



INNOVATE RECONCILIATION ACTION PLAN

March 2023 - March 2025

millennium



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About THE ARTWORK



“United: Our Reconciliation Journey”

The artwork represents the connection Millennium actively contributes towards Reconciliation and achieving greater unity with Aboriginal and Torres Strait Islander people and community.

The artwork centrepiece represents Millennium, its clients, team and community it works within. The gathering is a symbol of a Gathering which represents a place for all and is culturally connecting to Aboriginal and Torres Strait Islander people. I wanted it to symbolise the importance of Reconciliation and how Millennium is proud of their journey towards its future.

The wavy line within the centrepiece represents the journey for opportunities for growth.

The pathways represent the journey moving into the future and what pathways Millennium will work to achieving.

The states, and territories are represents around the centrepiece to show the many areas that Millennium work in. WA is connected to the centrepiece for the partnership agreement with Codee Cleaning an Aboriginal owned business . the ongoing support from Millennium.

Australia and New Zealand is in the artwork to represent the partnered businesses across the two countries. This also show the many Nationalities of people that have come to this countries and worked for Millennium over the many years.

The dotted areas on the right side of the artwork represent Millennium's Values.

Service- We care for the needs of our clients and community and our people and driven to provide outstanding customer experiences.

Teamwork - We care for the well-being of our people, who are the core of our business. We understand that working together, united as a team, we are stronger.

The two areas on the sides of the painting represent the land and the ocean, to show respect of the land we are on.

The colours chosen in this artwork represent Millennium's primary colours; grey and orange with the other colours representing connection to country and the people. They symbolise the land of Australia and the waters surrounding and throughout. The water represents freshwater through to salt-water people.

About THE ARTIST



Lani Balzan is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and lived in many different towns. She now calls the Illawarra home.

Lani is a nationally recognised Aboriginal Artist, and has been creating art for over 10 years and has had continued success across the country.

One of her biggest goals and aspirations with creating her artwork is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about what amazing culture we have here in Australia.

Lani Balzan
Aboriginal Art by Lani

www.aboriginalartbylani.com.au

CEO MESSAGE

Our team of 4,500 people provides essential cleaning, security and integrated property services for clients across approximately 700 sites in Australia and New Zealand. We have 4,000 team members working at about 500 client sites across Australia.

Every day our people are on the frontline helping to create inviting, safe and clean spaces and places for our clients and the community.

One of our core values is integrity, which means we are committed to doing the right thing, acting responsibly, ethically and being transparent and respectful to all our stakeholders. Consistent with this driver, we are pleased to have developed our first Reconciliation Action Plan (RAP) to demonstrate our commitment to reconciliation in Australia.

Millennium is focussed on earning the trust and respect of our customers through exceptional service. We achieve this through our committed team and a strong focus on quality and compliance. Developing and implementing a Reconciliation Action Plan aligns with our ambition to meet and exceed client and community expectations. We believe that part of providing outstanding service to our clients includes caring for the needs of the Australian community, who are the people using the places and spaces we work in.

Our business sustainability approach focusses on three key areas: economic growth, our people, and fulfilling our broader responsibilities to the community. This Plan will help bring to life our commitment to community.

When it comes to how we work at Millennium, our goal is to create a workplace culture that is diverse, inclusive and that respects and celebrates differences. Our workforce is incredibly diverse, with about 50% of our team speaking a language other than English at home. We understand that beyond being diverse we must strive to be inclusive. The Reconciliation Action Plan will help us to deliver on a key commitment of our Diversity and Inclusion Policy which is to ensure that our business practices, policies and procedures do not prevent people from diverse backgrounds having equal opportunities.

I am personally looking forward to continuing our journey and by implementing this Plan building relationships and cultural awareness that makes a real and authentic contribution to reconciliation in Australia.

Royce Galea
CEO



MESSAGE FROM CEO RECONCILIATION AUSTRALIA

Reconciliation Australia commends Millennium 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 Millennium 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, Millennium 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Millennium is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Millennium's 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 Millennium on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Realising our vision means our 4,000+ team members, working at hundreds of client sites across Australia, will understand and acknowledge Aboriginal and Torres Strait Islander cultures and appreciate our shared history.

Millennium will be an inclusive and culturally safe workplace, respectful to people from all cultures.

We will have enduring relationships with Aboriginal and Torres Strait Islander people and organisations and partner with businesses and organisations that share a vision for reconciliation.

We will help address intergenerational disadvantage by working with our clients and partners to promote business and employment opportunities for Aboriginal and Torres Strait Islander peoples.

OUR VISION

Our vision for reconciliation is to achieve greater unity with and equity and inclusion for Aboriginal and Torres Strait Islander peoples.

