A man wearing a white shirt and blue overalls is operating a yellow floor buffer on a grey tiled floor. The machine is moving from left to right, leaving a polished, reflective path behind it. The man is holding the handle of the machine, and a power cord is visible on the floor. The background is a large, open space with a grid of grey tiles.

**A Clean Start for Australia's  
Shopping Centres**



Authorised by:  
Louise Tarrant,  
LHMU National Secretary,  
303 Cleveland St Redfern  
2016 NSW Australia  
Designed and printed by  
Gadfly Media, using  
55% recycled paper, FSC Mixed  
Sources Certified and eco-inks.  
Copyright: LHMU 2010  
ISBN: 978-0-9804694-3-1

## FOREWORD: A CLEAN START FOR AUSTRALIA'S SHOPPING CENTRES

In 2006, LHMU launched the Clean Start campaign, to highlight the crisis in the cleaning industry and improve jobs for cleaners. By standing together in front of CBD office towers, talking to tenants and telling their stories, cleaners in every capital city in Australia helped to build consensus for urgent reform in the industry.

Alongside commercial property owners, government and responsible contractors, Clean Start cleaners have made great strides to improve the quality and reliability of CBD office cleaning services and stabilise the cleaning workforce, whilst raising living standards and winning cleaners the respect they deserve.

Now it's time to deliver the same improvements to the cleaners, owners, managers, tenants and customers of Australia's shopping centres.

Cleaners have been doing it tough, despite the resilience of Australian shopping centres in the face of the worst global economic crisis since the Great Depression. Ruthless and irresponsible cost-cutting has impacted heavily on retail cleaners, resulting in poverty-level wages, intensification of workloads, unsafe practices, job insecurity and bullying.

Shopping centre owners and investors spend billions of dollars on creating a complete shopping experience. But that investment can be jeopardised if customers are repelled either by a dirty facility or cleaners without the time to do their jobs properly.

Quality cleaning services should be front and centre of tenant and customer attraction and retention strategies, and will help to deliver long-term value to Australia's shopping centres.

The Shopping Centre Council of Australia (SCCA) announced its support for fair contracting principles immediately following the launch of the Clean Start campaign in Australia's CBDs. The Property Council of Australia (PCA) also committed to improving standards by paying the prevailing wage rate and working to resolve the significant issues for office cleaners. Property trusts have committed to using responsible contractors and are now implementing the Clean Start Agreement – the new CBD office cleaning industry standard in Australia – in their office towers.

Governments, both federal and state, have followed suit and made strong commitments to Clean Start and implemented significant procurement reforms. Clean Start is leading the way towards sustainable and responsible cleaning in Australia's CBD office sector.

The challenge ahead is to work together and find the solution for Australia's shopping centres. We know what it takes. This will take commitment from all stakeholders, working together with respect and cooperation, to make the necessary reforms to bring transparency and accountability to shopping centre cleaning. By lifting standards and removing the 'cowboy' contractors, quality cleaning services can be delivered.

It is only through this focus on quality services that decent jobs for cleaners can be achieved.

We look forward to taking the next steps towards sustainable cleaning in shopping centres together.

Louise Tarrant  
LHMU National Secretary



“

**A fair go for Australia's cleaners**

“When I was working my way through university, I also was a cleaner. I was cleaning at the college I was staying at, at the Australian National University in Canberra. I also used to clean the loos at a nearby sawmill, outside of Canberra. And this was pretty basic work, it's demanding work, but, you know something, it's necessary work. It keeps the whole show going. Imagine if we didn't have clean offices? Imagine if we didn't have clean hospitals? Imagine if we didn't have clean schools? I mean these are such basic things that don't happen by magic. It's made possible because you, the workers in this industry, make it happen.

And every morning at an early, early hour, before I even darken the door of the office, there they are making sure that it's spick and span and tidy. All those little things in life which are actually big things if they are not done properly.

So I can say to each and every one of you, as working people of Australia, how much I respect what you do, how much I deeply respect what you do.

So we as a society and we as a country have an obligation to make it decent for you. It's about a fair go for all. And there is nothing more basically fair than jobs and job security and conditions at work.”

*Prime Minister Kevin Rudd, 14th May 2010<sup>1</sup>*

**WORKING TOGETHER WORKS**

**It works for cleaners.** Across Australia, Clean Start has been able to help thousands of cleaners win better jobs and better lives, and real respect for their hard work.

**It works for communities.** With stable jobs and better wages, many cleaners now have an opportunity to give back to their communities. Much of their income is spent locally, which helps local businesses. Workers are now able to spend more time with their families and communities.

**It works for property owners and managers.** LHMU has developed a partnership with the property industry, and governments at all levels, to raise standards for cleaners. Clean Start has already shown that a small investment in cleaning generates many long-term gains – including lower turnover, higher quality cleaning and increased tenant and customer satisfaction.

**It works for tenants and customers.** Raising standards for cleaners also improves tenant and customer satisfaction. Tenants and customers want to know that their cleaners have enough time and experience to be able to deliver a quality service. Cleaners are more likely to stay in a job where they receive good wages and job security.

**It works for investors.** Investors want to make sure that when they invest in property, they are investing for competitive long-term returns. Investors understand that responsible and sustainable business practices, including in contract cleaning, make good business sense and deliver value over the long-term.

**THE LUCKY COUNTRY FOR AUSTRALIAN SHOPPING CENTRES**

Australia's shopping centres are the backbone of many communities, functioning not only as retail destinations but also as workplaces, meeting places and places to entertain and socialise. They are also significant drivers of economic growth – retail sales account for around 23% of Australia's GDP and 15% of all jobs.<sup>2</sup>

Despite the great wealth in retail, many of the cleaners who keep our country's shopping centres clean and safe are paid near poverty wages and struggle to make ends meet. The world class performance of Australia's shopping centres contrasts starkly with the wages and working conditions of their cleaners.

**Boosted by the stimulus package**

Despite the global financial crisis, Australia's retail sector, and the economy as a whole, have proved incredibly resilient.<sup>4</sup> An unprecedented Rudd Government fiscal stimulus package, including \$21 billion worth of cash handouts,<sup>5</sup> buoyed consumer spending in 2008-09 and led to a surge in consumer confidence of 9.3% in July 2009.<sup>6</sup>

As such, the global financial crisis had 'little effect' on Australian shopping centres in 2009,<sup>7</sup> with turnovers close to 3% higher than average.<sup>8</sup> The top two performing large regional shopping centres (Westfield Chadstone and Bondi Junction) recorded over \$1 billion revenue each.<sup>9</sup>

With the Australian economy the "envy of the world",<sup>10</sup> regional centres have outperformed US centres by about 90% on a sales per square metre basis, and neighbourhood centres operate at a premium of 63% over their US counterparts.<sup>11</sup>

Overall, Australian real estate investment trusts (A-REITs) have benefited enormously from stimulus-driven growth in retail, remaining relatively stable in comparison to global REITs.<sup>12</sup> Standard & Poor's also attribute the relatively strong performance of A-REITs to the weight of industry superannuation funds in the property sector, which has helped keep the property market relatively well insulated from the worst of the credit squeeze.<sup>13</sup>

**Retail fundamentals strong**

Australian shopping centres have continued to experience high occupancy of close to 100%,<sup>14</sup> and shopping centre owners have profited as rental growth has kept pace with retail turnover.<sup>15</sup>

Shopping centre owners and retailers in Australia are now uniquely positioned to take advantage of the strengthening underlying fundamentals,<sup>16</sup> with GDP growth forecast to be around 3.25% over 2010, solid employment growth<sup>17</sup> and a growing population,<sup>18</sup> all expected to support household spending.<sup>19</sup>

“

“Australia's economy is top of the global class with growth now forecast to be stronger than almost any other developed country. A report card...by...the International Monetary Fund, gives a strong endorsement of domestic policy and says Australia is leading the global recovery.”<sup>3</sup>

"I don't think the pay we get is good enough for what we do. How many people would clean toilets, vomit, blood and all kinds of things for \$15.34 an hour\*! I'm a single mum of two so I need to stick to a tight budget with every day living going up. You don't want to see your children miss out on stuff. One of my children had a birthday last month and I still don't have a present for him. That makes me feel really bad when I couldn't afford anything. I only managed to get him a birthday cake.

Small things like going to the movies with my family is a treat if I do extra shifts. It's hard when you can't afford a packet of chips for kids because of bills and you're out of money. They don't really understand. The last four months have been tight. My daughter who works a few hours has given me her total income to help the family get by.

So better wages would be greatly welcomed."

*Leanne Close, South Australian shopping centre cleaner*

\*rate of pay as of 27th May 2010



“

**“The opportunity to invest in a portfolio of retail assets of this quality is extremely rare and we are delighted to be able to increase our holdings in the sector, particularly in regional shopping centres, which have provided high relative returns with low volatility over the past 20 years.”**

*Mark Delaney, Deputy Chief Executive and Chief Investments Officer, AustralianSuper<sup>25</sup>*

## Property sales rebounding

Institutional and private property investors around the world believe that Australia's property market is growing faster than other markets.<sup>20</sup> It is widely anticipated that 2010-11 will be a year of growth and expansion for retail property.

Cashed-up investors are looking for acquisitions, with retail property sales in the first three months of 2010 reaching \$1.9 billion – 90% of the total sales volume for 2009.<sup>21</sup> Development is also picking up, with retail property investors such as Stockland and Lend Lease showing restored confidence in the market by reactivating development pipelines.<sup>22</sup>

Industry superannuation funds have played a pivotal role in the recovery of the property market so far, pouring more than \$100 million a month into listed property trusts during 2009,<sup>23</sup> and showing a strong appetite for retail property since the start of 2010.<sup>24</sup>

## Industry superannuation investment

Industry superannuation funds play an important role in helping to restore confidence and investment flows. Industry funds generally hold more property than their retail counterparts, so a wider reweighting towards property amongst the industry funds could potentially send billions of dollars of additional investment into commercial property.

