

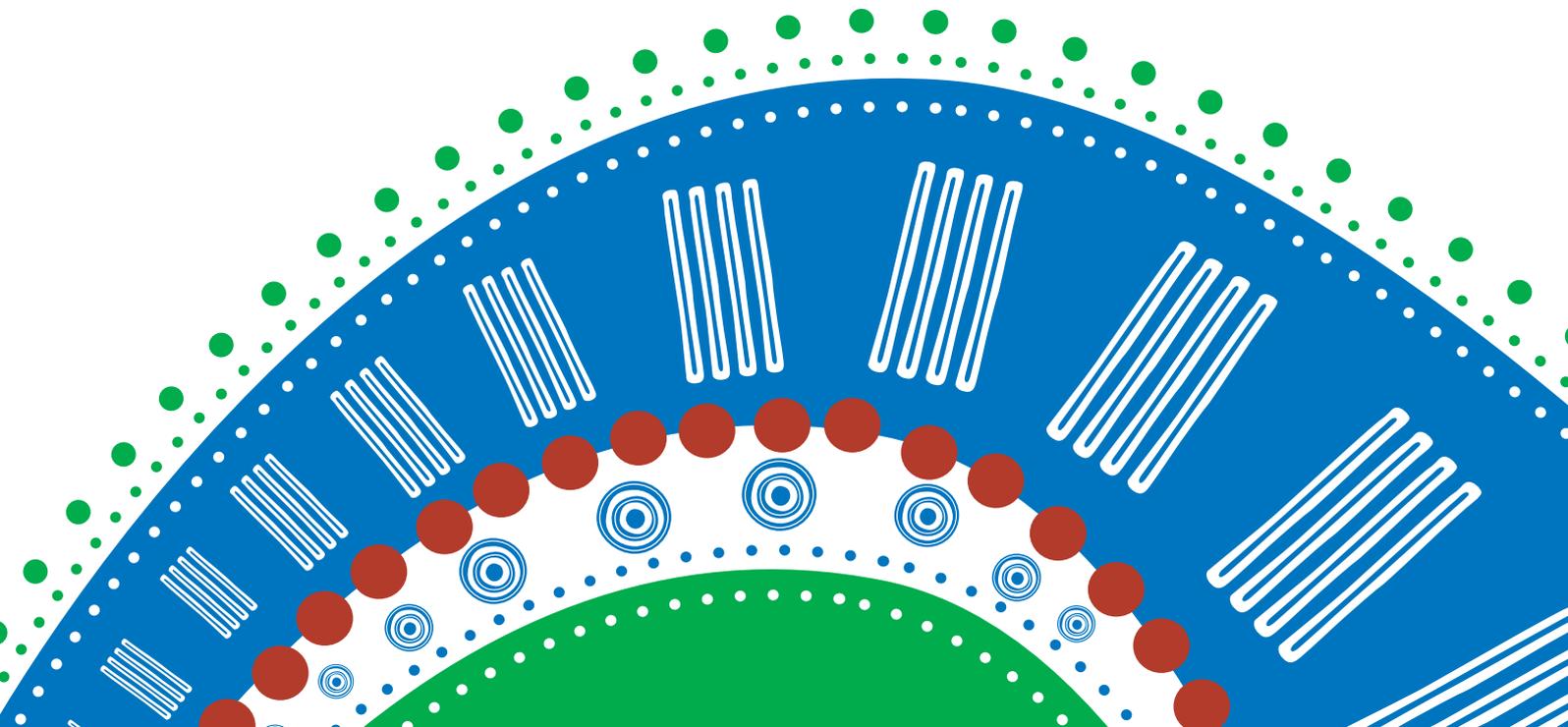


 **Cleaning & Maintenance** 



Innovate Reconciliation Action Plan

December 2021 – December 2023





Zippy Cleaning and Maintenance Services

Zippy Cleaning and Maintenance Services has been providing cleaning and maintenance solutions to South Australian and Northern Territory organisations since 1985.

Our client base is diverse and includes organisations in local, state and federal government, education, medical and property management sectors as well as many private sector clients. The facilities that we service are located in metro, regional and remote areas and range from CBD high-rises to industrial facilities.

- Our range of services includes:
- Scheduled commercial cleaning
- Specialised services such as window cleaning, carpet cleaning and hard floor treatments
- Hygiene services including sanitary and nappy bins, sharps disposal and linen services
- Waste services including recycling and organic waste
- Property maintenance including exterior and garden maintenance and pest control.

Our organisation has a strong focus on sustainability and we are continually researching chemical and waste reduction solutions; not only for our own operational processes but also those of our clients. We are committed to reducing the impact that our industry has on our country's eco-system and are proud to offer 100% chemical free cleaning and disinfecting solutions in South Australia and the Northern Territory.

Our family-owned and operated organisation employs just under 500 cleaning staff across South Australia and the Northern Territory. We have offices in Adelaide and Darwin, with thirty-two of our employees identifying as Aboriginal and / or Torres Strait Islander people. We are committed to providing secure employment opportunities for our staff and we avoid using contractors wherever possible. We have a strong commitment to all of our employees, preferring to train our own staff and guide them through a career pathway in this industry or to support them with using the experience and skills development while in our employment as a foundation to move into a different industry.