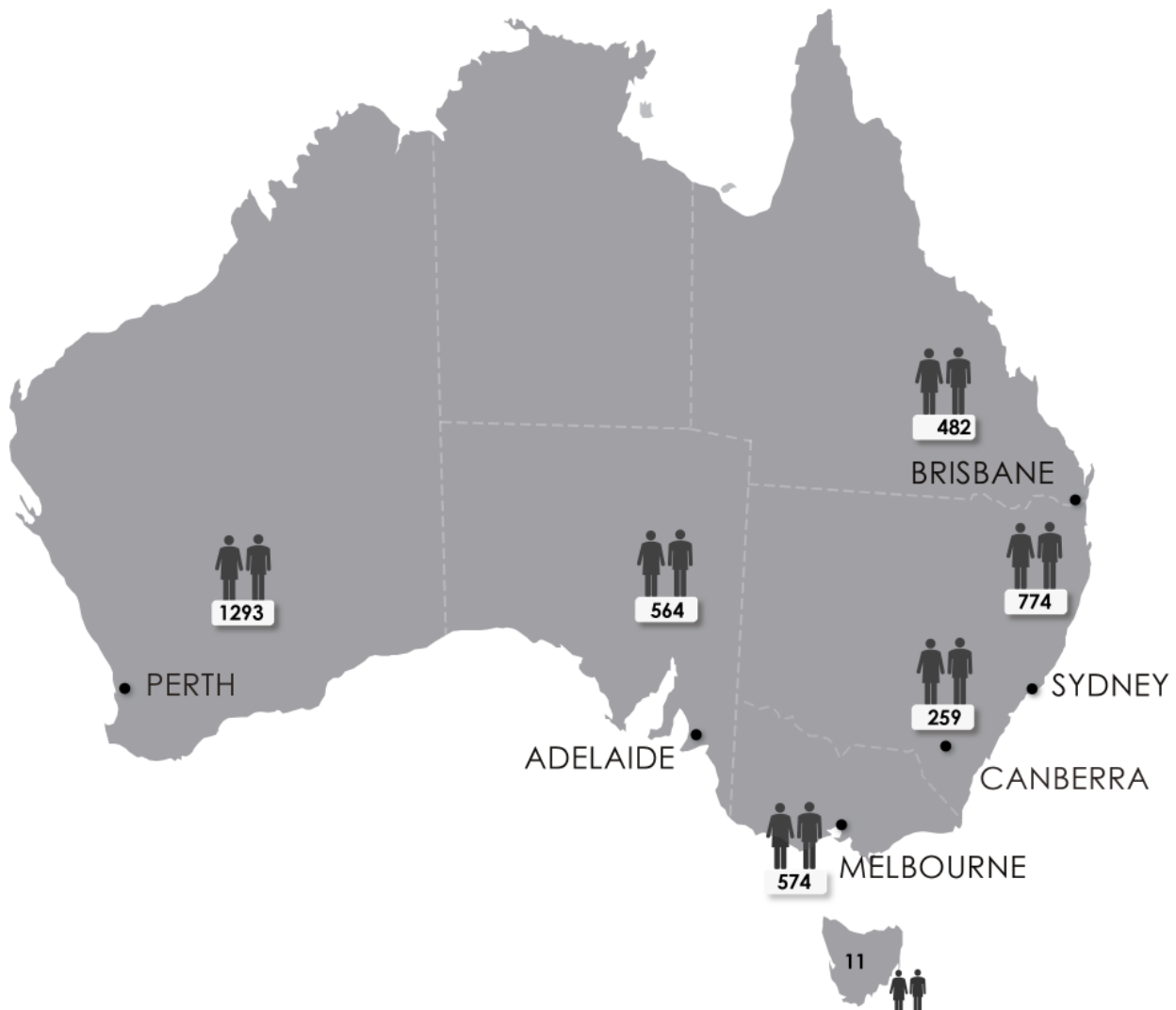
OUR BUSINESS

Millennium is a trusted service provider to businesses across Australia and New Zealand delivering cleaning, security and integrated property services, making places and spaces better for people. We first began operating in 2003 in New South Wales and have gradually grown, listing on the Australian Stock Exchange in 2015.

Our national office in Australia is in Melbourne and we also have offices in Perth, Sydney, Brisbane, Adelaide and Canberra. We have approximately 4,000 employees in Australia.

Our employees come from all walks of life and proudly represent more than 40 different nationalities.

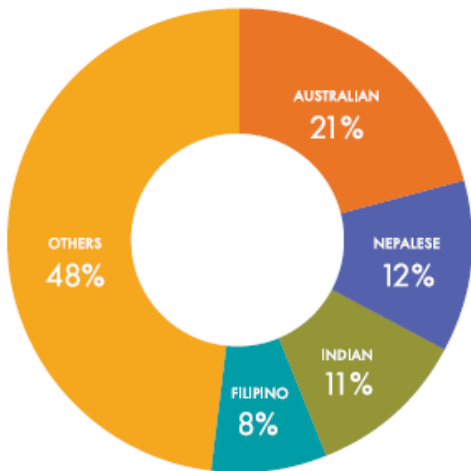
MILLENNIUM AUSTRALIA



ABORIGINAL AND TORRES STRAIT ISLANDER STAFF

In 2021 we introduced a new Human Resources Information system which for the first time gives Millennium team members an opportunity to share their cultural identity – including an option to identify as “Aboriginal and/or Torres Strait Islander Australian”. Based on data from this system, 27 people elected to identify as Aboriginal and/or Torres Strait Islander. This equates to approximately 0.7% of employees. We believe it is likely there are other team members who have not yet added or updated their personal information in the system. We will be encouraging people to update their details from time to time, and hope that this may result in more comprehensive records in the future.

Ethnic Diversity (% of team members)



Values

Service: We care about the needs and expectations of our clients and the community, and our people are driven to provide outstanding customer experiences.

Teamwork: We understand that working together, united as a team we are stronger, and the safety and wellbeing of our people is our top priority.

Accountability: We take ownership for delivering results for our clients.

Integrity: We act ethically, maintain strong corporate governance and are transparent and respectful to all our stakeholders.

In addition to our major service offerings of cleaning and security we also provide a range of property services to clients including: concierge, maintenance, waste management and facility support services. We serve clients across sectors including, Retail, Commercial, Hospitality, Government, Industrial and Education.

