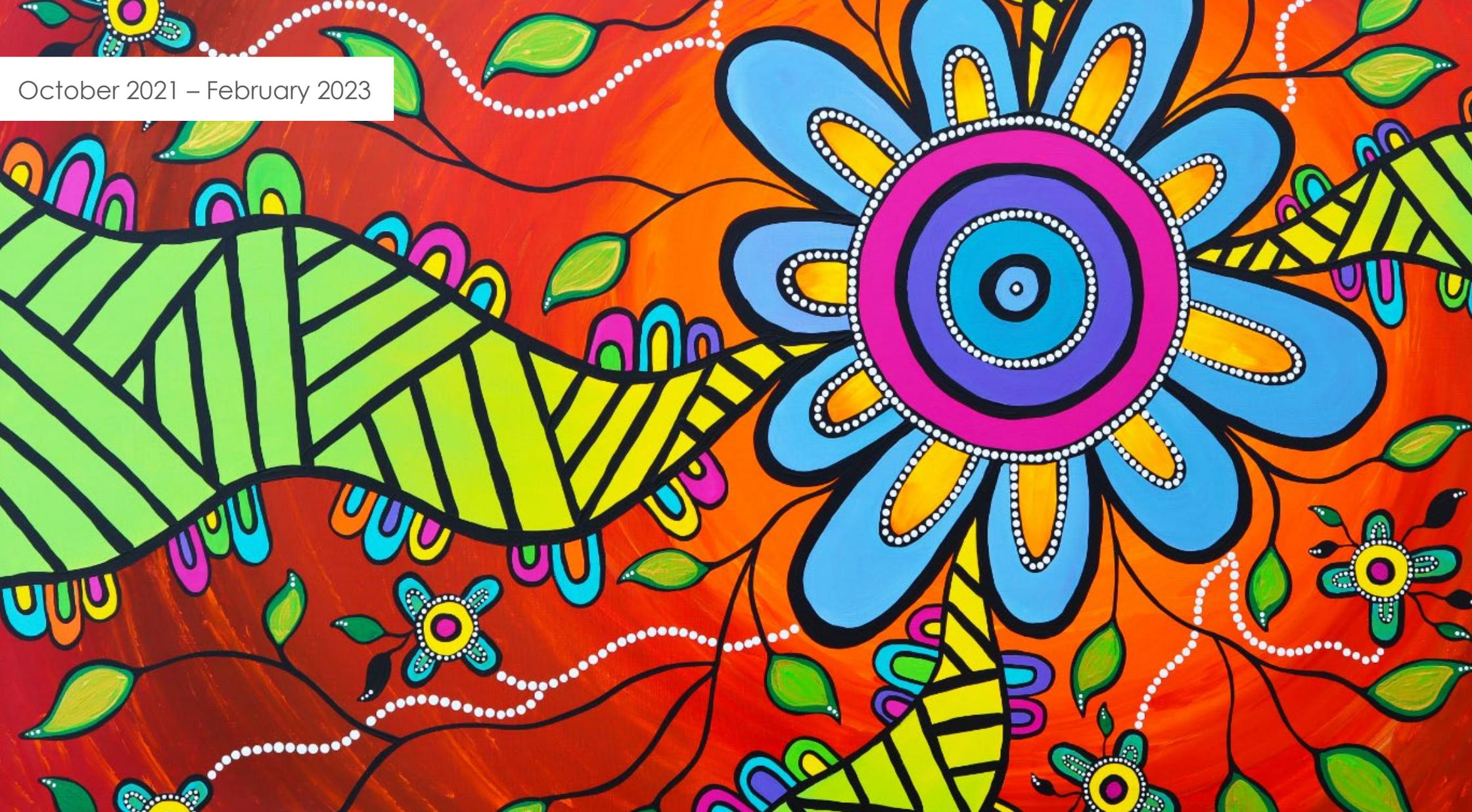


October 2021 – February 2023



# REFLECT

## RECONCILIATION ACTION PLAN





## Together, we can...

Together we come, as employees, community, partners and organisations. We walk, we sit, we talk, we learn, we teach, and we work.

On our journey side by side, we gain perspectives of each other's culture, challenges, value systems, and learn and acknowledge how diverse we each are, and how powerful we can be when we come together ... because together we are.

## ABOUT THE ARTWORK

### THE ARTIST - DE GREER-YINDIMINCARLIE



De is a Wiradjuri Aboriginal woman from Australia. She is a curator, educator and multi award-winning artist. De celebrates her Aboriginal culture and creativity every day through working in her businesses Yindi Artz and XcessFIT.

De works in many mediums including art, music, graphic and textile design and film. She delivers her stunning Aboriginal artworks and activewear lines to public and private collections worldwide.

De's authentic Aboriginal artworks and products are stocked by the National Gallery of Australia, and the Toledo Museum of Art in Ohio USA, and numerous other galleries and gift shops. De's creations can be found on every continent of the world.

De has recorded six albums to date, and she has played with musical greats such as Dan Sultan, Wolfmother, Neil Murray, Kev Carmody, Archie Roach, and Andrew Farris.

#### Awards

- 2008 SE QLD NAIDOC Award – Distinguished Services Visual Arts Industry
- 2013 National Deadly Award – Professional Deadly Dressed Award

### ARTWORK COMPONENT MAP



The road walked by each of us on our journeys to come together.



Coming together to sit, talk, learn, teach and work. This establishes trust, respect and forges a relationship with a positive impact and influence.



