

May 2025 | April 2027

Innovate

Reconciliation Action Plan

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 past and present, 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, the Jagera people as well as the Turrbal people, where our Brisbane 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: *Kili Nhawi-Wilangi*
(Today's Wind)

Year Created: 2025



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 in Bunjilaka Cultural Centre during the Mirrimbi-ik (I am) Exhibition (Nov 2017–May 2018) and Charcoal Land Restaurant (May 2018–October 2018).

Art Narrative

Kili Nhawi-Wilangi
(Todays Wind)

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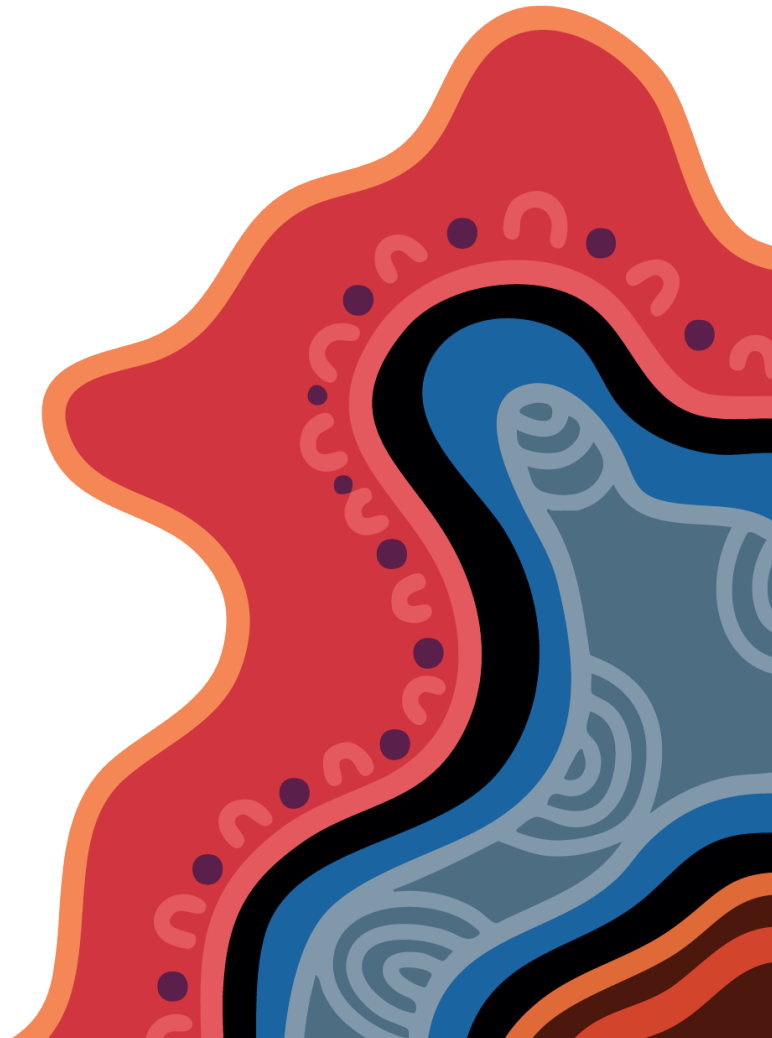
From “All Together, Growing Strong”. To Staying Connected in the present time. We all are a part of a generational change, exchange of knowledge from all diverse cultures.

The present is preparing for the future, maintaining the knowledge from our past and embracing the winds, that if not grounded in our connection to culture, can move us from our path.

”

—Story by Jade Kennedy

This artwork for our RAP was developed in collaboration with and image licensing rights managed with Dreamtime Art Creative Consultancy.





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Message from our Managing Partner

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 Islanders Peoples and other Australians.

In 2020 we developed our first Reconciliation Action Plan (RAP) and over the last four 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. While internal awareness and understanding continues to be a priority for our firm, we also acknowledge the importance of making an impact in this space externally. Going forward, our initiatives around workforce inclusion, pro bono engagements and increasing share of expenditure with Aboriginal and Torres Strait Islander owned businesses will grow the impact we are having in our local communities and across the country. We are actively participating in a collaborative reconciliation group within the management consulting sector, with the sole objective of advancing reconciliation in our industry. In parallel to external efforts, we recognise the ongoing importance of cultural awareness and will seek to take that to the next level in our firm throughout the next RAP.

