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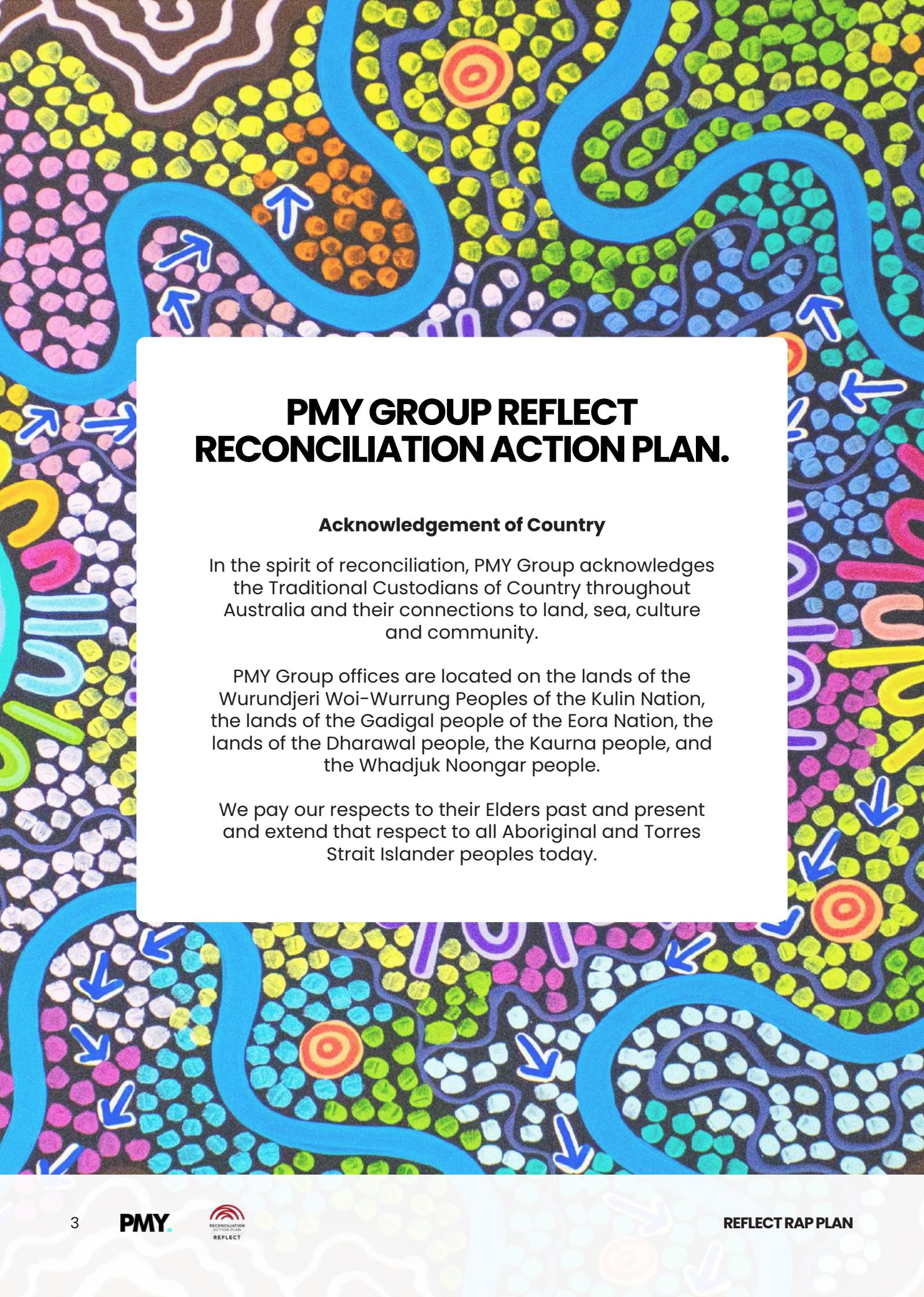
PMY GROUP

**REFLECT
RECONCILIATION
ACTION PLAN.**

JANUARY 2026 – JUNE 2027

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PMY GROUP REFLECT RECONCILIATION ACTION PLAN.

Acknowledgement of Country

In the spirit of reconciliation, PMY Group acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, culture and community.

