

BAIN & COMPANY 

Innovate

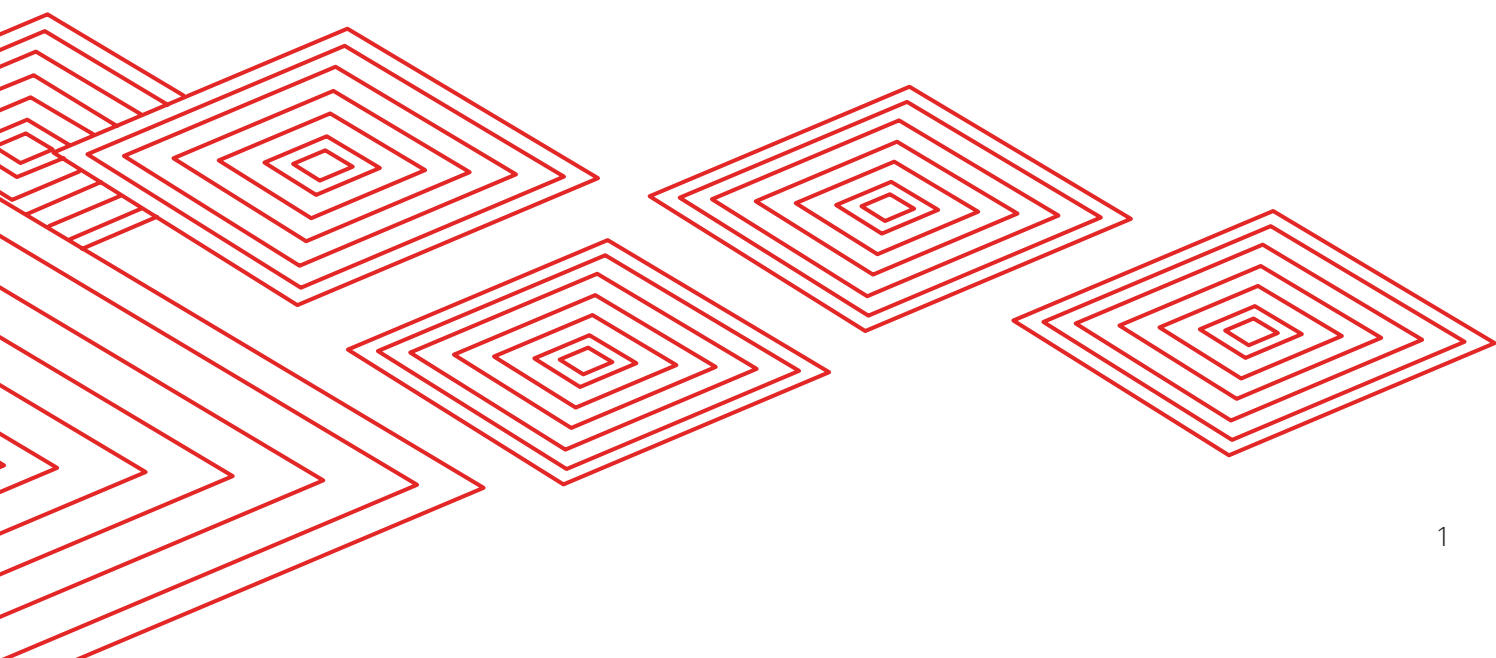
Reconciliation Action Plan

July 2020 | July 2022



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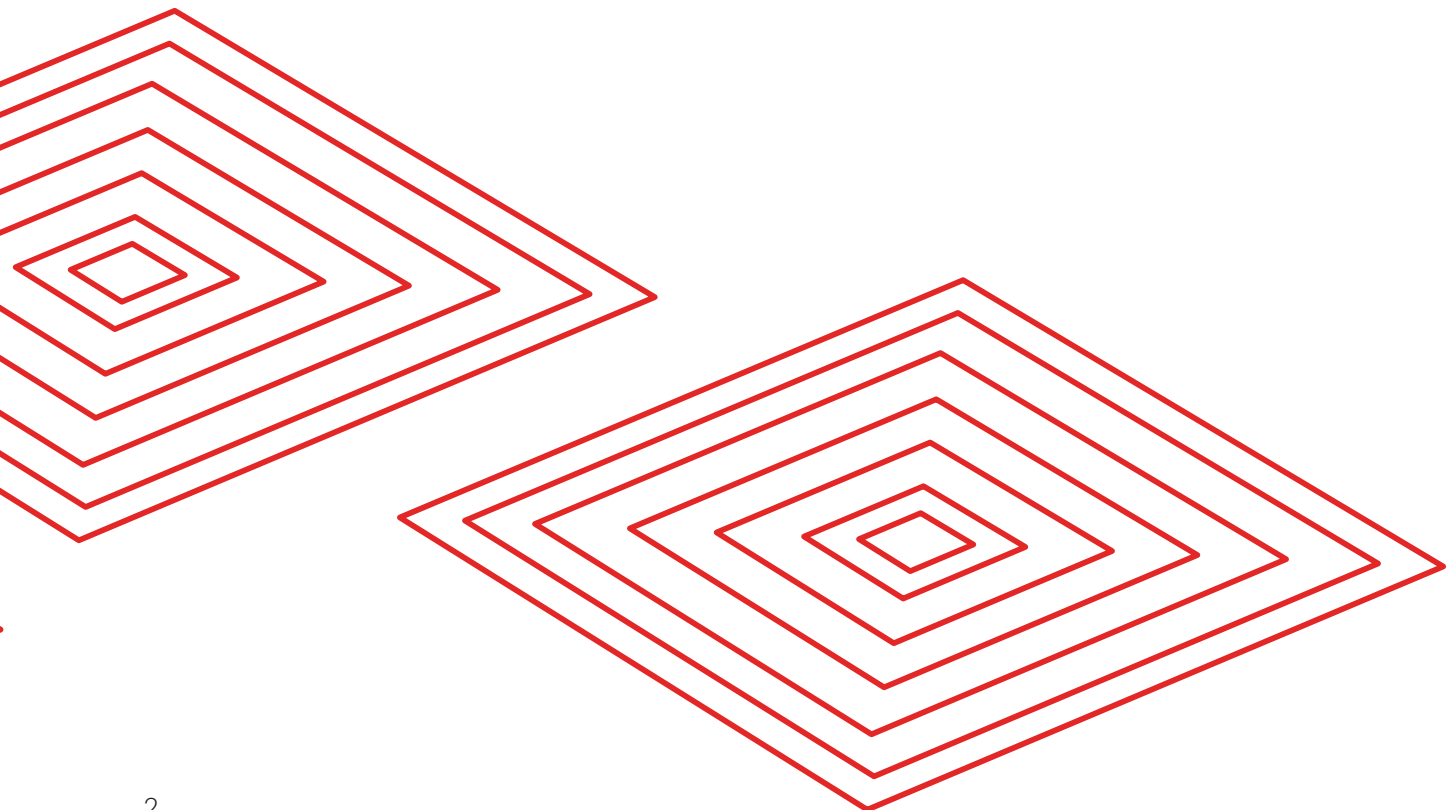