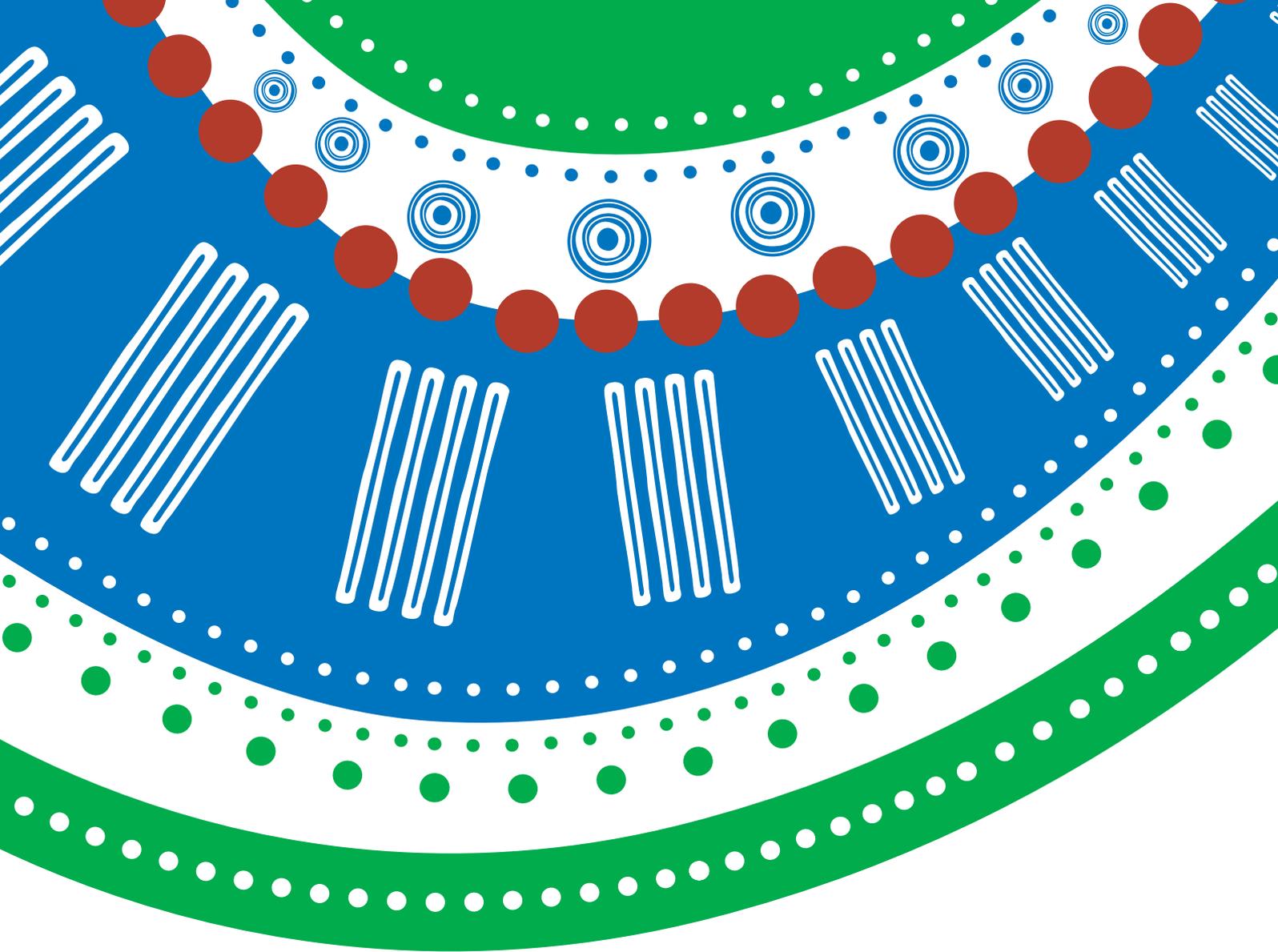


Our Vision

Our vision for reconciliation is for our organisation to be a culturally safe workplace for Aboriginal and Torres Strait Islander employees to be supported and inspired to achieve their diverse career goals in the cleaning industry and beyond. We will be an employer of choice assisting Aboriginal and Torres Strait Islander employees to further their career goals and professional pathways.

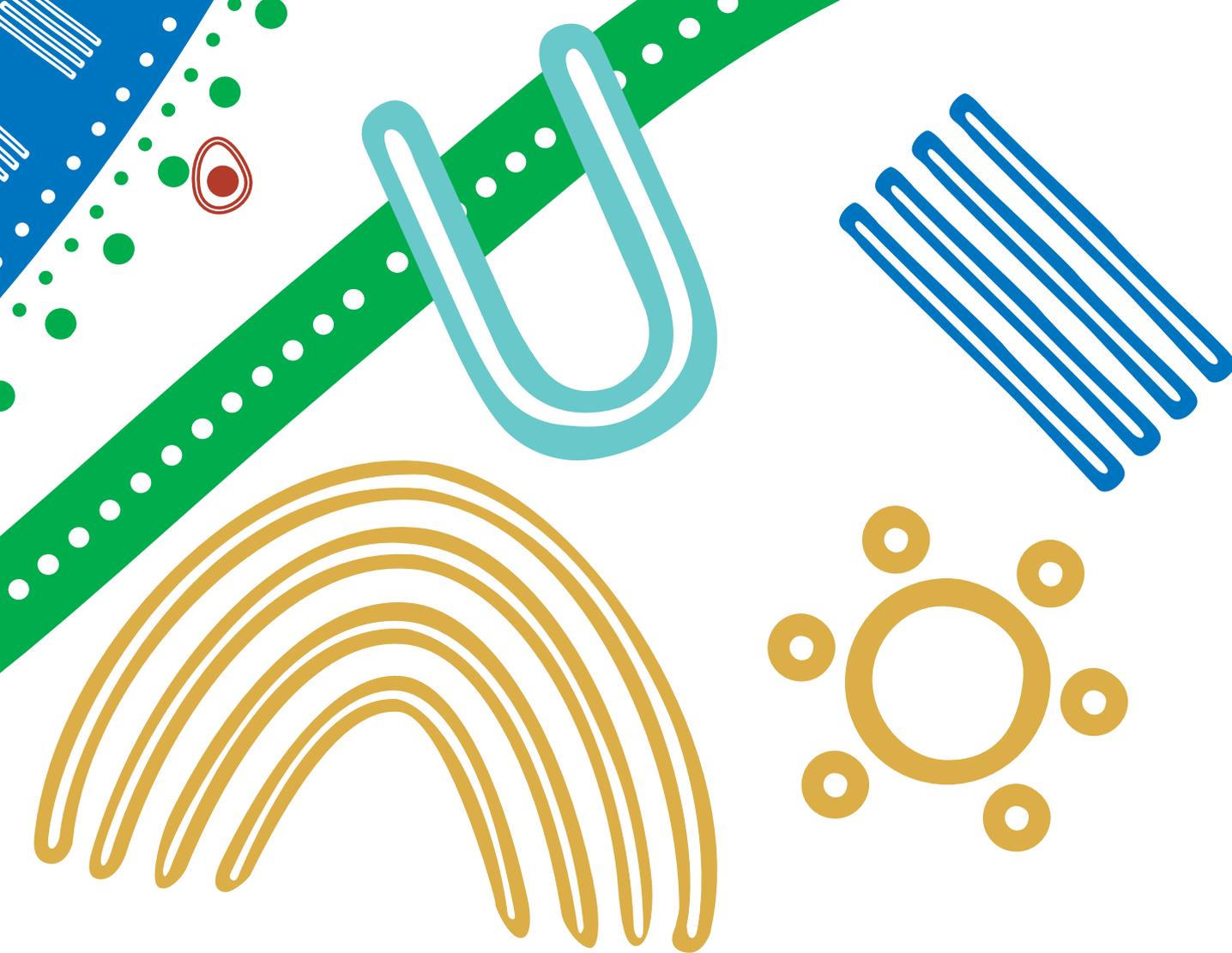
Our RAP

To ensure that our RAP considers all aspects of the business and the people within the business, our RAP Champion, the General Manager David Johnson, sought approval from the Board to develop a Reflect RAP for the organisation. This was strongly supported and we established a RAP Committee comprising of both Aboriginal and Torres Strait Islander and non-Indigenous corporate and cleaning employees.



