



Reconciliation Action Plan

August 2022–2024

Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and celebrate their unique cultural and spiritual relationship to the lands and waterways where we live and work. We acknowledge the significance of their history and cultures in Australia and pay our respect to Elders past and present. In particular, we acknowledge the Traditional Custodians of the lands on which BCG Australia has its offices: the Gadigal people of the Eora Nation (Sydney); the Wurundjeri people of the Kulin Nation (Melbourne); the Whadjuk people of the Noongar Nation (Perth); and Gundungurra people of the Ngunnawal Nation (Canberra).



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Message from BCG Australia Managing Director and RAP Champion



Ant Roediger

Managing Director
and Senior Partner

Leader of the Australia
and New Zealand system



Trish Clancy

Managing Director
and Partner

RAP Champion

Our purpose at Boston Consulting Group (BCG) is to unlock the potential of those who advance the world – including the First Nations people on whose lands we are privileged to work and live, and whose history, culture, leadership and contributions are so critical to the future of this Country and of all Australians.

We are therefore proud to articulate and publish our deep history and commitments to reconciliation in this Reconciliation Action Plan (RAP). We would like to thank our partners, RAP team, and Reconciliation Australia for providing their wisdom, expertise, and critical challenge in helping us craft this ambitious plan.

BCG has a strong history of supporting Aboriginal and Torres Strait Islander peoples in Australia. Through our 20-year founding partnership of Jawun, as well as other First Nations organisations, hundreds of BCGers have contributed many thousands of hours and millions of dollars of in-kind support on topics such as economic development, education, welfare reform, and assisting the drive towards self-determination through efforts like Empowered Communities and our ‘Submission on an Indigenous Voice’.

We also recognise that there is much work left to do. While the material situation for Aboriginal and Torres Strait Islander peoples in Australia has improved over the last 20 years, the gap in outcomes compared with non-Indigenous Australia is still alarming. Without ongoing urgent action, Australia will continue to lose vital cultural knowledge and links to history and Country forever, and stifle the contribution of First Nations people to our social and economic fabric.

This RAP process has allowed us to take stock of our history, and to publicly commit to our ambition. It has challenged us to build on our strong history, identify the areas we can and will do better, and amplify our contributions both externally and within our own organisation. We are proud of the RAP we have put forward and believe it will allow us to contribute in new ways – always with a spirit of humility, respect, partnership and deep commitment to a reconciled Australia.



Message from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia commends Boston Consulting Group on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Boston Consulting Group to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Boston Consulting Group will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments.

The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Boston Consulting Group is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Boston Consulting Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Boston Consulting Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer | Reconciliation Australia

Our business and history

BCG is a global consulting firm that partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities. Our success depends on a spirit of deep collaboration and a global community of diverse individuals determined to make the world better every day.

Our purpose is to unlock the potential of those that advance the world. We work closely with clients to embrace a transformational approach—empowering organisations to grow, build sustainable competitive advantage, and drive positive societal impact.

Our diverse, global teams are passionate about unlocking potential and making change happen, delivering solutions through leading-edge management consulting, technology and design, and corporate and digital ventures.

We currently have ~22,000 employees across more than 90 offices, in over 50 countries. Among our clients are world leaders, governments, NGOs, and many of the world's largest companies. We employ ~500 staff (full-time equivalent) across our Australian offices in Sydney, Melbourne, Perth and Canberra, with ~1% of employees identifying as Aboriginal and/or Torres Strait Islander people.

We work hand-in-hand with our clients, not only delivering high-quality results, but empowering them to deliver and grow after our engagement ends.

We are guided by our purpose, and we put our principles into practice by capturing key opportunities to bring insight to light; drive inspired impact; conquer complexity; lead with integrity; and grow by growing others. We also strive to live our values daily across all decisions we make:



Integrity

We take the time to consider our actions and ask whether we can defend them openly today and tomorrow



Respect for the individual

We respect the capacity and desire for personal growth, as well as the talents and beliefs of clients, colleagues, alumni, recruits, and all other people we meet in the course of our work



Clients come first

We measure our success by our clients' success



Diversity

It is fundamental to our success that we accept, value, and incorporate the contributions of people from a wide variety of backgrounds



Strategic perspective

We consider the business as a whole, the competitive system, and its dynamics



Partnership

We take a long-term view in our relationships, and strive to build bonds founded on respect, caring, honesty, and mutual support



Value delivered

We create value for our clients that returns many multiples of their investment



Expanding the art of the possible

Our goal is not simply to apply best practice but to invent it



Social impact

We create a positive and lasting impact beyond the business domain

Our vision

BCG envisages a future for reconciliation where Aboriginal and Torres Strait Islander peoples' diverse histories, cultures, and rights are embraced and celebrated by all Australians, and form an integral part of our collective identity.

