

BAIN & COMPANY 

Innovate

Reconciliation Action Plan

February 2023 | January 2025



Acknowledgement of Country

Bain & Company acknowledges the Traditional Owners of the lands and waters that make up Australia and recognise their continuing connection to lands, waters and cultures.

We pay our respects to Elders, and recognise their importance in maintaining knowledge, traditions, communities and cultures.

In particular, we acknowledge the Gadigal people of the Eora Nation, where our Sydney office is located, the Wurundjeri people of the Kulin Nation, where our Melbourne office is located, and the Whadjuk people of the Noongar Nation, where our Perth office is located.



About the Artist



Artist: Jade Kennedy
Country: Noongar,
Muti Muti, Tatti-Tatti,
Wadi-Wadi
Title: *Kiki-Kengatha-Patingi*
(Altogether, Grow Steady)
Year Created: 2022



Jade Kennedy was born on his mother's country of Noongar in Western Australia. He also has connections to Muti Muti, Tatti-Tatti & Wadi-Wadi countries in Victoria through his Father.

Over the many years he has developed his pencil work and graphic digital design. His passion for his Indigenous artwork has only grown over the many years, continuing further through his Cultural Arts Certificate 4 which he commenced in East Gippsland.

Now his expression through indigenous artwork has only grown to become a more personal and intimate understanding of culture and expression of the many stories he has learnt and grown to love. He enjoys creating artworks that speak to the audience.

Jade's art was showcased by DACC at Bunjilaka Cultural Centre during the Mirrimbi-ik (I am) Exhibition (Nov 2017–May 2018) and Charcoal Lane Restaurant (May 2018–October 2018).

This artwork was commissioned ethically and equitably in collaboration with Dreamtime Art Creative Consultancy.

Art Narrative

Kiki-Kengatha-Patingi **(Altogether, Grow Steady)**

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From strong beginnings, people rise to produce and develop, forming into nations, then into tribes, then clans which represent smaller families. As the cycle begins again. We have continued this tradition that filled the lands we occupy as first nations people. As language has played an important role in our oral learning along with dreaming.

Through this strength gathering, our youth become more self-aware and develop into strong ambassadors for our people, strengthening and sustaining the old ways in a modern contemporary setting. *Kiki- Kengatha-Patingi* translated in Tatti-Tatti language means Altogether, Grow Steady.

Our ancestors watch over our growth and give us guidance. The earth and all the animals. We continue the journey, to inspire our future and to honor our past.

”

—By Jade Kennedy



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We pay our respects to Elders, and recognise their importance in maintaining knowledge, traditions, communities and cultures.

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Message from our Managing Partner, Peter Stumbles

At Bain & Company we are guided by True North, our commitment to always do the right thing. This means creating meaningful, long-lasting change for our clients, our people and our communities. In Australia, it means working toward a more inclusive society and working to address the disparities that continues to exist between opportunities available to Aboriginal and Torres Strait Islander Peoples and other Australians.

In 2020 we developed our first Reconciliation Action Plan (RAP) and over the last two years we have focused on developing a strong foundation of cultural awareness and understanding. We have instated cultural awareness training, had confronting conversations about social inequities and racial injustices, and heard from a range of speakers with challenging truths to tell. One highlight has been the establishment of Acknowledgement of Country across our firm across major meetings. At one major meeting in 2021 we had individuals from across our business and around Australia record an Acknowledgement of Country from a place which was meaningful to them, bringing this together into a video acknowledging Traditional Custodians and Elders past, present and emerging across all areas of the nation from which participants were joining.

While we have made great strides through our first RAP, we fully acknowledge that reconciliation is an ongoing journey. We are excited to be developing our second RAP as a next step, furthering our commitment to making meaningful contributions to Aboriginal and Torres Strait Islander Peoples and communities. I am very proud of our continuing progress and I remind all our employees that it is our responsibility to continue to support the RAP initiatives, toward a more equitable and inclusive Australia.



Peter Stumbles

Managing Partner,
Bain & Company Australia



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It is our responsibility to continue to support the RAP initiatives, toward a more equitable and inclusive Australia.

Message from Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends Bain & Company on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bain & Company continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Bain & Company will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Bain & Company using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Bain & Company to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Bain & Company will ensure shared and cooperative success in the long-term.

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

Congratulations Bain & Company on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Bain & Company envisions an Australian society which is equitable, with opportunities afforded to all, and inclusive, with all people and cultures respected and celebrated.

A nation which honours and takes pride in the diverse array of Aboriginal and Torres Strait Islander peoples, knowledges, languages and cultures. A nation where Aboriginal and Torres Strait Islander people are culturally, economically and socially empowered and have control of their own destiny. Importantly, a society which understands and acknowledges its history—the good and the bad, the prideful and shameful—while being able and willing to have an honest, meaningful conversation about how that history has shaped each of our current experiences.

