



**ULTIMATE
SECURITY**

REFLECT RECONCILIATION ACTION PLAN

October 2021 – 2022



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Ultimate Security operates in Bidjigal Country. We acknowledge the ancestors and spirits of this great land and pay our respects to the Elders past and present.

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and extend this respect to all Aboriginal and Torres Strait Islander people.

Ultimate Security ran an exclusive competition for NRL School to Work Program, providing students with a brief to design an artwork that reflected their company's values.

School to Work helps Aboriginal and Torres Strait Islander students complete high school and transition into employment or tertiary education.

Ultimate Security wanted to provide a young, talented artist an opportunity to showcase their work.



De-Ra-Gal, by Ameena Kanj

De-Ra-Gal means lizard in my nation's language (Dharug). Lizards play a major role within the Dreamtime, and therefore are quite sacred in our culture.

The red detailing represents the fire and energy that lays within the creature. Its desire to fend for itself; to hunt, to survive, to mark its place in nature's hierarchy. It's capability to get what it needs, as well as what it wants is truly mesmerising. Its attributes project strength, power and safety. The red also represents the Earth and the creature's connections to its beautiful red soil.

The blue detailing represents the animal itself. The lizard is a cold-blooded reptile, meaning it relies on its surrounding environment to control its body temperature. Looking from a different perspective, it's amazing to visualise such interaction between creatures and the life and nature that has been created. It demonstrates that there is purpose for everything created and that nature's creatures are a lot more powerful than what meets the eye.

Overall, the painting's detailing communicates many characteristics of the lizard. Those representing Strength, Beauty, Serenity and far more to be understood.

A Message from Reconciliation Australia



Reconciliation Australia welcomes Ultimate Security Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Ultimate Security Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Ultimate Security Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ultimate Security Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
CEO, Reconciliation Australia

A Message from OUR CEO



Ultimate Security Australia acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

Ultimate Security's purpose is to protect all life and maintain the safety of its communities. As we strive for sustainable growth, we are acutely aware of the importance of inclusivity.

It is my privilege to present Ultimate Security's first Reflect Reconciliation Action Plan (RAP), marking the beginning of our journey towards reconciliation. This RAP is the means for Ultimate Security to enact tangible social change. It reflects our commitment to creating meaningful opportunities with Aboriginal and Torres

Strait Islander peoples, expanding our networks and partnerships within the Aboriginal and Torres Strait Islander communities and fostering a workplace environment that values diversity and affirms culture and identity.

I encourage all Ultimate Security team members to commit time and resources to achieving the goals of this RAP and other RAPs that are to follow. We look forward to sharing our experiences over the next 12 months as we work towards building a better future for all Australians.

Nassim Said
CEO, Ultimate Security

Our Business

Ultimate Security Australia (Ultimate) is a privately-owned Australian company delivering integrated security solutions to corporate, multinationals, education, entertainment, government and retail clients. Our services extend to alarm monitoring, guard services and electronic security.

Our clear differentiator is our ability to provide a complete and comprehensive service that encompasses all aspects of a unified security package that utilises the latest technology coupled with expertly trained and licenced security professionals.

We place a strong emphasis on building our organisational and individual resilience to ensure we remain agile and flexible to overcome adversity and change while adapting to the ever-changing needs of our industry to maintain our reputation for excellence. Our focus has always been on optimising our organisational culture ensuring we build the capacity of our team through personal and professional development to create an environment that enables individuals to flourish and exceed their own expectations. This has led to our current initiative, the development of our first Reflect Reconciliation Action Plan to showcase our commitment to the Traditional Owners of this land and begin our journey engaging with the people and communities in which we operate.

This journey started with our recognition that we had not adequately acknowledged and engaged with the local First Nations communities across Australia where we operate.

Our head office is located at Moorebank, New South Wales, and as an organisation we deliver our services nationally. We currently employ an array of full time, permanent, part time and casual staff with a total cohort of over 250

direct employees. We have a localised approach to service delivery and where possible we aim to utilise local suppliers, contractors and employees. With such a broad footprint across Australia, we appreciate that we can have a real impact on the broader community and in-particular across Aboriginal and Torres Strait Islander communities in areas such as but not limited to employment pathways and procurement opportunities.

With a strong focus on skill development and employee progression we are well positioned to work in tandem with communities and individuals to improve the capacity and capability of individuals to thrive within the broader security sector and enable ongoing career progression. With so many community touch points across corporate, education, entertainment, government, multi-nationals, retail and shopping centres, the opportunities available are vast for direct employment, supplier and contractor procurement and community engagement.

