

Indigenous Development Strategy 2008-2011



Our commitment to Indigenous reconciliation

This strategy is a result of a collaborative relationship between State & National Indigenous Development Managers and their respective executive management teams

Forward From the CEO

As the CEO of BIS Industries Limited, I wish to acknowledge the Indigenous peoples of Australia on whose land we occupy as citizens of Australia and where BIS operations are located. I endorse the principle that Indigenous peoples be recognised and included in BIS operations. As the CEO of BIS, I am proud to be a part of the growing list of Corporate Leaders (which also includes a number of our major customers) who have committed to Indigenous development and improving the employment prospects of Indigenous Australians.

The 2008 - 2011 National Indigenous Development Strategy reflects the culmination of many years of work and the dedication of our Indigenous Development Team (IDT) whose role is to provide a formal pathway for all our business units to embrace Indigenous developmental opportunities.

My Executive Team are also committed to ensuring the Objectives of the Action Plan identified in the Strategy are achieved through real actions on-the-ground that reinforce the good reputation and leadership of BIS in this field. Our work with Indigenous communities is not an 'act of charity', but rather, good business sense as it assists us in building a sustainable workforce.

I invite all BIS employees to fully support this ground-breaking Strategy and its initiatives. I also suggest you communicate freely with the members of the Indigenous Development Team for any assistance you may require.



Forward From the Directors

We see the 2008 – 2011 National Indigenous Strategy as a working document that signals a greater commitment and the way forward for all BIS businesses and employees.

The National HR teams are fully committed to ensuring successful outcomes in the areas of recruitment and training in conjunction with the Indigenous Development Team whose task is to consult and develop opportunities with Indigenous communities and individuals.

The goal of 10% Indigenous employment levels across the business will be challenging in some regions, however we prefer to view the intention as an opportunity to engage a valuable labour resource often located in remote areas to support our remote operations.

Indigenous people who live and work in their own land provides important social and economic benefits for their communities and in turn enables BIS to have a sustainable and reliable workforce. The Strategy focuses on the maximising of economic opportunities for the business and supporting the economic aspirations of local Indigenous communities.

The Strategy is built on the ethos of that important statement made in Roebourne whilst being a scaffold for each BIS employee to build on and contribute to each of the Objectives in the Action Plan to have a sustainable workforce.



Executive summary

BIS Industries Limited is fully committed to furthering the participation and development of Indigenous persons within its business. Our experiences within this arena have confirmed the benefits to be gained. Not only from our perspective of fulfilling a multi cultural employment role within the industrial services industry, but also from the Indigenous people's point of view for the full time employment of their fraternity.

To further support Indigenous development, it is our intention to implement a national Indigenous Development Strategy for the next three years.

This strategy, as outlined within the context of this document, focuses on major aspects such as:

- Addressing Indigenous unemployment by developing various entry opportunities into a number of industrial services roles.
- The employment and training of Indigenous persons within a variety of roles aligned to the industrial services domain.
- The emphasis being placed on local employment from local communities for local operations in the first instance.
- Supporting future Indigenous employees by providing pre employment work readiness training, work role training, which will include all necessary safety, literacy, cross culture, duty of care and company expectations components.
- All training (if possible) to be aligned to accredited training under the Australian Qualifications Training Framework (AQTF), with pathways to future study.
- The engagement of local Indigenous Company's through commercially competitive arrangements.
- Indigenous community assistance and the forming of a close rapport with the various Indigenous communities.

In closing, we commend this strategy to the management of BIS Industries limited, employees, clients, and joint venture partners. We envisage the aims of the strategy will be met over the next three years with your valued assistance.



Jill Abdullah
Indigenous Development Manager
Western & South Australia

1 November 2008



Joe Fatnowna
Indigenous Development Manager
Eastern

1 November 2008

Our principles

Local Community/Indigenous Peoples' Standard

1st July 2007

BIS Industries Limited, trading as BIS Industrial Logistics, ("Company") is committed to developing and maintaining relationships of mutual understanding and respect with local/Indigenous communities in whose traditional lands the Company operates.

This will be achieved through the following commitments:

- Respecting their traditional title to the land, values, beliefs and totems;
- Ensuring total protection of Indigenous cultural heritage on all Company area work sites;
- Providing appropriate employment and training opportunities within Company contracts whenever possible;
- Assisting in the development of Indigenous small business opportunities;
- Maintaining educational information processes to enable greater awareness of Indigenous culture and issues
- Supporting activities and processes to enable greater awareness of Indigenous culture and issues;
- Adherence with all laws relating to Indigenous communities and their issues;
- Ensuring behaviour of all our employees is consistent with this standard.

