



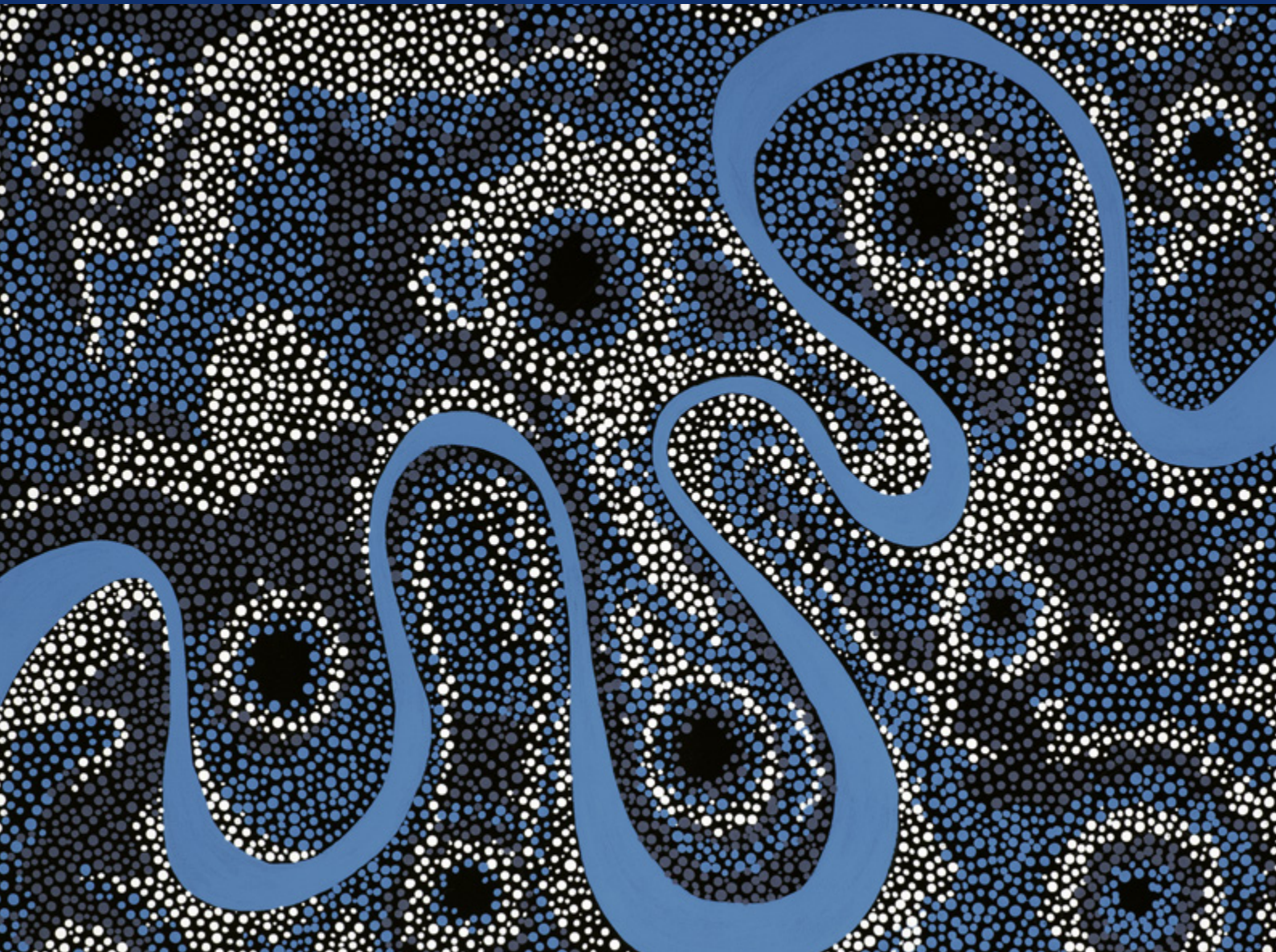
welcome to brighter

# Innovate

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## Reconciliation Action Plan

August 2023 – August 2025



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# Caring for Our Communities

by Thomas Croft

Thomas Croft is an Aboriginal artist from 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 water that flows between represents 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. Mercer Australia 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 Mercer Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Mercer Australia 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 Mercer Australia 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, Mercer Australia will ensure shared and cooperative success in the long-term.