Acknowledgement of Country

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 their Elders past, present and future 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.





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Unique individuals
rise, in all walks of life,
to create pathways
and opportunities for
their people.

—Jade Kennedy,
Nyoongar/Muti Muti/Tatti Tatti/Wadi wadi

Our Vision

Our vision for Reconciliation is an Australian society which is equitable, with opportunities afforded to all, and inclusive, with all people and cultures respected and celebrated. It is for a nation which honours and takes pride in the diverse array of Aboriginal and Torres Strait Islander knowledges, languages and cultures. It is an Australia where Aboriginal and Torres Strait Islander people are culturally, economically and socially empowered and have control of their own destiny. Importantly, it is 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.

To achieve this vision, we believe the first step is 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.

Our approach is governed by three principles:

1. Ensure a strong foundation built on understanding;
2. Build meaningful relationships with Aboriginal and/or Torres Strait Islander Peoples, communities and organisations; and
3. Contribute pro-bono consulting investment, mentoring and procurement of goods and services to Aboriginal and/or Torres Strait Islander Peoples and organisations



UNDERSTANDING

Strengthen our people's understanding of Australia's history and Aboriginal and Torres Strait Islander cultures to provide a foundation of knowledge that enables the confidence to engage

MEANINGFUL RELATIONSHIPS

Develop meaningful relationships with local Aboriginal and Torres Strait Islander peoples and organisations that enable enduring partnerships

CONTRIBUTION

Contribute to local Aboriginal and Torres Strait Islander peoples and organisations through our core consulting capabilities, mentoring and procurement of goods and services which in turn increases understanding and strengthens relationships



“

Pathways lead to bigger
and better opportunities.

—Jade Kennedy,
Nyoongar/Muti Muti/Tatti Tatti/Wadi wadi

Message from our Managing Partner

At Bain & Company, we are guided by our mission to have a transformative impact on our clients and abide by our True North values; our unwavering commitment to always do the right thing by our clients, our people and our communities. We seek to create a diverse and dynamic culture, which 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. In Australia, we aspire to help create a more inclusive culture that embraces our differences and celebrates our heritage including the knowledge and cultures of Aboriginal and Torres Strait Islander Peoples.

We believe passionately in making a difference and using our combined talent and energy to create meaningful change in our communities. In Australia today, there exists significant disparity between the opportunities available to Aboriginal and Torres Strait Islander Peoples and other Australians. Bain & Company believes in reducing this disparity through reconciliation and contributing to the equity and self-determination of Aboriginal and Torres Strait Islander Peoples.

This Reconciliation Action Plan (RAP) is the next step in furthering our commitment to our True North values, while contributing to and supporting Aboriginal and Torres Strait Islander Peoples. I am very proud of the steps we are taking towards reconciliation and I encourage all of our employees to continue to support the initiatives of the RAP and our efforts to contribute to the equity and self-determination of Aboriginal and Torres Strait Islander Peoples.

Peter Stumbles

Managing Partner,
Bain & Company Australia



Our Business

Bain & Company is a global management consulting firm working in 58 offices across 37 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 over 40 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.

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 10,500 people globally, and the Australian Practice employs 350 consulting and support staff across offices in Perth, Melbourne and Sydney. We currently have one employee who identifies as being Aboriginal however, with this RAP, we hope to increase that number.

In the future, we aim to collect data on our Aboriginal and Torres Strait Islander employment and retention to help us achieve our vision for reconciliation and to inform recruiting and retention processes.

