

INNOVATE RECONCILIATION ACTION PLAN

MENZIES FACILITY SERVICES



Relationships



Respect



Opportunities



Governance

MAY 2024 – MAY 2026



A MESSAGE FROM OUR CEO

MENZIES' VISION FOR RECONCILIATION

Our vision for reconciliation affords equal opportunities to all. Menzies will ensure that Aboriginal and Torres Strait Islander peoples feel welcome in our businesses as employees, customers, suppliers and visitors.

We will know that we have succeeded when we have a workplace that reflects the diversity of the communities we serve.

I acknowledge the Traditional Custodians of this land, and pay my respects to the Elders past, present and future for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

Our second Innovate RAP has been developed to increase awareness of Aboriginal and Torres Strait Islander peoples and cultures by providing a foundation for our business to make a strong contribution to advancing reconciliation. The RAP is everybody's business.

Serious commitment is required across Menzies to provide ongoing promotion, direction and achievement through the life of the strategy. The knowledges, skills and experiences of Aboriginal and Torres Strait Islander peoples provide a rich learning environment for us all and contribute to improving the design and delivery of better customer services and experience.

The diverse skills of Aboriginal and Torres Strait Islander peoples contribute positively to our services, regardless of our customer base. Our employment of Aboriginal and Torres Strait Islander people contributes across a range of positions providing valuable cultural insight for all customers of services. As part of our collaborative approach, we will engage First Nations employees in the planning and delivery of our services.



Greg Springall | CEO
Menzies International (Aust) Pty Ltd

A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends Menzies International on the formal endorsement of their second Innovate Reconciliation Action Plan (RAP).

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

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. Menzies International continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Menzies International will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Menzies International using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Menzies International to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Menzies International will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Menzies International's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Menzies International on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION & VALUES



Maintain, develop, and grow long term sustainable partnerships with our employees and clients by ensuring transparency, quality, safety and environmental awareness in our service delivery across Australia. Together with our 50+ years' experience within the cleaning industry, our growth and business strategy will be one driven from contemporary methodologies through technology advancement and our continual commitment to the environment through our Environmental, Social and Governance targets and objectives.

S	SAFETY IN EVERYTHING WE DO At Menzies, all employees are dedicated to creating a culture which promotes a safe working environment for our people and our clients.
T	TEAM COLLABORATION AND RESPECT Regardless of position or department we are one team working towards our vision and we celebrate our success.
E	ENVIRONMENT AND SUSTAINABILITY Menzies is committed to always looking for Sustainable ways to do business which respects the Environment, both physically and from a well-being perspective.
E	EXCEPTIONAL CUSTOMER SERVICE We will always provide exceptional customer service to each of our clients and go that extra mile to make them feel special.
P	PEOPLE, PASSION & PRIDE We are passionate about and take pride in our people and foster an environment which creates a great place to work and new innovative ways to do business. Equally, we are passionate about our business, our brand and what we do.

OUR BUSINESS



CLEANING & FACILITY SERVICES

Menzies provides end-to-end facility management solutions to major government and private sector clients.

Services include:

- Commercial & industrial cleaning
- Grounds maintenance
- Waste and environmental management services
- Hygiene & Pest services
- Other related soft services.

Menzies offers the flexibility and innovation that only a family business can provide. Servicing private and Government sectors, Menzies is dedicated to customer service and committed to expansion throughout Australia.

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Menzies continues to evolve and expand in new markets through innovation and continuous improvement, measured against benchmarks for quality, safety & risk management, customer satisfaction and environmental sustainability.

CORPORATE SOCIAL RESPONSIBILITY: Our Management System incorporates sustainability training programs. Menzies provides end-to-end property management solutions Australia-wide and is flexible to meet customer needs.

Improving our social and sustainability performances are priorities for Menzies.

ECOVADIS – Following two EcoVadis audits (2022 and 2023), Menzies' corporate social responsibility improvements were acknowledged with bronze status and we are currently undergoing our third assessment for 2024. EcoVadis is an international ratings platform assessing social responsibility and sustainable procurement.

ESG PLAN – Based on the results of the first EcoVadis audit in 2022, Menzies partnered with KPMG to create a formal Environmental Social Governance (ESG) plan, with set measurable targets benchmarked against our industry peers, and timelines to drive further improvements.

