

ELEVATE
RECONCILIATION ACTION PLAN
2017 - 2020





Compass Group (Australia) Reconciliation Artwork Story

As a major employer, with sites in both regional and metropolitan Australia, Compass Group is working to help close the gap by providing Aboriginal and Torres Strait Islander peoples with employment and business opportunities and promoting cultural understanding.

This Elevate Reconciliation Action Plan (RAP) details Compass Group’s support for Indigenous Australia. We commissioned celebrated Aboriginal artist, Sally Morgan, to produce the beautiful artwork which features on the front cover and throughout this RAP as a reflection of the positive benefits that flow from Compass Group’s Aboriginal and Torres Strait Islander commitment.

Here Artist Sally Morgan explains how Compass Group’s partnership with Aboriginal and Torres Strait Islander communities inspired her painting.

“This artwork is inspired by Compass’ Indigenous Reconciliation journey. Passion is represented by the sun in the centre of the painting. Flowing out from this energy are four circle designs signifying people working together in collaborative inspirational ways to nurture, nourish and support Indigenous communities with sustainable quality programs and services. The whole is encircled by a panel that protects this holistic and dynamic approach.”

Sally Morgan Indigenous Artist

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Acknowledging Country

Compass Group Australia acknowledges the Traditional Owners on whose lands we live and work.

We recognise and respect their continuing connection to land, waters and community.

We pay our respects to all Aboriginal and Torres Strait Islander peoples throughout Australia; and to their elders past, present and future.

Terms Used

Throughout our Reconciliation Action Plan (RAP), we have respectfully used the inclusive term Aboriginal and Torres Strait Islander peoples. Any similar term used due to quotes or extracts should be considered interchangeable.

For the purpose of this RAP, we refer to the term Aboriginal and Torres Strait Islander peoples of Australia. However, this term does not reflect the rich diversity of Aboriginal and Torres Strait Islander peoples and Compass Group Australia acknowledges that many individuals and families prefer to be known by their language groups or other cultural names.

Our Aspirations for Reconciliation: We are fully committed to focusing on and expanding ways in which we contribute to building respect, relationships and opportunities to improve the quality of life and general well-being of Aboriginal and Torres Strait Islander peoples and their communities.



I am pleased to introduce our Elevate Reconciliation Action Plan (RAP) 2017 – 2020. This RAP builds on our reconciliation journey and achievements, and provides a springboard to aspire and achieve even greater and more sustainable benefits to Aboriginal and Torres Strait Islander peoples in the future.

We value and recognise Aboriginal and Torres Strait Islander peoples, cultures and heritage as a proud part of our shared Australian national identity. Indigenous participation and engagement is both in the DNA and a critical part of our business and operations. Since our first Aboriginal and Torres Strait Islander employment strategy in 1992, our understanding of how we can make a positive impact on Aboriginal and Torres Strait Islander peoples has continued to grow. Today we are a recognised leader in Aboriginal and Torres Strait Islander engagement. We have a demonstrated history of successful achievements across three core RAP areas: respect, relationships and opportunities.

Compass Group pioneered, through our ESS business, joint ventures with Aboriginal and Torres Strait Islander organisations to deliver major contracts around Australia which are providing significant dividends and opportunities to Aboriginal and Torres Strait Islander peoples at a local level. We are proud to be a founding corporate member of Supply Nation and to have increased our expenditure on Aboriginal and Torres Strait Islander owned businesses exponentially since joining.

Our Aboriginal and Torres Strait Islander engagement efforts were recognised in 2015 when the Federal Government invited Compass Group to be a corporate partner in its new Indigenous Employment Parity Project Initiative.

As part of our commitment, we have set a target to employ 1050 new Aboriginal and/or Torres Strait Islander employees by the end of 2019, which will increase our Aboriginal and Torres Strait Islander employment rate from 4.7 to 10 percent.

Notwithstanding these achievements, our aim is to do more to address the disadvantages that exist in our Aboriginal and Torres Strait Islander communities. We want to leverage our widespread geographical footprint and the nature of our business to collaborate and aspire to increase and improve our outcomes. Through this RAP we will create more jobs, increase retention, provide career pathways and development support and opportunities for local Aboriginal and Torres Strait Islander owned businesses.

As Compass Group has evolved so has our commitment to Aboriginal and Torres Strait Islander peoples. Our aspirations and future vision is clear: we want to drive and support long term social change and build better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples through the creation of long-term, sustainable employment and business development opportunities that make a real difference to the lives and communities of Aboriginal and Torres Strait Islander peoples.

Shelley Roberts
Managing Director
Compass Group Australia



Reconciliation Australia

Reconciliation Australia congratulates Compass Group on its past successes and ongoing commitment to advancing reconciliation, as it implements its third Reconciliation Action Plan (RAP).

In adopting an Elevate RAP, Compass Group join an elite group of organisations that have taken reconciliation above and beyond 'business as usual', and embedded it in the delivery of core business practices and decision-making at the highest level.

Compass Group began its journey with the RAP program in 2009. In the years since, it has maintained a strong track record of following through with its RAP commitments, and building meaningful partnerships with Aboriginal and Torres Strait Islander peoples and communities. Compass Group has made significant progress across the key pillars of reconciliation—relationships, respect and opportunities.

Compass Group's work to establish and maintain cultural understanding in the workplace has seen 2,476 new employees and managers complete cultural awareness training.

This initiative has no doubt enhanced respect between non-Indigenous and Aboriginal and Torres Strait Islander employees, and strengthened shared pride in the histories and cultures of First Peoples.

Having employed over 2,000 Aboriginal and Torres Strait Islander staff since 2009, Compass Group demonstrates its commitment to generating career pathways and ongoing opportunities for First Australians. Its Aboriginal and Torres Strait Islander engagement efforts were recognised in 2015 when the Federal Government invited Compass Group to be a corporate partner in its new Indigenous Employment Parity Project Initiative.

As part of its commitment, Compass Group has set a target to employ 1,050 new Aboriginal and Torres Strait Islander employees by the end of 2019, which will increase its Aboriginal and Torres Strait Islander employment rate from 4.7 to 10 percent. These goals provide a solid foundation for Compass Group to realise the more ambitious goals of its Elevate RAP.

Reconciliation Australia's RAP program inspires social change in workplaces across Australia, and economic and behavioural transformation with far-reaching positive impacts. Organisations such as Compass Group have pioneered, through its ESS business, joint ventures with Aboriginal and Torres Strait Islander organisations to deliver major contracts around Australia, which are providing significant dividends and opportunities to Aboriginal and Torres Strait Islander Peoples at a local level.

Raising the bar of its reconciliation ambitions sets a fine example to others within its sphere of influence.

On behalf of Reconciliation Australia, I commend Compass Group on its Elevate RAP and look forward to following its ongoing reconciliation journey.

Justin Mohamed
Chief Executive Officer
Reconciliation Australia



Our Business:
Compass Group PLC is one of the world's largest food and support services companies.

We operate in 50 countries around the world, employ 500,000 people and serve more than four billion meals each year. Compass Group is Australia's largest dedicated food and services Company.

We employ more than 10,000 people in over 600 locations across all states and territories. Many of our site locations are within or near regional and remote Aboriginal and Torres Strait Islander communities. In Australia we operate under several brands, each dedicated to meeting the needs of different industry sectors. We have 6,000 full time employees and we currently employ over 400 full time Aboriginal and/or Torres Strait Islander staff members. Currently 6% of our full time staff are Aboriginal and/or Torres Strait Islander employees. In our Offshore and Remote business over 7% of our fulltime staff are Aboriginal and/or Torres Strait Islander employees.

As a Company with a large geographic footprint, a broad range of services and flexible approach to recruitment and training, we are well positioned to make a genuine and positive contribution to make an improvement to the lives of Aboriginal and/or Torres Strait Islander peoples.

Our Offices

We have offices in Perth, Sydney, Melbourne, Brisbane and Adelaide.



ESS

Catering, accommodation and other support services to Defence, remote mining and construction camps and offshore platforms.

Chartwells

Hospitality and support services to secondary schools, tertiary colleges, university and TAFE campuses.