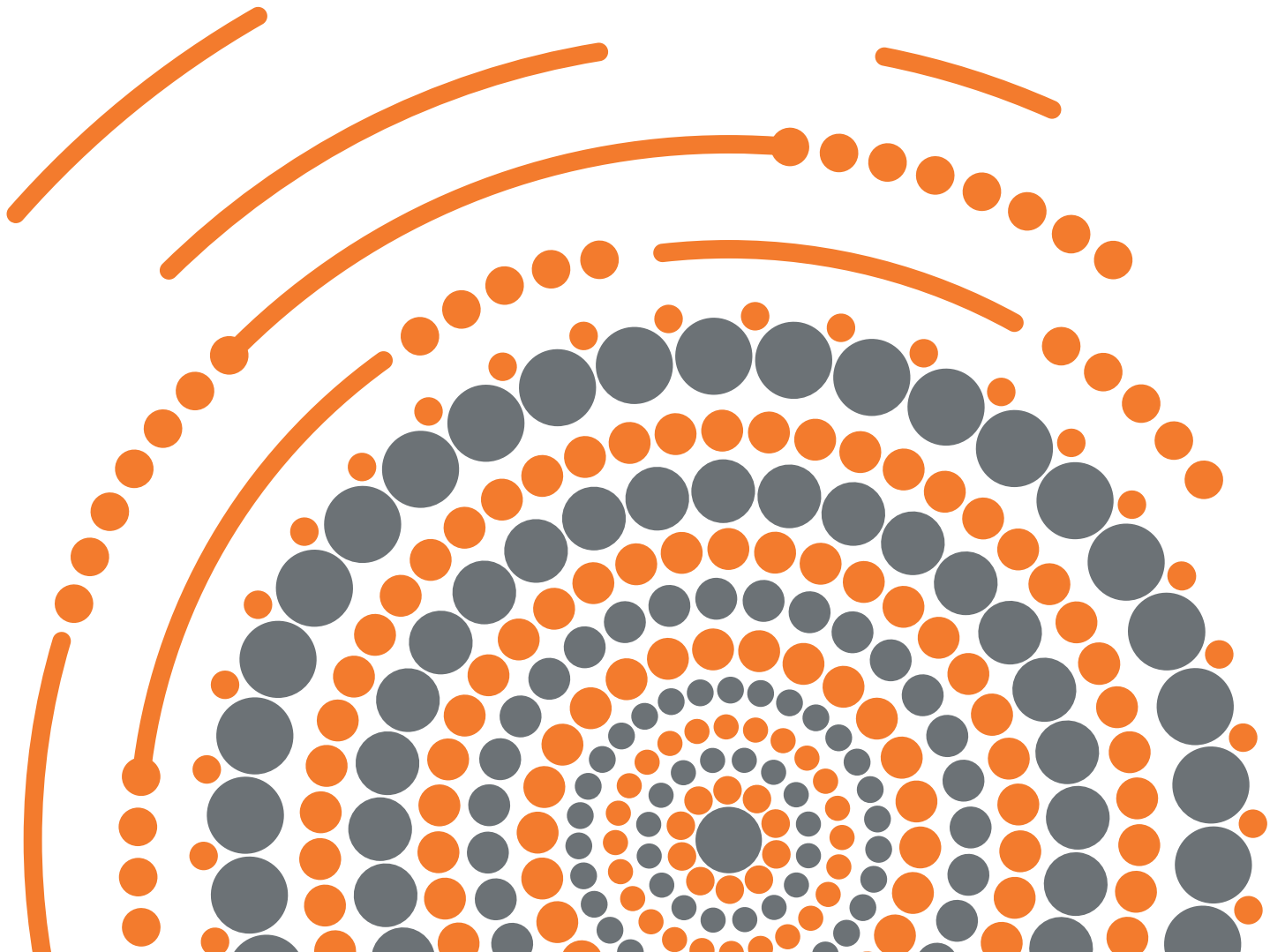
Our clients include many large shopping centre owners and managers, property managers, schools, businesses and government organisations across Australia and New Zealand.

This Reconciliation Action Plan focusses on our Australian-based business operations.

Our key stakeholders and spheres of influence

- Employees
- Shareholders
- Clients
- Suppliers
- Partners
- Community
- Industry Associations
- Competitors
- Governments

Our clients are key stakeholders for our Reconciliation Action Plan. Some of our major clients are:





CODEE

CLEANING PARTNERSHIP

Pictured above, Centre: Craig Grainger, Codee Founder and Executive Director with Codee team members