PMY Group offices are located on the lands of the Wurundjeri Woi-Wurrung Peoples of the Kulin Nation, the lands of the Gadigal people of the Eora Nation, the lands of the Dharawal people, the Kurna people, and the Whadjuk Noongar people.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA.

Inaugural Reflect RAP

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

PMY Group joins a network of more than 3,000 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 PMY Group 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 PMY Group, 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



Artwork Title: *Together, We Grow*

ABOUT THE ARTWORK.

Together, We Grow is a vibrant representation of unity, resilience, and shared future goals, reflecting the interconnectedness of people and Country. At the heart of this piece are the concentric circles, symbolising gathering places where communities come together to share knowledge, build relationships, and foster strength. These circles represent each of PMY Group's locations across Australia and emphasise unity of purpose and shared dialogue, which embodies the vision of PMY Group's Reconciliation Action Plan by creating meaningful partnerships and spaces for connection, collaboration, and cultural celebration.

The flowing rivers weave through the composition, signifying pathways of connection, knowledge and resilience, Reflecting PMY Group's commitment to harnessing technology to bridge gaps, facilitate shared experiences, and amplify First Nations' voices on a global scale. The rivers link each connection point, showing how stories, culture, and opportunities flow between Aboriginal and Torres Strait Islander communities and all Australians.

The mountains and textured patterns throughout the artwork represent resilience, strength, and connection to Country, mirroring PMY Group's deep respect for Aboriginal and Torres Strait Islander cultures, acknowledging the role of sport and entertainment in uniting people and

fostering shared experiences. Rooted in these industries, PMY Group is uniquely positioned to celebrate and elevate First Nations' cultures, using its global platforms to share stories and achievements.

The dynamic, bright colours breathe life and energy into the landscape, symbolising optimism for a shared journey where respect, inclusion, and cultural pride flourish. The undulating lines and intricate brush work reflects life's ever-changing landscape – the challenges, progress, and ongoing journey toward reconciliation and unity.

Each element of *Together, We Grow* contributes to PMY Group's vision of fostering respectful relationships, cultural awareness, and inclusive opportunities. The pathways and gathering spaces encourage reflection on how technology, sport, and entertainment can create spaces for connection, dialogue, and shared experiences.

Through *Together, We Grow*, PMY Group's RAP vision comes to life – a vision of an Australia where Aboriginal and Torres Strait Islander peoples thrive, culture is celebrated, and reconciliation is embraced as a shared responsibility. It serves as a reminder that together, through connection, innovation, and global collaboration, we all can pave the way for a more inclusive, equitable, and prosperous future for all Australians.



ABOUT THE ARTIST.

Luruk-In is an Australian Aboriginal Art business, founded by proud Taungurung, Wotjobaluk, Wemba Wemba and Boon Wurrung woman Aimee McCartney. Aimee was born and raised on Wurundjeri Country in Naarm (Melbourne) and currently lives on Gunaikurnai Country (Victoria).

An emerging contemporary Aboriginal artist, Aimee's vibrant approach to life coupled with her strong ancestral and cultural identity allows her to create unique, intricate and eye-catching artworks on canvas.

With a mixture of bright colours and textures, Aimee explores modern society through the looking glass of the world's oldest living culture.

Aimee's strongest inspiration comes from her Country, its waterways and mountains, its sand, soil and shells. Aimee's hope is to continue the sacred tradition of storytelling through art and to inspire people to connect and learn about First Nations' cultures, histories, stories and languages.



MESSAGE FROM CEO AND EXECUTIVE RECONCILIATION CHAMPION.

At PMY Group, we recognise that reconciliation is an ongoing journey of learning and understanding. Our Reflect RAP enables us to create a strong foundation by establishing relationships and cultural understanding. This is in line with our Diversity and Inclusion Policy, which commits to recognising and valuing individual differences and perspectives within our workplace.

Our commitment to reconciliation aligns with PMY's goal to be an inclusive workplace. We believe that embracing cultural diversity enhances our capacity to create value and drives better decision-making. The Reflect RAP sets the stage for developing long-lasting relationships and creating opportunities that benefit both PMY and Aboriginal and Torres Strait Islander communities.

Reconciliation is more than just an initiative - it's a continuous journey. We aim to integrate reconciliation into our everyday practices by building cultural awareness, fostering respectful interactions, and supporting projects that contribute to meaningful change.

