

Innovate

Reconciliation Action Plan

August 2023 – August 2025



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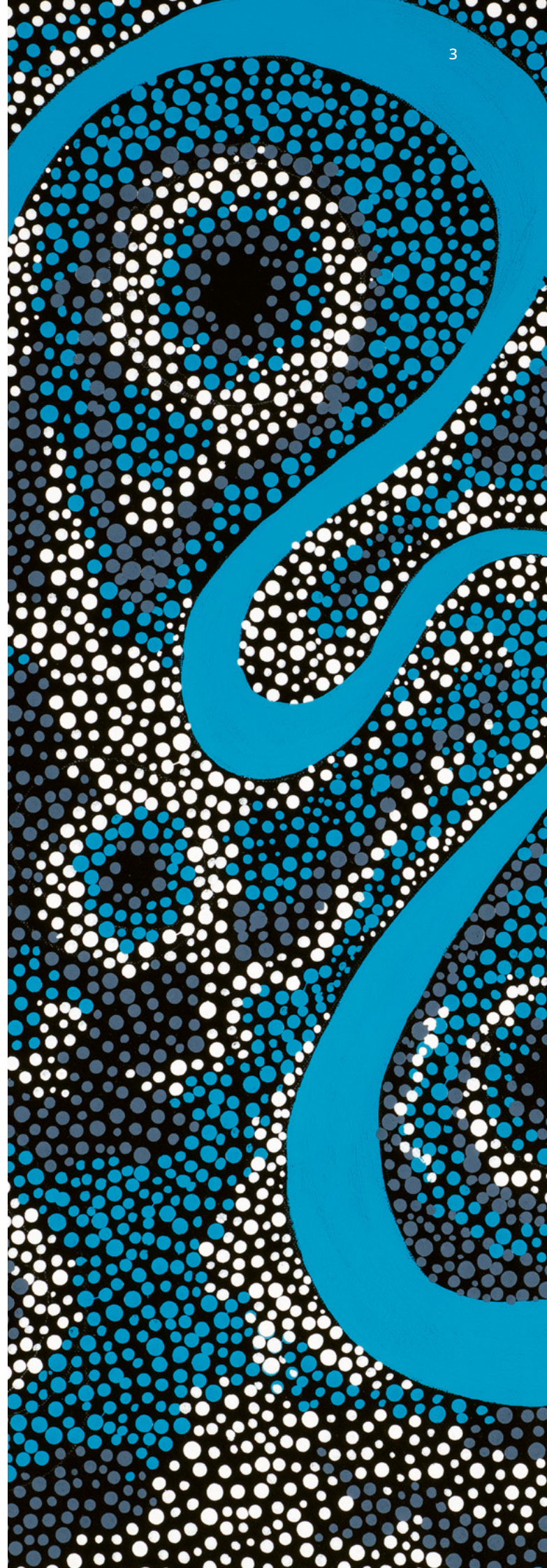
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Caring for Our Communities

by Thomas Croft

Thomas Croft is an Aboriginal artist from the Barngala clan of Whyalla in South Australia. Thomas lived in the Northern Territory for 26 years, which became a huge influence over his artwork. Now residing in Newcastle, Thomas continues to be influenced by the cultures, environment and the changing seasons of the Northern Territory landscape.

The painting 'Caring for Communities' represents Marsh and the community coming together to build ongoing partnerships and relationships with individuals and families across the nation. Throughout the painting, cities, towns, remote and rural communities are represented through the circle symbols within the painting and the waters flow between the rivers, creeks, lakes and oceans that give life to our lands and people. This connection is true of all our Marsh McLennan businesses, and a decision has been made to utilise this artwork across Marsh, Guy Carpenter, Mercer and Oliver Wyman for unity of our reconciliation message.



Endorsement from Reconciliation Australia

A Message from Reconciliation Australia CEO Karen Mundine

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

With 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. Marsh continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

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



Karen Mundine

Chief Executive Officer, Reconciliation Australia

Statement from our CEO Nick Harris

“For the Greater Good”

The Marsh group of Companies and our parent company, Marsh McLennan, are committed to investing in initiatives that benefit and support the communities to which we belong. As a market leader in the insurance industry and respected member of the corporate Australia, we are well positioned to promote and play a tangible role in the ongoing journey towards reconciliation with Aboriginal and Torres Strait Islander peoples.