This vision is intrinsically linked to our culture as a firm. We believe that bold steps define the future, and that doing the right thing is rarely easy, but always worth it. Bain & Company is governed by five operating principles, each with its own link to our reconciliation commitments:

1. **Guided by True North:** We do the right thing, always. We are committed to reconciliation because we believe it is the right thing to do, and we are happy to have open, honest, and direct conversations internally and externally on this.
2. **Passion for Results:** We are driven to create extraordinary impact for our clients, teams, and communities. We will bring this same passion for results to our efforts in reconciliation.
3. **Practical and At Cause:** We take on challenges proactively and collaboratively. We will partner with organisations that are having an impact in reconciliation, as well as communities themselves. We believe that together we will have even greater impact.
4. **Diverse Teams, One Bain:** Diverse and inclusive teams are our strength, and together we can accomplish more than we can alone. We are committed to diversity in all its forms.
5. **A Bainie Never Lets Another Bainie Fail:** We care for each other's wellbeing, and trust and support each other in the spirit that another's success is our success. We will support Aboriginal and Torres Strait Islander employees by providing a workplace which is inclusive and respectful.

Guided by these principles, we understand the importance of educating ourselves and fostering a supportive and inclusive workplace which enables Aboriginal and Torres Strait Islander people and other diverse peoples to thrive. From this foundation of knowledge and understanding, we are committed to building meaningful and collaborative relationships with Aboriginal and Torres Strait Islander peoples and communities. We will create an inclusive workplace where employees understand and respect Aboriginal and Torres Strait Islander histories and cultures and where cultural diversity is celebrated.

Our business

Bain & Company is a global management consulting firm working in 65 offices across 40 countries with public, private and non-profit clients. Founded in 1973, Bain opened its first Australian office in 1989 and today has three offices located in Sydney, Melbourne and Perth.

For nearly 50 years, Bain has helped transform the world's most important businesses into vigorous, agile organisations that anticipate the unpredictable, adapt rapidly to disruption and outperform their competitors. We work across a wide range of industries, from retail and healthcare to financial services, engaging with Boards, CEOs and Executive teams to help them solve their most challenging problems and deliver extraordinary value.

At Bain, we pride ourselves on our True North values. These values represent an unwavering commitment to always do the right thing by our clients, our people and our community. That commitment includes creating lasting social change in the communities in which we live and work. We strive for a diverse and dynamic culture that embraces diversity in numerous ways. We are a culture of passionate,

committed people who support our mission and each other to thrive personally and professionally. Since our founding, our people have used their unique experience, passion, and skills to contribute making Bain & Company a more inclusive place to work and to contribute to the broader community through pro-bono consulting projects, fundraising, volunteering, and externships.

Our focus on reconciliation between Aboriginal and Torres Strait Islander Peoples and the broader Australian communities outlined in this RAP is another important step in our commitment to maintaining our True North values, and living out our mission and ambition.

Bain & Company employs over 15,000 people globally, and the Australian Practice employs 350 consulting and support staff across offices in Perth, Melbourne and Sydney. We do not currently have any employees who identify as Aboriginal or Torres Strait Islander People; however, with the actions in this RAP and beyond, we are committed to increasing that number in time to be more representative of society and in line with our vision for Reconciliation.