The beauty that is grown from establishing trust, respect and acknowledgement. Also illustrates the new journeys, resources and strength ahead.



The journey we take from being together, back to our communities and organisations, to share all that we have learnt.



The beauty we create together. When we come together and combine all of our skills and resources, we create new concepts, new ways of thinking, and gifts to share.

## MESSAGE FROM THE MANAGING DIRECTOR

As Managing Director of MSS Security, I'm delighted to announce the advancement of our reconciliation journey through the creation of our 'Reflect' Reconciliation Action Plan (RAP).

I'm proud of the outcomes MSS Security has already achieved in the area of Aboriginal and Torres Strait Islander engagement over the past several years, specifically since signing the Australian Government's Employment Parity Initiative (EPI) in December 2015.

As a business, we are committed to Aboriginal and Torres Strait Islander engagement through our actions, reinforced by the MSS Security values – Integrity, Teamwork, Attitude, Performance and Passion.

We are confident that this, and following RAPs, will make a positive and lasting impact on the Aboriginal and Torres Strait Islander peoples and families we employ, our various partnerships and contracts, and the wider Aboriginal and Torres Strait Islander and non-Indigenous communities with which we engage.

We strongly believe that through our continued focus on Aboriginal and Torres Strait Islander employment and related initiatives, MSS Security will create opportunities, enhance mutual respect and allow us all to grow with the Aboriginal and Torres Strait Islander communities in which we exist and with which we engage.

### **Geoff Alcock**

Managing Director  
MSS Security Pty Ltd





## RAP REACH

MSS Security's Reconciliation Action Plan (RAP) is applicable to everyone with whom we engage, whether it be our customers, employees, stakeholders, partners and community partners.

This Reconciliation Action Plan covers activities by MSS Security and MSS Strategic Medical and Rescue.

If you have any feedback on our Reconciliation Action Plan, please contact us at [RAPengagement@msssecurity.com.au](mailto:RAPengagement@msssecurity.com.au)



MSS Security acknowledges Australian Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters where we operate our business. We pay our respects to ancestors and Elders past, present and future.



## OUR BUSINESS

MSS Security is Australia's leading security personnel, mobile patrol, and emergency response service organisation. At the time of publishing, we are proud to employ 6,500 staff, enjoy a national infrastructure with offices in all state and territory capital cities, and a significant presence across regional areas.

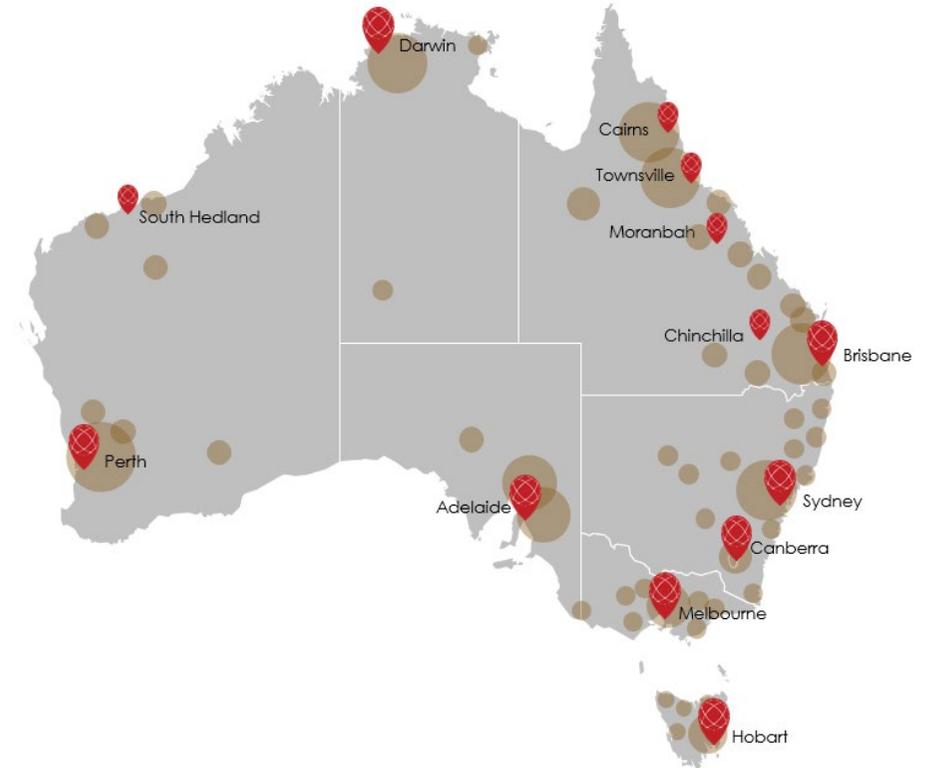
MSS Security operates across diverse market segments and is extremely proud to be the preferred security partner of Australia's leading corporations and a multitude of government departments. Our core business is providing professional security and emergency services across diverse market sectors, including aviation, commercial property and facilities management, finance, critical infrastructure, defence, education, major events and sporting, public art and tourism, government, health, industrial, maritime, mining, resources, and retail.

MSS Strategic Medical and Rescue is a specialist paramedical, emergency response and rescue division of the MSS Security group of companies. It provides fully qualified and trained paramedics, emergency response and rescue personnel to the heavy industrial, mining and resources sectors.

