

Perrett Laver

Reflect Reconciliation Action
Plan September 2019 –
September 2020

Foreword

As Managing Partner of Perrett Laver in Australia, I am proud to present Perrett Laver's first Reconciliation Action Plan. As a firm operating on Australian soil since 2012, we recognise and acknowledge the need for our organisation to commit to supporting, respecting and empowering Australia's First Peoples. Developing this Reconciliation Action Plan (RAP) is a demonstration of our commitment to nurturing a spirit of reconciliation with our firm and the organisations we collaborate with. This RAP framework will enable us to define our vision for reconciliation, to gain a deeper cultural awareness and understanding of our nation's First Peoples, and how we can engage with Aboriginal and Torres Strait Islander peoples, communities and organisations within our sphere of influence in a meaningful way.



Janelle Entwistle, Managing Partner (Australia), Perrett Laver



Our Business

Perrett Laver is an executive search firm, specialising in executive recruitment in a number of core sectors. We seek out and recruit highly qualified individuals for senior-level and executive positions as well as highly specialised roles for the organisations we collaborate with. We are one of the market-leading firms globally for appointing senior-level executive leaders across 'mission-driven' sectors worldwide. We advise on leadership transitions for educational, research, healthcare, philanthropic, non-profit and cultural organisations in over 60 countries globally. The firm employs over 100 professionals and operates on a global basis; however, Perrett Laver does not currently employ any staff who are identified as Aboriginal and Torres Strait Islander peoples. Our clients are located in c. 50 countries. Over the past seven years, since opening our office in Australia, Perrett Laver has worked on over 300 searches for clients based in Australia. We currently have 11 offices, located in Asia Pacific (Singapore, Hong Kong, and Sydney), the Americas (Chicago, New York, San Francisco, and Vancouver) and EMEA (Amsterdam, Dublin, Glasgow, Oxford, and London).



Our *Reflect* Reconciliation Action Plan July 2019 - July 2020

Perrett Laver works globally to identify outstanding leaders for organisations that are involved in solving the world's biggest challenges and that have an extraordinary impact on society. Our role is to connect the most influential and vibrant organisations in our sectors with the highest capacity and most dynamic leaders, based on a common set of values and a shared vision for the future.

We are developing a RAP to reflect our ethos as a values-driven firm and one that is committed to supporting organisations that positively impact society. We work with a variety of organisations whose *raison d'être* is the promotion of equality and diversity, including in Australia a number of organisations who have in many cases themselves embarked on a reconciliation journey. Developing a RAP would help us to align ourselves more closely with the organisations we work with.

Embarking on this journey would also align well with the Products and Services stream of our Global Corporate Responsibility Strategy, which highlights how at Perrett Laver we believe that a diverse range of perspectives is essential for any organisation to stay at the cutting edge in a competitive global market. We believe that our broad range of perspectives, backgrounds and opinions is crucial in maintaining our corporate culture of openness, intellectual curiosity, and creativity.

Our reconciliation journey began by raising internal awareness. This consisted in approaching key decision makers, including the Partner and Managing Director for Asia-Pacific, about embarking on this journey. We also ran a workshop to give our global colleagues an overview of the different past and current relationships countries such as Australia, New Zealand, the United States and Canada have with their Indigenous peoples. We have continued on this journey through internal education, for example, by diarising and disseminating information via email and our internal social network platform about NAIDOC Week and National Reconciliation Week. For our "Company Day" event last year, we had an invited speaker, Professor Peter Raddoll, who presented on Higher Education and Aboriginal and Torres Strait Islander peoples.

Part of our reconciliation journey to date, has also included our work for our clients on searches for senior leaders in Higher Education with a portfolio focusing on issues of reconciliation and the education needs of Aboriginal and Torres Strait Islander peoples. These include the searches for the Dean, Aboriginal and Torres Strait Islander Education and Research at the University of Newcastle, the Pro Vice-Chancellor (Indigenous) at Monash University, and the Director, Indigenous Pathways at Trinity College, University of Melbourne.