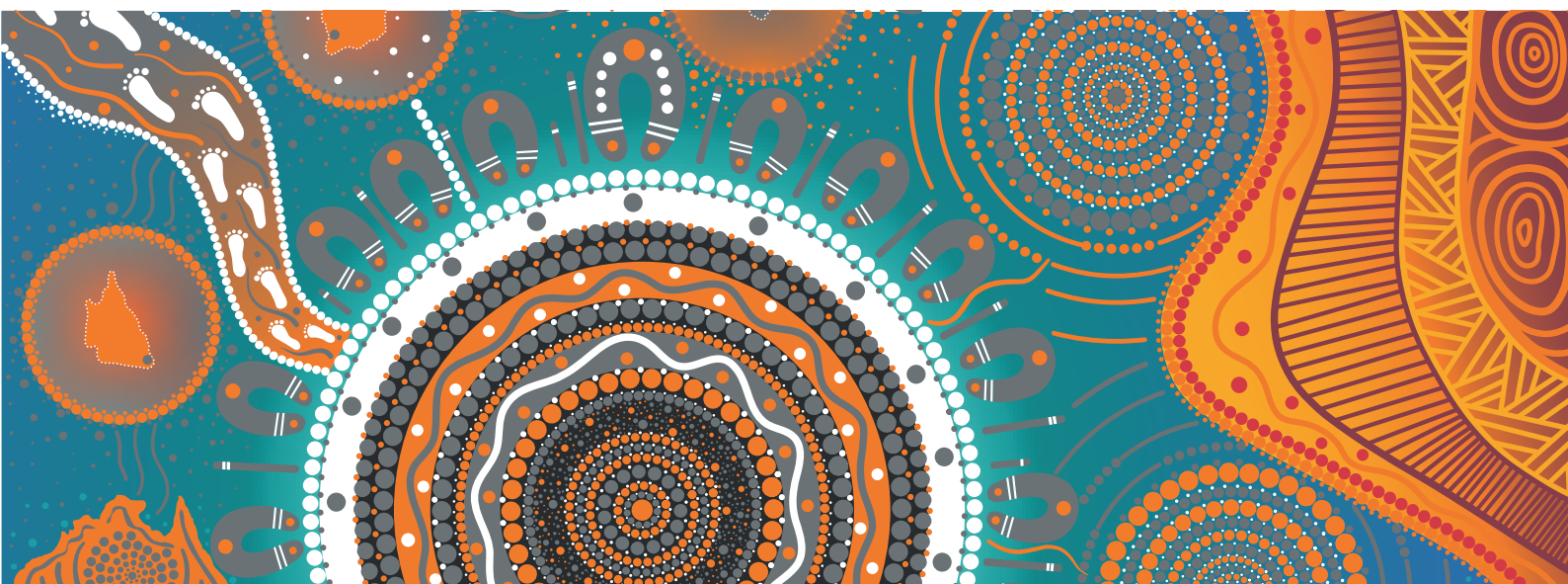
In December 2021 Millennium purchased a 49% interest in Codee Cleaning Services, based in Western Australia. Codee is an Indigenous owned, managed and controlled business established in 2011 providing a diverse range of cleaning services across multiple sectors in WA. This partnership provides opportunities for Codee to work with Millennium to further develop and grow its cleaning business whilst providing meaningful employment, education, and economic opportunities for Aboriginal and Torres Strait-Islander peoples. The partnership will help drive Millennium's commitment to build a more diverse and inclusive workplace and to work respectfully and in partnership with Aboriginal and Torres Strait-Islander organisations and peoples.

Craig Grainger, Codee Founder and Executive Director has built a great business and Millennium looks forward to working together with Craig and the team in the future.

The partnership is being led on the Millennium side by our WA Office. Millennium has shared its approaches and processes for on boarding and induction and has introduced the Codee team to our approaches for performance measurement and work inspections.

We are also beginning to explore opportunities for joint procurement and increasing purchasing with indigenous suppliers.

Working with Codee, Millennium gains a unique opportunity to improve our understanding and connection and build relationships with Aboriginal and Torres Strait Islander peoples.



OUR RECONCILIATION JOURNEY SO FAR

In 2016 Millennium published an Indigenous Employment Policy focussing on encouraging employment opportunities and advancing participation of Aboriginal and Torres Strait Islander peoples in the workplace. This policy included recognition of the need to review and assess barriers to employment, ensuring a culturally safe environment and improving recruitment practises and supporting cultural traditions of Aboriginal and Torres Strait Islander employees. We remain committed to these principles and intend for the Aboriginal and Torres Strait Islander Recruitment, Retention, Mentoring and Professional Development Strategy which will be developed as part of this RAP, to supersede this document.

Our new strategy will strengthen the focus on the actions needed to achieve these important outcomes. Unfortunately we did not have in place metrics to assess effectiveness of implementation of the Indigenous Employment Policy and have learned from this the importance of including clear measures, which we will include as part of this Innovate RAP.

We have made some attempts to recruit more Aboriginal and Torres Strait Islander people through specialist recruitment agencies but have so far have not found this particularly successful and anecdotal feedback has been that the public nature of many cleaning and security jobs is not appealing. We will not make assumptions based on this for the future but have noted this feedback.

We have also previously developed an Aboriginal and Torres Strait Islander Engagement Policy which will be superseded by this RAP which will include more specific and actionable commitments under the Relationships component of the RAP. This document stated a clear intention to engage and build relationships, however we have not yet achieved active engagement with Aboriginal and Torres Strait Islander staff or communities.

Our West Australian Office has been purchasing cleaning chemicals from an Indigenous business called Wirrpanda Supplies for many years and we are currently using their products across five large cleaning contracts in WA. Also in WA, this year we became a major sponsor of the Queens Park Football Club, a multi-cultural club bringing together players from all walks of life and including many Aboriginal players.

We recently became a Supply Nation member. We see procurement as a key lever for Millennium to support greater inclusion and success of Aboriginal and Torres Strait Islander businesses.

With this Innovate Reconciliation Action Plan we are looking forward to moving into a new phase of implementing clear actions and reporting on progress against our stated commitments.





OUR RAP

Millennium recognises our organisation has a key role to play in achieving reconciliation. As a large business we believe developing and implementing a RAP demonstrates our active support of advancing reconciliation in Australia. In addition to being the right thing to do, many of our large clients expect and or require their suppliers to have a Reconciliation Action Plan. Increasingly key stakeholder expectations are for evidence of action demonstrating social responsibility.

As an employer of more than 4,000 people we have a very significant opportunity through our communications and engagement to foster and embed respect for Aboriginal and Torres Strait Islander cultures.

Our Reconciliation Action Plan (RAP), details how our organisation is committed to improving socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities and building relationships between Aboriginal and Torres Strait Islander peoples, communities, organisation and the broader Australian community.

In terms of the Closing the Gap framework, beyond economic and employment opportunities, we believe we can contribute to ensuring Aboriginal and Torres Strait Islander cultures and languages are supported (outcome 16). In addition we are also committing in the Opportunities section of the Action Plan to working with Indigenous-owned Codee Cleaning Services to identify a local issue in Western Australia where we may be able to support improvement in life outcomes such as those identified in the Closing the Gap framework.