While we have made great progress across the last four years of our commitments to reconciliation, we fully acknowledge that it is an ongoing journey. We are excited to be developing our third 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.



Mohit Wadan
Managing Partner,
Bain & Company Australia



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Message from Reconciliation Australia CEO, Karen Mundine

Reconciliation Australia commends Bain & Company on the formal endorsement of its third 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 3,000 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 third 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 peoples 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 peoples 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 Island peoples and communities. We will create an inclusive workplace where employees understand and respect Aboriginal and Torres Strait Island histories and Cultures and where cultural diversity is celebrated.

In this RAP, we are bringing our vision to life in a number of ways. Notably, by taking the next steps on our own cultural responsiveness journey, launching a Workforce Inclusion Strategy and consciously increasing our commitment to creating opportunities in the community through engagement in Pro Bono work and procurement from Aboriginal and Torres Strait Islander owned businesses.

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 four offices located in Sydney, Melbourne, Brisbane and Perth.

For more than 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 19,000 people globally, and the Australian Practice employs 400 consulting and support staff across Perth, Melbourne, Sydney and Brisbane. We currently have two employees who identify as Aboriginal or Torres Strait Islander Peoples. 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.

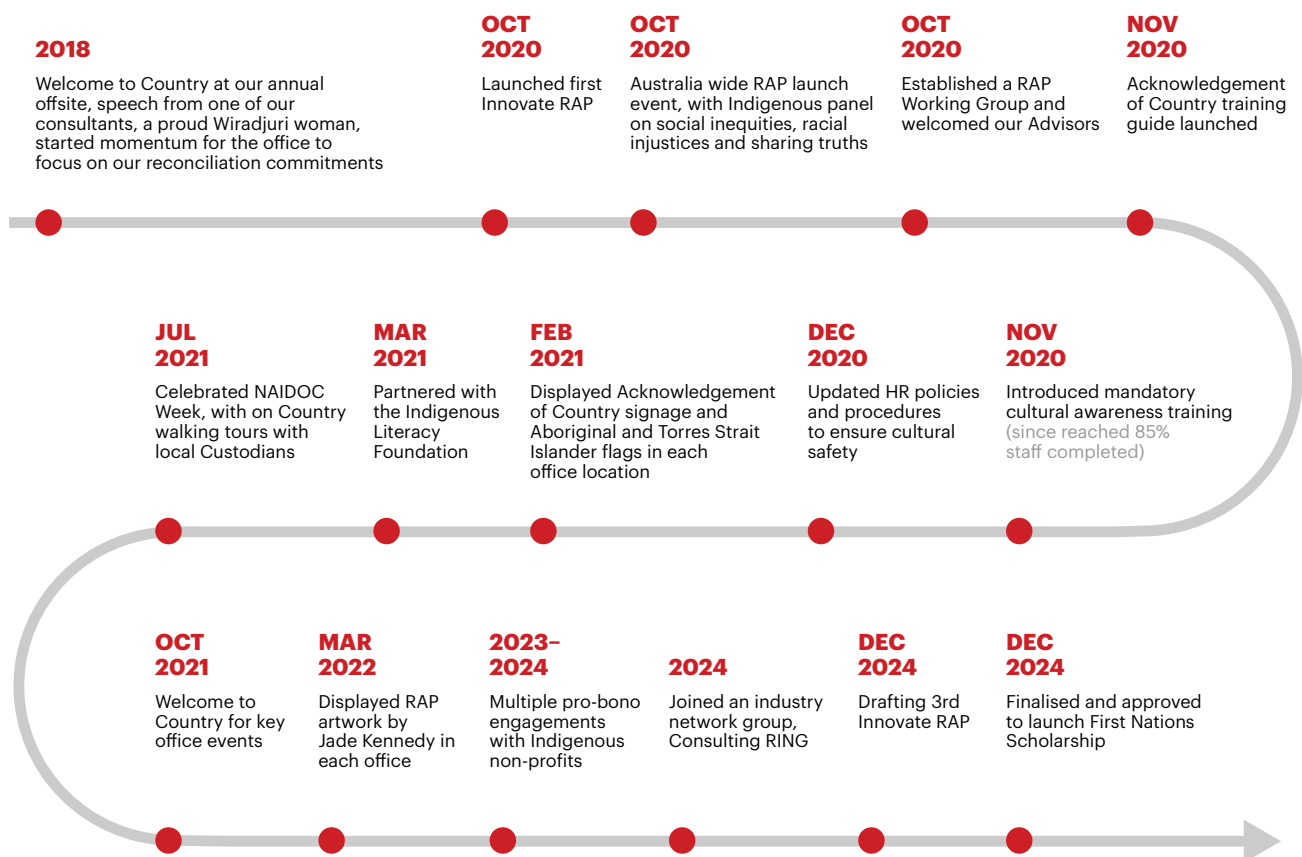
Our RAP

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 and 2023–24 Innovate RAPs, and have taken significant steps to strengthen cultural awareness, respect and understanding across our business.

Our reconciliation achievements: A snapshot



Some key highlights include:

- Grown community contributions significantly through multiple pro-bono engagements with Aboriginal and Torres Strait Islander non-profits
- Developed a Workforce Inclusion Strategy, including the finalisation and approval to launch a First Nations Scholarship
- Joined management consulting Reconciliation Industry Network Group (RING) in 2024

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

- Bandwidth of the RAP working group to focus attention on RAP deliverables