Delta FM

Project management of client non-core facilities.

Eurest

Food service for corporate, commercial and industry locations ranging from kitchenettes to full service staff cafes.

Medirest

Hospitality and house-keeping services to hospitals and aged care facilities.

Omega

Security & Crowd Control operations to remote mining and construction sites.

Restaurant Associates

Fine dining for landmark venues and prestige corporate hospitality.





Our Elevate Reconciliation Action Plan: Our 2017 - 2020 Reconciliation Action Plan (RAP) builds on the strong foundations of our 2009 and 2013 plans and takes our commitment to reconciliation to a new level.

Compass Group shares a vision to create a reconciled and equitable Australia. To achieve this vision, we aim to be a leader in sharing experiences, knowledge, facilitating understanding and collaboratively promoting and driving meaningful engagement through the delivery of sustainable employment and business opportunities.

We believe that by providing leadership and pledging to work in partnership with our employees, managers, suppliers, clients and communities we will continue to drive, address and contribute to eliminating disparities between Aboriginal and Torres Strait Islander peoples and other Australians. We will strengthen our commitment to the delivery of meaningful outcomes in this RAP and further commit to providing leadership and driving success across all three core pillars of reconciliation - Relationships, Respect and Opportunities capturing:

Internal

Increasing our employees' and subcontractors' understanding and appreciation of:

- Pathways for Aboriginal and Torres Strait Islander employment and economic development
- Aboriginal and Torres Strait Islander culture and the influence family and cultural factors may have on Aboriginal and/or Torres Strait Islander employees
- The importance of the land to Aboriginal and Torres Strait Islander peoples in the areas where we live and work
- Recognising and protecting significant cultural sites

Aboriginal and Torres Strait Islander Peoples and Communities

Providing:

- Employment opportunities for Aboriginal and/or Torres Strait Islander peoples, with a specific focus on providing entry-level jobs to local long-term unemployed people in the areas where we live and work
- Long-term career pathways for Aboriginal and/or Torres Strait Islander peoples who wish to pursue a career within Compass Group
- Genuine business development opportunities for Aboriginal and Torres Strait Islander owned businesses to provide goods and services, with a focus on generating opportunities for businesses that operate in our geographic footprint
- Support to contribute to the development of local Aboriginal and Torres Strait Islander communities by implementing community initiatives with a focus on health and wellbeing

Clients

Working with:

- Our clients to achieve shared aspirations for Aboriginal and Torres Strait Islander engagement and collaborate where possible to achieve desired outcomes

Our Commitment and RAP Governance:

The development and delivery of our RAP relies on key individuals and initiatives, uniting everyone in the company under one common goal.

Managing Director

The Managing Director of Compass Group is our RAP sponsor. As sponsor, our Managing Director oversees the development and implementation of the RAP and will chair our quarterly Closing the Gap Steering Committee (CGSC) meetings. The Managing Director will provide updates on the RAP's progress and Aboriginal and Torres Strait Islander engagement achievements to employees using internal communication channels, and will champion the RAP to key external stakeholders, including Government representatives and business leaders.

Australian Leadership Team

The national Australian Leadership Team (ALT) is responsible for approving and monitoring the progress of the RAP. They will cascade and ensure we have defined aspirational key performance indicators to lead and drive sustainable employment and business procurement outcomes for Aboriginal and Torres Strait Islander peoples across our business sectors. These key performance indicators will be reviewed monthly. Aboriginal and Torres Strait Islander engagement data and information will be prepared on bi-monthly dashboards for our Australian Leadership Team meetings and for our quarterly Closing the Gap Steering Committee meetings to inform progress against our RAP goals, commitments and targets.

Supply Chain (Procurement)

Our Supply Chain team has responsibility for supplier diversity by introducing and developing certified Aboriginal and Torres Strait Islander businesses, their products and services. We create opportunities for Indigenous businesses to grow within our broader supply chain.

Closing the Gap Steering Committee

The Closing the Gap Steering Committee has input into developing the RAP and members act as advocates generating support for the RAP across our business sectors. The Steering Committee meets quarterly to review the progress of the RAP and to refine actions as required. The Closing the Gap Steering Committee (CGSC) comprises a mix of employees from across the business, including Aboriginal and Torres Strait Islander representation. Membership includes:

- Managing Director
- Executive Director – Offshore & Remote
- Executive Director – Business & Industry, Education, Leisure, Defence, Government and Healthcare
- Executive Director – Human Resources and Risk
- National General Manager – Diversity and Indigenous Engagement – Nyungar Yorga
- Four annually appointed employee representatives from our various Business Sectors

General Manager Diversity and Indigenous Engagement

The General Manager Diversity and Indigenous Engagement (GM D&IE) is the champion of the RAP in the business, responsible for steering the development and implementation of the RAP and preparing quarterly reports for the Compass Group Australian Leadership Team and Reconciliation Australia.

Indigenous Engagement Unit

The Indigenous Engagement Unit (IEU) is responsible for the day-to-day implementation of Compass Group's Aboriginal and Torres Strait Islander engagement activities including identifying and upskilling new employees; coordinating training and mentoring programs and issuing monthly Aboriginal and Torres Strait Islander engagement 'dashboards' (detailing employment and retention rates, training programs delivered, and spend on Aboriginal and Torres Strait Islander owned businesses).

Communications Team

The Communications Team is responsible for communications to promote the company's Aboriginal and Torres Strait Islander engagement milestones and achievements to internal and external stakeholders.

Managers and Supervisors

Compass Group empowers its Executive Directors, General Managers, Managers and Supervisors to take a leadership role in promoting and advocating Aboriginal and Torres Strait Islander engagement. Key performance indicators in respect to Aboriginal and Torres Strait Islander employment, retention rates and business engagement are embedded in roles from Supervisor level through to the Managing Director to engender support for the business's Aboriginal and Torres Strait Islander engagement aspirations. These key performance indicators will be reviewed monthly, informing our Australian Leadership Team and Closing the Gap Steering Committee on progress and achievements.





Our approach to Indigenous Engagement: Our support of Aboriginal and Torres Strait Islander peoples, organisations and communities is grouped into four key areas:



Employment

We create employment and training opportunities and career development pathways to enable Aboriginal and Torres Strait Islander peoples to pursue rewarding and long-term careers beyond entry-level roles.



Business Development

We encourage the creation and/or expansion of sustainable Aboriginal and Torres Strait Islander businesses that can provide goods and services to Compass Group and other procurers.



Cultural Understanding and Appreciation

We use innovative approaches to improve the appreciation and knowledge of our employees, and where possible of our clients, of Aboriginal and Torres Strait Islander culture and heritage in local areas.



Supporting Healthy and Strong Local Communities

Drawing on the capacity and influence of our business, we partner with local Aboriginal and Torres Strait Islander communities to improve the health and lifestyle of communities in the areas where we live and work.

Our Aboriginal and Torres Strait Islander Engagement Framework: Our approach to supporting and engaging Aboriginal and Torres Strait Islander peoples is underpinned by the following policy and management system framework.

Indigenous Participation Policy

Captures Compass Group's intent to increase Aboriginal and Torres Strait Islander engagement, involvement and participation across our operations.

Indigenous Heritage Management Policy

Confirms our recognition of the significance and importance of Aboriginal and Torres Strait Islander heritage sites and places of significance, and the need to protect these areas from damage and/or inappropriate activity.

Reconciliation Action Plan (this plan)

Reiterates our recognition of the Traditional Owners of the lands we live and work in and our commitment to:

- Build stronger relationships with Aboriginal and Torres Strait Islander peoples
- Further promote an understanding of Aboriginal and Torres Strait Islander cultures
- Provide opportunities for Aboriginal and Torres Strait Islander employment and business development

Indigenous Engagement, Training and Employment Strategy

Addresses our aims to:

- Identify and create employment opportunities for Aboriginal and/or Torres Strait Islander peoples, in particular people from communities that are local to our operations
- Increase retention by providing mentoring and other on-the-job support to Aboriginal and/or Torres Strait Islander employees
- Develop training programs to create pathways for long-term, sustainable career paths

Indigenous Business Procurement Policy

Confirms our focus and commitment to continue developing business relationships with Aboriginal and Torres Strait Islander partners at local, regional and national levels to help build strong, diverse and inclusive supply chain partnerships.