Paul Yeomans
Chief Executive Officer
PMY Group

Emily McGrath
Executive General Manager
PMY, Australia Pacific

OUR VISION FOR RECONCILIATION AND OUR RECONCILIATION ACTION PLAN.

At PMY Group, we envision an Australia where Aboriginal and Torres Strait Islander peoples are empowered and supported to thrive through meaningful partnerships, inclusive opportunities, and the celebration of cultures and heritages.

Our RAP is built on the principles of respect, collaboration, and shared prosperity. Through our RAP, we aim to foster deep and respectful relationships with Aboriginal and Torres Strait Islander communities and ensure that the values of reconciliation are embedded within our global team. Australia has a deep connection to sport and entertainment, and PMY Group's foundations are rooted in these industries.

By delivering innovative technology solutions that optimise operations and enhance experiences across 1,000+ venues worldwide, we aspire to leave a legacy of smarter, more connected live environments that provide convenient, memorable, and engaging experiences for fans, students, travellers, and patrons alike.

Through our RAP, we will leverage our position at the intersection of technology, sport, and entertainment to foster greater inclusion and celebration of Aboriginal and Torres Strait Islander cultures.

We are committed to sharing the stories, achievements, and cultural significance of Aboriginal and Torres Strait Islander peoples with the world, beginning on the lands of First Nations' peoples where our company was founded, Naarm.

Our commitment is ongoing, and we will continue to learn, engage, and grow alongside Aboriginal and Torres Strait Islander peoples to ensure our actions drive real and lasting impact.



OUR BUSINESS.

PMY Group enhances the way people operate and experience venues, places, and major events.

PMY Group is a global leader in providing technology and creative solutions that optimise technology, intelligence and experience.

Globally, we employ over 500 people and serve more than 1,000 clients across the USA, UK, Europe, MENA, Australia, and New Zealand.

Originating in stadium technology and innovation in Australia, PMY employs over 200 people across APAC, with offices in Melbourne, Vic: Naarm. & Richmond, VIC: Wurundjeri-Balluk territory, Sydney, NSW: Warrane. Caringbah, NSW: Dharawal people. Chippendale, NSW: Warrane, Adelaide: Tarntanya and Perth, Borolo.

As part of our commitment to inclusivity, we have recently updated our onboarding process to include identification of Aboriginal and Torres Strait Islander heritages. At present we are not aware of any Aboriginal and Torres Strait Islander employees at PMY Group.

With technical expertise spanning the full smart technology ecosystem, PMY Group provides a one-stop shop for clients navigating the increasingly complex and challenging technology landscape. Delivering global expertise locally and flexibly has made PMY Group a trusted partner for high-profile projects around the world. PMY Group has established itself as a cornerstone in the world of live environments and continues to invest in maintaining its market-leading technology expertise.

OUR RAP WORKING GROUP.

FIRST NATIONS REPRESENTATIVES

- Jacinta Cubillo | Co-Chair, Larrakia people
- Sam Muir Wiradjuri people

FIRST NATIONS CONSULTING PARTNERS

- Tiiamanno Consultants
- Tania Dalton, Gunditjamara and Wadawurrung people
- Libby Lesock

PMY WORKING GROUP MEMBERS

- Emily McGrath – Executive Reconciliation Champion
- Angus Rana
- Kelly Course
- Kelly Overall
- Leticia Ficarra
- Mali Palalagi
- Monica Kent-Giles
- Catherine Wilcox
- Tom Watkins

OUR PARTNERSHIPS AND CURRENT ACTIVITIES.

PMY Group is committed to fostering meaningful partnerships and actively promotes reconciliation within our organisation and beyond. Many of our key partners have already undertaken their own RAP journeys, and we encourage our staff to engage with these partners to share experiences and learnings. Our current partnerships include a range of organisations that are also dedicated to reconciliation, such as QPAC, the Brisbane Broncos, Melbourne & Olympic Parks Trust, QIC, Woolworths and ScentreGroup. Through these partnerships, we are able to collaborate on initiatives that support the advancement of reconciliation and strengthen our collective commitment to Aboriginal and Torres Strait Islander communities.

Each PMY Group office prominently displays a map of First Australians (AIATSIS Map of Indigenous Australia – created by David Horton 1996) which illustrates the diverse language, social, and nation groups of the First Peoples of Australia. This map highlights the general locations of larger groupings of people, including clans, dialects, and individual languages within these groups.