To ensure BIS Industries Limited operates as a good corporate citizen and is actively involved in communication with the communities in which it operates and other relevant stakeholders, the Company will conduct training needs analysis and training in the following areas:

- Equal employment opportunity
- Investigation and grievance handling
- Indigenous affairs
- Workplace harassment and bullying; and
- Email, intranet and internet users



Kerry Wilson
Vice-President Human Resources
BIS Industries Limited

Our current position

- BIS Industries Limited involvement in Indigenous development commenced in 1999 which initiated a commitment to maximising our shared values with Indigenous communities on whose land we operate.
- Our major focus is to continue developing working relationships as part of supporting our national operations by:
 - Maximising local Indigenous participation in metro, regional and remote areas;
 - Developing key MOU's with local Indigenous Community representative organisations to work toward increasing Indigenous participation in the industrial sector;
 - Working closely with line management to support the ongoing educational and information processes, supported by site Indigenous Development Management Plans; and
 - Identifying multi-level recruitment and training opportunities across the nation through supporting all existing and new recruits to achieve their qualifications and sustainable employment within BIS operations.
- As part of this Strategy the Indigenous Development team has initiated a national mapping and gap analysis across all the BIS Business units i.e. a site by site review of current and future HR opportunities, based on optimising resource management and competitive advantage.
- With the increased level of expectation from our major clients, Indigenous development needs to reflect one of reputation and preference as an employer of choice for local Indigenous people.



Our objectives

- Effective implementation and management of the company's Indigenous Development strategy.
- Develop Indigenous engagement as 'best practice' through employment, training and small business opportunities.
- Establish national consistency in supporting an alignment with our clients Indigenous policies/commitments.
- Support National Reconciliation through industrial engagement and partnerships with local Indigenous people.

Our key strategies

- Undertake a comprehensive mapping analysis of Indigenous Development across all BIS business units.
- Continual improvement of existing service delivery models that support BIS business units and achieved through a national training program, effective mentoring and managing, and small business development.
- Increase our focus on sustainable relationships with Indigenous people and community representative organisations.
- Engage in new opportunities that deliver commercial successes to our businesses and sustainable economic returns for Indigenous people.

Our major outcomes

- Attain a comprehensive Indigenous workforce, to a minimum 10% by 2011 at all BIS operations where possible.
- Expand and develop MOU's with the Indigenous representative organisations including Land Councils & Aboriginal corporations (i.e. SWALSC, NYFL, EBC).
- Obtain adequate resources for the National Indigenous Development team to ensure effective service delivery to all BIS operations.
- Maximise new business opportunities created through major resource development projects.

Our action plan

Objective 1: Effective implementation and management of the companies indigenous development strategy

Action	Key performance indicator
Undertake a mapping and gap analysis on all BIS business units.	Outcomes of Survey communicated to BIS Executives by 30 September 2009.
Promote & publicise mapping results as a driver for Indigenous Development within the performance of the business.	A commitment by all business units to Indigenous performance indicators as part of overall performance measures by 31 December 2009.
Implement Strategy across all BIS Business units.	Indigenous Development Management Plans signed off by Regional Directors/General Managers by 31 December 2009.
Implementation of a Strategy review framework to ensure future growth in Indigenous development.	This is an ongoing review and the performance results will be reported to CEO and BIS Board.

Objective 2: Develop Indigenous engagement as 'Best Practice' through employment, training and small business opportunities.

Action	Key performance indicator
Promote the Indigenous Employment model across all business units, local Indigenous communities & representative organisations.	Acceptance at General Manager level of Indigenous Development into the recruitment pipeline with an annual review of recruitment strategies.
Establish working relationships with local Indigenous representative organisations to develop local pre-employment solutions.	Developed training and employment programs signed-off by respective General Manager which will be ongoing site by site.
Establish working relationships with local Indigenous representative organisations to develop business opportunities.	Developed training & employment programs signed-off by respective General Manager which will be ongoing site by site.
Continue our relationship with National/State/Local funding bodies to support Indigenous engagement and development.	Financial support received through STEP/ State/local governments and Special Project funding with monthly reports to Directors and 6-monthly reports on progress and outcomes to CEO and BIS Board..
Enable Indigenous employees to participate within an expanded National training program.	Participation and accreditation of Indigenous employees with report on outcomes in monthly reports to Directors and 6-monthly to CEO and BIS Board.

Objective 3: Consistency in supporting an alignment with our clients indigenous policies and commitments.

Action	Key performance indicators
Promote clients Indigenous policies/commitments to relevant BIS Business units.	Sign-off by relevant General Manager/Business Unit Managers within contractual commitments. Report on outcomes is ongoing through monthly reports to Directors.
Cross Cultural Training across all BIS Business units.	Signed attendances by all BIS participants reported 6-monthly.
Maintain working relationships with Indigenous representatives within major client organisations.	Outcomes outlined in monthly reporting to Directors.

Objective 4: Assisted national reconciliation through industrial engagement and partnerships with local indigenous people.

Action	Key performance indicators
Attendance at relative National/State forums promoting BIS Indigenous policy.	Government/Industry acknowledgement and participation invites outlined in monthly and 6-monthly reports.
The development of future business opportunities through Indigenous participation.	Review Framework incorporating: <ul style="list-style-type: none"> • Monthly Report commencing November 2008 • 6-monthly major reviews.



The industry segments BIS Industrial Logistics supports across Australia

Key

- Iron ore
- Coal
- Metals & minerals
- Steel
- Oil & gas
- Logistics
- BIS office



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