Zippy is committed to contributing to the growth of Aboriginal and Torres Strait Islander business in South Australia and Northern Territory and we are members of Supply Nation.

Since the commencement of our membership in October 2016, we have had the opportunity to network and collaborate with a number of Supply Nation certified members and we continue to maintain these professional relationships even after our requirements with those suppliers have been met.



The RAP Working Group is made up of the following Zippy representatives:

- Two cleaning employees who identify as Aboriginal people - Leanne Shearing & Raine Karpany
- General Manager – David Johnson
- Operations Manager – Vivian Watson
- RAP Chair – David Johnson
- NT State Manager – Kavish Seewoobaduth
- Administration Officer – Anushka Bezemer

October 2016

Commenced Supply Nation membership.

November 2016

Met with the SA Industry Participation Consultant for Indigenous Business, to discuss business opportunities (procurement and partnerships).

Commenced research into joint venture and partnership opportunities with an Aboriginal owned business.

January 2017

Relationship formed with Ochre Dawn Industries. Became preferred supplier for promotional material and large-scale printing (e.g. banners).

May 2017

Attended Supply Nation Connect 2017 Conference.

Attended National Reconciliation Week Breakfast event. Both of these events provided practical actions that we could take, specifically in engaging with Aboriginal and Torres Strait Islander businesses as suppliers to our business.

June 2017

Relationship formed with Print Junction, a South Australia Aboriginal owned business, that has become our preferred supplier for printing services (marketing material, stationery, etc).

Our RAP Journey

Our RAP Journey started with a high level of commitment by Senior Management and which it possible for our RAP Champion and General Manager, David Johnson, to implement some early initiatives that demonstrated to us that practical actions across the organisation to support the goals of reconciliation broadly, were not so difficult to implement.

We realised quite quickly however, that although individual actions created an impact, they did not necessarily build cultural awareness across the whole organisation or embed an understanding of reconciliation as a foundation for Aboriginal and Torres Strait Islander authentic engagement into the DNA of the business. The RAP framework was able to bring together all the early initiatives, document and describe their impact and build on their success. The Reflect RAP captured what we had already done well and was able to highlight the gaps in our activity that would ensure that our reconciliation actions were authentic, sustainable and appropriate.

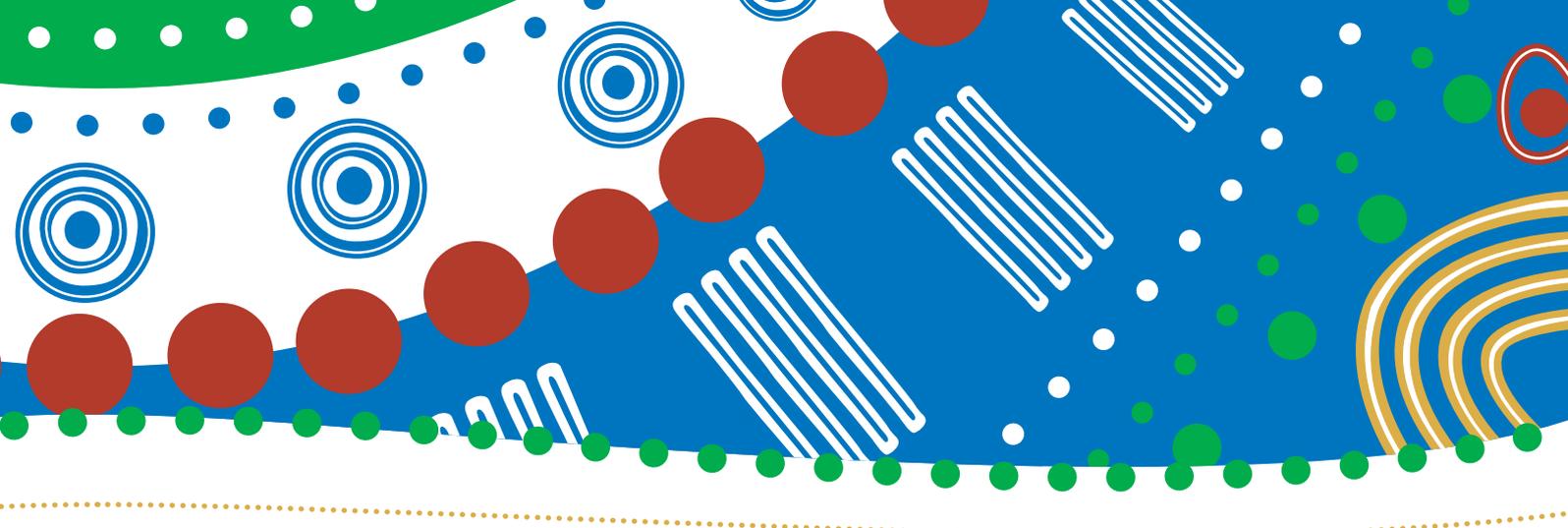
It would be correct to say that a true understanding of reconciliation and the practical impact we could make through our organisation has developed over time, and while the early initiatives provided some positive outcomes and learnings for us, our true reconciliation journey has actually taken us over five years.

While undertaking the REFLECT RAP, we solidified our understanding that building strong relationships with Aboriginal and Torres Strait Islander peoples is key to creating new business opportunities for Zippy while also creating an avenue that allows us to contribute to supporting equitable opportunities for all Australians.

The interactions and the learnings that we have shared through developing relationships with Aboriginal and Torres Strait Islander employees, business owners and community members have been the foundation on which we have been able to confidently develop our organisations' cultural capability.

The RAP journey has broadened our understanding and awareness of barriers faced by Aboriginal and Torres Strait Islander people and shown us the path to take to achieve a more supportive and culturally aware service to both our employees and suppliers.

Through our experience of employing Aboriginal and Torres Strait Islander employees, and working within Aboriginal and Torres Strait Islander communities in both South Australia and the Northern Territory, we identified that there was a clear need to increase awareness amongst our employees and clients about the cultures and histories of First Nations peoples.



July 2017

Relationship formed with Quick Corporate, who contributes part profits of Indigenous branded products to the Kulbardi Fund. Quick Corporate became preferred supplier for office stationery products (paper, pens, etc) and still is.

August 2017

Engaged with Aboriginal owned business Corporate. Connect AB Pty Ltd (CCAB) to facilitate our RAP journey and to provide the guidance that we realised we needed to develop a RAP authentically and appropriately.

September 2017

Formed a RAP Working Group consisting of two Aboriginal employees and four non-Aboriginal corporate employees which operates to form the RAP actions and objectives.

November 2017

Attended 'Indigenuity' SA Aboriginal Business Expo and network with Aboriginal and Torres Strait Islander businesses with whom we planned to work commercially.

Company-wide cultural awareness online survey conducted to gauge the level of Aboriginal and Torres Strait Islander cultural awareness of our employees and management personnel.