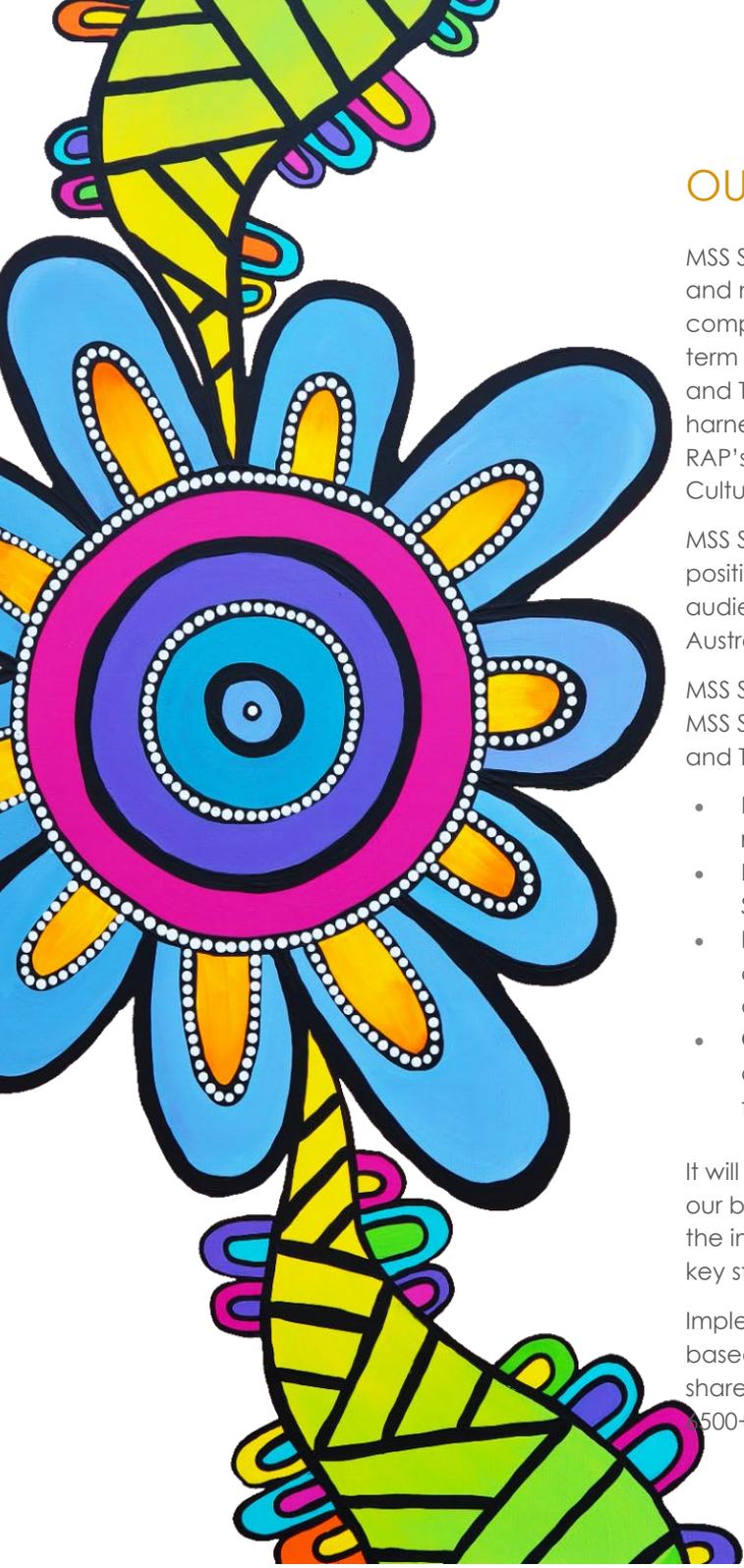
The composition of our significant workforce is diverse, at the time of publishing, 129 of the MSS Security workforce identified as Aboriginal and/or Torres Strait Islander employees, 36 of whom were women.

As a people business, our employees are integral to our success, and we support them by providing a fair and safe workplace, and by committing to their ongoing training and development. We promote a diverse and inclusive workplace and apply fair labour practices that comply with applicable national and local labour laws.

Our investment in our people is further demonstrated through our award-winning gender equality program which seeks to attract more women to the security industry, and our long-term dedication to providing employment opportunities for Aboriginal and Torres Strait Islander peoples.



The image above represents our national presence showing our offices in all state and territory capital cities and regional areas.



## OUR RAP

MSS Security's Reflect Reconciliation Action Plan (RAP) has been developed to support our commitment to respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, and to confirm our position as a company where cultural differences are widely accepted and celebrated. MSS Security's RAP aims to develop long-term strategies which will demonstrate our dedication as a company to the recognition and appreciation of Aboriginal and Torres Strait Islander peoples, cultures, traditions and histories of our Country. Our strong governance structure will harness existing management and leadership capability within the organisation to ensure best practice delivery of the RAP's objectives. Rebecca Edwards, HR and HSE Manager ACT, and Margaret Stinson, General Manager People and Culture will champion the RAP with ongoing support from our dedicated RAP team.

MSS Security understands the importance in developing the MSS Security RAP, having a unique opportunity to make a positive influence and impact on the company and wider community. Our RAP has the potential to reach a significant audience, through the MSS Group's 6500+ employee and employer relationships, and around 400 contracts across Australia.