The plan follows Reconciliation Australia's well-established themes of relationships, respect, and opportunities, which aligns with our own organisational values of inclusion, integrity, innovation, excellence & collaboration.

Developed by our people and through engagement with Aboriginal and Torres Strait Islander peoples and partners, the RAP includes 56 distinct deliverables (excluding the Governance section). Some of the key actions include: cultural awareness training; local engagement; a focus on cultural safety of the workplace; better policies to recruit, support and retain Aboriginal and Torres Strait Islander employees; and actions designed to support and promote growth of Aboriginal and Torres Strait Islander businesses.

Our Reconciliation Action Plan development process was guided by Aboriginal consultant, Karen Milward, a Yorta Yorta Woman. After an initial briefing with Karen we published a written invitation to all team members to participate in RAP development and formed our working group with representation across geographies and different levels of the organisation. The Working Group comprised of seven employees including one Aboriginal person. It is chaired by Millennium's General Manager, People & Culture and consists of representation from across the organisation's business areas including, team leaders, program managers and Executives. We will continue to invite Aboriginal & Torres Strait Islander team members to join the working group as our reconciliation journey continues.

Our RAP Working Group includes one Aboriginal person. The development of the RAP involved a collaborative process with input from across our organisation. In 2021 we established the Working Group to guide the development and implementation of the RAP. The newly formed RAP Working Group began with a full day cultural awareness training day guided by Karen Milward. Then over the following 3 months the group met three more times to develop the RAP Draft. We shared the draft with all our team members and invited staff to an online meeting to provide feedback. We also held a dedicated feedback session for Aboriginal and Torres Strait Islander team members. Following this, we held meetings with Chambers of Commerce in WA, NSW, Kinaway Chamber of Commerce (Victoria) and sought feedback from the Managing Director of Codee Cleaning Services, the Indigenous business in which Millennium holds a 49% interest.

The RAP Working Group

Royce Galea

Chief Executive
Officer

Chris Zyner

General Manager
People & Culture

Karen de Villiers

Communications
Manager

Stephen Holmes

State
Manager Cleaning
South Australia

Sherine O'Brien

Victorian State
Operations
Manager
Cleaning

Kirrely Lake

HR coordinator
WA

Ricardo Donath

State Manager
Security,
Queensland

As part of the Implementation of our RAP, we will establish an Aboriginal and Torres Strait Islander Advisory Group with representation from our staff, stakeholders, clients and Codee Cleaning Services. The membership of this group will be confirmed in the first quarter of 2023.

Pictured below, RAP working group members in Melbourne participating in a guided cultural tour with Koorie Heritage Trust.



Responsibility Legend

CEO	Chief Executive Officer
CFO	Chief Financial Officer
GM	General Manager, different Millennium office locations
GM – IS	General Manager, Integrated Services
GM – P&C	General Manager, People and Culture
GM – Q,R&C	General Manager, Quality, Risk and Compliance
GM – B&S	General Manager, Business and Strategy
CM	Communications Manager

Language Use and Terminology

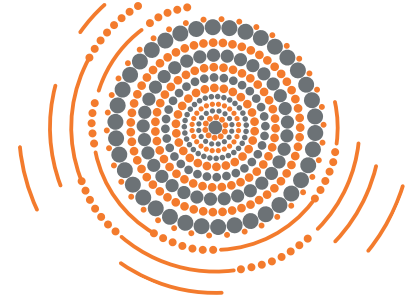
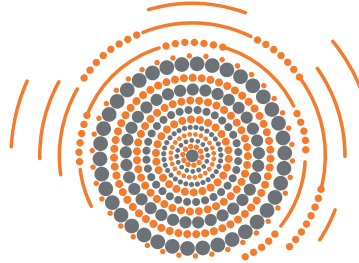
Acknowledgement of Country	An Acknowledgement of Country is a statement that shows awareness of and respect for the Traditional Custodians of the land you are on and their long and continuing relationship with the land. Unlike a Welcome to Country, it can be delivered by anyone – Aboriginal or non-Aboriginal. (K. Milward)
Cultural Safety	“An environment that is safe for people: where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning, living and working together with dignity and truly listening”. (Williams, 2008, p. 213-2014)
NAIDOC Week	Held across Australia in the first week of July each year (Sunday to Sunday), to celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC Week is an opportunity for all Australians to learn about First Nations cultures and histories and participate in celebrations of the oldest, continuous living cultures on earth. (K. Milward)
First Peoples	First Peoples is a term broadly used to describe the indigenous people of nations across the globe. (K. Milward)
Reconciliation	Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. (www.reconciliation.org.au/reconciliation/what-is-reconciliation/)
National Reconciliation Week	National Reconciliation Week (NRW) is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. (www.reconciliation.org.au/our-work/national-reconciliation-week/)
Self Determination	Self-determination is an important concept that refers to each person's ability to make choices and manage their own life.
Stolen Generations	Between 1910 and the 1970s*, many First Nations children were forcibly removed from their families as a result of various government policies. The generations of children removed under these policies became known as the Stolen Generations. The policies of child removal left a legacy of trauma and loss that continues to affect First Nations communities, families and individuals today.
Welcome to Country	A Welcome to Country is a ceremony performed by Traditional Custodians to welcome visitors to their traditional land. It can only be done by Traditional Custodians of the land that you are on. If no Traditional Custodian is available, an Aboriginal person from a different nation, or a non-Aboriginal person, may do an Acknowledgement of Country instead. A Welcome to Country normally takes place at the beginning of an event. The ceremony can take many forms, including singing, dancing, smoking ceremonies or a speech, depending on the particular culture of the Traditional Custodians. (K. Milward)



