



COMMERCIAL  
PROPERTY  
CLEANING

# RECONCILIATION ACTION PLAN

## INNOVATE

March 2026 – February 2028



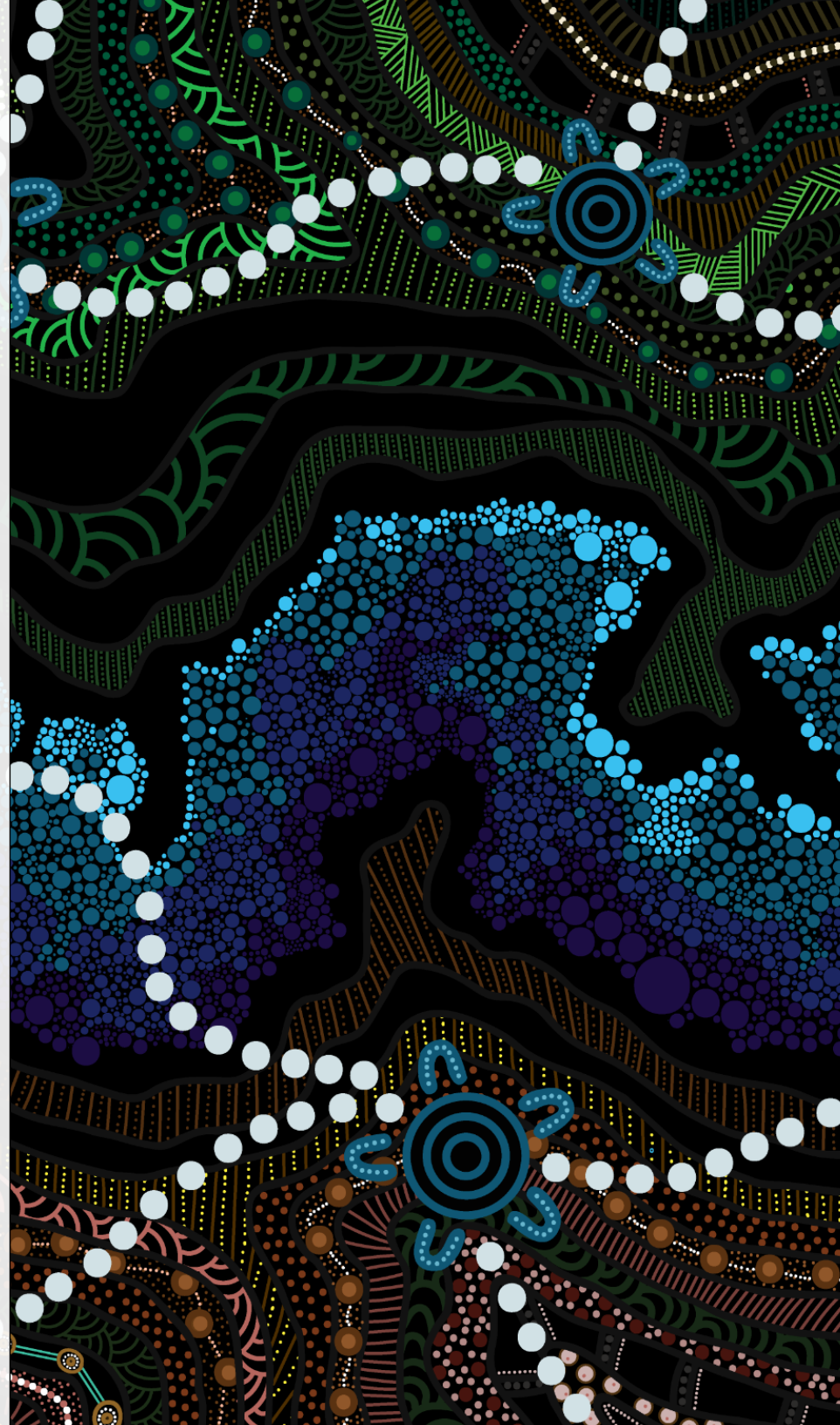
RECONCILIATION  
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# Contents