MSS Security recognises that its commitment to Aboriginal and Torres Strait Islander engagement is mutually beneficial. MSS Security, through just one area of its strategy, recruitment, and through our creation of opportunities for Aboriginal and Torres Strait Islander peoples, has already experienced these benefits:

- **Diversity** – our workforce better reflects the communities which MSS Security services, particularly in rural and remote areas.
- **Expertise** – where cultural sensitivities exist, we can draw on the cultural knowledge of our Aboriginal and Torres Strait Islander employees.
- **Business Growth** – our Aboriginal and Torres Strait Islander recruitment programs have helped us retain and expand client contracts and positively impact the lives of our Aboriginal and Torres Strait Islander employees and their communities.
- **Government Assistance** – Australian Government-sponsored schemes help MSS Security to better design on-site cultural awareness training, provide support to our Aboriginal and Torres Strait Islander employees, and give back to communities.

It will be the organisation's management teams who will be responsible for promoting the RAP and its significance within our business. As an organisation which already has a strong focus on Aboriginal and Torres Strait Islander engagement, the implementation of the MSS Security RAP will be widely accepted, and actions within our RAP will be driven by our key stakeholders.

Implementation of the MSS Security RAP will consist of a celebration of MSS Security's journey to date through state-based events where local members of Aboriginal and Torres Strait Islander communities will be invited to present and share in the celebrations with our teams to which we will launch the RAP. Additionally, the RAP will be mailed out to all 6500+ of our employees.

## OUR RAP

### COMPANY VALUES

The development of the MSS Security RAP will be founded on our company values of Integrity, Teamwork, Attitude, Performance and Passion. MSS Security's company values are the framework for our Corporate Responsibility philosophy, our commitment to outstanding customer service, and a guide for our daily actions in all our work. The MSS Security values are central to the behaviours, outcomes, influence and impact we have on Aboriginal and Torres Strait Islander engagement and outcomes through the RAP.



#### *Integrity*

Our culture of openness, trust and the way in which we conduct our business is reflected in our service outcomes.



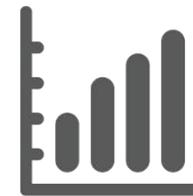
#### *Teamwork*

We deliver superior service outcomes by collaborating to get the job done in an efficient and effective manner.



#### *Attitude*

We communicate openly and effectively with our stakeholders in a professional manner whilst taking a positive approach to the endeavours we seek to achieve.



#### *Performance*

We continuously learn, develop and evaluate ourselves against evolving standards to be the best in what we do.

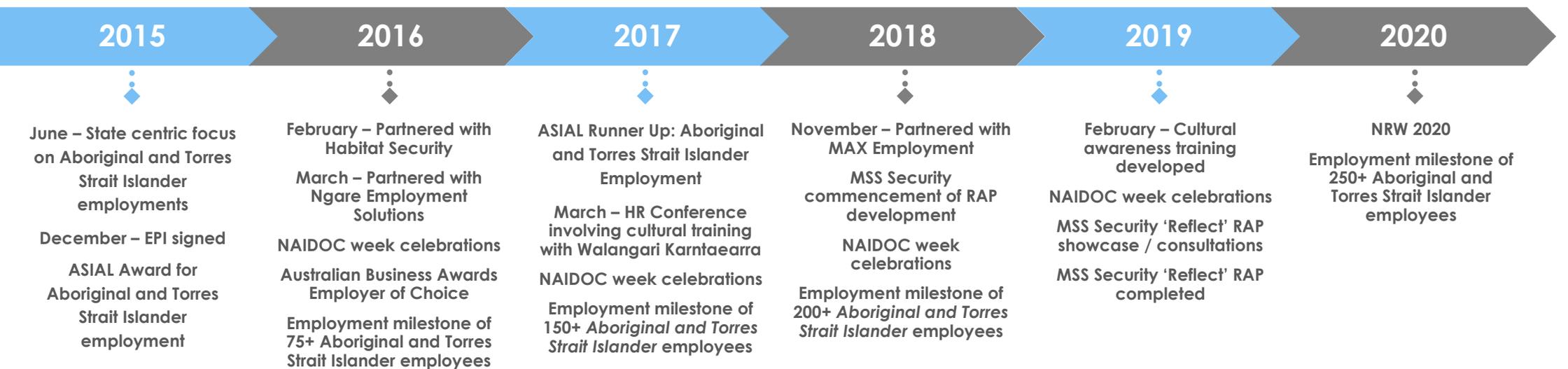


#### *Passion*

We pursue our work with energy and drive, we lead by example through our enthusiasm and achievements.

# OUR JOURNEY

Timeline of our activities and achievements since our EPI commitment in 2015:



“

*I enjoy the opportunities that MSS Security has given me so far and meeting all the other MSS Security officers I've worked with. I know that there will be more opportunities for me in the future at MSS Security and I would like to work my way up into management positions in the coming years.*

QUEENSLAND BASED FEMALE ABORIGINAL EMPLOYEE

”

## OUR JOURNEY

In December 2015, MSS Security signed the Australian Government's Employment Parity Initiative (EPI) with a goal to significantly increase its Aboriginal and Torres Strait Islander employment rate, and as such MSS Security's RAP will promote the development and maintenance of relationships within our community in order to support this goal.

As a security service provider, at MSS Security, we understand that our people are our business, and as such we already have in place a number of strategic relationships to assist with the growth of employment opportunities for Aboriginal and Torres Strait Islander peoples. The key stakeholders within our business include our employees, our clients and Traditional Owners in service areas, and our current relationships include Ngare Employment Solutions, Max Employment, and our partnership with Habitat Security. Through the development of our RAP, we aim to progress these relationships and build new connections to further our engagement with Aboriginal and Torres Strait Islander communities.

