

Innovate Reconciliation Action Plan

September 2025 - September 2027





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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 Cultures 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.

About the artwork and artist

LaToya Kennedy is a proud Ngunnawal and Wiradjuri woman - her grandmother is Ngunnawal from Yass, and grandfather is Wiradjuri from Cowra, both small country towns Central West NSW. LaToya was born on Wiradjuri Country in Cowra and grew up on Ngunnawal Country in Canberra and now resides on beautiful Dharawal Country in Wollongong NSW.

LaToya's art represents the strong, continuing connections and unique relationships that she has with country, land and community, and the respect for her culture and traditions. She gets her inspiration from her surroundings, recreating elements of Country and telling stories through symbolic representation. LaToya draws inspirations from her ancestors who have walked this land before us, and who have managed and maintained this land for tens of thousands of years.

'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. MMS plays a vital role in providing culturally safe and inclusive financial wellbeing solutions, including salary packaging, novated leasing, disability plan management, support coordination, asset management and more. The artwork embodies MMS' purpose - to make a difference to people's lives - and how reconciliation is key to making a difference for all Australians.

This artwork depicts the strong connections and support pathways that MMS provides across Australia and New Zealand (NZ). These pathways lead to better outcomes for customers, rewarding career opportunities and greater support for the wider community.

This artwork represents equality, respect, growth and prosperity between MMS' People, clients, customers, stakeholders and First Nations People and upholds MMS values of Better Together and Everyone Matters.

The large meeting place represents MMS' head office in Melbourne. Connection pathways linking to the six smaller meeting places represent interstate and international office locations - Chatswood, Gosford, Brisbane, Adelaide, Perth and Albany, NZ. Each vibrant colour depicted on the artwork represents MMS' group of brands and their unique personalities.

The waterway represents the Tasman Sea which is the marginal sea of the South Pacific Ocean situated between Australia and NZ. This waterway connects the MMS Melbourne and NZ offices.

The people symbols sitting on the connecting pathways represent MMS people, clients, customers, partners and stakeholders. They are working together to advance reconciliation and create positive outcomes for Aboriginal and Torres Strait Islander communities.

The handprint, footprints and animal tracks represent people, culture and country, and represent us on our journey keeping song, dance and culture alive with a spiritual connection to our ancestors and The Dreaming.

This artwork demonstrates connections and unique relationships that Aboriginal and Torres Strait Islander people have with the country and land and respect for their traditions and culture.



'The Next Chapter' created by LaToya Kennedy





Message from our Managing Director and CEO



I'm proud to officially present the second stage of McMillan Shakespeare's (MMS) Reconciliation Action Plan (RAP): Innovate.

MMS is a provider of salary packaging, novated leasing, disability plan management, support coordination, asset management and related financial products and services. As an industry leader, we believe we have a responsibility to actively support all dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity and historical acceptance.

Our journey with Reconciliation Australia began in 2022 with the launch of our Reflect RAP. It has been a transformative period for MMS, as we built the foundations of cultural competency and identified opportunities to promote reconciliation within our sphere of influence, particularly with our people.

Our Innovate RAP signifies that these foundations are now established and we're ready to lift our commitment. MMS will spend the next two years working towards the milestones outlined in this RAP. These include strengthening our

relationships with First Nations' stakeholders, taking proactive steps to support First Nations employment and providing more opportunities for current employees to engage in First Nations cultures as well as continuing to embed the foundations we established during our Reflect RAP.

Our Innovate RAP will help guide us to responsibly use our influence within the industries in which we operate to positively advance reconciliation. MMS' purpose is to make a difference to people's lives and we can't achieve this purpose without considering how we can have a positive impact on the lives of Aboriginal and Torres Strait Islander Peoples.

For me personally, reconciliation is about facilitation of breaking down barriers and the bringing together of First Nations Peoples with non-Indigenous Australians. It's about listening to First Nations Peoples, learning from their cultures and histories and eventually achieving equality and equity for First Nations Peoples.