Our RAP

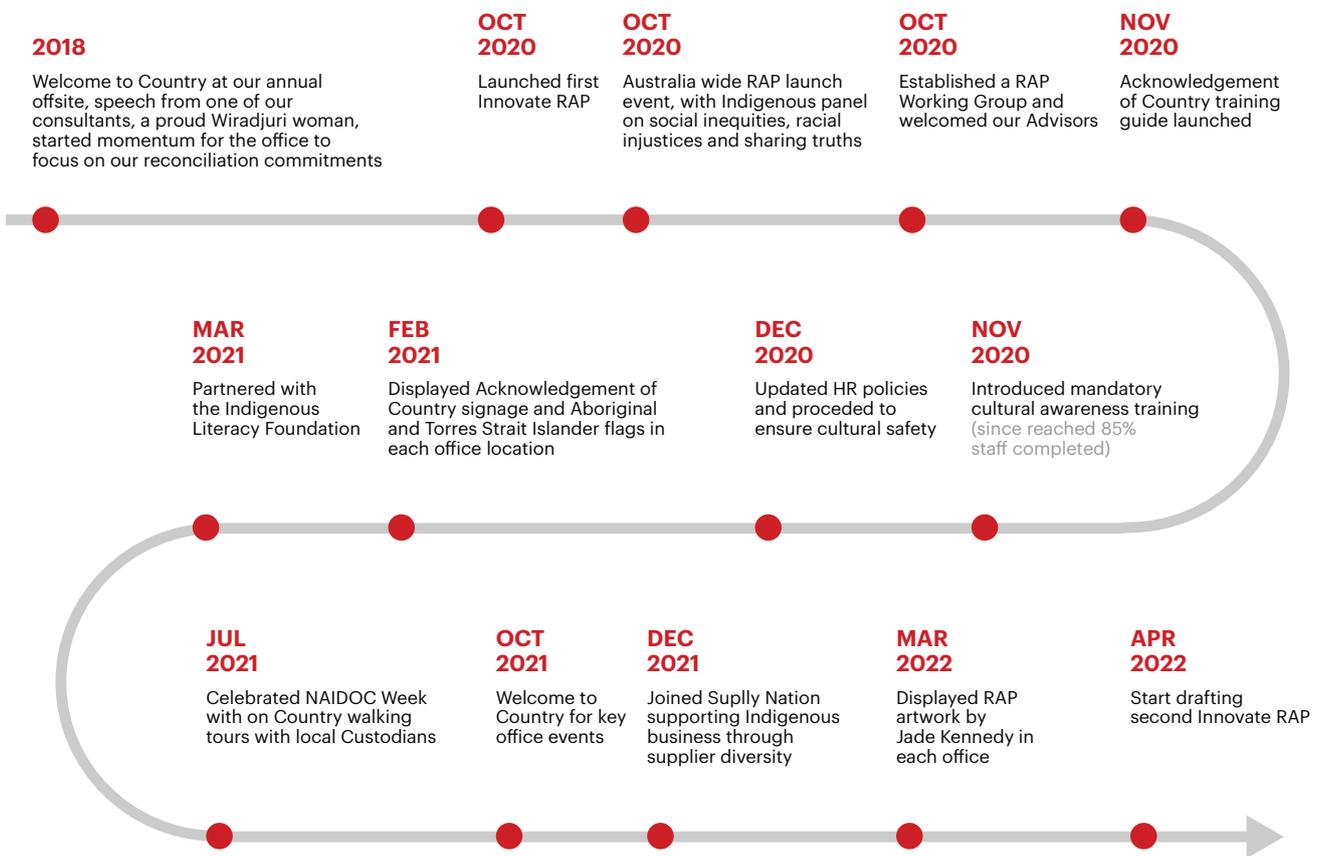
Our people at Bain & Company care deeply about the experiences, strength and resilience shown by Aboriginal and Torres Strait Islander Peoples. During our annual offsite in August 2018, the Australian practice listened intently as one of our consultants, a proud Wiradjuri woman, shared her story and her family's history. We were inspired by the strength and resilience demonstrated in the face of historical injustices and inequities. For the people of Bain Australia, this moment brought to life the importance

of learning about Australia's history and galvanised the firm to go a step further in our reconciliation journey and begin our initial RAP.

Since then we have furthered our commitment through our 2020–22 Innovate RAP, and have taken significant steps to strengthen cultural awareness, respect and understanding across our business.

Some key highlights include:

Our reconciliation achievements: A snapshot



While there have been many milestones, there have also been challenges through the implementation of our first RAP, including

- Uptake of cultural awareness training across all cohorts (though we have since reached 90%+ completion)
- Bandwidth of the RAP working group to focus attention on RAP deliverables
- Challenges with in-person events during COVID making it more difficult to build local connections
- Learning curve around cultural protocols and sensitivities, beyond cultural awareness training

Throughout this RAP, we are including actions to address these areas and take our internal awareness and understanding to the next level, with an energetic RAP working group in place to drive initiatives.

In developing this RAP, we have tested our progress in building awareness and understanding through an office-wide survey, and have been pleased to find that:

- 95% of respondents are aware of Bain's Reconciliation Action Plan and 64% of respondents have read or partially read the Reconciliation Action Plan
- 87% of respondents have felt engaged in Bain's Reconciliation commitments since 2020, including completing cultural awareness training, personally delivering an Acknowledgement of Country and participating in NAIDOC week or NRW week events



Their direct feedback also highlights strong awareness of our work on Bain's Reconciliation commitments since 2020:

- "I have seen Acknowledgements in meetings, buildings and email signatures that the land is colonised and belongs to Aboriginal tribes"
- "[There is] consistent Acknowledgement of Country in meetings. Focus in recruiting of Aboriginal and Torres Strait Islander peoples. Supporting [Aboriginal and Torres Strait Islander] people through our procurement"
- "Most meeting start with an Acknowledgement of Country, we were Welcomed to Country at the offsite ... there are ongoing discussions about how to support our First Nations People within our business (and those that will join in the future)"

Respondents also consistently cited eagerness to do more and further Bain's work on Reconciliation across all business functions. As we do this, we continue to work through two key groups:

- RAP Working Group Leadership Team (RWGLT)
- A broader RAP Working Group (RWG)

The RWGLT is composed of seven Bain and Company team members (including our RAP Champion, Stuart Love a Senior Partner in our Perth Office) and three Aboriginal Advisors. The RWGLT meets quarterly to guide and report on deliverables of the RAP document and will report twice a year to the Managing Director Bain Australia, Director Business Operations and Talent and the Inclusion and Diversity Lead in Australia.