In addition to increasing our Aboriginal and Torres Strait Islander employment through the building and maintenance of strategic relationships, MSS Security's RAP will promote cultural awareness within our organisation via delivery of training which will allow our employees to develop sound knowledge of Aboriginal and Torres Strait Islander cultures, traditions and the histories of our Nation. Employees, through this understanding, will appreciate the cultural differences within our business and our Country, and this will therefore provide an inclusive working environment for all Aboriginal and Torres Strait Islander peoples.





## CURRENT ACTIVITIES

MSS Security prides itself on its long-standing commitment to Aboriginal and Torres Strait Islander employment which was further demonstrated in 2015 when MSS Security signed the Australian Government's Employment Parity Initiative (EPI).

Under this agreement, as a business, our commitment is to employ and retain 350 Aboriginal and Torres Strait Islander peoples by June 2021. When MSS Security reaches that target, 6.5% of its workforce will be Aboriginal and Torres Strait Islander Australians – more than double the Australian Government's 3% parity target.

Currently through the EPI program we have 129 Aboriginal and Torres Strait Islander employees, over 36 of whom are women, all employed since December 2015.



## OUR PARTNERSHIP

### HABITAT SECURITY

To support its commitment, MSS Security became a partner in Habitat Security, a joint venture with an Aboriginal and Torres Strait Islander-owned business, Dmac Personnel, which provides security guarding and associated services. As well as assisting Aboriginal and Torres Strait Islander communities, our partnership has been created in response to the Australian Government's drive to open up opportunities for Aboriginal and Torres Strait Islander-owned businesses as part of its Aboriginal and Torres Strait Islander Procurement Policy.

Habitat Security endeavours to provide additional support to Aboriginal and Torres Strait Islander communities by procuring goods and services from other Aboriginal and Torres Strait Islander enterprises, for example, printing and stationery services, uniform suppliers, and IT equipment: this will benefit those enterprises and their broader communities.



Logo designed by: De Greer-Yindimincarlie, Yindi Artz



## OUR PARTNERSHIPS

### SUPPLY NATION

MSS Security is also a proud member of Supply Nation. This allows us to contribute to the growth and success of certified Aboriginal and Torres Strait Islander suppliers and help to close the gap between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander Australians.



### NGARE EMPLOYMENT SOLUTIONS

MSS Security's award-winning Aboriginal and Torres Strait Islander employment program drives the company's commitment to improve employment opportunities and retention rates for Aboriginal and Torres Strait Islander candidates. At its core is a partnership with Ngare Employment Solutions, an Aboriginal and Torres Strait Islander-owned business with a focus on providing sustainable outcomes for Aboriginal and Torres Strait Islander peoples by creating employment and training opportunities. Ngare has genuine links to Aboriginal and Torres Strait Islander communities and the people who live in them, and extensive experience in dealing with the issues that both their clients and candidates face.

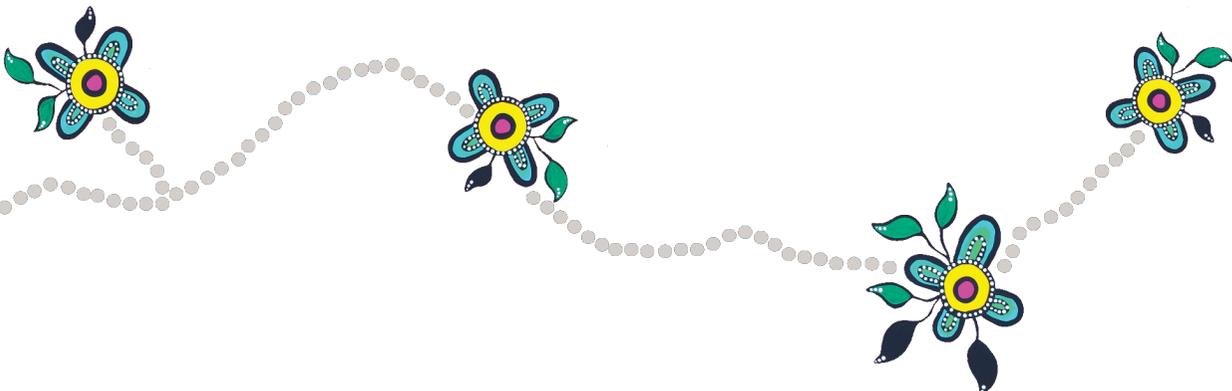


### MAX EMPLOYMENT

MSS Security began a new national recruitment partner relationship with MAX Employment in November 2018 to further bolster capacity and capability to secure employment for more Aboriginal and Torres Strait Islander peoples.

MAX Employment follows an 'employer-led, market-driven' approach seeking to understand and meet the needs and aspirations of MSS Security – our commitment to employing and retaining Aboriginal and Torres Strait Islander peoples.

MSS Security is confident in the partnership with the development of the MAX Solutions Reconciliation Action Plan, demonstrating its commitment in securing Aboriginal and Torres Strait Islander employment.