Our Impact and Long Successful History: Our RAP journey captures our achievements, challenges and learnings and our significant contribution, track record and ongoing commitment to advancing the reconciliation movement.

2476

STAFF TRAINED

Since 2014, 2476 new staff members and managers have completed Cultural Awareness Training.



11

JOINT VENTURES

Since 1998, our Joint Venture partnerships with Indigenous organisations have provided vital dividends for local Indigenous communities.



+\$312M

2015 ANNUAL REVENUE

Our Joint Venture Companies have a total grossed up 2015 annual revenue + \$312 million dollars. Our Aboriginal partners hold 40-50% shares in these entities.



2009

FOUNDING MEMBER

Founding member of Supply Nation since 2009. Proud sponsor of Supply Nation's Connect 2016 Trade Show, Sydney.



2081

PEOPLE EMPLOYED

We have employed 2081 Aboriginal and Torres Strait Islander staff since commencing our RAP journey in 2009.



624

NEW EMPLOYEES

Since January 2015, we have employed 624 new Aboriginal and Torres Strait Islander staff on our operations.



33%

GROWTH RATE

Annual growth rate of 33% on spend for products and services supplied by Supply Nation certified Aboriginal and Torres Strait Islander businesses.



25+

BUSINESSES ENGAGED

25+ Aboriginal and Torres Strait Islander businesses engaged in our Supply Chain.



87

UP-SKILLING TRAINING

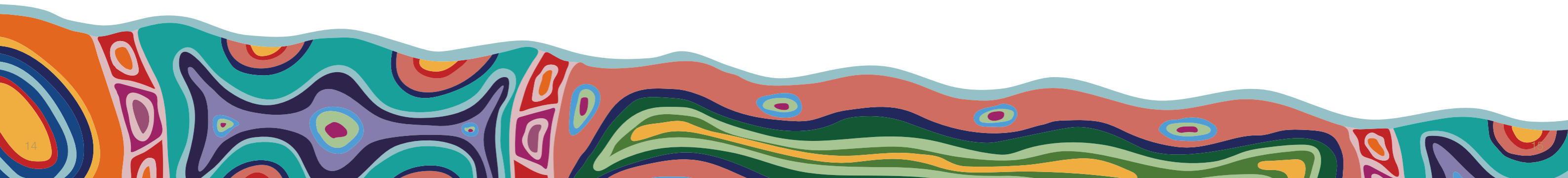
Since January 2009, we have delivered 87 Certificate II up-skilling training programs for job seekers and 157 Aboriginal and Torres Strait Islander staff have undertaken professional development programs.



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AWARDS

2016 Supply Nation Corporate Member of the Year
 2016 Supply Nation Innovation for Impact Award
 2014 Supply Nation Corporate Member of the Year
 2013 George Mure Memorial Professional Development Award
 2012 Supply Nation Supplier Diversity Advocate of the Year



Supplier Diversity: As a leader in supplier diversity, Compass Group demonstrates a high level of corporate responsibility and commitment to achieving positive, sustainable and capacity building outcomes for Aboriginal and Torres Strait Islander suppliers.

We continue to expand existing and new business relationships with Aboriginal and Torres Strait Islander partners to grow strong, diverse and sustainable supply chain partnerships.

Our intent is to always give qualified Aboriginal and Torres Strait Islander suppliers an opportunity to compete for ours and our Clients' business. Our ongoing commitment to Supplier Diversity is demonstrated by:

- Being a proud founding member of Supply Nation
- Having a National Diversity team assisting in the identification of new and emerging Aboriginal and Torres Strait Islander owned businesses
- Having dedicated Supplier Diversity champions managing existing supplier relationships, at the first and second tier levels
- Focusing on identifying and providing diverse supply solutions for our clients
- Establishing targets for key areas of spend in order to exceed the Australian Government's Indigenous Procurement Policy (IPP) target
- Reporting our national Aboriginal and Torres Strait Islander supplier spend via Supply Nation
- Actively attending and participating in conference and trade events which promote connections between our buyers, clients and Aboriginal and Torres Strait Islander suppliers and businesses

In 2009, Compass Group had one Aboriginal supplier with an annual spend of approximately \$40,000. Since then this figure has grown extensively at an average annual growth rate of approximately 200% per year. At the end of the company's financial year in September 2015, we had successfully partnered with over 25 Supply Nation certified suppliers and spent in excess of \$4M. We also have numerous non-Supply Nation certified Aboriginal and Torres Strait Islander suppliers engaged across our business. We are committed to the Federal Government's Indigenous Procurement Policy and we currently exceed their Aboriginal and Torres Strait Islander supplier spend target of 0.5%.

We have a robust quarterly management reporting program that encourages and monitors Aboriginal and Torres Strait Islander supplier spend for:

- First Tier
- Second Tier
- Client specific
- Supply Nation compliance

Recognition and Achievements

Compass Group has a strong track record of commitment to supporting the social and economic advancement of Aboriginal and/or Torres Strait Islander Australians. This commitment has been recognised through the receipt of the following awards:

2016 Supply Nation - Corporate Member of the Year

In recognition of excellence in engaging and transacting with Supply Nation certified suppliers or registered Aboriginal and Torres Strait Islander businesses and for demonstrated leadership in supplier diversity.

2016 Supply Nation - Innovation for Impact Award

Awarded to an outstanding procurement professional Shaun Hodgins our General Manager, Supply Chain, Non Food & Beverage Categories. Shaun has had significant impact in driving sustainable supplier diversity within our organisation and championing innovative approaches to driving supplier diversity.

2014 Supply Nation- Supplier Diversity Award – Corporate Member of the Year

2012 Supply Nation - Supplier Diversity Advocate of the Year Award

Recognising work undertaken in the area of Supplier Diversity and the integration of Supply Nation certified suppliers into our Supply Chain.





Supply Nation

Supply Nation is the Australian leader in Supplier Diversity. Supply Nation's mission is to connect Australian corporate and government organisations with registered and certified Indigenous Suppliers who are already achieving success or have the potential to develop into vibrant, vital businesses. Our aim is to ensure that Indigenous owned businesses have the opportunity to be integrated into the supply chains of Australian companies and government agencies.

Supply Nation congratulates Compass Group on the development of this Elevate Reconciliation Action Plan. Compass Group serves as a role model for many other companies and organisations through their achievements, commitments and willingness to share their learnings and journey to supplier diversity success.

Compass Group's Elevate Reconciliation Action Plan has captured the company's ongoing commitment and continued expansion and growth in supplier diversity; building upon the existing business relationships with over 25 Indigenous suppliers and increasing procurement spend with Indigenous suppliers by 200% each year

In 2016, Compass Group was recognised for its commitment to supplier diversity receiving two major awards at the Supply Nation 2016 Connect Gala Awards dinner. Supply Nation congratulates Compass Group and Shaun Hodgins, General Manager- Supply Chain Non-Food & Beverage, on winning the Member of the Year and Innovation for Impact Awards.

On behalf of Supply Nation I thank Compass Group for their commitment to supplier diversity and reconciliation.

Laura Berry
Chief Executive Officer
Supply Nation

Showcasing
Aboriginal and
Torres Strait Islander
Suppliers: We are
leading the way with
various Supply Nation
suppliers delivering
first and second tier
solutions to Compass
Group and indirectly
to our Clients.



Pacific Cleaning

Compass Group and Pacific Services Group Holdings (PSGH) have joined together to provide exceptional service offerings to a growing number of clients. In particular, Pacific Cleaning, part of PSGH, is Compass Group's preferred outsourcing cleaning partner operating in over 40 of our sites across Australia. This relationship also extends to other PSGH companies that provide construction, maintenance and vertically integrated Facilities Management services to Compass Group business sector operations, both directly and on behalf of our clients.

