



Reflect Reconciliation Action Plan

Mazars in Australia

December 2023 - December 2024

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RECONCILIATION
ACTION PLAN

REFLECT

Acknowledgement of Country

Mazars acknowledges the Traditional Owners of the lands on which we operate. We pay our respects to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge the important role of Traditional Owners across Country as the First Peoples of this land, and their continuing connection to land, sea and sky forms.

We acknowledge the Traditional Owners and Custodians of the land on which our offices are located:

- Gadigal peoples, Eora Nation (Sydney office)
- Wurundjeri peoples, Kulin Nation (Melbourne office)
- Turrbal and Yuggera peoples, Meanjin (Brisbane office)

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About the artist Kirralee Costelloe

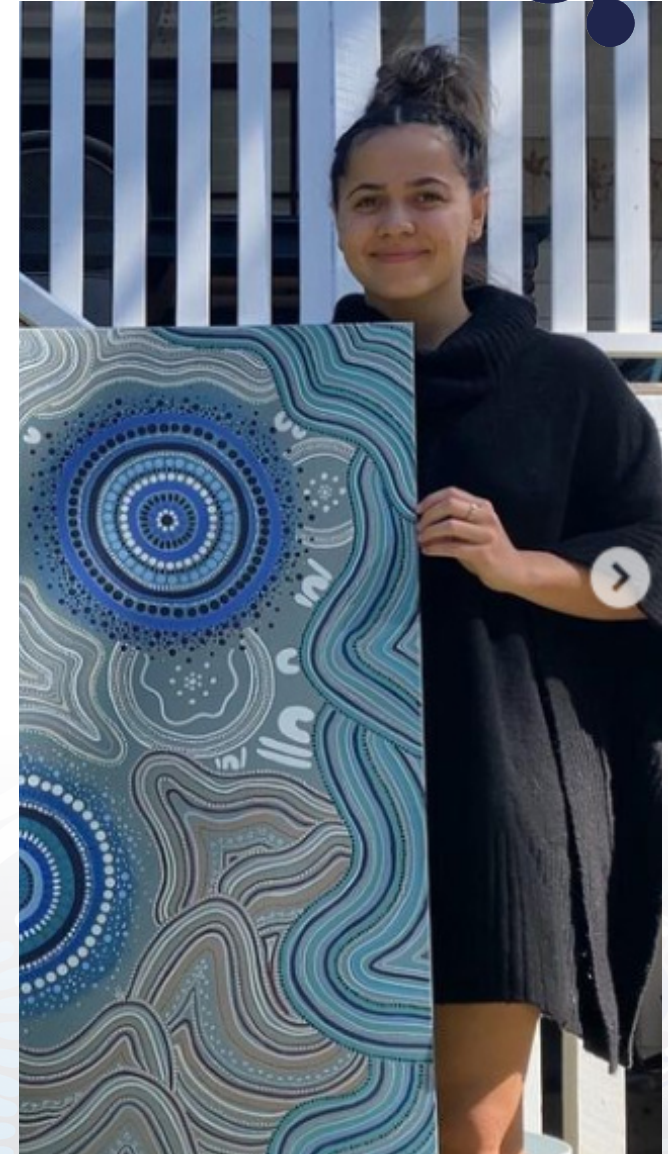
Maiarla Dreaming

Kirralee Costelloe is a proud Mandandanji and Noonuccal woman. Born and raised in Rockhampton, Queensland with her mum and sister, Kirralee has always maintained a strong connection with her family and culture. Her Elders are her biggest inspirations and carrying on her Uncle's legacy by pursuing art and sharing his name and stories is something she values deeply.

Kirralee's love for art began in 2018 and during Covid she worked together with her sister creating art for her family and friends. In recent years Kirralee has created Indigenous art for schools, not-for-profit, corporate and sporting organisations including Carlton FC. Further to this, Kirralee sells her art via her website, Maiarla Dreaming, and runs Paint n' Sip classes where she shares her passion. Kirralee enjoys making a difference in the community by teaching people of all ages to believe in themselves and teaching them that they can do whatever they put their minds to.