Acknowledgement of Country	3
Why we are creating a RAP	3
CEO Statement	4
Statement from the CEO of Reconciliation Australia	5
Our Business	6
Our Vision of Reconciliation	8
Our RAP	9
The Artist	10
Core Actions	11
Our Partnerships & Current Activities	12
Relationships	13
Respect	15
Opportunities	17
Governance	19
Contact	21



## Acknowledgement of Country

At Commercial Property Cleaning Pty Ltd (CPC), we begin our Innovate Reconciliation Action Plan by expressing deep gratitude and the utmost respect to the Traditional Custodians of the lands and waters on which we live, work, and operate. We acknowledge the enduring connection of Aboriginal and Torres Strait Islander peoples to Country, and we pay our respects to Elders past and present, and extend that respect to emerging leaders.

## Why we are creating a RAP

We recognise the richness of Aboriginal and Torres Strait Islander cultures, languages, and traditions. Their ongoing Custodianship of land, knowledge, and spirit continues to inspire our learning and guide our commitment to reconciliation.

As we progress on our RAP journey, we acknowledge the injustices of the past - dispossession, marginalisation, and mistreatment - and the continued impact these injustices have today. We reaffirm our commitment to reconciliation through action: fostering truth-telling, strengthening relationships, and embedding cultural understanding throughout our business and industry.

CPC is committed to walking alongside Aboriginal and Torres Strait Islander peoples, not just in principle, but in partnership - creating opportunities, building respectful connections, and advocating for systemic change. Our Innovate RAP represents our next step in this journey: a deeper, more accountable, and more action-oriented engagement with reconciliation.

We honour the strength and resilience of First Nations communities and thank them for their generosity in sharing knowledge and culture. In the spirit of reconciliation, we walk forward together - guided by respect, unity, and truth-toward a more just, inclusive, and reconciled Australia.

## CEO Statement

I am honoured and proud to present CPC's Reconciliation Action Plan. This marks a significant step in our journey to foster meaningful reconciliation, cultural respect, and lasting positive change.

As a responsible corporate organisation, we recognise the important role businesses play in shaping a more equitable and inclusive society. Doing what is right and giving back are core to who we are, and we are committed to making a positive impact in the communities where we operate.

Our dedication to walking alongside and supporting Aboriginal and Torres Strait Islander peoples has been longstanding. Through our Reconciliation Action Plan, we aim to create opportunities, empower communities, and celebrate the rich cultural heritage and contributions of First Nations peoples to our nation.

Within CPC, we are determined to provide real opportunities for engagement and inclusion for Aboriginal and Torres Strait Islander individuals. Building a diverse and inclusive workplace is not just a vision; it is essential to driving innovation and fostering a strong, cohesive team.

We also understand the importance of working with Aboriginal and Torres Strait Islander-owned businesses in our supply chain. These partnerships promote economic growth and help strengthen our relationships with Aboriginal and Torres Strait Islander entrepreneurs.

Our Reconciliation Action Plan is not just a written commitment. It is a promise of accountability and action. It will guide us as we work toward a fairer and more just Australia, where Aboriginal and Torres Strait Islander voices are respected and heard.

Together, as one united team, we can help shape a better future for all Australians.

Sincerely,



Mark Snell

Chief Executive Officer

## Statement from CEO of Reconciliation Australia



**Karen Mundine**

Chief Executive Officer,  
Reconciliation Australia

Reconciliation Australia commends Commercial Property Cleaning on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future. Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Commercial Property Cleaning to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders. By investigating and understanding the integral role it plays across its sphere of influence, Commercial Property Cleaning will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Commercial Property Cleaning is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Commercial Property Cleaning's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey. Congratulations Commercial Property Cleaning on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## Our Business

CPC stands as a distinguished provider in commercial contract cleaning, propelled by a commitment to transparency, service excellence, and innovative technologies, all while prioritising health, safety and the environment. Established in 1995, CPC has 30 years of accrued expertise. CPC designs and implements customised commercial cleaning solutions for a diverse array of clientele across Australia.

