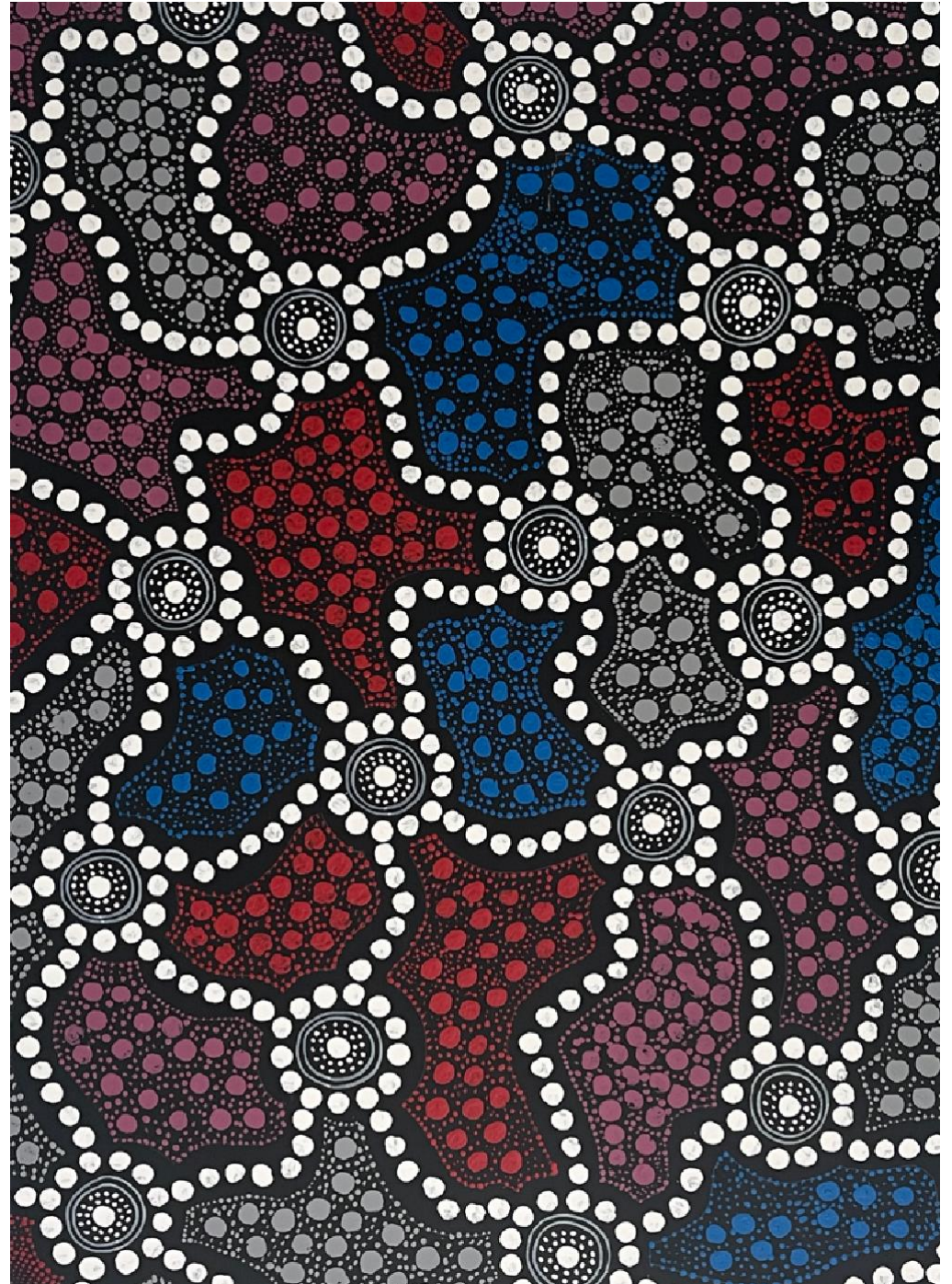


# Innovate Reconciliation Action Plan

November, 2024 – November, 2026



PageGroup



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# Our vision for reconciliation

At PageGroup, our purpose is to change lives. As a recruitment company, people and society are at the core of what we do and central to our Strategy, to change lives through creating opportunities for employment. Our vision for reconciliation is a nation where Aboriginal and Torres Strait Islander peoples and organisations participate in and have choice, participation and control over decisions that affect their lives, by engaging in sustainable employment that is meaningful to the individual, prioritising self-determination to strengthen connection to culture, community and Country.