Our services engage directly with communities, are customer facing and provide such an essential activity, keeping communities safe and often the first point of contact in industries such as entertainment and retail. One of the exciting opportunities for Ultimate is the ability to employ individuals that represent the communities where we operate to empower individuals within those regions and provide services that cater to the needs of culture and identity



in specific locations.

We currently have an exceptionally diverse workplace made up of a broad cross-section of the community; we also have a strong female contingent, particularly in leadership positions.

To date, we have created a harmonious environment where diversity thrives and multiculturalism provides a real asset with such diverse thought and action, providing a genuine advantage in our day to day business dealings.

We have recently employed one Aboriginal employee directly through our business and this has provided some real motivation across the organisation to build on this and formalise our processes to encourage more First Nations peoples to join us. We are eager to use this initial success as a stepping stone to become a more attractive employer for Aboriginal and Torres Strait Islander individuals

At Ultimate, we have multiple channels of direct and indirect employment from entry level positions with minimal experience and training required to positions where expertise and experience are essential which provides an extensive opportunity for a wide variety of future employees. Ultimate is embarking on its first genuine initiative toward reconciliation, meeting elements of its corporate social responsibility, inclusivity and sustainability outcomes.

As part of the RAP development process, one of the main objectives will be to increase employment opportunities for Aboriginal and or Torres Strait Islander peoples. As part of the recruitment and HR procedures, we will be implementing a culturally safe self-identification procedure for individuals to optionally self-identify through an anonymous organisation-wide survey; this includes updating our personal details form for new starters. This will enable us to keep track of our progress, including attraction and retention of Aboriginal and Torres Strait Islander peoples and ensuring accountability and improvement moving forward.



Our Reconciliation Action Plan

Our pursuit of excellence is evident through our market-leading and state of the art security technology and personalised service.

At Ultimate, we have an unrelenting drive for innovation and integrity, which has led to our first Reflect RAP development, which is a significant step for us as it provides a visible framework for our reconciliation journey and a clear pathway with set goals and objectives.

Prior to the engagement of an Aboriginal consultant in early 2021 to assist with the development of the RAP, we had no clear direction or strategy to begin this journey. As an organisation, we felt this was the perfect time to embark on this journey as there was a natural progression and sense of organisational responsibility across the business to do more across the numerous communities where we operate. With our business service offerings stretching nationally, working for the community is more than just supporting our client's objectives; it's about supporting the people in the communities where we work.

Our Reconciliation Action Plan's mission is to empower relationships between our employees, stakeholders and Aboriginal and Torres Strait Islander communities by strengthening and understanding Aboriginal and Torres Strait Islander peoples and cultures. We celebrate and embrace diversity across our business, diversity in ethnicity and culture, gender, age, experience and opinion. The next step is to ensure we have a strong representation of Aboriginal and Torres Strait Islander employees, suppliers and stakeholders to

represent and acknowledge the communities in which we operate and expand our engagement of First Nations peoples.

Ultimate has a zero-tolerance approach to all forms of discrimination, including a POLS003 EEO & Discrimination Policy; we also have internal procedures and policies in place to ensure that our employees, clients and stakeholders are not subjected to any form of discrimination. We are an equal opportunity employer providing opportunities for all people based on their ability to contribute positively to our organisation. We currently have a POLS026 Aboriginal and Torres Strait Islander Employment Policy in place to provide opportunities and pathways for employment and career progression.

We aspire to create an inclusive working environment that embraces and celebrates different cultures. Our current company culture is anchored by family values, mutual respect, trust, loyalty and teamwork which define the Ultimate family. We care about our people and go above and beyond to ensure our staff are happy and safe.

We see this as a perfect fit for engaging with Aboriginal and Torres Strait Islander peoples and communities as we see the value they can provide across our organisation. This includes voluntary guidance, support and insight into traditional communication methods, relationship management, leadership and governance, which can assist in the way we do business, engage with the broader community and become more sustainable in our overall practices.

We aspire to have a workforce that is culturally aware, competent, appreciative and capable and this will be the driving force behind our commitment to this RAP and the objectives specified.

This RAP development will reinforce our commitment to reconciliation and incentivise our leadership team and overall cohort to pursue objectives and initiatives more intensely. We believe employing Aboriginal and Torres Strait Islander staff at Ultimate will help build our relationships with the broader community and enable our organisation to contribute directly to building our capacity to meet our corporate social responsibility more authentically and efficiently.

