



Indigenous Procurement and Employment Policy

Purpose

This policy sets out the commitment of The Bendigo Cleaning Company ("TBCC", "we", "us", "our") to Aboriginal and Torres Strait Islander economic participation, through two connected channels:

- **Procurement** — buying from and partnering with Aboriginal and Torres Strait Islander businesses
- **Employment** — building genuine, sustainable jobs and career pathways for Aboriginal and Torres Strait Islander people within our own workforce.

Scope

This policy applies to all procurement activity undertaken by TBCC, regardless of value, and to all recruitment, employment and people-development activity across the business. It applies to all directors, employees, contractors and agents acting on TBCC's behalf, and is relevant to every site and contract we operate.

Definitions

Aboriginal and Torres Strait Islander Business (Indigenous Business): a business that is at least 51% owned, managed and controlled by Aboriginal and/or Torres Strait Islander people, consistent with Supply Nation's certification standard and Kinaway's own membership criteria.

Procurement: the process of acquiring goods, services or works from external suppliers.

Community Benefit: the economic, social or cultural advantages that flow from our procurement and employment activities, including jobs, training and reinvestment in Aboriginal and Torres Strait Islander communities.

Capacity Building: initiatives that build the skills, knowledge and resources of Aboriginal and Torres Strait Islander businesses and employees so they can compete for opportunities and progress into more senior roles.

Cultural Safety: an environment that is spiritually, socially and emotionally safe for Aboriginal and Torres Strait Islander people, where their identity, culture and obligations are understood and respected.

Joint Venture: a business arrangement where an Aboriginal and/or Torres Strait Islander business collaborates with a non-Indigenous partner, provided the Aboriginal partner retains meaningful ownership, control and decision-making authority.

Leadership Pathway: a structured progression — for example from a Level 1 cleaning role into a leading hand, supervisory or site management position — supported by training and mentoring rather than left to chance.

Policy Statement

Version	Release Date	Next Review	Authorised by	Position
1.0	1 SEP 2026	1 Dec 2027	Doug Murphy	GM



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TBCC is committed to:

- Actively seeking opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses where supply of goods are based on fair market value.
- Building genuine, long-term relationships with Aboriginal and Torres Strait Islander businesses, employees and communities.
- Creating real employment and career-progression opportunities for Aboriginal and Torres Strait Islander people within our own workforce, including into leadership roles.
- Being transparent about our progress against this policy and holding ourselves accountable to it.

Indigenous Procurement

Objectives

- Increase the share of TBCC's supply chain — cleaning chemicals, consumables, equipment and subcontracted services — sourced from Aboriginal and Torres Strait Islander businesses.
- Use Kinaway's member network and Supply Nation's national directory as our first point of reference when sourcing new suppliers, ahead of going to the open market.
- Support the growth of the Aboriginal and Torres Strait Islander businesses we work with through consistent, reliable commercial relationships.

Procurement Principles

- Inclusivity — give Aboriginal and Torres Strait Islander businesses equitable access to our procurement opportunities.
- Transparency — keep our procurement processes open, fair and consistent.
- Capacity Building — support the development of the Aboriginal and Torres Strait Islander businesses we engage, through mentorship, training and repeat business.
- Value for Money — balance economic, social and environmental considerations to achieve the best overall outcome, not just the lowest price.

Implementation

- Supplier identification: check Supply Nation's directory and Kinaway's member network before approaching the open market for eligible spend categories.
- Target setting: set and review measurable Aboriginal and Torres Strait Islander procurement targets annually as part of our business planning cycle.
- Partnerships: maintain our Kinaway Chamber of Commerce partnership and continue to build Indigenous business relationships.

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Aboriginal and Torres Strait Islander Employment

Objectives

- Build a workforce that reflects and serves the communities we work in, particularly where we deliver services to Aboriginal community-controlled organisations.
- Remove unnecessary barriers to Aboriginal and Torres Strait Islander people applying for, and succeeding in, roles at TBCC.
- Provide genuine pathways into leadership and supervisory roles — not only entry-level positions.

Recruitment & Retention

- Advertise roles through Aboriginal employment networks and community organisations alongside our standard channels — including AXIS Employment and the Bendigo Aboriginal Employment Program.
- Ensure recruitment and induction processes are culturally safe, and that Working with Children Check and other screening requirements are explained clearly and supported throughout the process, not used as an unnecessary barrier.
- Provide a workplace free from racism and discrimination, with cultural safety training available to all staff and supervisors who work alongside Aboriginal and Torres Strait Islander employees.
- Aim for genuine, sustainable employment relationships — not placements made only to meet a contractual target.

Training, Development & Leadership Pathways

Our partnership with Kinaway provides funds and provides upskilling and professional development support for the professional development of Aboriginal and Torres Strait Islander employees seeking to progress into leadership roles within our business.

This support includes:

- Access to Kinaway's training and mentoring network.
- Tailored professional development pathways, built around each employee's own career goals.
- Participation in relevant workshops and upskilling programs run by Kinaway and its partners.

TBCC will encourage Aboriginal and Torres Strait Islander employees interested in leading hand, supervisory or site management roles, and work with Kinaway to build a development plan for each of them, rather than leaving progression to informal chance.

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Cultural Safety & Inclusion

- Recognise NAIDOC Week and National Reconciliation Week across the business.
- Support employees to take part in cultural and community obligations, including reasonable access to cultural leave arrangements.
- Maintain zero tolerance for racism or discrimination in the workplace, and a clear process for raising concerns.

Monitoring & Reporting

- Track Aboriginal and Torres Strait Islander procurement spend and employment numbers annually.
- Report progress to TBCC leadership at least once a year, alongside our annual Kinaway partnership review.
- Review this policy annually, or earlier if our Kinaway partnership tier or contractual obligations change.

Roles & Responsibilities

Leadership / Directors: own this policy, resource it appropriately, and report on progress against it.

Operations & Procurement: apply the procurement principles in this policy day to day, and maintain supplier records.

People & Culture / HR: run culturally safe recruitment, maintain the Kinaway training and leadership pathway for employees, and handle Working with Children Check and other compliance requirements sensitively.

All Employees: treat Aboriginal and Torres Strait Islander colleagues, clients and suppliers with respect, and support the objectives of this policy.

Review and Updates

This policy will be reviewed annually, or as required to reflect changes in our partnerships, contracts, organisational priorities or legislative requirements.

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