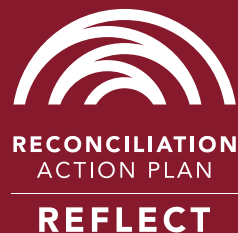


Reflect Reconciliation Action Plan

Feb 2019 - Feb 2020

PageGroup



Aboriginal symbol: meeting place

Regional Managing Director's message

At PageGroup our purpose is to change lives for people through creating opportunity to reach potential. This is inclusive of all Australians, which is why we are embarking on our Reconciliation Action Plan (RAP) journey.

Early in my career, I spent time in the Pilbara region where there's a large Aboriginal population. Fast-forward to last March, I celebrated 20 years of working at Page Group, where I've experienced great career growth and job satisfaction by choosing to embrace the opportunities that our dynamic and progressive company can offer.

Of course, this is not the case for all Australians. Aboriginal and Torres Strait Islander unemployment remains significant in major cities, and even higher for very remote areas.

While we've made a start by becoming the corporate sponsor of The Smith Family's *Girls at the Centre* program – aimed at keeping Aboriginal and Torres Strait Islander girls engaged with their education and encouraging them to achieve their potential and school and beyond – we know we can go much further.

As a leading global recruitment company, our 'Reflect RAP' seeks to use our unique position to promote career opportunities for Aboriginal and Torres Strait Islander peoples. We believe in supporting greater representation, as it will ultimately benefit our local communities as well as our business where we are working towards achieving a meaningful internal cultural shift.

I'm optimistic about our efforts for Page Group's reconciliation journey and look forward to sharing the results with you.

There's never a shortage of goals to set for your company's growth and development.



Matthew Gribble

RAP Sponsor

PageGroup Regional Managing Director ANZ

Our business

PageGroup is a global recruitment agency that has over 6000 employees across 36 countries. Simplistically, 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, Logistics and Supply Chain.

PageGroup employs over 350 people across Australia.

While we are aware of some Aboriginal and Torres Strait Islander representation in our workforce, we have not surveyed our workforce to identify whether our employees identify as Aboriginal and Torres Strait Islander peoples.

Our Australian business currently serves most of Australia, with offices in NSW, VIC, QLD, WA and ACT. We are part of a global organisation with offices across the world.

We have 8 offices in Australia (Sydney CBD, Parramatta, Chatswood, Canberra, Brisbane, Melbourne CBD, Glen Waverly & Perth).

Aboriginal symbol: campsite





Our RAP

As a recruitment agency, we have a unique opportunity to promote career opportunities for Aboriginal and Torres Strait Islander peoples. As an employer, we are conscious that there is more that we could be doing to ensure that there is a greater representation of Aboriginal and Torres Strait Islander peoples in our own workforce, as well as to support Supply Nation businesses. With offices in most capital cities across the country, we should have greater awareness of the local Aboriginal cultures, spirituality and histories in the communities that we service.

We believe that doing so will benefit our local communities, our business and the value that we can offer our own customers. Implementing the discipline of a RAP will assist in creating and embedding the internal cultural shift that we are looking to achieve.

Our RAP has been developed by an internal working group, which includes the RAP Champion Senior Regional Human Resources Manager, Rani Nandan, the RAP Sponsor PageGroup Regional Managing Director Matthew Gribble and contributions made by Senior Marketing Manager of ANZ, John Summerhays.



Our partnership and current activities

Community partnerships

We have a strong partnership with The Smith Family, who is the primary beneficiary of our Corporate Social Responsibility activities, including donations and volunteering. The Smith Family focusses on providing opportunity to disadvantaged youth. The nature of their work means that they are quite actively involved in Aboriginal and Torres Strait Islander communities. *Girls at the Centre* is a Smith Family initiative aimed at keeping Aboriginal and Torres Strait Islander girls engaged with their education and to encouraging them to achieve their potential at school and beyond. PageGroup is the corporate sponsor of this initiative.

We have started working with First People Recruitment Solutions (FPRS) in a partnership leveraging our scale and the Aboriginal and Torres Strait Islander experience of FPRS to facilitate business opportunities and recruitment opportunities for Aboriginal and Torres Strait Islander peoples.

Internal activities/initiatives

We do not have any formal activities in place from an internal perspective. However, some of our office supplies are sourced from Supply Nation suppliers such as Kulbardi.



Relationships

Action	Deliverable	Timeline	Responsibility
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP	February 2019	Senior Regional HR Manager
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	February 2019	Senior Regional HR Manager
	Meet at least twice per year to monitor and report on RAP implementation.	June 2019 & January 2020	Senior Regional HR Manager
	Engage an external Aboriginal and Torres Strait Islander advisory board to provide input into our RAP	June 2019	Senior Regional HR Manager
Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	May 2019	Regional Managing Director
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	April 2019	Regional Managing Director
	Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations.	December 2019	Regional Managing Director
	Support our state/territory based reconciliation councils throughout Australia where PageGroup offices are present	February 2019	Regional Managing Director
Participate in and celebrate National Reconciliation Week (NRW)	Encourage our staff to attend an NRW event.	27 May 2019 - 3 June 2019	Senior Marketing Manager
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2019	Senior Regional HR Manager
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2019	Senior Regional HR Manager
Raise internal and external awareness of our RAP	Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.	March 2019	Senior Marketing Manager
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	March 2019	Senior Marketing Manager
	Engage our senior leaders in the delivery of RAP outcomes.	March 2019	Regional Managing Director
	Externally promote our RAP by publishing it on the PageGroup website	January 2020	Senior Marketing Manager
	Investigate possible speakers to present to the ANZ board meetings to educate our leadership on Aboriginal and Torres Strait Islander peoples and cultures.	June 2019	Senior Marketing Manager and Senior Regional HR Manager