RELATIONSHIPS



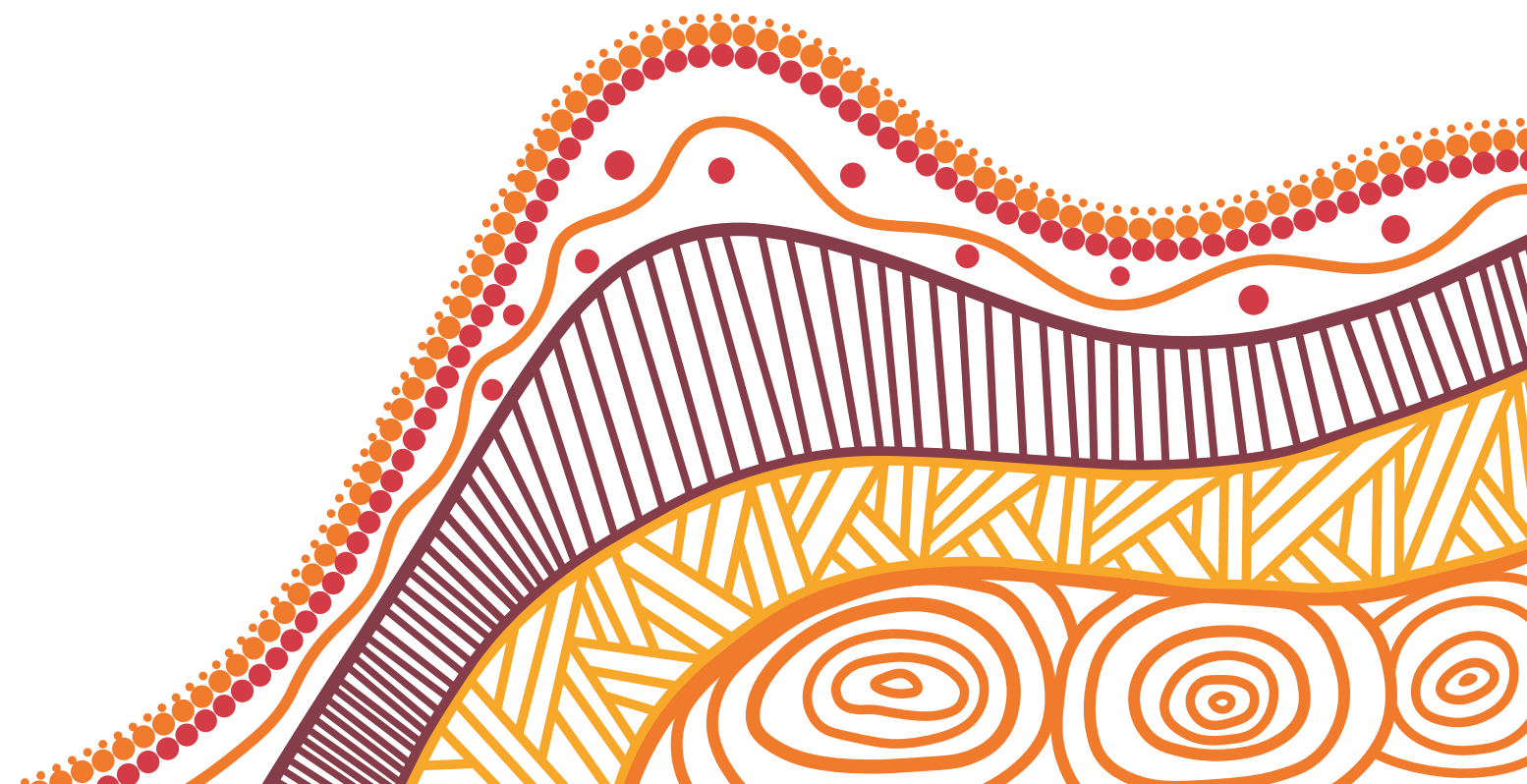
Through the development and implementation of our Reconciliation Action Plan, Millennium will develop and embed mutually beneficial, enduring, and respectful relationships with Aboriginal and Torres Strait Islander peoples. One of our core values is Teamwork. We believe that working together, united as a team we are stronger. We see relationships as a vital foundation for improving understanding, connection and working towards Unity.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations in our largest business locations to develop guiding principles for future engagement. <ul style="list-style-type: none"> • Melbourne • Perth • Sydney 	July 2023	Lead Sydney: CEO Support: GMI Melbourne: GM P&C Perth: GM WA
	2. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sept 2023	Lead: CM Support: CEO, GMI, GM WA
2. Build relationships through celebrating National Reconciliation Week (NRW)	3. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Lead: CM Support: Operations Leaders
	4. RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023, 2024	CEO
	5. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023, 2024	CEO
	6. Organise at least one NRW event each year.	27 May- 3 June, 2023, 2024	CEO
	7. Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	CM

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	8. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. a. Use RAP launch event as a milestone opportunity for communication and engagement.	May 2023	CM
	9. Provide regular updates to leadership and all team members on RAP delivery milestones.	30 Mar 2023 & 2024 30 June 2023 & 2024 30 Sept 2023 & 2024 30 Dec 2023 & 2024	CM
	10. Communicate our commitment to reconciliation publicly using website, LinkedIn, Annual Report 2023.	April 2023	CM
	11. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2023	CEO
	12. Connect with RAP organisations and other like-minded organisations to discuss how we can work together to advance reconciliation.	November 2023	GMI

4. Promote positive race relations through anti-discrimination strategies.	13. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2023	GM P&C
	14. Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2023	GM P&C
	15. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2023	GM P&C
	16. Educate senior leaders on the effects of racism and discrimination.	Sept 2023	GM P&C