### Services

- Cleaning
- Hygiene
- Horticultures
- Facility Maintenance

### Office Locations

- Sydney
- Brisbane
- Townsville
- Cairns

### Diversity & Inclusion

- 50% woman owned
- 12% Aboriginal and Torres Strait Islander participation
- Veterans Employment Supporter

## Core Values

At CPC, our core values aren't just words on paper; they are the bedrock upon which our company is built. Our dedicated team of over 500 members, including 26 Aboriginal and Torres Strait Islander staff embodies these principles daily, ensuring they are woven into the very fabric of what we do.

- Prioritising our customers at every turn.
- Fostering a team spirit marked by positivity and unity.
- Cultivating transparent and sincere relationships.
- Pursuing growth and wisdom without ceasing.
- Approaching tasks with uncompromising integrity and consideration.

## ISO Accreditations

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems

## CSR Statement

Our commitment to social responsibility is rooted in our dedication to sustainable profitability. This not only ensures job security for our employees but also drives our active engagement with the communities we serve.

## Environmental Sustainability

- **Eco-conscious Choices:** We employ biodegradable, non-toxic cleaning agents and resource conservation techniques to minimise environmental impact.
- **Education & Adaptability:** Continuous team training on green practices, paired with adaptability based on feedback, ensures our approach remains at the forefront of sustainability.
- **Local Commitment:** Prioritising local sourcing reduces transport emissions and supports community economies, emphasising our holistic approach to sustainability.

## Our Sphere of Influence

CPC's sphere of influence includes our internal workforce, executive leaders, subcontractors, and suppliers, as well as our clients across private and public sectors, cleaning industry networks, and Aboriginal and Torres Strait Islander community partners. Through this sphere, we seek to advocate, model, and embed reconciliation practices that inspire positive action throughout our industry.

## Our Vision for Reconciliation

At Commercial Property Cleaning Pty Ltd (CPC), our vision for reconciliation is to foster a future where Aboriginal and Torres Strait Islander peoples are valued, respected, and empowered, and where cultural diversity thrives within our organisation and the broader community.

We envision a society where reconciliation is woven into the fabric of everyday life, where understanding, respect, and unity prevail among all Australians. Our goal is to actively contribute to this vision by promoting cultural respect, fostering meaningful relationships with Aboriginal and Torres Strait Islander communities, and creating opportunities for economic empowerment and social inclusion.

Through our core business of providing exceptional cleaning and facility support services, we strive to advance reconciliation by:

1. Engaging Aboriginal and Torres Strait Islander businesses and individuals as valued partners and stakeholders.
2. Promoting cultural awareness and understanding among our workforce through education and training initiatives.
3. Creating employment opportunities and pathways for career development for Aboriginal and Torres Strait Islander peoples within our organisation.
4. Supporting Aboriginal and Torres Strait Islander artists, businesses, and community initiatives through procurement and partnership opportunities.
5. Advocating for policies and practices that promote diversity, equity, and inclusion both within our organisation and in the broader community.

By integrating reconciliation into our everyday operations and fostering a cultures of respect, inclusion, and collaboration, we aim to contribute to a reconciled, just, and equitable Australia for future generations.

## Our RAP

CPC is proud to transition from a Reflect RAP to an Innovate RAP for the 2025–2027 period. Our decision to progress stems from the success of our Reflect RAP and our growing confidence in embedding reconciliation within our organisation. We believe our Innovate RAP will allow us to take deeper, more measurable action, particularly through partnerships, procurement, employment, and education.

Our RAP is championed by our CEO, Mark Snell, who plays an active and visible role in advancing reconciliation at CPC. The RAP Working Group (RWG) includes:

- Mark Snell (CEO and RAP Champion)
- Tom Forman (Chief Human Resources Officer)
- Shevonne Roma (CPC Supervisor, Townsville; First Nations representative)
- Roxanne Roberts (Executive Manager)
- Sebastian Perilla (Executive Manager)
- Bianca Elliott (WHS & Compliance Officer)

This RWG ensures representation from across our organisation, including one Aboriginal staff member to ensure we are guided by First Nations voices. The RWG meets regularly to review progress, develop initiatives, and oversee the implementation of actions.

