

MMS

McMillanShakespeareGroup

Accessibility and Inclusion Plan

March 2026 – 2028





Acknowledgement of Country

McMillan Shakespeare Group acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands where we live and work throughout Australia. We recognise and value their connection and ongoing contribution to land, water and community. We pay our respect to Aboriginal and Torres Strait Islander culture and to Elders past and present. We aim to work together with Aboriginal and Torres Strait Islander peoples to contribute towards a more inclusive Australia because everyone matters.



Artwork 'The Next Chapter'
by LaToya Kennedy

'The Next Chapter' represents McMillan Shakespeare's (MMS) second Reconciliation Action Plan (RAP) which reflects MMS' ongoing commitment to reconciliation between First Nations People and non-Indigenous Australians. This artwork has been created with a vision of telling MMS' reconciliation story.

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Message from our **Managing Director and CEO and CEO Plan and Support Services**

McMillan Shakespeare Group (MMS) acknowledges and celebrates the contributions made by people with disability to our organisation and society and the critical importance of providing equitable access to opportunities for people with disability and carers of people with disability to achieve their goals in life.

Our commitment to embed accessibility into the heart of all we do for our people, customers, clients and stakeholders is key to delivering our purpose and values. We wholeheartedly believe that there should be no barriers for our people, customers and community in being their true selves and the best versions of themselves.

In 2022 MMS released its first Accessibility and Inclusion Plan (AIP) which highlighted our proactive and long-term commitment to improving accessibility and inclusion for people with disability and carers of persons with disability. Our first Plan focused on establishing foundations for MMS to build upon and to embed accessibility and inclusion into the core of how we do business. We are pleased with the progress we have made and will take what we have learnt to further mature our approach and initiatives.

At MMS we recognise that societal barriers prevent people with disability fully participating in their communities and Australia's workforce. Through our Accessibility and Inclusion Plan, our Accessibility and Inclusion Working Group, our Plan and Support Services (PSS) products and services and our partnerships in the disability sector, MMS is looking at opportunities to remove physical and non-physical barriers.

We believe it's important for MMS to continue to improve accessibility and inclusion across MMS for our people, customers, clients and community. We strive to deliver practical and meaningful change and advocate for accessibility across MMS. We believe that everyone in our business has a role to play in accessibility and inclusion.

Our PSS business is part of the disability community through the provision of plan management and support coordination services to the participants of the National Disability Insurance Scheme (NDIS). In financial year 2025 (FY25) we grew our PSS customer base by 21.5% including the acquisition of My Plan Support which added



approximately 3,800 customers. In the same year we delivered over 64,500 hours in educational support for NDIS providers and our customers, helping them navigate the NDIS and achieve their plan goals.

We are extremely proud of our partnership with Jigsaw Australia, a social enterprise training and transitioning people with disability into mainstream employment. Our partnership, which commenced in 2022, provided work placement opportunities for Jigsaw trainees in various MMS teams. At the end of FY25 eight Jigsaw trainees had each completed a 20-day work placement, which helped to enhance the skills they gained at Jigsaw and apply those skills into a work environment. At the conclusion of the work placements the trainees shared that they were feeling more confident and motivated to seek permanent employment and that the skills they had learnt at MMS would help them in future employment opportunities. For our MMS team members, they developed a greater understanding of the benefits of a diverse and inclusive team and that any adjustments needed were achievable.

Moving into our second Accessibility and Inclusion Plan we recognise that we have more work to do to mature our approach to accessibility and inclusion. During our second Plan we will continue to focus on lifting the awareness, confidence and skills of our people to support people with disability. We will build on the policies, initiatives and advocacy developed during our first Plan to cultivate a safe, aware and disability-confident culture at MMS. By doing this, we believe, we will enhance the experience for others when engaging with MMS such as employee candidates, clients, customers and those that we partner with to deliver our products and services.

Our focus on accessibility and inclusion supports MMS' purpose to make a positive difference to people's lives. The Accessibility and Inclusion Plan is an important roadmap for MMS; however, we know the Plan is not an end point but an ongoing commitment and journey. We look forward to seeing the initiatives and actions set out in this Plan evolve and deliver benefits, not just within MMS but to the wider community.