EMITWISE – In 2023 Menzies began using Emitwise's online carbon accounting platform to calculate our direct and indirect emissions and identify opportunities to 'decarbonise' our business and broader supply chain. Over the life of the AGL contract, Emitwise will allow Menzies to isolate data about the carbon emissions our operations create specifically for your contract.

OUR BUSINESS (CONT.)

Established in 1969, Menzies International (Aust.) Pty Ltd is one of Australia's largest privately-owned facility services companies, with a workforce of 2,500+ personnel nationally and annual turnover > \$100+ million. The cleaning teams are managed and supported by a full team of subject matter experts in human resources, workplace health and safety, finance, environmental sustainability, quality management and administration.

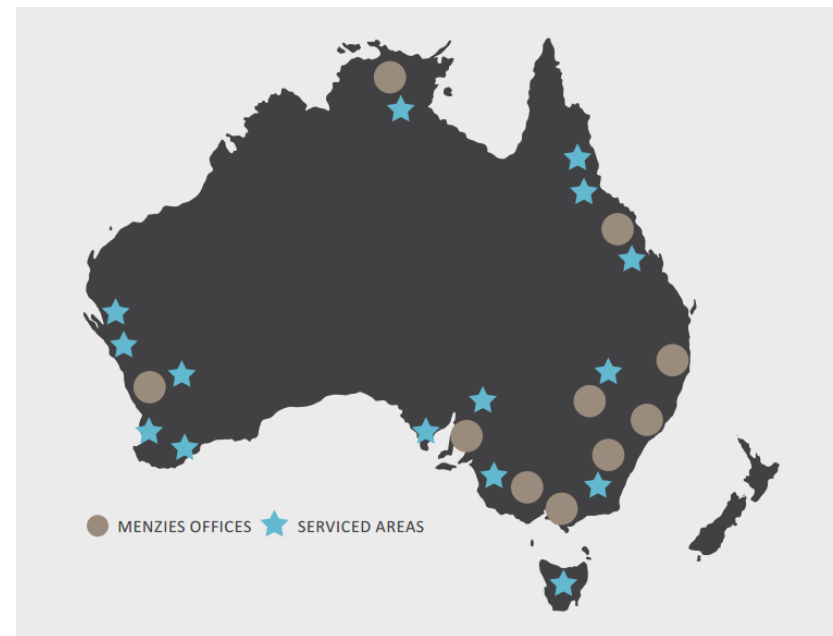
CURRENT INDIGENOUS EMPLOYEES

Menzies currently employs 108 Aboriginal and/or Torres Strait Islander employees.

OPERATING CAPACITY & TRANSPARENCY

Menzies operates 10 offices in all states and territories and has a far-reaching capacity to help address our vision.

We are a CAF 3 Star prequalified contractor. The Cleaning Accountability Framework is committed to improving labour practices in the cleaning industry by working with all stakeholders in the supply chain – cleaners, tenants, contractors, property owners, facility managers, unions and investors. It is a guarantee for our staff and clients as to the legality and ethics of Menzies' operations.



OUR RAP



OUR RAP

The Reconciliation Action Plan (RAP) program is Reconciliation Australia's flagship program which was developed to provide a framework for organisations to realise their vision for reconciliation. Our RAP is the overarching document for First Nations engagement strategies and sets out what we have done on the past and what we intend to do to drive our businesses towards our still current goal of a workplace that reflects the diversity of the communities we serve.

It is Menzies second Innovate RAP, in which we try to embed key learnings from the period of the company's first Innovate RAP. Menzies aims to make further progress towards reconciliation and to strengthen our relationships with Aboriginal and Torres Strait Islander peoples and communities.

Menzies continues to be a strong advocate in creating a more tolerant, respectful society and we want to continue to assist Australian businesses and organisations to build relationships, respect and grow opportunities together with Aboriginal and Torres Strait Islander peoples to allow the mutual benefits. Menzies sees the second Innovate RAP as the means to incorporate knowledge gained since the first RAP to further drive social change and to make a difference in our everyday business dealings with our clients and suppliers alike.

ACHIEVEMENTS AND SUCCESSES

Deliverables to improve First Nations peoples' employment within the company have been achieved; Menzies has attracted more Aboriginal and Torres Strait Islander team members which resulted in an outcome of an increase from 1.8% to 3.2% by way of focusing on opportunities provided during new contract mobilisations and local procurement strategies. To ensure our journey continues to provide improvement and better job opportunities, we have nominated a HR, diversity & inclusion manager to drive and promote our recruitment strategy throughout the company.