Since launching our Reflect RAP in July 2024, CPC has made significant strides in embedding reconciliation across our business. Key achievements include:

- Developing and distributing a company-wide Cultural Understanding Survey
- Facilitating internal education through newsletters, training modules, and cultural event participation
- Establishing informal partnerships with Aboriginal and Torres Strait Islander businesses such as Yilay and Indigeco
- Increasing visibility of Aboriginal culture through procurement choices and internal communications

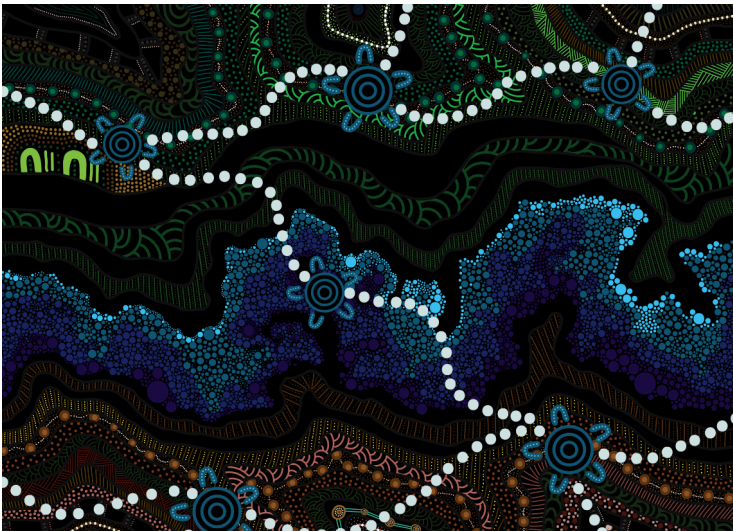
These efforts have created a solid foundation upon which our Innovate RAP is built. Our approach is to ensure reconciliation is not a side initiative, but embedded in our hiring, procurement, communication, and governance processes.

Our Innovate RAP continues this momentum, focusing on sustained change and increased Aboriginal and Torres Strait Islander participation in all areas of CPC's operations.

## The Artist

Daniel Apps is a Dharug Boorooberongal, Australian artist and designer whose talent was nurtured from a young age. Growing up in the bush on Yuin Country west of Jervis Bay, Daniel's journey of exploration in photography, design and mixed media began.

This desire to create unique and vibrant artwork has seen Daniel's art succeed from a young age. He excelled in creative subjects through high school and went on to study communication design where he refined his skills in digital design. Daniel uses art as an escape from the pressures of city living to capture inspiring moments on canvas to stimulate the emotions of his audience.



## The Artwork

I am honoured and excited to present Commercial Property Cleaning Pty Ltd's Innovate Reconciliation Action Plan (RAP). This is a momentous step in our journey towards fostering positive change, meaningful reconciliation, and cultural respect. This artwork symbolises the diverse landscapes of our country, portraying various environments from the arid desert in the lower section, to the flowing waters in the middle, and finally the lush bush and rainforest in the upper part. Using iconic Aboriginal symbols, Daniel Apps has crafted an abstract depiction of the land. Additionally, the inclusion of six meeting place symbols signifies the six states and territories where Commercial Property Cleaning operates and conducts business meetings.

## Our Aboriginal and Torres Strait Islander logo



## Core Actions

At Commercial Property Cleaning (CPC), our Innovate Reconciliation Action Plan (RAP) builds on the foundations established during our Reflect RAP. It represents a deepened commitment to fostering genuine relationships, advancing cultural respect, and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples. Our core actions align with the key pillars of Relationships, Respect, and Opportunities, and are integrated across all levels of our organisation.