Rob De Luca

Managing Director and Chief Executive Officer

Verity Gilpin

CEO Plan and Support Services

Message from **Australian Disability Network CEO**



Congratulations to McMillan Shakespeare (MMS) on launching their second Accessibility and Inclusion Action Plan. This milestone reflects MMS' commitment to creating a workplace and customer experience that is inclusive, accessible and equitable for people with disability.

Anchored in four strategic pillars — Governance, Our People and Premises, Our Clients and Customers and Our Partners — this Plan outlines how MMS will continue to remove barriers and drive meaningful, lasting change. Together, these pillars provide a strong foundation for embedding access and inclusion across the organisation in a structured and sustainable way.

We are proud to have supported MMS throughout its access and inclusion journey. This Plan has been shaped by meaningful consultation with employees with disability, carers, senior leaders and allies of people with disability. MMS also used the Australian Disability Network's Access and Inclusion Index as a key input to guide the development of this Plan, helping identify strengths, gaps and areas for action.

Led by the AIP Working Group and championed by senior leadership, this Plan includes practical actions to build disability confidence, strengthen inclusive recruitment and workplace practices and enhance the accessibility of customer interactions. Together, these efforts firmly position MMS to continue to mature its approach to disability inclusion.

We are proud to continue our partnership with MMS and look forward to the positive impact this Plan will have on employees, customers and the wider community, as we work together toward a more accessible, inclusive and disability-confident Australia.

A handwritten signature in black ink, which appears to read 'Amy Whalley'. The signature is fluid and cursive.

Amy Whalley

*Chief Executive Officer
Australian Disability Network*

Our Business

MMS is a provider of salary packaging, novated leasing, disability plan management, support coordination, asset management and related financial products and services.

MMS is publicly listed on the Australian Securities Exchange, trading as McMillan Shakespeare Limited (ASX:MMS). MMS employs a highly committed team of over 1,300 people across Australia and New Zealand and domestically manages programs for some of the largest public sector, corporate and charitable organisations.

We are guided by our purpose to make a difference in people's lives, with a vision to be the trusted partner, providing solutions that make complex matters simple.

MMS has offices and car yards throughout Australia and in New Zealand.



Our Brands

With nine brands across employee benefits, fleet management and disability support services, MMS operates three segments being:

Group Remuneration Services



Asset Management Services



Plan and Support Services



Our business strategy is underpinned by a firm commitment to sustainability and being a responsible, inclusive and low carbon business that delivers positive outcomes for our customers, employees, communities and shareholders.

At MMS, we strive to foster an engaged, connected and inclusive culture that gives our people rewarding careers and opportunities

to grow and succeed both professionally and personally. In 2024 we collaborated with our people to co-create our four key values.

Through these values we encourage behaviours that create a great place to work and drive better outcomes for our business and customers. Our values align with our approach and initiatives to support accessibility and inclusion.



Better Together



Customer Always



Everyone Matters



Strive for Greatness

Accessibility and Inclusion at MMS

With one in five Australians¹ with disability, people with disability are our family members, neighbours, friends and work colleagues. Disability can be visible or non-visible, with a higher prevalence of non-visible disability in Australia (80%).²

Disability can be inherited or acquired (due to illness or injury) and can be temporary or permanent. There are also many people in our community caring for others with disability. According to the Australian Bureau of Statistics (2022), there are now over three million carers in Australia – an increase from 10.8% in 2018 to 11.9% in 2024.³ We believe it's important for MMS to continue to improve accessibility and inclusion across MMS for our people, customers, clients and community and to advocate for full inclusivity.

MMS' purpose is to make a difference to people's lives. We aim to do this every day through the products and services we offer to our clients and customers and the way we deliver them. Our Plan and Support businesses work closely with the disability community, providing plan management and support coordination to NDIS participants across Australia.

When we launched our first Access and Inclusion Plan in 2022, three percent of our people identified as a person with disability through our Employee Engagement Survey. By 2024, this had increased to six percent.

Six percent of respondents also indicated they had caring responsibilities for relatives who were elderly, ill, or with disability.

Our employees with disability or who have caring responsibilities, responded that they are satisfied or very satisfied with the training, development and career progression they receive at MMS.