Our Reconciliation Action Plan

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. Since then, we have been working to create this Reconciliation Action Plan (RAP). We hope that the RAP will drive awareness and understanding, so that we are equipped to be able to engage with Aboriginal and/or Torres Strait Islander Peoples, histories and cultures, and to contribute to increased unity and equity in the Australian corporate sector and Australian society more broadly.

In the process of developing this RAP, we already started implementing changes across our business. Some early achievements include:

- Commencing our annual Australia Practice offsite with a Welcome to Country by a Traditional Owner;
- Celebrating National Reconciliation Week and NAIDOC Week;
- Implementing Acknowledgement of Country in office meetings and recruiting events;
- Identifying and including Aboriginal and Torres Strait Islander Peoples as a key focus area of the Australian Inclusion & Diversity strategy; and
- Acknowledging and supporting local Aboriginal and/or Torres Strait Islander artists by purchasing artwork as an end of year gift for all employees.

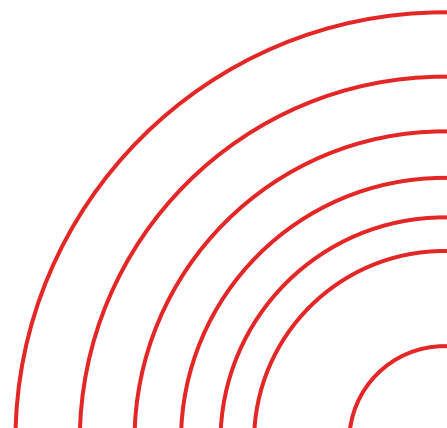
While we understand that these may be small actions, they have all contributed to building early awareness of our RAP within the business and excitement for what else is to come.

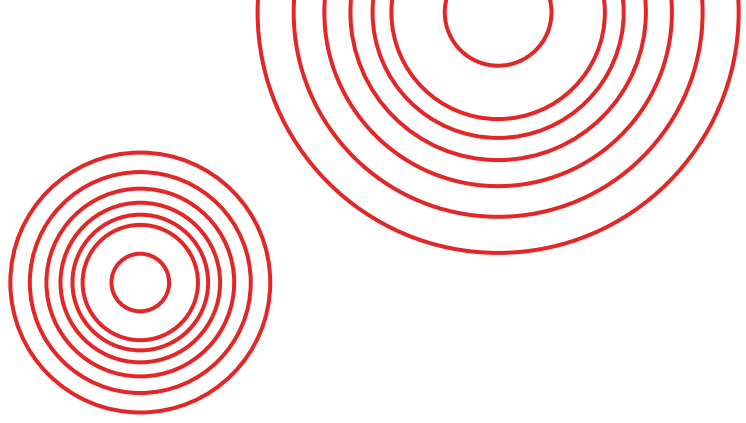
Over the last 18 months, we have established the following groups to deliver our RAP:

1. RAP Working Group Leadership Team (RWGLT)
2. A broader RAP Working Group (RWG)

The RWGLT is composed of five Bain and Company team members (including our RAP Champion, Stuart Love a Director 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.





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, a proud Noon-gar Woman with traditional ties to the Whadjuk, Ballardong and Gnaala Karla Boodja Peoples. She has served as an advisor to a number of large businesses on Aboriginal and Torres Strait Islander issues.

Our Sydney advisor is Belinda Kendall, who identifies with the Worimi, Barkindji, Wailwan and Wiradjuri Peoples of NSW. Belinda is the Managing Director of Curijo, an Aboriginal business consulting firm that supports businesses to achieve reconciliation goals and provides community and cultural education.

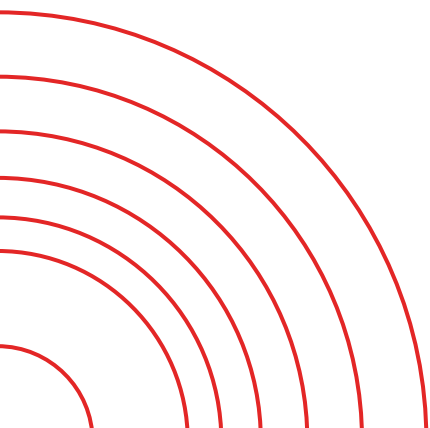
The members of our RAP Working Group Leadership Team (RWGLT) are:

- Melbourne Advisor: Eddie Moore
- Perth Advisor: Dr Rishelle Hume
- Sydney Advisor: Belinda Kendall
- Stuart Love, Partner, Bain & Co
- Shana Brockman, Manager, Bain & Co
- Maggie Vu, HR Business Partner, Bain & Co
- Ryan Reilly, Consultant, Bain & Co
- Eloise Bentley, a proud Wiradjuri woman, Senior Associate Consultant, Bain & Co

The RWGLT is also supported by a broader RAP Working Group (RWG) which consists of a cross-section 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 responsible for each workstream including RAP Management, External Communications and Internal Understanding. As we build up the proportion of Aboriginal and Torres Strait Islander Peoples within our firm, we are looking to our advisors and one of our consultants to provide representation for Aboriginal and/or Torres Strait Islander Peoples within our RWG.

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 sensitive signage, training, celebrations and so much more.

This RAP is a formal 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.