OUR COMMITMENT

Menzies continues to be committed and has implemented strategic partnerships to learn better ways how to communicate and educate our staff with the aim for all stakeholders to connect with and to strengthen relationships between First Nations peoples and other Australians as this is the key to build on collaboration and to learn from each other.

By sharing each other's experiences and views and by keeping the communication open, Menzies are trying to build a strong and mutually beneficial relationship that can help to better understand differences and can lead to increased teamwork and safer working environments for all, internal and external, stakeholders.

CHALLENGES & AREAS OF IMPROVEMENT

Despite our achievements in recent years, we have also learned that the retention of Aboriginal and Torres Strait Islander peoples can be more challenging in remote areas of the country; as a team we need to continue to explore how we can approach remote communities better, tailor training to specific needs and environments and focus on establishing trust and respect towards and with First Nations peoples. Menzies is strengthening its dedication and strategy targeted towards engagement and retention of Aboriginal and Torres Strait Islander employees by delivering more frequent recruitment and training sessions in remote areas and by further training and thus enabling our local management teams in working closer with the local communities.

WHAT DID WE DO WELL?

Menzies generated partnerships with likeminded organisations which assisted the company to increase the recruitment of Aboriginal and Torres Strait Islander employees across the country. We were able to engage the company's management team to ensure they are engaging First Nations suppliers and contractors where reasonably practicable to do so.

KEY LEARNINGS

During our reconciliation journey so far, we have seen and experienced that consistent training and communication to all levels of the organisation is the key to working towards actioning of reconciliation deliverables.

Initially, we have started with the thought that everyone would know what reconciliation and Acknowledgement of Country would mean; however, employing people from diverse backgrounds has had its own challenges and soon enough we needed to explore how to deliver training to all team members consistently to ensure a comprehensive understanding of First Nations's cultures and histories and how Menzies' is working on strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-indigenous Australians. We will continue to learn, train, communicate and to raise awareness.

OUR RAP WORKING GROUP



Our RAP is overseen by a Working Group that consists of First Nations and non-Aboriginal and Torres Islander employees and is being championed by our CEO, Greg Springall.

NAME	TITLE	EMAIL
Stephen Heyman	Chief Operating Officer	stephenheyman@menziesgroup.com.au
Peter Vethanayagam	Chief Financial Officer	petervethanayagam@menziesgroup.com.au
Rukshan Kulatunga	General Manager Operations	rukshankulatunga@menziesgroup.com.au
Trevor Creech	HSEQ & Compliance Manager	trevorcreech@menziesgroup.com.au
Verena Tack	Business Manager	verenatack@menziesgroup.com.au
Lene Duncan	Human Resources Manager	leneduncan@menziesgroup.com.au
Dorothy Thomas	Cleaner – First Nations representation	deejay13@live.com

OUR RAP (CONT.)



Menzies is a member with Supply Nation to ensure that we are always looking to engage with other like-minded companies and assisting in achieving our goals and objectives by engaging with Aboriginal and Torres Strait Islander communities.

With a depth of knowledge and experience working with First Nations businesses and procurement teams from government and corporate Australia, Supply Nation has shaped the First Nations business sector. Endorsed by the Australian Government as the leading directory of First Nations businesses for their procurement teams to fulfill their targets under the new Indigenous Procurement Policy, Supply Nation is an equally trusted partner for our corporate members.

A team of specialists across Australia work intensively with businesses to embed supplier diversity in their supply chains. Through local and international partnerships and ground-breaking research, Supply Nation leads with a unique and compelling vision to build a prosperous First Nations business sector.

Menzies is a registered member of Supply Nation and report annually on Aboriginal and Torres Strait Islander contractors and/or suppliers' expenditures.

DECEMBER 2016	Introduction of Menzies' first Reconciliation Action Plan (RAP)
OCTOBER 2016	Introduction of Aboriginal and Torres Strait Islander Advisory Board
DECEMBER 2016	Menzies sets a target of 4% (nationally) for the engagement of Aboriginal and Torres Strait Islander employees.
FEBRUARY 2017	Menzies updates all HR policies to be reflective of our commitment to First Nations to stimulate entrepreneurship, business and economic development.
JANUARY 2017	Menzies employs Diversity and Inclusion Consultant
JUNE 2023	Recruitment of First Nations contract manager in the ACT
TWICE PER ANNUM	Menzies holds recruitment days focusing on the recruitment of Aboriginal and Torres Strait Islander employees.
ONCE PER ANNUM	Menzies deploys cultural awareness training sessions for staff.