Thank you to everyone who has supported MMS' RAP program so far, including our RAP Working Group, Executive Leadership Team, Board, external advisors, suppliers, clients and our people. I would especially like to thank our First Nations employees and consultants who have generously provided their knowledge and lived experience.

We're excited for this next step in our reconciliation journey and to continue growing our cultural understanding – as individuals and as an organisation.

A handwritten signature in blue ink, appearing to read 'Rob De Luca'.

Rob De Luca

Managing Director and
Chief Executive Officer

Statement from Reconciliation Australia

First Innovate RAP

Reconciliation Australia commends McMillan Shakespeare Group Limited on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for MMS to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, MMS will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander Peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MMS is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention and transformed it into action.



Implementing an Innovate RAP signals MMS readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations MMS on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

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 (1,335 in Australia, 9 in New Zealand¹) and domestically manages programs for some of the largest public sector, corporate and charitable organisations. In our 2024 Employee Engagement Survey, of our people that completed the survey 23 identified as First Nations Peoples.

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

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

- Melbourne, Victoria on the lands of the Wurrundjeri Woi Wurrung People of the Eastern Kulin Nation
- Laverton North, Victoria on the lands of the Bunurong and Wadawurrung People
- Chatswood, New South Wales on the lands of the Cammeraygal People
- Erina, New South Wales on the lands of the Garingai People
- Gosford, New South Wales on the lands of the Darkinyung People
- Brisbane, Queensland on the lands of the Turrbal People
- Perth, Western Australia on the lands of the Whadjuk Nyoongar People
- Adelaide, South Australia on the lands of the Kaurna People
- Albany, Aotearoa New Zealand

¹ Total employee numbers as at 30 June 2025.



Our Brands

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

- Group Remuneration Services (Maxxia, RemServ, Oly, Onboard Finance)
- Asset Management Services (Interleasing, Just Honk)
- Plan and Support Services (Plan Partners, Plan Tracker, My Plan Support)



We work with a network of over 700 direct suppliers and engage with other providers to deliver products and services to our customers and clients.

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 its 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 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 reconciliation.



**BETTER
TOGETHER**

We work together to do the right thing and deliver better outcomes



**EVERYONE
MATTERS**

We care for each other and value each person's unique contribution



**CUSTOMER
ALWAYS**

We know our reason for being and go above and beyond



**STRIVE FOR
GREATNESS**

We act with integrity, pursue excellence and constantly raise the bar

Our vision for reconciliation

As an Australian business with a proud history of making a difference in people's lives, our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander Peoples have equitable access to opportunities to participate in the social, cultural, economic and political fabric of our country and are empowered to achieve the outcomes they want in life.

We know that we're all better together. Our aim is to understand what's most important to Aboriginal and Torres Strait Islander Peoples by actively listening to and collaborating with First Nations Peoples and organisations. We hope to cultivate respect and meaningful opportunities for First Nations Peoples within MMS and through our client, customer and stakeholder relationships. We aim to contribute towards a more inclusive Australia because we believe everyone matters.

Our Reconciliation Action Plan

We believe that MMS can help advance reconciliation in several ways.

Access to our products, including salary packaging, novated and fleet leasing, plan management and support coordination, can support better financial and social outcomes for our customers. As a trusted partner for many Australian organisations and individuals, we recognise the importance of providing accessible, inclusive and culturally responsible products and services for First Nations customers.

As a large employer of skilled workers across Australia, we aim to create inclusive employment opportunities for Aboriginal and Torres Strait Islander Peoples within our business and leverage our procurement spend to support First Nations businesses.

Our Innovate RAP

Our Innovate RAP commits us to continue to build and strengthen relationships with Aboriginal and Torres Strait Islander Peoples over the term of Innovate as well as identify opportunities within our sphere of influence for collaboration.