- Learning curve around cultural protocols and sensitivities, beyond cultural awareness training

- Maintaining continuous spend with Aboriginal and Torres Strait Islander businesses, rather than one-off
- Maintaining energy and focus through uncertainty and societal shifts (e.g., the referendum)

Leading into this RAP, we self-performed a cultural responsiveness audit and identified key areas that required further work within Bain. These include:

- Further integrating cultural safety in our practices
- Developing a clear cultural learning pathway for staff
- Providing more visible information on our progress and priorities in reconciliation

In this new 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:

- 100% of respondents are aware of Bain's Reconciliation Action Plan and 27% of respondents have read or partially read the Reconciliation Action Plan
- 94% of respondents felt engaged in Bain's reconciliation commitments in 2023-24, including delivering an Acknowledgement of Country, reading the RAP, and participation in NAIDOC or NRW

Their direct feedback also highlights strong personal understandings of what reconciliation means to us individually:

- "Acknowledgment, respect and engagement with local Indigenous Culture as the first custodians of the land. Ability to shared learning, cross-cultural exchange and the development of empathy and solidarity."

- "A country that celebrates our unique cultural heritage, acknowledges the wrongs of the past and strives to create fair and equitable outcomes for Indigenous Australians."
- "That we acknowledge the original owners of the land and their rich history and Culture, we are curious and educate ourselves about their Culture and be respectful, and support growth and development and cultural protection of their people (in whatever way is important to them, may not be as defined by white Australia)"

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



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This RAP is another step
towards reconciliation
and a continuation of
our proud history of
supporting diversity.

RWGLT meets quarterly to guide and report on deliverables of the RAP document and will report regularly to the broader office on our progress.

Our three Aboriginal Advisors have provided crucial input into our reconciliation commitments, deliverables and strategy for engagement. Due to their strong connections to their respective local communities, they play a pivotal role in building our understanding, support development of meaningful relationships, and provide advice on how we can best contribute to reconciliation through increased levels of partnership with Aboriginal and/or Torres Strait Islander charities and community groups.