The three external Aboriginal Advisors were engaged for their connection to Aboriginal and/or Torres Strait Islander communities of the lands on which each of our offices sits. Our Advisors have provided crucial input into the RAP document, deliverables and strategy for engagement. Due to their strong connections to their respective local communities, they will play a pivotal role in building our understanding, developing meaningful relationships, and advising on how we can best contribute to reconciliation through increased levels of partnership with Aboriginal and/or Torres Strait Islander charities and community groups.



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Our people at Bain & Company care deeply about the experiences, strength and resilience shown by Aboriginal and Torres Strait Islander Peoples.

Our Melbourne Advisor is Eddie Moore. Eddie is the Managing Director of Nyuka Wara Consulting. Eddie is an Aboriginal man, with family links to Wemba the people from Swan Hill (Central Victoria) the Palawa people from Cape Island in Tasmania and the Wotjobaluk people from the Wimmera Region of Victoria. Eddie's career spans 30 years; and includes working in State Government, not-for-profit organisations, non-government organisations, and peak Aboriginal Community Controlled Health Organisations in South Australia, Western Australia, Northern Territory and Victoria. Eddie is proactive, result oriented, responsible and technically sound and he is always ready to put all his energy and time into getting the job done. He has excellent research, troubleshooting and analytical skills with regards to understanding the complexities and nuances of creating safe and culturally competent organisations for Aboriginal and Torres Strait Islander Peoples.

Our Perth Advisor is Dr Rishelle Hume AM, a proud Noongar Woman with traditional ties to the Whadjuk, Ballardong and Gnaala Karla Boodja peoples. Rishelle is a descendant from within the Noongar nation of the Southwest corner of Western Australia. She has added value to Aboriginal advancement in WA by demonstrating Aboriginal leadership and is seen as a professional figurehead within WA to approach to engage the Aboriginal communities and coordinating approaches in dealing with these state Aboriginal matters.

Our Sydney advisor is Belinda Kendall, a proud Worimi, Barkindji, Wailwan and Wiradjuri woman from NSW. Belinda is the Chief Executive Officer of Curijo, a majority owned Aboriginal consulting firm that supports businesses to achieve reconciliation goals and provides community and cultural education, consultation and evaluation across inclusion and diversity, growth and community areas. Belinda works grass roots through to senior executive level and focusses on building strengths and opportunities through her work. Belinda's approach to all work is relationship based and trauma informed ensuring humanistic approaches are at the forefront all she does.

The members of our RAP Working Group Leadership Team (RWGLT) are:

- Melbourne Advisor: Eddie Moore
- Perth Advisor: Dr Rishelle Hume AM
- Sydney Advisor: Belinda Kendall
- Stuart Love, Partner, Bain & Co (Partner, RAP champion)
- Jane Cohen, Partner, Bain & Co (Partner)
- Nathan Campbell, Associate Partner, Bain & Co (Associate Partner, RAP lead)

The RAP is supported by all employees, however the RWGLT is also supported by a RAP Working Group (RWG) which consists of passionate and dedicated Bain employees. The RWG, guided by the RWGLT, will be responsible for the delivery of the RAP throughout the business. The RWG includes leads who are supporting deliverables. As we build up the proportion of Aboriginal and Torres Strait Islander Peoples within our firm, we are looking to our advisors to provide representation for Aboriginal and/or Torres Strait Islander Peoples on our RWG.

Current members of our RWG include:

- Redmond Lloyd, Senior Manager (Governance lead)
- Kate Fitzgerald, Consultant (Internal Understanding lead)
- Joanne Bowley, Manager, Human Resources (HR and Recruiting lead)
- Jackson Wright Smith, Consultant (External Engagement lead)
- James Mallal, Consultant
- Lucy Muir, Associate Consultant
- Jack Dillon, Senior Associate Consultant
- Madeleine Tilley, Associate Consultant

We would also like to thank everyone who supported us to develop this RAP and achieve our goals for the RAP, through organising artwork, culturally appropriate signage, training, celebrations and so much more.

This RAP is another step towards Reconciliation and a continuation of our proud history of supporting diversity. We are excited about the future and look forward to building our understanding, relationships, and contribution with Aboriginal and Torres Strait Islander Peoples over the next 2 years and beyond.





Relationships

Building meaningful and enduring relationships with our clients and the communities in which we operate is core to what we do at Bain & Company.