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

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



**Karen Mundine**

Chief Executive Officer, Reconciliation Australia

# Message from Mercer Pacific CEO David Bryant

## At Mercer, we believe in building brighter futures.

Our purpose is to make a difference in people's lives; it's why we come to work each day. For over 75 years, we've been providing trusted advice and solutions to build healthier and more sustainable futures for our clients, colleagues and communities. I am proud of our second Reconciliation Action Plan (RAP), which outlines our actions and commitments for the next two years to drive progress towards reconciliation. In developing this RAP, we reflected on where we've achieved significant progress in a short period of time, and where we can create more meaningful change.

As a leader in shaping retirement and investment outcomes, and one of Australia's leading corporate super funds, we want to contribute and engage in discussions across our industry to help improve superannuation outcomes for First Nations peoples.

As an employer, one of the most important things we can do as an organisation is create a culture where everyone feels welcome, and that their voice is valued. If we all feel like we belong and see ourselves represented, we bring our best thinking to the challenges at hand.

Our business is richer from the contributions of our First Nations colleagues, and we are expanding our employment pathways to support more First Nations colleagues at Mercer.

We look forward to working with all our stakeholders and communities throughout this RAP, fusing empathy and economics to contribute to meaningful and impactful reconciliation outcomes in Australia.



**David Bryant**  
CEO, Marsh McLennan Pacific and President,  
Mercer Pacific

## Acknowledgment of Country

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



# Our Vision for Reconciliation

**Our vision for reconciliation is a future where all Australians acknowledge Aboriginal and Torres Strait Islander people as First Australians and recognise the value in their connection with the land, waters and sky. Reconciliation is where all Australians enjoy long and healthy lives, have financial stability, and are able to enjoy fulfilling careers.**

Due to structural barriers and inequalities, First Nations peoples today experience disadvantage across a range of areas such as financial stability, employment opportunities and retirement incomes. At Mercer, our purpose is to make a difference in people’s lives. We create brighter futures for Australians in retirement and we are positioned well to influence the retirement gap for First Nations people and communities through our pillars of Health, Wealth and Career. Mercer has a deep collective experience in listening to clients and developing tailored solutions for complex problems. We commit to extending this focus to our Reconciliation programs.

**To help close the gap and achieve our reconciliation vision, we aim to make a difference in the following Closing the Gap Report Outcome areas:**



**Outcome 5:**  
Students achieve their full learning potential



**Outcome 7:**  
Youth are engaged in employment or education



**Outcome 8:**  
Strong economic participation and development of people and their communities.

Through the unique reach of our business and leveraging the strength and innovation of the Marsh McLennan portfolio of businesses, Mercer will positively impact First Nations peoples and communities and drive progress towards reconciliation. We believe reconciliation takes more than words; it requires meaningful action and accountability. We recognise this is a journey and are committed to continuously improving our programs, partnerships and governance to ensure we are making a tangible impact on First Nations peoples and communities.

We believe that acknowledging and supporting Aboriginal and Torres Strait Islander peoples as the First Australians will help make a difference in people’s lives for all of our communities.