Our Melbourne Advisor, Eddie Moore, is a highly experienced leader and the Managing Director of Nyuka Wara Consulting. A proud Aboriginal man, Eddie has strong family connections to the Wemba Wemba people of Swan Hill (Central Victoria), the Wotjobaluk people of the Wimmera Region (Victoria) and the Palawa people of Cape Barren Island (Tasmania). With a distinguished career spanning 30 years, Eddie has held key roles across State Government, not-for-profit organisations, non-government organisations, and peak Aboriginal Community Controlled Health Organisations in South Australia, Western Australia, the Northern Territory, and Victoria. He is a results-driven professional with a deep commitment to advancing cultural safety, inclusion, and reconciliation. Our Perth Advisor is Dr. Rishelle Hume AM, a proud Noongar woman with traditional ties to the Whadjuk, Ballardong, and Gnaala Karla Boodja peoples. Dr. Hume is a descendant from the Noongar nation in the southwest corner of

Western Australia. She has significantly contributed to Aboriginal advancement in WA through her leadership and is recognised as a professional figurehead for engaging Aboriginal communities and coordinating approaches to address state Aboriginal matters.

Dr. Hume is highly respected by the Indigenous community and employers as an innovated and experienced project manager across Australia. She is a beacon of hope, demonstrating strength, dedication, and a long-term vision to transform the landscape for Aboriginal people across the country.

Our Sydney advisor is Belinda Kendall, a proud Worimi, Barkindji, Wailwan and Wiradjuri woman from NSW. Belinda is the Co-Chief Executive Officer of Curiyo Pty Ltd, a wholly Aboriginal and female owned consulting firm that supports diverse organisations 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)
- Nathan Campbell, Partner, Bain & Co
(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, Associate Partner
(Governance lead)
- Kate Fitzgerald, Manager
(Internal Understanding lead)

- Joanne Bowley, Manager, Human Resources;
Madeline Massara, Senior Specialist, HR and Talent (HR and Recruiting lead)
- James Mallal, Senior Manager
- Lucy Muir, Consultant
(External Engagement lead)
- Olivia Holdsworth, Associate Consultant
- Francesca Aarons, Office Services

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
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for future engagement.	July 2025 External engagement lead
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025 External engagement lead
	Work with Aboriginal and Torres Strait Islander organizations and not-for-profits on Community Impact Day	February 2026, 2027 External engagement lead
	Continue to build on our relationships with Aboriginal and Torres Strait Islander organizations and not-for-profits by delivering at least one pro-bono engagement throughout the RAP period	April 2027 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 2025 External engagement lead
2 Active Commemoration of National Reconciliation Week (NRW)	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 suppliers where possible.	27 May–3 June 2025, 2026 Internal understanding lead
	Register our NRW event(s) on Reconciliation Australia's NRW website	May 2025, 2026 Internal understanding lead
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025, 2026 Internal understanding lead
	Encourage and support our staff and senior leaders to participate in at least one external event annually	27 May–3 June 2025, 2026 Internal understanding lead
	RWGLT and RAP Working Group members to participate in an external NRW event annually	27 May–3 June 2025, 2026 Internal understanding lead
3 Promote reconciliation through our sphere of influence	Update staff engagement strategies to ensure Bain employees know the meaning of reconciliation and have at least some knowledge of how Bain plans to approach reconciliation	May 2025 Internal understanding lead
	Communicate our commitment to reconciliation publicly, by publishing an annual review of our RAP progress.	October 2025, 2026 Governance lead
	Maintain our participation with the Management Consulting Reconciliation Industry Network Group	December 2025, 2026 External engagement lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, by publishing an external paper on a significant topic(s) related to reconciliation, partnering with Aboriginal and Torres Strait Islander organizations where possible	October 2025 External engagement lead
	Hold an event around the release of the paper, which connects client leaders and Aboriginal and Torres Strait Islander leaders from within our community	November 2025 External engagement lead