It will contribute towards several strategic objectives at MMS:

- **Business strategy:** Building respectful relationships with First Nations stakeholders and like-minded partners is an important part of delivering MMS' commitment to be a trusted partner to our customers and clients. This allows us to better understand and serve the needs of Aboriginal and Torres Strait Islander customers and support them in achieving their self-determined goals and aspirations.
- **Sustainability strategy:** Reconciliation, human rights, diversity and inclusivity are core to our social sustainability goal of creating better outcomes for our customers and communities.
- **People and Culture strategy:** Being an Employer of Choice is a key focus for our People Enablement Strategy, which has a focus on diversity, equity and inclusion. Our Innovate RAP will help guide us to continue fostering an inclusive and culturally safe workplace for Aboriginal and Torres Strait Islander employees and candidates, as well as non-Indigenous employees.



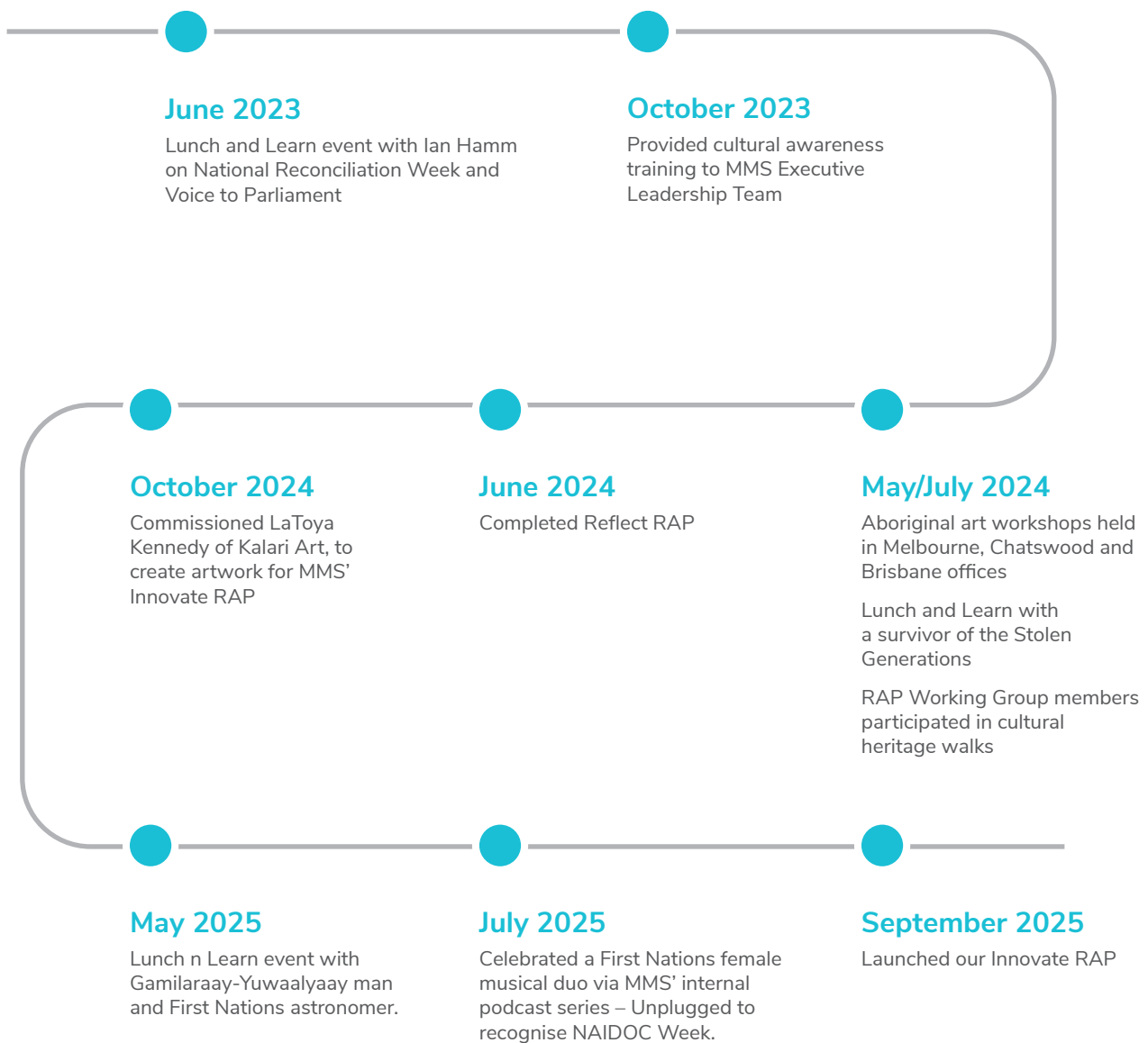


Our reconciliation journey

We commenced our reconciliation journey with the launch of our Reflect RAP in 2022. The Reflect RAP was an important first step to build a strong foundation from which to drive reconciliation action, both within MMS and through our stakeholder relationships.

Through our Reflect RAP, we began to provide cultural education and awareness for our employees, understand our sphere of influence, implement cultural protocols and start building relationships with Aboriginal and Torres Strait Islander stakeholders.





Highlights and key achievements

Through our Reflect RAP program, MMS implemented several initiatives to help our people and stakeholders engage with Aboriginal and Torres Strait Islander cultures and reflect these within the broader MMS culture to cultivate respect and recognition.

- Developed an Aboriginal and Torres Strait Islander Cultural Protocols Guide to support our people to communicate respectfully with First Nations Peoples and understand and observe cultural protocols, including Welcome to Country and Acknowledgement of Country.
- Integrated cultural protocols such as Acknowledgement of Country into significant internal and external meetings i.e. investor briefings, client presentations, internal conferences. In 2022, the MMS Senior Leadership Conference, held in the Yarra Valley, Victoria on the lands of the Wurundjeri people began with a Wurundjeri Elder conducting a Welcome to Country ceremony.