Shane Jacobs, Principal at Pacific Services Group Holdings (PSGH) states: "I am delighted with our collaboration and partnership with Compass Group, which commenced after we met Shaun Hodgins at the 2012 Supply Nation Connect Trade Show event. Our first contract involved delivering cleaning services for Compass Group sites at Taronga Zoo and now PSGH delivers FM services to over 40 Compass Group sites across Australia. On behalf of PSGH I congratulate Compass Group's Australian Leadership and Senior Management Teams on their commitment and engagement with us. Their confidence in PSGH and believing in our reliable delivery of FM Services demonstrates the conviction that Indigenous Companies are equitable competitors in the Supply Chains of Corporate Australia."



Corporate Connect AB

Corporate Connect AB was established in 2010 by David Liddiard when he had the idea of creating Indigenous themed coffee cups, featuring Indigenous artwork. "Coffee, obviously, is one of the biggest products in the food and beverage industry," David explained. The artwork for the first Indigenous coffee cup was designed by David's uncle Keith Brown. Supply Nation member Bunzl distributes the cups, while Huhtamaki are the manufacturer. David hopes the messaging on the cup will help to spread the word about supplier diversity and encourage other corporates to open their doors to Indigenous business and communities.

The business relationship between Compass Group and Corporate Connect AB began in 2012, following an introduction at Supply Nation's annual Trade Show event. Compass Group was impressed by the Indigenous themed coffee cups. Shaun Hodgins states: "When we saw this particular cup, we realised that it fell within our core business and aligned with our RAP and Indigenous business participation objectives," Shaun explained. "We are in the hospitality industry, therefore a disposable cup product is essential to our operations. We trialed the cup at one of our metropolitan sites and coffee sales went up by double digit percentage growth and our client was delighted," Shaun said. The Indigenous design cup is available for order on our internal ordering platform.



Cole Workwear

Cole Workwear Pty Ltd is a proudly Nyoongar owned and operated West Australian workwear company which is Supply Nation certified. Perth businessman Gordon Cole partnered with Michael Cima to form a Nyoongar Workwear company. Cole Workwear established a new brand, the Boomerang Range designed in Australia, for Australians. Featuring high quality cuts, with innovative features and benefits, the Boomerang logo owes its origins to Gordon's four children representing the four Boomerangs or "Kylees".

"Compass Group has been greatly supportive in mentoring our workwear business to consolidate its product and service offerings in an important period of growth for the business. Without their support I doubt we'd be where we are today. They have not only purchased from us, they recently helped expand our Boomerang™ product range with the launch of the iconic KYLEE safety boot. In the past 18 months our business has more than tripled in size and Compass Group's belief in what we offer has paid off in spades. Compass do not just talk about supplier diversity regarding Indigenous Business, they deliver on it!" Gordon said.

The custom Boomerang™ branded range of Chef's clothing and boots have been incorporated into Compass Group's operations as standard workwear, with over 25,000 garments and products purchased, replacing our previous uniform ranges supplied by multinational and conventional manufacturers.



David Liddiard Recruitment and Labour Hire

The Warrigal Program – named after an Indigenous plant that flourishes and thrives in any environment prepared Aboriginal and Torres Strait Islander jobseekers in Sydney for careers in the hospitality industry by offering recognised qualifications, real-work experience and holistic mentoring support during training, on the job and in their personal lives. The Program was developed in partnership by Westpac Group and Compass Group and supported by David Liddiard Recruitment and Labour Hire Pty Ltd.

Participants completed five weeks of training. Ten of the graduates were placed at Westpac Group's Head Office in Sydney. During the program, trainees lived together at the National Centre of Indigenous Excellence in Redfern and participated in financial and life skills, work readiness, cooking classes, fitness and personal training, orientation sessions in Sydney, and cultural workshops. They also undertook training at William Angliss Institute in Sydney to achieve accreditation in their chosen fields of Certificate III in Commercial Cookery, Certificate III in Hospitality or Certificate III in Business Administration.

A crucial element to the success of the Warrigal Program was the Aboriginal and Torres Strait Islander Trainee selection, support and mentoring provided by David Liddiard Recruitment and Labour Hire Pty Ltd. The Aboriginal and Torres Strait Islander mentors for the Warrigal program provided invaluable support to the participants, and without the mentors' role the participants may not have seen the course through to completion.

Our partnerships: We value and engage with a range of partners to provide meaningful long term sustainable results:



Project 1050: Our Indigenous Employment Parity Project Initiative

Compass Group is an inaugural corporate partner of the Indigenous Employment Parity Project Initiative (IEPP). This is a Federal Government initiative launched in 2015 that invites employers to commit to ensuring three percent of their employees are Aboriginal and/or Torres Strait Islander by the end of the decade, reflecting the proportion of Aboriginal and Torres Strait Islander peoples in the wider population.

Compass Group has pledged its commitment to employ an additional 1050 Aboriginal and/or Torres Strait Islander job-seekers by 2019. This will increase our Aboriginal and Torres Strait Islander employment rate to 10 percent and will cement Compass Group's status as a leading Aboriginal and Torres Strait Islander employer.

Project 1050 will provide support for the entire employment journey from identifying and upskilling candidates, providing mentoring and on the job support, as well as career advancement.



The Clontarf Foundation

The Clontarf Foundation exists to improve the education and life skills of young Aboriginal and/or Torres Strait Islander men so they can participate more meaningfully in society.

The approach is successful, not only in attracting young men to school and retaining them, but also in having them embrace more disciplined, purposeful and healthy lives. In 2015 Compass Group established a partnership with the Clontarf Foundation and provides support by:

- Hosting/supporting the Year 12 school camp in Sydney
- Establishing a talent pipeline into employment, including opportunities for traineeships and chef apprenticeships
- Providing "value-add" complementary training such as barista courses



The Warrigal Program

Compass Group works with providers and clients to create business and employment opportunities for Aboriginal and/or Torres Strait Islander Australians.

Through our brand Restaurant Associates, Compass Group provides catering and support services to corporate clients. Sharing a commitment to the Indigenous community, in 2014 Compass Group partnered with Westpac to create a unique hospitality training programs. Known as the Warrigal Program, these recruits have received on the job experience, mentoring and industry qualifications.

The Warrigal Program takes a holistic approach to training with the view that the participants will take the skills and knowledge gained in the program and apply the learnings to all aspects of their lives, helping them grow personally and professionally.

To date 15 recruits have graduated from the Warrigal Program, having completed five weeks training and six months of work experience in both front and back of house roles ranging from food preparation and waiting service to concierge and administration. Some of the graduates are now also working with Compass clients: David Jones, Google and Taronga Zoo.



AshOil

Since 2012, Compass Group's remote and offshore business ESS has partnered with the Ashburton Aboriginal Corporation (AAC), through its subsidiary, AshOil, to recycle cooking oil from its WA sites.

In WA, ESS operates more than 59 mining accommodation villages that generate waste of more than 200,000 litres of used cooking oil every year.

AshOil converts used oil into renewable biodiesel fuel and biodegradable cleaning and land care products at its refinery at Tom Price. The biodiesel fuel is used in Rio Tinto Iron Ore's drill and blast operations in the Pilbara helping the company to offset environmental emissions generated by the combustion of diesel. When converted, 370 litres of used cooking oil offsets one metric tonne of carbon dioxide.

Income generated from AshOil has provided the AAC with an economic base to create greater opportunities for Aboriginal and Torres Strait Islander peoples.



Our people: Our success depends on the quality of our people and the service they provide. We are committed to attracting, developing, and retaining great people



Haley Peckham

Restaurant Associates Apprentice – Chef Westpac Plaza WBC

Haley is one of our Warrigal Program apprentices, due to receive her Chef qualification in August 2017. Based at Westpac headquarters in Kent street Sydney she has worked her way around the kitchen, receiving wide ranging experience in all forms of cooking from salads to pastry to formal dining.

At 26, Hayley is proud of her achievements and excited by the future career possibilities now within her reach.

“I was born in Katherine then at the age of 17 moved to a small Aboriginal community called Beswick (Wugular),” Haley said.