The Artist



Artist: Jade Kennedy
Region: Nyoongar/Muti Muti/Tatti Tatti/Wadi Wadi
Title: *Kulingi-Paika (People Rise)*, 2020
Arts Management & Advisory Services by Dreamtime Art

Our vision was brought to life through the RAP artwork produced with Jade Kennedy from Dreamtime Art. Dreamtime Art were our chosen partners as their collaborative process using local artists aligned with the strategy of this RAP. *Kulingi Paika (People Rise)* beautifully weaves the strategy of the RAP into Jade's story of the cycle of life, where new beginnings are connected to the journey and intrinsically connected so the cycle can start again.



DREAMTIME
ART

Artwork Story



Unique individuals rise, in all walks of life, to create pathways and opportunities for their people. To endure and endeavour. (Represented as the diamonds ascending from the normal black and white coloured diamonds, as the red, blue and yellow).

These **pathways** lead to bigger and better opportunities. Those who gain the knowledge of lore of country through initiation, develop a sense of independence, represented in the red, blue and yellow diamond shapes. Which also represent man/person. Man/person represents the naming of nations, through language. Through language of nations (Kulin/Koorie/Nyoongar etc) these words survived the test of time, hence our belonging upon the ground we stand on.

As **land** is represented by red, which also represents the colour of the red ochre. Red ochre is sacred. (At Lake Mungo, Western New South Wales, burial sites have been excavated and burial materials, include ochre-painting bones, have been dated to the arrival of people in Australia, "Mungo Man" was buried sprinkled with red ochre at dates confidently estimated at least 30,000 years B.P. and possibly as old as 60,000 years old).

Using the knowledge of lore and survival skills. The individuals can feed their families and grow of the spirituality and the physical plains. Expanding as a sustainable entity, the growing enhanced individual tribes and language groups forming into a Nation, as all origins begin.

With **water** being the most precious resource upon the lands. Represented in blue, that has been formed from condensation, further forming small pockets of paradise, lakes, lagoons and swamps. There vegetation grows, which are ripe for collecting, leading to substance.

As water has formed numerous water ways upon the lands, it also opens the ability to **travel** there and between water ways easier. Travel leading to trading, with gatherings, represented in circle formations connected by the water ways in blue, the gatherings is represented in purple (light-boysenberry), red and yellow.

Gatherings open up dialect, which lead to trade, expanding boundaries and further kinship.

Through childhood, a boy will grow into a young man.

He will be taught in the ways of manhood, through initiation, giving him the spiritual nourishment essential for the maintenance of life and for growth.

In this time, spirituality feeds the young man of the understanding of creation and the important of survival, and the origin of law, that also speaks of lore from the creator spirits who moved about upon the land in the Dreamtime.

The young man will walk the land, survive and endure, as that connection begins to grow, he also feels the connection towards others

As a Tribe has fulfilled a sense of guardianship, after passing knowledge onto the young man, as his journey has just begun.



—Jade Kennedy,
Nyoongar/Muti Muti/Tatti Tatti/Wadi wadi



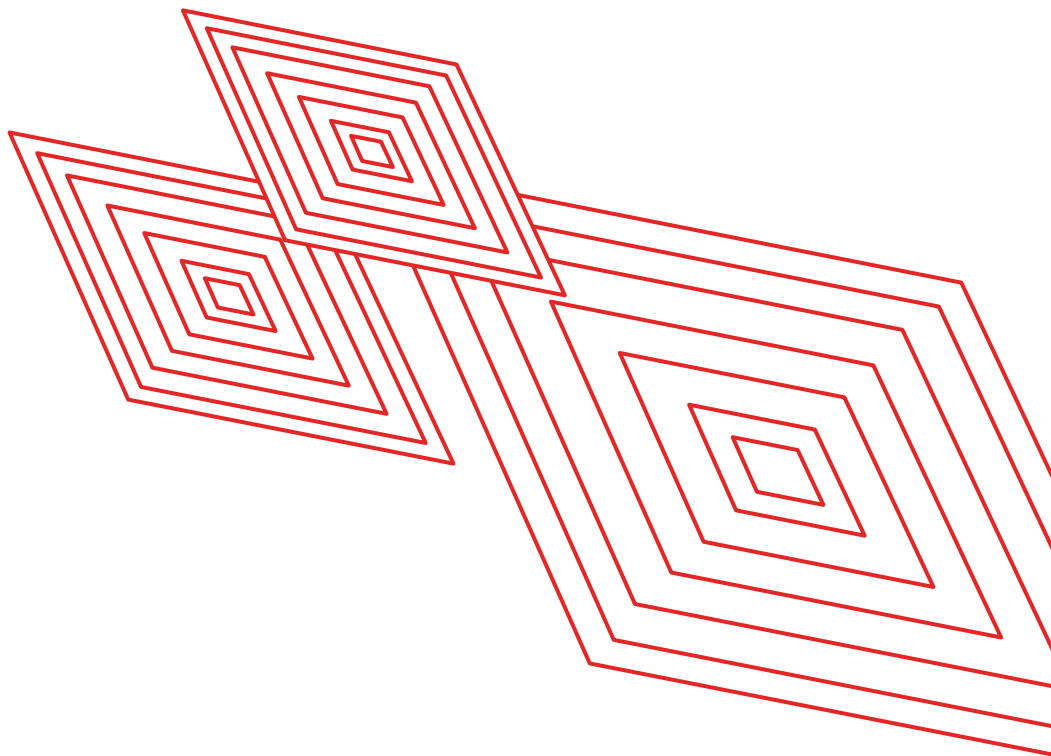
Relationships

Building meaningful relationships with the Aboriginal and Torres Strait Islander Peoples and communities in which we operate is very important to us at Bain & Company. We seek to establish relationships built on mutual respect and develop trust with the aim of learning from each other and making a meaningful, lasting contribution to our local communities and shared nation.