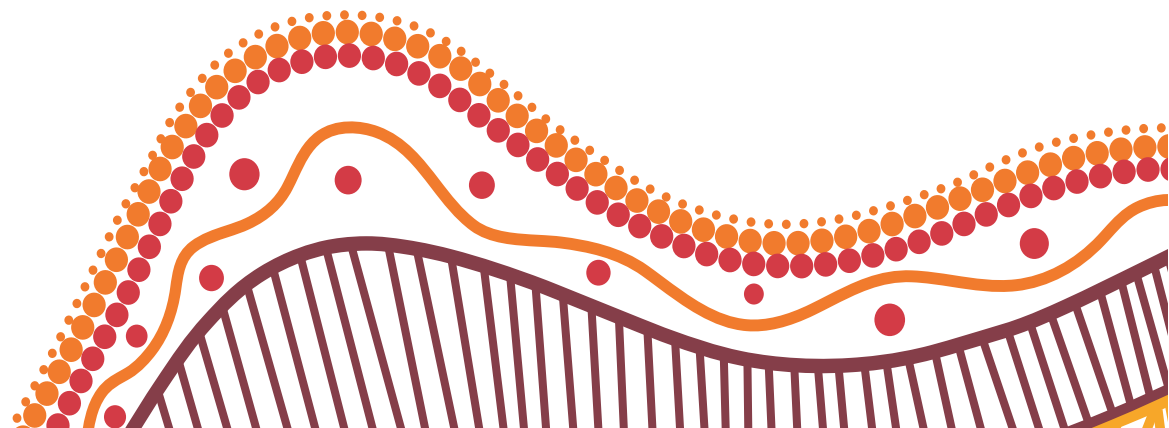
RESPECT



We will work to acknowledge and build understanding and respect for Aboriginal and Torres Strait Islander peoples, their histories and their connection to lands and places in Australia. One of our core values is Service, which refers to our commitment to core service delivery to clients but also means we care about the needs and expectations of community and our people. Underpinning this commitment to Service is having respect, and regard for the needs and wishes of others.

We work to provide a culturally safe environment for Aboriginal and Torres Strait Islander peoples by creating a culture of respect through listening and learning that supports reconciliation. Our reconciliation journey will be strengthened through proactive ways of working that demonstrate respect for Aboriginal and Torres Strait Islander peoples' and communities' protocols.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Conduct a review of cultural learning needs within our organisation.	October 2023	GM P&C
	2. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2023	GM P&C
	3. Identify and implement a cultural learning program and strategy for our employees.	March 2024	GM P&C
	4. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2024	GM P&C
	5. Encourage all Millennium employees to complete the Millennium Aboriginal and Torres Strait Islander Cultural learning program.	September 2023	GM P&C
	6. Millennium employees in selected people leadership and human resources roles to be offered the opportunity to participate in other Aboriginal Cultural Training Programs to build their cultural capacity and capability to work effectively with Aboriginal and Torres Strait Islander clients, partners and communities.	June 2024	GM P&C

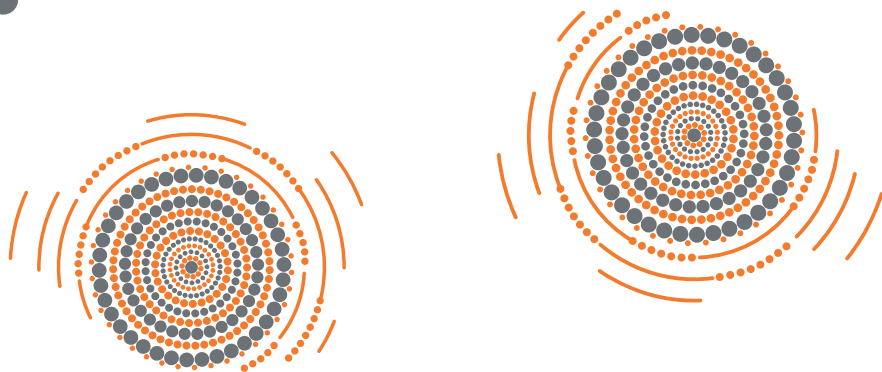


Action	Deliverable	Timeline	Responsibility
<p>6.</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	7. Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	CM
	8. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2023	CM
	9. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September 2024	GM P&C
	10. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023	GM P&C
	11. Display Aboriginal and Torres Strait Islander artworks and Acknowledgement of Country plaques in our major offices.	June 2023	CM
	12. Work with artist Lani Balzan to share the RAP artwork and story in all key offices.	June 2023	Lead: CM Support: GMI (NSW); GM WA (Perth); State Manager SA (Adelaide); State Manager QLD (Brisbane)
<p>7.</p> <p>Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance</p>	13. Develop and share a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff.	April 2023	CM
	14. Promote each day of cultural significance via Millennium social media channels.	August 2023 August 2024	CM
	15. Organise minimum two internal events to recognise key dates of cultural significance.	July 2023 July 2024	CM
	16. Publish and distribute information about key dates of significance to all staff.	April 2023, April 2024, April 2025	CM
<p>8.</p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	17. RAP Working Group to participate in an external NAIDOC Week event.	July 2023 & 2024	GM P&C
	18. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 & 2024	GM P&C
	19. Promote and encourage participation in external NAIDOC events to all staff.	June 2023 & 2024	CM
	20. Contact chambers of commerce in Victoria, New South Wales and Western Australia to identify opportunities for Millennium to participate in NAIDOC week activities, including: <ul style="list-style-type: none"> 16.1. Kinaway Chamber of Commerce Victoria 16.2. NSW Indigenous Chamber of Commerce 16.3. Noongar Chamber of Commerce and Industry 	June 2023 & 2024	CM