December 2017

Business partnership formed between Zippy and The David Liddiard Group. Implemented internal processes to ensure that information about Aboriginal & Torres Strait Islander identity is captured at time of employment.

Purchased Acknowledgement of Country banner for Reception area from Ochre Dawn Industries. Met with David Liddiard (David Liddiard Group) to discuss the progress of our RAP and gain his feedback and insights.

We believe that by increasing our knowledge and respect for Aboriginal and Torres Strait Islander cultures, and our awareness of our shared history, Zippy could provide more authentic and appropriate actions to advance reconciliation for all Australians

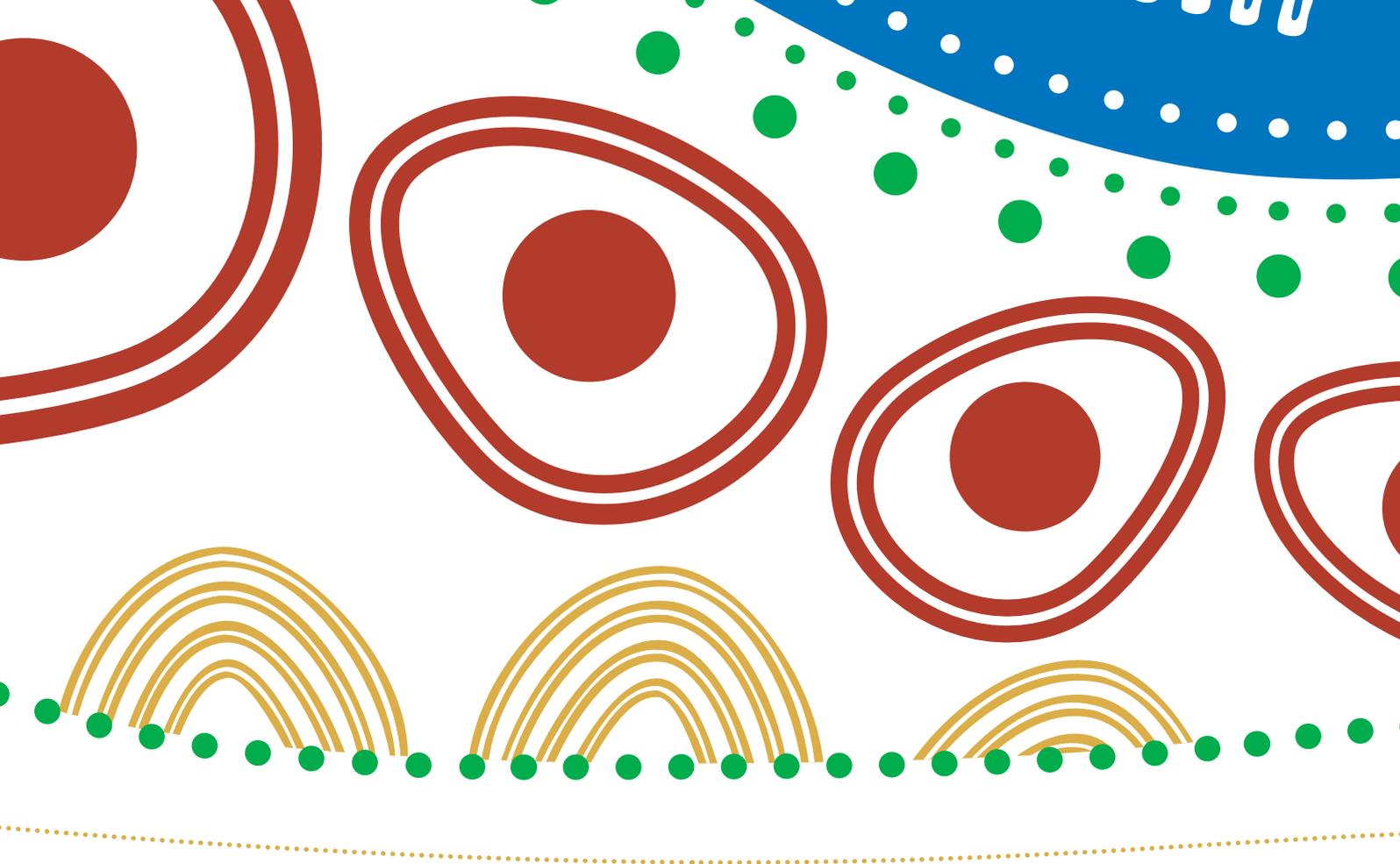
Attendance at Supply Nation events initially introduced us to a number of Aboriginal businesses with whom we could develop a mutually beneficial and commercial relationship. As our professional and personal relationships with Aboriginal and Torres Strait Islander business owners developed, we were in a position to learn more about Aboriginal businesses, barriers and opportunities from a very personal perspective. Education and employment seemed to be the key areas of focus that aligned with our business and the Reflect RAP allowed us the time through a guided process to examine how we could best create an impact that aligned with our core values, core business and locations for delivery.

To date we have employed/contracted the services of Aboriginal and Torres Strait Islander owned businesses as suppliers of our stationery, printed media (brochures, business cards etc.) and cleaning chemicals. We have also worked in conjunction with employment agencies to source staff who identify as Aboriginal and Torres Strait Islander to encourage employment within Zippy.

We have been able to achieve over 80% of supply from local and national Aboriginal owned businesses, from cleaning supplies and products, to office equipment and stationery through a strong focus on engaging with local Aboriginal owned businesses.

A key focus is on developing a career pathway for all Aboriginal and Torres Strait Islander employees has ensured that our contribution to employment goes beyond direct employment to ensuring that each Aboriginal and / or Torres Strait Islander employee has access to upskilling and training that would take them beyond an entry point of being hired as a cleaner to whatever career pathway they seek – whether it be in our organisation or industry or beyond.

The Innovate RAP will build on these learnings and further develop specific areas where we feel we could make the strongest contribution to reconciliation.



July 2018

Officially launched our 'REFLECT' Reconciliation Action Plan and introduced our joint venture with The David Liddiard Group, 'Zippy Indigenous Facilities Services' at Tandanya National Aboriginal Cultural Institute.

December 2018 February 2019

Attended National RAP Conference held in Melbourne which inspired us to focus on considering an employee cultural awareness strategy.

Attended National Apology Breakfast 2019.

