



# Reflect Reconciliation Action Plan

November 2024 – December 2025



RECONCILIATION  
ACTION PLAN

REFLECT

**MUFG Pension & Market Services**  
A member of MUFG, a global financial group



# Contents



⇒ Acknowledgement of Country	3
⇒ About the Artwork Design	4
⇒ About the Artist	5
⇒ Message from the CEO & MD of MUFG Pension & Market Services	6
⇒ Message from the CEO of Reconciliation Australia	7
⇒ About MUFG Pension & Market Services	8
⇒ MUFG Pension & Market Services' RAP	10
⇒ Our Partnerships and Current Activities	11
⇒ Relationships	12
⇒ Respect	13
⇒ Opportunities	14
⇒ Governance	15

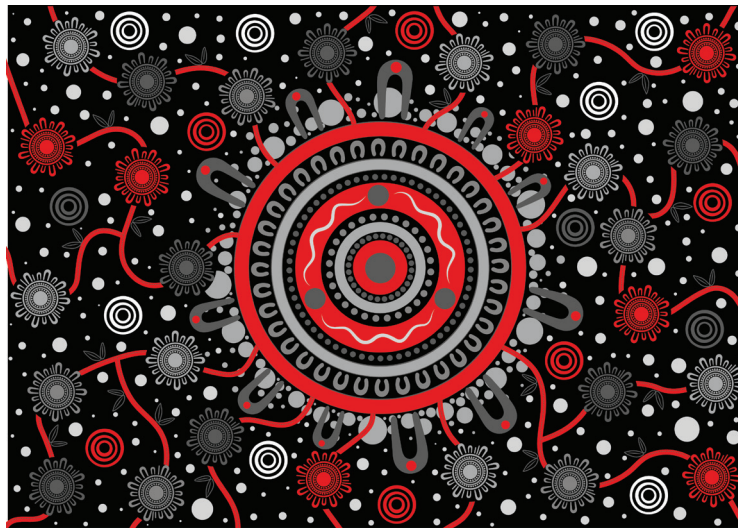
## Acknowledgement of Country



We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past and present.

## About the Artwork Design



### **MUFG Pension & Market Services — Gathering of Unity: A Journey Towards Reconciliation**

In the centre of the artwork, a gathering symbol emerges, representing MUFG Pension & Market Services – a global force connecting people with their assets, safely and responsibly. This gathering point, vibrant and strong, embodies the commitment to empowering a brighter future through partnership, innovation, and inclusivity.

Within this central symbol, three guiding dots. These are MUFG Pension & Market Services’ core values: Client Focused, Adapt and Evolve, and Together We Achieve. Each of these principles fuels the organisation’s purpose, lighting the way forward for its clients and communities.

Surrounding this central gathering are smaller symbols, each representing the diverse communities and people connected to MUFG Pension & Market Services. These symbols are linked by pathways, symbolising the strong relationships and shared journeys that bind MUFG Pension & Market Services with its clients and partners. These paths speak of collaboration, respect, and the shared commitment to reconciliation and unity.

The three rings throughout the artwork represent connections across the land, signifying the breadth of MUFG Pension & Market Services’ reach and the strength found in every partnership. Dots and plants flourish throughout the artwork, reflecting the interconnectedness of all things – the land, the people, and the future. Together, they grow and evolve, nourished by mutual respect and a shared vision for a just and inclusive tomorrow.

Through this design, MUFG Pension & Market Services reaffirms its commitment to reconciliation and its pledge to walk with First Nations communities, honouring culture, nurturing connection, and working towards a more unified and equitable future for all.

The colours used within the artwork reflect MUFG Pension & Market Services’ branding colour palette.



## About the Artist



### **Aboriginal Artist and Graphic Designer - Lani Balzan**

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans Design and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience creating art, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant indigenous culture. Through her mesmerising art, Lani continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

➤ [www.aboriginalartbylani.com.au](http://www.aboriginalartbylani.com.au)

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# Message from the CEO & MD of MUFG Pension & Market Services



I am pleased to announce the launch of MUFG Pension & Market Services' first Reflect Reconciliation Action Plan (RAP). This marks a significant milestone in our commitment to understanding, respecting, and supporting the unique cultural heritage and experiences of First Nations peoples.

MUFG Pension & Market Services is a global, digitally enabled business that empowers a brighter future by connecting millions of people with their assets – safely, securely and responsibly. Through our two businesses MUFG Retirement Solutions and MUFG Corporate Markets, we partner with a diversified portfolio of global clients to provide robust, efficient and scalable services, purpose-built solutions and modern technology platforms that deliver world class outcomes and experiences.