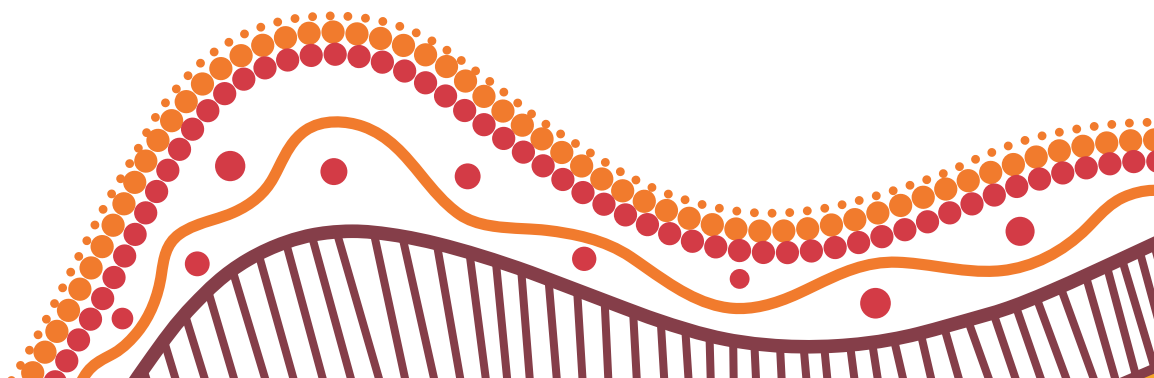
OPPORTUNITIES



We are committed to improving inclusion, employment and career pathway opportunities and enhancing procurement practices to increase the social and economic inclusion of Aboriginal and Torres Strait Islander peoples at Millennium and with our clients and partner organisations.



Action	Deliverable	Timeline	Responsibility
<p>9.</p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and development opportunities.	June 2023	GM P&C
	2. Engage with Aboriginal and Torres Strait Islander staff on our recruitment, retention, mentoring and professional development strategy.	December 2023	GM P&C
	3. Identify ways to attract Aboriginal and Torres Strait Islander people to apply for employment and economic opportunities in our organisation and with our partner organisations.	March 2024	GM P&C
	4. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2024	GM P&C
	5. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2024	GM P&C
	6. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2023	GM P&C
	7. Investigate opportunities and approach for creating and improving First Nations employment and professional development opportunities at Millennium sites in remote SA.	September 2023	SA State Manager



Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	8. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2023	CFO
	9. Actively seek quotes from Aboriginal and Torres Strait Islander owned businesses.	September 2023	CFO
	10. Review and update procurement practices to remove barriers to ensure Millennium procuring goods and services from Aboriginal and Torres Strait Islander businesses, organisations and external contractors.	July 2023	CFO
	11. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2023	CEO
	12. Become a Supply Nation member.	March 2023	GM B&S
	13. Investigate corporate membership of Kinaway Chamber of Commerce (VIC).	June 2023	GM B&S
	14. Investigate corporate membership NSW Indigenous Chamber of Commerce.	September 2023	GM IS
	15. Investigate corporate membership, Noongar Chamber of Commerce and Industry.	September 2023	GM WA
11. Partner with Codee Cleaning Services in WA, to grow the Codee Cleaning business whilst providing meaningful employment, education, and economic opportunities for Australia's First Peoples.	16. Provide business support and administration services to Codee, including; processes and resources to manage employee induction; training; recruitment; bid support; governance and compliance, etc. This includes exposure and access to corporate policies, systems and procedures.	June 2023	GM WA
	17. Support Codee's growth through providing access to Millennium's tender and bid writers and costing estimators, and bidding for new contracts together.	June 2023	GM WA
	18. Raise awareness of the Codee business and brand through dual branding opportunities on vehicles, signage (including office signage) and uniform branding. This dual branding will also be included (where suitable) on business cards, marketing material and promotional items.	June 2023	GM WA
	19. Continue to provide Codee with introductions and opportunities within the current Millennium client pool and where possible make introductions to the key decision makers within the Millennium portfolio. Millennium will also invite key Codee managers to any suitable marketing and industry events.	June 2023	GM WA
	20. Investigate opportunities, in partnership with Codee, to contribute to Closing the Gap outcomes through responding to local needs in WA Aboriginal and Torres Strait Islander communities.	April 2024	GM WA

GOVERNANCE



Action	Deliverable	Timeline	Responsibility
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12.

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

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|----|--|--|--------|
| 1. | Maintain Aboriginal and Torres Strait Islander representation on the RWG. | 2023: March, June, September, December
2024: March, June, September, December | GM P&C |
| 2. | Review and Update a Terms of Reference for the RWG. | February 2023 | CEO |
| 3. | Meet at least four times per year to drive and monitor RAP implementation. | 2023: March, June, September, December
2024: March, June, September, December | CEO |

13.

Provide appropriate support for effective implementation of RAP commitments

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|----|--|----------------|-----------------------------|
| 4. | Define resource needs for RAP implementation. | May 2023 | Lead: CM
Support: GM P&C |
| 5. | Engage senior leaders and other staff in the delivery of RAP. | September 2024 | Lead: CEO
Support: CM |
| 6. | Define and maintain appropriate systems to track, measure and report on RAP commitments. | April 2023 | GM R&C |
| 7. | Appoint and maintain an internal senior manager as RAP Champion. | February 2023 | CEO |

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	8. 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 annually	CM
	9. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	CM
	10. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023 & 2024	GM R&C
	11. Report RAP progress to all staff and senior leaders quarterly.	2023: March, June, September, December 2024: March, June, September, December	Lead: CEO Support: CM
	12. Publicly report our RAP achievements, challenges and learnings, annually.	October 2023 & 2024	CEO
	13. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	CM
	14. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2024	CEO

15. Continue our reconciliation journey by developing our next RAP	15. Register via Reconciliation Australia's website to begin developing our next RAP.	30 July 2024	CM
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millennium

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