The recent Federal Government commitment to raising the superannuation guarantee contribution to 12% will also, as the Property Council of Australia highlights, “increase the savings pool available to property funds”.<sup>26</sup> With superannuation assets currently around \$1.2 trillion and set to grow to \$7 trillion by 2028,<sup>27</sup> this could equate to an additional \$580 billion of investment in property.<sup>28</sup>

## THE CRISIS IN RETAIL CLEANING

Clean Start has served to highlight the unsustainable business models operating within contract cleaning that has seen quality and safety standards sacrificed so that contracts can be delivered at rock bottom prices. This race to the bottom has hit cleaners the hardest and led to more subcontracting and illegal practices.

Although the crisis has been addressed in CBD office cleaning, it is yet to be resolved in Australia's shopping centres. Indeed, the crisis is so severe that reputable contractors are finding it difficult to bid for retail cleaning work, unable to meet either the terms of the contract or their legal obligations to their workforce at such low prices, and therefore unable to provide the quality cleaning services that shopping centre owners and managers need.

I came from Bangladesh. I was working as an assistant marketing manager in a big air conditioning company in Bangladesh. I join a retail cleaning company as a cleaner at a shopping centre in 2009.

From the beginning I am working sincerely and honestly. Last seven month there are no complaints about my work and behaviour. I worked here Christmas, Boxing Day and Happy New Year time (the busiest time of the year) without any trouble. I always talk to other staff, supervisor, manager with smiling face even security and centre staff. I tried to make a friendly relation with all of them. It's a nice shopping mall. I meet lots of people, I like it, but if I could change things, I'd like a friendly, cooperative, good environment.

A few weeks ago, I came to my work place and taking preparation to go to the floor. My supervisor was shouting my name from cleaners' room; they asked me why you don't wash mop and bucket? I replied I always wash mop and bucket when I finish my work. They said you never do; I said, I do. They become angry and started shouting, and said you bloody Bangladeshi people, dirty people, you Muslim people, you Bangladeshi thief people, don't know how to work. At last they said, if they found dirty mop and bucket, they will put that in to my mouth.

I also worked on Australian Day but I didn't get a holiday payment. After receiving my pay slip, I said to my supervisor that I didn't get a holiday payment. When I asked about this, my supervisor became angry and started shouting.

They always keep all staff under pressure. Nobody protest against them because cleaners need their job. The supervisor forced everyone to sign a form agreeing that if they found any staff talking with each other in back of house area, he/she would be sacked without any question. Recently, they've sacked five of the cleaners.

Our supervisor's behaviour is not like a manager's behaviour. They always discriminate people with different nationality, religion and colour and uses bad language in our work place. Our supervisor is very powerful lady who can give job any time to anyone and sack any one any time.

Now the situation is very bad, here is no working environment. I am becoming sick. Actually I can't understand why my supervisor did this type of worst behaviour with me? What was my fault? Why they are changing my roster every time? Why they are giving me hard time?

*K Sarder, NSW shopping centre cleaner*

“

**“Contractors are engaged in insane price cutting in order to get work so it's increasingly harder for honest contractors to make a profit. Margins offered in retail are so tight now that owners are actively encouraging the use of illegal practices. Plenty of really good contractors are just refusing to sign some of these contracts because they're so over-stretched. Others just don't bother to tender for retail contracts anymore.”**

*John Laws, President, Australian Contract Cleaners Association*

## THE RACE TO THE BOTTOM IN RETAIL CLEANING

### “Champagne specifications at flat beer prices”<sup>30</sup>

At present, cleaning contractors are simply not able to legally or responsibly meet the requirements specified in retail contracts without sacrificing either quality or their workforce (or both). The tender process means that contractors often bid below cost so as to secure the contract, hoping to cut corners in order to make a profit: “If they get the contract, they just try to make it work somehow”.<sup>31</sup>

Although stringent demands are placed on contractors in terms of “champagne specifications”, shopping centre owners often do not make a realistic assessment of the capacity of contractors to meet those cleaning specifications, nor of the appropriate inputs required (including both the number of cleaners and the direct and indirect labour costs). This means that contractors are often unable to meet the promises they make in their tenders.

Contracts that are focused solely on price, rather than on the capacity to deliver what shopping centres need, means not enough resources are allocated to ensure quality cleaning.

### The hidden costs of discount cleaning contractors

Low-cost contracts can only be delivered at the expense of cleaners, with workloads in retail cleaning in recent years spiralling out of control. With 53% of cleaners reporting that they “only sometimes” have enough time to complete their work and 20% never having enough time to complete their work,<sup>32</sup> shopping centre owners and managers are purchasing a service that simply cannot be responsibly or adequately delivered.

These cost-cutting approaches have serious implications for shopping centre owners and managers in terms of their ability to adequately protect their customers and tenants from health related threats, as well as meet mandatory legislated hygiene standards. They also leave shopping centre owners and cleaning contractors exposed to risky and illegal work practices, as well as potential litigation from customers and workers.

Contractors also seek to cut costs through non-replacement of damaged or broken equipment,<sup>33</sup> and through using cheap or “discount chemicals”, including the corrosive “Class 8 Dangerous Good” bleach.<sup>34</sup> One study on contract cleaning found that one in five cleaners had to use the same mops for toilets as other areas, and some cleaners were asked to cut sponges in half to save supplies.<sup>35</sup> By not frequently replacing cleaning tools such as sponges and mops, these tools can become “micropile compost heaps [causing the cleaning worker] to spread a thin layer of E. coli over the surface as they clean”.<sup>36</sup> In the same study, 15% of cleaners were not provided with rubber gloves and were required to provide their own.<sup>37</sup>

“There are sales people... out there tendering who are willing to undercut the competition, so they'll try to cut their prices, and the only way you can cut prices is to cut labour. So, they think: we'll make our people work a bit harder and we'll get our commission bonuses for the job. On the one side you've got contractors cutting each other's throats to get work, and on the other side you've got property owners taking the lowest price for each job.”<sup>29</sup>

*Cleaning contractor representative*

“I want the centre management to treat the cleaners as people, not the shit on the bottom of their shoes. Cleaners have no rights here. We don't have enough working equipment, supplies or time to do the necessary work. We get paid late, incorrectly or sometimes not at all and live knowing that if the contract changes over we could all be losing our jobs.”

*Cleaner, South Australian shopping centre*

“The cleaning products are not strong enough. We mop up blood and sick with water and I don't know how safe that is.”

*Cleaner, South Australian shopping centre*

### Who's working in your centre?

Cut-price contracting has also led to a proliferation of subcontracting arrangements in shopping centres. Some industry representatives estimate that subcontracting now occurs in 50% of all cleaning contracts.<sup>38</sup> Subcontracting can happen many times over in the same contract,<sup>39</sup> leading to small firms and individuals lacking proper documentation and credentials performing the work. This blurs the lines of responsibility and entrenches informal structures and illegal practices.<sup>40</sup>

Contractors can save up to 40% in costs simply by not paying workers' compensation, superannuation or even the Award minimum, and instead resorting to illegal cash in hand payments, as well as the imposition of unpaid 'training' periods which can stretch on for many weeks.<sup>41</sup> This not only harms workers by reducing their take home pay and denying them their legal rights to sick pay and annual leave, but also erodes quality and accelerates the race to the bottom.

For shopping centre owners, subcontracting, and the proliferation of illegal practices that can occur alongside it, represent an unacceptable risk. Shopping centre owners may be held liable for workers compensation,<sup>42</sup> and illegal workplace practices could not only jeopardise their own corporate social responsibility policies but also conflict with those of investors and government.

The race to the bottom in retail cleaning reduces quality for all and creates a precarious and a transient workforce. Cleaners want to be able to do a good job, but cannot provide the level of service that they would like. By funding quality cleaning services and awarding contracts responsibly, shopping centre owners can minimise expensive risks to their business.

### Investigations by the Fair Work Ombudsman

In recent years, a number of workplace inspections and investigations have targeted illegal practices in the contract cleaning industry, as a result of attention drawn to unscrupulous contractors through the Clean Start campaign. Just one of these investigations, by the Fair Work Ombudsman, uncovered non-payment of staff in Queensland,<sup>43</sup> massive underpayments of cleaners in Victoria,<sup>44</sup> and systematic underpayments and harassment of cleaners in South Australia.<sup>45</sup> The Fair Workplace Ombudsman's office has made it clear that continued non-compliance by contractors of workplace laws will lead to spot audits and prosecutions.<sup>46</sup>

*Deputy Prime Minister Julia Gillard with LHMU cleaning members*



## THE IMPACT OF THE CRISIS ON CLEANERS

### Poverty level wages

The crisis in cleaning has a real and significant human cost.

Shopping centres generate billions of dollars in revenue every year, yet the cleaners who help generate this wealth remain on poverty wages. The minimum wage for cleaners is just \$16.03 an hour,<sup>47</sup> (just \$1.03 more than the minimum wage), but given the prevalence of cash in hand payments in the industry many cleaners are earning wages well below the poverty line, taking home around \$10 to \$13 an hour,<sup>48</sup> with no penalty rates, leave entitlements or superannuation.

### Comparison of cleaners' wages (2008-09)<sup>49</sup>

	Weekly Earnings
Top 20 CEOs	\$138,461.53
Executive Salaries	\$8596.15
Full Time Workers	\$1201.90
Full Time Cleaners	\$608.80
Part Time Cleaners & Laundry Workers	\$332.20
Part Time Commercial Cleaners	\$329.90
Cash in Hand Part Time Retail Cleaners	\$200.00

I am a wife, mother and grandmother in my late 50s. I have been a volunteer for St John Ambulance since 2003 and enjoy life to the fullest.

I retired from the workforce in 2006 but then I had to return to the workforce through circumstances beyond my control. I had to re-skill myself as my pension age is now 65.