While this is positive, we acknowledge that in other areas of our Employee Engagement Survey our people with disability or who have caring responsibilities were below the overall score. Our second Accessibility and Inclusion Plan will focus on embedding initiatives from our first Plan to support our people and build on those foundations over the period of our second Plan.

One of the goals of our first [AIP](#) was to develop and formalise a Workplace Adjustment Policy and Procedure that is inclusive and considers the reasonable needs of all current and future employees. We achieved this in June 2023, which has helped create an environment where our people can thrive — reflecting our commitment to our value of Everyone Matters.

¹ [Australia's Disability Strategy 2021 - 2031: Disability in Australia](#)

² [Life Without Barriers: Understanding Invisible Disabilities](#)

³ [Disability, Ageing and Carers, Australia: Summary of Findings, 2022 | Australian Bureau of Statistics](#)

Michael Sattin, Plan Partners Support Coordinator shares how he balances his love of music and supporting participants on the NDIS.

Mick On Wheels as he is known by those that attend his music gigs around the country, Michael has worked for Plan Partners for three years as an experienced support coordinator and as Michael's stage name suggests, Michael uses a wheelchair.

“ I'm really busy with my music. Having Fridays off is amazing because I can focus on what I've got on for the weekend. I have a lot of Friday night gigs, so that time allows me to rest. When I come back to work on Monday, I can focus properly.

Michael Sattin

From Monday – Thursday Michael is dedicated to providing support to participants on the NDIS. From Friday to Sunday, he's Mick on Wheels, travelling around Australia playing music in pubs, at weddings and festivals. Our Plan Partners team have fostered a work environment where Michael can have a work-life balance working part-time to pursue his passion for music.

Mick on Wheels shared that he performs a range of genres from R&B, rock, soul and funk. He has performed at the Nepean Disability Expo in NSW, where he is the official ambassador and appeared on the TV show X-Factor and also performed at the 2022 National Rugby League Anzac Day game.

Pictured. Michael Sattin (Mick On Wheels).
Reproduced with permission.



Our vision for accessibility and inclusion

MMS is committed to creating and cultivating an environment and culture that support the needs of people with disability. By working together, we aim to foster an open, inclusive and disability aware workplace with accessible products and services and provide opportunities and pathways for people with disability to pursue and achieve their goals in life. We do this because we believe that everyone matters.

Our accessibility and inclusion journey

MMS was proud to release its first Accessibility and Inclusion Plan in 2022. Our aim was to build accessibility and inclusion into the core of how we do business and remove barriers experienced by people with disability in accessing our workplaces, products and services.

We recognise that enhancing accessibility and inclusion is a journey of continuous improvement. Our first AIP set out initiatives to establish foundations to build upon. We are pleased with what we achieved as part of our

first Plan and believe we have established a strong foundation from which to mature our approach to accessibility and inclusion. See our progress below against the focus areas of our first AIP.

Focus area	Progress
Governance	<ul style="list-style-type: none"> – Established AIP and Reconciliation Action Plan (RAP) Working Groups supporting MMS’ focus on accessibility, inclusion and reconciliation. – Appointed AIP Working Group Champion from MMS’ Executive Leadership team. – Completed Australian Disability Network’s Access and Inclusion Index.
People	<ul style="list-style-type: none"> – MMS staff participated in the Australian Disability Network’s Career Mentoring program to uplift their skills and disability confidence whilst supporting others. – Achieved Great Place to Work accreditation. – Celebrated International Day of People with Disability. – Lunch ‘n’ Learn sessions for our people, highlighting the voices and experiences of people with disability. – Provided all employees the opportunity to request a Personal Emergency and Evacuation Plan (PEEP) at any stage during their employment lifecycle. – Developed and launched an Employee Workplace Adjustment Policy and Procedure. – Disability Confidence Recruiter training for Talent Acquisition and People team members.
Customers	<ul style="list-style-type: none"> – Achieved Web Content Accessibility Guidelines (WCAG) 2.1 AA Compliance Certification for mmsg.com.au – Hearing Loop systems installed and available at MMS’ head office at Melbourne Central Towers. – Monitor customer feedback on the accessibility of our products and services through our Voice of the Customer research. – Developed an Accessibility and Inclusion Communication Guide for digital, print and media communications.
Partners	<ul style="list-style-type: none"> – Established a partnership with Jigsaw Australia, a social enterprise with the aim to transition people with disability into mainstream employment. – Onboarded eight Jigsaw trainees into work placement opportunities at MMS. – Became a member of Diversity Council of Australia.