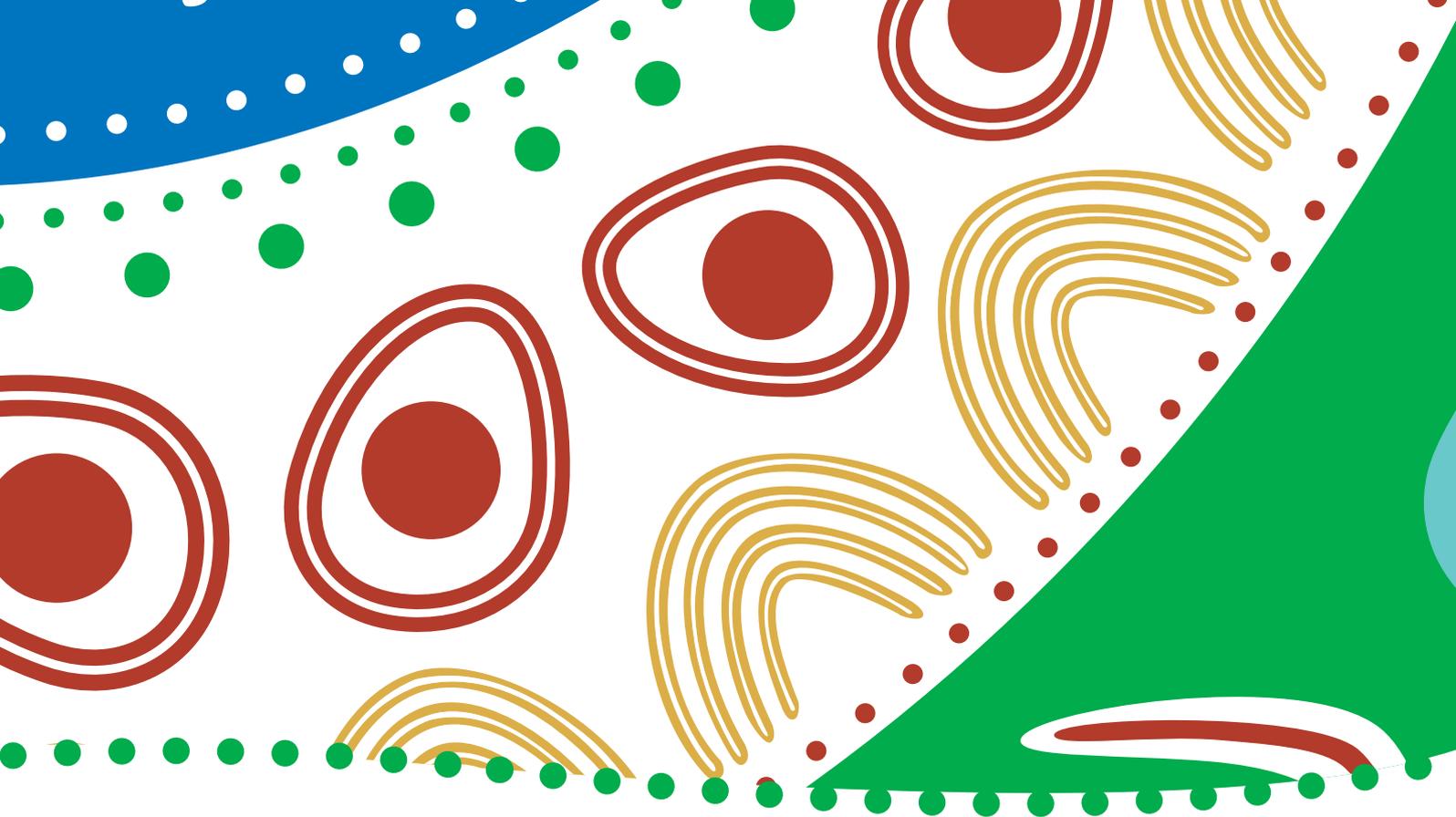
April 2019

Held internal staff cultural awareness training sessions with Clyde Rigney who is a Ngarrindjeri man, writer and cultural awareness educator as an outcome of the earlier experiences and learnings of our RAP Champion.

July 2019

During NAIDOC Week some of our Aboriginal and Torres Strait Islander employees and RAP committee members attended an event at Immanuel College, 'Sharing the Journey'. As part of this event, we also gave a presentation about our RAP journey to date to other corporate and community organisations. The focus was to share our different approaches and strategies to authentic RAP related activity and to celebrate our successes.

Our RAP Journey



July 2019

Supplier agreement made with Nood Australia for chemical supply

October 2019

Attended National RAP Conference held in Perth.

September 2019

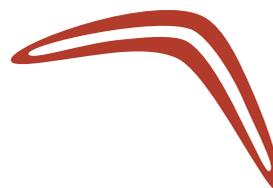
Exhibitor at Supply Nation's 'Indigenous Business Trade Fair', Adelaide. All Exhibitors listed on Supply Nation's 'Indigenous Business Direct' and are at least 50% Indigenous owned or are a Certified business that were at least 51% Indigenous owned, managed and controlled.

To date we have employed/contracted the services of Aboriginal and Torres Islander owned businesses as suppliers of our stationery, printed media (brochures, business cards etc.) and cleaning chemicals. We have also worked in conjunction with employment agencies to source staff who identify as Aboriginal and Torres Strait Islander to encourage employment within Zippy.

Zippy is committed to contributing to the growth of Indigenous business in South Australia and Northern Territory and are members of Supply Nation. Since commencement of our membership in October 2016, we have had the opportunity to network and collaborate with Supply Nation certified members and we continue to maintain these professional relationships even after our requirements with those suppliers have been met.

February 2020

Attended National Apology Breakfast 2020 in Adelaide.

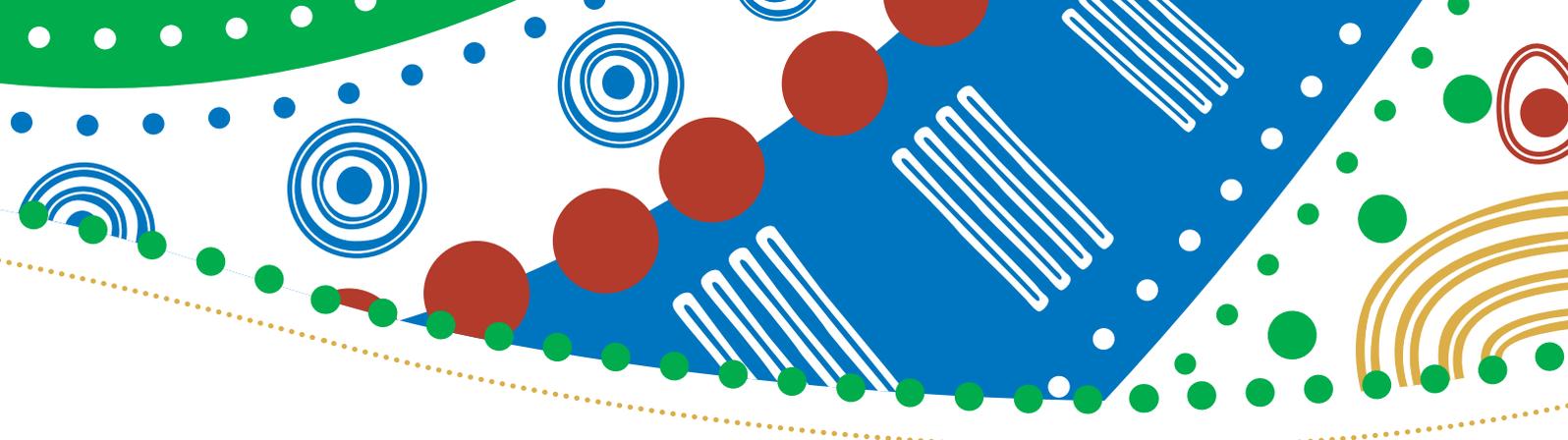


Relationships

Our journey while undertaking the REFLECT RAP has only solidified our understanding that building strong relationships with Aboriginal and Torres Strait Islander peoples is key to creating new business opportunities for Zippy while also creating an avenue that allows us to contribute to supporting equitable opportunities for all Australians.