I entered the cleaning industry in 2009, I was floored by the conditions, the rate of pay, and of course the attitude. When your rate of pay is \$15.34 an hour\*, you can lose faith and when that happens I've seen short-cuts come into play.

I also see places in the cleaning industry that need a lot of work. I'm really interested in safety issues as I worked in the dairy industry before this. In the dairy industry everyone took care with things like chemicals, and there were warnings on everything. I feel some cleaning chemicals we have to use don't have any warnings on them or instructions on how to use them safely.

I feel we have to push to get safety equipment, even though there is policies on it. We need gloves, otherwise it is hard to do the job if we don't have them. Then I feel we get criticised for not wanting to do the job without gloves. I'm not going to clean a toilet without gloves!

It's hard to live on the wages too. There are a lot of disgruntled workers out there about their wages. I talk to lots of cleaners in other centres too, and they're not happy. Lots of cleaners are looking for other jobs, but the wages aren't any better in other places.

*Raewyn Head, Queensland shopping centre cleaner.*

\*rate of pay as of 27th May 2010

### Dangerous work

With labour representing the majority of a contract cost,<sup>50</sup> contractors have resorted to increasing workloads, reducing staff numbers, intensifying work practices as well as reducing pay in an effort to make a profit. Cleaners are often required to work "very fast" or "intensively",<sup>51</sup> which presents injury risks as cleaning is a physical job that involves heavy lifting and awkward repetitive movements.<sup>52</sup>

Retail cleaning is a particular concern, as public liability concerns mean that cleaners are required to do regular laps of centres within a given time frame of usually 15 to 20 minutes. Electronic swipe cards are used to monitor cleaners to ensure these lap times have been met. This results in cleaners often having to run to get the basics done.

Often cleaners are not provided with appropriate equipment, which increases their exposure to illness or injury.<sup>53</sup> In shopping centres, this can present particular problems in areas such as bathrooms where hypodermic syringes are frequently discarded. Cleaning staff need to be given the appropriate training to deal with needle disposal and the correct equipment to pick up and dispose of used needles. The combination of unsafe workloads and high work intensity, with inadequate equipment and job insecurity, have created a perfect storm of occupational health and safety issues (OH&S) resulting in cleaning having one of the highest injury rates out of any industry in Australia.

Injury rates for cleaners are second only to those in the concrete construction industry,<sup>54</sup> and cleaners are at greater risk than workers in roofing, demolition, abattoirs and saw mills.<sup>55</sup> Injury rates in cleaning are not only high but also often serious in nature, having a higher average workers' compensation cost than other industries and more likely to lead to permanent disability.<sup>56</sup>

It is no surprise that turnover rates in the cleaning industry average over 40% with some companies experiencing rates as high as 70%.<sup>57</sup>

### No job security and no respect

Cleaning contracts range from month-to-month arrangements to longer contracts of five years or more. Every time a contract changes hands there is no guarantee that cleaners will keep their jobs or retain the same hours and shifts, creating frustration and fear.

Precarious employment feeds into a culture of fear for shopping centre cleaners. A high proportion of cleaners are from non-English speaking backgrounds,<sup>59</sup> and unscrupulous employers may exploit a lack of knowledge of Australian workplace laws and the English language.<sup>60</sup>

A total lack of respect for cleaners and the work they do manifests itself in structures of work, with cleaners often being made to complete work in their own time,<sup>61</sup> not being paid for the work they do<sup>62</sup> and often treated with disrespect in the manner in which they are talked to and treated. The LHMU has recorded many instances of cleaners who have been subjected to racist, discriminatory, degrading and verbally abusive behaviour from managers and supervisors.

"Workplace safety doesn't exist here; we don't even have a first aid kit. It puts everyone at the centre at risk."

*Cleaner, Queensland shopping centre*

"You get used to finding needles. I can guarantee that I can find them on a Thursday and a Saturday night in the toilets, in the bins and generally in the car parks close to the entrance and in the gardens. We have a five litre bin to use. You get used to it. Sometimes you have trouble finding a bin because they don't get replaced as often as we use them. Then you have to use a bucket."

*Stuart Funk, Queensland shopping centre cleaner*

"Each time the contract goes up for tender we worry about our jobs. Each time the contract changes I have watched the new contractor expect us to do the same work in less hours. That means even if they raise our wages the pay packet is cut because we've got less hours on the job."<sup>58</sup>

*Cleaner, South Australian shopping centre*

"I am too scared to tell you my name because I will lose my job if the manager found out I had told anyone this story.

I have been a cleaner for nearly five years in a shopping centre. I like my job and always work hard. One day, I was working in the food court and talking to the customer. How can you work in the food court and not talk to the customer?

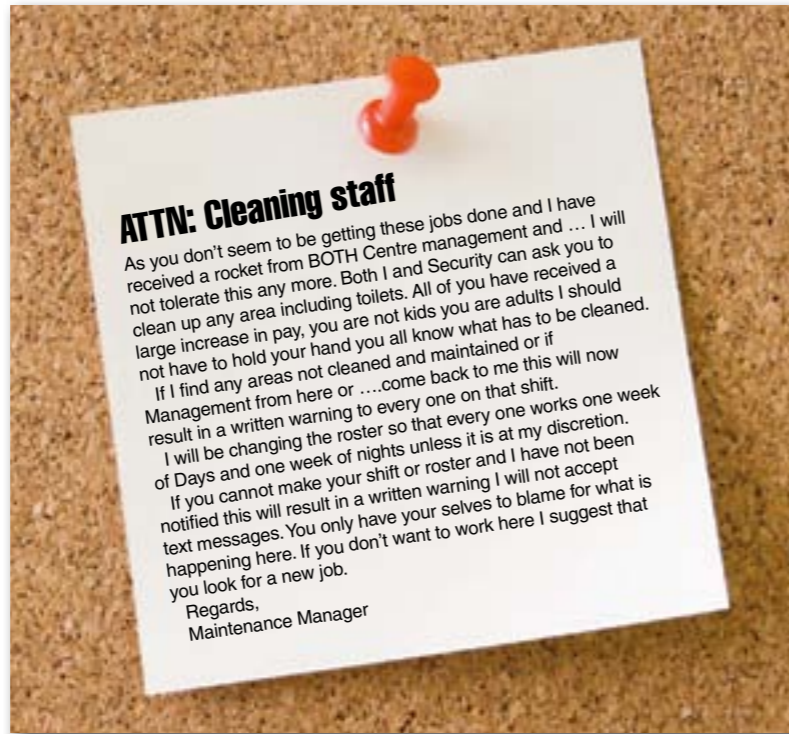
Manager told me to go into his office, then locked the door. He shouted at me and pushed me, then told me I had to sign a warning or I lose my job.

I am a widow, with two daughters. I have to pay the rent – what could I do? I was shaking and my mouth went dry. He wouldn't even give me a glass of water. So I sign.

I was so upset, I went to the doctor. The manager then changed all my shifts so I don't work Sundays. Now, I don't make enough money to cover the rent.

I hope the new contract will give me a permanent job, not always casual. And I hope to get the shifts I want back again, so I can earn more money. I feel that is unfair. I don't know where to go and don't know what to do."

*Confidential interview with cleaner in a NSW shopping centre, LHMU, May 2010*



*Letter to cleaning staff at a South Australian shopping centre, April 2010*

## THE VALUE OF QUALITY CLEANING SERVICES

The way a shopping centre is cleaned and maintained, and the services and amenities provided to its customers and tenants, are defining factors behind the reputation and success of the centre and profitability of its owner. The quality of centre management and cleaning services has a significant impact on customers and tenants and their perception of value.

Ultimately, quality cleaning services can lead to greater customer satisfaction, and help to provide a safe environment both for customers and for cleaners. Quality services can also ensure that shopping centres' assets are adequately maintained and protected, and that long-term value is delivered to investors.

### Enhancing customer experiences

"As cleaners, we are the face of the Centre. We not only need to clean well, we also need to be well groomed and presentable. Customers often approach us in the Centre for directions so we help them. We help security if there's a code grey (lost child) until the child is found. We have fire bomb training so we can evacuate the public if needed. So we are always busy. There's never a dull moment.

Imagine the world without cleaners! How disastrous it would be. Dirty toilets, malls full of rubbish and spills, food courts with rubbish and food everywhere. It's amazing what we do! Yet with a family to support I'm only just getting by on the money I earn".

*Rose Owens, South Australian shopping centre cleaner*

### A Clean Start for customers

The calibre of cleaning services has a significant effect on various environmental attributes of a centre,<sup>63</sup> which can affect consumers' mood and ultimately lead them to stay at a centre longer, spend more,<sup>64</sup> and return as repeat customers.<sup>65</sup> An unsatisfactory or unclean environment can lead to negative customer experiences, with dissatisfied customers refusing to return to the centre and also sharing their bad experiences with others, leading to a further reduction in foot traffic.<sup>66</sup>

A 2005 study on shopping centre choice and consumer spending showed that cleanliness was one of the top four attributes that contributed to higher spending by consumers, with cleaning services also impacting upon other highly ranked attributes, including "nice place to spend time", "friendly atmosphere" and the "helpfulness of staff".<sup>67</sup>

A superior cleaning service is vital to providing a positive consumer experience – as much for the service cleaners provide as well as the aesthetic and health benefits. With the strong Australian dollar tempting consumers to shop online,<sup>68</sup> the customer service experience is one of the main advantages that bricks-and-mortar retailers enjoy.<sup>69</sup>

As cleaners are often the only discernable shopping centre staff on the floor, they are regularly approached by customers and as such are considered the face of the centre. Where cleaners are required to wear a uniform branded with the centre logo, their interactions with customers will have a direct impact on customers' perception and experience of the shopping centre and owner brand.