This connection will help advance the interests of Aboriginal and Torres Strait Islander peoples, unlocking equal opportunities, outcomes and improving social unity in Australia.

Guided by our purpose to unlock the potential of those who advance the world, we strive to contribute our expertise to the endeavours of First Nations peoples and work to remove the long-standing structural inequalities present in Australian society. Change will come from directly addressing barriers to equality and supporting our clients, colleagues, and community to achieve their full potential.

We understand the time to act is now, and we do not underestimate the challenge ahead of us.

Our journey

BCG has a history of supporting First Nations since the 1990s. We have worked with leaders and communities, used our voice on issues impacting Aboriginal and Torres Strait Islander peoples, and worked to build a diverse and inclusive workforce.

We have partnered with Aboriginal and Torres Strait Islander leaders and organisations across health, education, housing, business, institutional and employment reform, including:

- Co-found Jawun with Noel Pearson and Westpac in 2000, with half of our most senior BCGers having been directly involved through secondments or executive visits. We have deployed over 120 secondees to partner organisations (see page 13 & 14)
- Support leaders nationwide to establish Empowered Communities, a societal governance and development framework, with self-determination at the core. Empowered Communities supported leaders to shift from the traditional social policy framework in which Indigenous affairs has been conducted, to a comprehensive Indigenous empowerment agenda. Empowered Communities was approved and has been funded by the Commonwealth Government since 2016
- Design and advocate for Wunan’s Indigenous-led governance agenda, working with leaders in Halls Creek to create a policy framework to re-establish positive cultural and social norms. The conversations with and support gained from the community were instrumental in setting the foundation for Empowered Communities in the East Kimberley
- Partner with Cape York Aboriginal Australian Academy, to deliver 15x–50x lift in numeracy and literacy results within two years and increased school attendance from ~45% to ~70%
- As a founding member of the Raising The Bar initiative, increase spend with Aboriginal and Torres Strait Islander suppliers with Supply Nation, consistently exceeding our targets on influencable spend
- Develop an economic strategy and Country plan for Eastern Maar Aboriginal Corporation

Finding our voice

In March of 2021, BCG provided feedback on the Aboriginal and Torres Strait Islander Voice Discussion Paper. Our feedback was based on our long-standing, mostly pro bono work with both locally and regionally based Aboriginal and Torres Strait Islander leaders and communities; on our experience with Commonwealth and state governments; and our expertise in change management and delivery for corporate and not-for-profit Australia.

We have also been developing our voice on other issues which matter to Aboriginal and Torres Strait Islander peoples:

- Holding events throughout National Reconciliation Week and NAIDOC week to promote education and celebration of Country and culture
- Holding Aboriginal and Torres Strait Islander community activities at our all-staff gatherings, including workshops, education, and immersion experiences
- Supporting events run by our Aboriginal and Torres Strait Islander partners, such as Jawun's Stories of Female Leadership Convention and Jawun's Cape York Dinner
- Exploring internal cultural awareness and nation-building training programs for non-Indigenous employees

We are committed to creating a diverse workforce, and to capturing the value of this diversity through an organisational culture that welcomes everyone to participate. In recent years:

- Aboriginal and/or Torres Strait Islander staff comprised ~1% of our new hires
- We launched our First Nations scholarship program, with financial benefit and an offer to join our consulting team
- We continuously review and update our policies to ensure they are culturally appropriate. Recent changes include the introduction of our Cultural and Religious Leave Policy (which supports our people to celebrate days of cultural significance or participate in religious festivities), and our flexible ME days (which can be taken at any time)

Our Reconciliation Action Plan is supported by all BCG staff and championed by our First Nations Pillar, specifically:

- Trish Clancy, Managing Director and Partner (RAP Champion & Jawun Partnership Lead)
- Peter Adam, Principal (First Nations Pillar Lead)
- Danielle Bannon, Canberra Operations Services Manager
- Mark Beaumont, Project Leader
- James Barklamb, Associate
- Aanchal Chopra, Diversity, Equity & Inclusion and Engagement Lead
- Sasha Culley, Associate
- Samara Dunn, Talent Acquisition Specialist
- Hugo Edwards, Consultant
- Samantha Finnegan, People Experience Specialist
- Lu Gumina, Operations Services Manager
- Bede Jones, Consultant
- Bill Kelsall, Managing Director and Partner
- Casey Matherson, Client Services Coordinator
- Olivia Morrison, HR Senior Project Coordinator