# Our Business

**Mercer believes in building brighter futures by redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being. Mercer’s approximately 25,000 employees are based in 43 countries and the firm operates in 130 countries. Mercer is a business of Marsh McLennan, the world’s leading professional services firm in the areas of risk, strategy and people. Locally, Mercer Australia’s approximately 2,400 colleagues are based in 7 locations across Australia. Mercer Australia office locations include Adelaide, Brisbane, Melbourne, Perth, Sydney, Wheelers Hill and Wollongong. We currently have five colleagues who identify as Aboriginal and/or Torres Strait Islander people.**

## Collaboration across Marsh McLennan

Marsh McLennan is the world’s leading professional services firm in risk, strategy and people. We bring together experts across Marsh, Guy Carpenter, Mercer and Oliver Wyman to help our clients see what’s 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 a journey of reconciliation. Together, we have established a RAP collaboration forum across Marsh, Guy Carpenter, Mercer and Oliver Wyman to share our reconciliation teaming efforts, learnings and resources. We firmly believe that this cooperation and coordination will allow us to maximise our impact and accelerate our vision of reconciliation.

This initiative includes the establishment of Marsh McLennan Working Groups for events and cultural awareness. Mercer representatives on these working groups are detailed within our RAP Working Group section on page 10.

## Our Commitments

We fuse empathy and economics to maximize impact and our commitments drive everything we do.

### Always bring a point of view

We are thoughtful and invested with our thinking, moving towards the opportunity together.

### Deliver the whole firm

We unleash the full power of our diverse and global teams by bringing the combination of our people, strengths and capabilities to every challenge.

### Boldly shape the future

We solve for future workforce and organizational needs, quantifying the economic and human impact at every step.

### Execute well

We are relentlessly focused on working together to deliver results that make a positive difference for our clients, colleagues and communities.



# Our RAP Journey

**This is Mercer’s second Reconciliation Action Plan and an opportunity to evolve and strengthen our commitment to reconciliation. Mercer Australia proudly fosters a diverse workforce and provides opportunities for all colleagues to deepen their understanding and respect for First Nations peoples. We are growing our collective knowledge of First Nations histories and celebrating the heritage of the oldest continuing living cultures in the world. We believe that we can enrich the lives of all Australians by fostering a culture of respect and inclusion. As a business of Marsh McLennan, we benefit from access to global campaigns to support racial equity, and leverage initiatives developed by global Diversity and Inclusion teams to address structural inequities.**

Mercer started our reconciliation journey in 2018 forming a working group and published our first RAP in 2020. We benefited greatly from the partnership and wisdom of our longstanding client, the NSW Aboriginal Land Council who provided guidance and assistance in the early journey of establishing our RAP, and a member of our initial RAP Working Group through 2020-2022. Initial actions included the Acknowledgement of Country in every meeting room to support colleagues deliver cultural protocols, and the unveiling of the Aboriginal and Torres Strait Islander flags in our offices.

Cultural ceremonies including Smoking Ceremonies to welcome senior leaders and Welcome to Country delivered by local Elders have helped generate awareness and enthusiasm for further cultural training and initiatives. In 2022, we shared these traditional customs with our global President and CEO of Mercer, Martine Ferland to share globally the significance of Aboriginal and Torres Strait Islander cultures in our region.

Like the iconic Paul Kelly song “From Little Things Big Things Grow”, the adoption of our first RAP has driven incremental change that is now embedded within the firm. We have celebrated our progress and learnt many lessons along the way and are driven to mature our approach throughout 2023-2025. Key to this success will be enhancing our oversight of all deliverables within the RAP, and enhancing reporting internally and externally on our progress. Stay tuned!





## Cultural Awareness

Mercer has developed and implemented a First Nations learning and development plan with online training completed by frontline staff and people leaders. A library of tools is available on the Mercer intranet for self-directed learning and colleagues have attended a variety of online and in person events including National Reconciliation Week, NAIDOC week and end of year First Nations movie screenings. An Acknowledgement of Country is experienced at the commencement of all Board, Leadership and significant colleague meetings. Colleagues have enjoyed Welcome to Country ceremonies by local Elders during significant milestones including the opening of our new offices in Woolyungah (Wollongong, NSW), National Reconciliation Week events in Naarm (Melbourne) and Warrane (Sydney), and a leadership retreat in Bunurong (Flinders, VIC).