Our vision is founded in determination and aspiration to build upon our learnings in our reconciliation journey. It defines our short and long term actions and will guide the decisions we make along the way. It inspires a conviction to live out our values, successfully realise our commitments and lead with our purpose- to change lives.

Our vision is further strengthened by the view that:

- Aboriginal and Torres Strait Islander cultures are embraced and celebrated by all Australians through education and celebrating events.
- The history of Aboriginal and Torres Strait Islander peoples is learned, understood, acknowledged and embraced.
- The disparity in employment, education and health among Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians closes.

The development of PageGroup's second Innovate RAP demonstrates our commitment to seeing this vision fulfilled. In the context of our business this translates to building strong relationships with Aboriginal and Torres Strait Islander communities, sharing our expert knowledge and skills to create future employment opportunities First Nations peoples, provide procurement opportunities for First Nations businesses and peoples, and continue to strive to build a safe and inclusive workplace environment for Aboriginal and Torres Strait Islander peoples.

## Social Impact

PageGroup is a people business. Our purpose is to change people's lives by creating opportunity to reach potential, and that is as relevant today as it was on adoption. We do this by being a best-in-class recruiter, by being a best-in-class corporate citizen and by being a best-in-class employer.

We strive for social inclusion, as we know this will have a significant impact on individuals as well as society. We are actively engaged in our local communities and local charities, and we provide our employees a great place to work. Each year we encourage our employees to spend a day volunteering for one of our key social impact partners, at full pay.

We are conscious of our unique positioning to nurture both lives and careers. To date we have performed strongly in social sustainability and have set an ambitious target to positively change over a million lives within ten years. Affronted by the inequalities heightened by the Covid-19 pandemic, we have channelled our efforts and invested heavily in our initiatives targeting social disadvantage.

We strive to bridge social inequalities, aware of the positive impact this will have on us as a society as well as the benefits for our clients and candidates. We will achieve this by being a best-in-class recruiter, by being a best-in-class corporate citizen and by being a best-in-class employer.

# A message from our Senior Managing Director

PageGroup is proudly continuing our Reconciliation Action Plan (RAP) journey, which commenced in 2018 and was cemented with the launch of our first RAP, Reflect, in February 2019. Our journey evolved with the continued commitment of our Executive Team and Board, to take action to achieve meaningful change.

Now, through our second Innovate RAP, our goal is to build on this foundation of learnings, understanding and reflection through the relationships we have built and the new ones we anticipate will develop, with Aboriginal and Torres Strait Islander peoples, communities, and businesses.

The framework for our third RAP will continue to support and advance our efforts in using our unique position as an employer and provider of recruitment services, to promote career opportunities for Aboriginal and Torres Strait Islander peoples. We continue to partner with our internal committees and external advisors to help facilitate this, as we find more ways to increase employment opportunities for Aboriginal and Torres Strait Islander peoples.

We are excited to see the level of commitment from our people and their engagement to our RAP and the activities we undertake. This commitment is evident in the internal cultural learning programs we have implemented, including at Board level, and the interest in future programs we have planned for additional cultural workshops. This program also includes events for our customers and candidates, that embrace our commitment of sharing knowledge and learnings across our networks.

We continue fundraising for our partner charity, The Smith Family, supporting Aboriginal and Torres Strait Islander students with their education and encouraging them to achieve their potential at school and beyond.

We are working with some local community groups to create partnerships and provide support. We continue to partner with the University of Western Australia and sponsor their Indigenous University Games team. This is being led by Associate Partner, Ryan Lanzon, and the WA FirstNations@Page committee. This program leads the way for other states to work towards their own local initiatives.

In addition, in 2023 we established a partnership with The Gadigal Centre within the University of Sydney and St Patricks College in Ballarat Victoria, to deliver tailored job readiness and CV writing workshops for students.

Our leaders, working committee and overall organisation have embraced our RAP commitments. Through consistent, practical steps, we are demonstrating our dedication to PageGroup's policy of equal opportunities in recruitment and employment, through procurement of goods and services and continuing our journey to reconciliation.

As a leading global recruitment firm, PageGroup's purpose is to change lives for people through creating opportunity to reach potential. We stand to gain by taking this type of action as we recognise that reconciliation brings an opportunity to break down systemic barriers to employment and other opportunities for First Nations peoples, it is also about understanding the value that reconciliation and First Nations peoples, stakeholders and communities can bring to our organisation.



David George  
Senior Managing Director  
Country Head Australia

## About the art and artist

This artwork was created in collaboration with Zachary Bennett-Brook of Torres Strait Islander ancestry, born and living on Dharawal Land and our managers from across Australia, as part of our commitment to reconciliation and inclusion.