- William Ng, Senior Knowledge Analyst
- Vijay Pasupathinathan, Principal
- Andrew Petersen, Regional Head of People and Talent
- Georgina Pruden, HR Manager
- Bowen Shi, Consultant
- Anthony Smith, Consultant
- Alex Thornton, Consultant

The pillar exists for Aboriginal and/or Torres Strait Islander employees and allies to drive the internal and external actions of the firm towards reconciliation. It has also been envisaged as a network for Aboriginal and Torres Strait Islander employees to build connections and mentorship, much like our other diversity and inclusion pillars (Women, Pride, Able @BCG). All of our Aboriginal and Torres Strait Islander employees are part of the pillar and are encouraged to feel ownership over the agenda and direction, despite the pillar in its current form being mostly non-Indigenous allies.



Our work with Aboriginal and Torres Strait Islander leaders through Jawun

In 2000, Noel Pearson published his seminal analysis "Our Right To Take Responsibility". Noel, BCG and Westpac co-founded Jawun shortly after, to act as a facilitator between corporates, philanthropy and governments and Aboriginal and Torres Strait Islander leaders and organisations. The aim was to bring the top people from public and private sector Australia to work alongside Aboriginal and Torres Strait Islander communities to accelerate development based on the priorities of the individual communities.

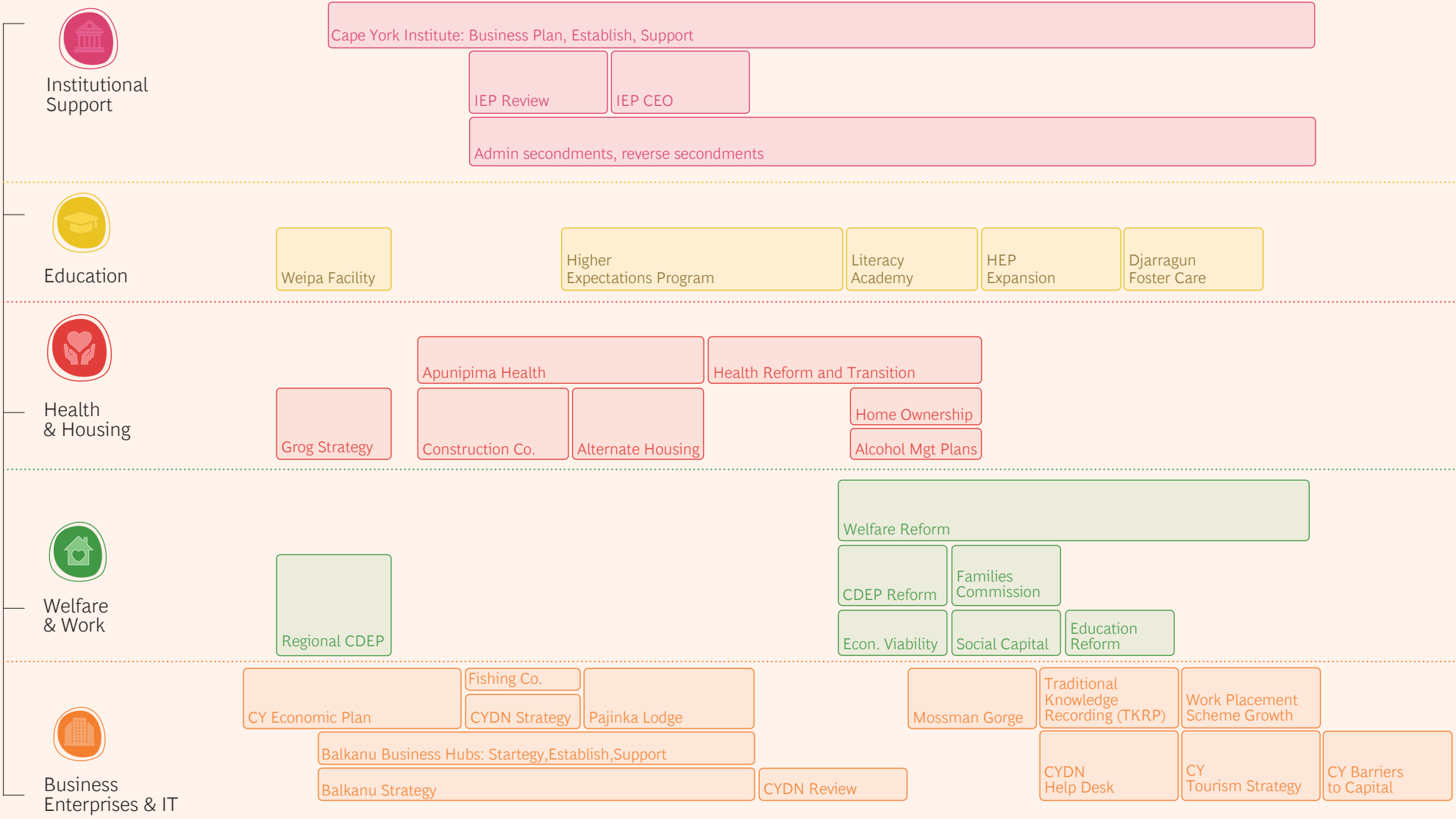
Since Jawun's inception, BCG has supported leaders and organisations to tackle their highest priority issues, on topics including institutional support, education, health and housing, welfare, work, business enterprises and IT (see page 13 & 14).