- Helping our people learn about the traditional lands on which we work. In 2023 we developed an internal communications and educational series called “Know Your Country” to enhance our employees’ awareness and understanding of local Traditional Owners and their histories, where our offices are located throughout Australia.
- Participating and acknowledging National Reconciliation Week (NRW) and NAIDOC Week, using these significant events as opportunities to build our peoples’ cultural understanding of our shared history, contemporary issues faced by First Nations Peoples and connect with First Nations stakeholders.
- Aboriginal and Torres Strait Islander art workshops were held in Melbourne, Chatswood and Brisbane during NRW and NAIDOC 2024, giving our people an immersive experience and opportunity to learn about their local First Nations cultures and engage in creating artwork with First Nations symbols.
- Lunch and Learn webinars giving our people the opportunity to hear directly from First Nations Peoples on their experience of being a survivor of the Stolen Generations and work to support young Aboriginal and Torres Strait Islander Peoples in the out-of-home system, to providing education to our people on the Indigenous Voice to Parliament and its significance for many First Nations Peoples.
- Membership with Supply Nation assists us in procuring from First Nations businesses for services such as food and beverages, flu vaccinations and artists. We recognise the opportunities to increase our procurement, where we can, with Aboriginal and Torres Strait Islander businesses through our membership with Supply Nation.

- Greenfleet tree planting events on traditional lands. Each year our people participate in tree planting events through our carbon offset partner Greenfleet, an environmental not-for-profit organisation. Greenfleet works to restore legally protected ecosystems and their events generally include a Welcome to Country from the local Traditional Owners. Our team have attended events across Australia, including:

- On the lands of the Ngarrindjeri people in South Australia
- On Boonwurrung Country in Strzelecki Victoria
- On Dharawal Country in NSW, restoring the Turpentine Ironbark Forest
- On Kabi Kabi Country in the Yurol Ringtail Forest in Queensland's Noosa Hinterland our people helped restore native ecosystems. In total, Greenfleet is restoring approximately 900-hectares through this project to create vital habitat for endangered koalas and delivering social and cultural benefits for Traditional Owners.

By listening to the voices and stories of First Nations Peoples about their experiences we will continue to build our understanding of our shared histories and how we can work collectively to build a better future.