“My mother was a cook so I followed in her footsteps, working at the local aged care home when I first left school. With a population of just over 500 people, there weren't many opportunities for a young person in Beswick, so one day I decided to pack my bags and head for Sydney. It was a really brave thing to do but I wouldn't be where I am today if I hadn't taken that big step.”

“When I first arrived in Sydney I worked in cafes in Parramatta before securing a place in the Warrigal Program in August 2014. This Apprenticeship has been the best thing for me. I've had fantastic support, made great friends, and am now confident of a good career ahead.

I am currently helping the Sous Chef from formal dining with a dish that is Indigenous inspired.”

“In the future I would like to open my own restaurant in Darwin. Indigenous ingredients like bush herbs, berries and honey are far more plentiful in the Territory so I have dreams of creating an exciting menu blending contemporary and Indigenous cuisines. In the medium term I will finish my apprenticeship and then hopefully get some additional qualifications in business management.”

‘Looking back the advice I would give other young Indigenous girls in towns like Beswick is to get a good education then head for the big smoke to seize hold of all the great opportunities on offer.’



Ben Burke

Housekeeping Supervisor Wheatstone Construction Project

Ben is a 33 year old Housekeeping Supervisor based on our ESS Thalanyji Wheatstone Construction Project near Onslow in the Pilbara region of Western Australia.

Ben was initially working in a packing shed in Donnybrook when he decided to seek alternative employment as a fly in fly out Utility with the Compass Group. “Back in 2011, I secured an interview with the Compass Group in Perth and was then advised that I was successful in securing a position at Marandoo with ESS,” Ben said.

“I remember having to complete my locker holder, isolation, and fire training inductions prior to being mobilised. In August 2011, I flew to Marandoo and was inducted onsite and then given my yellow hat as new starter,” said Ben.

‘I have been given a great opportunity to grow and develop my skills. I enjoy working with great people and I am excited by all the opportunities that working for a big company like Compass will bring.’

After being in the kitchen for two years, Ben wanted a change. He was transferred into a Housekeeping position and after six months was approached by site management to step up into a Housekeeping Supervisor role. With the Marandoo Construction Project coming to an end, Ben transferred to Wheatstone and secured a role as a Housekeeping Supervisor.

“I really enjoy the interaction with people, structuring everyone's day, ensuring that the work is completed to a high standard, and problem solving. I support both Indigenous and non-Indigenous staff at Wheatstone by listening to their concerns and offering as much support, advice and direction as I can. I miss my family while working away, but I also enjoy my job because I am able to provide for them and that makes the sacrifice worth it,” Ben said.

In 2017, Ben has been appointed to the Compass Group Closing the Gap Steering Committee. He is looking forward to his 12-month term and working on initiatives that will help staff across all our business sectors to develop an understanding and practical application of Reconciliation in the workplace.

Ben is very passionate about supporting our vision to create long-term, sustainable employment and business development opportunities that make a real difference to the lives and communities of Aboriginal and Torres Strait Islander peoples.



Daniel Lyndon
Chef
Woodside, North Rankin C

Daniel's passion for cooking began as a youngster when he lived with his aunt and grandmother, and the heart of the home was the kitchen.

Although there weren't a lot of restaurants in the small regional town of Cue in Western Australia, his interest in food and international cuisine also developed through recipe books and looking at all the wonderful food photography.

As a teenager he joined his Uncle's family in Kalgoorlie where there were better educational opportunities.

"At Eastern Goldfields College, I joined the Clontarf program. They helped me 'heaps' and taught me that putting in an effort with my studies really did pay off," Daniel said.

"During Years 11 & 12 a bus would take me to and from school every day. I had footy training in the morning and in the afternoon a tutor would help me to complete my class work. At one stage I had an opportunity to do a vocational mechanic course through TAFE, but with the support of Clontarf I decided to pursue my dreams. They really helped me with my studies and encouraged me to focus on my goal to become a Chef," he said.

Daniel completed a hospitality course at high school and then applied for an apprenticeship with Compass. His can-do attitude and passion for food proved to be just the right recipe.

"I have had a range of jobs with ESS from Kitchen Hand, to Salad Chef, Baker and Night Chef. I've done a lot of off-shore work and am currently working at Woodside's Rankin Complex, working nights, doing 2 weeks on and 2 weeks off. It is tough to be away from my family but when I am home there is a good amount of time to be with the kids, to play sport and go fishing," he said.

'I appreciate the opportunities I have had with Compass and now have the experience to fill in across a wide range of kitchen roles.'

"Next I'd like an opportunity to work the day shifts and down the track to develop some management skills. It would be cool to be Camp Boss one day!"



Emily Tanna
Indigenous Employment and Training
Coordinator
Compass Group

With over 150 cousins, Emily has a large family who share a remarkable story of survival. Having the advantage of education and employment, Emily is conscious of the legacy of the past and the fact that many Indigenous people still struggle against prejudice and disadvantage.

With this in mind, Emily decided she wanted to further contribute to her community and moved into the area of employment and training, targeting Aboriginal and Torres Strait Islander peoples.

Emily is proud of the work she has done with Compass Group over the past 9 years assisting hundreds of Indigenous peoples into employment. She said her role has also allowed her to educate a significant number of Compass Group workforce on Australia's Aboriginal and Torres Strait Islander history, the importance of cultural knowledge required to successfully work with and alongside Indigenous peoples.

'I've seen communities and individuals harness the significant opportunities through training and employment opportunities.'

People grow in confidence and become proud role models for their families.'



Introduction to our Elevate RAP: Our Reconciliation Action Plan (RAP) captures and builds on innovative ideas and actions that make a genuine difference.

In developing this Elevate RAP, we have reflected on our achievements, challenges and learnings.

We actively nurture an inclusive culture that values the contribution, skills and knowledge of all staff and promotes values embraced by, and significant to, Aboriginal and/or Torres Strait Islander employees.

As one of the largest food service providers in Australia, our RAP outlines our commitment to reconciliation and details targeted initiatives aimed at building positive relationships, developing respect and providing equitable opportunities for Aboriginal and Torres Strait Islander peoples. We want to continue to be an employer of choice for Aboriginal and Torres Strait Islander peoples.

Our RAP Commits Compass Group to:

- Continue building positive relationships and providing equitable opportunities with and for Aboriginal and Torres Strait Islander peoples
- Continue to promote an understanding of Aboriginal and Torres Strait Islander peoples, communities, cultures, heritage and aspirations within our operations in Australia
- Create a more dynamic, innovative and diverse workforce
- Create a more culturally safe and tolerant workplace
- Provide better service delivery to Aboriginal and Torres Strait Islander peoples and communities
- Contribute to new projects, industries, services, products and create new ways of doing business



Relationships: Our goal to promote understanding of Aboriginal and Torres Strait Islander peoples cultures and providing opportunities for employment and business engagement is built on the strength of two-way partnership relationships.