Cleaners want to look professional and uphold the brand values of a centre but are often not given enough uniforms to change into, keep clean or maintain to the appropriate safety standards as a result of their employer's cost cutting measures.<sup>70</sup>

### The burden of compliance

Whilst cleaners say that helping customers is one of the things they enjoy most about their work, time pressure and directions from management make it impossible for cleaners to provide the level of service that they would like. Cleaners are often forced to run from one end of the centre to the other, with no time or opportunity for positive customer interaction.

### Marketing quality experiences

With strong competition in the retail sector leading to higher customer expectations, providing quality cleaning services can help to engage consumers in the total shopping experience they seek.<sup>72</sup>

Building services are not only a tool for centre differentiation but also a crucial determinant of centre environment and customer service, which are integral to centre branding.<sup>73</sup> Responsible contractors will work with owners towards building a quality brand to attract and retain customers and generate higher sales.<sup>74</sup>

High-end and luxury centre owners and managers should be aware that it will be increasingly difficult to project an experience of first class luxury and opulence to their customers whilst third rate conditions persist on their shop floors.

"There isn't much safety, tools or uniforms. We could get hurt and we look dirty and unprofessional."<sup>71</sup>

*Cleaners, Queensland shopping centre*



*Message sent to cleaning staff in a Queensland shopping centre, October 2009*

“

“Over the last few years I’ve been privileged to be part of the Clean Start Campaign. I’ve very much enjoyed actually walking in some of the rallies with the cleaners and going to some of the meetings, there’s always a lovely light-hearted touch to it all. But behind all of that there’s the very serious question of the justice that is needed for the people that are working in the cleaning industry.

The contractors are the ones that are going to directly pay the people in the cleaning industry, but the owners of the buildings are the ones that are ultimately responsible, and if there are bad workplace practices involved that’s going to reflect really badly on the owners of the building.”

*Bishop Pat Power, Auxiliary Bishop in the Archdiocese of Canberra-Goulburn*



### Supporting the local community

For owners of centres that rely on local community catchment through provision of non-discretionary items, the ethical reputation of the centre owner and their responsibility to all people, including cleaners, in their centres is also of fiduciary concern.

During 2009, there was a growing trend of Australian shoppers, “armed with both a payment card and a conscience”, showing their preference for ethical spending.<sup>75</sup> Eight out of nine shoppers surveyed by MasterCard Worldwide said they were more likely to purchase products from merchants who were known for giving back to the communities in which they operated.<sup>76</sup>

Studies have shown that there is scope for centre owners and managers to use environmental, social and governance (ESG) initiatives to attract and retain customers.<sup>78</sup> Customers are increasingly demanding an environmentally sustainable and socially responsible retail experience.<sup>79</sup> Where ESG initiatives are shown to support the local community, “this will result in more positive consumer perceptions of the attractiveness of the centre as a place to shop”.<sup>80</sup>

Cleaners are an important part of the shopping centre community, not only for their place and role in the centre itself, but also as many are situated and have extended social networks in the same area. Communities care about unfair or unethical practices and use this knowledge to inform their retail spending.

On the other hand, responsible owners and managers are well placed to reap the benefits of looking after their communities, including through ensuring that responsible cleaning services provide better jobs for Australia’s cleaners.

### Council rejects \$310 million plan for mall

At the end of December 2009, the New York City Council voted to reject a \$310 million project to build a mall inside the Kingsbridge Armory in the Bronx. City Council members voted down the project as the developer would not commit to paying above minimum wage to workers once the mall was complete, which they called “too low to support local families”.

The Council had offered \$50 million in tax credits and exemptions to the developer, but a coalition of community and labour groups successfully lobbied against those public funds going to a developer who did not support a “living wage”.

*New York Times, 14 December 2009<sup>81</sup>*

## PROVIDING A SAFE ENVIRONMENT

### Protecting customers and cleaners

Shopping centre owners have an obligation to provide a safe shopping centre environment to their customers, tenants and cleaners.

Concerns about global pandemics have resulted in State and Federal governments introducing greater regulatory burdens on employers and shopping centre owners to take responsibility for disease prevention in the workplace and in public spaces.<sup>82</sup> Shopping centre owners who “knowingly cut back on cleaning costs therefore affecting hygiene-related maintenance that could result in serious illness or death” risk expensive litigation.<sup>83</sup>

As public spaces, shopping centres continue to be regarded as a likely target for any future terrorist attacks.<sup>84</sup> Trained and experienced property services staff are crucial to risk management and minimisation as they are key in the identification of suspicious objects and behaviours.

Emergency management is applicable outside of the extreme example of terrorist threats, with professional property services staff forming an integral part of shopping centre emergency and evacuation procedures. Most day cleaners hold a dual role as fire wardens and are essential in finding lost children and dealing with public disturbances that may arise.

Owners cannot assume that the appointment of managers and cleaning contractors exempts them from providing a safe workplace for cleaners.

### It’s a risky business

Even if shopping centre owners do everything they can to protect customers and cleaners, accidents still happen. The way in which contracts are structured exacerbates and perpetuates risks, leading to increased public liability premiums, and a failure to ensure contract terms are able to be met and risks minimised.

Public liability is a critical concern for retail centres and is at the forefront when determining the cleaning requirements of a shopping centre. Although the number of bodily injury claims make up only 25% of all public liability claims (the other 75% is for property damage), they make up the majority of the cost.<sup>86</sup>

Slips and trips caused by spills or wet weather and blamed on cleaning deficiencies are a particular hazard for owners and managers of shopping centres.<sup>87</sup>

The implications for shopping centre owners are often unpredictable and the potential for claims represents a huge challenge for all parties. In some cases, the risk to a shopping centre owner can result in significant losses, even when the cleaning contractor has their own public liability insurance and the contract includes clauses that indemnify the owner against contractual failings.<sup>88</sup>

“

“Despite a long history of such things, insurers continue to be surprised by the new and inventive ways in which people can injure themselves and others, and to be caught by the extent to which acceptable standards change over time.”<sup>85</sup>



“

“For subcontractors working without proper workers’ compensation or alternate injury and income protection, the coverage afforded by the owner or occupier of a work-site through a common-law public liability claim may be their only legal protection in the event of a work injury”.<sup>90</sup>

### Compliance mechanisms not enough

Following an incident involving a customer slipping over and sustaining an injury in a Queensland shopping centre, the shopping centre owner (Defendant) issued third party proceedings against the contractor, asserting a failure to comply with contractual obligations. The Court found against the Defendant, and with regard to the third party claim said:

“It seems to me to have been established that during the [relevant] day shift, only one cleaner was to be provided. What he or she could achieve was necessarily limited, given the large size of the Pialba Centre. **While there might have been an expectation that cleaning staff would get to the Hunter Street entrance roughly every 15 minutes, the exigencies of the job, such as spills or messes elsewhere, might preclude this.** I do not think the third party was in any sense guaranteeing or committed to achieving a Pialba Centre which was safe for the public. **I think the deficiency which leads to the defendants liability was in its system and that it, and not the said (third) party, bears responsibility for the deficiencies.**” [our emphasis]

*Scott v Patterdale Pty Ltd & Ors*<sup>89</sup> (District Court of Queensland, 27 November 2000)

Shopping centre owners and managers may also risk the instigation of civil law suits from workers and tenants who are injured in the centre if the contractor is uninsured. These risks are compounded by sham contracting and layered subcontracting arrangements.

Cleaning contracts generally require contractors to hold public liability insurance for anywhere between \$10-30 million per claim with coverage for a period of 5-6 years after the contract ends.<sup>91</sup> Contracts also often include detailed cleaning specifications relating to hours, profit margins, the types of consumables used, the kind of equipment allowed, auditing processes, penalties for any breaches, and payments at fixed-price for the term of the contract, amongst others.<sup>92</sup> Cleaners are heavily monitored to ensure that contract terms are being met and that public liability risks (and costs) are minimised.

Centre owners have introduced some risk minimisation strategies and compliance mechanisms to manage these concerns. However, they only work if the contract specifications are achievable, appropriate staffing levels are enforced and they contain realistic workloads and safe work systems. Overly onerous contract specifications and public liability costs can result in a vicious cycle of increasing premiums, higher excess payments and claims and subsequent attempts by contractors to recuperate costs.

“Our centre is near the beach so it’s always sandy and the floors are hard to clean resulting in lots of slips and falls but they don’t replace workers who are sick so we just run around trying to get the job done. I just want to do my job well but cleaners don’t have enough rights and so the company gets away with things.”

*Cleaner, Surfers Paradise shopping centre*

## CREATING CENTRE VALUE

### Protecting your assets

Clearly defined cleaning specifications, implemented effectively and responsibly, are vital to maintaining the integrity and image of a shopping centre.<sup>94</sup> Aesthetic improvements to the shopping centre enhance the centre’s competitive position by attracting and retaining customers and tenants, as well as investors.

Quality cleaning services are essential in helping to attract and retain retail tenants. Tenants evaluate shopping centres not only on the basis of the location of the centre and its construction, but also on the management of the centre, the condition of its operating systems and the cleanliness and condition of the floors, entries, halls and amenities. These are elements that affect tenants’ comfort levels and their willingness to pay competitive rents. In order to attract the right mix of tenants, shopping centre owners and managers must be able to differentiate in terms of prestige, quality of service and appearance of the centre.

The quality of shopping centre management and services also impacts on the performance of centres. Good management practices and high quality cleaning services contribute to improved occupancy levels, stability of rental income and reduced deterioration of assets, and ultimately help to protect the value of shopping centres.

Not only do quality cleaning services help to protect assets – they can also actively add to the value of a centre. Cleaners can actively contribute and add value to shopping centres by helping to minimise operating expenses (such as energy and water) and being involved in sustainability initiatives.

“I’m proud to say I work in a building which is being completely reconstructed to be greener by the day... The thing I liked the best was that as a cleaner I was involved in meetings with tenants, the building manager and the recycling company when the new system was coming in.

My building is now a ‘zero waste building’...We all use microfiber cloths. They are colour coded for all different surfaces. They’re good for the environment because they reduce the use of chemicals and save a bit on water.