## OUR PARTNERSHIPS

### ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT PARTNERS

MSS Security has engaged Aboriginal and Torres Strait Islander Employment Partners to create Cultural Awareness Training. The training course provides better understanding of the requirements to support and meet the needs of our Aboriginal and Torres Strait Islander employees. The course includes hands-on activities providing appreciation and awareness of the influence of culture on our Aboriginal and Torres Strait Islander employees. The course also covers topics including:

- Historical perspectives on Aboriginal and Torres Strait Islander Australians
- What is culture and how does it impact our working lives
- The influence of grief, loss and trauma on Aboriginal and Torres Strait Islander employees
- Historical impact of culture and dislocation on attitudes to employment
- Current best practice in cultural security for Aboriginal and Torres Strait Islander employees
- Supporting Aboriginal and Torres Strait Islander employees

Aboriginal and Torres Strait Islander Employment Partners' mission is to provide culturally appropriate employment, recruitment and training services for Aboriginal and Torres Strait Islander peoples and has been doing so for nearly 50 years. These services to Aboriginal and Torres Strait Islander communities positively impact the person gaining employment, their families and the wider community.

“

*Since I started working for MSS Security, they have been really good to me. I can't complain, I come to work, I do my best, I get along with the other guards and we all work well as a team. I love my job at MSS Security. It makes me want to come to work happy every day.*

VICTORIA BASED MALE ABORIGINAL EMPLOYEE

”



## OUR PARTNERSHIPS / CURRENT ACTIVITIES

MSS Security recognises that to advance the participation of Aboriginal and Torres Strait Islander employees we need to more accurately understand the makeup of the workforce. Therefore, we collect data during the onboarding stages of employment and throughout the working relationship to gather feedback about the experiences of Aboriginal and Torres Strait Islander employees and use this data to tailor and design processes that enhance their employment experience and our relationship.

MSS Security provides employment opportunities to Aboriginal and Torres Strait Islander employees in which they receive independent mentoring which allows them to gain an understanding of workplace culture and company requirements, and strategies on how to balance family/community and work commitments. The mentoring also allows them to gain the confidence and skills to effectively communicate with work peers and supervisors, and the support encourages them to address concerns that may arise, either within the workplace or their lives, that could impact the long-term sustainability of their employment.

MSS Security acknowledges the strengths that can be brought into the business by Aboriginal and Torres Strait Islander peoples and their communities. We aim

to promote employment parity, relationship building and growth both internally and externally through this Reconciliation Action Plan (RAP), specifically focusing on maintaining and strengthening relationships with our partners across Australia, as well as growing Aboriginal and Torres Strait Islander representation and knowledge within our business. Our reconciliation action plan is written for our employees, clients, partners and affiliated groups – everyone who has an interest in MSS Security's approach to National Reconciliation.

MSS Security's RAP articulates our detailed commitment to Aboriginal and Torres Strait Islander peoples. Building trust and communication, we pledge to identify employment development opportunities, and promote business opportunities for Aboriginal and Torres Strait Islander peoples. We are also committed to increasing cultural awareness education regarding Aboriginal and Torres Strait Islander peoples throughout our business. We strive to provide a working environment that is supportive of all employees, and to encourage Aboriginal and Torres Strait Islander business enterprises to participate in this process.



## APPROACH

MSS Security Reconciliation Action Plan centres around two areas of focus:

### 1. RELATIONSHIPS

MSS Security recognises that building strong relationships with Aboriginal and Torres Strait Islander peoples and stakeholders are vital as we are a people business. We have already commenced actions to ensure that we follow a path of reconciliation; our cultural partnership with external recruitment and talent organisations, participation in NAIDOC Week celebrations, engagement with the Employment Parity Initiative and Welcomes to Country have all provided opportunities for our people to engage directly with Aboriginal and Torres Strait Islander peoples.

### 2. OPPORTUNITIES

MSS Security understands that the growth and empowerment of Aboriginal and Torres Strait Islander peoples must be achieved throughout the business to ensure that we continue to enhance Aboriginal and Torres Strait Islander employment within our organisation. Therefore, we have committed to creating opportunities for growth, both internally and externally, throughout MSS Security, including partnering with external agencies to drive recruitment strategies across our business. This, along with our commitment to ensuring that all employees have access to Employee Assistance Programs and additional support services such as financial planning partnerships, will ensure growth opportunities for both MSS Security and Aboriginal and Torres Strait Islander people across our organisation.

“

*I am thankful to MSS Security for helping  
aboriginal people gain employment*

WESTERN AUSTRALIA BASED MALE ABORIGINAL EMPLOYEE

”

## RELATIONSHIPS

MSS Security aims to build and strengthen existing Aboriginal and Torres Strait Islander relationships within our organisation by:

- Identifying and establishing mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Employee relationships and identifying opportunities to strengthen relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander colleagues.
- Increasing cultural awareness and understanding to better strengthen existing and future relationships.
- Increasing relationships through employment parity by providing greater employment opportunities and career development for Aboriginal and Torres Strait Islander peoples.
- Identifying and increasing opportunities to partner with Aboriginal and Torres Strait Islander businesses from a procurement perspective.
- Celebrating cultural events such as NAIDOC Week and National Reconciliation Week to build closer ties between MSS Security and Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Identifying and establishing mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence, including discussing options for partnerships with current MSS Security clients.</li> <li>• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	<p>General Manager People &amp; Culture and General Manager ACT</p> <p>General Manager People &amp; Culture</p>	<p>November 2021</p> <p>October 2021</p>