Jawun has since involved over 25 corporate partners, driving a multiplier effect and increasing visibility within Australia's most significant organisations.

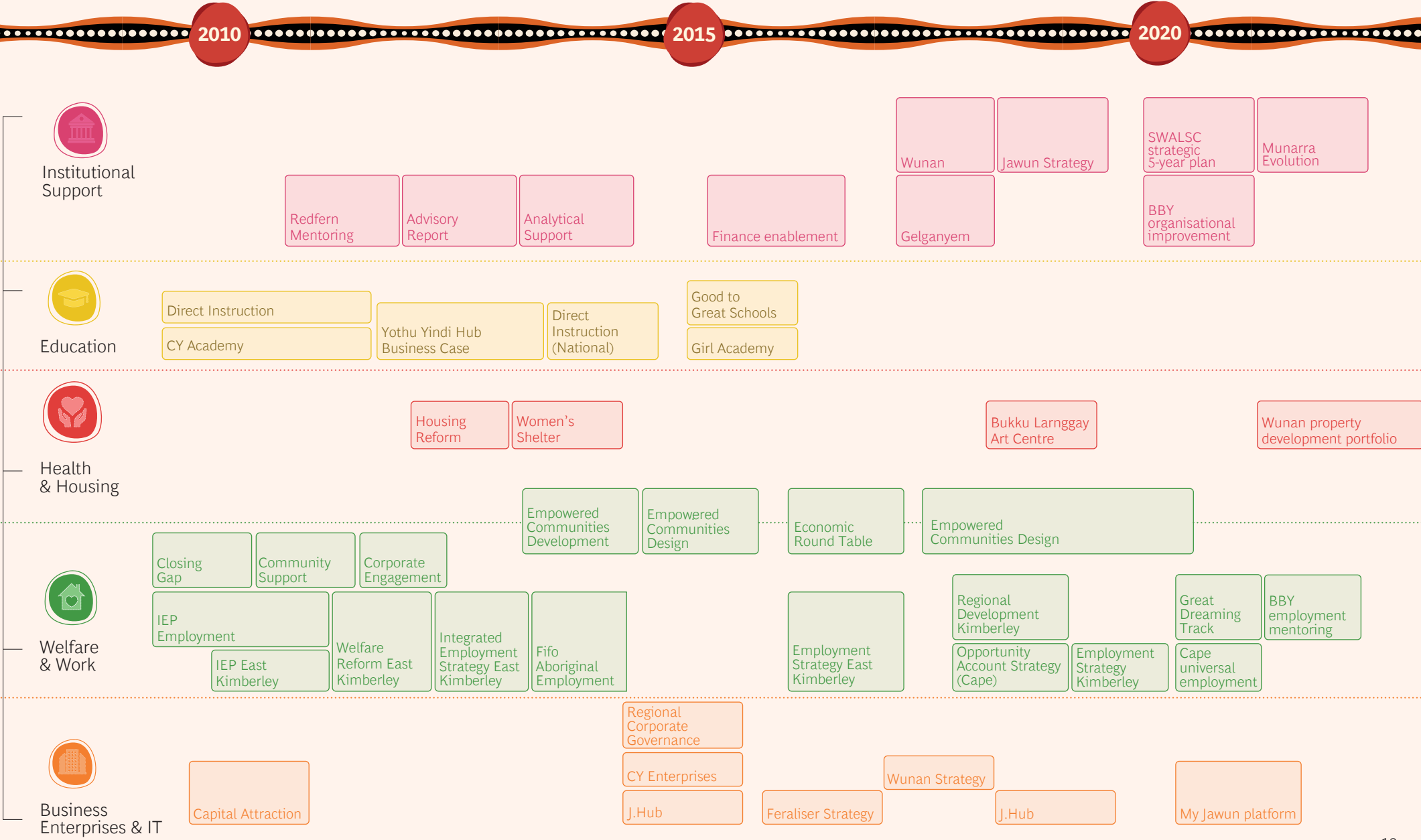
Over 20 years, we have completed a wide range of high-impact work with Jawun partners (I/II)