The tenants play their part too. There’s no all purpose rubbish bins under every desk any more. They only have a ‘paper only’ box which they empty in to the paper recycle bin on their floor. This is also good for us cleaners because we don’t have to touch smelly rubbish under hundreds of desk bins every day. It gives us more time to keep the office space really clean.

*Mary Shallard, South Australian office cleaner*

“

“Cleaning is reflection of the entire management. If a centre is unclean, people think it’s not being maintained. It’s a sign of good housekeeping.”

*Emlyn Keane, Head of Property Management & Sustainable Performance, AMP Capital Investors*<sup>93</sup>



“

“A-REITs engaged in much more risky activities than was realised by the market... These are lessons that must be taken on board for the future.”

Jeremy Cooper,<sup>95</sup> Deputy Chairman, Australian Securities and Investment Commission



### A focus on responsible investment

In the wake of the global financial crisis, investors are refocusing on building long-term, sustainable value and addressing environmental, social and governance (ESG) issues.<sup>96</sup> The ability to demonstrate responsible governance and risk management practices, including through the provision of quality cleaning services that ensure a well-managed and safe shopping centre environment, is critical to ensuring that the retail property sector continues to attract investors.

### Working together to deliver environmental sustainability

The struggle for sustainability demands urgent action from shopping centre owners, and also presents exciting opportunities. Astute property owners are already investing in sustainability initiatives in order to meet the growing demand from customers and tenants, and to prepare for the inevitability of government regulation.

Property service workers are crucial to achieving success. Cleaners play a vital role in implementing energy efficiency, water efficiency and waste reduction measures. They also contribute to improvements in indoor air quality and reducing the use of toxic chemicals. However, they must be given sufficient time, accredited training and genuine involvement in planning and managing the sustainability process. Shopping centre owners, cleaning contractors and cleaners must work together on the sustainability process in order for it to succeed.

“

“As a long-term investor, AustralianSuper is aware that environmental, social and governance (ESG) issues may affect its investments. As trustees, AustralianSuper is required to assess and manage all foreseeable risk factors effectively. AustralianSuper considers ESG as an investment-related risk.”<sup>98</sup>

A number of prominent property investors in Australia, including AMP Capital Investors, Colonial First State Global Asset Management, Investa Property Group, Lend Lease Investment Management, Stockland and The GPT Group, as well as the majority of the industry superannuation funds, have signed up to the United Nation’s Principles for Responsible Investment (UNPRI). Responsible investment can lead to higher returns – particularly over the long-term.<sup>97</sup>

The Property Council of Australia has recently released a draft guide to corporate responsibility reporting for the property industry, which is intended to customise the way in which corporate responsibility is reported to ensure non-financial performance is transparent, meaningful and comparable.<sup>99</sup>

## TOWARDS A CLEAN START IN RETAIL

The retail industry will benefit from a Clean Start, through the provision of quality cleaning, a happier workforce and better risk management. Contractors can compete in a fair environment and retailers will have increased service levels for customers.

The success of Clean Start in CBD buildings shows the advantages companies gain when working as good corporate citizens. With governments insisting on Clean Start contracts for all tenders, it is time for retail to get on board.

## INVESTING IN QUALITY

### Costs are small and returns are high

Clean Start has already shown that it does not cost much to deliver better jobs for cleaners. Currently, contract cleaning costs regional centre owners between 0.91% - 1.63% of the average rent collected per square metre.<sup>100</sup> The campaign has successfully worked with the office cleaning industry as a whole to ensure a fair and stable labour market through the ‘7 fair solutions’.



### The Clean Start Collective Agreement in CBD offices delivered:

#### 1. Fair treatment

Respect for cleaners’ jobs by encouraging a work environment that promotes and values the work performed by cleaners.

#### 2. Fair hours

Maximising the hours available to cleaners so as to improve their income levels, and provide opportunities for extended hours of employment.

#### 3. Fair workload and safety

Commitment to providing a safe working environment for cleaners by introducing responsible and transparent contracting practices that will help to ensure reasonable workloads.

#### 4. Fair wages

Employers agree to give certainty to cleaners

by providing an annual increase in wages, achieving national wages parity and strengthening penalties and allowances over the life of the Agreement.

#### 5. Fair leave

Employers agree to provide fair leave provisions for cleaners and to work with the LHMU to introduce a portable long service leave scheme for cleaners where it is currently not available.

#### 6. Fair job security

Employers are committed to maximising the job security of cleaners during change of contract.

#### 7. Fair rights

Establish effective dispute resolution procedures to resolve workplace issues.

## The benefits of a fair labour market

Retail cleaners' contribution to the success of a shopping centre extends beyond providing a safe and clean shopping centre environment. Cleaners are part of the centre community and are brand ambassadors for their centres. Cleaners form relationships with customers and tenants and are active in ensuring that all those who come into and work at their centre have a positive experience.

Cleaners have the right to work in a positive, safe and productive workplace. High performance workplaces also deliver benefits to owners and contractors. Employee retention, labour market-competitive wages and benefits, training, a positive work environment and stable labour relations all impact on shopping centre service quality. This in turn has a positive effect on risk-reduction and enhances the long term value of assets.

A team of well trained, experienced cleaners who are familiar with quality cleaning techniques, risk management and specifications for a particular shopping centre are far more efficient than a revolving door of workers.

The benefits of a fair labour market can only be achieved if contractors do not compete to undercut each other by cutting cleaners' pay and entitlements. Further, centre managers and owners should expect service quality to include stable and peaceful labour relations.

By ensuring that cleaners are paid decently, centre owners are ensuring more than just a few extra dollars in workers' pockets. Owners who live up to their responsibilities to communities where they do business are securing their place as good corporate citizens.



"When I first came to Australia, I had big dreams about Australia being a Western country, good opportunity, good work opportunities, but this dream ended up with me working in the cleaning industry for a sub-contractor. I wasn't getting paid very well. I used to get paid over a month late and the pay was only 10 or 12 dollars per hour. I would work more hours than I got paid.

We talked to the Clean Start cleaners and they were very happy about the changes. International students can only work 20 hours a week, so Clean Start was very good for them with the four hour minimum shifts, so they don't have to work on the weekends.

Cleaners in this country have the lowest wage rates and the lowest conditions and they work really hard, sometimes at night. The pay is not really good."

*Harmandeep Singh, South Australian cleaner*

"Clean Start means to me that I don't have to beg or apologise for a wage increase and that what I do is valued and respected. Just because I clean up excrement, doesn't mean I should be treated like it.

I've been a cleaner for 25 years and now, under Clean Start, things are different. Now, when the contract changes, I don't have to worry about whether my job is safe or whether I have enough time to do the job properly.

What's changed the most since Clean Start is the attitude. Cleaners have more self worth and have more confidence about what they do.

Both my cleaning jobs are now part of the Clean Start agreement. I get more money, which is nice, but the job security that goes along with it is the most important thing.

My supervisors had their doubts, but they have now come on side and are talking Clean Start up.

I like that other people are now mentioning it to me. Clean Start now has a life of its own! They can see the benefits of a win-win situation.

Once the contractors realised that they get contracts because of Clean Start, it really snowballed.

Clean Start is not just good for cleaners but for contractors too. Contractors can get work at a reasonable price without getting undercut by some other dodgy contractor. The current contract is up for renewal and this time around I am relaxed about it for the first time in 25 years, instead of the months of stress that used to happen. The contractors are also pretty relaxed too because they are all on a level playing field."

*Chris Wagland, cleaner, Australian National University, Canberra*



## BUILDING INDUSTRY PARTNERSHIP THROUGH CLEAN START

### Property industry and contractor support for Clean Start

It is clear that contract cleaning in Australian shopping centres needs significant reform. The LHMU seeks to unite all industry stakeholders in this important push for change.

The LHMU are already recognised industry leaders in the contract cleaning industry through Clean Start. By engaging cleaners, contractors, owners, the government and the community, the Clean Start campaign offered a solution for all stakeholders – and was able to deliver it.

By providing the conditions necessary for quality service provision, owners and investors are now benefiting from increased tenant satisfaction and the protections of their asset values through a more sustainable and quality focused industry.

### Procuring Good Governance

State and Federal governments have lined up to endorse and join the Clean Start campaign and are setting new standards for the tendering and procurement of contract cleaning services in buildings across Australia. In combination with the Clean Start Collective Agreement, these reforms set a new industry benchmark for property services in Australia.

“

**“By providing better wages and conditions for our contract cleaners working in State Government owned and tenanted premises, we anticipate a positive social and family impact on a group of workers well in need of a fair go.”<sup>105</sup>**

The ACT Government has ensured that minimum shifts and other arrangements from the Clean Start Collective Agreement are incorporated into standard government cleaning contracts. New tendering protocols include mandatory training provisions of two half days per year “to ensure that cleaners have an enhanced understanding of safe work practices and other operational requirements”;<sup>101</sup> and include sector specific work rate benchmarking to ensure that work loads are practical and do not have detrimental health implications for cleaners or those that cleaning services would protect.

The ACT Government continues to work pro-actively with the LHMU to ensure that only responsible cleaning companies are used in government buildings.

Queensland Minister for Public Works, Robert Schwarten, negotiated new criteria for government cleaning contracts after recognising that “the lowest priced tender doesn’t necessarily represent best value for money”.<sup>102</sup> Premier Anna Bligh noted that “this is linked to the national campaign Clean Start which is about improving conditions for some of our most

**“Australian Government part of the Clean Start campaign”**

“Clean Start is an effective and creative campaign that brings the problems facing workers in the cleaning industry to the attention of building owners and other clients, so they can use the power of their purchasing dollar to make a difference.

The Rudd Labor Government wants to see the last of the unreasonable workloads, lack of time for doing a job properly and the low pay that cleaners have had to endure.