Core to Marsh McLennan's commitment to 'Living the Greater Good' is our aim to work with local communities and their elders, agencies and our business partners to deliver purposeful and targeted actions towards 'closing the gap'.

With this 'Innovate' Reconciliation Action Plan (RAP) we recommit ourselves to making sustainable reconciliation contributions through fostering education, career paths and business opportunities for Aboriginal and Torres Strait Islanders.

Our RAP provides the framework for us to positively influence our colleagues and those in our 'sphere of influence' to increase awareness and the imperative for reconciliation for the benefit of all Australians through 'working together'.

We are proud to continue to play our role in reconciliation and I invite all Marsh colleagues and our business partners to work in consolation with those impacted and us to take tangible actions for all Australians to move forward together.



Nick Harris
Marsh CEO, Australia
President, Marsh Pacific

Acknowledgment of Country

In the spirit of reconciliation, Marsh acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay respect to Elder past, present and emerging, and extend that to all Aboriginal and Torres Strait peoples. In particular we acknowledge the Traditional; Custodians of the lands where Marsh office are located.



Our Vision for Reconciliation

At Marsh, our mantra has always been to “Live the Greater Good”, where we focus on our four strategic pillars – Clients, Colleagues, Growth and Community. This is our vision for Reconciliation in Australia, that we live and behave our way to inclusivity, where prejudice and disadvantage no longer exists and there is equal opportunity for all Australians.

We want Aboriginal and Torres Strait Islander peoples to no longer lead the world in some of the worst statistics, including Suicide, Renal Failure and Heart Disease, but rather thrive in Australian society in leadership roles, higher education and health.

We feel that our market strength and standing in the Insurance and Risk Mitigation Sector have us well placed to make a tangible contribution to improving education opportunities for Aboriginal and Torres Strait Islander children. As we know a ‘better future starts with a better education’.

Being a leader in our sector, other Insurance Market businesses will be looking to us for guidance and opportunities for them to collaborate with us on worthwhile initiatives. Not only do we aim to make a direct difference ourselves but our intent is to be a leader for all of the Australian Insurance market.



Clients



Colleagues



Growth



Community

Further to fostering education, our Innovate RAP aims to continue the journey towards a reconciled, inclusive and diverse Australia. Marsh and our industry partners, will work together to create equal job and career opportunities for Aboriginal and Torres Strait Islander peoples as other Australians across all business segments and at all organisational levels.

Ultimately, we want to achieve a high level of Aboriginal and Torres Strait Islander peoples working in the organisation, at senior levels, helping to guide the organisation on embedding Aboriginal and Torres Strait Islander perspectives and practices into our operations with the flexibility to adapt our approach for each and every employee. We aim to regularly procure goods and services from Aboriginal-owned corporations to support broader employment opportunities and giving back to community through investments. The development of an Aboriginal and Torres Strait Islander Advisory Committee will influence policy, guide appropriate reconciliation initiatives and provide access to ongoing opportunities for engagement with Aboriginal and Torres Strait Islander communities.

Our Business

Marsh is a world leader in delivering risk and insurance services and solutions. As part of Marsh McLennan, Marsh has been a pioneer in risk and insurance services for 150 years as at January 2021. Approximately 45,000 Marsh colleagues in 130 countries around the world provide risk management, risk consulting, insurance broking, alternative risk financing, and insurance program management services, helping clients of all sizes to better understand, quantify and manage risk thereby transforming uncertainty into opportunity.

Marsh was established in Australia in 1953 and currently has almost 2000 employees and authorised representatives, 15 of whom have identified as Aboriginal and/or Torres Strait Islander people.

Following a recent acquisition, Marsh has 21 offices across the country including each state and territory, with further distribution in rural and regional areas via our close collaboration with a leading agribusiness services provider.

As a group, Marsh McLennan is entering an exciting phase as we look for synergies to better serve our clients and communities. We bring together experts across Marsh, Guy Carpenter, Mercer and Oliver Wyman to help our clients see what is possible, mobilise their people and manage risk as they navigate new pathways. Each of these businesses has a presence in the Australian market and, as such, is on its own individual reconciliation journey.

This commitment across the four companies is illustrated in our RAP collaboration forum across Marsh, Guy Carpenter, Mercer and Oliver Wyman to share our reconciliation efforts, learnings and resources. This initiative includes the establishment of Marsh McLennan Working Groups for events and cultural awareness with team members based in the major centres throughout Australia.