As an employer with over 6,500 employees working across the globe, we are committed to creating an inclusive and collaborative environment where difference is valued, and each person can realise their potential and contribute to our collective success. As part of this, we recognise the need to foster an equitable and inclusive workplace for First Nations peoples.

Our RAP is not just a document; it's a pledge to listen, learn, and act towards a more inclusive future. We are dedicated to using our integral position as part of the critical infrastructure within Australia's financial services industry, to advance reconciliation and to work collaboratively with First Nations communities to achieve tangible results.

Together, we will work to shape a future where cultural understanding and financial equality are accessible for all. I look forward to witnessing and being part of the positive changes both within our organisation and the communities in which we operate.

**Vivek Bhatia**  
CEO & Managing Director  
MUFG Pension & Market Services

# Message from the CEO of Reconciliation Australia



## Inaugural Reflect RAP

Reconciliation Australia welcomes MUFG Pension & Market Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

MUFG Pension & Market Services 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 three 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 MUFG Pension & Market Services 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 MUFG Pension & Market Services, 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

## About MUFG Pension & Market Services



MUFG Pension & Market Services is a global, digitally enabled business that empowers a brighter future by connecting millions of people with their assets – safely, securely and responsibly.

Through our two businesses MUFG Retirement Solutions and MUFG Corporate Markets, we partner with a diversified portfolio of global clients to provide robust, efficient and scalable services, purpose built solutions and modern technology platforms that deliver world class outcomes and experiences. A member of MUFG, a global financial group, we help manage regulatory complexity, improve data management and connect people with their assets, through exceptional user experience that leverages the expertise of our people combined with scalable technology, digital connectivity and data insights.

Our three core values – Client Focused, Adapt and Evolve and Together We Achieve — shape our common ways of working and culture, uniting us as one global organisation in delivering on our purpose and strategy.

We have two businesses that make up MUFG Pension & Market Services: MUFG Corporate Markets and MUFG Retirement Solutions.

- ➔ MUFG Corporate Markets provides clients with services that connect issuers to their stakeholders. This includes shareholder management and analytics, stakeholder engagement, share and unit registry (transfer agency), custody, fund administration, and employee share plans. We also offer company secretarial support, as well as various specialist offerings such as all types of insolvency solutions and class action services.
- ➔ Our MUFG Retirement Solutions business is the largest provider of services in Australia's superannuation administration industry, combining proprietary technology, process and people to deliver a comprehensive financial data solution. Administration services offered include data management, member communication, contribution processing, statement processing, call centre operation, insurance claim administration and APRA reporting.



# About MUFG Pension & Market Services



MUFG Pension & Market Services employs more than 3,500 people in Australia, and more than 6,500 globally. Headquartered in Sydney, we also have a presence in Melbourne, Perth, Brisbane, Adelaide and Canberra. At this early stage in our RAP journey, we are working to better understand the number of our employees who identify as Aboriginal and/or Torres Strait Islander peoples. As a part of our Reflect RAP, we will ensure that we research this information in a culturally sensitive way.

## MUFG Pension & Market Services' Sustainability Commitment

Sustainability at MUFG Pension & Market Services is about creating long-term value for all our stakeholders, including Aboriginal and Torres Strait Islander customers, businesses, and communities.

We strive to act responsibly, support our clients, contribute to employee wellbeing, diversity and inclusion, and deliver mutual business and social benefits in the communities we operate in.

## Diversity and Inclusion at MUFG Pension & Market Services

At MUFG Pension & Market Services we recognise and respect the importance of diversity and inclusion as an integral part of how we operate. As a global organisation we:

- ➔ Are committed to creating an inclusive and collaborative environment where difference is valued and each person can realise their potential and contribute to MUFG Pension & Market Services' success
- ➔ Recognise that embracing and supporting individual differences brings the breadth of perspective and depth of experience critical to our success
- ➔ Strive to be an organisation where our people are reflective of the make-up of the companies we serve as well as their customers throughout the world



## MUFG Pension & Market Services' RAP



MUFG Pension & Market Services is committed to creating a culture of respect, inclusion and opportunity for First Nations peoples within its organisation and the communities it serves. We recognise the diversity and richness of First Nations cultures and histories and are committed to learning from and working with First Nations peoples. By creating a RAP, we aim to contribute to the process of reconciliation and build meaningful relationships with First Nations peoples.