I was delighted to announce in July this year that the Australian Government was joining the Clean Start Campaign and that only those cleaning contractors which meet our new Fair Work Principles will be awarded new Commonwealth contracts.”

*Deputy Prime Minister, Julia Gillard, addressing the LHMU Tasmanian Branch Leaders Conference, 2 October 2009<sup>110</sup>*



“I’m a cleaner in a big shopping centre in a department store. I have minimum hours and I feel I do not have enough time to do the job, but I like the work and I pride myself in my work.

I became a cleaner because I wanted to go back to work just part time now the kids have grown up. I was always going to my local shopping centre so I thought I’d like that because I like working with people.

I believe in fairness and I think Australians believe in fairness and that we just need to get the message out there and be relentless, so people knew what’s going on around them. The service industries are very under-rated. People don’t understand that without them, they wouldn’t have their workplaces and facilities maintained in any way.

We want awareness of the professionalism of our industry and the need for respect for what we do in the workplace every day.

We look forward to more time to do the job well; better pay, better conditions, good leave and a good job. People are very eager to be able to come to a workplace where they don’t feel pressured and rushed and that it could be a nice day to go to work and not have to worry if they’ll pay me this week. There’ll be standards and they’ll have to be met.

Being part of my union means I work towards fairness in the workplace. I hope to see the day when the minimum wage is a livable wage.”

*Cathy Daniels, South Australian shopping centre cleaner*

vulnerable workers...my government is proud to be a part of it”.<sup>103</sup>

The South Australian Government In August 2009 committed to providing Clean Start pay rates and conditions, acknowledging that they would help attract and retain a workforce that is “stable, well-trained and competent,”<sup>104</sup> whilst also contributing to towards the State Government’s social inclusion objectives.

Since 1 July 2009, the Tasmanian Government<sup>105</sup> has required all tenders for new cleaning contracts in government buildings to meet the conditions in the Clean Start Collective Agreement.<sup>106</sup> Announcing their new initiative, then Workplace Relations Minister Lisa Singh added “all Tasmanian employees deserve fair and equitable work conditions and, as this government owns many buildings, implementing these improved conditions will have a great and positive effect on many cleaners in this state”.<sup>107</sup>

As the latest government to “sign on to the Clean Start campaign”,<sup>108</sup> NSW Government Minister John Robertson has pledged to work with the LHMU and employers to ensure that the Clean Start principles and Agreement conditions are implemented in their buildings in order to “raise the bar in the cleaning industry”.<sup>109</sup>

These approaches demonstrate that whilst signing up to a set of principles is a good first step for those wanting to promote responsible contracting in their buildings (and reap the associated rewards), serious industry change will only come through a whole of industry approach. The initiatives of the LHMU are not just the best vehicle for driving this change, they are the only vehicle.

## WHAT CLEANERS NEED

The Clean Start campaign offers everyone with a stake in the industry's success an opportunity to work together more closely. Clean Start has so far produced solid gains for workers stuck on the bottom of the economic ladder and provided the property industry with a more stable and reliable workforce.

This is the challenge ahead of all of us in Australia's shopping centres. Cleaners have talked about the problems they face: the unachievable workloads, the high turnover, the lack of proper equipment, materials and uniforms, the near minimum level wages and the dangerous work.

To achieve an industry we can all be proud of, stakeholders must:

### 1. Affirm the principles for a Clean Start through real industry reform.

The Shopping Centre Council of Australia has committed to Principles for Fair Contracting. These Principles (included below and listed on the Shopping Centre Council's website at [www.scca.org.au](http://www.scca.org.au)) represent the first step towards a quality cleaning industry. Giving practical effect to these Principles is the next step.

### 2. Invest in quality and commit to a Clean Start industry standard.

The LHMU wishes to negotiate a Clean Start Agreement with a majority of the industry's employers – these Agreements begin the process of turning cleaning jobs into good jobs. This will involve a cost impact for owners and tenants.

Currently, contract cleaning costs regional centre owners between 0.91% - 1.63% of the average rent collected per square metre as outlined earlier in this paper.

The current Clean Start Agreement includes pay increases of between 4 and 8% per annum for cleaners with a single national rate established over time. The following table shows the movement of the Clean Start Agreement rates of pay.

	Full Time Rate	Part Time Shift Rate
Award minimum 2010	\$16.03	\$18.43 - 20.84
Clean Start 2010	\$18.10 - 18.66 <sup>111</sup>	\$21.11 - 21.52 <sup>112</sup>
Clean Start 2012	\$21.17	\$24.35

Union training to help workers in the industry maintain high standards of service and a secure environment for tenants is essential. In addition, adequate equipment, uniform provision and other work conditions also have cost implications. However improving cleaners' job security when contracts change will minimise unnecessary costs to both contractors and owners whilst maintaining certainty for the workforce.

In addition, owners must commit to cleaners working in their centres being treated with respect. This includes free and informed choice about union membership. The *Cleaners' Charter* in the Clean Start Agreement was developed to set in stone some principles of respect and fair treatment. Inherent in this is training for those who work with cleaners, including supervisory staff, both with regard to industry standards and cleaner treatment.

The LHMU welcomes the opportunity to speak with owner representatives in more detail about the cost of such reforms to ensure sustainability and the creation of a level playing field. The LHMU's fundamental aim is improve the treatment of cleaners which will have some cost impact. The Clean Start Agreement has delivered fair jobs for office cleaners. The same must be achieved for cleaners in shopping centres.

### 3. Commit to Clean Start contractors.

A key part of achieving industry reform is owners taking on reputable contract cleaning firms who will work to build a quality driven industry.

Similarly, to achieve the right result, contract cleaning firms must commit to key principles which will assist in ushering in the industry reforms required.

Such principles include:

- building a positive industry relationship and working towards a quality focused cleaning industry.
- committing to negotiate a Union Collective Agreement with the LHMU to determine wages and conditions in the sector.
- creating good jobs with achievable workloads and Occupational Health and Safety training.
- minimizing or eradicating subcontracting where practicable within their business.
- committing to provide cleaners freedom of association and uphold union rights.
- developing a disputes resolution procedure to bring labour peace.

## PRINCIPLES FOR FAIR CONTRACTING

### Preamble:

The shopping centre industry is a significant employer that seeks best practice work environments for its employees and those of its service providers.

Services such as cleaning, maintenance, and security are essential to the good management of shopping centres. Shopping centre owners expect their contractors to recognise and commit to principles of corporate responsibility.

In doing so, contractors should demonstrate they understand the values and high standards of corporate responsibility adopted by their clients and commit to ensure safe, fair and equitable working conditions for their own staff.

The Principles:

#### 1. The shopping centre industry:

- supports good employment practices;
- supports the fair and equitable treatment of employees;
- supports safe work places and practices;
- encourages contractors to deliver appropriate quality services in a productive and innovative manner;
- supports a fair labour market, pay and conditions for employees;
- supports the concept of freedom of association, where employees have the right to join an organisation of their choice, or not to do so;
- recognises that employers and employees are best placed to determine matters affecting their employment relationship;
- supports the existence of practical mechanisms for the voluntary settlement of disputes; and
- expects its contractors to comply with all their legal responsibilities and contracted obligations as employers and corporate citizens.

#### 2. Contractors providing services to the shopping centre industry should:

- treat their clients, employees, and subcontractors fairly and ethically.
- ensure that employee conditions and pay are fair for the work they are carrying out, in fulfilment of their responsibilities under federal, state, or territory law;
- outline in their tenders the key parameters that will define relevant performance levels and standards and provide adequate staffing levels to achieve these performance levels and standards;
- observe relevant occupational health and safety standards set down by law;
- provide their employees with the appropriate training, supervision, equipment and materials to enable them to perform their job safely and efficiently;
- demonstrate that they are backed with sufficient financial resources to cover employee entitlements;
- only employ subcontractors with the consent of their client and ensure that such subcontractors also meet the principles set down in this document; and
- commit to disclose information that will allow clients to verify that the terms and conditions of contracts are being met.

## NOTES

<sup>1</sup> K Rudd, transcript of speech to LHMU delegates 14th May 2010.

<sup>2</sup> Reuters AAP, 'Retail sales rise in March', *Business Spectator*, 6 May 2010, viewed 15 May 2010, <<http://www.businessspectator.com.au/bs.nsf/Article/retail-sales-ABS-drop-figures-pd20100506-573QV?OpenDocument&src=hp1>>.

<sup>3</sup> R Peake, 'Australia hits lead in financial recovery', *Canberra Times*, 22 April 2010.

<sup>4</sup> Jones Lang LaSalle, *Commercial Property Market On Point*, Jones Lang LaSalle, September 2009, p. 1.

<sup>5</sup> J Armstrong, 'Retail Market Overview and Outlook', *Urbis Retail Perspectives*, October 2009.

<sup>6</sup> Westpac, *Surprise Surge in Consumer Sentiment*, media release, 8 July 2009.

<sup>7</sup> T Dimasi, 'Weathering the storm', *Shopping Centre News*, vol. 28, no. 1, 2010, p. 20.

<sup>8</sup> Quote from Shopping Centre News website, viewed 11 May 2010 <<http://shoppingcentrenews.com.au/>>. Sentiments echoed in 'Big Guns 2010', *Shopping Centre News*, vol. 28, no. 1, 2010, p. 3.

<sup>9</sup> 'Big Guns 2010', *Shopping Centre News*, vol. 28, no. 1, 2010, p. 40.

<sup>10</sup> 'Australia is economic envy of the world', *Sydney Morning Herald*, 18 March 2010.

<sup>11</sup> M Baker, *US and Australian Shopping Centre Performance Comparison: A report to the Shopping Centre Council of Australia*, May 2009, p. 2.

<sup>12</sup> Urbis, *Shopping Centre Investment Review*, December 2009 & ANZ, *Australia Property Outlook*, December 2009.

<sup>13</sup> Standard & Poor's, *Quarterly Report Global Property & REIT*, Quarter 3, 2009, p. 3.