Relationships and Opportunities

Ultimate recognises the rich cultural diversity that exists in the regions where we operate.

For it is through such diversity that our company can innovate, grow and prosper.

We know we are successful when we exceed our customers and employee's expectations and create a workplace where our people perform at their very best every day. We are embarking on our RAP journey to make an impact on race relations, historical acceptance and to explore the challenges and barriers of gaining employment within our sector and how to build effective relationships that eventuate into exciting opportunities for First Nations peoples.

With a clear focus on our purpose of providing security, safety and confidence, we aim to also deliver adequately protected communities for Aboriginal and Torres Strait Islander peoples. We will encourage greater understanding about Aboriginal and Torres Strait Islander peoples by exploring opportunities to develop a more culturally welcoming environment within our organisation, investigate ways to increase representation in our recruitment procedures and review supplier diversity in our procurement process. From a community perspective, we are looking to consider ways to improve security and safety outcomes within Aboriginal and Torres Strait Islander communities through our products and services, which provide security surveillance, monitoring and protection. We are also looking to capitalise on the opportunity to create authentic dialogue across numerous communities and build genuine lasting relationships.

Ultimate's Reflect RAP outlines our pledge to develop strong relationships with First Nations peoples that are based on trust, understanding and

mutual respect, walking hand in hand for a better future and enduring community benefit through the services and opportunities we provide.

As part of this initial RAP we aim to incorporate awareness, understanding and diversity through our work, procedures and policies. This will develop strong relationships with Aboriginal and Torres Strait Islander peoples, forming our pillars of focus to build a solid foundation moving forward to potential future RAP's as we proceed on this exciting journey. We will continue to create a culturally safe workplace with people who acknowledge and celebrate the rich cultures and diverse capacity of Australia's First Peoples

Ultimate's various organisational touch points through its diverse clientele provide great access to Aboriginal and Torres Strait Islander peoples, businesses and communities and in-turn provide great opportunities for potential employees and suppliers. Ultimate works with many of Australia's most well-known brands providing a great stepping stone into the corporate, educational, government, entertainment and retail industries

The opportunities and relationships we are working to attain will ensure that our practices are efficient and in line with Aboriginal and Torres Strait Islander cultural protocols providing maximum opportunities for all involved.

External RAP Advisory

Importantly, this RAP has been developed in partnership with Aboriginal and Torres Strait Islander peoples and organisations. We have received input and direction from Yarnnup an Aboriginal consultancy that has direct links to the community. We have taken the opportunity to listen, learn and understand their insight and opinions when committing to reconciliation.

The RAP will initially explore how we can improve our internal processes and procedures and create a framework to raise cultural awareness, build relationships, trust and respect with Aboriginal and Torres Strait Islander peoples.

Moving forward, we recognise the importance of establishing an external independent group (external RAP Advisory Committee) of Aboriginal and Torres Strait Islander peoples that will inform the implementation of our RAP. Yarnnup has been involved in the development of the RAP and will continue to guide the implementation process and will consult with us regarding ongoing progress, development, future revisions and continue to support our reconciliation journey. We value and respect their honest and independent contribution and look forward to our ongoing relationship with them.

Our Internal RAP Champions

The development of this RAP has and will continue to be championed by our CEO Nassim Said. As an organisation, we appointed Nassim, our CEO, as our senior RAP champion. Nassim was the initial voice behind the development of a RAP and has a fierce commitment to diversity and inclusion, particularly with Aboriginal and Torres Strait Islander peoples.

Nassim believes wholeheartedly that the example needs to be set by senior leaders within an organisation and has taken the initiative and responsibility to drive the RAP implementation to ensure all its aims and objectives are met. He is an advocate for authenticity and is very passionate about having local input and advice from members of the community.

Internally our RAP working group of 3 Ultimate employees will spearhead the implementation of the RAP and liaise with the external RAP advisory committee and Aboriginal consultant for cultural guidance and support as well as all procedural and strategic requirements.

The RAP working group members will provide oversight over this initiative and collaborate to ensure broader organisational obligations are met. The RAP working group will consist of individuals from different departments of the organisation, including our CEO Nassim Said, National Compliance Manager Louis Clarke and Marketing Coordinator Jennifer Mezher. The RAP working group will collaborate closely with the external advisory committee as required to ensure ongoing accountability.

Moving Toward Reconciliation

Ultimate Security is excited to embark on its first step toward reconciliation. Prior to developing this RAP, as an organisation, we hadn't made any inroads into this component of our corporate social responsibility.