2000

2005



Over 20 years, we have completed a wide range of high-impact work with Jawun partners (II/II)



Bold ideas need bold partners. It's a simple truth, but a powerful one. As a founding member of Jawun, BCG has been a bold and trusted partner to Indigenous Australia for over 22 years.

Australia needs the kind of inclusive, ethical leadership that BCG represents. BCG use their voices and talents to empower our Indigenous partners and challenge us all to reimagine a world where Indigenous peoples live a life by choice not chance.

BCG has consistently provided their top people to take on some of the biggest challenges we face in this country, and their commitment to these issues has stayed strong over the years.

Over 120 of their consulting and business services staff have made great contributions to our partner organisations across the nation and their people stay closely connected to our agenda beyond their secondments. Their assistance has seen us sponsor national reforms, evolve our business model, and grow to support 13 regions.

I congratulate BCG on delivering their Reconciliation Action Plan and look forward to their continued support to Indigenous Australia.



Shane Webster
CEO of Jawun



Relationships

Partnership is one of BCG's core values and critical to our success. We are committed to growing and maintaining our relationships with Aboriginal and Torres Strait Islander leaders and communities to support their ongoing social and economic development. Our shared experience, particularly through our Jawun partnership, helps enhance our understanding of the challenges faced by Aboriginal and Torres Strait Islander people, and improves BCG's own contribution to reconciliation.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Continue to build and hold strong relationships with Jawun and partner organisations through secondments and engage this network for guidance on maximising the impact of our reconciliation work 	August 2024	Jawun partnership lead
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement 	August 2023	First Nations Pillar lead
	<ul style="list-style-type: none"> Formalise and elevate local partnerships in geographies where we work, specifically South West Aboriginal Land and Sea Council (SWALSC) in Perth; Eastern Maar Aboriginal Corporation in Melbourne; the La Perouse people in Sydney; and the Ngunnawal people in Canberra 	August 2024	First Nations Pillar office leads (Perth, Canberra, Sydney, Melbourne)
	<ul style="list-style-type: none"> Establish network of Aboriginal and Torres Strait Islander consulting organisations with whom BCG can partner to win and deliver paid consulting engagements 	August 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Develop and implement an engagement plan with Aboriginal and Torres Strait Islander stakeholders and organisations 	August 2023	First Nations Pillar lead
Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Organise a national event across our offices, engaging Aboriginal and Torres Strait Islander partners as guest speakers and using Supply Nation certified suppliers where possible. Event to focus on: <ul style="list-style-type: none"> Truth telling, sharing stories of reconciliation, and healing Educating on current issues of importance to reconciliation 	27 May - 3 June 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> Register BCG's event on Reconciliation Australia's NRW website <ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and materials to our staff 	May 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> Advertise our event using company-wide communication to encourage staff and senior leader participation, focusing on: <ul style="list-style-type: none"> Education on the importance of reconciliation Stories from Aboriginal and Torres Strait Islander employees, returned Jawun secondees Office leaders will publicise event locally in office meetings 	May 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> First Nations Pillar members to participate in three National Reconciliation Week events across Australia annually (external to BCG) 	27 May - 3 June 2023, 2024	First Nations Pillar events lead