“Art is what I love doing, so with a lot of support, motivation and self-belief, here I am showing my art to people all over the country.”

- Kirralee Costelloe, Artist
Maiarla Dreaming



About the artwork

This design depicts Mazars' story, values, growth, and success

Australia's five offices are represented in the four corners as-well as the centre of the piece, with different sized and coloured symbols surrounding them, meaning people gathering and community, which incorporates their values being: integrity diversity, and respect both towards their clients and stakeholders as well as their own team.

The handprints represent independence, responsibility and stewardship showing how much Mazars cares about their impact on the community, while also meeting their professional standards and building long-term relationships with clients.

The footprints along the bottom represent growth in the company, the team coming together and building trust and relationships.

Lastly, we have the remaining circles on the edges, connected by lines with many dots in the background. These represent the companies contribution in over 95 countries and territories around the world and the impact Mazars has not only in Australia but worldwide.



Reconciliation Australia CEO statement

Inaugural Reflect RAP



Reconciliation Australia welcomes Mazars to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Mazars joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Mazars to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Mazars, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Mazars in Australia

Our business

Mazars is a leading international audit, tax and advisory firm, aspiring to build the economic foundations of a fair and prosperous world. Operating as a united partnership, Mazars works as one integrated team, leveraging expertise, scale and the diversity of our team to deliver exceptional and tailored services in audit and accounting, as well as tax, financial advisory and consulting services.

We pride ourselves on being a different kind of firm, as such, we strive to grow and retain incredible talent and the knowledge that they bring with them. We are a firm that contributes to a fair and prosperous world by caring for the success of our people, clients, the health of financial markets, and the integrity of our profession. We nurture an inclusive environment and encompass diversity in all forms including developing and supporting First Nations employees, in recognition of the inherent value that they bring to the firm through their unique cultural perspectives, beliefs and special relations to Country.

Operating in over 95 countries and territories around the world, we draw on the expertise of over 47,000 professionals – over 30,000 in the Mazars integrated partnership and 17,000 via the Mazars North America Alliance – to serve businesses of all sizes, from privately owned businesses and private individuals to large and listed companies, public bodies and NGOs, across borders and industries.

In Australia, Mazars employs 350+ professionals, dedicated to helping clients make the most of business opportunities and operate with confidence. Nationally we have 5 offices located in Brisbane (Queensland), Toowoomba (Queensland), North Sydney (New South Wales), and Melbourne (Victoria) and Heidelberg (Victoria).

Mazars is dedicated to ensuring we are an organisation where people have a sense of belonging and pride, where everyone can make meaningful contributions and be themselves. We firmly believe this is how we will deliver greater value to our clients, attract and retain the best people and build effective and healthy teams.

Mazars Australia currently employs two First Nations employees and is exploring ways to increase our engagement and recruitment of First Peoples talent. As we evolve in our Reflect RAP we will define better measures to capture cultural belonging and aim to drive inclusion and encourage employment

opportunities for First Nations peoples through events, strategic partnerships, engagement with local universities (including university based Aboriginal and Torres Strait Islander Studies (ATSIS) units), work experience placements and community engagements.

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Mazars in Australia

Our RAP



Developing a RAP for Mazars in Australia aligns with our global values and Code of Conduct to do what's right, not just what we're asked, to help build the economic foundations of a fair and prosperous world.

Our values

For over 75 years Mazars has operated as one team internationally, and wherever we operate we are guided by our global code of conduct and core values. These serve as a moral compass for our daily activities, who we are, what we expect from our people and how we expect everyone at Mazars to deal with our clients, stakeholders and communities at large.

Our values have acted as a compass throughout our decades-long growth story and demonstrate our commitment to always going above and beyond what is expected of us, today and tomorrow.

Integrity

Mazars' success is based on our relationship of trust with our clients and stakeholders. To maintain this trust, we must always be honest and straightforward.

Diversity and respect

Our strength lies in the people we work with. We treat everyone with respect, so they feel valued for their diversity, unique perspective and contribution.