There are currently three members of our RAP Implementation Group: Jackie Radisich (Research Associate), Ivan Costantino (Partner, Higher Education and Research Leadership), and Janelle Entwistle (Managing Partner, Australia). The development of the RAP was proposed and the RAP Implementation Group was formed at the Australian Office Company Away Day in September 2017 and feedback was sought from all colleagues. Jackie Radisich is the Chair of the RAP Implementation Group. She is a non-Indigenous Australian from Canberra and has been working



with Perrett Laver for over two years. She works across both the Global Higher Education and Global Research Leadership practices on senior-level academic appointments across all regions of the world and academic disciplines as well as the Global Non-Profits Practice on Non-Executive and Chief Executive level appointments in the Asia Pacific. She initiated the development of Perrett Laver's RAP and is committed to leading Perrett Laver on its reconciliation journey and seeing meaningful outcomes for Aboriginal and Torres Strait Islander communities.

Our Partnerships & Current Activities

Perrett Laver Sydney has been developing foundations for a RAP since April 2017 and our Sydney office has subsequently been involved in spreading awareness and educating staff across our international offices. Initial internal conversations were had across all strata of the Sydney Office, as well as with leaders of the Perrett Laver Global Corporate Responsibility team and further consultation was sought with key decision makers including the Partner and Managing Director for Asia-Pacific, Dr Birgit Brandt and other global firm leadership. Following this initial period of consultation, the first Perrett Laver Reconciliation Action Plan was presented as an initiative to the Sydney office in September 2017.

Last year we celebrated National Reconciliation Week and NAIDOC Week and used our internal meetings as a platform to have discussions around Indigeneity and reconciliation. We have also started to examine the role our global offices might be able to play in reconciliation worldwide. Within our Sydney office, we are also in the preliminary stages of identifying where we can purchase products from Aboriginal and Torres Strait Islander owned businesses for our office supplies, exploring possible ways to support local Aboriginal and Torres Strait Islander artists in our community, and we are in the process of compiling and identifying external partners and stakeholders such as leaders of Aboriginal and Torres Strait Islander centres for research and local community organisations.

In the practice of our work, we have so far been involved in executive-level appointments in the Aboriginal and Torres Strait Islander space, including most recently, Professor Jacinta Elston as the Pro-Vice-Chancellor (Indigenous) at Monash University, as well as, the Dean – Indigenous and Torres Strait Islander Education and Research at the University of Newcastle, Australia and The Director of Indigenous Pathways at Trinity College Melbourne. Perrett Laver recognises that our efforts need to be framed by a respectful environment for Aboriginal and Torres Strait Islander peoples. In this mindset, since forming our RAP Implementation Group, we have actively been involved in discussing our RAP development and have begun to seek expert advice from the Higher Education sector as to how to most effectively implement a RAP in a meaningful and non-tokenistic way.

The importance of the RAP and the reconciliation journey reflects the core values at the heart of Perrett Laver's business. Through the course of Perrett Laver's work in Higher Education and our work more broadly for socially responsible organisations, we have seen a potential for Perrett Laver to play an active role in reconciliation in Australia. This first Reconciliation Action Plan represents an active opportunity to explore the possibilities for our organisation in this space, including at both the local and international level, and we see Perrett Laver's involvement in exploring reconciliation as



aligning with the current systematic shift in the culture of Higher Education and its engagement with and representation of Aboriginal and Torres Strait Islander peoples.

The Perrett Laver Sydney Reconciliation Action Plan at these initial stages is intended to educate and spread awareness within our company, to provide a platform to engage actively with key stakeholders in this space and to understand further the role that our company can play in reconciliation.





Relationships

Action	Deliverable	Timeline	Responsibility
1. RAP Implementation Group actively monitors RAP development and implementation of actions, tracking progress and reporting	<ul style="list-style-type: none"> RAP Implementation Group oversees the development, endorsement and launch of the RAP. 	September 2019	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Implementation Group. 	September 2019	Managing Partner, Australia
	<ul style="list-style-type: none"> Meet at least twice per year to monitor and report on RAP implementation. 	Biannually (December 2019, June 2020)	Managing Partner, Australia Partner Chair, RAP Implementation Group
2. Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	September 2019	Head of Research



	<ul style="list-style-type: none"> Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	September 2019	Head of Research
	<ul style="list-style-type: none"> Build relationships and explore partnerships with Aboriginal and Torres Strait Islander leaders in the sectors we serve and the local area that we operate. 	Biannual reporting (January 2020, July 2020)	Managing Partner, Australia Partner
	<ul style="list-style-type: none"> Support our state Reconciliation Council. 	Quarterly Reporting (September 2019, December 2019, April 2020, August 2020)	Managing Partner, Australia
3. Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Encourage our staff to attend a NRW event. 	May 2020	Chair, RAP Implementation Group CSR Champion
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2020	Chair, RAP Implementation Group CSR Champion
	<ul style="list-style-type: none"> Ensure our RAP Implementation Group participates in an external event to recognise and celebrate NRW. 	May 2020	Managing Partner, Australia