Diversity and inclusion

Through our Diversity, Equity and Inclusion Policy, MMS is committed to equity and inclusion in all aspects of our employment practices. Our programs such as the RAP and our Accessibility and Inclusion Plan (AIP) aim to shape a culture of understanding and inclusion and remove barriers to accessibility, equity and opportunity. Our RAP helps to create a more inclusive and culturally safe workplace for First Nations Peoples.

MMS' internal series named This Is Me launched in 2023, it provided a platform for our people to share personal stories and lived experiences. This series featured some of our Aboriginal and Torres Strait Islander employees, giving MMS employees the opportunity to understand their circumstances and perspectives.

We seek to understand what's important to our First Nations employees through our annual employee engagement survey. We invite our people to voluntarily share with us if they identify as a First Nations person. The information is used to understand the number of employees that identify as First Nations Peoples and develop ways to enhance their experience at MMS.

Our 2024 employee engagement pulse survey revealed that, of the respondents to the survey, 23 employees identified as First Nations Peoples. This group collectively had a sustainable engagement score of 80, which was higher than the MMS Group engagement score of 77. The survey also identified several areas where we can improve the experience for First Nations Peoples working at MMS such as, working relationships, communication, inclusion and diversity.

Supporting the work of our clients

MMS supports the important work and programs of our clients and customers, by taking part in activities such as fundraisers, sponsorship of conferences and events, staff reward recognition and development programs.

As part of our Innovate RAP actions and deliverables we will explore ways to increase accessibility to our products and services to Aboriginal and Torres Strait Islander Peoples with the aim of supporting improved economic and social outcomes.



Our learnings

Over the past two years, we are proud of the Reflect RAP initiatives that have been collectively delivered by our RAP Working Group and employees across MMS. Many of our employees have demonstrated an interest to learn about First Nations Peoples, their cultures and histories and the role they can play in supporting reconciliation.

A key learning for us during this time is the importance of continuing to engage and share learnings with our people and partners to inspire participation, embed RAP initiatives into our everyday practices and develop commitments and actions that are sustainable. Our Reflect RAP helped us to build greater cultural awareness, establish important cultural foundations and connect with First Nations stakeholders.

To advance our reconciliation efforts, we will seek to further engage and educate our employees, including those responsible for employment, procurement and customer/client relationships to actively consider and incorporate RAP initiatives into day-to-day activities. Engaging with our external partners that have their own reconciliation objectives, such as our clients and suppliers, can help us develop collaborative strategies to support mutual reconciliation objectives. We also aim to continue to build new and strengthen existing connections with our First Nations stakeholders to inform our future actions in this space.

Listening to First Nations voices

First Nations stakeholders that we have engaged throughout our Reflect RAP, from our own employees to Elders, external cultural advisors and trainers, speakers and suppliers have all played an influential role in shaping our cultural understanding and informing how we implement reconciliation activities. Through these engagements, we have seen the diversity of experiences and perspectives that exist among Aboriginal and Torres Strait Islander Peoples and communities. We respect Aboriginal and Torres Strait Islander Peoples' right to self-determination and recognise the importance of continuing to listen to diverse First Nations voices and work in collaboration with First Nations stakeholders to make our efforts meaningful. Some of the themes that have arisen during these engagements include:

- Provide more opportunities for our people to learn about our shared history and Aboriginal and Torres Strait Islander cultures.
- Aboriginal and Torres Strait Islander Peoples want to work together with non-Indigenous Australians towards reconciliation and a more inclusive Australia.
- Communicate with internal stakeholders outside of National Reconciliation Week and NAIDOC Week on reconciliation initiatives and RAP program of work.
- The importance of creating a culturally safe environment for Aboriginal and Torres Strait Islander employees, clients, customers and respective new hires in recruitment.

Throughout this RAP, MMS will endeavour to implement reconciliation initiatives that are collaborative and guided by input and advice from Aboriginal and Torres Strait Islander Peoples as well as address the above themes such as providing cultural awareness training to our people in customer facing roles.