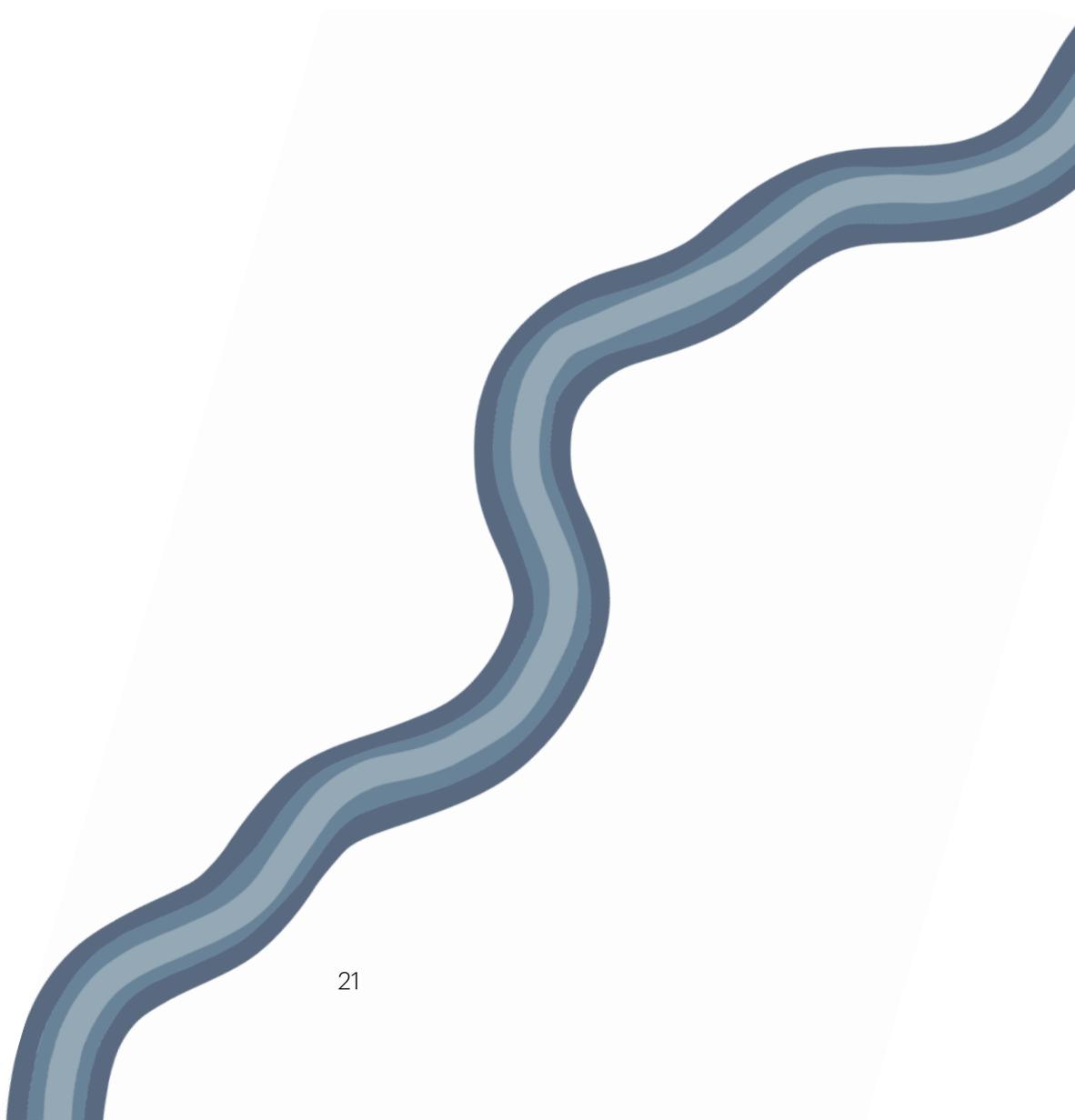
We are committed to building and fostering relationships with Aboriginal and Torres Strait Islander Peoples in local communities in which we operate, built on mutual respect, transparency, inclusion and trust.

We know that to achieve our reconciliation aspirations, it is critical that we build meaningful relationships with Aboriginal and Torres Strait Islander Peoples to make a lasting contribution to reconciliation within our local communities and shared nation.