Listen to Zoe Simmons discussing disability and leadership in the workplace



Accessibility and Inclusion Plan (AIP) Working Group

MMS' AIP Working Group aims to guide and drive internal initiatives which further MMS' commitment to developing and maintaining an accessible and inclusive workplace, products and services for people with disability and carers of persons with disability. The Working Group is responsible for the development, implementation and reporting of the MMS Accessibility and Inclusion Plan and championing initiatives that aim to build greater awareness of disability, accessibility and inclusion.

The Working Group meets monthly and has led the development of MMS' second AIP Plan. Some members of the Working Group have lived experience with disability or are carers of people with disability.

Our AIP Working Group champion is Verity Gilpin, CEO Plan and Support Services. Verity is a member of MMS' Executive Leadership Team and is passionate about supporting people with disability and their carers to achieve their life goals.

As MMS' AIP Working Group Champion, Verity is focused on helping to shape MMS' workplace and culture to be more accessible and is proud to be part of a group that is genuinely committed to creating a workplace that is diverse, inclusive and accessible.

As CEO of MMS' Plan and Support Services, Verity plays an integral role within the organisation to support our people to access resources, workspaces and information effectively, challenge biases and advocate for inclusive practices across MMS.

Verity is committed to strengthening and embedding accessibility into our workplace culture through our Accessibility and Inclusion Plan.

The AIP Working Group reports to MMS' Sustainability Committee which is chaired by the MMS CEO and Managing Director Rob De Luca and provides updates on progress and initiatives outlined in our AIP Plan. AIP Working Group members represent MMS' businesses and geographies across Australia to capture a broad range of perspectives and experiences.



Pictured. Damien Mortaud, Plan and Support Services customer and member of the Australian Steelers Wheelchair Rugby team. Reproduced with permission.



Working with our clients to support accessibility and inclusion

At MMS we are proud to support people with disability across our business through our products and services, partnering with our customers to build awareness about accessibility in the workplace and additional support we can provide through community activities such as volunteering and financial support.

Our PSS team partners with several PSS customers to help advance awareness and the conversation about the workplace and people with disability. Zoe Simmons award winning journalist, author and disability advocate regularly shares her experiences and tips for employers to be more accessible.

As a proud sponsor of the Australian Wheelchair Rugby, we are proud that one of our NDIS plan managed customers made his debut with the Australian Steelers Wheelchair Rugby team. Hear how Plan Partners supports Damien in his day-to-day life and what it means to him to be part of the team.

Our GRS team supports several of our clients in the health industry by organising and funding therapy dogs for employees. Therapy dogs in the work place can help to reduce stress levels and help to enhance staff morale. Being on the frontline in healthcare can be an exhausting and stressful workplace and by providing an opportunity for our clients employees to take a break out of their day to engage with the therapy dogs is a small contribution we can make to creating happier, healthier and more accessible work places.

Our AMS and GRS teams work closely with our clients to understand their fleet and employee needs when taking up a novated lease. Our teams work alongside their clients to arrange adjustments that may be required to vehicles to allow fleet drivers and employees to safely and comfortably access company provided vehicles and vehicles for personal use.

Our partnerships

Australian Disability Network

MMS has been a silver member of the Australian Disability Network (ADN) since 2021. MMS has participated in several ADN programs and initiatives to help build our internal awareness and capability to support our people and customers with disability. In 2024 MMS completed ADN's Accessibility and Inclusion Index, the results helped guide and shape the focus areas, actions and deliverables for this Plan.

In 2023 MMS participated in ADN's Career Mentoring program which pairs jobseekers who have disability with employees who support and guide jobseekers on their pathway to employment. We are proud to be participating in 2025 with a new cohort of MMS people, providing them with a unique opportunity to develop disability confidence and leadership skills.