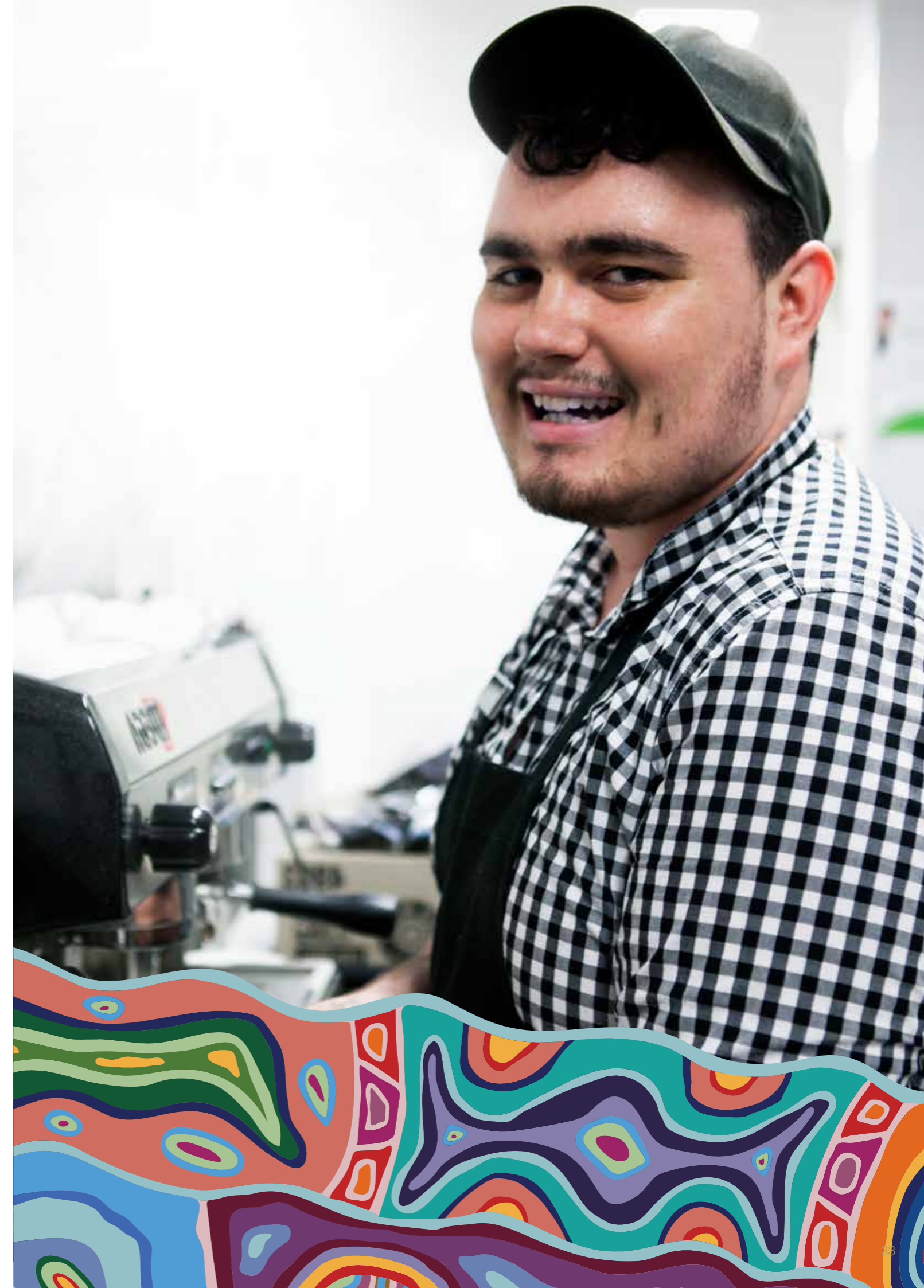
We value and engage with a range of partners to increase Aboriginal and Torres Strait Islander peoples engagement, involvement and participation across our operations through:

- Creating training, employment opportunities and career development pathways to enable Aboriginal and/or Torres Strait Islander peoples to pursue rewarding and long-term careers beyond entry-level roles
- Pursuing diversity by identifying, developing and engaging Aboriginal and Torres Strait Islander businesses within our Supply Chain to incubate and provide sustainable economic outcomes for the Aboriginal and Torres Strait Islander community
- We deliver on our Aboriginal and Torres Strait Islander peoples participation objectives as well as those shared with our Clients.

Action	Responsibility	Timeline	Target
1 Closing the Gap Steering Committee (CGSC) monitors the development and implementation of the RAP and provides feedback on KPI progress and actions to the Australian Leadership Team.	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	February 2017	• Establish, review and maintain the Closing the Gap Steering Committee Terms of Reference
		May, July, October, December 2017, 2018, 2019 & 2020	• CGSC meetings held four times per year
		February 2017, 2018, 2019 & 2020	• CGSC members will be appointed for a term of 12 months. Every 12 months committee vacancies will advertised and recruited to accommodate new members
		March 2017	• Oversee the finalisation, endorsement and launch of our new Elevate RAP
		March 2017	• Closing the Gap Steering Committee includes a minimum of two Aboriginal and/or Torres Strait Islander members
		May, July, October, December 2017, 2018, 2019 & 2020	• CGSC to meet four times per year to monitor and report on RAP implementation and progress
		February, May, August, December 2017, 2018, 2019 & 2020	• RAP monitoring and progress to be a standing agenda item on the bi-monthly Australian Leadership Team meetings

Action	Responsibility	Timeline	Target
		March 2017	• Appoint the General Manager Diversity & Indigenous Engagement to be the internal RAP champion
		October 2017, 2018, 2019 & 2020	• Ensure key RAP actions and KPIs are embedded in the performance agreements of all senior management staff
2 Celebrate National Reconciliation Week (NRW) by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships with the local communities.	Australian Leadership Team	27th May - 3rd June 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> • Organise a minimum of 10 internal NRW events at Compass state offices and sites • Promote NRW across our 600+ sites using our internal intranet and KatchUp magazine • Promote NRW externally by the Compass Group participating in 3 key RAP Partner Client or external stakeholders events during NRW • Register our NRW events on the NRW website each year • Encourage and support staff to participate in at least one external event to recognise and celebrate NRW • Support the WA Department of Aboriginal Affairs NRW Banners Project each year
3 Raise internal and external awareness of our RAP to promote reconciliation and strengthen relationships across our business sectors.	Indigenous Engagement Unit	January -March; April - June; July - September; October - December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> • For a minimum of 20 of our national key Client quarterly review meetings provide comprehensive reports on information and data relating to achievements and progress on Aboriginal and Torres Strait Islander peoples training, employment, career development, retention, business spend and community initiatives raising awareness of our RAP, our achievements and strengthening reconciliation
4 Our operational sites and offices will engage with local communities, Traditional Owners and Aboriginal and Torres Strait Islander organisations to strengthen our community relationships.	Indigenous Engagement Unit	January -March; April - June; July - September; October - December 2017, 2018, 2019 & 2020	• Promote reconciliation through social media using our Compass Group Facebook page and LinkedIn page by providing information on industry awards, case studies, updates on achievements and good news stories and collaboration with our Clients who are RAP partners
		December 2017	• Database created that maps a minimum of 20 local Aboriginal and Torres Strait Islander groups and contacts for Compass Group sites
5 Maintain, establish and strengthen relationships with Peak Bodies, Aboriginal and Torres Strait Islander organisations, JobActive and Community Development Providers and Registered Training Organisations to support our Aboriginal and Torres Strait Islander employment objectives.	General Manager Diversity & Indigenous Engagement	December 2017, 2018, 2019 & 2020	• Database created and updated each year that lists our Aboriginal and Torres Strait Islander employment program partners
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	• Organise a minimum of 12 information sessions with these stakeholders and/or their jobseekers per year

Action	Responsibility	Timeline	Target
	General Manager Diversity & Indigenous Engagement & Indigenous Engagement Unit	January -March; April - June; July - September; October - December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Maintain our existing relationship and formal agreement with Prime Minister & Cabinet, Department of Employment, Generation One and other key stakeholders to support the recommendations of the Creating Parity Report, including regular contact, attending events, communication and providing quarterly reports
6 Roll out in two targeted locations Local Stakeholder Employment Working Groups (LSEWG) as a mechanism to address barriers to Aboriginal and Torres Strait Islander employment and to identify potential job seekers.	General Manager Diversity & Indigenous Engagement & Indigenous Engagement Unit	December 2020	<ul style="list-style-type: none"> Establish a minimum of two new LSEWGs in two new geographical regions
7 Leverage and proactively advocate Aboriginal and Torres Strait Islander engagement to the business community through our relationship with the Federal Government's Indigenous Employment Parity Project Initiative and the Business Council of Australia.	Managing Director, Australian Leadership Team and Senior Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Address a minimum of 6 Industry bodies and Clients to promote Aboriginal and Torres Strait Islander engagement and Compass Group's achievements and support for the Federal Indigenous Procurement Policy (IPP) per year
	Communications Manager	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Distribute a minimum of 5 media releases on Aboriginal and Torres Strait Islander engagement initiatives/ achievements through mainstream and Aboriginal and Torres Strait Islander media outlets per year
8 Expand our network of specialist providers of Aboriginal and Torres Strait Islander engagement services to achieve our commitment to the Indigenous Employment Parity Project Initiative.	General Manager Diversity & Indigenous Engagement	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Establish 1 new relationship with new Aboriginal and Torres Strait Islander recruitment service providers to source candidates and support new employees each year
9 Work with our operational commercial Joint Venture (JV) Aboriginal companies to continue to achieve and support agreed positive outcomes for local employment and business engagement for Aboriginal and Torres Strait Islander peoples.	Compass Group senior representatives on JV boards & Offshore/Remote General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Develop and implement per year 2 refreshed employment and business engagement initiatives and new service delivery arrangements with Aboriginal and Torres Strait Islander businesses linked to our Joint Venture Aboriginal companies and partner Traditional Owner groups
10 Develop and maintain our relationship and sponsorship of the Clontarf Foundation to support young Aboriginal and Torres Strait Islander men by: <ul style="list-style-type: none"> Funding In-kind training services and volunteering on community initiatives Hosting/supporting Year 12 School Camp in Sydney. 	General Manager Diversity & Indigenous Engagement	January - March; April - June; July - September; October - December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Successful quarterly payment of sponsorship funding per year
	Australian Leadership & Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Providing in-kind support to the annual Year 12 School camp in Sydney Delivering and participating a minimum of 5 in-kind training and volunteer activities for the Clontarf Foundation