## First Nations Supplier Diversity

We are Supply Nation members and are proud to have increased our spend with First Nations businesses year on year. In 2022, Colleagues overseeing procurement decisions attended Supply Nation training to understand barriers that exist for First Nations businesses, and the opportunities available from diversifying Mercer's supply chain.

## Community Partnerships

Mercer has been a proud supporter of the Clontarf Foundation since 2019 and attended several mutually beneficial events supporting the boys' sporting, educational and employment activities. Marsh McLennan sponsored a Careers Day with rotations hosted by colleagues across skills

matching, financial literacy, future of work and social media in 2020. In 2022 Mercer commenced a partnership with the Stars Foundation who support First Nations girls and young women to attend and remain engaged at school.

Our First Nations engagement plan from 2020 was somewhat fragmented and key person dependent. We are looking forward to maturing this approach with a more structured approach throughout 2023, including clearer action ownership and regular progress reporting. This will allow us to identify gaps in resourcing and support for reconciliation initiatives early, and engage relevant senior leaders and teams to help support with the delivery of reconciliation priorities.

## Employment

Initial recruitment programs targeted at First Nations employees were deployed using Mercer's standard recruitment strategies and processes and were not successful in materially extending employment opportunities to First Nations people. Reflecting on this experience, an expansive consultation process with internal and external stakeholders was held, including engaging Mercer's First Nations colleagues to co-design our First Nations Traineeship pilot program in 2023. The employment pathway program aims to create more avenues for First Nations colleagues to join our Melbourne contact centre and undertake a Cert III or Cert IV in Business.



Before we started on our reconciliation journey, I didn't openly speak about my heritage and didn't feel I could bring my whole self to work. In such a short time, our Leadership have embraced and embedded reconciliation efforts that are now firmly part of our workplace culture and it has completely changed my Mercer experience.

I feel respected, I feel supported, I feel celebrated, I feel safe to be me. I can build my professional career while also contributing to advancing opportunities for Aboriginal and Torres Strait Islander peoples through policy, creating employment opportunities, and consulting with our clients. I am excited to continue this journey and see where next we grow.

**Tennille Parkes, Gundangurra Woman, Employer Support Specialist**



I have seen the changes Mercer has made and the positive impacts of how this has improved my experiences within the workplace. Mercer has provided cultural awareness training to colleagues, and I have found myself in many conversations with team members who are genuinely accepting and wanting to learn more. I have found that since there has been more training and awareness made amongst the organisation, colleagues are more receptive to discussing and reflecting on First Nations topics, as well as making our Acknowledgement of Country's more meaningful, which shows me more team members are respecting our cultures.

**Jess Chambers, Gadigal Woman, Resolutions Team Leader**

## Mercer Executive and Board Commitment

The RAP Working Group (RAP WG) is sponsored by, and reports to a member of the Pacific Leadership Team. This RAP has been developed in consultation with the Mercer (Australia) Pty Ltd Board, Pacific Market Leadership Team, and the RAP Working Group. The commitments within this RAP have the full support of the Mercer executive and Board.

## RAP Working Group

The RAP Working Group (RAP WG) brings together colleagues responsible for delivering the RAP initiatives and oversee effective and timely implementation. The RAP WG are further supported by “friends of the RAP” colleagues who actively support working groups and events. All RAP WG members have RAP implementation as part of their goals:

- Tim Barber, CEO Mercer Super, RAP Executive Sponsor
- Katharine Jordan, Mercer Super Governance Leader, Acting RAP Chair
- Esra Basak, Governance Operations – Complaints
- Joanne Caruana, Senior Relationship Manager
- Jess Chambers, Gadigal Woman, Resolutions Team Leader, RAP WG Secretary
- David Clancy, Sourcing and Procurement Specialist, Marsh McLennan
- Tracey Frangos, Wiradjuri Woman, Helpline Consultant
- Emma Hannigan, Talent Acquisition Consultant, Marsh McLennan
- Gen Hughes, Helpline Knowledge Coordinator
- Steph Langford, Talent Acquisition Consultant, Marsh McLennan
- Brigitte Lawrie, Inclusion and Diversity Manager
- Will Leak, Wiradjuri Man, Senior Sustainable Investment Analyst
- Laura Manescu, Senior Talent Strategy Consultant
- Tennille Parkes, Gundangurra Woman, Employer Support Specialist
- Jason Waite, Head of Business Services