ACTION	DELIVERABLE	RESPONSIBILITY
4 Promote positive race relations through anti-discrimination strategies	Continuously improve HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025, then annual HR and Recruiting lead
	Continue to review, refine and communicate anti-discrimination policy for our organisation	December 2025, then annual 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.	September 2025, then annual HR and Recruiting lead
	Educate senior leaders on the effects of racism and unconscious bias in decision making through DEI training	December 2025, 2026 HR and Recruiting 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
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander Cultures, histories, knowledge and rights through cultural learning.	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 2025, 2026 Internal understanding lead
	Continue to consult with Aboriginal and Torres Strait Islander advisors to review and refine cultural learning needs	December 2025, 2026 Internal understanding lead
	Ensure 95%+ of all staff to have completed Cultural Awareness training	December 2025, 2026 Internal understanding lead
	Aim for 100% of leadership team and HR staff to have completed Cultural Awareness Training	December 2025, 2026 Internal understanding 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 2025, 2026 Internal understanding lead
	Share short educational communication through quarterly newsletters to all staff on days of significance, including: - National Close the Gap Day - NAIDOC week - National Reconciliation Week - Australia Day/Day of Mourning/Invasion Day/Survival Day - Indigenous Literacy Day	Jun, Sept, Dec 2025 Mar, Jun, Sept, Dec 2026 Internal understanding lead
	RWGLT participate Cultural immersion activity annually	August 2025, then annual Internal understanding lead
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	As a commitment to cultural safety, refresh the self-performed cultural responsiveness audit annually and reflect on emerging priority areas (as completed prior to this RAP)	December 2025, 2026 Internal understanding lead
	Communicate the purpose and significance behind cultural protocols in Q4 newsletter, including: - Cultural protocol document and location on SharePoint - BRAP working team act as a resource to guide when engaging in Cultural protocols	Dec 2025, 2026 Internal understanding lead
	Continue to review and refine cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Dec 2025, 2026 Internal understanding lead
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including: - Australia Practice meetings - Key client meetings	Jun, Sept, Dec 2025 Mar, Jun, Sept, Dec 2026 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: - Offsite trainings - Key leadership team meetings	Jun, Sept, Dec 2025 Mar, Jun, Sept, Dec 2026 External engagement lead

ACTION	DELIVERABLE	RESPONSIBILITY
7 Build respect for Aboriginal and Torres Strait Islander Cultures and histories by celebrating NAIDOC Week.	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 Aboriginal and Torres Strait Islander suppliers where possible	July 2025, 2026 Internal understanding lead
	Encourage and support our staff and senior leaders through Q2 newsletter and/or comms to again participate in at least one NAIDOC external event annually	June 2025, 2026 Internal understanding lead
	RWGLT and RAP Working Group members to participate in an external NAIDOC event annually	July 2025, 2026 Internal understanding lead
	Ensure HR policies and procedures allow participation in NAIDOC week	May 2025, 2026 Internal understanding lead
8 Give visible prominence and due recognition to Aboriginal and Torres Strait Islander Cultures and the role and contribution of Traditional Custodians	Provide input to office refurbishments as they are implemented, 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 Cultures is conducted including: - Guidelines for display of Aboriginal and Torres Strait Islander flags - Guidelines for Acknowledgement of Country signage	December 2025 Internal understanding lead
	Consult Traditional Owners on opportunities to rename or dual name meeting rooms using local languages, where not already completed	December 2025 Internal understanding lead
	Continue to 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	December 2025 Internal understanding lead
	Add 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	December 2025 Internal understanding lead



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
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Deliver the First Nations Scholarship in 2025	December 2025 External engagement lead supported by HR and Recruiting lead
	Continue to build and maintain relationships with Universities, Aboriginal and Torres Strait Islander focused recruitment firms with the view of long-term partnership	December 2025, 2026 External engagement lead
	Continue to strive toward cultural safety by being culturally responsive and develop a plan for improvement	Dec 2025, Mar, Jun, Sep, Dec 2026; Mar, Jun 2027 HR and Recruiting lead
	Ensure sponsorship for existing Aboriginal and Torres Strait Islander workforce	Jun, Sep, Dec 2025 Mar, Jun, Sep, Dec 2026, Mar 2027 HR and Recruiting lead
	Be guided by external Advisors to establish an engagement plan that focuses on building and maintain relationships with First Nations organisations	Jun, Sep, Dec 2025 Mar, Jun, Sep, Dec 2026, Mar 2027 External engagement lead
	Continue to collaborate with and learn from the knowledge of external Advisors to improve recruitment and retention approaches in quarterly meetings	Jun, Sep, Dec 2025 Mar, Jun, Sep, Dec 2026, Mar 2027 HR and Recruiting lead
	Periodically review HR and recruitment procedures and policies to continually remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	June 2025, then annual HR and Recruiting lead
	Collect voluntary information on our current Aboriginal and/or Torres Strait Islander employees to inform retention strategies	June 2025, then annual HR and Recruiting lead
	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"	June 2025, then annual HR and Recruiting lead
	Continue to develop and foster relationships with Aboriginal and Torres Strait Islander focused recruitment firms, taking guidance on interview process and candidate care	June 2025, then annual HR and Recruiting lead