PARTNERSHIP WITH EMINENT GROUP

Menzies has further aligned its partnership with The Trustee for The Eminent Group Holdings Unit Trust for specialist works within the facility management industry.

The company is a First Nations business owned by Nathan Champley whose heritage originates in Coonamable and is part of the Kamilaroi people. The Kamilaroi Nation is of vast expanse, lying within northern New South Wales (NSW) and southern Queensland. Stretching from the Hunter Valley in NSW through to Nindigully in Queensland and as far west as the Warrumbungle Mountains near Coonabarabran, sweeping across the Liverpool Plains.

The artwork displayed on the right was painted for Nathan's late grandmother Fay D'Loughy (Aunty Fay), who was an elder at MINGALETTA Aboriginal & Torres Strait Islander Corp at Umina on the Central Coast of NSW.

It represents Nathan's Aboriginal family tree at the time with his Nan returning and reconnecting with culture and community as they follow in her footsteps. Nathan's Nan is represented at the top centre circle and connects to his father on the right and then himself of the colour blue.

Menzies and the Eminent Group are working closely together to deepen the cultural journey and to arrange for frequent meetings and workshops to learn more about First Peoples stories.



Artwork by Aunty Trish (Patricia Stewart)

RELATIONSHIPS



RELATIONSHIPS



By respecting and having knowledge of Aboriginal and Torres Strait Islander peoples and their cultures, Menzies staff, clients and contractors will deepen their connections to enable the provision of culturally respectful and appropriate services.

Menzies aim is to build stronger and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and communities, acknowledging their passion and pride which are also part of Menzies values. The company will further promote this through its team collaborating, and respect value and by sharing knowledge and expertise gained in the past years.

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL & TORRES STRAIT ISLANDER STAKEHOLDERS & ORGANISATIONS	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations 	June 2024	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagements. 	February – annually	HR, diversity & inclusion manager
2	CONTINUE TO BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff 	May – annually	HR, diversity & inclusion manager, CEO
		<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event 	27 May – 3 June	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 	27 May – 3 June	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May – 3 June 2	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s NRW website 	April – annually	HR, diversity & inclusion manager

RELATIONSHIPS (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3	PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE	<ul style="list-style-type: none"> Renew and communicate our commitment to reconciliation via all communication channels available to Menzies, such team talks, newsletters, intranet and bulk text messages 	July – annually	LEAD: CEO SUPPORT: Business Manager, HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Review staff engagement strategy to raise awareness of reconciliation across our workforce 	July – annually	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	June – annually	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Continue to explore opportunities to positively influence internal and external stakeholders to drive reconciliation outcomes 	July – annually	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Promote staff engagement to raise awareness of reconciliation across our workforce. 	July – annually	LEAD: CEO SUPPORT: Business Manager

RELATIONSHIPS (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4	PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	July 2024	LEAD: CEO SUPPORT: Business Manager, HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Roll out annual re-fresher training promoting positive race relations 	July 2024 July 2025	LEAD: Business Manager SUPPORT: HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	September 2024 September 2025	LEAD: CEO SUPPORT: Business Manager & HR, diversity & inclusion manager
5	EXPLORE OPPORTUNITIES FOR TRUTH-TELLING TO FACILITATE LEARNING, HEALING, AND CHANGE	<ul style="list-style-type: none"> Engage with Elders and invite them to our workplace to share stories of the Stolen Generation 	July 2024 July 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Investigate and implement opportunities to develop relationships with local suppliers that are facilitating truth-telling with First Nations peoples. 	April 2025 April 2026	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Research Stolen Generation stories and how to best commemorate the Stolen Generation 	December 2024	Business Manager

RESPECT



RESPECT

Menzies is committed to working in a respectful partnership with Aboriginal and Torres Strait Islander peoples. Building respect is a two-way process that is constructive and rewarding for all involved, and results in lowering of unintended barriers. We will learn from each other and respect different experiences and views.