Relationships

ACTIONS	DELIVERABLES	RESPONSIBILITIES
1 Support and elevate NRW participation to promote staff engagement	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May–3 June, 2021 & 2022 External Engagement Lead
	Register all our NRW events on Reconciliation Australia's NRW website	27 May–3 June, 2021 & 2022 External Engagement Lead
	Organise at least one NRW event each year	27 May–3 June, 2021 & 2022 External Engagement Lead
	Ensure all RAP Working Group and RWGLT members participate in an external event to recognise and celebrate NRW	27 May–3 June, 2021 & 2022 External Engagement Lead
	Incorporate notification of events within office meetings	27 May–3 June, 2021 & 2022 External Engagement Lead
	Download Reconciliation Australia's NRW resources and share with employees to raise awareness and educate	27 May–3 June, 2021 & 2022 External Engagement Lead
2 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes	Work with our Aboriginal and Torres Strait Islander Advisors to identify relevant local Aboriginal and Torres Strait Islander organisations to develop relationships with, for example: <ul style="list-style-type: none"> • Charitable organisations; • Local businesses or community organisations; • Or any other relevant community groups. 	December, 2020 External Engagement Lead with guidance from our Aboriginal and Torres Strait Islander Advisors
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	December, 2020 External Engagement Lead with guidance from our Aboriginal and Torres Strait Islander Advisors
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	December, 2020 External Engagement Lead with guidance from our Aboriginal and Torres Strait Islander Advisors
3 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Design an alternative email signature which incorporates: <ul style="list-style-type: none"> • An Acknowledgement of Country • A link to the Bain Australia Aboriginal and Torres Strait Islander Diversity & Inclusion efforts, including the RAP 	November, 2020 RAP Management Lead supported by Local Marketing
	Implement strategies to engage our staff in reconciliation including by hosting a RAP launch event and sharing it on social media	October, 2020 RAP Management Lead supported by Local HR Lead & Local Marketing Lead
	Communicate our commitment to reconciliation publicly	October, 2020 External Engagement Lead supported by Local Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	October, 2020 External Engagement Lead
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	May, 2021 External Engagement Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	December, 2020 Local HR Lead

ACTIONS	DELIVERABLES	RESPONSIBILITIES
<p>4 Promote positive race relations through anti-discrimination strategies</p>	<p>Review and if required, update, and communicate an anti-discrimination policy within the business</p>	<p>December, 2020 Local HR Lead</p>
	<p>Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander Advisors to consult on our anti-discrimination policy</p>	<p>December, 2020 Local HR Lead</p>
	<p>Continue to ensure all staff and senior leaders are aware of the effects of racism through mandatory cultural awareness training and ongoing unconscious bias training with results and feedback gathered as part of office wide surveys on inclusion and diversity</p>	<p>December, 2020 Internal Understanding Lead supported by Local HR Lead</p>
<p>5 Support Reconciliation Australia and state-based Reconciliation Councils, and explore opportunities to be an external advocate for Aboriginal and Torres Strait Islander Peoples</p>	<p>Continue engagement with Reconciliation Australia to strengthen our relationship through quarterly meetings (virtual or in person)</p>	<p>May, 2021 & 2022 RAP Management Lead</p>
	<p>Explore opportunities to participate in Aboriginal and Torres Strait Islander programs or initiatives on industry bodies (e.g., Business Council of Australia)</p>	<p>September, 2021 RAP Champion</p>
	<p>Meet with relevant state-based reconciliation councils where our offices are located to investigate how we can best support them (NSW, VIC and WA)</p>	<p>November, 2021 RAP Management Lead</p>





Respect

Another step in our reconciliation journey is to build awareness and acknowledgement of Australia's history and an understanding of Aboriginal and Torres Strait Islander cultures and knowledge. From this foundational base of understanding, we hope to build our knowledge and confidence as individuals and a firm to develop respectful relationships with Aboriginal and Torres Strait Islander Peoples and organisations.