Respect: With operations in many remote and regional areas of Australia, we take pride in promoting and celebrating cultural diversity and respect.



Through our achievements and aspirational focus on employment, business growth and engagement we take pride in the cultures, histories and successes of Aboriginal and Torres Strait Islander peoples across Australia.

Action	Responsibility	Timeline	Target
1 Create a workforce that embraces reconciliation and diversity and is aware, understands and celebrates the uniqueness of Aboriginal and Torres Strait Islander cultures, histories and achievements.	General Manager Diversity & Indigenous Engagement	December 2017	<ul style="list-style-type: none"> 8 members of the Australian Leadership Team members will attend Cultural Awareness Training (face to face and on country in Perth Western Australia)
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> 8 members of the Closing the Gap Steering Committee will participate in annual cultural immersion events each year
	General Manager Diversity & Indigenous Engagement	July 2017	<ul style="list-style-type: none"> New diversity and cultural awareness training package developed and implemented nationally for all staff – available face to face and online
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Promote Reconciliation Australia's Share Our Pride online tool to all staff
	All Managers and Supervisors	July 2017	<ul style="list-style-type: none"> 100% of all new employees to complete online cultural awareness training module
	Indigenous Engagement Unit & all Managers and Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Engage with Traditional Owners and local peoples to continue delivering cultural awareness training in 10 operational locations per year and extend participation to contractors and clients
	Australian Leadership Team & all Managers and Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> All staff and Australian Leadership Team members to provide Acknowledgement of Country at all public events including Acknowledgement of Country at all internal events and meetings
2 Encourage the inclusion of Acknowledgement of Country and Welcome to Country by Traditional Owners in Compass Group corporate events, regular meetings and site-specific acknowledgment of key day/s of importance to Aboriginal and Torres Strait Islander peoples.	Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Communicate and distribute to all state offices and regional sites an updated information sheet on the protocols of incorporating Acknowledgement of Country and Welcome to Country in meetings/site events including how to respond to a Welcome to Country

Action	Responsibility	Timeline	Target
3 Continue to build acceptance and understanding of cultural differences and needs for Aboriginal and Torres Strait Islander employees by all non-Indigenous employees.	Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Each year, 10 of our targeted client portfolios will deliver the Working with Indigenous Employees workshop to 100% of their Managers and Supervisors and it will be extended to contractors and our Clients
4 Promote and demonstrate employee understanding and awareness of local Aboriginal and Torres Strait Islander culture and sites of significance.	General Manager Diversity & Indigenous Engagement, Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Work with Traditional Owners to develop Indigenous cultural 'snapshots' for regional areas where Compass Group has long-term contracts and operations, including specific local protocols and place this information at 10 of our site operational locations nationally per year
	Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Each year maintain a list of updated key contacts for organising a Welcome to Country and cultural events
5 Celebrate NAIDOC Week across our business and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community.	Indigenous Engagement Unit & all Managers & Supervisors	1st week of July 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Provide guidelines and suggestions on how staff can celebrate NAIDOC Week and distribute this information to all our operational and Head Office sites across Australia
	Indigenous Engagement Unit & all Managers & Supervisors	1st week of July 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> A minimum of 40+ sites across Australia per year celebrate NAIDOC Week
	Indigenous Engagement Unit & all Managers & Supervisors	1st week of July 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Ensure that a local Traditional Owner is engaged to provide a Welcome to Country at our scheduled annual Head Office NAIDOC events in Sydney, Perth and Brisbane each year
6 Demonstrate respect and promote and celebrate Aboriginal and Torres Strait Islander culture and understanding in our offices and key sites.	Indigenous Engagement Unit	December 2017	<ul style="list-style-type: none"> Display Aboriginal and Torres Strait Islander flags at all head offices in Sydney, Brisbane & Perth
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Incorporate Aboriginal or Torres Strait Islander art in our offices
	Indigenous Engagement Unit	December 2018	<ul style="list-style-type: none"> In our Sydney and Brisbane Head Offices use local Aboriginal or Torres Strait Islander names, where appropriate, to name meeting rooms

Opportunities: As a major employer, with sites in both regional and metropolitan Australia, Compass Group is working to help close the gap by providing Aboriginal and Torres Strait Islander peoples with employment and business opportunities and promoting cultural understanding.



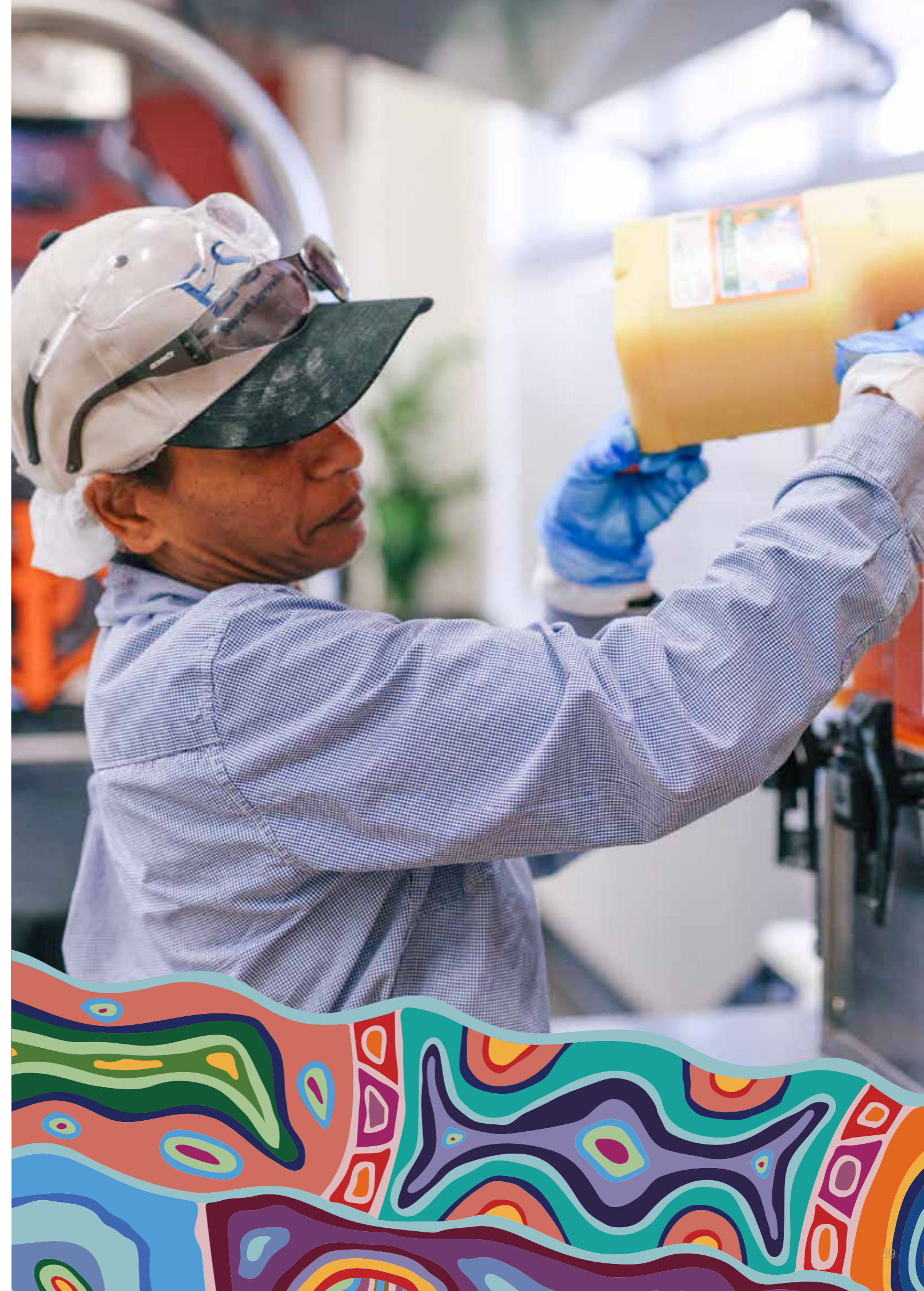
Given our size, unique operations, and geographical spread, we have the capacity and commitment to make a difference by providing real sustainable employment opportunities and increasing Aboriginal and Torres Strait Islander business engagement through our Supply Chain.