Independence

We are trusted advisors. Our advice is objective and unbiased. We value our independence and always act to the highest professional standards.

Shape the future

Mazars is a sustainable business. We build long-term relationships, encourage entrepreneurship and plan for succession.

Responsibility

We take responsibility for our personal and professional conduct. We care about our impact on communities and seek to make a positive difference.

Technical excellence

We aim always to deliver outstanding work. We innovate and develop our people to meet our clients' and stakeholders' evolving needs.

Stewardship

Mazars is a sustainable business. We build long-term relationships, encourage entrepreneurship and plan for succession.

Mazars in Australia

Our RAP



Since the founding of our firm, caring has always been at the heart of who we are.

Our RAP is a reflection of our promise to care.

We care for the success of all our clients. Working with them as one team to achieve their goals with confidence.

Mazars acts for a number and Torres Strait Islander clients and through implementing our RAP we continue to cultivate strong relationships built on respect.

We care for our people. We embrace their individuality and support them in becoming the leaders they want to be.

Through our RAP we invest in our people to become better leaders of tomorrow and foster an environment where everyone feels a sense of belonging, is respected and has the freedom to be themselves.

We care for the integrity of our industry. One we helped to pioneer and continue to shape.

Our RAP demonstrates the power of positive choices and broadens perspectives.

Finally, **we care for society.** We do what's right, not just what we're asked.

Our RAP supports our global aim of helping build the economic foundations of a fair and prosperous world.

We're proud to care. It's what makes us, us.

With diversity and inclusion firmly on our agenda, we are driven to demonstrate and commit to improving First Nations awareness and cultural education of all staff and acknowledging our local heritage, First Nations cultures, traditions and Traditional Owners of the land.



Mazars in Australia

Our journey towards reconciliation



Our journey towards reconciliation is underpinned by the support of our partners and leadership team.

- In 2022 Mazars offices nationally agreed and committed to a Reflect Reconciliation Action Plan;

- For the last two years National Reconciliation Week presentations have been held in all offices. This included an introduction to National Reconciliation Week - key dates, what reconciliation means, why it matters and what steps Mazars in Australia is taking towards reconciliation. We also invited engagement and involvement in progressing our RAP during this session;

- In 2022 and 2023 we supported NAIDOC Week through various internal communications, highlighted and encouraged our employees to attend NAIDOC Week events in their local state. In addition, to raise awareness of NAIDOC Week we implemented the NAIDOC Week email banner across all employee emails, placed posters around offices and posted across our corporate social media accounts.

In our Sydney office, we welcomed First Nations client, Muru Mittigar, a Dharug-controlled social enterprise with over 20 years of experience who delivered a smoking ceremony and educational and cultural discussions with historical stories and artifacts. Catering during these sessions were also provided by Indigenous caterer, Kallico Catering. Our Brisbane office also welcomed local First Nations organisation, Ngalin Ayeye Our Yarn, who delivered an interactive educational and cultural art workshop;

- We formed a RAP Working Group with representation of national offices. Our RAP Working Group includes:
 - Amanda Castricum, Partner, National Diversity and Inclusion and RAP Lead
 - Clive Todd, Partner
 - Christopher Cicutto, Partner
 - Benjamin Kwan, Director
 - Deepra Sen, Associate Director
 - Ethan Wade Knight, HR and IR Consultant
 - Lara Lonsdale, National Marketing Manager

Our journey towards reconciliation, continued



- An Acknowledgement of Country is performed at internal and external events;

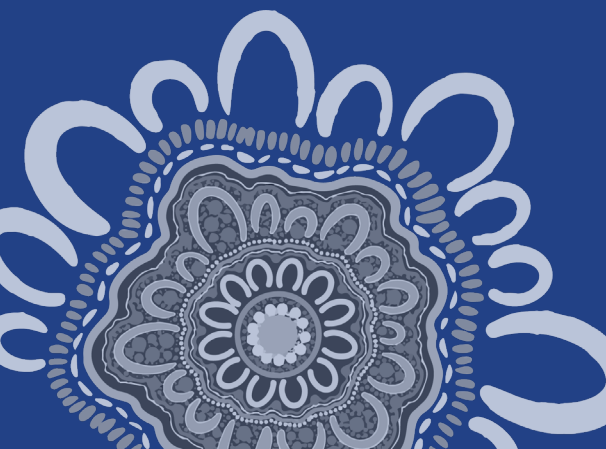
- In 2018, 2019 and 2022 we sponsored and attended the annual Queensland Aboriginal and Torres Strait Islander Health Council Awards for Excellence acknowledging the successes of Queensland's Aboriginal and Torres Strait Islander Community-Controlled Health Organisations;