<sup>14</sup> Urbis, *Retail Averages*, 2009.

<sup>15</sup> Urbis, *Retail Perspectives*, October 2009, p. 2.

<sup>16</sup> Urbis, *Retail Perspectives*, April 2010.

<sup>17</sup> Reserve Bank of Australia, *Economic Outlook: Statement on Monetary Policy*, May 2010.

<sup>18</sup> Australian Bureau of Statistics, *Population Projections 2006 to 2101*, cat. no. 3222.0.

<sup>19</sup> Reserve Bank of Australia, *Economic Outlook: Statement on Monetary Policy*, May 2010.

<sup>20</sup> Colliers International, *Global Investor Sentiment Survey*, Quarter 1, 2010.

<sup>21</sup> Jones Lang LaSalle, 'Commercial office sales for the first three months of 2010 have already reached nearly a half of total sales for 2009', 7 April 2010, viewed 17 May 2010, <<http://www.joneslanglasalle.com.au/Australia/en-AU/Pages/NewsItem.aspx?ItemID=19034>>.

<sup>22</sup> C Cummins, 'Shopping centres back on the shelf', *Sydney Morning Herald*, 20 February 2010 & L Carapiet, '\$15bn in projects unleashed', *Australian Financial Review*, 15 April 2010.

<sup>23</sup> C Cummins, 'Super funds put money into property', *Sydney Morning Herald*, 19 September 2009.

<sup>24</sup> Recent investments include \$500 million into a QIC retail property fund (from Australian Super) and significant investments by industry superannuation funds in Lend Lease's Australian Prime Property Fund Retail. See N Lenaghan, 'Lend Lease raises \$500 million', *Australian Financial Review*, 22 April 2010 & Turi Condon, 'Super fund millions pour in', *Australian*, 15 April 2010.

<sup>25</sup> AustralianSuper, *AustralianSuper Seizes Rare Property Opportunity*, media release, 14 April 2010.

<sup>26</sup> Property Council of Australia, *Budget brief 2011*, viewed 11 May 2010, <[www.propertyoz.com.au/Budget2010](http://www.propertyoz.com.au/Budget2010)>.

<sup>27</sup> Deloitte Actuaries & Consultants, *Dynamics of the Australian Superannuation System – The next 20 years: 2009-2028*, March 2009.

<sup>28</sup> Australian Prudential and Regulatory Authority, *Statistics: Superannuation Fund-level Profiles and Financial Performance*, December 2009 (issued 24 March 2010). Assuming that property allocations stay constant at around 10%. Chant West, *Strategic Asset Allocation Survey*, 30 June 2009, viewed 11 May 2010, <<http://www.chantwest.com.au/cwPublicNewsRoom.aspx?&MenuItemID=200&NewsItemID=%20%20%20%20%20%20%20%20%2074>>. G Newell, 'The significance of property in industry-based Superannuation Funds in Australia', *Pacific Rim Real Estate Society Conference*, 22-26 January 2006, Auckland.

<sup>29</sup> Quote from an anonymous cleaning contractor in the industry, in I Campbell & M Peeters, *Low Pay and Working Time: The Case of Contract Cleaners*, Working Paper Series no. 2, Centre for Applied Social Research, RMIT University, 2008.

<sup>30</sup> SF Ryan, 'Taken to the Cleaners?' The Peculiarities of Employment Relations in the NSW Contract Cleaning Industry', research paper, AIRAANZ

*Conference*, Wollongong, January 2001.

<sup>31</sup> B Garland, 'How BSCs can avoid getting 'beaten up'', *InClean Magazine*, vol. 18, no. 5, 2005.

<sup>32</sup> WorkCover NSW, *Assessment of the Repetitive Manual Tasks of cleaners*, pp. 43-44.

<sup>33</sup> SF Ryan, 'Dirty deeds done dirt cheap?' Employment relations and the organisation of work in the NSW commercial cleaning industry, PhD Thesis, University of Sydney, 2007, p. 64.

<sup>34</sup> G Whitely, 'Government Influenza Guidelines Ignore TGA Legislative System', *InClean Magazine*, vol. 22, no. 3, 2009, p. 52.

<sup>35</sup> J Walsh, *Dirty Schools, Forgotten Cleaners: The Injuries of Victoria's Failed Experiment in Contract School Cleaning*, LHMU, Melbourne, December 2004.

<sup>36</sup> 'Using soiled cleaning tools dangerous', *InClean Magazine*, vol. 22, no. 4, 2009, p. 64.

<sup>37</sup> J Walsh, *Dirty Schools, Forgotten Cleaners: The Injuries of Victoria's Failed Experiment in Contract School Cleaning*, LHMU, Melbourne, December 2004.

<sup>38</sup> Bayton Service Management Solutions, November 2007.

<sup>39</sup> R Guthrie & M Quinlan, 'The occupational safety and health rights and workers' compensation entitlements of illegal immigrants: an emerging challenge', *Policy and Practice in Health and Safety*, vol. 3 no. 2, 2005, pp. 69-89.

<sup>40</sup> I Campbell & M Peeters, 'Low pay and working time: the case of contract cleaners', *Working Paper Series No. 2*, Centre for Applied Research, RMIT University, 2008, p 14.

<sup>41</sup> Ibid.

<sup>42</sup> According to the Australian Lawyers Alliance, "For subcontractors working without proper workers compensation or alternate injury and income protection, the coverage afforded by the owner or occupier of a work-site through a common-law public liability claim may be their only legal protection in the event of a work injury." See *Independent Contracting and Labour Hire Arrangements*, Australian Lawyers Alliance, March 2005, p. 4.

<sup>43</sup> Fair Work Ombudsman, *\$288,000 penalty for failing to pay two cleaners \$3842.60*, media release, 4 February 2009.

<sup>44</sup> Fair Work Ombudsman, *Frankston cleaning company fined \$6600 for underpaying workers*, media release, 9 March 2009.

<sup>45</sup> Fair Work Ombudsman, *Too "scared" to complain, but now it's back-pay for 26 casual cleaners*, media release, 8 January 2009.

<sup>46</sup> "Cleaning industry prepares for tough times", *InClean Magazine*, vol. 22, no. 1, 2009.

<sup>47</sup> This rate refers to the full-time Level 1 rate in Clause 16 of the *Cleaning Services Award 2010*.

<sup>48</sup> This cash in hand rate is based on LHMU estimates. Cleaners under this arrangement usually receive no other payments or entitlements.

<sup>49</sup> Figures come from various sources. Weekly earnings calculations based on a 38 hour week. Productivity Commission, *Executive Remuneration in Australia*, Report No. 49, Final Inquiry Report, Melbourne, pp. XIV & 415, 2009. The Commission also used data from the Financial Review Executive Salary Database. Australian Bureau of Statistics, *Employee Earnings and Hours, Australia, August 2008*, Cat. No. 6306.0. Average weekly earnings, ordinary full time Adults, Cleaners & Laundry Workers Ordinary Full Time Cash Earnings, Cleaners & Laundry Workers Ordinary Part Time Cash Earnings & Commercial Cleaners Ordinary Part Time Cash Earnings, and the Cleaning Services Award 2010 Cash in hand rates based on LHMU estimates.

<sup>50</sup> IBISWorld, *Cleaning Services in Australia: L7866*, 24 August 2009, p. 15.

<sup>51</sup> WorkCover Authority of NSW, *Final Report - Assessment of the Repetitive Manual Tasks of Cleaners*, Cleaning Industry Steering Committee Report prepared by Health & Safety Matters Pty Ltd, February 2005, p. 43.

<sup>52</sup> R Goggins, 'Hazards of Cleaning: Strategies for reducing exposures to ergonomic risk factors', *Professional Safety*, March 2007, pp. 20-27.

<sup>53</sup> SF Ryan, 'Dirty deeds done dirt cheap?' Employment relations and the organisation of work in the NSW commercial cleaning industry, PhD Thesis, University of Sydney, 2007, p. 64.

<sup>54</sup> WorkCover Authority of NSW, *Insurance Premium Order 2009-2010*, Sydney, 11 June 2009, Table B.

<sup>55</sup> WorkCover Authority of NSW, *Insurance Premium Order 2009-2010*, Sydney, 11 June 2009, Table B.

<sup>56</sup> WorkCover Authority of NSW, *A Guide for Property Owners and Managers: Health and Safety for Cleaning Contractors in NSW*, Guide 1, Sydney, 2003, p. 1.

<sup>57</sup> SF Ryan, 'Dirty deeds done dirt cheap?' Employment relations and the organisation of work in the NSW commercial cleaning industry, PhD Thesis, University of Sydney, 2007, pp.29-30.

<sup>58</sup> I Campbell & M Peeters, 'Low pay and working time: the case of contract cleaners', *Working Paper Series No. 2*, Centre for Applied Research, RMIT

University, 2008.

<sup>59</sup> In some firms it is as high as 90%, SF Ryan 'Taken to the Cleaners? The Peculiarities of Employment Relations in NSW Contract Cleaning Industry', AIRAANZ conference, Wollongong, January 2001.

<sup>60</sup> Australian Human Rights Commission, 'Review of Australia's fourth periodic report on the implementation of the international covenant on economic, social and cultural rights', *Australian Human Rights Commission Submission to the United Nations Committee on Economic, Social and Cultural rights*, 17 April 2009.

<sup>61</sup> LHMU Cleaners Survey, showed 70% of cleaners completing work in their own time, June 2007.

<sup>62</sup> LHMU Cleaners Survey, showed 30% not being paid for all of the hours they worked or not paid for doing extra work, June 2007.

<sup>63</sup> C Hart, AM Farrell, G Stachow, G Reed and JW Cadogan, 'Enjoyment of the shopping experience: impact on customers' repatronage intentions and gender influence', *The Service Industries Journal*, vol. 27, no. 5, 2007, pp. 583-604.