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly by publishing our annual RAP review via our website and social media channels 	August 2023, 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Continue to contribute to public discourse by publishing position papers on matters of significance to Aboriginal and Torres Strait Islander peoples 	August 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes 	August 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Influence our external stakeholders by hosting a senior client event each year where we will bring together highest levels of Australian business and public sectors to connect them with Aboriginal and Torres Strait Islander leaders, influence them on reconciliation, and drive commitments to change 	December 2022, 2023	First Nations Pillar lead, Senior events coordinator
	<ul style="list-style-type: none"> Seek additional opportunities to collaborate with other like-minded organisations who also have a RAP, to develop ways to advance reconciliation 	August 2023, 2024	First Nations Pillar lead
Promote positive First Nations relations through anti-discrimination strategies	<ul style="list-style-type: none"> Review HR policies and procedures in collaboration with Aboriginal and Torres Strait Islander staff and advisors, to identify anti-discrimination provisions and future needs 	August 2023	HR Manager
	<ul style="list-style-type: none"> Continue to implement and communicate an anti-discrimination policy for our organisation 	August 2023, 2024	HR Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy as part of HR policy review 	December 2023	HR Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism by: <ul style="list-style-type: none"> Including Aboriginal and Torres Strait Islander focused anti-discrimination material into existing Conscious Inclusion training agenda for senior leadership Facilitating one senior leader education session annually Providing opportunities for senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism 	August 2023, 2024	First Nations Pillar lead, DE&I engagement lead



Respect

BCG recognises the value that Aboriginal and Torres Strait Islander peoples' culture and history contributes to Australian society. Growing our awareness of this contribution forms the basis for trust in our relationships, through which we can unlock equal opportunities and outcomes for Aboriginal and Torres Strait Islander people and improve social equity in Australia. Respect is at the core of reconciliation, especially in an environment where structural barriers remain. Respect is critical to ensure decisions are made in a way that is mindful of their impact.

Respect is the cultural glue which brings and holds us together, and it is our belief that it is important for every staff member to develop and show this respect in their personal and professional lives. As consultants who work at the top of industry and government in Australia, the decisions we influence have wide reaching impacts, and we appreciate the significant importance of deep respect for Aboriginal and Torres Strait Islander peoples and culture.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Conduct a review of our cultural learning needs 	December 2022	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy 	December 2022	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff, which includes: <ul style="list-style-type: none"> Cultural awareness training for new hires as part of our Consulting Foundations program (workplace behaviour session) On demand training Communication on days of significance Education on specific issues through events 	December 2022	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> All recruiters, interviewers, senior execs, HR staff, and managers of First Nations employees to have completed cultural competence training 	August 2024	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> 95% of staff to have completed cultural competence training 	December 2023	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning 	December 2022	First Nations Pillar learning & development lead
	<ul style="list-style-type: none"> Publicise days of significance internally, including educational details about why the day is significant, its impact on reconciliation, and how staff can contribute: <ul style="list-style-type: none"> National Close the Gap Day National Sorry Day National Reconciliation Week NAIDOC week 	August 2024	First Nations Pillar events lead



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning (cont.)	<ul style="list-style-type: none"> Develop and maintain a list of appropriate Aboriginal and Torres Strait Islander activities for team or office events in each city 	December 2022	First Nations Pillar office leads (Perth, Canberra, Sydney, Melbourne)
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Review and continue to implement cultural protocol document (tailored for all the local communities we operate in) including protocols for Welcome to Country and Acknowledgement of Country 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country (or alike) at major firm and office outings each year 	August 2023, 2024	Senior events coordinator
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at Board meetings, major training sessions and office meetings 	December 2022, 2023	First Nations Pillar lead
Create culturally welcoming workplaces	<ul style="list-style-type: none"> Display an Acknowledgement of Country in each office 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Include Aboriginal and Torres Strait Island flags in each office 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Consult with local Traditional Owners to explore opportunities to dual name or rename rooms using local languages where not already done 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> Explore options to commission or source Aboriginal and/or Torres Strait Islander artwork and display in each of the offices, where not already done 	August 2024	First Nations Pillar lead



Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> • Hold local NAIDOC week events across our offices, engaging Aboriginal and Torres Strait Islander partners as guest speakers and using Supply Nation certified suppliers where possible. Event to focus on: <ul style="list-style-type: none"> • Celebrating history and achievements of Aboriginal and Torres Strait Islander peoples • Education on issues central to NAIDOC week theme 	First week in July 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> • Publicise event using company-wide communication focusing on: <ul style="list-style-type: none"> • Celebration of NAIDOC week • Stories from Aboriginal and Torres Strait Islander employees, returned Jawun secondees • Information on and plans to attend external events • Office leaders to communicate locally in office meetings 	June 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> • Remove barriers to staff participating in NAIDOC Week 	May 2023, 2024	First Nations Pillar events lead
	<ul style="list-style-type: none"> • Use our PTO (Predictability, Teaming, Open Communication) team to encourage case team participation in NAIDOC week as part of broader DE&I engagement strategy 	May 2023, 2024	PTO facilitator
	<ul style="list-style-type: none"> • First Nations Pillar members will participate in three NAIDOC week events across Australia annually (external to BCG) 	First week in July 2023, 2024	First Nations Pillar events lead