- We have provided audit, tax, advisory, HR and IR consulting and payroll services to numerous entities in the Aboriginal and Torres Strait Islander and Not-for-Profit sectors for many years and in some cases provide services based on a pro-bono engagement. We continue to care for our clients, building strong relationships and supporting their business needs and goals.

- Aboriginal and Torres Strait Islander Consultant, Karen Milward was engaged to provide Cultural Awareness Training to our RAP Working Group and has acted as a mentor for our RAP Working Group as we prepared our Reflect RAP;

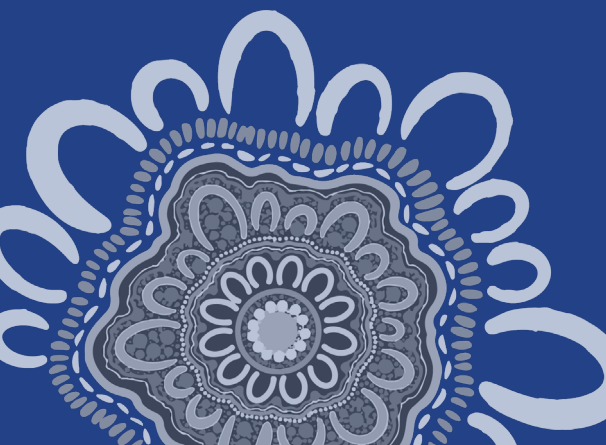
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2024	National D&I Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024	National Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	National Marketing Manager



Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	September 2024	National Marketing Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2024	National Marketing Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2024	National Marketing Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	RAP Working Group members to participate in an external NRW event.	June 2024	HR Managers



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Conduct a review of cultural learning needs within our organisation.	August 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
6. Promote positive race relations through anti-discrimination strategies.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	January 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	National Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	National Marketing Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)



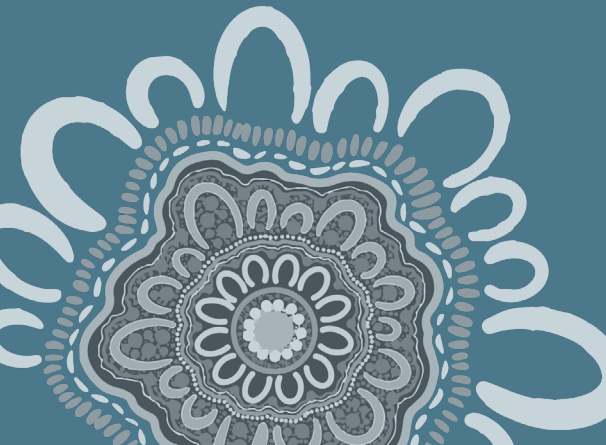
Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation for each state.	May 2024	HR Managers
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2024	HR Managers
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Investigate Supply Nation membership.	December 2023	National Marketing Manager



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Review RWG membership on an annual basis.	September 2024	Managing Partners
	Draft a Terms of Reference for the RWG.	February 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2023	National Diversity and Inclusion and RAP Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	Managing Partners
	Engage senior leaders in the delivery of RAP commitments.	December 2023	Partner (Vic) Partner (Qld) Associate Director (NSW)
	Review annually senior leader to champion our RAP internally.	September 2024	Managing Partners
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2024	Managing Partners



Governance

Action	Deliverable	Timeline	Responsibility
12. 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 out on important RAP correspondence.	June 2024	National Marketing Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024	National Marketing Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024	National Marketing Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2024	Partner (Vic) Partner (Qld) Associate Director (NSW)







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