Reconciliation is a journey

In implementing our Reflect RAP, we have learned that reconciliation is a journey, requiring time and persistence to drive meaningful change within our organisation. This includes building our employees' awareness of First Nations cultures and shared histories, creating a culturally safe workplace, understanding opportunities within our business and building meaningful relationships with First Nations stakeholders.

The Innovate RAP gives us the opportunity and a framework to continue the conversation with Aboriginal and Torres Strait Islander Peoples and organisations, our own employees and like-minded partners on how we can collectively advance reconciliation efforts and create sustainable change within our organisation.



Our RAP Working Group

MMS' RAP Working Group was established in 2021 and aims to lead MMS' RAP program by learning, championing and engaging our people in reconciliation initiatives. It is responsible for implementing reconciliation activities within the Group and delivering our RAP commitments.

The Working Group meets regularly and has led the development of this Innovate RAP and will be accountable for the implementation of its deliverables. One member of the Working Group identifies as an Aboriginal person. Over the next two years, MMS aims to welcome more First Nations employees to our RAP Working Group.

In 2023, members of our RAP Working Group and our Executive Leadership team participated in First Nations cultural awareness training. The training programs was delivered by an Aboriginal consultancy, covering topics from First Nations histories, identities and cultures, government policies, Stolen Generations, intergenerational trauma and the importance of truth-telling. This learning opportunity reaffirmed the rationale for and importance of our RAP program and inspired our leaders to actively support reconciliation initiatives at MMS.

Our RAP Working Group Champion is Donna McLaren. Donna is Regional Manager - Client Relationships and a member of the Senior Leadership team at MMS. She chairs the RAP Working Group and is responsible for championing reconciliation both internally and externally. MMS' RAP Working Group is a subset of MMS' Sustainability Committee chaired by the CEO and Managing Director. The RAP Working Group reports to the Sustainability Committee and provides updates on the RAP progress and initiatives to the Sustainability Committee and MMS' Executive Leadership team.



RAP Working Group members are listed below and includes representatives from different parts of our business and geographies across Australia to capture a broad range of perspectives and experiences.

Regional Manager, Client Relationships

Group Remuneration Services (RAP Champion)
Melbourne, Victoria

Head of Sustainability

MMS
Melbourne, Victoria

Senior Communications Specialist

MMS
Melbourne, Victoria

Regional Manager, Client Relationships

Group Remuneration Services
Perth, Western Australia

Team Leader, Accounts

Plan and Support Services
Gosford, New South Wales

Operations Manager, Novated Leasing

Group Remuneration Services
Adelaide, South Australia

National Complaints, Customer Support & Compliance Manager

Group Remuneration Services
Melbourne, Victoria

Head of Design & CX Transformation

MMS
Melbourne, Victoria

Contract Manager, Client Relationships

Group Remuneration Services
Brisbane, Queensland

Ultimate responsibility for implementation of each deliverable under this RAP has been assigned to selected members of MMS' Executive Leadership Team and/or an MMS Senior Leader.





Relationships

We are a business built on building and maintaining strong relationships, underpinned by our value that we are better together. Building strong relationships with Aboriginal and Torres Strait Islander Peoples is important to MMS, because in doing so, we can engage our people, customers, clients and partners to take collective action towards reconciliation.

Action	Deliverable	Timeline	Responsibility
01 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2025	RAP Working Group Champion / RAP Working Group
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2025 (development) March 2026 (implementation)	RAP Working Group Champion / RAP Working Group
02 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May – June 2026, 2027	Chief People Officer / Head of Corporate Communications
	RAP Working Group members to participate in an external NRW event.	May – June 2026, 2027	RAP Working Group Champion / RAP Working Group
	Encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May – June 2026, 2027	Chief People Officer / Head of Corporate Communications
	Organise at least one internal NRW event each year.	May – June 2026, 2027	Chief People Officer / Head of Corporate Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May – June 2026, 2027	Chief People Officer / Head of Corporate Communications
03 Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	October 2025	Chief People Officer
	Maintain an active RAP Hub on our intranet to share information and resources related to our RAP with all employees.	July 2026	Chief People Officer / Head of Sustainability
	Communicate our commitment to reconciliation publicly.	July 2026	Managing Director and CEO / Head of Corporate Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2026	CEOs Asset Management Services (AMS), Group Remuneration Services (GRS) and Plan and Support Services (PSS)