Jigsaw Australia

In FY23 MMS entered a 2-year partnership with Jigsaw Australia. Jigsaw is a not-for-profit social enterprise that trains and transitions people with disability into mainstream employment. The aim of the partnership is to support people with disability enhance their skills and employment opportunities by participating in paid work placement programs at MMS. The partnership came to life in 2024 and 2025 with eight Jigsaw trainees joining various MMS teams for work placement programs. The trainees received on-the-job training, experience and support. Prior to completing their work placement we connected the trainees with team members to provide hands-on support updating their CVs and LinkedIn profiles to showcase the skills and experience they gained during their work placement at MMS. The partnership also provided opportunities for our people to participate in disability awareness training to help build their disability confidence.

In 2025 MMS proudly committed to a further 12-month partnership with Jigsaw Australia, extending our support to help develop job-ready skills for people with disability. MMS will onboard three Jigsaw trainees into longer term work opportunities (12 weeks) to provide real-life work experience, foster confidence and broaden the trainees skill sets to support transition to mainstream employment.

Wheelchair Rugby Australia

In 2025, we partnered with Wheelchair Rugby Australia through our Plan Partners brand. This partnership reflects our ongoing commitment to accessibility, inclusion and community empowerment. Together, we aim to increase awareness of adaptive sports, expand participation across the country and provide vital support to athletes, fans and families navigating the NDIS.

Our sponsorship of the 2025 Santos Wheelchair Rugby World Challenge - held in Adelaide from 29 May to 1 June - offered a high-impact platform to celebrate sporting excellence and deepen engagement with

the disability community. The event goes far beyond the game. The Rugby World Challenge is a celebration of community — a vibrant network of players, coaches, organisers, volunteers, families and supporters who bring it all to life. It's an opportunity to recognise and honour everyone who makes it all possible.

By working together with Wheelchair Rugby Australia, we aim to help break down barriers and build a future where everyone can participate, feel valued and reach their full potential.



Our second Accessibility and Inclusion Plan

MMS is committed to making MMS accessible and inclusive for our people, clients, customers and stakeholders.

Our second Accessibility and Inclusion Plan was developed by our AIP Working Group and drew heavily from the learnings of our first Plan, it incorporates results of our participation in the Australian Disability Network's Access and Inclusion Index and a review by the Australian Disability Network.

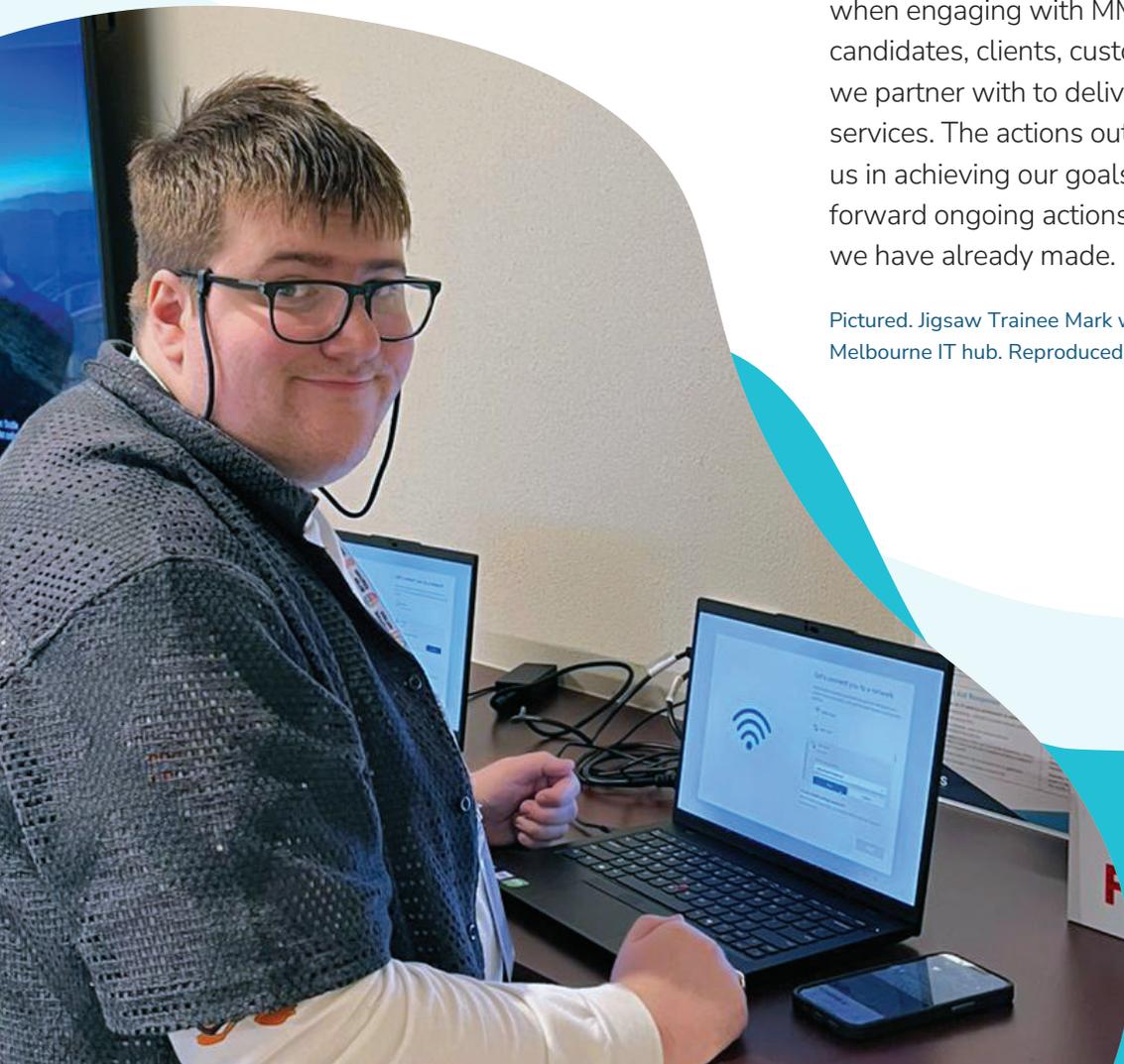
We have maintained the four focus areas from our first Plan; Governance, Our people and premises, Our clients and customers and Our partners, for continuity and to build on the progress we have made in these areas.