Our RAP Journey

Our organisation began our RAP journey because we live by the principles of diversity and inclusion, and are dedicated to making a sustainable contribution to closing the gap through creating employment, career and business opportunities for Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

We are excited to refresh and recommit to our Innovate RAP. The commencement date and term has been reset to mirror that of our MMC colleagues RAPs as we explore the possibility of bringing our combined strengths under the one MMC RAP 'banner' to be an even more effective contributor to reconciliation.

As part of our reconciliation journey we have established relationships across the community to support cultural awareness and provide volunteer opportunities within local Aboriginal communities. While the RAP Committee has committed to a number specific community initiatives, Marsh as a company also encourages volunteer opportunities and community relationships through our 'Marsh Cares Resource Group' whom encourage all colleagues to take one day paid leave per year to support a cause they are passionate about.

Our aim is to have Aboriginal and Torres Strait Islander cultures more visible and mainstream in the insurance industry, where Acknowledgement of Country opens every meeting and active participation in all relevant days of recognition (as examples). We want a sustained trajectory towards greater support of Aboriginal and Torres Strait Islander businesses and continued commitment to cultural understanding and awareness to ensure our interaction with Aboriginal and Torres Strait Islander peoples and businesses are appropriate and mutually beneficial.

The Marsh Brisbane Office welcoming the Harrison Town Clontarf Academy to help mark the 2022 NAIDOC Week celebrations

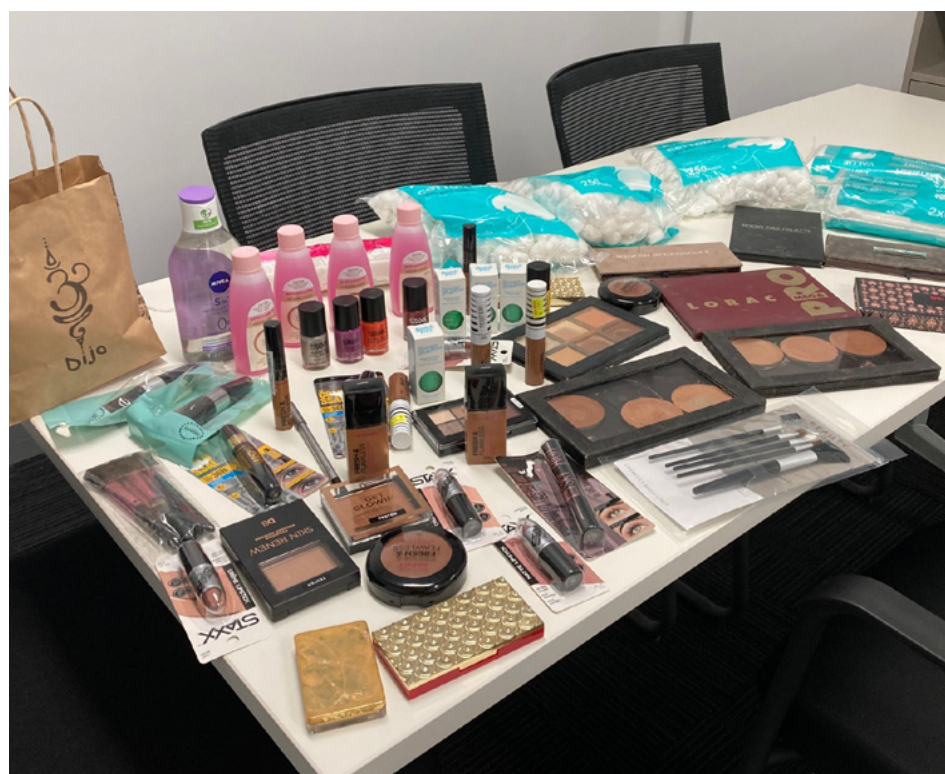


The Marsh RAP Working Group

The Marsh RAP Working Group (RWG) members are volunteers who are committed to Marsh’s contribution towards reconciliation for all Australians. The RWG contains representatives from nearly every State and Territory in Australia with a diverse range of experience, industry specialisation, ages and genders. Together they are committed to the Marsh Innovate RAP and its successful implementation. We are pleased to have Krystal Copley, a proud First Nations Woman join the RAP Committee. Her passion, energy and insights will prove invaluable to our considered initiatives. We will also be calling on the views of other First Nations members thoughts from our sister companies RAP teams.