Opportunities

BCG is committed to advancing the interests of Aboriginal and Torres Strait Islander peoples across the diverse regions of Australia. We have engaged with Aboriginal and Torres Strait Islander leaders and communities, brought our deep experience in working with State and Commonwealth governments, and draw on our experience in change management and deliver, to help communities achieve their own development goals across Australia. As a founding member of Jawun, we have increased opportunities for Aboriginal and Torres Strait Island leaders and organisations for over 20 years. We believe our ongoing focus on prioritising First Nations suppliers is the simplest and most effective way to advance opportunities for First Nations communities.

We also recognise the role we play in unlocking the potential of First Nations talent in Australia through our talent development and career opportunities. This will remain a focus as we hire more diversely and strive to create opportunities for First Nations talent within and outside BCG.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	August 2023	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	August 2023	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Conduct a review of current staff and alumni to build understanding and develop opportunities to further extend: <ul style="list-style-type: none"> Employee value proposition Opportunities for professional development support Recruitment strategies Retention approach 		
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy 	December 2023	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Provide wraparound interview support for Aboriginal and Torres Strait Islander candidates, including coaching and mentorship throughout the recruitment process 	August 2024	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Run workshops with external advisors to help improve recruitment and retention approaches 	August 2024	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders: <ul style="list-style-type: none"> Continue to engage recruiting firms focused on Aboriginal and Torres Strait Islander applicants for open positions Engage partners to assist in reviewing application process 	August 2023,2024	Recruiting lead, DE&I lead



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development (cont.)	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace: <ul style="list-style-type: none"> All interviewers and candidate coaches will undertake cultural awareness training before interviewing or coaching Aboriginal and Torres Strait Islander candidates 	August 2024	BCG recruiting lead, DE&I lead
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce: <ul style="list-style-type: none"> Target a minimum of 1.5% of new staff and 1% of Consulting and Business Services staff by 2025 identifying as Aboriginal and/or Torres Strait Islander Leverage partner organisations to identify high potential candidates who would not be identified through traditional recruiting pipelines 	December 2025	BCG recruiting lead, First Nations Pillar recruiting lead
Broaden talent pipeline and employment pathways by supporting Aboriginal and Torres Strait Islander university students	<ul style="list-style-type: none"> Explore opportunities to partner with Aboriginal and Torres Strait Islander university student organisations and networks to broaden talent pipelines 	December 2023	First Nations Pillar recruiting lead
	<ul style="list-style-type: none"> Continue to offer annual First Nations scholarship worth \$20,000 and guaranteed employment at BCG to Aboriginal and Torres Strait Islander university students 	July 2023, 2024	BCG recruiting lead
Support partner organisations to achieve reconciliation goals	<ul style="list-style-type: none"> Share Jawun secondees' experiences through emails while on secondment and in office meetings upon return 	August 2024	Jawun relationship lead
	<ul style="list-style-type: none"> Provide Jawun with direct support, prioritising strategy work with Jawun headquarters when requested 	August 2024	Jawun relationship lead
	<ul style="list-style-type: none"> Support local partner organisations by providing pro bono support and partnership through engagements and other opportunities such as core strength day (where the entire firm comes together for a day to work on a problem) 	August 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Provide approximately five secondees for up to three months each to Aboriginal and Torres Strait Islander organisations, facilitated by Jawun, to support the organisations and leaders progress their priorities 	December 2022, 2023	Jawun relationship lead



Action	Deliverable	Timeline	Responsibility
Support partner organisations to achieve reconciliation goals (cont.)	<ul style="list-style-type: none"> Establish a new First Nations Fellowship. The position will be: <ul style="list-style-type: none"> A significant commitment of pro bono resourcing Part of our career development process, and employee value proposition Focused on providing support around a major issue or priority that we will identify with Aboriginal and Torres Strait Islander partners Not limited to a single organisation 	August 2023	First Nations Pillar lead
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy 	December 2022	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses 	December 2022	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses 	August 2024	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> All relevant procurement staff will be trained in contracting Aboriginal and Torres Strait Islander businesses through Supply Nations 	December 2023	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> Continue Supply Nation membership 	December 2022, 2023	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff 	December 2023	First Nations Pillar procurement lead
	<ul style="list-style-type: none"> Target 3% of addressable spend with Aboriginal and/or Torres Strait Islander suppliers through Supply Nation 	July 2023, 2024	First Nations Pillar procurement lead