Respect

ACTIONS	DELIVERABLES	RESPONSIBILITIES
<p>6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</p>	<p>Develop and implement Aboriginal and Torres Strait Islander cultural awareness training strategy for consulting and non-consulting staff across all levels which defines cultural learning needs of employees and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)</p>	<p>November, 2020 Internal Understanding Lead supported by Local HR Lead</p>
	<p>Engage RAP Aboriginal and/or Torres Strait Islander Advisors to assist with investigating opportunities for local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to advise on training materials</p>	<p>September, 2020 Internal Understanding Lead supported by Local HR Lead</p>
	<p>Provide opportunities for RWG and RWGLT members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Look to leverage existing firm touchpoints to deliver training to all staff such as specific level training sessions or the practice wide offsite</p>	<p>November, 2020 Internal Understanding Lead supported by Local HR Lead</p>
	<p>Conduct a review of cultural learning needs within our organisation</p>	<p>September, 2020 Internal Understanding Lead supported by Local HR Lead</p>
	<p>Develop a list of appropriate Aboriginal and Torres Strait Islander activities for team or office events aligned with our social impact strategy such as museum/gallery visits, film screenings and book clubs</p>	<p>April, 2021 Internal Understanding Lead</p>
	<p>Explore options to participate in and/ or promote Aboriginal and/ or Torres Strait Islander conferences, festivals, and similar events (in addition to NRW, NAIDOC efforts) and provide opportunities to share learnings from these experiences back to the wider business</p>	<p>January, 2021 & 2022 Internal Understanding Lead</p>
<p>7 Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols</p>	<p>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country</p>	<p>November, 2020 Internal Understanding Lead Supported by Local HR Lead</p>
	<p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols</p>	<p>November, 2020 Internal Understanding Lead</p>
	<p>Include an Acknowledgement of Country at the commencement of all important internal meetings and events, e.g. office meetings, case team meetings, offsites etc.</p>	<p>November, 2020 Internal Understanding Lead Supported by Local HR Lead</p>
	<p>Include an Acknowledgement of Country at the commencement of all important external meetings, e.g., recruiting events</p>	<p>November, 2020 Internal Understanding Lead Supported by Local HR Lead</p>
	<p>Design and install Acknowledgement of Country signage for display in each office</p>	<p>August, 2020 Internal Understanding Lead</p>
	<p>Continue to invite Traditional Owners or Elders to provide a Welcome to Country at significant events, including the Australia Practice Offsite</p>	<p>August, 2020 Internal Understanding Lead</p>
	<p>Develop and maintain a list of key contacts for organising a Welcome to Country</p>	<p>November, 2020 Internal Understanding Lead</p>
	<p>Provide a point of contact for questions related to Welcome to Country and Acknowledgement of Country</p>	<p>November, 2020 Internal Understanding Lead</p>
	<p>Roll out Acknowledgement of Country slide which can be used in client meetings to promote reconciliation discussions with clients</p>	<p>December, 2020 RAP Champion; Internal Understanding Lead</p>

ACTIONS

DELIVERABLES

RESPONSIBILITIES

8

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Support, elevate and encourage NAIDOC Week participation for all staff annually

November 2020 & July 2021
Internal Understanding Lead supported by Local HR Lead

Communicate NAIDOC week events to encourage attendance from all employees

October 2020 & June 2021
Internal Understanding Lead

Incorporate notification of events within office meetings

September 2020 & May 2021
Internal Understanding Lead

RWG and RWGLT to participate in an external NAIDOC Week event

November 2020 & July 2021
Internal Understanding Lead

Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week

November, 2020
Internal Understanding Lead supported by Local HR Lead

9

Investigate opportunities to create a more culturally safe and welcoming environment for our internal and external stakeholders

In consultation and collaboration with local Traditional Owners, explore opportunities to dual name or rename some areas or rooms in the Bain offices using the local languages

June, 2021
Internal Understanding Lead

Review existing internal policies and procedures to ensure that respectful, culturally sensitive, appropriate language is employed

January, 2021
Local HR Lead

Explore options to commission or source Aboriginal and/or Torres Strait Islander artwork and display in each of the offices

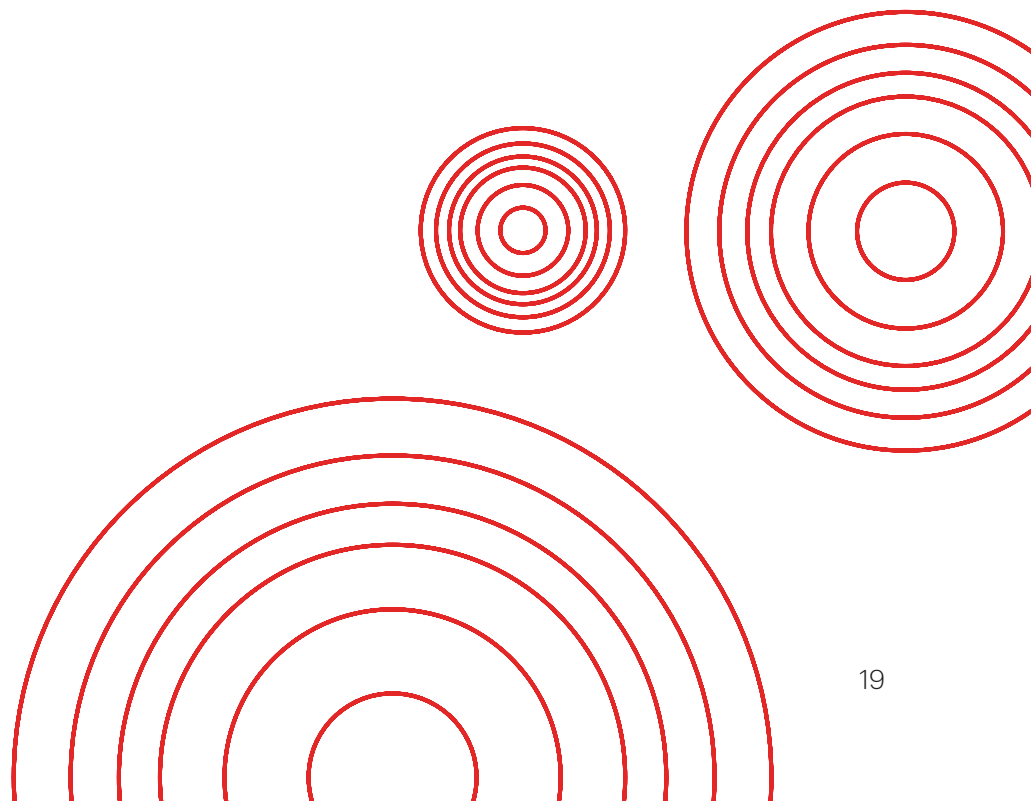
January, 2021
Internal Understanding Lead

Explore options to display the Aboriginal and Torres Strait Islander flags in each office

March, 2021
Internal Understanding Lead

Extend an invitation to Aboriginal and Torres Strait Islander Peoples as external speakers to share their reconciliation experiences or stories.