Name	Position at Marsh (State of domicile)
Marcus Pearson	Executive Sponsor
Stephen Holgate	Chairperson, Business Development Manager, QLD & NT
Niven Bawden	Account Manager, Cairns
David Clancy	Global Sourcing and Procurement – Pacific Region
Steven Richardson	Business Development Executive, Tasmania
Juanita Lovatt	Legal and Compliance Officer – SA
Dianne Foo	Vice President Business Development Executive, Corporate, NSW
Freya Evans	Marketing and Communications - NSW
Natasha Kapoor	Senior Risk Advisor, VIC
Tracey Canwell	Senior Account Manager - WA
Krystal Copley	Account Manager – NT

Left: Niven Bawden, our North Queensland Representative presenting the Marsh iPad donations to Amanda Black from AFL Cape York House, June 2023
Right: Some of the ‘make up donations’ for the female students at AFL Cape Your House to assist with their Etiquette Tutorials, July 2023



Marsh Australia began our reconciliation journey in 2018 through our Reflect RAP which committed us to tangible actions to improve our community relationships as well as providing our colleagues with opportunities to learn more about Aboriginal and Torres Strait Islander history and to be more involved in the community. Some of the operational changes across the company include:

- Welcome to Country included in major client and industry events
- Acknowledgment of Country is actively positioned for major internal meetings with an Elder to be invited to deliver the 'Welcome to Country' whenever possible at all of our major offices throughout Australia
- Supply Nation membership via our parent company MMC
- Active sourcing of Supply Nation alternatives on business inputs along with partnering on 'in-house' Training Sessions
- Colleague volunteering opportunities in Aboriginal and Torres Strait Islander communities including education promotion through providing attendance encouragement with back packs and fillings (some remote)
- We have embarked upon a partnership with Clontarf Foundation (now in its fourth year), providing an annual financial contribution to the Academy as well as volunteer days
- We are exploring how to partner with STAR's in this Innovate Cycle
- Hosting Dive In promotions since 2018 with an emphasis on Inclusion for all Australians
- Internal colleague sessions on The Uluru Statement from the Heart to raise awareness of its meaning an importance
- Nationally delivered "Why is Reconciliation Important to me?" awareness sessions
- Sponsorship of the AFL Community Series, the Indigenous round of the AFL series
- Contributions to ALF Cape York House, supporting Aboriginal and Torres Strait Islander boys and girls in education with tutoring and fostering student wellbeing with extra curricular activities

- Membership of the Northern Territory Indigenous Business Network (NTIBN)
- We are looking to continue partnering with 'Deadly Coders' through the 'Young Engineers Group' to inspire IT as a career path for Aboriginal and Torres Strait Islander high school students

From our previous Innovate RAP, we learnt we needed deeper engagement from Senior Management to meet our institutional wide initiatives especially around Cultural Awareness and systemic processes for better engaging with Aboriginal and Torres Strait Peoples. This is addressed in the 'main body' of our current Innovate RAP.

We are committed to further expansion of meaningful reconciliation action as outlined in our Innovate RAP.

Epilepsy Awareness amongst First Nations People stall arranged by our Northern Territory Rep, Tracey Peris during a AFL game in Darwin, November 2022'



Innovate Reconciliation Action Plan (RAP)



Relationships			
Action	Deliverable	Timeline	Responsibility
1. 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	December 2023	Lead: Chair (Qld and NT Bus. Mgr.) Support: Ex. Sponsor
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	January 2024	Lead: Chairperson Support: HR Support
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Promote the significance of NRW through the circulation of Reconciliation Australia's NRW resources and materials to colleagues	April – 2024 April – 2025	Lead: Chairperson Support: The MMC Events Working Group (assisted by the ESG Committee)
	• Marsh's RAP Committee members to participate in an external NRW event	27 May – 3 June 2024, 2025	Lead: RWG Chair, Support: MMC Events Working Group (assisted by the ESG Committee)
	• Promote local NRW external events, encouraging and supporting colleagues to participate in recognition and celebration of NRW	May 2024 and 2025	Lead: RWG Chair, Support: MMC Events Working Group (assisted by the ESG Committee)
	• Organise at least one NRW event each year – Co-ordinate activities at each office location while also engaging senior management in a collective message – Record activities held on SharePoint and external and internal Marsh Website	27 May – 3 June 2024 and 2025	Lead: RWG Chair, Support: MMC Events Working Group (assisted by the ESG Committee)
	• Register all our internal NRW events on Reconciliation Australia's NRW website .	May 2024 and 2025	Tasmanian Committee Representative
3. Promote reconciliation through our sphere of influence	• Develop and implement a colleague engagement strategy to raise awareness of reconciliation across our workforce	August 2023 January 2024 December 2024 June 2025	Lead: South Australian Compliance Manager Support: North Queensland Account Manager, HR Rep, MMC WG
	• Network with Business Partners and clients alike to look for Synergies to partner with towards Reconciliation	Sept 2023 January 2024 December 2024 June 2025	Lead: Ex Sponsor Support: RAP Chair