The painting features a travelling pattern, illustrating the many communities that PageGroup interacts with, in and across Australia. The colours used to represent the PageGroup brands: Michael Page, Page Personnel, Page Executive and Page Outsourcing. The large white circular segments depict our PageGroup offices and those of our clients. Each dot symbolises an individual-our employees and candidates- with the varying sized dots indicating where they are in their journey of reaching their potential.



# Our business

PageGroup is a global recruitment agency that has over 7500 employees across 37 markets. Our main aim is to match job seekers with employers that are looking to recruit new employees. We strive to create long term relationships between our business and the wider community. PageGroup operates under a family of brands that includes Michael Page, Page Personnel, Page Executive and Page Outsourcing.

We recruit for large and small businesses across a wide range of disciplines, including Finance, Technology, HR, Legal, Sales, Office Support, Customer Service, Marketing, Digital, Property, Construction, Engineering and Manufacturing, Logistics, Procurement and Supply Chain, Mining and Energy Resources.

In previous years our workforce comprised of five Aboriginal employees. Within our current workforce there are two people who identify as Aboriginal. A core goal for our Innovate RAP, as we seek opportunities to broaden our potential as an inclusive employer of First Nations Australians and support our customers with their own employment strategies, is to increase the number of Aboriginal and/or Torres Strait Islander employees and candidates within our business.

Our Australian business employs over 250 people and serves the major business centres of Australia, with offices in NSW, VIC, QLD, WA, and ACT. We have eight offices in Australia (Sydney CBD, Parramatta, Canberra, Brisbane, Melbourne CBD, & Perth). Creating a strong culture of inclusion and opportunity to welcome First Peoples into our organisation forms part of our Innovate RAP.



# Our RAP

As a business we are committed to building upon our learnings from our first Innovate RAP and deepening our relationships with First Nations peoples, stakeholders and communities with the goal of building inclusiveness, equality and opportunity for them as part of our day-to-day business operations.

Since our application to the UNGC in late 2020, PageGroup has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption.

The UNGC provides a framework for developing a more sustainable and responsible business. We honour our commitment to the ten important principles of the Global Compact and the United Nation's Sustainable Development Goals (SDGs).

# Our primary goals



## GENDER EQUALITY

Achieve gender equality and empower all women and girls.

Focus: target 5.5



## REDUCED INEQUALITIES

Reduce inequality within and among countries.

Focus: targets 10.2, 10.3, 10.4 and 10.7



## DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

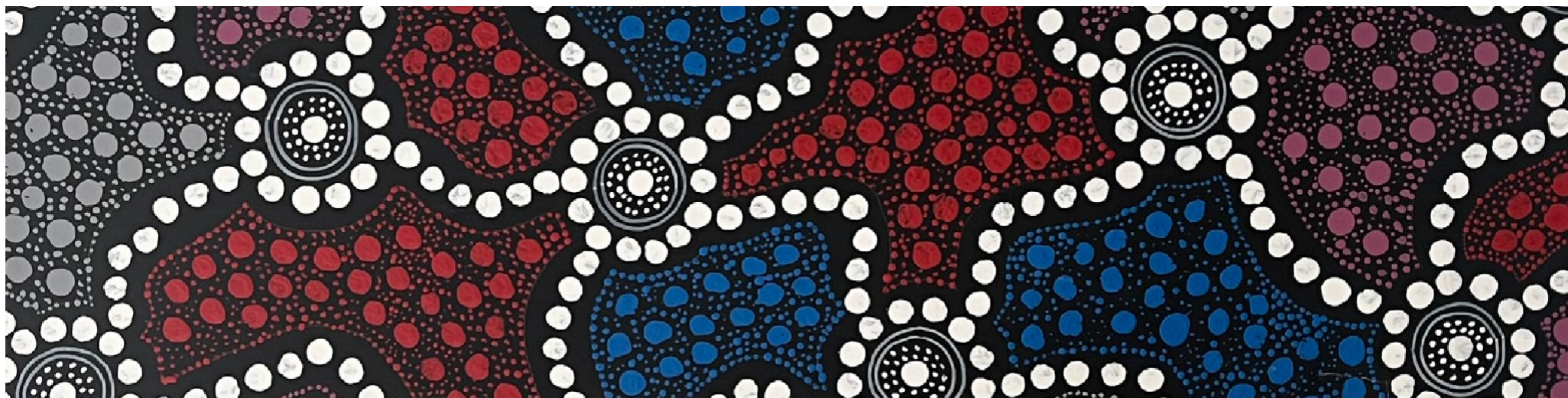
Focus: targets 8.5, 8.6 and 8.8



## CLIMATE ACTION

Reducing climate change.