Through the PMY Group Intranet, we provide access to the Reconciliation Hub, which includes information on our Acknowledgement of Country, the RAP Working Group, a comprehensive list of traditional custodians, the names of the lands on which our offices are situated, significant dates, and relevant links to Reconciliation Australia.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	We will identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local community or area of influence to strengthen our relationships and support reconciliation efforts.	September 2026	RAP Working Group Chair
	We will research best practices and principles that support effective partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, ensuring that our approach is respectful, inclusive, and aligned with reconciliation goals.	September 2026	RAP Working Group Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	We will circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff, promoting awareness and encouraging active participation in reconciliation initiatives.	May - June 2026	Marketing & Communications Manager
	RAP Working Group members will participate in an external National Reconciliation Week (NRW) event, with all committee members taking part in The Long Walk to actively engage in and support reconciliation efforts.	May - June 2026	Brand Experience Co-Ordinator
	We will facilitate and promote staff and senior leadership participation in at least one external event to recognise and celebrate National Reconciliation Week (NRW). Additionally, we will offer opportunities for staff to attend First Nations sporting and cultural events through a ticket allocation program, including Dreamtime at the 'G, SA Dreamtime, and the Sydney NRL Indigenous Round. To foster a deeper understanding of and commitment to reconciliation, we will also encourage leadership engagement and staff participation in NRW activities.	May - June 2026	Brand Experience Co-Ordinator, KOJO Workplace Experience Lead, Workplace Experience Lead

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	We will communicate our vision and commitment to reconciliation to all staff, ensuring that everyone is informed and aligned with our goals and values in supporting Aboriginal and Torres Strait Islander communities.	May – June 2026	Executive General Manager - APAC
	We will develop and implement a staff engagement strategy to raise awareness about reconciliation across our Australian workforce, fostering a culture of understanding, respect, and active participation in reconciliation efforts.	May – June 2026	RAP Working Group Co-Chair
	We will identify external stakeholders that our organisation can engage with on our reconciliation journey, building partnerships that support and advance our commitment to Aboriginal and Torres Strait Islander communities.	May – June 2026	PMY Technical Project Manager
	We will communicate our commitment to reconciliation to our business partners and collaborate with them to support and advance their own reconciliation efforts.	May – June 2026	Head of Marketing
	We will continue to identify RAP and other like-minded organisations that we can approach to collaborate with on our reconciliation journey, fostering partnerships that strengthen our collective efforts towards reconciliation.	May – June 2026	PMY Project Co-Ordinator
4. Promote positive race relations through anti-discrimination strategies.	We will research best practices and policies in the areas of race relations and anti-discrimination, ensuring that our approach is informed, effective, and aligned with principles of equality and respect.	July 2026	Senior Legal Counsel
	We will conduct a review of our HR policies and procedures to identify existing anti-discrimination provisions and assess future needs, ensuring our practices are aligned with best standards for promoting equality and inclusivity.	July 2026	Senior Legal Counsel

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.	We will develop a business case to increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation, highlighting the benefits of cultural awareness and inclusivity for our workforce and broader community.	August 2026	KOJO Workplace Experience Lead
	We will conduct a review of cultural learning needs within our organisation to identify areas for improvement and ensure our workforce has the knowledge and understanding necessary to engage respectfully with Aboriginal and Torres Strait Islander cultures.	August 2026	KOJO Workplace Experience Lead
	We will develop an Aboriginal and Torres Strait Islander calendar of significant days and events and acknowledge these occasions in staff communications to raise awareness and foster a greater understanding of the cultural importance of these dates.	June 2026	Head of Marketing
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	We will continue to develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area, ensuring respect for their cultural heritage and fostering meaningful relationships with the Indigenous communities we engage with.	August 2026	Brand Experience Co-Ordinator
	We will continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, ensuring that all employees approach these practices with respect and awareness of their cultural importance.	August 2026	Brand Experience Co-Ordinator
	We will develop an Acknowledgement of Country for use across all PMY Australian offices, ensuring that it is consistently applied and delivered with respect to the Traditional Owners and Custodians of the lands on which our offices are located.	August 2026	Brand Experience Co-Ordinator, KOJO Workplace Experience Lead, SA Workplace
	We will develop an Acknowledgement of Country protocol for staff and provide Acknowledgement of Country cards in all meeting rooms, ensuring that staff are informed and encouraged to acknowledge the Traditional Owners and Custodians of the lands where we operate.	August 2026	Head of Marketing