Before the decision and commitment to developing our first Reflect RAP, we agreed as an organisation that we did not know nearly enough about Aboriginal and Torres Strait Islander cultures, histories, current barriers to employment and ongoing social challenges.

A strong focus within our Reflect RAP will be professional development and training with the delivery of an engaging and thorough cultural awareness program that delves deep into understanding how to effectively engage with First Nations peoples and communities and understand the policies that attributed to current inequalities, and the opportunity to empower and utilise the strengths of Aboriginal and Torres Strait Islander peoples today.

More recently, as we initiated the Reflect RAP development, we started to map out our potential approach for community engagement and outreach. Utilising our existing networks and alliances, such as our multi-year partnership as the back-of-jersey sponsor for the Canterbury Bulldogs.

Recognising the strong affiliation between Indigenous culture and sport and particularly Rugby League, we acknowledge that this can provide genuine leverage to engage with various Indigenous communities with mutual interests. This can also provide pathways through to the NRL in varying capacities. This is one of many scenarios

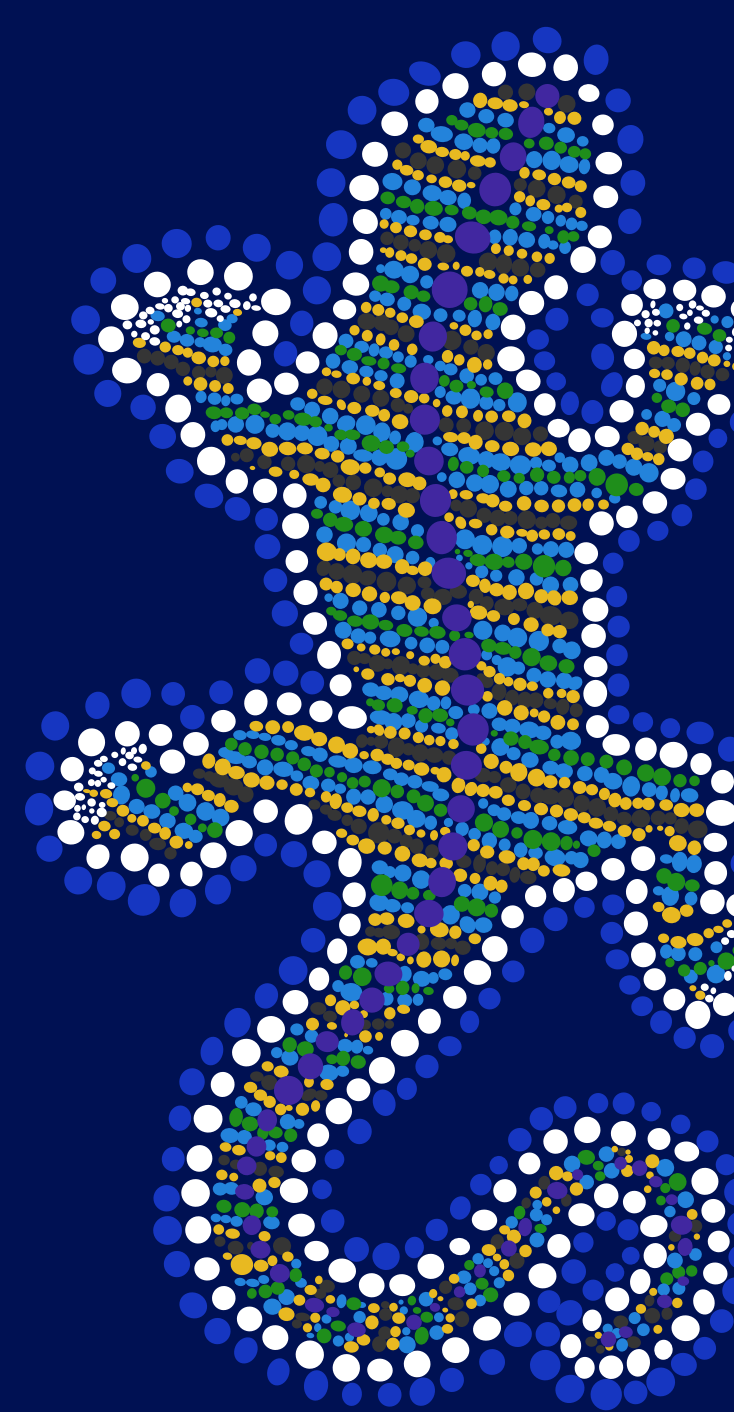
that we believe can have some real impact and positive outcomes on community engagement and capacity building.