Focus: targets 13.2 and 13.3





## SDG 10, Reduced inequalities

Our RAP is underpinned by our organisational commitment to SDG 10, Reduced Inequalities. Under the direction of our Global DE&I Director, Rani Nandan - Director of DE&I, APAC, guides the Australia business in their pursuit of delivering on this goal. In context to this goal within our RAP, it is our goal to reduce the inequalities of First Nations Peoples opportunity of sustainable and meaningful employment.

Our leaders, working group and overall organisation have embraced our RAP commitments. Through consistent, practical steps, we are demonstrating our dedication to PageGroup's policy of equal opportunities in recruitment and employment and continuing our journey to reconciliation. We are proud of the initiatives we implemented during our Innovate RAP and look forward to building upon these foundations in our second Innovate RAP.

The initiatives include:

- Introducing cultural and ceremonial leave.
- The implementation of flexible public holidays.
- Launching an 'opt-in' to work approach for January 26th.
- Building and strengthening connections with local Elders and asking them to perform a Welcome to Country at major Company events.
- Developing bespoke coding for our client management system allowing the business to more accurately record First Nations clients and candidates in our systems.

Further building on the success of our RAP journey so far, our second Innovate RAP will assist us strengthening the foundations for the internal cultural shift that we are looking to achieve, as well further developing key relationships with First Nations stakeholders.



# Accountability

The PageGroup plc board provide ultimate oversight and governance over PageGroup, including the Sustainability programme of which our RAP forms part of.

From 2022 and beyond, sustainability KPIs have been added to the CEO and CFO's ESIP remuneration. Our Managing Director population and above also have similar KPIs set across their remuneration including our Co-Country Heads of Australia.

## FirstNations@Page strategy

Our RAP and our commitments are important to our organisation for a number of reasons, both social and economic.

- It's the right thing to do! We are conscious of our unique positioning to nurture both lives and careers.
- We strive to bridge social inequalities, aware of the positive impact this will have on us as a society as well as the benefits for our clients and candidates.
- It is critical to our ongoing success in Australia; we have commitments to both corporate and government organisations that require us to clearly demonstrate that we are delivering on our RAP commitments.

Since our first RAP was launched, our local First Nations committee has worked hard to develop strong and meaningful relationships with Elders, First Nations business owners and leaders in the community services supporting Aboriginal and Torres Strait Islander peoples, to share our expertise.

In 2023, our First Nations committee created three core focus groups to support in delivering on our RAP commitments, they are:

- **Pathways:** developing pathways to increase our internal First Nations workforce.
- **Partnerships:** growing connections with First Nations suppliers, customers and clients as well as scoping out opportunities for local and national sponsorship opportunities.
- **Education & Events:** enhancing peoples knowledge and awareness of First Nations peoples challenges, histories, key events and celebrations.



# RAP Working group

Our second Innovate RAP has been developed by an internal working group, which includes

- Director, Diversity, Equity & Inclusion, APAC Rani Nandan.
- Associate Partner- Ryan Lanzon.
- Managing Director, NSW - Joshua Wrafter.
- Senior Human Resource Business Partner, Tayla Arneman.
- Manager, Chris Johnston.
- First Nations Representative, Emma Wolstencroft.

Nominations are open to all employees who are interested in reconciliation and how it can be a positive force for changing the cultural, work practices and core business of PageGroup.

Aboriginal and Torres Strait Islander employees are encouraged to join the RWG to provide advice and perspectives ensuring a broad spectrum of ideas are considered for the RAP. We understand the risks of cultural load and are actively taking steps to ensure no one person feels they should carry that load themselves. This is why we proactively seek input and take consultative steps to incorporate and encourage First Nations employees input into RWG.

In addition to First Nations employees on our RWG we engage with external community members or consultants for advice and input specifically focusing on the communities in which we operate.

The RAP Committee meets quarterly, with each sub-committee also meeting separately to work on their specific projects. Over the course of developing our new Innovate RAP, each member of the working group was charged with socialising the proposed RAP commitments with our internal employees, First Nations representatives within our communities and other external parties. The final selection was presented to our Co-Country Heads of Australia for consideration and final approval.