Relationships			
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Launch and promote Marsh's Innovate RAP publicly along with a statement emphasising our commitment to reconciliation. 	August 2023	Lead: Executive Sponsor Support: Chair, Communications Team, Marsh's Pacific President
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes with a focus on education, career and business opportunities for Aboriginal and Torres Strait Islander peoples and business: <ul style="list-style-type: none"> Explore opportunities for engagement with National Insurance Brokers Association Explore opportunities to collaborate on reconciliation with Insurer partners such as QBE, Allianz and CGU 	December 2023 December 2024	Lead: Chair Support: North Queensland Rep (Account Manager), Business Development Leaders
	<ul style="list-style-type: none"> Support and collaborate with Marsh McLennan companies to advance reconciliation strategies, events, and outcomes 	December 2023 March 2024 June 2025	Lead: Chair, Support: Western Australian Rep. (Account Manager)
	<ul style="list-style-type: none"> Encourage Marsh RAP Working Group members to share learnings and discuss resources related to reconciliation in team meetings and digital channels such as news items and key learnings from external events and training 	Sept 2023 January 2024 June 2024 December 2024 June 2025	Lead: Chair Support: North Queensland, Account Manager
	<ul style="list-style-type: none"> Collaborate with other RAP organisations and Insurance and Advisory Partners to develop innovative along with practical approaches to advance reconciliation 	August 2023 2024 2025	Lead: Executive Sponsor
	4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Review Marsh's Non Discrimination and Harassment Policy annually to ensure it adequately addresses racism in the workplace 	January 2024 January 2025
<ul style="list-style-type: none"> Communicate Marsh's Non Discrimination and Harassment Policy through induction modules and email communications along with ensuring they are easily accessible via our intranet 		January 2024 December 2024	Lead: Executive Sponsor Support: Northern Territory Rep, Chair and our HR Representative

Relationships			
Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander colleagues in the review and update of Marsh’s Non Discrimination and Harassment Policy including members of our Reconciliation Working Group 	<p>January 2024 August 2024</p>	<p>Lead: HR Representative</p>
	<ul style="list-style-type: none"> Provide education opportunities for Pacific Leadership Team members on the effects of racism 	<p>January 2024 December 2024</p>	<p>Lead: North Queensland, Account Manage</p> <p>Support: South Australian, Compliance Manager via the MMC Cultural Awareness Working Group</p>
5. Promote First Nations education, health, and employment through partnerships	<ul style="list-style-type: none"> Explore partnerships with local education bodies and Government Support Agencies to support meaningful initiatives for Closing the Gap 	<p>Sept 2023 January 2024 June 2024 December 2024 June 2025</p>	<p>Lead: North Queensland, Account Manage</p> <p>Support: South Australian, Compliance Manager via the MMC Cultural Awareness Working Group</p>
	<ul style="list-style-type: none"> Develop a paid Cert Two course to introduce First Nations high school students to a business environment in the Cairns area 	<p>Sept 2023 January 2024 June 2024 December 2024 June 2025</p>	<p>Lead: North Queensland, Account Manage</p> <p>Support: South Australian, Compliance Manager via the MMC Cultural Awareness Working Group</p>
	<ul style="list-style-type: none"> Develop new and strengthen already established relationships with local education and community First Nations bodies to collaborate on Education and Health initiatives 	<p>Sept 2023 January 2024 June 2024 December 2024 June 2025</p>	<p>Lead: North Queensland, Account Manage</p> <p>Support: South Australian, Compliance Manager via the MMC Cultural Awareness Working Group</p>
	<ul style="list-style-type: none"> Partner with AFL Cape York House based in Cairns focusing on education, employment, and health initiatives to support meaningful initiatives for their students and in turn their communities 	<p>January 2024 December 2024</p>	<p>Lead: North Queensland (Account Manager) Rep</p> <p>Support: Chairperson and HR Rep</p>