Relationships

ACTION	DELIVERABLE	RESPONSIBILITY
<p>1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for future engagement.	February 2023 External engagement lead
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2023 External engagement lead
	Build relationships with Aboriginal and Torres Strait Islander organizations and not-for-profits through externships with our Consulting workforce	December 2023 External engagement lead
	Build relationships with local University and High School focused Aboriginal and Torres Strait Islander organizations through networking events and career mentoring	December 2024 External engagement lead
<p>2 Build relationships through celebrating National Reconciliation Week (NRW)</p>	Organise at least one NRW event annually across our offices, engaging our network of Aboriginal and Torres Strait Islander partners as guest speakers and using Supply Nation certified	May 2023, 2024 Internal understanding lead
	Register our NRW event(s) on Reconciliation Australia's NRW website	May 2023, 2024 Internal understanding lead
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2023, 2024 Internal understanding lead
	Encourage and support our staff and senior leaders to participate in at least one external event annually	May 2023, 2024 Internal understanding lead
	RWGLT and RAP Working Group members to participate in an external NRW event annually	May 2023, 2024 Internal understanding lead
<p>3 Promote reconciliation through our sphere of influence</p>	Review and refine staff engagement strategy to raise awareness of reconciliation, and our reconciliation commitments across our workforce.	April 2023 Internal understanding lead
	Communicate our commitment to reconciliation publicly, by publishing an annual review of our RAP progress.	September 2023, 2024 Governance lead
	Seek additional opportunities to collaborate with other like-minded organisations who also have a RAP, to develop ways to advance reconciliation	June 2023, 2024 External engagement lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, by:	October 2024 External engagement lead
<ul style="list-style-type: none"> • Publish an external paper on a significant topic(s) related to reconciliation, partnering with Aboriginal and Torres Strait Islander organizations where possible 		
<ul style="list-style-type: none"> • Hold an event around the release of this paper, which connects client leaders and Aboriginal and Torres Strait Islander leaders from within our community 		

ACTION	DELIVERABLE	RESPONSIBILITY
<p>4 Promote positive race relations through anti-discrimination strategies</p>	Continuously improve HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023, 2024 HR and Recruiting lead
	Continue to review, refine and communicate anti-discrimination policy for our organisation	December 2023, 2024 HR and Recruiting lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2023, 2024 HR and Recruiting lead
	Educate senior leaders on the effects of racism and unconscious bias in decision making by facilitating one training session annually	December 2023, 2024 HR and Recruiting lead
	Communicate support for the Australian Human Rights Commission "Racism, It Stops with Me" campaign	December 2023, 2024 Internal understanding Lead





Respect

Having respect for one another is core to the way we operate at Bain & Company, embodied through our operating principles and our culture.

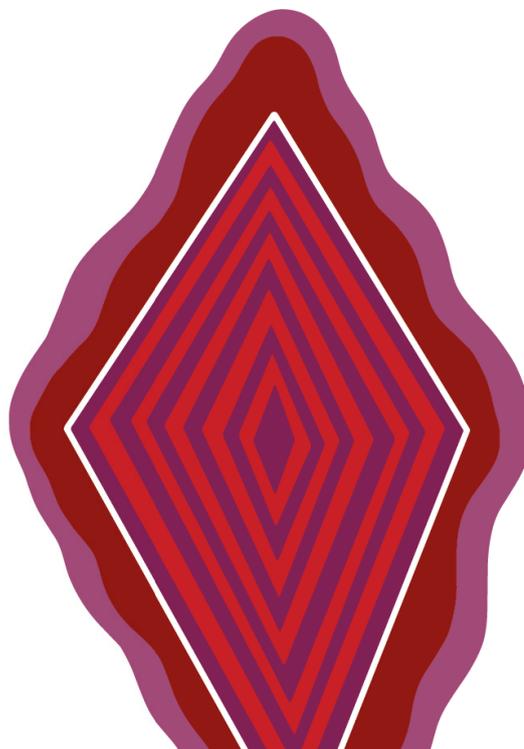
Awareness, understanding and recognition are critical to build respectful and trusting relationships. We are committed to building our people's awareness and acknowledgement of Australia's history, and a deep understanding of Aboriginal and Torres Strait Islander cultures and knowledge.

We know that from this foundational base of understanding, we can as individuals and as a firm build respectful and trusting relationships with Aboriginal and Torres Strait Islander Peoples and organisations, and can take action on our reconciliation commitments in a respectful way.