Under **Relationships**, we are committed to developing and maintaining strong, mutually beneficial partnerships with Aboriginal and Torres Strait Islander communities, organisations, and stakeholders. This includes formalising engagement principles through ongoing consultation, and implementing structured plans to guide our interactions at the local level. We will celebrate National Reconciliation Week annually across all regions, encouraging participation from all staff and senior leadership. Through our growing influence across government, corporate, and retail clients, we will promote reconciliation beyond our internal workforce, working collaboratively with like-minded organisations to develop innovative, inclusive practices.

In the area of **Respect**, we aim to embed cultural learning at the core of our organisational culture. We will review and strengthen our cultural learning framework in consultation with Traditional Owners and Aboriginal and Torres Strait Islander advisors, and expand access to structured training for all employees, including management and executive leadership. Cultural protocols such as Acknowledgement of Country will be consistently applied across our business, including in meetings, events, marketing, and communication platforms. We will continue to celebrate cultural events such as NAIDOC Week, supporting staff participation and removing potential barriers to involvement.

Through **Opportunities**, we will improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. This includes implementing a formal strategy informed by feedback from our Aboriginal and Torres Strait Islander employees, and reviewing recruitment processes to remove systemic barriers. We will also continue to develop commercial relationships with Aboriginal and Torres Strait Islander-owned businesses by implementing a procurement strategy that promotes supplier diversity and aligns with Supply Nation frameworks. These efforts will strengthen our economic partnerships and help support sustainable outcomes for communities.

Our core actions are designed not only to meet compliance but to create a meaningful impact. Through deliberate, measurable initiatives and collaborative partnerships, CPC remains dedicated to contributing to a more inclusive, equitable, and reconciled Australia.

## Our Partnerships & Current Activities

At CPC, our commitment to reconciliation is embedded in how we engage with Aboriginal and Torres Strait Islander peoples, communities, and businesses. Our Innovate RAP reflects our shift from intention to structured action, ensuring partnerships are respectful, meaningful, and mutually beneficial.

We work closely with Traditional Owner groups and local communities across our operational areas. In Mount Isa, we continue to strengthen ties with the Kalkadoon community, exploring employment and engagement opportunities. In Townsville, our First Nations CPC Supervisor, Shevonne Roma, plays a vital role on our RAP Working Group, ensuring local perspectives guide our actions.

CPC is also partnering with Aboriginal and Torres Strait Islander-owned businesses such as Yilay (uniforms and apparel) and Indigeco (employment pathways), supporting our aim to grow Aboriginal and Torres Strait Islander supplier diversity and build long-term, values-aligned partnerships.

We are also collaborating with the Nahri Institute to deliver cultural learning workshops that strengthen staff understanding of Aboriginal and Torres Strait Islander cultures and protocols - supporting our broader cultural learning strategy under the Respect pillar.

Internally, we're integrating reconciliation into everyday practice by:

- Delivering Cultural Competency Training to all staff and leaders
- Including Acknowledgement of Country in meetings and communications
- Supporting participation in National Reconciliation Week and NAIDOC Week
- Featuring Aboriginal and Torres Strait Islander artwork across our materials

Our procurement policy now prioritises Aboriginal and Torres Strait Islander suppliers, and we're developing a formal procurement strategy aligned with Supply Nation to better track and expand this commitment across all regions.

These partnerships are built on shared goals, respect, and a recognition that reconciliation requires ongoing listening, learning, and collaboration. We are proud of our progress and committed to growing this work through our Innovate RAP.



## Relationships

<b>Relationships</b>			
<p>At CPC, building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples is essential to how we operate across Australia. We believe relationships are the foundation of meaningful reconciliation and are critical to our ability to serve diverse communities with integrity, care and cultural awareness. By connecting with local Traditional Owners, First Nations staff, and Aboriginal and Torres Strait Islander-owned businesses, we are fostering shared understanding and trust.</p>			
<p><b>Focus area:</b> This aligns with our strategic direction to create inclusive workplaces, deepen community partnerships, and ensure cultural safety across our operations. Relationships strengthen our people-first culture and help us deliver tailored, community-informed cleaning services nationwide.</p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	April 2026	Human Resource Manager, First Nations Supervisor
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	June 2026	Executive Manager, WHS Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2026 & 2027	WHS Officer
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June, 2026 & 2027	All RWG members
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June, 2026 & 2027	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May-3 June, 2026 & 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2026 & 2027	WHS Officer