PageGroup Changes Lives. That's our Purpose and it's the heart of our business. Our core values: earn trust, grow connections, make a difference are the heartbeat of our organisation, shaping every aspect of what we do and how we do it.

- **Earn Trust:** Its important that we do the right thing, even when its not the easy thing. It makes us different from other organisations. Being accountable and bringing our best is something we should do with pride, every day.
- **Grow Connections:** We are known to be connection-builders. We open doors, work together and take our customers further. We create a culture where everyone's welcome and where everyone can thrive.
- **Make a difference:** We need to keep looking forward, aiming to make a difference by being agile and adaptable. We are committed to being a driving force for positive change.

Our values act as a compass and guide our approach to reconciliation and all RAP actions. We aim to work in partnership with Aboriginal and Torres Strait Islander organisations, peoples and communities to develop and implement strategies to improve opportunities to employment and create career pathways. In doing so, and in lending our voice to support reconciliation, we strive to be the best ally we can be.

## Earning trust

We are excited by the level of commitment from our people and their engagement with our RAP and the activities we undertake to support it. This commitment to sharing knowledge and learnings across our networks is evident through the new partnership established with the Clontarff Foundation Academy at St Patrick's College for boys in Regional Victoria. We delivered 2 bespoke 'Work Ready' workshops to 8 First Nations students.

The St Patrick's College Indigenous Education Program currently has approximately 50 students, made up of day and boarding students from remote areas of the Northern Territory and has been a key part of the school's offering since the mid 2000's. The partnership speaks to Page's motto of 'Changing Lives' and lives the values of our Reconciliation Action Plan which is to increase participation of Aboriginal and Torres Strait peoples in the workforce.

The sessions introduced Recruitment as a pathway to the students, as well as providing a CV and Interview Masterclass for the Aboriginal and Torres Strait boarders on-site at St Patrick's. The sessions gave the students tips and tricks that will help them go into the workforce and have the best chance of success.

## Making a Difference

We continue to partner with the University of Western Australia and sponsor the Western Waagyls as they compete in the annual Indigenous Nationals University games. For three years from 2021 - 2023 we have financially supported 42 students to attend the games. The week-long carnival sees the students compete in Basketball, Volleyball, Netball and Touch Football against the top Aboriginal and Torres Strait Islander athletes from the other universities across the country.

This sponsorship enables them to follow their sporting passions without the financial burden to allow them to also focus on their studies which is their key priority. The Indigenous Nationals carnival is a prestigious event which has been around for 27 years and the sponsorship creates an opportunity for the students to be part of an event which is very important to Aboriginal and Torres Strait Islander communities and gives them a real boost in confidence and shows leadership amongst friends and family.

During the process we support the students as they progress towards transition into the workforce by offering cv and interview advice along with anything else we can assist with.

## Growing Connections

Celebrating local culture, sharing experiences and engaging our people in education workshops and activities is a core component of our First Nations@Page Committee and central to our Innovate RAP. In October 2022 the Perth office partnered with a local Aboriginal artist and former PageGroup employee to learn about local Aboriginal and Torres Strait Islander art, its meaning and how stories are expressed through different mediums. Savannah Dann from the Nyul Nyul country, with ties to Nyikina, Mangala, Walmatjarri, Bunuba, Kija and Jaru language groups throughout the Kimberley Region guided the group through a painting workshop, where each participant designed and painted a pot plant with an Aboriginal inspired theme unique to them.

The primary theme of the workshop was “connection to Country”, and using art to express connection. Savannah outlined how she is inspired to create her art and encouraged each member of the workshop to reflect on places across Australia that they are connected to, either from travel, or from growing up in a particular area, or from family history. In doing so, she was able to break down barriers help demonstrate the importance of Country to First Nations peoples.

Savannah provided some insight into how certain techniques are specific to different groups and can only be used with permission, and also insight on her own background and family history. She also provided insight into her current role with the Indigenous Art Code of Australia.

There were around 40 attendees and the feedback from the session was universally positive, with many attendees having their first education about the nature and inspiration behind Aboriginal art.

## Challenges & Learnings

We are extremely proud of our RAP progress and our long-term commitment to reconciliation however we do acknowledge some challenges and learnings we faced along the way. In collaboration with internal and external partners, we continue to learn and adapt to challenges and our learnings have evolved over time.

One of our major challenges since our first Innovate RAP has been our ability to develop our Aboriginal and Torres Strait Islander recruitment, retention and development strategy. Focusing on the foundations and working specifically with individual Aboriginal employees and understanding their employment experience, meant that we engaged on a 1-1 level rather than taking a more strategic approach. This meant we were not able to meet our previous Innovate goal of a fully-fledged strategy. Ultimately we have only a small number of Aboriginal employees which warranted a more micro focus rather than a macro focus.