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6	INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	July 2024 July 2025	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Review and update cultural learning strategy document for our staff. 	May 2024	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR and other key leadership staff to participate in formal and structured cultural learning. 	February 2025 February 2026	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	May 2024	LEAD: CEO SUPPORT: Business Manager

RESPECT (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7	DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area 	July 2024	LEAD: CEO SUPPORT: HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	May 2024	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2024 December 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	May 2024	HR, diversity & inclusion manager
8	BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2024 June 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. Introduce our staff to NAIDOC Week by promoting external events in our local area 	June 2024 June 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	First week in July 2024 & second week in July 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Remove knowledge barriers for staff participating in NAIDOC Week 	June 2024 June 2025	HR, diversity & inclusion manager

OPPORTUNITIES



MENZIES

OPPORTUNITIES

One of our key values are people, passion and pride where we promote to treat others with respect and dignity. Our company understands that strong cultural identity is fundamental to the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. Menzies are driven to grow our capacity to work with Aboriginal and Torres Strait Islander communities to develop further service opportunities. Our organisation will continually review its opportunities to become an employer of choice for Aboriginal and Torres Strait Islander people.

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9	IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	June 2024 June 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	May 2024 May 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Investigate opportunities to attract Aboriginal and Torres Strait Islander candidates and increase the First Nations workforce in our organization. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Review and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	September 2024	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2024	Business Manager & HR, diversity & inclusion manager

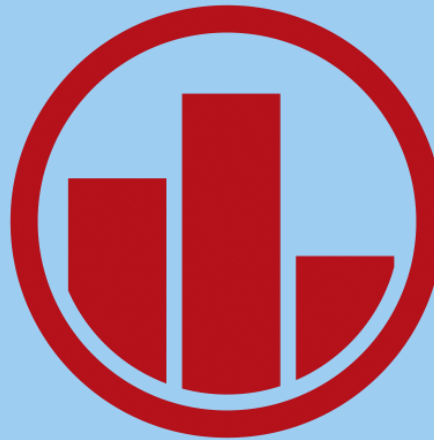
OPPORTUNITIES (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10	INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES	<ul style="list-style-type: none"> Review and re-iterate Aboriginal and Torres Strait Islander procurement strategy. 	June 2024 June 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Maintain a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses 	July 2024	LEAD: CEO SUPPORT: Business Development Manager
		<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	May 2024	LEAD: CEO SUPPORT: Business Development Manager
		<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	May 2024	LEAD: CEO SUPPORT: Business Development Manager
		<ul style="list-style-type: none"> Commit to a min of 10% of all new contract spent through First Nations recruitment / supplier selection (engagement) 	December 2024	LEAD: CEO SUPPORT: Business Manager
		<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	May 2024	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Continue with Supply Nation membership 	August 2024 August 2025	LEAD: CEO SUPPORT: Business Manager

OPPORTUNITIES (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11	PROVIDE CULTURALLY SAFE AND ACCESSIBLE EMPLOYEE ASSISTANCE SERVICES	<ul style="list-style-type: none"> Promote and ensure culturally safe settings for all Aboriginal and Torres Strait Islander staff by risk assessing new contracts and by educating all key stakeholders 	December 2024	LEAD: CEO SUPPORT: HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Ensure EAP services are being provided to staff, family and friends and promoted at all sites nationally 	June 2024 June 2025	LEAD: CEO SUPPORT: Business Manager & HR, diversity & inclusion manager

GOVERNANCE



GOVERNANCE

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12	ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP	<ul style="list-style-type: none"> Review the efficiency of RWG to govern RAP implementation 	June 2024 June 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG 	July 2024	CEO
		<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG 	December 2024 December 2025	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	Jul / Oct 2024 Jan / April 2025	LEAD: CEO SUPPORT: HR, diversity & inclusion manager
13	PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS	<ul style="list-style-type: none"> Improve resource needs for RAP implementation 	July 2024	LEAD: CEO SUPPORT: HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments 	July 2024	LEAD: CEO SUPPORT: HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments 	June 2024	LEAD: CEO SUPPORT: Business Manager & HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	May 2024	HR, diversity & inclusion manager

GOVERNANCE (CONT.)

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14	BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August – annually	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia 	30 September 2024 – annually	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly 	Jan / Apr / Jul / Oct	Business Manager
		<ul style="list-style-type: none"> 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 2024 – annually	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually 	July 2024 July 2025	CEO
		<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	June 2024	HR, diversity & inclusion manager
		<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP 	April 2026	HR, diversity & inclusion manager
15	CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	February 2026	Business Manager

CONTACT US

For any public enquiries you might have about our reconciliation action plan, please contact Greg Springall, Menzies' Chief Executive Officer.

E: gregspringall@menziesgroup.com.au | M: 0431 012 735

