

Strive To Be The Best

- We strive for quality and excellence in everything we do
- We innovate and share ideas that add value
- We look to continuously improve, drawing on world’s best practice.

Act Responsibly

- We understand and manage our costs
- We foster a culture of community awareness & giving
- We ensure financial sustainability.



Our RAP

Two of Cirka's fundamental values are Inclusiveness and Integrity, and one of our key behaviours is to Act Responsibly. Both are inclusive throughout our business, including fostering a culture of community awareness.

We believe developing a Reconciliation Action Plan (RAP) is essential to being a responsible Australian company and an employer of choice. We pride ourselves on being an inclusive and progressive employer committed to equal opportunity and workplace diversity.

Cirka has used the development and implementation process of our Reflect RAP and the development process of our Innovate RAP as educational opportunities for our team on reconciliation and awareness of the local Traditional Owners and Custodians of the land where our offices are based.

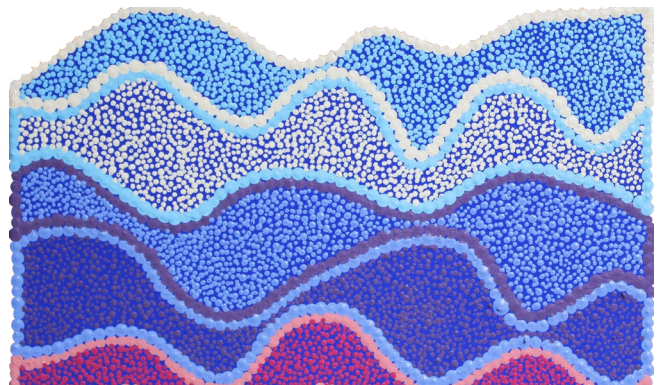
Key Achievements, Challenges & Lessons

Our Reflect RAP achieved several significant milestones, which are as follows:

1. Identified Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.

2. Researched and implemented best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.
3. Developed a business case for our organisation's Aboriginal and Torres Strait Islander employment.
4. Collaborated with Supply Nation to set third-party spending targets (10% third-party spending by FY25).
5. Promoted Aboriginal and Torres Strait Islander culture through our internal communications (email, SharePoint, website) and social media channels.

Cirka recognises minor challenges during Reflect RAP's implementation, requiring a more significant focus on Innovate RAP. These challenges will be used as learnings for the next stage of Cirka's reconciliation journey, including changing the team member engagement process during the announcement of the Innovate RAP with increased progress updates to the broader team.