Following the completion of the Access and Inclusion Index in 2024 and learning of the results, the AIP Working Group agreed that the focus of our second AIP Plan should be on three key areas.

1. Uplifting the disability awareness, confidence and skills of our people.
2. Build upon the policies and initiatives of our first plan.
3. Cultivate a safe, aware and disability confident culture.

Having an internal lens, we believe, will help to enhance the experience for others when engaging with MMS such as employee candidates, clients, customers and those that we partner with to deliver our products and services. The actions outlined below will support us in achieving our goals. We have also carried forward ongoing actions to build on the progress we have already made.

Pictured. Jigsaw Trainee Mark working in MMS' Melbourne IT hub. Reproduced with permission.



Our focus areas and actions:

Governance

Action	When	Responsibility
Maintain a Working Group focused on accessibility and inclusion led by an Executive Leadership or Senior Leadership team member with a Terms of Reference to be reviewed biannually (every two years).	March 2026	Chief People Officer
Raise the profile of the AIP Working Group Champion, the Working Group and initiatives.	March 2026	AIP Champion AIP Secretariat / Head of Sustainability
Participate in Australian Disability Network's Access and Inclusion Index to independently measure the progress we have achieved in enhancing accessibility for people with disability.	July 2026	AIP Secretariat / Head of Sustainability

Our people and premises

Focus Area	Action	When	Responsibility
Premises	Continue to provide all employees the opportunity to request a Personal Emergency and Evacuation Plan (PEEP) at any point throughout the employment lifecycle.	Feb 2026, 2027, 2028	Chief People Officer / Manager Workplace Health and Safety
	<p>All new MMS corporate leased premises will include:</p> <ul style="list-style-type: none"> – Dimmable lighting in dedicated focus rooms / zoned areas for specific needs. – Hearing Loop Systems. – Automated doors to main entry point. – Accessible bathrooms on all floors. 	Dec 2026, 2027	Chief People Officer / Property Manager
Workplace adjustments	Promote and communicate Workplace Adjustment Policy with People Leaders and Onboarding program including annual ergonomic work from home assessment and adjustment requirements.	Feb 2026, 2027, 2028	Chief People Officer / Property and Workplace Health and Safety Manager
	<p>Develop and communicate pathway for our people to provide confidential feedback and experiences on accessibility and inclusion experiences at MMS.</p> <p>Feedback will be collated and shared with MMS' Executive Leadership Team for consideration on ways to improve employee experience at MMS.</p>	<p>March 2026, 2027</p> <p>Sept 2026, 2027</p>	Chief People Officer / Property and Workplace Health and Safety Manager