Respect

ACTION	DELIVERABLE	RESPONSIBILITY
<p>5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	Conduct a review of ongoing cultural learning needs within Bain & Company each year (note: cultural learning encompasses formal cultural awareness training, on-Country learning, education on specific topics through organised events and guest speakers)	December 2023, then annual HR and Recruiting lead
	Update cultural learning strategy as required, incorporating outcomes from annual review	January 2024, then annual HR and Recruiting lead
	Continue to consult with Aboriginal and Torres Strait Islander advisors to review and refine cultural learning needs	December 2023, then annual HR and Recruiting lead
	Ensure 95% of all staff to have completed Cultural Awareness training	December 2023 HR and Recruiting lead
	Aim for 100% of leadership team and HR staff to have completed Cultural Awareness Training	December 2023 HR and Recruiting lead
	Provide opportunities for RWGLT to participate in formal and structured cultural learning including cultural immersion; forming deeper awareness and understanding of its intent.	December 2023, 2024 HR and Recruiting lead
	Share short educational communication to all staff on days of significance, including: <ul style="list-style-type: none"> • National Close the Gap Day • NAIDOC week • National Reconciliation Week • Australia Day/Day of Mourning/Invasion Day/ Survival Day • Indigenous Literacy Day 	December 2023, 2024 Internal understanding Lead
RWGLT participate Cultural immersion activity annually	August 2023, 2024 Internal understanding lead	
<p>6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	Increase staff understanding of the purpose and significance behind cultural protocols, through: <ul style="list-style-type: none"> • Cultural protocol document • Education when engaging in Cultural protocols 	December 2023, 2024 Internal understanding lead
	Review and refine cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	December 2023, 2024 Internal understanding lead
	Communicate cultural protocol document, and ensure all staff have access through SharePoint.	December 2023, 2024 Internal understanding lead
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including: <ul style="list-style-type: none"> • Australia Practice meetings • Key client meetings 	Mar, Jun, Sept, Dec 2023, 2024 Internal understanding lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year including: <ul style="list-style-type: none"> • Offsite trainings • Key leadership team meetings 	Mar, Jun, Sept, Dec 2023, 2024 External Engagement Lead

ACTION	DELIVERABLE	RESPONSIBILITY
<p>7</p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Organise at least one NAIDOC event annually across our offices, engaging our network of Aboriginal and Torres Strait Islander partners as guest speakers and using Supply Nation certified suppliers where possible.</p>	<p>July 2023, 2024 Internal understanding lead</p>
	<p>Encourage and support our staff and senior leaders to participate in at least one NAIDOC external event annually</p>	<p>July 2023, 2024 Internal understanding lead</p>
	<p>RWGLT and RAP Working Group members to participate in an external NAIDOC event annually</p>	<p>July 2023, 2024 Internal understanding lead</p>
	<p>Ensure HR policies and procedures allow participation in NAIDOC week</p>	<p>March 2023, 2024 Internal understanding lead</p>
<p>8</p> <p>Give visible prominence and due recognition to Aboriginal and Torres Strait Islander cultures and the role and contribution of Traditional Custodians</p>	<p>Review and refine guidelines for new meeting rooms and design of new offices to ensure that due respect, acknowledgment and celebration of Aboriginal and Torres Strait Islander knowledge and culture is conducted including:</p> <ul style="list-style-type: none"> Guidelines for display of Aboriginal and Torres Strait Islander flags Guidelines for Acknowledgement of Country signage 	<p>March 2023 Internal understanding lead</p>
	<p>Consult Traditional Owners on opportunities to rename or dual name meeting rooms using local languages, where not already completed</p>	<p>December 2024 Internal understanding lead</p>
	<p>Commission Aboriginal and Torres Strait Islander artwork to display in each office, to celebrate the historical and continuing connections between Aboriginal and Torres Strait Islander peoples and the local communities in which we operate, where not already completed</p>	<p>December 2023 Internal understanding lead</p>
	<p>Establish a reconciliation library across our offices with books and other resources focused on significant Aboriginal and Torres Strait Islander topics and authored by Aboriginal and Torres Strait Islander Peoples where possible</p>	<p>December 2024 Internal understanding lead</p>





Opportunities

The third component of our strategy focuses on using our core capabilities as world-class problem-solvers to contribute to reconciliation efforts alongside Aboriginal and Torres Strait Islander communities and organisations as identified by them.

This includes pro-bono consulting projects where we will work in collaboration with Aboriginal and/or Torres Strait Islander partners (existing and/or new), as well as supporting other individuals through employment and mentorship or the procurement of goods and services. This is a vital step to delivering actionable results founded on strong understanding, deep respect and meaningful relationships. The results achieved through these actions will build momentum for our reconciliation journey.