ACTION	DELIVERABLE	RESPONSIBILITY
10 Increase Aboriginal and Torres Strait Islander supplier diversity within our organisation	Review Aboriginal and Torres Strait Islander procurement strategy, including i) introducing a mechanism for tracking procurement spend with Aboriginal and Torres Strait Islander businesses, ii) introducing a target % for procurement from Aboriginal and Torres Strait Islander businesses, and iii) an annual report on actuals vs target	August 2025, 2026 External engagement lead
	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	September 2025, 2026 External engagement lead
	Develop one new ongoing commercial relationship with an Aboriginal and/or Torres Strait Islander business, engaged at least quarterly	March, 2026 External engagement lead
	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	May 2025, 2026 External engagement lead
	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)	May 2025 External engagement lead
11 Contribute to (existing and new) Aboriginal and Torres Strait Islander partner organisations through pro-bono consulting capabilities and/or direct charitable contributions	Conduct pro-bono work with an Aboriginal and/or Torres Strait Islander charity	September 2025, 2026 RAP Champion
	Volunteer a pro-bono session with one or more Aboriginal and/or Torres Strait Islander organisations during our annual Community Impact Day	February 2026, 2027 RAP Champion
	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	November 2025, 2026 External engagement lead supported by Bain social impact partner
	Develop strategy for providing support for Aboriginal and/or Torres Strait Islander communities during times of need (e.g., floods, fires)	May, 2025 External engagement lead



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
12 Establish and maintain an effective RAP Working group Leadership Team (RWGLT) and RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWGLT	May 2025, 2026 RAP Chair
	Refresh Terms of Reference for the RWGLT	May 2025 Governance lead
	RWGLT meet at least four times per year to steer RWG and monitor RAP implementation.	Mar, Jun, Sep, Dec of each year Governance lead
	Refresh Terms of Reference for the RWG	May 2025 Governance lead
	RWG monthly meeting to drive and monitor RAP implementation	Monthly from May 2025 through April 2027 ; to be reviewed Dec 2025, 2026 Governance lead
	Review RAP implementation progress	April 2026, 2027 Governance lead
13 Provide appropriate support for effective implementation of RAP commitments.	Define resource and budget requirements for RAP implementation.	December 2025, 2026 RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments by reporting progress and activity completion in annual internal review.	December 2025, 2026 RAP Champion supported by BRAP LT
	Build and populate RAP action tracking tool	May 2025 Governance lead
	Ensure RAP action tracker is kept up to date and discussed in monthly RWG meetings	Monthly May 2025 to April 2027 Governance lead
	Appoint and maintain an internal RAP Champion from senior management.	July 2025, 2026 BRAP lead

ACTION	DELIVERABLE	RESPONSIBILITY
14 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 2025, 2026 Governance lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026 Governance lead
	Investigate participating in the Reconciliation Australian biennial Workplace RAP Barometer.	February 2026 Governance lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026 Governance lead
	Report RAP progress to all staff and senior leaders quarterly - Twice per year in office meetings (April, October) - Twice per year in newsletter (January, July)	Jan, Apr, Jul, Oct 2025 and 2026, Jan 2027 RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually in our external DEI report.	December 2025, 2026 RAP Champion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2027 Governance lead
	Engage in Bain's quarterly I&D strategy meetings to share achievements, challenges and learnings on reconciliation with the broader Inclusion & Diversity team and bring back learnings which can be of value to fostering reconciliation within Bain.	Mar, Jun, Sep, Dec 2025 and 2026, Mar 2027 RAP Champion
15 Share best practices and learn from peers through Industry Collaboration	Attend and actively participate in the consulting industry RING each quarter	Feb, May, Aug, Nov RAP Champion
16 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026 Governance lead

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