<sup>64</sup> M Laroche, L Teng, R Michon and JC Chebat, 'Incorporating service quality into consumer mall shopping decision making: a comparison between English and French Canadian consumers', *Journal of Services Marketing*, vol. 19, no. 3, 2005, p. 158.

<sup>65</sup> C Hart, AM Farrell, G Stachow, G Reed and JW Cadogan, 'Enjoyment of the shopping experience: impact on customers' repatronage intentions and gender influence', *The Service Industries Journal*, vol. 27, no. 5, 2007, pp. 583-604.

<sup>66</sup> Department of Justice, Consumer Affairs Victoria, *Consumer Detriment in Victoria: A Survey of its Nature, Costs and Implications*, research paper no. 10, October 2006. The paper also reported results from a study in 2000 by the United Kingdom Office of Fair Trading, which showed that consumer detriment cost the retail economy on average £8.3 billion per annum, corresponding to 1.1% of GDP or roughly £180 per person.

<sup>67</sup> D Charles, *Objects of Desire, Consumer Behaviour in Shopping Centre Choice*, 2005, p. 44.

<sup>68</sup> V Graham, 'Online shopping: US brands just got cheaper!', *Women's Weekly*, 6 November 2009.

<sup>69</sup> CJ Keng, TL Huang and LJ Zheng, 'Modeling service encounters and customer experiential value in retailing: An empirical investigation of shopping mall customers in Taiwan', *International Journal of Service Industry Management*, vol. 18, no. 4, 2007, p. 350.

<sup>70</sup> Taken from LHMU, *Shopping Centre Cleaners Survey 2010*.

<sup>71</sup> Ibid.

<sup>72</sup> M Field, *Shopping as a Way of Life*, 1997.

<sup>73</sup> A study in Malaysia in 2009 found that maintenance and security of the shopping centre not only plays an important role in encouraging frequent return trips by customers but also had the highest impact on centre branding efforts compared to other variables. H Ahasanul and R Sabbir, 'Exploring customers' shopping experience through shopping centre branding in Malaysia', *Journal of Management Research*, vol. 9, no. 3, 2009, p. 17.

<sup>74</sup> J Klein, 'Build a brand and they will come', *Shopping Centre News*, vol. 28, no. 1, 2010, p. 10.

<sup>75</sup> 'Charity a major spending driver', *Inside Retailing Online*, 9 April 2010, viewed 31 May 2010, <<http://www.insideretailing.com.au/Latest/tabid/53/ID/7947/Charity-a-major-spending-driver.aspx>>.

<sup>76</sup> Ibid.

<sup>77</sup> Ibid.

<sup>78</sup> H Oppewal, A Alexander and H Sullivan, 'Consumer perceptions of corporate social responsibility in town shopping centres and their influence on shopping evaluations', *Journal of Retailing and Consumer Services*, vol. 13, 2006, pp. 261-274.

<sup>79</sup> In the U.K., 83% of people see a company's social and environmental responsibility as an important consideration when they purchase a product or service. Ipsos-Mori survey taken from 'The rise and rise of the ethical consumer', *Guardian*, 6 November 2006, viewed 20 May 2010, <<http://www.guardian.co.uk/society/2006/nov/06/5>>.

<sup>80</sup> H Oppewal, A Alexander and H Sullivan, 'Consumer perceptions of corporate social responsibility in town shopping centres and their influence on shopping evaluations', *Journal of Retailing and Consumer Services*, vol. 13, 2006, p. 264.

<sup>81</sup> S Dolnick, Voting 45-1, 'Council rejects \$310 million plan for mall at Bronx Armory', *New York Times*, 14 December 2009.

<sup>82</sup> Department of Health and Ageing, *Australian Management Plan for Pandemic Influenza*, June 2005.

<sup>83</sup> Building Service Contractors Association of Australia, 'Property managers flu duty of care', media release in *InClean Magazine*, vol. 22, no. 3, 2009.

<sup>84</sup> Attorney-General's Department, *Shopping Centres Risk Context Statement*, June 2006.

<sup>85</sup> Institute of Actuaries of Australia, *Submission to the Public Liability Forum*, Parliament of Australia Senate, Canberra, March 2002, p. 11.

<sup>86</sup> Indicative figures from APRA for the mix of the claim types across the whole of public liability, from Trowbridge Consulting, *Public Liability Insurance*, 2002.

<sup>87</sup> Shopping Centre Magazine, 'Slip tests are a must to prevent an onslaught of litigations in the shopping centre industry', Shopping Centre eNews, 17 March 2010, viewed 19 May 2010, <[http://www.shoppingcentre.co.uk/news/fullstory.php/aid/3414/Slip\\_tests\\_are\\_a\\_must\\_to\\_prevent\\_an\\_onslaught\\_of\\_litigations\\_in\\_the\\_shopping\\_centre\\_industry.html](http://www.shoppingcentre.co.uk/news/fullstory.php/aid/3414/Slip_tests_are_a_must_to_prevent_an_onslaught_of_litigations_in_the_shopping_centre_industry.html)>.

<sup>88</sup> In 2005, Lend Lease were ordered to pay \$512,000 after a woman slipped on a chip in a shopping centre although cleaning contractor had included such a clause in their contract with Lend Lease. The fall was seen to be a result of cleaning deficiencies but Lend Lease was still found to be negligent and so not entitled to third party indemnity. *Cairns v Woolworths Ltd*, Supreme Court of the ACT, 30 September 2005, viewed 10 June 2009, <<http://www.austlii.edu.au/cgibin/sinodisp/au/cases/act/ACTSC/2005/95.html?query=%22Elizabeth%20Cairns%22>>.

<sup>89</sup> *Scott v. Patterdale Pty Ltd & Ors* (2000) QDC 356.

<sup>90</sup> B Cochrane, *Independent Contracting and Labour Hire Arrangements*, Australian Lawyers Alliance, Sydney, March 2005, p. 4.

<sup>91</sup> The LHMU examined a variety of retail cleaning contracts found all contracts contained clauses dealing with these issues.

<sup>92</sup> The LHMU examined a variety of retail cleaning contracts and found that all contracts to varying degrees of detail contained clauses that dealt with these issues.

<sup>93</sup> Phone interview with LHMU, 10 May 2010.

<sup>94</sup> S lezman and N Ihlenfeld, 'Real estate asset management', *Real Estate Review*, vol.21, no. 3, 1991, pp. 62-63.

<sup>95</sup> J Cooper, Deputy Chairman, Australian Securities and Investment Commission, 'Helping Retail Investors', speech delivered at SPAA National Conference, Adelaide Convention Centre, 11 March 2009, viewed 21 May 2010, <[http://www.asic.gov.au/asic/pdf/inf.nsf/LookupByFileName/SPAAspeech-110309.pdf/\\$file/SPAAspeech-110309.pdf](http://www.asic.gov.au/asic/pdf/inf.nsf/LookupByFileName/SPAAspeech-110309.pdf/$file/SPAAspeech-110309.pdf)>.

<sup>96</sup> Responsible Investor Association Australasia, 'Responsible investment 'profitable' and 'prudent'', *Ethical Investor*, Issue no. 89, 2009/2010, p. 6.

<sup>97</sup> Ibid. The 9<sup>th</sup> annual benchmark report for the Responsible Investment Association Australasia (RIAA) found the average return of responsible investment Australian shares, overseas shares and balanced growth managed funds outperformed the average mainstream fund over one year and seven years.

<sup>98</sup> AustralianSuper, *Corporate Governance*, viewed 31 May 2010, <[http://www.australiansuper.com/investments\\_investmentmanagementfees\\_voting.aspx](http://www.australiansuper.com/investments_investmentmanagementfees_voting.aspx)>.

<sup>99</sup> Property Council of Australia, *A Guide to Corporate Responsibility Reporting in the Property Sector*, draft discussion paper, version 10, June 2009.

<sup>100</sup> Cleaning costs (per sqm) for regional centres taken from Property Council of Australia, *2009 Benchmarks Survey of Operating Costs Shopping Centres*, 2009. Gross rents (per sqm) for regional centres taken from Urbis, *Shopping Centre Investment Review*, December 2009, p. 3.

<sup>101</sup> Letter to Lyndal Ryan, ACT Branch Secretary from Jon Stanhope, Chief Minister, ACT Government, 24 July 2008.

<sup>102</sup> Queensland Government, *Queensland Government Cleaning Contracts Undertake Sweeping Reform*, media statement, 2 September 2009.

<sup>103</sup> Ibid.

<sup>104</sup> P Caica, *Clean Start Means Fair go for Cleaners*, media release, 13 August 2009.

<sup>105</sup> Ibid.

<sup>106</sup> Tasmanian Government, *Treasurer's Instruction no. 1126 - Procurement of Cleaning Services*, July 2009.

<sup>107</sup> L Singh, MP, *A Clean Start for Cleaners*, media release, 15 June 2009.

<sup>108</sup> J Robertson, MP, *Minister Calls on NSW Opposition to back Protections for Cleaners*, media release, 19 May 2009.

<sup>109</sup> *Cleaners Working Conditions*, Full day Hansard transcript, Legislative Council, 19 May 2010.

<sup>110</sup> J Gillard, Deputy Prime Minister, speech to LHMU Tasmanian Branch Leaders Conference, 2 October 2009, viewed 31 May 2010, <[http://www.deewr.gov.au/Ministers/Gillard/Media/Transcripts/Pages/Article\\_091007\\_113800.aspx](http://www.deewr.gov.au/Ministers/Gillard/Media/Transcripts/Pages/Article_091007_113800.aspx)>.

<sup>111</sup> Clean Start Union Collective Agreement rate varies depending on each State and Territory but results in a single national rate as of 1/7/2012.

<sup>112</sup> Ibid.



Authorised by:  
Louise Tarrant,  
LHMU National Secretary,  
303 Cleveland St Redfern  
2016 NSW Australia