Another challenge we faced was that momentum was not consistent across the whole country when it came to the execution of education and events. This is why we reflected on our progress to date in late 2023 and made the decision to broaden the scope of our RWG membership and introduce sub committees within the RWG, rather than state based First Nations Committees. We anticipate the issue of momentum to be less likely to be a challenge moving forward.



## Relationships

As a business, our values are:

- Growing Connections.
- Earning Trust.
- Making a Difference.

Building and developing respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples, businesses, and communities, resonates well with our value of, Growing Connections.

Our philosophy for our First Nations Committee, as with each of the Diversity & Inclusion initiatives, is to get a conversation started. We believe that through conversation and education, comes positive change, respect and understanding. We are a diverse business and respect the differences that the many cultures, religions and experiences of our people, customers and suppliers bring to our organisation and strive to have a positive impact in our communities.

We encourage and support our employees to develop and maintain relationships and support events that strengthen community connection to culture and identity. Through these relationships and interactions, we build our own cultural awareness and understanding which help us deliver services and engage Aboriginal and Torres Strait Islander communities in appropriate ways.

### Growing Connections

We continue to financially support 10 Aboriginal and Torres Strait Islander students through our partner charity, The Smith Family, and its Learning For Life program. For close to 8 years, Page-Group has supported the Learning for Life Program which provides students with financial support for education essentials, personal support for the child and their family, and practical support through extra learning and mentoring programs.



# Relationships

Action	Deliverable	Timeline	Responsibility
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.	July 2025 & 2026	Chair of Partnerships Sub-Committee
	Review and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2024	Chair of Partnerships Sub-Committee
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	Chair of Education & Events Sub-Committee
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025 & 2026	Chair of Education & Events Sub-Committee
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025 & 2026	Chair of Education & Events Sub-Committee
	Organise at least one NRW event each year.	27 May- 3 June, 2025 & 2026	Chair of Education & Events Sub-Committee
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May, 2025 & 2026	Chair of Education & Events Sub-Committee
Promote reconciliation through our sphere of influence.	Continue to review, update, and implement strategies to engage our staff in reconciliation	May 2025 & 2026	Chair of Education & Events Sub-Committee
	Continue to publicly communicate our commitment to reconciliation through our social media, website and events.	May 2025 & 2026	Chair of Education & Events and Chair of Partnerships Sub-Committee
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2025 & 2026	Chair of Education & Events Sub-Committee
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. This will include working with our customers who are on their own RAP journey.	May 2025 & 2026	Chair of Education & Events and Chair of Partnerships Sub-Committee
	Continue leading/contributing to inclusion events aimed at providing opportunities for our customers to network with community leaders. Our goal is to host at least one event per year.	May 2025 & 2026	Chair of Education & Events and Chair of Partnerships Sub-Committee
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025 & 2026	Senior HR Business Partner
	Continue to review, update and educate our staff on our anti-discrimination policy for our organisation	March 2025 & 2026 November 2024, 2025	Senior HR Business Partner
	Continue to engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025 & 2026 November 2024, 2025	Senior HR Business Partner
	Continue to educate senior leaders on the effects of racism through our DE&I Committees, formal training pathways and conversations.	March 2025 & 2026 November 2024, 2025	Senior HR Business Partner



With an organisational footprint that reaches across Australia and brings us alongside Aboriginal and Torres Strait Islander peoples, we are committed to ongoing learning that recognises and values First Nations people's rights, self-determination, cultures, histories, knowledge and wisdom. We will work towards embedding opportunities for our clients, candidates and employees to celebrate our shared history, build their cultural knowledge, cultural capacity and cultural safety responsibilities.

As a global company we understand our responsibility as an employer, to identify and cultivate a diverse talent pool and we recognise and appreciate that every individual is different, and we are committed to ensuring our people are confident and feel respected so they can bring their true selves to work and take their best selves home.

## Earning Trust and Showing Respect

At PageGroup, we aim to show respect and earn the trust of our customers, people and the communities in which we work. We recognise the importance and impact of truth-telling and are constantly seeking ways to further embed a knowledge, appreciation and understanding of Aboriginal and Torres Strait Islander cultures within our work.

We seek to show respect to Aboriginal and Torres Strait Islander staff, customers, and suppliers not only through our actions but through visual mediums so that when a prospective candidate, supplier, customer or staff member walks through a PageGroup office, they are greeted with artwork by First Nations artists in addition to the Aboriginal and Torres Strait Islander flags, signifying our commitment to reconciliation.