October, 2020 & 2021
Internal Understanding Lead





Opportunities

The third component of our strategy focuses on using our core consulting skills to contribute to problem solving efforts within Aboriginal and Torres Strait Islander communities and organisations. This would include pro-bono consulting projects where we would 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 as we look to deliver this Innovate RAP and future work.

Opportunities

ACTIONS	DELIVERABLES	RESPONSIBILITIES
<p>10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</p>	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	September, 2020 & 2021 External Engagement Lead supported by Local HR
	Collect voluntary information on our current Aboriginal and/or Torres Strait Islander employees to inform retention strategies	December, 2020 Local HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, with the end goal of increasing the percentage of Aboriginal and Torres Strait Islander staff	February, 2022 Local HR
	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" Launched, conduct review	Launched, conduct review June 2021 Recruiting Lead
	Advertise all publically advertised vacancies in Aboriginal and Torres Strait Islander media for both consulting and non-consulting roles	November, 2020 Recruiting Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	March, 2021 Recruiting Lead
<p>11 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	December, 2020 External Engagement Lead
	Review and update procurement process to ensure there are no barriers to procuring good and services from Aboriginal and Torres Strait Islander business	December, 2020 & 2021 External Engagement Lead
	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander business	December, 2020 External Engagement Lead
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	September, 2020 & 2021 External Engagement Lead
	Investigate Supply Nation membership	December, 2020 External Engagement Lead

ACTIONS

DELIVERABLES

RESPONSIBILITIES

12

Contribute to (existing and new) Aboriginal and Torres Strait Islander partner organisations through pro-bono consulting capabilities and/or direct charitable contributions

Develop a strategy for working with new and existing Aboriginal and/or Torres Strait Islander charity partners

December, 2020
RAP Champion

Identify and select Aboriginal and/or Torres Strait Islander charities to build long-term relationships with, given our core business capabilities

December, 2020
RAP Champion

Conduct pro-bono work with an Aboriginal and/or Torres Strait Islander charity

September, 2021
RAP Champion

Volunteer a pro-bono session with one or more Aboriginal and/or Torres Strait Islander organisations during our annual Community Impact Day

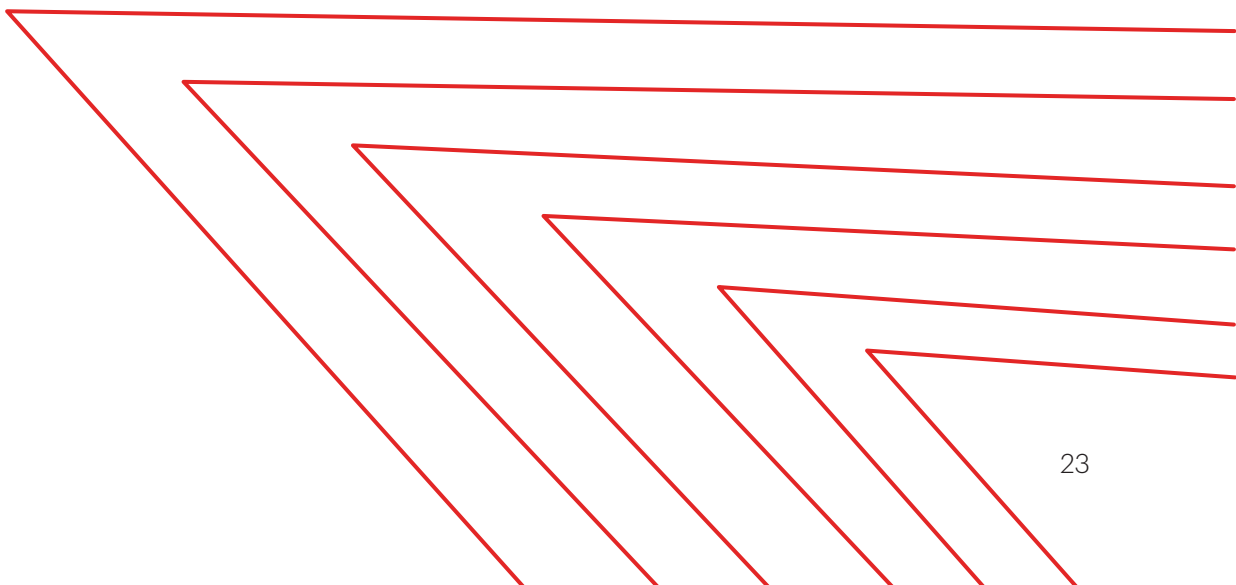
August/September, 2021
RAP Champion

Promote an Aboriginal and/or Torres Strait Islander charity as an option for Workplace Giving

October, 2021
External Engagement Lead supported by Bain Social Impact Partner

Include an Aboriginal and/or Torres Strait Islander charity as a recipient for office fundraising initiatives