We also have a strong intention to improve supplier diversity, especially in remote and rural parts of the country and provide opportunities for business development amongst local contractors. This will enhance direct supplier and employment outcomes give back directly to the communities where we operate.

One of our initial goals will be to begin participating in NAIDOC Week and National Reconciliation Week (NRW) celebrations and make this part of our yearly commitment. We already have a clearer picture and understanding of how we could begin this journey through our close affiliation with our Aboriginal consultancy and the RAP will help formalise this objective.

Through this initiative, we hope that whilst respecting the individuality of people and communities, we can contribute towards a more harmonious Australia that is devoid of discrimination and provides the same opportunities for all. We aim to create collective positive momentum to move forward together within a reconciled environment.

As part of the RAP development process we decided to engage the NRL School to Work Program to source Aboriginal artwork by way of a competition to be used in Ultimate Security's RAP, marketing material including digital and other business needs that may arise. The winner of the competition is featured in this RAP and will be marketed across our business for their artwork. The other contestants have been financially reimbursed for their time developing the various artworks and we will remain in contact to provide future opportunities within our business and externally with our stakeholders. This initiative was a resounding success providing employment opportunities to the students at NRL School to Work, while building their capacity and work experience. We hope to continuously run initiatives of this kind that provide individuals and communities with the opportunities to contribute to our business while building personal capacity and opportunities.



RELATIONSHIPS
RESPECT
OPPORTUNITIES
GOVERNANCE

Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	April 2022	Marketing Manager
	1.2 Research and implement best practices that support partnerships with Aboriginal and Torres Strait Islander peoples	April 2022	Marketing Coordinator
2 Build relationships through celebrating National Reconciliation Week	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials	May 2022	CEO
	2.2 Have RAP Working Group members participate in external National Reconciliation Week events	May 27th – 3rd June 2022	CEO
	2.3 Encourage staff and senior leaders to attend at least one National Reconciliation Week event	May 27th – 3rd June 2022	CEO
3 Promote our RAP and reconciliation journey through our sphere of influence	3.1 Communicate and educate all staff on our reconciliation commitment and responsibilities within our RAP	November 2021	Marketing Coordinator
	3.2 Communicate our commitment to reconciliation to all staff	October 2021	National Compliance Manager (NCM)
	3.3 Identify and connect with other RAP organisations to collaborate on our journey	July 2022	NCM
	3.4 Amend Human Resources on-boarding documents to include reference to our RAP	June 2022	NCM
	3.5 Identify external stakeholders that our organisation can engage with on our reconciliation journey	July 2022	Marketing Coordinator
4 Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs	February 2022	NCM
	4.2 Research best practice and policies in areas of race relations and anti-discrimination	March 2022	NCM

Respect



Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning training and identify training needs required within the organisation	August 2022	Marketing Coordinator
	1.2 Organise the delivery of workshops for internal cultural awareness	September 2022	Marketing Coordinator
	1.3 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2022	Marketing Coordinator
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance	May 2022	Marketing Coordinator
	2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	May 2022	Marketing Coordinator
	2.3 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	February 2022	NCM
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week	4th-11th July 2022	Marketing Coordinator
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	4th-11th July 2022	Marketing Coordinator
	3.3 RAP Working Group to participate in external NAIDOC Week events	4th-11th July 2022	Marketing Coordinator

Opportunities



Action	Deliverables	Timeline	Responsibility
1	1.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	February 2022 CEO
	1.2	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	March 2022 NCM
2	2.1	Investigate Supply Nation membership	June 2022 Marketing Coordinator
	2.2	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	July 2022 NCM

Governance



Action	Deliverables	Timeline	Responsibility
1	1.1	Form RAP Working Group (RWG) to govern and implement RAP	December 2021 CEO
	1.2	Establish Aboriginal and Torres Strait Islander representation on the RWG	December 2021 CEO
	1.3	Draft a terms of reference document for the RWG	February 2022 NCM
2	2.1	Identify and define resource needs for RAP implementation	October 2021 Marketing Coordinator
	2.2	Engage senior leaders in the delivery of RAP commitments	November 2021 CEO
	2.3	Define appropriate systems and capability to track, measure and report on RAP commitments	November 2021 NCM
3	3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30th September 2022 NCM
4	4.1	Review RAP based on achievements, challenges and lessons learned	August 2022 CEO
	4.2	Register via Reconciliation Australia's website to begin developing our next RAP	June 2022 NCM



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RECONCILIATION
ACTION PLAN

REFLECT