Our RAP Champion is our Chief People Officer, who is responsible for driving and championing internal engagement and awareness of the RAP. He is supported by our RAP Working Group, which includes employees from across our business. Our RAP Working Group is chaired by our Manager, Employee Engagement and Diversity & Inclusion.

In approaching the implementation of our Reflect RAP, we are committed to a comprehensive and collaborative process. We will actively seek input from Aboriginal and Torres Strait Islander peoples to ensure our approach is culturally sensitive and respectful. We will set clear, measurable goals and benchmarks to track our progress in implementing the RAP, establishing regular assessments and reporting mechanisms to ensure accountability and transparency in achieving these objectives. Throughout the process we will remain open to learning about how we can do better. Continuous feedback loops will be established to assess the effectiveness of our initiatives and make necessary adjustments.



# Our Partnerships and Current Activities

## Community Outreach Program

MUFG Pension & Market Services employees participate on an ad hoc basis in a First Nations community outreach program organised by AustralianSuper, in recognition that some members may be unable to be serviced via the traditional channels of phone or online. MUFG Pension & Market Services employees attend to assist local members with questions they may have about their superannuation.

## NAIDOC Week

Since 2018, we have promoted NAIDOC Week through our internal communication channels, raising awareness and sharing information amongst our employees about the meaning of NAIDOC Week and how they can help to create an inclusive culture.

## Other Initiatives



2017 - Supported the GO Foundation through the Link GO Read Challenge. The GO Foundation works to create educational opportunities for First Nations youth from kindergarten to employment through mentoring, leadership, networks and support.



2024 - Diversity Insights Project. This initiative aims to capture optional, self-reported data on employees who identify as First Nations, to enable us to invite them to participate in First Nations-related initiatives such as our RAP.



2022 - Introduced an Acknowledgement of Country guide for employees. Embedded Acknowledgement of Country into large external events, progressively began to introduce into large Town Hall meetings.



2022 - Encouraged employee donations to the GO Foundation during NAIDOC Week.

# 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.	June 2025	Head of Insurance Operations
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2025	Head of Insurance Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Senior Manager, Change Capability
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	Senior Manager, Change Capability
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	Senior Manager, Change Capability
3. Promote reconciliation through our sphere of influence.	Identify MUFG Pension & Market Services employees who can help us to identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2024	Head of HR
	Communicate our commitment to reconciliation to all staff.	November 2024	Chief People Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2025	Client Partnership Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2025	Client Partnership Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	HR Advisor
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	HR Advisor



# Respect



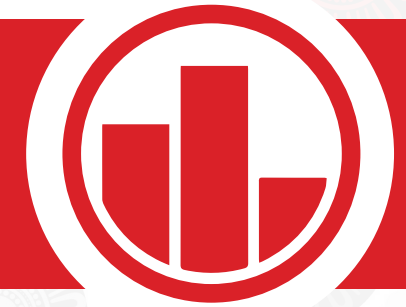
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Head of Talent Acquisition
	Conduct a review of cultural learning needs within our organisation.	June 2025	Head of Talent Acquisition
	Develop an understanding of how MUFG Retirement Solutions staff can acknowledge kinship structures in their operations.	May 2025	Events & Engagement Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2025	Client Partnership Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Client Partnership Manager
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 2025	Events & Engagement Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Events & Engagement Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Events & Engagement Manager

# 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.	December 2025	Head of Talent Acquisition
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	Manager, Employee Engagement and D&I
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.	June 2025	Sustainability Manager
	Investigate Supply Nation membership.	June 2025	Sustainability Manager

# Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	December 2024	Manager, Employee Engagement and D&I
	Draft a Terms of Reference for the RWG.	December 2024	Manager, Employee Engagement and D&I
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2025	Manager, Employee Engagement and D&I
	Workshop and develop our vision for Reconciliation in collaboration with all business units.	June 2025	Client Partnership Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024	Manager, Employee Engagement and D&I
	Engage senior leaders in the delivery of RAP commitments.	June 2025	Manager, Employee Engagement and D&I
	Appoint a senior leader to champion our RAP internally.	June 2025	Senior Manager Client Relationship
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2024	Manager, Employee Engagement and D&I
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 annually	Manager, Employee Engagement and D&I
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Manager, Employee Engagement and D&I
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Manager, Employee Engagement and D&I
	Communicate RWG progress and achievements to the group, at least quarterly.	December 2025	Manager, Employee Engagement and D&I
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Manager, Employee Engagement and D&I



## Contact details:

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## Artworks

Artwork and document designed by Aboriginal Art by Lani

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**MUFG Pension & Market Services**

A member of MUFG, a global financial group