Action	Deliverable	Timeline	Responsibility
03 Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations and other like-minded organisations, including clients and NDIS service providers, to develop innovative approaches to advance reconciliation.	July 2026	CEOs AMS, GRS and PSS
	Share opportunities with staff about First Nations organisations they can volunteer with as part of our volunteering program.	July 2026	Chief People Officer / Head of Sustainability
04 Promote positive race relations through anti-discrimination strategies.	Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2026	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on the anti-discrimination provisions within our Equal Opportunity Policy.	October 2025	Chief People Officer
	Educate senior leaders on the effects of racism.	January 2026	Chief People Officer



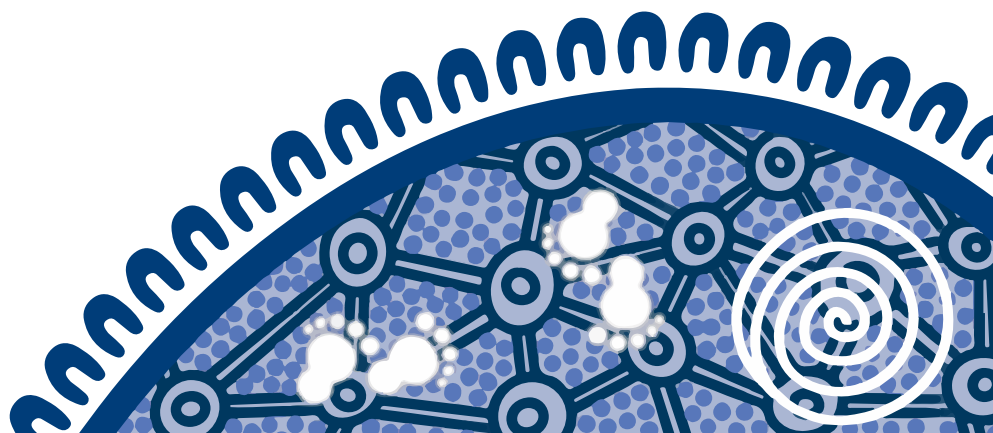


Respect

We believe that recognition and respect for First Australians is core to our corporate value that everyone matters and supports our vision of being a trusted partner to Australian organisations. We are committed to continuing our learning about Aboriginal and Torres Strait Islander Peoples, their histories and cultures. This understanding will support our company culture, guide our interactions with stakeholders and the decisions we make at MMS.

Action	Deliverable	Timeline	Responsibility
05 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	January 2026	Chief People Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2026	Chief People Officer
	Develop, implement and communicate a cultural learning strategy document for our employees.	July 2026	Chief People Officer / Head of Corporate Communications
	Continue to provide opportunities for RAP Working Group members, People, Culture and Communications and other key leaders to participate in formal and structured cultural learning.	July 2026	Chief People Officer
	Provide cultural awareness training to customer facing roles.	July 2026	Head of Organisational Development and Capability
06 Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2026	Chief People Officer / RAP WG / Organisational Development and Capability
	Continue to communicate the MMS cultural protocols documents with employees, including protocols for Welcome to Country and Acknowledgement of Country.	October 2026	Chief People Officer / RAP WG / Head of Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026	CEO / Executive Leadership Team (ELT)
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026	CEO / ELT / MMS Board

Action	Deliverable	Timeline	Responsibility
07 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2026 & 2027	RAP Working Group Champion / RAP Working Group
	Review People & Culture policies and procedures to remove barriers to employees participating in NAIDOC Week.	March 2026, 2027	Chief People Officer / CEOs AMS, GRS and PSS
	Promote and encourage participation in external NAIDOC events to all employees.	First week of July 2026 & 2027	Chief People Officer / Head of Corporate Communications
08 Increase recognition of Aboriginal and Torres Strait Islander cultures by increasing their visibility within our offices and stakeholder interactions	Provide uniforms and merchandise (as appropriate and required) reflecting our Innovate RAP artwork to client services and key leadership teams.	December 2025	RAP Working Group Champion / Head of Sustainability
	Implement First Nations story boards at MMS offices to share topics and stories relevant to Aboriginal and Torres Strait Islander Peoples of the local lands.	July 2026	Head of Sustainability / Head of Property