In March 2023, our Melbourne CBD office welcomed a new piece of Aboriginal artwork into the reception area, which was designed by First Nations artist Aimee McCartney. As part of the recent Melbourne Office upgrade, the Victorian First Nations Committee campaigned to have a piece of Aboriginal artwork commissioned for the office, to demonstrate our deep and genuine Acknowledgement of Country.

Aimee McCartney is a proud Taungurung, Wotjobaluk, Wemba Wemba & Boon Wurrung woman. The eldest daughter of nine children, Aimee sought inspiration from her mother's language to name her business Luruk-In meaning "Your Sister" in Taungurung of the Eastern Kulin Nations.

Another example of our commitment to showing respect is a small yet important touch. We want to pay our respects to the traditional custodians of the land we operate in across Australia. When we opened our new office in Parramatta, we named the boardroom Burrumatta (Parramatta) and rooms Warrane (Sydney), Naam (Melbourne), Meanjin (Brisbane), Boorloo (Perth) and spent time educating the office on the choice of room names.



Action	Deliverable	Timeline	Responsibility
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 every two years.	March 2025	Chair of Pathways and Education & Chair of Events sub-Committee
	Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2025	Chair of Pathways and Education & Chair of Events sub-Committee
	Create and communicate a cultural learning strategy for our staff.	November 2025	Chair of Pathways and Education & Chair of Events sub-Committee
	Provide opportunities for RAP Working Group members, P&C members and other key leadership staff to participate in formal and structured cultural learning.	March 2025	Chair of Education & Events Sub-Committee
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025 & 2026	Chair of Education & Events sub-committee
	Continue to review, implement and communicate cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025 & 2026	Chair of Education & Events sub-committee
	Develop a list of key contacts for organising a Welcome to Country and maintain respectful partnerships	July 2025	Chair of Partnerships sub- committee and in partnership with office managers in VIC, QLD, WA and NSW
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	Office Managers in Victoria, QLD, WA and NSW
	Include an Acknowledgment of Country at the commencement of meetings	November 2024	Chair of Education & Events Sub-Committee
	Continue to consult with Aboriginal and Torres Strait Islander Peoples on cultural alignment for events, marketing, and initiatives.	June 2025 & 2026	Chair of Education & Events Sub-Committee
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 in July, 2025 & 2026	Chair of Education & Events Sub-Committee
	Continue to review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025 & 2026	Senior HR Business Partner
	Continue to promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025 & 2026	Chair of Education & Events sub-committee
	Continue the PageGroup NAIDOC annual art competition for the families of our employees that promotes reconciliation	July 2025 & 2026	Chair of Education & Events sub-committee
Create a culturally safe and welcoming environment for Aboriginal and Torres Strait Islander staff and stakeholders	Continue to promote engagement with local artists and investigate commissioning further artwork for all offices that represents our reconciliation journey	March 2025	Chair of Education & Events sub-committee
	Ensure First Nations Native title map is hanging in each office	March 2025 & 2026	Office Managers in NSW, VIC, QLD and WA
	Ensure the Aboriginal and Torres Strait Islander Flags are displayed in each office.	March 2025 & 2026	Office Managers in NSW, VIC, QLD and WA





We believe we have a unique opportunity to share our expertise, resources and knowledge to provide opportunities for our clients, candidates and employees to access education, employment and career pathways and opportunities. We will continue to work towards growing and maintaining an Aboriginal and Torres Strait Islander workforce, building our Aboriginal and Torres Strait Islander candidate pool and extend opportunities through our supplier and business activities to impact economic and social outcomes.

As a recruitment business, we are committed to supporting our customers in their own journey to reconciliation and their employment strategies that support it. This is not only socially responsible; it is critical to the success of our business. For many of our customers, there is a focus on creating employment opportunities for First Nations peoples. We must meet these demands to be competitive in our markets.

To do this we must continue to develop strong networks for sourcing candidates, aligning our recruitment practices to provide reasonable adjustments to our processes to ensure we attract the right candidates, provide support throughout the recruitment process and ensure our recruitment processes are culturally safe. We understand there are many cultural differences we need to better understand in order to provide these supports. This is an area of development for our business and an important step in our Innovate RAP.

## Making a difference

An example of our commitment to growing connections and making a difference is evidenced through our partnership with the Gadigal Centre at the University of Sydney in 2023 and 2024. The Gadigal Centre is the University of Sydney's dedicated student centre for Aboriginal and Torres Strait Islander students providing dedicated support services and culturally safe study spaces ensuring the availability of help for those undertaking tertiary education studies.