3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	July 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	August 2026	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	September 2026	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	March, September 2026 & 2027	Human Resource Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	June 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	September 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	October 2026	First Nations Supervisor
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	November 2026	WHS Officer



## Respect

<b>Respect</b>			
<p>Respecting the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples is key to CPC's reconciliation journey. Through education, acknowledgement and visible recognition of cultural protocols, we aim to create a workplace where cultural identity is respected and celebrated. We are committed to ongoing learning and promoting awareness across our teams and client sites.</p>			
<p><b>Focus area:</b> Respect supports CPC's goals of fostering a safe and inclusive workplace culture, embedding cultural protocols in daily operations, and ensuring all staff feel valued and informed.</p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	March 2026	WHS Officer
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	June 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	October 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	November 2026 & 2027	WHS Officer
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	August 2026	WHS Officer, First Nations Supervisor
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	November 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	May 2026 & 2027	Chief Executive Officer



	<ul style="list-style-type: none"><li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li></ul>	March 2026	All leaders and RWG members
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"><li>• RAP Working Group to participate in an external NAIDOC Week event.</li></ul>	First week in July, 2026 & 2027	All RWG members
	<ul style="list-style-type: none"><li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li></ul>	April 2026	Human Resource Manager
	<ul style="list-style-type: none"><li>• Promote and encourage participation in external NAIDOC events to all staff.</li></ul>	First week in July, 2026 & 2027	WHS Officer



## Opportunities

Opportunities			
<p>Creating economic, employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples is a core part of our RAP. CPC is actively increasing engagement with Aboriginal and Torres Strait Islander-owned businesses and creating culturally safe pathways for First Nations employment, development and leadership. These opportunities build economic inclusion and help break down systemic barriers.</p>			
<p><b>Focus area:</b> Opportunities align with CPC's growth strategy and commitment to workforce diversity, supplier inclusion, and leadership development across our national footprint.</p>			
Action	Deliverable	Timeline	Responsibility
<p>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	April 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	August 2026	First Nations Supervisor
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	November 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	April 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	February 2027	Human Resource Manager



9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	May 2026	Executive Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation's JumpStart program.</li> </ul>	April 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	November 2026	WHS Officer
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	January 2027	Executive Manager
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	February 2027	Human Resource Manager
10. Create employment and training programs within CPC in consultation with First Nations training and employment providers	<ul style="list-style-type: none"> <li><b>Develop and launch a "CPC Aboriginal and Torres Strait Islander Employment and Training Pathway Program"</b> in consultation with Aboriginal and Torres Strait Islander communities and employment agencies, creating clear entry and development opportunities within CPC.</li> </ul>	August 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li><b>Partner with an Aboriginal and Torres Strait Islander training or employment provider</b> to support delivery of tailored training and onboarding programs for Aboriginal and Torres Strait Islander employees.</li> </ul>	October 2027	Human Resource Manager



## Governance

Governance			
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"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	May, August, November, February 2026, 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Review &amp; Maintain a Terms of Reference for the RWG.</li> </ul>	Review June 2026, 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	March, June, September, December, 2026 & 2027	All RWG members
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	Annually June 2026, 2027	Human Resource Manager, Chief Executive Officer
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	March 2027	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	May, August, November, February 2026, 2027	Human Resource Manager, WHS Officer
	<ul style="list-style-type: none"> <li>Maintain a senior leader to champion our RAP internally.</li> </ul>	Annually February 2026, 2027	Chief Executive Officer



13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	WHS Officer
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August, annually	Human Resource Manager
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September, annually	Human Resource Manager
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	May, August, November, February 2026, 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	Annually, February 2027, 2028	Chief Executive Officer
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	April 2026	Human Resource Manager
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	June 2027	Human Resource Manager
	<ul style="list-style-type: none"> <li>Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.</li> </ul>	Biannually, August, February 2026, 2027	Human Resource Manager
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	December 2027	Human Resource Manager



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