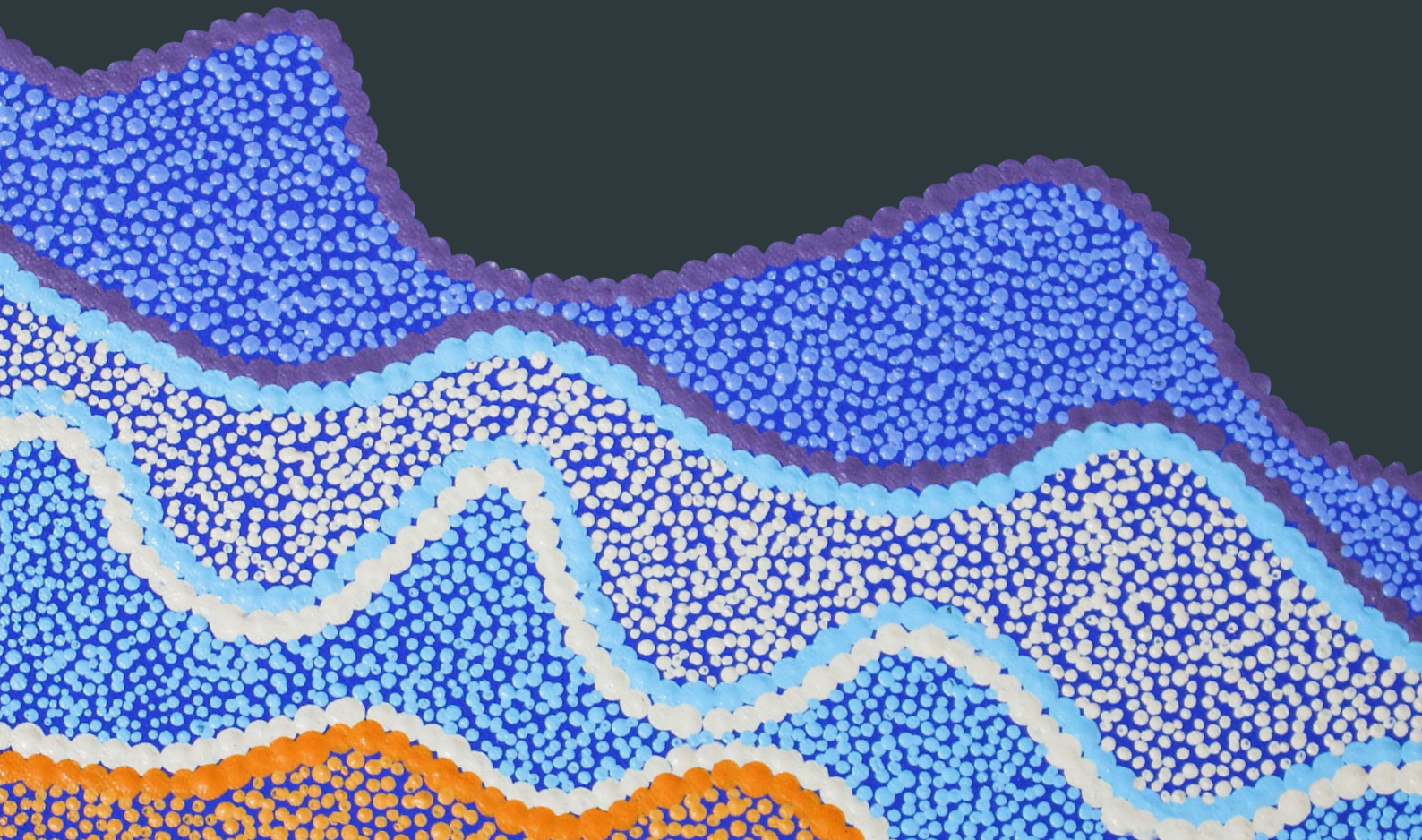


We pride ourselves on being an inclusive and progressive employer and are committed to equal opportunity and workplace diversity.

Partnerships

Cirka has developed strong relationships with Aboriginal and Torres Strait Islander people through its partnership with Supply Nation and like-minded organisations. Cirka will continue to work with its partners to deliver shared outcomes for Aboriginal and Torres Strait Islander people, stakeholders, and communities as part of its reconciliation journey.

Crucially, we will also work to build relationships with Aboriginal and Torres Strait Islander peoples within our sphere of influence. Engaging with First Nations leaders and stakeholders will inform our actions on best practices to ensure we provide a culturally safe environment. We recognise the need to consult with Aboriginal and Torres Strait Islander communities, and as a non-Indigenous organisation, relieving and preventing additional cultural load for First Nations peoples, stakeholders, and communities is critical.



RAP Champion & Working Group

Our EGM - Environment, Social & Governance, Daniel Rowe, will champion our RAP by leading our RAP Working Group, liaising with external Aboriginal & Torres Strait Islander advisory groups, and providing annual reports on Cirka's progress. The Cirka RAP Champion and RAP Working Group includes:



Daniel Rowe
Executive General Manager -
Environmental Social Governance
RAP Champion