Our experience thus far broadened our understanding and awareness of barriers faced by Aboriginal and Torres Strait Islander people and shown us the path to take to achieve a more supportive and culturally aware service to both our employees and suppliers.

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------------------|--------------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Consult with our current Aboriginal and Torres Strait Islander stakeholders to review our engagement processes | March 2022 | General Manager |
| | • Develop a plan around identified areas of growth that contribute to building and strengthening relationships | May 2022 | General Manager |
| | • Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | February 2022 | General Manager |
| | • Develop an Engagement Plan that describes the rationale, opportunities and processes for working with identified Aboriginal and Torres Strait Islander stakeholders. | March 2022 | Operations Manager |
| | • Meet with an Aboriginal owned organisation that would assist us with cultural guidance around protocols and proposed RAP activities. | February 2022 | General Manager & Operations Manager |
| | • Identify a new (to Zippy) Aboriginal business or organisation in the Northern Territory and investigate potential mutually beneficial relationship opportunities. | March 2022 | General Manager & Operations Manager |
| 2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians | • Register our NRW events involving the SA and NT offices on the Reconciliation Australia's NRW website | 27th May – 3rd June 2022 & 2023 | Administration Officer |
| | • Organise at least one NRW event each year | May annually | Administration Officer |
| | • Our RAP Working Group will participate in an external event to recognise and celebrate NRW | 27th May – 3rd June 2022 & 2023 | General Manager |
| | • Once the local community events programs for NRW 2020 & 2021 have been released we will encourage our corporate and cleaning staff to attend and participate, communicated through our internal communication processes | 27th May – 3rd June 2022 & 2023 | General Manager |
| | • Invite our Aboriginal and Torres Strait Islander employees to share their reconciliation experiences or stories | 27th May – 3rd June 2022 & 2023 | General Manager |
| | • Identify a NRW event or Aboriginal community support program sponsorship opportunity within our existing client database to whom we could offer support | 27th May – 3rd June 2022 & 2023 | Administration Officer |
| | • Download Reconciliation Australia's NRW resources and circulate the link to staff | April 2022 & 2023 | Administration Officer |



| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|------------------------|
| 3. 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. | February 2022 | Administration Officer |
| | • Develop, implement and communicate an anti-discrimination policy for our organisation. | March 2022 | General Manager |
| | • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | April 2022 | Administration Officer |
| | • Educate senior leaders on the effects of racism. | April 2022 | General Manager |
| | • Based on the learnings from our Reflect RAP, further develop and implement a documented strategy to engage and inform key personnel of their responsibilities within our RAP and to engage our employees with reconciliation. | May 2022 | General Manager |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | This strategy is to include using our staff newsletter, payroll mailouts and surveys as a useful medium to notify staff of upcoming events, provide useful resource links and gauge staff's level of awareness and training needs. | | |
| | • Communicate our commitment to reconciliation publicly | February 2022 | Operations Manager |
| | • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | March 2022 | General Manager |
| | • Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | March 2022 | Administration Officer |