Action	Deliverable	Timeline	Responsibility
Establish an Aboriginal and Torres Strait Islander Advisory Group as peak governance body	<ul style="list-style-type: none"> • Include Australian system lead, Jawun partnership lead, First Nations Pillar lead, DE&I lead, representatives from Aboriginal and Torres Strait Islander partner organisations, and invited Aboriginal and Torres Strait Islander staff and alumni on the Advisory Group 	June 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> • Include membership of Aboriginal and Torres Strait Islander Advisory Group in role description of Australian Managing Partner, First Nations Pillar lead, Jawun lead, DE&I lead 	December 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander Advisory Group to meet twice per year 	November 2022, May 2023, November 2023, May 2024	First Nations Pillar lead
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> • First Nations Pillar (RAP Working Group) will include representation from Aboriginal and Torres Strait Islander employees 	December 2022,2023	First Nations Pillar lead
	<ul style="list-style-type: none"> • First Nations Pillar Terms of Reference to be formalised, with specific reference to delivering reconciliation and RAP commitments 	August 2022	First Nations Pillar lead
	<ul style="list-style-type: none"> • First Nations Pillar to seek guidance from Aboriginal and Torres Strait Islander Advisory Group for major decisions 	November 2022, May 2023, November 2023, May 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> • First Nations Pillar to meet at least eight times per year to drive and monitor RAP implementation 	December 2022,2023	First Nations Pillar lead
Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> • First Nations Pillar will estimate and advocate for resources required for RAP implementation, and secure through budget approval process 	November 2022, 2023	First Nations Pillar lead, DE&I lead
	<ul style="list-style-type: none"> • Report RAP progress to board annually 	November 2022, 2023	First Nations Pillar lead
	<ul style="list-style-type: none"> • Establish dashboards to regularly track, measure and report on RAP milestones and progress, with a read out at the First Nations Pillar meetings 	August 2023	First Nations Pillar lead
	<ul style="list-style-type: none"> • Continue to have an internal RAP Champion from senior management 	August 2024	RAP Champion



Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally	<ul style="list-style-type: none"> 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 	August 2023, 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	August 2023, 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Complete RAP Impact Measurement Questionnaire and submit to Reconciliation Australia 	30 September 2022, 30 September 2023	First Nations Pillar lead
	<ul style="list-style-type: none"> Internally publish RAP scorecard quarterly, and externally annually 	December 2022, March, June, September, December 2023, March 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Communicate RAP progress to staff via office lunches and meetings quarterly 	December 2022, March, June, September, December 2023, March 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Prepare and publish our RAP achievements, challenges and learnings annually as part of broader Diversity, Equity and Inclusion reporting 	December 2022, 2023	First Nations Pillar lead
	<ul style="list-style-type: none"> First Nations Pillar will participate Reconciliation Australia’s biennial Workplace RAP Barometer 	May 2024	First Nations Pillar lead
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP 	August 2024	First Nations Pillar lead
Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia’s website as part of next RAP development 	December 2023	First Nations Pillar lead

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About the Artwork - Kimberly Sunset



Desma Mengi

Biography

Desma started painting when she was young after watching her grandmother and her uncle from Kalumburu paint.

"He is the one I remember. He showed me how to do boab carving and that's how I started. I also learnt from the elders Paddy Carlton and Peter Newry. I first began painting dreaming animals but now I am painting Country - Bucket Springs and Revolver Springs mainly as well as bush tucker. Now that my kids have grown up I am getting back into making art. I enjoy painting, it helps with the stress. I have started making bush jewellery too."

About the artwork - Walawala



David Brown

Biography

"I was born in Perth but grew up in Mulan and went to school there before returning to Perth for boarding high school. My mother, Ivy Robertson, was an artist at the art centre in Balgo. After school I went west of Alice Springs to spend time with my Dad and his family at Kiwirrkurra community. I watched the old people paint there."

David enjoyed living in Kiwirrkurra and learnt much from his grandfathers about his Country, in particular from famous Papunya Tula artist Uta Uta Tjangala. As an adult, David also painted occasionally for Papunya Tula when he visited Kiwirrkurra,

"I was a good drawer at school and have always work on improving my skills. I can do both styles, desert style and realism style."