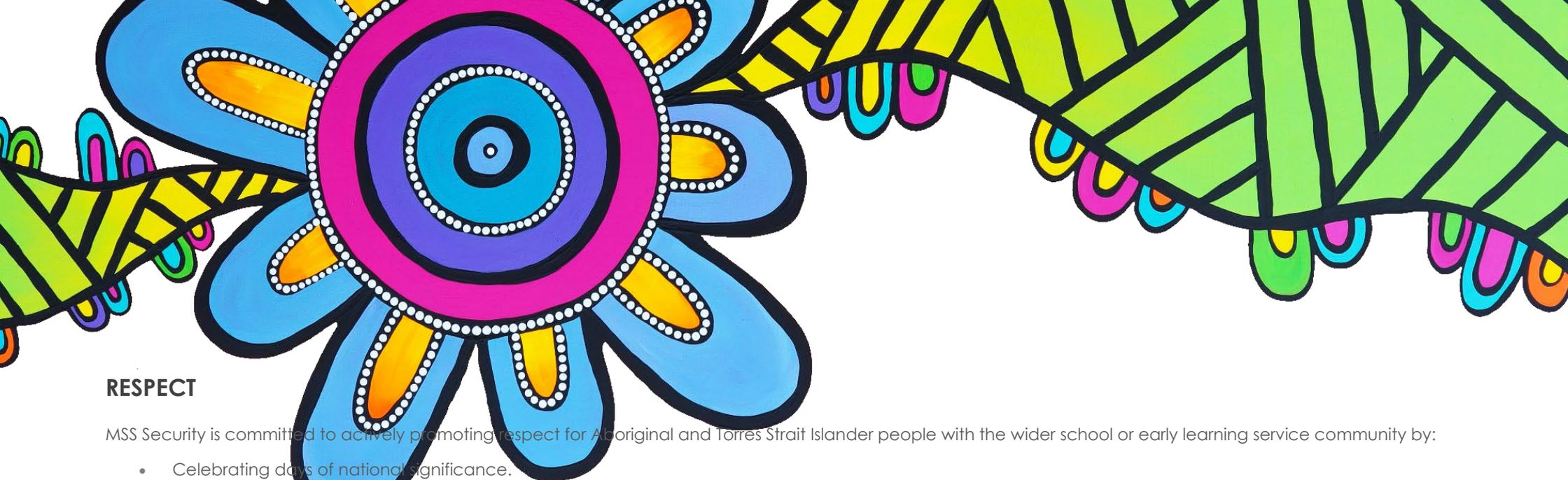


ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Promote NRW to our staff across the business.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	<p>National HR Coordinator and Marketing &amp; Communications Advisor</p> <p>RWG</p> <p>General Manager People &amp; Culture</p> <p>Marketing &amp; Communications Advisor</p>	<p>February 2022</p> <p>February 2022</p> <p>February 2022</p> <p>February 2022</p>
Increase awareness and connection to MSS' Aboriginal and Torres Strait Islander engagement activities through our client partnerships.	Implementation of a client communication program to create a connection to the MSS Reflect RAP and to drive increased engagement and support in relation to new Aboriginal and Torres Strait Islander entrants to the industry including support to unlicensed candidates.	General Manager People and Culture	March 2022



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Identify external stakeholders with which our organisation can engage on our reconciliation journey.</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	<p>General Manager ACT</p> <p>General Manager People &amp; Culture</p> <p>General Manager People &amp; Culture and National HR Coordinator</p> <p>National HR Coordinator</p> <p>General Manager People &amp; Culture</p>	<p>March 2022</p> <p>March 2022</p> <p>April 2022</p> <p>June 2022</p> <p>October 2022</p>
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination. Conduct a review of HR policies and procedures.	General Manager ACT	September 2022





## RESPECT

MSS Security is committed to actively promoting respect for Aboriginal and Torres Strait Islander people with the wider school or early learning service community by:

- Celebrating days of national significance.
- Displaying the Aboriginal and Torres Strait Islander flags all year round.
- Display a physical Acknowledgement of Country.
- Holding an event to launch and celebrate our RAP and associated activities.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> <li>• Conduct a review of cultural learning needs within our organisation.</li> <li>• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.</li> </ul>	National Training Manager  General Manager People and Culture	January 2022  January 2022
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's office locations.</li> <li>• Acknowledge the Traditional Custodians of the land at appropriate events and conferences across the Group.</li> </ul>	National Training Manager  General Manager ACT  Managing Director	November 2021  November 2021  November 2021



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Celebrate Aboriginal and Torres Strait Islander achievement within our business during NAIDOC Week.</li> </ul>	General Manager People & Culture and National HR Coordinator	January 2022
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by hosting events in each of our offices relevant to our local area.</li> </ul>	General Manager People & Culture	January 2022
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	General Manager SA/NT	January 2022
	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	National HR Coordinator and Marketing & Communications Advisor	January 2022



## OPPORTUNITIES

MSS Security aims to increase Aboriginal and Torres Strait Islander participation in the business through use of the following growth strategies:

- Improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.
- Developing additional external partnerships to complement current partnerships with Ngare Employment Solutions and Habitat Security.
- Developing strategies to enable Aboriginal and Torres Strait Islander employees to strive for personal and career growth.
- Growing our commitment to Reconciliation by developing a RAP Working Group and planning our next RAP.
- Celebrating and sharing our positive experience with all internal and external stakeholders to create growth for both MSS Security and its Aboriginal and Torres Strait Islander relationships whilst also increasing the positive impact to their communities.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Develop strategies to assist Aboriginal and Torres Strait Islander employees in attaining personal growth.	<ul style="list-style-type: none"> <li>• Ensure the Employee Assistance Program is communicated to all incoming employees, and information is easily accessible.</li> </ul>	National HR Coordinator	October 2021
	<ul style="list-style-type: none"> <li>• Provide comprehensive and accessible information to employees on employee benefits including Healthcare and Financial Planning deals with external agencies such as BUPA, Medibank, Chifley Financial Planning in addition to career progression opportunities at MSS Security.</li> </ul>	National HR Coordinator	October 2021



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Build relationships with Aboriginal and Torres Strait Islander peoples through employment parity.	<ul style="list-style-type: none"> <li>• Focus on ensuring fair, equal access to employment services for Aboriginal and Torres Strait Islander individuals, maintaining effective communication and engagement.</li> <li>• Ensure in each advertisement posted, that Equal Opportunity Employment is addressed to attract Aboriginal and Torres Strait Islander talent.</li> </ul>	<p>General Manager People &amp; Culture and National HR Coordinator</p> <p>National HR Coordinator</p>	<p>December 2021</p> <p>October 2021</p>
Increase employment relationships by providing a positive employment experience to Aboriginal and Torres Strait Islander individuals.	<ul style="list-style-type: none"> <li>• Provide additional support to Aboriginal and Torres Strait Islander applicants in the form of regular employment check ins and the establishment of probationary reviews.</li> <li>• Establish tailored inductions to assist Aboriginal and Torres Strait Islander applicants in understanding the expectations of security work.</li> </ul>	<p>National HR Coordinator</p> <p>Recruitment Coordinator VIC/TAS and HR &amp; Recruitment Coordinator VIC/TAS</p>	<p>January 2022</p> <p>January 2022</p>
Continue to develop our current external employment relationships to deliver on our Employment Parity Initiative targets.	<ul style="list-style-type: none"> <li>• Continue partnerships with Ngare Employment Solutions, Max Employment and Habitat Security to focus on creating training and employment opportunities across our national network.</li> </ul>	General Manager People & Culture	October 2021



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
<p>Identify and increase opportunities to partner with Aboriginal and Torres Strait Islander businesses from a procurement perspective.</p>	<ul style="list-style-type: none"> <li>Review and identify areas of opportunity within MSS Security where Aboriginal and Torres Strait Islander businesses can be engaged as part of existing services utilised.</li> <li>Identify businesses to run evaluation service offerings with the view to engage successful business.</li> <li>Develop procurement policy addressing the requirement to consider Aboriginal and Torres Strait Islander businesses as part of any service evaluation.</li> </ul>	<p>Chief Commercial Manager and Chief Financial Officer</p> <p>Chief Commercial Manager</p> <p>General Manager People and Culture &amp; Chief Commercial Manager</p>	<p>February 2022</p> <p>February 2022</p> <p>February 2022</p>
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p>	<p>National HR Coordinator and National Training Manager</p>	<p>October 2021 February 2022 June 2022</p>



ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
	<ul style="list-style-type: none"> <li>Partner with additional agencies to attract and retain Aboriginal and Torres Strait Islander talent and foster future employment opportunities.</li> <li>Introduce a scholarship program to encourage new Aboriginal and Torres Strait Islander talent to the security industry.</li> <li>Maintain Supply Nation membership.</li> </ul>	<p>General Manager People &amp; Culture and National Training Manager</p> <p>National Training Manager</p> <p>General Manager People &amp; Culture</p>	<p>August 2022</p> <p>July 2022</p> <p>May 2022</p>
<p>Develop external partnerships to drive Aboriginal and Torres Strait Islander recruitment across the nation.</p>	<p>Continue to partner and strengthen relationships with Ngare Employment Solutions, Max Employment and Habitat Security in relation to employment needs and activities to increase awareness of MSS Security's Aboriginal and Torres Strait Islander engagement strategy and increase attraction, engagement, and participation of Aboriginal and Torres Strait Islander employees in the MSS Security workforce.</p>	<p>HR &amp; Recruitment Coordinator WA</p>	<p>October 2021</p>

## GOVERNANCE

Our strong governance structure will harness existing management and leadership capability within the organisation to ensure best-practice delivery of the RAP's objectives. Rebecca Edwards, HR and HSE Manager ACT, and Margaret Stinson, General Manager People and Culture will champion the RAP with ongoing support from our dedicated RAP team. It will be the organisation's management teams who will be responsible for promoting the RAP and its significance within our business.

ACTION	DELIVERABLE	RESPONSIBILITY	TIMELINE
Establish and maintain an effective RAP Working Group (RWG) to drive growth of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Draft a Terms of Reference for the RWG.</li> </ul>	HR / IR Manager WA  General Manager ACT  Business Manager Aviation Services	October 2021  October 2021  October 2021
Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	General Manager People & Culture  HR / IR Manager WA	October 2021  October 2021
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	General Manager People & Culture	September 2022
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	General Manager People & Culture	May 2022



“

*I have always felt like part of the team wherever I have worked and that MSS Security management have recognised my passion and my efforts to learn and my desire to advance within the company.*

QUEENSLAND BASED FEMALE ABORIGINAL EMPLOYEE

”

## THE MSS SECURITY RAP WORKING GROUP



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National IR Advisor



Rebecca Jansen  
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Michael Badger  
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Margaret Stinson  
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