Opportunities

ACTION	DELIVERABLE	RESPONSIBILITY
<p>9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</p>	<p>Develop Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and roadmap, which includes (but is not necessarily limited to):</p> <ul style="list-style-type: none"> • Vision and ambition for our Aboriginal and Torres Strait Islander workforce • Range of employment entry, development and sponsorship pathways • Identification of potential partnerships i.e., Universities, Aboriginal and Torres Strait Islander focused recruitment firms 	<p>July 2023 HR and Recruiting lead</p>
	<p>Continue to collaborate with and learn from the knowledge of external Advisors to improve recruitment and retention approaches in quarterly meetings</p>	<p>Mar, Jun, Aug, Dec 2023 and Mar, Jun, Aug, Dec 2024 HR and Recruiting Lead</p>
	<p>Periodically review HR and recruitment procedures and policies to continually remove barriers to Aboriginal and Torres Strait Islander participation in our workplace</p>	<p>March 2023 & March 2024 HR and Recruiting lead</p>
	<p>Collect voluntary information on our current Aboriginal and/or Torres Strait Islander employees to inform retention strategies</p>	<p>February 2023 & 2024 HR and Recruiting lead</p>
	<p>Include text on all job adverts that states: "Bain & Company Australia is an equal opportunity employer, committed to ensuring diversity and inclusion in our workplace. We encourage applications from all backgrounds"</p>	<p>March 2023, 2024 HR and Recruiting lead</p>
	<p>Continue to develop and foster relationships with Aboriginal and Torres Strait Islander focused recruitment firms, taking guidance on interview process and candidate care</p>	<p>March 2023 & March 2024 HR and Recruiting lead</p>
<p>10 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Review Aboriginal and Torres Strait Islander procurement strategy, including i) introducing a mechanism for tracking procurement spend with Aboriginal and Torres Strait Islander businesses, and ii) introducing a target % for procurement from Aboriginal and Torres Strait Islander businesses</p>	<p>August, 2023 External Engagement Lead</p>
	<p>Review and update procurement process to ensure there continues to be no barriers to procuring good and services from Aboriginal and Torres Strait Islander business</p>	<p>September 2023 External Engagement Lead</p>
	<p>Develop one ongoing commercial relationship with an Aboriginal and/or Torres Strait Islander business</p>	<p>March, 2023 External Engagement Lead</p>
	<p>Refresh and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services, particularly for team and office-wide events</p>	<p>March, 2023 External Engagement Lead</p>
	<p>Renew Supply Nation membership</p>	<p>Dec 2023 and 2024 External Engagement Lead</p>
	<p>Review strategy for working with Aboriginal and/or Torres Strait Islander charity partners, including considering additional Aboriginal and/or Torres Strait Islander charity partners (in addition to Indigenous Literacy Foundation)</p>	<p>May, 2023 External Engagement Lead</p>

ACTION	DELIVERABLE	RESPONSIBILITY
<p>11 Contribute to (existing and new) Aboriginal and Torres Strait Islander partner organisations through pro-bono consulting capabilities and/or direct charitable contributions</p>	<p>Conduct pro-bono work with an Aboriginal and/or Torres Strait Islander charity</p>	<p>September, 2023 RAP Champion</p>
	<p>Volunteer a pro-bono session with one or more Aboriginal and/or Torres Strait Islander organisations during our annual Community Impact Day</p>	<p>August / September, 2023 RAP Champion</p>
	<p>Continue to promote an Aboriginal and/or Torres Strait Islander charity as an option for Workplace Giving, including raising awareness for the charity within the organisation</p>	<p>November, & 2023 External Engagement Lead supported by Bain Social Impact Partner</p>
	<p>Develop strategy for providing support for Aboriginal and/or Torres Strait Islander communities during times of need (e.g., QLD / NSW floods)</p>	<p>May, 2023 External engagement Lead</p>





Governance

Governance, reporting and reflection are key components in ensuring we are working on the most crucial issues in the right way. This section will focus on ensuring that we have the right systems setup from the outset to deliver effective results on time and report on those actions in a transparent and timely fashion.

Governance

ACTION	DELIVERABLE	RESPONSIBILITY
<p>12 Establish and maintain an effective RAP Working group Leadership Team (RWGLT) and RAP Working Group (RWG) to drive governance of the RAP.</p>	Maintain Aboriginal and Torres Strait Islander representation on the RWGLT	December 2023, 2024 RAP Chair
	Refresh Terms of Reference for the RWGLT	March 2023 Governance lead
	RWGLT meet at least four times per year to steer RWG and monitor RAP implementation.	March, June, September, December of each year Governance lead
	Refresh Terms of Reference for the RWG	March 2023 Governance lead
RWG meet monthly to drive and monitor RAP implementation.	Review progress in December 2023 and 2024 Governance lead	
<p>13 Provide appropriate support for effective implementation of RAP commitments.</p>	Define resource and budget requirements for RAP implementation.	December 2023, 2024 RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2023, 2024 RAP Champion supported by BRAP LT
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Review progress in December 2023 and 2024 Governance lead
	Appoint and maintain an internal RAP Champion from senior management.	July 2023, 2024 BRAP lead



ACTION	DELIVERABLE	RESPONSIBILITY
<p>14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>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.</p>	<p>June 2023, 2024 Governance lead</p>
	<p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</p>	<p>August 2023, 2024 Governance lead</p>
	<p>Investigate participating in the Reconciliation Australian biennial Workplace RAP Barometer.</p>	<p>May 2024 Governance lead</p>
	<p>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</p>	<p>September 2023, 2024 Governance lead</p>
	<p>Report RAP progress to all staff and senior leaders quarterly.</p>	<p>March, June, September, December 2023 and 2024 RAP Champion</p>
	<p>Publicly report our RAP achievements, challenges and learnings, annually.</p>	<p>December 2023, 2024 RAP Champion</p>
	<p>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>December 2024 Governance lead</p>
<p>15 Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>July 2024 Governance lead</p>

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