## Marsh McLennan RAP Collaboration Working Groups

The Marsh McLennan RAP Collaboration Working Groups brings together colleagues across Marsh, Guy Carpenter, Mercer and Oliver Wyman who volunteer for delivering collaborative efforts in reconciliation across events and cultural awareness training. Mercer representatives include:

### Events Working Group

- Esra Basak, Governance Operations – Complaints
- Jess Chambers, Resolutions Team Leader

### Cultural Awareness Working Group

- Gen Hughes, Helpline Knowledge Coordinator
- Joanne Caruana, Senior Relationship Manager



# Our Reconciliation Action Plan



Mercer’s commitment to reconciliation allows us to create relationships with Aboriginal and Torres Strait Islander businesses, social enterprises and peoples. These respectful relationships will be built upon the premise that we can learn from each other, help our business communities and leave a lasting legacy.

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.</b>	• Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	December 2023	RWG Chair
	• Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	October 2023	RWG Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	• Promote the significance of NRW through the circulation of Reconciliation Australia’s NRW resources and materials to colleagues	May 2024, May 2025	Events Working Group Chair, Communications Consultant
	• Require Mercer’s RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024, 2025	RWG Chair
	• Promote local NRW external events, encouraging and supporting colleagues to participate in recognition and celebration of NRW.	27 May-3 June 2024, 2025	Events Working Group Chair
	• Organise at least one NRW event each year.	27 May-3 June 2024, 2025	Events Working Group Chair
	• Register all our internal NRW events on Reconciliation Australia’s NRW website.	May 2024, 2025	Events Working Group Chair
<b>3. Promote reconciliation through our sphere of influence.</b>	• Develop and implement a colleague engagement strategy to raise awareness of reconciliation across our workforce.	September 2023	Cultural Awareness Working Group Chair
	• Publish Mercer’s RAP publicly along with a statement emphasising our commitment to reconciliation.	July 2023	Communications Consultant
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023, December 2024	RWG Chair
	• Support and collaborate with Marsh McLennan companies to advance reconciliation strategies, events, and outcomes.	December 2023, December 2024	RWG Chair
	• Collaborate with RAP organisations including being an active member of Indigenous Superannuation Working Group (ISWG) and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2023, December 2024	Mercer Super Governance Officer
	• Sponsor a research proposal into superannuation outcomes for First Nations Australians through Mercer’s membership of ISWG.	December 2024	Mercer Super Governance Officer

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Review Mercer’s Prohibited Discrimination and Harassment Policy annually for continuous improvement to ensure this policy specifically calls out and adequately addresses racism in the workplace.</li> </ul>	August 2023, August 2024	Inclusion & Diversity Manager
	<ul style="list-style-type: none"> <li>Communicate Mercer’s Employee Handbook containing the Prohibited Discrimination and Harassment Policy through email communications and ensure it is accessible via our intranet.</li> </ul>	August 2023, August 2024	Inclusion & Diversity Manager
	<ul style="list-style-type: none"> <li>Engage with First Nations colleagues in the review and update of Mercer’s Prohibited Discrimination and Harassment Policy including members of our RAP Working Group.</li> </ul>	August 2023, August 2024	Inclusion & Diversity Manager
	<ul style="list-style-type: none"> <li>Ensure completion of education opportunities for Pacific Leadership Team members on the effects of racism.</li> </ul>	December 2023, December 2024	Pacific People and Culture Leader, Learning and Development Specialist
<b>5. Build and maintain partnerships focused on promoting progress towards Closing the Gap targets in education, health and employment</b>	<ul style="list-style-type: none"> <li>Partner with 1-2 First Nations charitable organisations each year, that focus on education, employment, or health initiatives to support meaningful initiatives towards Closing the Gap.</li> </ul>	March 2024, March 2025	Events Working Group Chair
	<ul style="list-style-type: none"> <li>Facilitate annual RAP Deadly Raffle fundraiser accessing Marsh McLennan donation matching program and partnering closely with First Nations organisations to raise awareness and funds for community causes.</li> </ul>	September 2023, September 2024	Events Working Group Chair