Respect

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	We will raise awareness and share information amongst our staff about the meaning of NAIDOC Week, highlighting its significance and encouraging participation in activities that celebrate the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.	July 2026	Brand Experience Co-Ordinator, KOJO Workplace Experience Lead, SA Workplace
	We will introduce our staff to NAIDOC Week by promoting external events in our local area, encouraging participation and providing opportunities for staff to engage with and celebrate the rich culture and contributions of Aboriginal and Torres Strait Islander peoples.	July 2026	Brand Experience Co-Ordinator, KOJO Workplace Experience Lead, SA Workplace
	The RAP Working Group will participate in an external NAIDOC Week event, actively engaging in activities that celebrate and recognise the culture, history, and achievements of Aboriginal and Torres Strait Islander peoples.	First week in July, 2026	RAP Working Group Co-Chair

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	We will develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, outlining the benefits of a diverse workforce and highlighting strategies to create meaningful employment opportunities for Aboriginal and Torres Strait Islander peoples. We will explore methods for recruitment advertising to reach more Aboriginal and Torres Strait Islander applicants.	June 2027	Executive General Manager - APAC
	We will build an understanding of our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, ensuring that our initiatives are tailored to support career growth and increase representation within our organisation. PMY onboarding process to include identification of Aboriginal and Torres Strait Islander heritage.	January 2027	Executive General Manager - APAC
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	We will develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses, outlining the benefits of supporting Indigenous enterprises and promoting economic growth within Aboriginal and Torres Strait Islander communities.	January 2027	Head of Marketing
	We will investigate membership of Supply Nation, Kinaway Chamber of Commerce, and the NSW Indigenous Chambers of Commerce to explore opportunities for connecting with Indigenous businesses and suppliers, and to further support the growth and sustainability of Aboriginal and Torres Strait Islander enterprises.	January 2027	TechMedia Account Director

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	We will maintain our Reconciliation Working Group (RWG) to govern the implementation of our RAP, with regular bi-monthly meetings to ensure ongoing progress, accountability, and alignment with our reconciliation goals.	July 2026	RAP Working Group Co-Chair
	We will draft a Terms of Reference for the Reconciliation Working Group (RWG), outlining its purpose, roles, responsibilities, and procedures to ensure clear governance and effective implementation of our RAP.	July 2026	Head of Marketing
	We will maintain and strengthen Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group (RWG) to ensure diverse perspectives are included in the governance and implementation of our RAP.	July 2026	Head of Marketing
11. Provide appropriate support for effective implementation of RAP commitments.	We will define the resource needs for RAP implementation, ensuring that the necessary financial, human, and technological resources are allocated to effectively support and drive our reconciliation initiatives.	August 2026	Brand Experience Co-Ordinator
	We will engage senior leaders in the delivery of RAP commitments, ensuring their active participation and leadership in driving the organisation's reconciliation efforts and setting a strong example for the broader workforce.	August 2026	Brand Experience Co-Ordinator
	We will maintain a senior leader to champion our RAP internally, providing strong leadership and advocating for the successful implementation of our reconciliation initiatives across the organisation.	August 2026	Brand Experience Co-Ordinator, KOJO Workplace Experience Lead, SA Workplace
	We will define appropriate systems and capabilities to track, measure, and report on our RAP commitments, ensuring that progress is regularly monitored, evaluated, and transparently communicated to all stakeholders.	August 2026	Head of Marketing

Governance

12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	We will reach out to Reconciliation Australia to confirm that our primary and secondary contact details are current, ensuring we receive all important RAP correspondence and remain engaged with relevant updates and opportunities.	July 2026	RAP Working Group Co-Chair
	We will contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey, ensuring we can effectively track and measure the progress of our reconciliation efforts.	September 2026	Head of Marketing
	We will complete and submit the annual RAP Impact Survey to Reconciliation Australia, providing a comprehensive overview of our progress and outcomes in relation to our reconciliation commitments.	September 2026	Head of Marketing
13. Continue our reconciliation journey by developing our next RAP.	We will register through Reconciliation Australia's website to begin developing our next RAP, ensuring a continued commitment to advancing reconciliation and building on the progress we've made.	June 2027	Marketing & Communications Manager

CONTACT DETAILS:

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POSITION: Head of Marketing

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