Respect			
Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning	<ul style="list-style-type: none"> Review and update Marsh’s cultural learning needs assessment to target learning opportunities across our organisation 	July 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy 	January 2024 September 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Evolve, implement, and communicate the cultural learning strategy document for our colleagues 	January 2024 December 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, People and Culture, HR Managers, Executive Leadership Group and Pacific Leadership Team to participate in formal and structured cultural learning 	June 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Create and roll out a curated online cultural competency learning pathway using Marsh’s Communications and SharePoint Library 	July 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
7. Demonstrate respect to Aboriginal and Torres Strait Islander by observing cultural protocols	<ul style="list-style-type: none"> Increase colleague awareness and deepen their understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	January 2024 December 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Review and embed Marsh’s Cultural Respect Protocol document (tailored for all local communities we operate in), ensuring it includes up to date contacts and protocols for Welcome to Country and Acknowledgement of Country 	July 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group

Respect			
Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander by observing cultural protocols	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	August 2023	Lead: RAP Chair Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Extend the invitation to participate in events with local Traditional Owners or Custodians to Marsh McLennan businesses where appropriate 	August 2023	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings 	December 2023	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
	<ul style="list-style-type: none"> Deliver training to increase colleague confidence in customising and delivering a meaningful Acknowledgement of Country 	January 2024 December 2024	Lead: Northern Territory (Account Manager) Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	Annually to commence August 2023	Support: Ex Sponsor along with MMc Working Group (supported by the ESG Committee)
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to colleagues participating in NAIDOC Week 	June 2024, 2025	Lead: HR Rep Support: Executive Sponsor and Chair
	<ul style="list-style-type: none"> Promote and encourage all colleagues to participate in external NAIDOC events in their respective local areas 	Annually to commence August 2023	Lead: Chair Support: Ex. Sponsor and the MMC Working Group
9. Further support a culturally safe environment within Marsh McLennan through collaboration on internal information programs	<ul style="list-style-type: none"> Review and maintain the MMc Cultural Awareness Training Working Group to ensure open communication and to leverage learnings across the four Pacific Marsh and McLennan Companies 	January 2024 December 2024	Lead: North Queensland, Account Manager Support: South Australian Rep (Legal and Compliance)
	<ul style="list-style-type: none"> Collaborate with Marsh McLennan businesses on cultural learning opportunities extending to formal cultural learning, as well as peer-led learning and experiences including movie screenings and cultural walks 	January 2024 December 2024	Lead: Northern Territory (Account Manager): Support: South Australian Rep (Legal and Compliance) along with the MMc Cultural Awareness Working Group



Opportunities			
Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander workforce diversity at Marsh to inform future employment and professional development opportunities 	July 2024 December 2024	Lead: Executive Sponsor Support: Chair and HR Rep
	<ul style="list-style-type: none"> Establish a First Nations mentoring scheme facilitated by current Senior Managers to help ensure new employees feel welcome and supported as they grow into their careers 	July 2024 December 2024	Lead: Executive Sponsor Support: Chair and HR Rep
	<ul style="list-style-type: none"> Engage Aboriginal and Torres Strait Islander colleagues and the expertise of Mercer to co-design and support the Marsh's First Nations Employment Strategy 	July 2024 December 2024	Lead: Executive Sponsor Support: Chair and HR Rep
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander colleagues to consult on Marsh's recruitment, retention, and professional development strategy 	July 2024 December 2024	Lead: Executive Sponsor Support: Chair and HR Rep
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy 	March 2024	Lead: Executive Sponsor Support: Chair and HR Rep
	<ul style="list-style-type: none"> Engage Clontarf Foundation and their graduating First Nations students for job opportunities within the organisation with a sensitivity for potentially working 'close to community' 	December 2023	Lead: North Queensland (Account Manager) Rep Support: HR Rep
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including engaging with an Aboriginal and Torres Strait Islander recruitment agency to advertise the Marsh's Aboriginal and Torres Strait Islander Traineeship Pilot Program vacancies 	September 2023	Lead: Ex. Sponsor Support: HR Rep
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	December 2023	Lead: Ex. Sponsor Support: Chair, HR Rep