Focus Area	Action	When	Responsibility
Career development / Learning and development	<p>Develop the competence and confidence of our people leaders to better support people with disability with career development.</p> <ul style="list-style-type: none"> – Develop a Toolkit for People Leaders with all resources available to support our people. – Participate in Australian Disability Network’s Career Mentoring program. 	<p>May 2026</p> <p>2026 Spring program</p>	<p>Head of Communications / Head of Organisational Development and Capability</p> <p>Head of Sustainability</p>
	<p>Provide disability awareness and confidence training to our workforce.</p> <ul style="list-style-type: none"> – Expand training developed and delivered to our Plan and Support Services team to all MMS team members. 	<p>Oct 2026</p>	<p>CEO Plan and Support Services – AIP Working Group Champion / Head of Organisational Development and Capability</p>
	<p>Offer and provide reasonable alternative formats to ensure learning and development opportunities are accessible to employees with disability i.e. annual compliance training modules.</p>	<p>Oct 2026, 2027</p>	<p>Head of Organisational Development and Capability / Training Lead</p>

Focus Area	Action	When	Responsibility
Communications	Develop an Accessibility and Inclusion Communications calendar to build employee awareness and disability confidence throughout the year.	March 2026, 2027, 2028	AIP Working Group / Head of Communications
	Maintain an Accessibility and Inclusion internal SharePoint hub that is accessible and acts as a central repository for tools and resources for MMS people.	March 2026	Head of Sustainability
	Continue to increase representation of people with disability in our internal and external communications including marketing collateral.	July 2026	Head of Marketing Group Remuneration Services
	Continue to implement MMS' Accessibility Communications guidelines for digital, print and media communications.	Oct 2026 (ongoing)	Head of Communications
	Maintain WCAG 2.2 compliance for mmsg.com.au Achieve WCAG 2.2 compliance for Plan Tracker and Plan Partners, Maxxia and RemServ, Oly and Interleaving websites for new to market pages / content. Note: legacy pages will be transitioned to WCAG 2.2 compliance when appropriate.	March – Dec 2026 Jan – Dec 2027	Business marketing leads / Head of IT GRS and Service Delivery

Our clients and customers

Action	When	Responsibility
Consult with customers, our people and our partners on the accessibility of products and services to continually improve accessibility.	Ongoing	Design Manager
Engage with our Novated Leasing and Fleet Customers to facilitate adjustments required to vehicles for example to accommodate wheelchair users.	Ongoing	CEO Asset Management Services and CEO Group Remuneration Services
Continue to review Voice of the Customer feedback for accessibility challenges and report to the AIP Working Group twice a year.	April 2026, 2027 Oct 2026, 2027	Head of Design and CX Transformation
Continue to include a goal attainment question in Plan and Support Services quarterly Net Promoter Score (NPS) customer research and listening.	Quarterly	Head of Marketing, Plan and Support Services / Head of Design and CX Transformation
Provide training and resources to customer service teams / staff to equip them with the skills to engage with people with disability and confidently provide adjustment requests.	Oct 2026	General Manager Operations AMS Head of Customer Strategy and Operations GRS Head of Operations PSS

Our partners

Action	When	Responsibility
Continuously look for opportunities to engage with diverse suppliers i.e. Aboriginal and Torres Strait Islander led businesses, disability enterprises or female led businesses to support MMS' procurement strategy to work with diverse suppliers.	March 2026 (ongoing)	Head of Procurement
Maintain membership of Australian Disability Network.	May 2026, 2027	AIP Champion AIP Secretariat / Head of Sustainability
Implement partnership deliverables for our partnership with Jigsaw Australia.	June 2026	Head of Sustainability / Chief People Officer
Maintain membership of Hidden Disability Sunflower program.	Oct 2026, 2027	Head of Sustainability





Contact us

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Sustainability

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