Mercer is creating a culture of belonging where every individual can bring their whole self to work. Built on a foundation of respect for individual differences, belonging at Mercer extends to valuing, respecting, and celebrating First Nations histories, cultures, and rights as a fundamental part of Australia’s national identity. This extends to our commitment to continuous learning about First Peoples whose cultures, histories and traditions have existed for more than 60,000 years.

Respect			
Action	Deliverable	Timeline	Responsibility
<b>6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Review and update Mercer’s cultural learning needs assessment to target learning opportunities across our organisation.</li> </ul>	September 2023, September 2024	Talent and Learning Specialist, Inclusion and Diversity Manager
	<ul style="list-style-type: none"> <li>Work towards employee participation target in cultural learning activities of 85% across the organisation.</li> </ul>	December 2023, December 2024	Talent and Learning Specialist, Inclusion and Diversity Manager
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.</li> </ul>	September 2023, September 2024	Learning and Development Specialist, Inclusion and Diversity Manager
	<ul style="list-style-type: none"> <li>Review, update, implement, and communicate the cultural learning strategy document for our colleagues.</li> </ul>	December 2023	Cultural Awareness Working Group Chair
	<ul style="list-style-type: none"> <li>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.</li> </ul>	June 2024	Cultural Awareness Working Group Chair
	<ul style="list-style-type: none"> <li>Create and roll out a curated online cultural competency learning pathway, using Mercer’s learning experience platform.</li> </ul>	September 2023	Learning and Development Specialist, Inclusion and Diversity Manager

Respect			
Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to First Nations peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Increase colleague awareness and deepen their understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	December 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Review and embed Mercer’s Cultural Respect Protocol document (tailored for all local communities we operate in), ensuring it includes up to date contacts and content for Welcome to Country and Acknowledgement of Country.</li> </ul>	August 2023, August 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Extend the invitation to participate in these events to Marsh McLennan businesses where appropriate.</li> </ul>	July 2023, May 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	December 2023, December 2024	RWG Chair
	<ul style="list-style-type: none"> <li>RAP WG and wider organisation to demonstrate customised Acknowledgement of Country, and Mercer to encourage colleague attendance at external training courses including "Acknowledge this"</li> </ul>	December 2023	RWG Chair
<b>8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2023, 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to colleagues participating in NAIDOC Week.</li> </ul>	June 2024	Inclusion and Diversity Manager
	<ul style="list-style-type: none"> <li>Promote and encourage all colleagues to participate in external NAIDOC events in their respective local areas.</li> </ul>	First week in July 2023, 2024	Internal Communications Specialist



At Mercer, we want to make a difference in people’s lives. Building brighter futures for our clients, colleagues and communities is why we come to work each day. We are committed to turning ideas into action to create meaningful opportunities for First Nations peoples, organisations, and communities through employment, procurement, and professional development. We leverage our skills and capabilities to further reconciliation and advance economic and social equality for First Nations peoples.