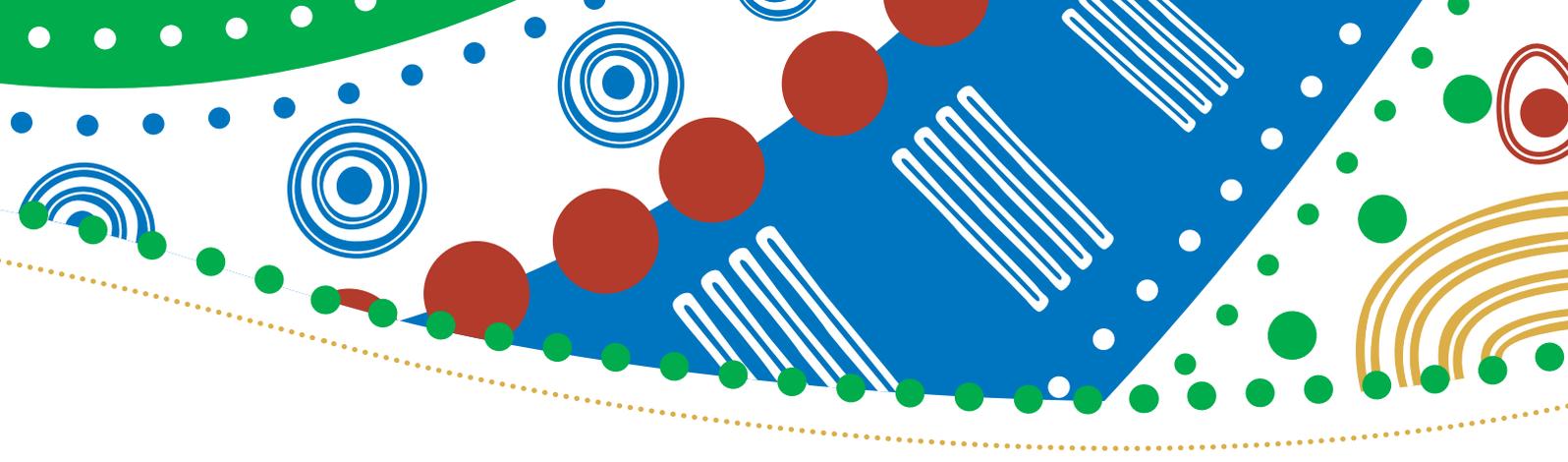


Respect

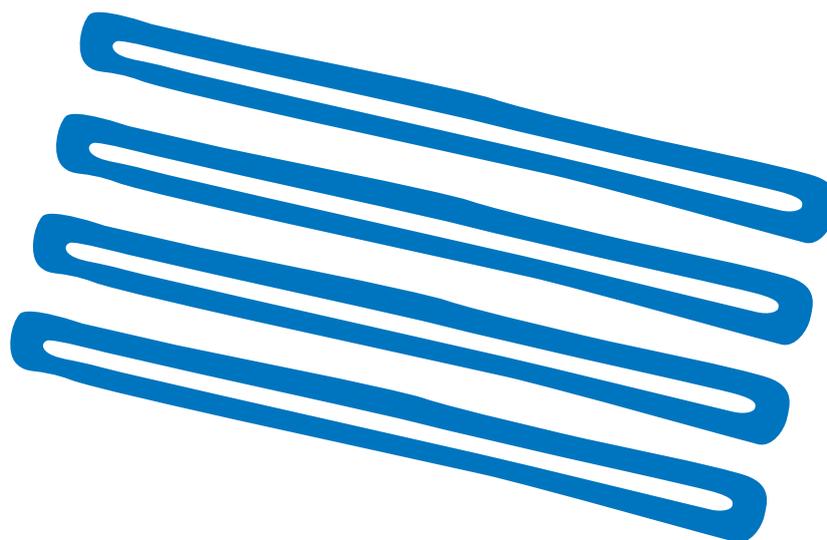
At Zippy we are committed to promoting and encouraging cultural awareness, understanding and respect for Aboriginal and Torres Islander peoples, their land, waters and our shared histories. We believe that through practical actions, educating and engaging in such conversations with our employees and suppliers on these topics will contribute positively towards reconciliation for all Australians and provide a platform for personal growth and development as a business and for individuals.

As an organisation, we want to ensure that respect for individuals, culture and

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|--------------------------------------|
| 5. Engage employees in continuous cultural learning opportunities to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories and achievements | • Further expand on the tools we use that gauge current levels of cultural understanding and awareness by conducting online and/or face-to-face staff surveys to help identify key areas requiring further training. | February 2022 | General Manager |
| | • Review our induction materials and processes for informing and training new employees | February 2022 | Operations Manager |
| | • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | March 2022 | General Manager |
| | • Promote the Reconciliation Australia's Share Our Pride online tool to all our staff by providing the link via our staff newsletter, social media, pay slips and staff portal. | April 2022 | Administration Officer |
| | • Develop, implement and communicate a cultural learning strategy for our staff. | October 2022 | General Manager |
| | • Investigate a visit for key staff (including members of the RAP Working Group) to the Living Kurna Cultural Centre at Marion including meeting an Elder for cultural discussion (and similar in Northern Territory) | February 2022 | RAP Chair |
| | • Identify diverse opportunities for the delivery of cultural awareness experiences and learning across our organisation | March 2022 | RAP Chair |
| | • Implement these as part of a cultural learning strategy across the organisation | July 2022 | Operations Manager |
| | • Pilot a program that suits the needs of our all staff and our organisation, including RAP Working Group, RAP champions, HR managers and other key leadership staff | March 2022 | Operations Manager |
| | 6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country, to ensure there is shared meaning | • Increase the understanding of staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | March 2022 |
| • Develop and circulate a protocol document that explains 'Welcome to Country' and 'Acknowledgement of Country' and guides all staff to include an Acknowledgement of Country at significant internal meetings and public events where appropriate | | February 2022 | Operations Manager |
| • Include Acknowledgement of Country at the commencement of all important meetings internal and external and providing model text for this purpose | | March 2022 | Operations Manager |
| • Provide copies to all key staff of the SA Resource listing the contact details for Traditional Owners able to provide a 'Welcome to Country' | | January 2022 | General Manager & Operations Manager |
| • Invite a Traditional Owner to provide 'Welcome to Country' at our RAP launch and other significant company events | | January 2022 | General Manager |



| Action | Deliverable | Timeline | Responsibility |
|--|---|-------------------------------|--------------------------------------|
| 7. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week | • Investigate and implement a process through which Aboriginal and Torres Strait Islander staff are able to participate in NAIDOC activities through accessing leave provisions | First week in July 2022/ 2023 | Operations Administrator |
| | • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | March 2022 | Operation Manager |
| | • Promote and encourage participation in external NAIDOC events to all staff. | First week in July 2022/2023 | RAP Chair |
| | • Ensure our RAP Working Group participates in an external NAIDOC week event in South Australia and the Northern Territory | First week in July 2022/2023 | General Manager & Operations Manager |
| 8. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance | • Promote Aboriginal and Torres Strait Islander dates of significance via our newsletters, social media and staff portal. | January 2022 & January 2023 | Administration Officer |
| | • Create and communicate a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff | February 2022 & 2023 | Administration Officer |
| | • Host a 'lunchtime learning session' to coincide with Aboriginal and Torres Strait Islander dates of significance | December 2021 & 2022 | Administration Officer |



Opportunities

Zippy believe employment and procurement are instrumental in increasing Aboriginal and Torres Strait Islander workforce and business development and to achieve a higher level of economic independence for individuals and their communities.

At Zippy, we feel that we can offer excellent entry-level employment opportunities to Aboriginal and Torres Strait Islander people and also provide career progression opportunities. either in our organisation or others by supporting a chosen career pathway for each Aboriginal and / or Torres Strait Islander employee.

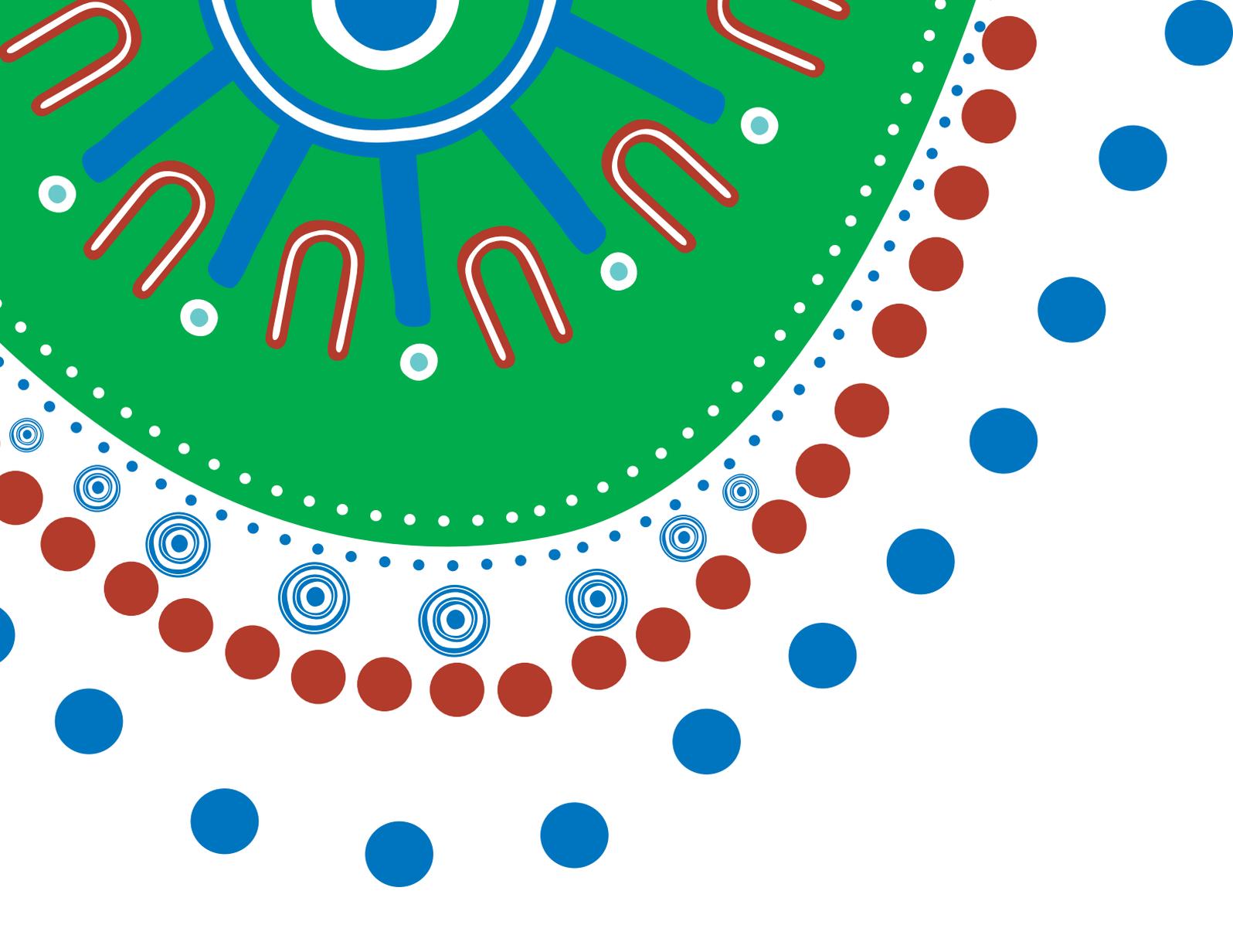
We want to continue improving on our first RAP to ensure that we achieve solid outcomes to high targets in recruitment, retention and career progression for our Aboriginal and Torres Strait islander employees.