August, 2020 & 2021
RAP Champion supported by Bain Social Impact Partner





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

ACTIONS	DELIVERABLES	RESPONSIBILITIES
13 RAP Leadership Team (RWGLT) actively monitor RAP development and implementation of actions, tracking progress and reporting	RWGLT oversees the development, endorsement and launch of the RAP	August, 2020 RAP Champion
	RWGLT meets quarterly	March, June, September and December, 2020, 2021 & 2022 RAP Champion
	Ensure Aboriginal and Torres Strait Islander Peoples are represented on the RWGLT, through employee representation and/or external advisors as appropriate	May 2021 & 2022 RAP Champion
	Review and update Terms of Reference for Reconciliation Working Group (RWG) and RWGLT	June, 2021 RAP Champion
	Continue to engage in Bain's quarterly Inclusion & Diversity strategy meetings	March, June, September and December, 2020, 2021 & 2022 RAP Management Lead
14 Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	August, 2020 RAP Management Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments	August, 2020 RAP Management Lead
	Define and maintain appropriate systems to track, measure and report on RAP commitments	August, 2020 RAP Management Lead
	Appoint and maintain an internal RAP Champion from senior management	August, 2020 RAP Management Lead
15 Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September, 2020, 2021 RAP Management Lead supported by Local HR Lead
	Investigate participating in the RAP Barometer	May, 2022 RAP Management Lead supported by Local HR Lead
	Develop and implement systems and capability needs to track, measure and report on RAP deliverables	August, 2020 RAP Management Lead

ACTIONS

DELIVERABLES

RESPONSIBILITIES

16

Report RAP achievements, challenges and learnings internally and externally

Publically report our RAP achievements, challenges and learnings

February, 2021 & 2022
RAP Champion supported by Local Marketing

Provide one office wide update per year about status of RAP

March, 2021
RAP Champion supported by Inclusion & Diversity Lead

Report RAP progress to all staff and senior leaders quarterly

Yearly in March, June, September and December
RAP Champion supported by Inclusion & Diversity Lead

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Review, refresh and update RAP

Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements

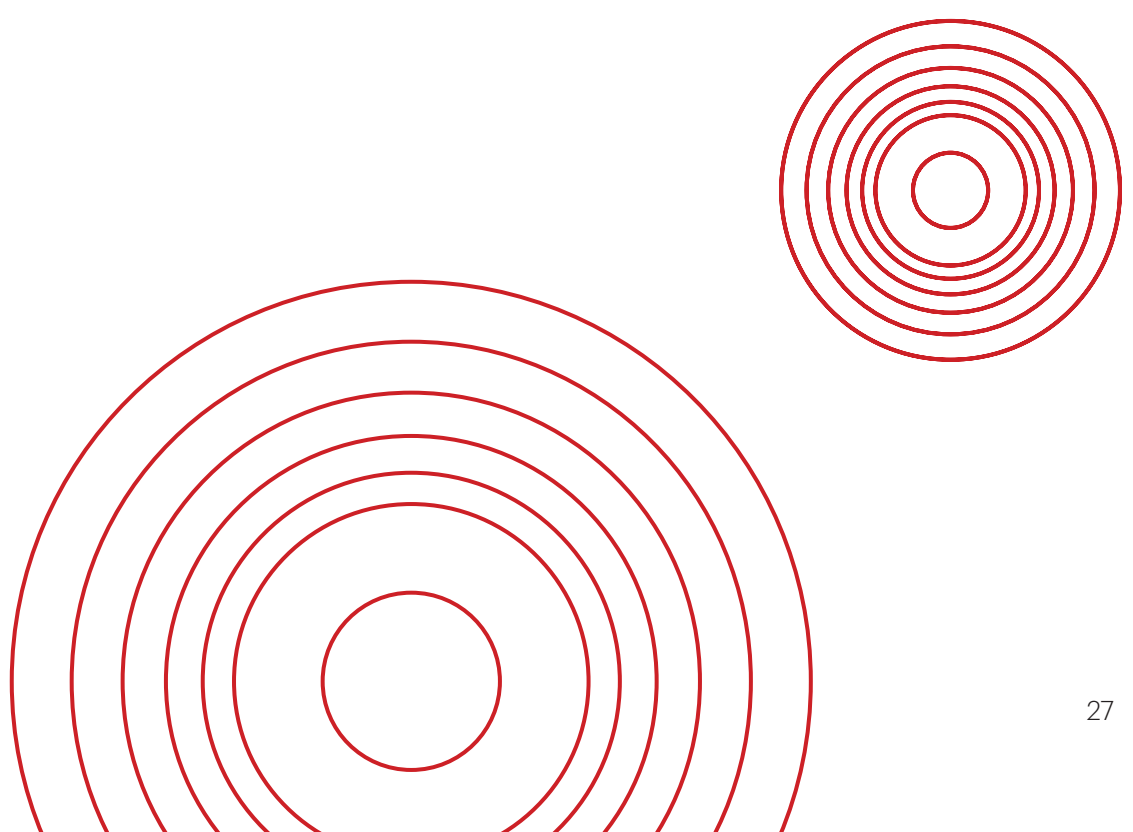
March, 2022
RAP Champion

Send draft RAP to Reconciliation Australia for review and feedback

April, 2022
RAP Management Lead

Submit draft RAP to Reconciliation Australia for formal endorsement

June, 2022
RAP Management Lead



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