Pat Donato
Group CEO



Rebecca Bond
Executive Director



Howard Lacy
Chief Financial
Officer



Marc Fitcher
EGM - Client Service &
Delivery



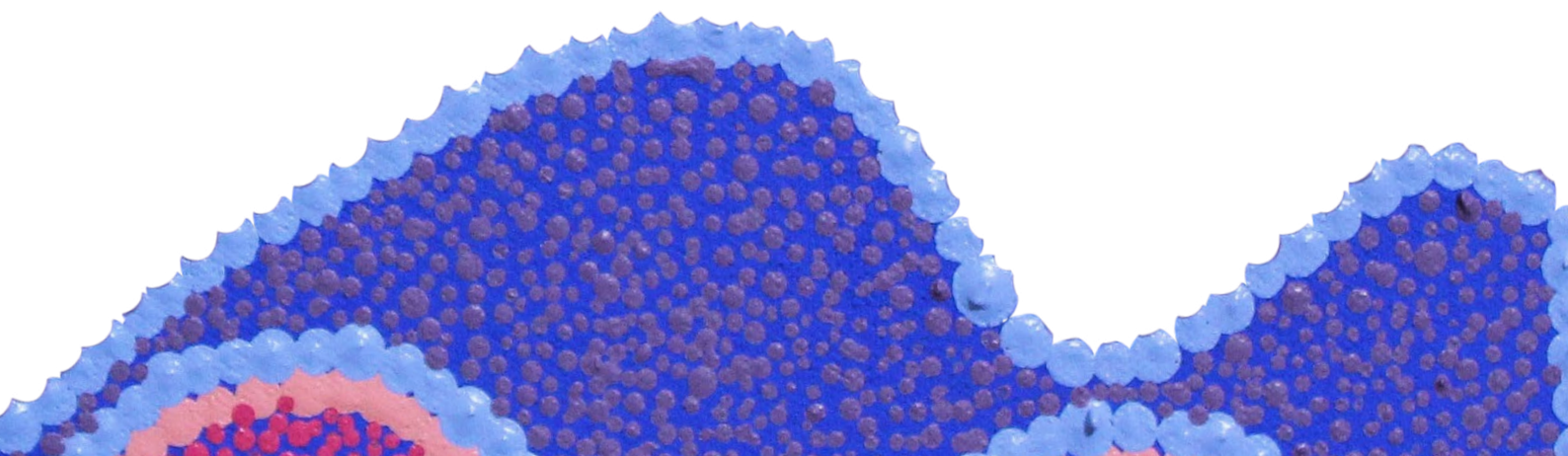
Alex Malinov
EGM - Technology &
Transformation



Kate Smith
EGM - People &
Culture

Cirka has engaged an independent Aboriginal and Torres Strait Islander advisor to be part of the RAP Working Group. Cirka will leverage its existing governance structure, sub-committees, and business strategy to ensure that the RAP commitments are embedded across the business strategy, with all accountabilities for implementation set and appropriately allocated across the business.

Our Governance structure will provide the necessary framework to deliver our commitments while managing our business.



Relationships



We will continue establishing and strengthening respectful relationships with Aboriginal and Torres Strait Islander peoples, businesses, and the wider community. These relationships are critical to our reconciliation journey and assist our business in developing a culturally safe environment. These relationships provide our business with guidance, direction and understanding to deliver our commitments. They will be built based on our integrity, collaboration, inclusiveness, innovation, and excellence values. Our consistent building of these relationships will ensure tangible outcomes for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024	EGM - Environmental Social Governance
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	EGM - People & Culture
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	EGM - Environmental Social Governance
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 and 2025	Executive Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 and 2025	Executive Director
	Organise at least one NRW event each year.	May 2024, 2025	Executive Director
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	EGM - People & Culture
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2024, 2025	EGM - People & Culture
	Communicate our commitment to reconciliation publicly.	March 2024	Group CEO
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024	EGM - Client Service & Delivery
	Provide quarterly updates to all stakeholders on the progress of RAP commitments.	March 2024, 2025 June 2024, 2025 September 2024, 2025 December 2024, 2025	Group CEO
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2024	EGM - Client Service & Delivery
	Host a Welcome-to-Country and smoking ceremony for all partners at the commencement of our major event season.	March 2024	EGM - People & Culture
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	March 2024, 2025	EGM - People & Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2024	EGM - People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy.	August 2024	EGM - People & Culture
	Educate senior leaders on the effects of racism.	March 2024	Group CEO