Opportunities			
Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Review the Marsh Aboriginal and Torres Strait Islander Procurement strategy and update it where required to align to evolving procurement practices 	June 2024	Lead: MMC Procurement Lead Support: Ex. Sponsor
	<ul style="list-style-type: none"> Maintain membership with Supply Nation 	February 2024, February 2025	Lead: MMC Procurement Lead Support: Ex. Sponsor
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to colleagues 	September 2024	Lead: MMC Procurement Support: Ex. Sponsor
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses 	August 2024	Lead: MMc Procurement Support: Ex. Sponsor
	<ul style="list-style-type: none"> Develop and maintain commercial relationships with Aboriginal and Torres Strait Islander businesses, including Tier 1 and Tier 2 suppliers 	April 2024 April 2025	Lead: MMc Procurement Support: Ex. Sponsor
	<ul style="list-style-type: none"> Increase the exposure of Aboriginal and Torres Strait Islander procurement pathways by enabling relevant colleagues to attend Supply Nation Step training 	December 2023 December 2024	Lead: MMc Procurement Support: Ex. Sponsor
	<ul style="list-style-type: none"> Increase Marsh’s spend with Supply Nation accredited businesses year on year 	January 2024 January 2025	Lead: MMc Procurement Support: Ex. Sponsor

Left: One of the Art Works on offer for the Deadly Education Fund Raiser for STARS and Clontarf July 2023

Middle: The after photo of the Minmarama Park Basket Ball court renovations following a \$15,000 donation from Marsh July 2022

Right: One of the AFL Cape York House students preparing for the end of year Presentation Night, November 2022





Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG 	September 2023	Lead: Chair Support: Western Australia (Account Manager) and HR Rep
	<ul style="list-style-type: none"> Review and update the Terms of Reference for the RWG 	December 2023	Lead: Chair Support: Western Australia (Account Manager) and HR Rep
	<ul style="list-style-type: none"> Meet quarterly to drive and monitor RAP implementation 	August 2023 October 2023 January 2024 April 2024 July 2024 October 2024 January 2025	Lead: Chair Support: Western Australia (Account Manager) and HR Rep
13. Maintain effective RAP communication and collaboration across MMc RAP Committees	<ul style="list-style-type: none"> Continue discussions with fellow MMc RAP Committees on how we can learn and collaborate on all RAP initiatives 	August 2023 October 2023 January 2024 April 2024 July 2024 October 2024 January 2025	Lead: Ex.Sponsor Support: Chair
	<ul style="list-style-type: none"> Set up formal review and reporting of RAP progress to the recently established Marsh and broader MMc Working Groups through our boards and ESG Committee also reporting to the boards 	August 2023 October 2023 January 2024 April 2024 July 2024 October 2024 January 2025 April 2025	Lead: Ex.Sponsor Support: Chair
	<ul style="list-style-type: none"> Establish Marsh representatives on collaborative Working Groups across Marsh McLennan to support larger scale, joint reconciliation initiatives 	August 2023 October 2023 January 2024 April 2024 July 2024 October 2024 January 2025 April 2025	Lead: Ex.Sponsor Support: Chair

Governance			
Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation	August 2023	Lead: Ex.Sponsor Support: Chair
	• Continue to engage our senior leaders and other colleagues in the delivery of RAP commitments	December 2023	Lead: Ex.Sponsor Support: Chair
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	September 2023	Lead: South Australian Rep (Legal and Compliance)
	• Maintain an internal RAP Champion from senior management	October 2023 March 2024 October 2024 March 2025	Lead: Ex.Sponsor Support: Chair
15. 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 important RAP correspondence	August 2023	Lead : Tasmanian Rep (Business Development Mgr) Support: Chair
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	August annually	Lead: Tasmanian Rep Support: Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September Annually	Lead : Tasmanian Rep (Business Development Mgr) Support: Chair
	• Report RAP progress to all colleagues and senior leaders half yearly	August 2023 December 2023 July 2024 December 2024 July 2025	Lead: Ex. Sponsor Support: Chair with support from the ESG Committee
	• Publicly report our RAP achievements, challenges, and learnings, annually	September 2023 September 2024	Lead: Ex. Sponsor Support: Chair with support from the ESG Committee
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2024	Lead : Tasmanian Rep (Business Development Mgr) Support: Chair
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	January 2024	Lead : Tasmanian Rep (Business Development Mgr) Support: Chair
	16. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP	April 2025



Contacts



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Queensland and Northern Territory Business Development
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