Opportunities

We aim to grow Aboriginal and Torres Strait Islander participation throughout our business, by working with relevant stakeholders to create meaningful opportunities through employment, supplier diversity and partnerships. This will promote greater diversity, inclusivity and employee value proposition at MMS and help us deliver better services and outcomes for First Nations customers.

Action	Deliverable	Timeline	Responsibility
09 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	Chief People Officer / Head of Organisational Development and Capability
	Engage with Aboriginal and Torres Strait Islander employees to consult on our talent acquisition, retention and career development strategy.	December 2025	Chief People Officer / Head of Organisational Development and Capability
	Develop and implement an Aboriginal and Torres Strait Islander talent acquisition, retention and career development strategy.	March 2026	Chief People Officer / Head of Organisational Development and Capability
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Chief People Officer / Head of Organisational Development and Capability
	Review People & Culture and talent acquisition procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Chief People Officer / Head of Organisational Development and Capability





Action	Deliverable	Timeline	Responsibility
10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2025	CEO AMS / Head of Procurement
	Maintain Supply Nation membership.	October 2025, 2026, 2027	Chief People Officer / Head of Sustainability
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	CEO Asset Management Services / Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses that align with MMS' procurement needs.	July 2026	CEO AMS / Head of Procurement
11 Increase access to our products and services to Aboriginal and Torres Strait Islander Peoples to support improved economic and social outcomes.	In consultation with Aboriginal and Torres Strait Islander stakeholders identify opportunities, to enhance access to our products and services for First Nations Peoples.	February 2027	Chief Transformation Officer
	Implement identified enhancements where possible, to ensure our products and services are equitable and culturally safe.	February 2027	Chief Transformation Officer



Governance

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July 2027	CEOs AMS, GRS and PSS / RAP Working Group Champion
	Apply the Terms of Reference for the RAP Working Group.	July 2026	RAP Working Group Champion
	RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	July 2026	RAP Working Group Champion
13 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2027	CEOs AMS, GRS and PSS / RAP Working Group Champion
	Engage our senior leaders and other employees in the delivery of RAP commitments.	July 2026	RAP Working Group Champion
	Continue to maintain appropriate systems to track, measure and report on RAP commitments.	July 2026	RAP Working Group Champion / Head of Sustainability
	Maintain an internal RAP Champion from Senior Leadership Team.	December 2025	Chief People Officer





Action	Deliverable	Timeline	Responsibility
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025, 2026 & 2027	Head of Sustainability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025 & 2026	Head of Sustainability
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025 & 2026	Chief People Officer / Head of Sustainability
	Report RAP progress update to the Sustainability Committee bi-annually.	October 2025 & 2026, May 2026 & 2027	Chief People Officer / RAP Working Group Champion
	Publicly report our RAP achievements, challenges and learnings, annually as part of our annual reporting suite of reports.	August 2025 & 2026	Head of Sustainability / Head of Corporate Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	January 2026	Head of Sustainability
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2027	RAP Working Group Champion / Head of Sustainability
15 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Head of Sustainability

For more information or any questions about MMS' RAP please contact us at sustainability@mmsg.com.au

MMS' RAP Innovate document was designed by Jay Hobbs Creative Director and Founder of Smyth Studios an Indigenous-owned graphic design agency



MMS

McMillanShakespeareGroup

Contact Us

McMillan Shakespeare Limited
ABN 74 107 233 983
AFSL No. 299054

Head Office
Level 21, 360 Elizabeth street,
Melbourne Victoria 3000
Telephone: +61 (0) 3 9097 3000
mmsg.com.au

Sustainability
Sustainability@mmsg.com.au

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