Respect



At Cirka, we consider our respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights to be critical to our team and business. We understand that by respecting these areas encourages a sense of pride in the cultures and histories we are connected to. We are committed to creating an inclusive and culturally responsive organisation by respecting diverse cultures and histories.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Continue to review the cultural learning needs within our organisation.	March 2024	EGM - People & Culture
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2024	EGM - Environmental Social Governance
	Review and update the cultural learning strategy document for our staff.	March 2024	Executive Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2024	EGM - People & Culture
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Executive Director
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024	Executive Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	EGM - Environmental Social Governance
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024	EGM - Environmental Social Governance
	Include an Acknowledgement of Country for each state or other appropriate protocols on all digital assets.	June 2024	EGM - Technology & Transformation
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024 and 2025	EGM - Environmental Social Governance
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024 and 2025	EGM - People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 and 2025	EGM - Environmental Social Governance

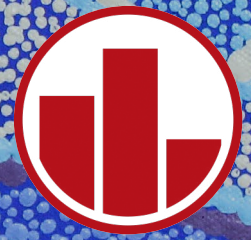
Opportunities



As a business, we believe creating opportunities for Aboriginal and Torres Strait Islander peoples, communities, organisations, and businesses is essential. We understand the importance of offering meaningful and sustainable opportunities that leverage our sphere of influence to remove structural and systemic barriers to employment, professional development and partnership opportunities. We are committed to supporting the growth and success of Aboriginal and Torres Strait Islander communities and businesses, and we strive to contribute to their progress in every way possible.

Action	Deliverable	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 opportunities.	June 2024, 2025	EGM - People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	EGM - Client Services & Delivery
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2024	EGM - Client Services & Delivery
	Advertise job vacancies to reach Aboriginal and Torres Strait Islander stakeholders effectively	November 2024	EGM - People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024	EGM - People & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update an Aboriginal and Torres Strait Islander procurement strategy.	March 2024	CFO
	Maintain Supply Nation membership.	June 2024	EGM - Environmental Social Governance
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2024	CFO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2024	CFO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2024	EGM - Client Service & Delivery
Identify opportunities to partner with and support Aboriginal and Torres Strait Islander organisations and community groups to support social outcomes.	Engage Aboriginal and Torres Strait Islander businesses as part of Cirka's social procurement framework, Identifying businesses within each state of operation.	September 2025	EGM - Client Service & Delivery
	Investigate opportunities to provide employment pathways for Aboriginal and Torres Strait Islander people through scholarships and work placement opportunities.	October 2024	EGM - Environmental Social Governance
	Partner with Aboriginal and Torres Strait Islander community service providers and/or charities to support local community capacity and build resilience.	January 2025	Group CEO
	Investigate joint venture opportunities with Aboriginal and Torres Strait Islander-owned business.	June 2025	CFO

Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Draft a Terms of Reference for the RWG.	March 2024	Executive Director
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2024	EGM - Environmental Social Governance
	Establish and apply a Terms of Reference for the RWG.	January 2024	EGM - Environmental Social Governance
	Meet at least four times per year to drive and monitor RAP implementation.	March 2024, 2025 May 2024, 2025 August 2024, 2025 December 2024, 2025	EGM - Environmental Social Governance
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2024	CFO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2024	EGM - Environmental Social Governance
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	EGM - Technology & Transformation
	Appoint and maintain an internal RAP Champion from senior management.	March 2024	Executive Director
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 current to ensure we do not miss out on important RAP correspondence.	June annually	Executive Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Executive Director
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	EGM - Environmental Social Governance
	Report RAP progress to all staff and senior leaders quarterly.	March 2024, 2025 April 2024, 2025 June 2024, 2025 September 2024, 2025	EGM - Environmental Social Governance
	Publicly report our RAP achievements, challenges and learnings annually.	March 2024, 2024	EGM - Environmental Social Governance
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	EGM - Environmental Social Governance
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2025	EGM - Environmental Social Governance
	Include RAP Updates as part of ESG Committee	March 2024	EGM - Environmental Social Governance
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	EGM - Environmental Social Governance



Daniel Rowe

EGM - Environmental Social Governance (ESG)

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