Every day throughout our operations we proactively work with our partners, suppliers, communities and stakeholders to advance reconciliation and look for new ways and opportunities to make a sustainable difference for Aboriginal and Torres Strait Islander peoples and communities.

Action	Responsibility	Timeline	Target
1 Embedded organisation-wide Aboriginal and Torres Strait Islander Training and Employment Strategy underpinned by our HR policies and procedures.	General Manager Diversity & Indigenous Engagement, Indigenous Engagement Unit & all Managers & Supervisors	December 2020	<ul style="list-style-type: none"> Increase Aboriginal and/or Torres Strait Islander employment in our Offshore and Remote Business Sector from 7% to 10%
	General Manager Diversity & Indigenous Engagement, Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Employ 288 new full time and part time Aboriginal and/or Torres Strait Islander staff per year into a range of positions such as: Utilities, Administration, Health and Safety, Active Life, Stewards, Management, Security and Trades across all our Offshore/Remote and Urban Business Sectors
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Commence a minimum of 2 new Aboriginal and/or Torres Strait Islander Apprenticeships and 4 Traineeships per year
	All Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Achieve a minimum retention rate of 75% per year for new Aboriginal and Torres Strait Islander employee commencements
	Indigenous Engagement Unit	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Deliver a minimum of 12 up-skilling programs each year at Certificate II level and above to a minimum of 10 new jobseekers per course

Action	Responsibility	Timeline	Target
	General Manager Diversity & Indigenous Engagement, Indigenous Engagement Unit & all Managers & Supervisors	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Deliver a comprehensive mentoring support program for 200 new Aboriginal and/or Torres Strait Islander employees per year
2 Supplier diversity inclusion with targeted procurement policies and procedures to increase Aboriginal and Torres Strait Islander supply and business engagement.	General Manager Supply Chain & Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Increase our Aboriginal and Torres Strait Islander business spend by \$400,000 per year taking our current spend from \$4,080,523 to \$5,680,523 by 2020
	General Manager Supply Chain & Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Increase the number of engaged Aboriginal and Torres Strait Islander businesses in our Supply Chain by 5 each year, increasing our engaged Aboriginal and Torres Strait Islander businesses from 25 to 50 by 2020
3 Continue to foster and grow Compass Group's association, relationship and opportunities with Supply Nation and its members.	Executive Director Supply Chain	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Maintain annual Supply Nation membership
	General Manager Supply Chain & General Manager Diversity & Indigenous Engagement	May 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Sponsor Supply Nation annual Connect Tradeshow
	General Manager Supply Chain & Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Work with 2 new Supply Nation suppliers each year to build their capacity to provide relevant goods and services
	General Manager Supply Chain & Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Promote Supply Nation and its members to 5 of our major Clients per year

Action	Responsibility	Timeline	Target
4 Identify innovative ways to promote Aboriginal and Torres Strait Islander cultures through our food and retail outlets.	General Manager Supply Chain, Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Introduce 5 new core products per year produced by Aboriginal and Torres Strait Islander owned businesses as saleable items in Compass Group's 'Amigo to Go' retail outlets that operate in a variety of settings and worksites across Australia
	General Manager Supply Chain, Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Share the results of new Aboriginal and Torres Strait Islander innovations and products across our business using internal communication channels
5 Include Aboriginal and Torres Strait Islander engagement aspirations and targets in our recruitment campaigns, and in corporate publications and our website.	Executive Director Human Resources & Risk	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Refresh recruitment advertising templates
	Communications Manager	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Include Aboriginal and Torres Strait Islander engagement aspirations and activities in all corporate materials, including our website
	Communications Manager	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Distribute a minimum of 5 media releases on innovative examples of promoting Aboriginal and Torres Strait Islander cultures through mainstream and Aboriginal and Torres Strait Islander media outlets per year
6 Implement Aboriginal and Torres Strait Islander social contribution, pro bono support and community capacity-building opportunities in areas where we operate.	Executive Directors, General Manager Supply Chain, General Manager Diversity & Indigenous Engagement, Offshore/Remote & Urban General Managers	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Support three key community initiatives each year that support our aim to improve the health and lifestyle of communities in areas where we operate



Tracking progress and reporting: Tracking and reporting the progress of the RAP is critical, as is sharing success stories with employees and other stakeholders.

In addition to reporting on our Elevate RAP, Compass Group prepares a number of communications to track our Aboriginal and Torres Strait Islander engagement performance.

These include monthly 'dashboards' for key clients that capture Aboriginal and Torres Strait Islander employment and retention rates, expenditure on Aboriginal and Torres Strait Islander owned businesses, training activities and stakeholder engagement updates (e.g. meetings with JobActive providers and Aboriginal and Torres Strait Islander community organisations).

These monthly reports also feed into a corporate monthly report that provides an overall snapshot of Compass Group's Aboriginal and Torres Strait Islander engagement performance that is reported to the Compass Group Australian Leadership Team.

Success stories on Aboriginal and Torres Strait Islander engagement achievements are also shared with employees and clients through several channels, including the intranet, internal employee magazine (KatchUp) and media releases.

Action	Responsibility	Timeline	Target
1 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	September 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually
	Indigenous Engagement Unit	September 2018 & 2020	<ul style="list-style-type: none"> Participate in the biennial RAP Barometer
2 Report on RAP achievements, challenges and learnings internally and externally.	Closing the Gap Steering Committee	May, July, October, December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Measure RAP KPIs quarterly
	Closing the Gap Steering Committee	May, July, October, December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Report quarterly on RAP KPIs, activity outcomes, challenges and successes to Australian Leadership Team
	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	December 2017, 2018, 2019 & 2020	<ul style="list-style-type: none"> Annually our RAP achievements will be verified and assured by an independent organisation, as agreed with Reconciliation Australia.
3 Review, refresh and update RAP.	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	December 2018 & 2020	<ul style="list-style-type: none"> Biennial review and refresh RAP and update as required based on learnings, challenges and achievements
	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	December 2018 & 2020	<ul style="list-style-type: none"> Provide Reconciliation Australia with a biennial report on the update of our RAP, including learnings, challenges, achievements and any amendments to be endorsed by Reconciliation Australia, then published on Compass Group and Reconciliation Australia websites
4 Develop a new refreshed Compass Group RAP to commence in 2021.	General Manager Diversity & Indigenous Engagement & Closing the Gap Steering Committee	December 2020	<ul style="list-style-type: none"> Draft a refreshed Compass Group RAP to commence in 2021, that will be submitted to Reconciliation Australia for review, formal feedback and endorsement by the end of 2020



Contact us:
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regarding Indigenous
Engagement and the
Compass Group
RAP.

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