Five PageGroup employees volunteered their time at the Careers Expo which was dedicated to current First Nations students. Each stall at the careers expo highlighted different organisations and industry leaders, with the aim of showcasing recruitment opportunities for USYD Aboriginal and Torres Strait Islander students. The Careers Expo assisted PageGroup to create personal connections with the students and potentially increase our pipeline of future talent.

We are proud of our involvement at the Careers Expo as PageGroup was the only organisation who were invited to run bespoke one-on-one CV writing workshops with the students, further demonstrating our commitment to changing 1 million lives by sharing our knowledge and expertise.

The workshops included:

- Job Readiness Workshop: tips for job search, interviewing, Do's and don'ts; transferrable skills, etc
- Job Market Workshop: overview of industries; entry jobs information, career progression related to industry.
- Student Consultation: talking to the students in the stall, answering any questions, candidate screening for job hunters.

Action	Deliverable	Timeline	Responsibility
Support Aboriginal and Torres Strait Islander peoples in higher education to enter into employment in their chosen field	Commit to running a minimum of 2 workshops each year with our partner universities, high schools, partner organisations such as The Smith Family and their cultural leads to provide CV advice, career advice and introduction to potential employers for graduating or existing First Nations students	November 2024, 2025 & 2026	Chair of Pathways and Chair of Partnership sub-committees
	Commit to presenting job market updates for students studying at our partner universities once a year. For example with Gadigal Center at University of Sydney and University of Western Australia	November 2024, 2025 & 2026	Chair of Pathways and Chair of Partnership sub-committees
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Continue to review Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	May 2025 & 2026	Chair of Pathways sub committee
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	March 2025 & 2026 & November 2025 & 2026	Chair of Pathways sub committee
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	November 2025	Chair of Pathways sub committee
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2024	Chair of Pathways sub committee
	Continue to review P&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024 & 2025	Chair of Pathways sub committee
	Launch First Nation candidates identifying function on customer database and improve candidates' ability to identify at application phase.	June 2024	Chair of Pathways sub committee
	Transition our existing data from candidates and clients from manual process. Collecting the data for First Nations roles that are currently being recruited	June 2024	Chair of Pathways sub committee
	Increase the number of Aboriginal and Torres Strait Islander candidates to 150 by 2026	November 2026	Chair of Pathways sub committee
	Increase the percentage of Aboriginal and Torres Strait Islander internal staff employed in our workforce by at least 2% by 2026	November 2026	Chair of Pathways sub committee
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to manage and review our Aboriginal and Torres Strait Islander procurement strategy.	January 2025 & 2026	Chair of Partnerships sub-committee
	Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2025 & 2026	Chair of Partnerships sub-committee
	Continue our Supply Nation membership.	January 2025 & 2026	Office Managers in NSW, VIC, WA and QLD
	Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2024	Chair of Partnerships sub-committee
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2024	Chair of Partnerships sub-committee



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2025 & 2026	Senior HR Business Partner
	Continue to review RWG Terms of Reference.	March 2025 & 2026	Senior HR Business Partner
	Meet at least four times per year to drive and monitor RAP implementation.	March, May, 2025 & 2026 September, November 2024, 2025	Senior HR Business Partner & Director DE&I APAC
Provide appropriate support for effective implementation of RAP commitments.	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	March, May, 2025 & 2026 September, November 2024, 2025	Director DE&I APAC
	RAP Working Group members to participate in an external NRW event.	March, May, 2025 & 2026 September, November 2024, 2025	Senior HR Business Partner
	Maintain appropriate systems to track, measure and report on RAP commitments.	March, May, 2025 & 2026 September, November 2024, 2025	Senior HR Business Partner
	Appoint and maintain an internal RAP Champion from senior management	February 2025	Director DE&I APAC

Action	Deliverable	Timeline	Responsibility
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	Senior HR Business Partner
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025 & 2026	Senior HR Business Partner
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025 & 2026	Senior HR Business Partner
	Report RAP progress to all staff and senior leaders quarterly.	March, May, 2025 & 2026 September, November 2024, 2025	Chair of Education & Events sub committee
	Publicly report our RAP achievements, challenges, and learnings, annually.	December 2024 & 2025	Chair of Education & Events sub committee
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Senior HR Business Partner
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2026	Senior HR Business Partner
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September 2025	Senior HR Business Partner

## Contact details



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