By continuing our commitment to seek further procurement opportunities within our organisation we feel we can positively contribute to the growth and success of Aboriginal and Torres Strait Islander businesses and the business owners.

| Action | Deliverable | Timeline | Responsibility |
|--|--|------------------------|------------------------|
| 9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace, including a focus on retention and professional development | • Meet with our Aboriginal and Torres Islander employees to discuss challenges they have faced during their employment at Zippy and elsewhere to inform our understanding of the support systems that we need to put in place for our employees. | February 2022 | General Manager |
| | • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | February 2022 | Operations Manager |
| | • Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | October 2022 | General Manager |
| | • Develop a company Aboriginal and Torres Strait Islander recruitment, Employment, Career Progression and Retention Plan. | May 2022 | NT State Manager |
| | • Involve external Aboriginal and Torres Strait Islander peoples and/ or consultants to advise and engage with current Aboriginal and Torres Strait Islander staff on employee matters | March 2022 | NT State Manager |
| | • Advertise vacancies in Aboriginal and Torres Strait Islander media and include in all job Advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply' | July 2022 | Administration Officer |
| | • Review HR practices and interview process to identify and address any potential barriers for Aboriginal and Torres Strait Islander applicants. | January 2022 | Administration Officer |
| 10. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation to support improved economic and social outcomes for Aboriginal and Torres Strait Islander individuals and communities | • Review current policies and practice to ensure that Aboriginal and Torres Strait Islander owned businesses are represented in our supply chain | March 2022 | General Manager |
| | • Meet informally with Aboriginal business owners with whom we do business to discuss their businesses challenges to inform potential internal changes to our procurement processes | March 2022 | Operations Manager |
| | • Develop and implement an Aboriginal and Torres Strait Islander procurement strategy that builds on current levels. | April 2022 | Operations Manager |
| | • Develop commercial relationships with two new Aboriginal and/or Torres Strait Islander businesses as suppliers to Zippy. | June 2022 | General Manager |
| | • Disseminate the current list of SA and NT Aboriginal and /or Torres Strait Islander owned businesses and regularly research and add additional ones as they become known to us. | July 2022 July 2023 | Administration Officer |
| | • Set a target to increase over the period of this RAP, the numbers of business with whom we purchase supplies and services | June 2022 | General Manager |
| | • Review the value of Supply Nation membership to our organisation | February 2022 | General Manager |

Governance, Tracking Progress and Reporting

| Action | Deliverable | Timeline | Responsibility |
|--|--|---|--------------------------|
| 11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | <ul style="list-style-type: none"> Ensure that our RAP Working Group includes two Aboriginal and Torres Strait Islander people and decision-making staff from across our organisation. | January 2022 | General Manager |
| | <ul style="list-style-type: none"> Establish Terms of Reference for the RAP Working Group and ensure that members of the RAP Committee understand their roles and responsibilities | January 2022 | Operations Manager |
| | <ul style="list-style-type: none"> Ensure RAP Working Group oversees the development and endorsement of the Innovate RAP and that meetings occur quarterly to monitor and report on its implementation. | January 2022, February 2022, June 2022, September 2022, December 2022, March 2023 | General Manager |
| 12. Provide appropriate support for effective implementation of RAP commitments | <ul style="list-style-type: none"> Define resource needs for RAP implementation and ensure that we have effective systems and capability to track, measure and report RAP activities | February 2022 | General Manager |
| | <ul style="list-style-type: none"> Provide appropriate support for effective implementation of RAP commitments. | February 2022 | General Manager |
| | <ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. | January 2022 | General Manager |
| | <ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. | December 2021 | General Manager |
| 13. Build accountability and transparency through reporting RAP achievement, challenges and learnings both internally and externally | <ul style="list-style-type: none"> Publicly report on RAP achievements, challenges and learnings | July 2022, 2023 September 2022, 2023 | General Manager |
| | <ul style="list-style-type: none"> Report RAP progress, achievements, challenges and learnings to all staff and senior leaders quarterly. | January 2022, February 2022, June 2022, September 2022, December 2022, March 2023 | General Manager |
| | <ul style="list-style-type: none"> Document and promote case studies of successful Aboriginal and Torres Strait Islander employee outcomes on our website | March, 2022 | General Manager |
| | <ul style="list-style-type: none"> Complete and Submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually | August 2022, 2023 | Operations Administrator |
| 14. Continue our reconciliation journey by developing an Elevate RAP | <ul style="list-style-type: none"> Participate in the RAP Barometer | May 2022 | Administration Officer |
| | <ul style="list-style-type: none"> Register via Reconciliation Australia's website to develop a new RAP based on learnings, challenges and achievements | January 2023 | RAP Chair |
| | <ul style="list-style-type: none"> Send draft RAP to Reconciliation Australia for review and feedback | April 2023 | RAP Chair |
| | <ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for formal endorsement | August 2023 | RAP Chair |



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