Respect

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	June 2019	Senior Regional HR Manager
	Capture data and measure our employee's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	March 2019	Senior Regional HR Manager
	Conduct a review of cultural awareness training needs within our organisation.	May 2019	Senior Regional HR Manager
	Investigate cultural immersion programs.	June 2019	Senior Regional HR Manager
	Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool	July 2019	Senior Marketing Manager
Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	July 2019	Senior Marketing Manager
	Introduce our staff to NAIDOC Week by promoting community events in our local area.	July 2019	Senior Marketing Manager
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2019	Regional Managing Director
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners are of the lands and waters in our local area.	July 2019	Senior Marketing Manager
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.	July 2019	Senior Marketing Manager
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	August 2019	Regional Managing Director
	Provide an Acknowledgement of Country at all important meetings and events	August 2019	Regional Managing Director
	Make arrangements where possible for a Welcome to Country to be provided at large scale events such as ANZ Leadership Conference	September 2019	Regional Managing Director
Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance	Add Aboriginal and Torres Strait Islander dates of significance to internal calendar	February 2019	Senior Marketing Manager
	Promote local community events recognising these dates of significance	March 2019	Senior Marketing Manager



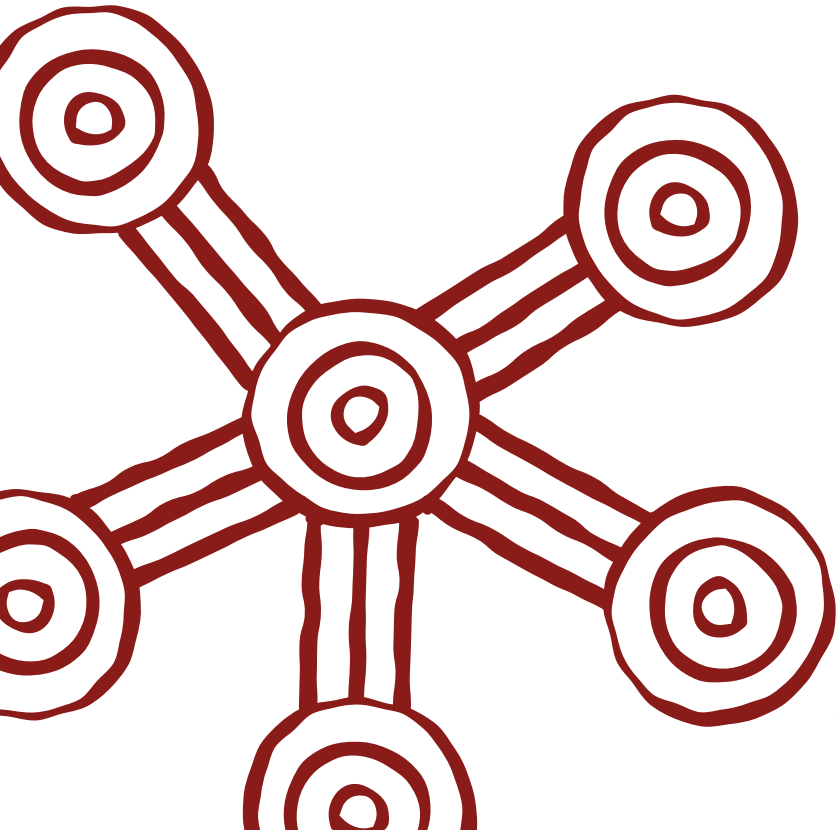
Opportunities

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2019	Senior Regional HR Manager
	Strengthen partnership with FPRS to facilitate employment opportunities for Aboriginal and Torres Strait Islander job seekers	December 2019	Regional Managing Director
	Survey our Australian employees to understand who in our organisation identifies as Aboriginal and Torres Strait Islander peoples. The collection of this information will be used to inform future employment and professional development opportunities.	February 2019	Senior Regional HR Manager
	Support Aboriginal and Torres Strait Islander leadership.	August 2019	Regional Managing Director
	Investigate viability of internal network to create a community which will promote diversity and develop further inclusion strategies to assist those who identify as Aboriginal and Torres Strait Islander peoples.	September 2019	Regional Managing Director
Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2019	Regional Managing Director
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2019	Regional Managing Director
	Investigate opportunities to improve spending on Aboriginal and Torres Strait Islander businesses by assessing the percentage of addressable spending.	October 2019	Regional Managing Director
	Investigate opportunities to become a member of Supply Nation	December 2019	Senior Marketing Manager
Investigate opportunities to increase pro bono activities	Investigate opportunities to offer recruitment coaching, technique and skill building to Aboriginal and Torres Strait Islander businesses	November 2019	Regional Managing Director
Investigate opportunities to support Aboriginal and Torres Strait Islander students	Sponsor and champion the Girls at the Centre initiative by The Smith Family	October 2019	Senior Marketing Manager
	Formally Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	November 2019	Senior Regional HR Manager
	Support scholarships for Aboriginal and Torres Strait Islander students.	November 2019	Senior Marketing Manager and Regional Managing Director



Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	Define resource needs for RAP development and implementation.	February 2019	Regional Managing Director
	Define systems and capability needs to track, measure and report on RAP activities.	March 2019	Regional Managing Director
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019	Regional Managing Director
Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2019	Senior Regional HR Manager
	Submit draft RAP to Reconciliation Australia for review	October 2019	Senior Regional HR Manager
	Submit draft RAP to Reconciliation Australia for formal endorsement.	January 2020	Senior Regional HR Manager



Aboriginal symbol: honey ant site

PageExecutive

MichaelPage

PagePersonnel

PageOutsourcing

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