Opportunities			
Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.</b>	• Build understanding of current First Nations workforce diversity at Mercer to inform future employment and professional development opportunities.	June 2024, June 2025	Inclusion and Diversity Manager
	• Engage with First Nations colleagues to consult on Mercer’s recruitment, retention, and professional development strategy.	March 2023	Inclusion and Diversity Manager, Talent Acquisition Consultant
	• Develop and implement a First Nations recruitment, retention, and professional development strategy.	March 2024	Talent Acquisition Consultant, Inclusion and Diversity Manager
	• Engage First Nations colleagues to co-design and support the Mercer First Nations Traineeship Pilot Program.	December 2023	Talent Acquisition Consultant, Inclusion and Diversity Manager
	• Conduct a feedback session with First Nations Trainees as part of a formal part of the traineeship program to provide a space for sharing traineeship program experiences, enhancing learning opportunities. Feedback received will be used to refine Mercer’s recruitment, retention, and professional development strategy.	July 2024	Talent Acquisition Consultant, Inclusion and Diversity Manager
	• Develop pathways into ongoing employment for participants in the First Nations Traineeship Program.	December 2024	Talent Acquisition Consultant, Inclusion and Diversity Manager
	• Advertise job vacancies to effectively reach First Nations stakeholders, including a First Nations recruitment agency to advertise the Mercer First Nations Traineeship Pilot Program vacancies.	July 2023	Talent Acquisition Consultant
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. Processes and policies to be reviewed post implementation of the Mercer First Nations Traineeship Pilot Program to identify opportunities for inclusive adjustments to these policies and processes.	December 2023	Inclusion and Diversity Manager, Talent Acquisition Consultant

Opportunities			
Action	Deliverable	Timeline	Responsibility
<b>10. Increase First Nations supplier diversity to support improved economic and social outcomes.</b>	• Review the Marsh McLennan First Nations procurement strategy and update it where required to align to evolving procurement practices while maintaining a First Nations focus.	June 2024	Sourcing and Procurement Specialist
	• Maintain membership with Supply Nation.	February 2024, February 2025	Sourcing and Procurement Specialist
	• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to colleagues.	September 2023, September 2024	Sourcing and Procurement Specialist
	• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	August 2024	Sourcing and Procurement Specialist
	• Develop and maintain commercial relationships with First Nations businesses, including Tier 1 and Tier 2 suppliers.	April 2024, April 2025	Sourcing and Procurement Specialist
	• Increase the exposure of First Nations procurement pathways by enabling relevant colleagues to attend Supply Nation Step training.	December 2023, December 2024	Sourcing and Procurement Specialist
	• Increase Mercer spend with Supply Nation accredited businesses year on year.	January 2024, January 2025	Sourcing and Procurement Specialist





Good governance is at the heart of who we are. Execution requires disciplined oversight and we are committed to continuously improving our governance and reporting to ensure we are making a tangible impact on First Nations peoples and communities.

Governance			
Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	• Maintain First Nations representation on the RWG. Extend a voluntary invitation to all First Nations colleagues to join the RWG.	September 2023, September 2024	RWG Chair
	• Review and update the Terms of Reference for the RWG.	December 2023	RWG Chair
	• Meet bi-monthly to drive and monitor RAP implementation	January, March, May, July, September, November 2023, 2024, 2025	RWG Chair
	• Define a RAP Steering Group structure for 2023-2025.	September 2023	RAP Executive Sponsor
	• Increase geographical representation across additional States on the RWG.	December 2023	RWG Chair
	• Establish Mercer representatives on collaborative Working Groups across Marsh McLennan to support larger scale, joint reconciliation initiatives.	July 2023	RWG Chair
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	December 2024, December 2025	RWG Chair
	• Engage our senior leaders and other colleagues in the delivery of RAP commitments.	December 2023	RAP Executive Sponsor
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2023	RWG Chair
	• Appoint and maintain the RWG Chair from senior management.	July 2024	RAP Executive Sponsor

Governance			
Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	June annually	RWG Secretary
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	RWG Secretary
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, annually	RWG Secretary
	<ul style="list-style-type: none"> <li>Report RAP progress to all colleagues and senior leaders quarterly.</li> </ul>	January, April, July, October 2023, 2024, 2025	RWG Secretary
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges, and learnings, annually.</li> </ul>	September 2023, September 2024	RWG Secretary
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	April 2024	RWG Secretary
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	December 2024	RWG Secretary
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	December 2024	RWG Chair

## Contact details

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