			Partner Chair, RAP Implementation Group
4. Raise internal and external awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 	October 2019	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	September 2019	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Engage our senior leaders in the delivery of RAP outcomes. 	Quarterly Reporting (September 2019, December 2019, April 2020, August 2020)	Managing Partner, Australia Partner Chair, RAP Implementation Group



	<ul style="list-style-type: none"> Announce the RAP to our global team. 	September 2019	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Publish our RAP on our company website. 	September 2019	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Inform clients of our RAP in proposals. 	Quarterly reporting (September 2019, December 2019, April 2020, August 2019 2020)	Managing Partner, Australia Partner Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Hold an internal RAP launch event. 	September 2019	Chair, RAP Implementation Group





Respect

Action	Deliverable	Timeline	Responsibility
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	September 2019	CSR Champion Sydney Equality and Diversity Monitoring Champion Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	September 2019 March 2020	Sydney Equality and Diversity Monitoring Champion
	<ul style="list-style-type: none"> Conduct a review of cultural awareness training needs within our organisation. 	September 2019	Managing Partner, Australia Chair, RAP Implementation Group Sydney Equality and Diversity Monitoring Champion



	<ul style="list-style-type: none"> Investigate cultural competency programs. 	September 2019	Chair, RAP Implementation Group Sydney Equality and Diversity Monitoring Champion
	<ul style="list-style-type: none"> Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff. 	September 2019	Chair, RAP Implementation Group
6. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. 	July 2020	CSR Champion Chair, RAP Implementation Group Sydney Equality and Diversity Monitoring Champion
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting community events in our local area. 	July 2020	Chair, RAP Implementation Group CSR Champion
	<ul style="list-style-type: none"> Ensure our RAP Implementation Group participates in an external NAIDOC Week event. 	July 2020	Chair, RAP Implementation Group
	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander peoples to investigate holding an internal NAIDOC Week event. 	July 2020	Managing Partner, Australia Partner



			Chair, RAP Implementation Group
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> Explore who the Traditional Owners are of the lands and waters in our local area. 	September 2019	Head of Research
	<ul style="list-style-type: none"> Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence. 	September 2019	Head of Research
	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols). 	March 2020	Chair, RAP Implementation Group Partner
8. Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance.	<ul style="list-style-type: none"> Add Aboriginal and Torres Strait Islander dates of significance to internal calendars. 	September 2019	Chair, RAP Implementation Group.
	<ul style="list-style-type: none"> Promote local community events recognising these dates to staff. 	Quarterly reporting (September 2019, December 2019, April 2020, August 2020)	Chair, RAP Implementation Group. CSR Champion





Opportunities

Action	Deliverable	Timeline	Responsibility
9. Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	October 2019	Partner Sydney Equality and Diversity Monitoring Champion
	<ul style="list-style-type: none"> Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	September 2019	Sydney Equality and Diversity Monitoring Champion
	<ul style="list-style-type: none"> Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships and skills workshops). 	Quarterly reporting (September 2019, December 2019, April 2020, August 2020)	Head of Research Principal Project Manager Sydney Equality and Diversity Monitoring Champion
10. Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	September 2019	Chair, RAP Implementation Group



			Principal Project Manager
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	September 2019	Chair RAP Implementation Group Principal Project Manager
	<ul style="list-style-type: none"> Investigate opportunities to become a member of Supply Nation. 	September 2019	CSR Champion Principal Project Manager
11. Investigate opportunities to utilise Perrett Laver's core competencies and skills to support career development amongst Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> Investigate partnership opportunities with Aboriginal and Torres Strait Islander owned companies to provide cultural education to University Executive Leaders immigrating to Australia. 	September 2019	Research Team Representative
	<ul style="list-style-type: none"> Investigate the development of awards and/or scholarships for Aboriginal and Torres Strait Islander students. 	July 2020	Managing Partner, Australia
	<ul style="list-style-type: none"> Investigate opportunities to provide career advice, CV writing and interview skills workshops to Aboriginal and Torres Strait Islander organisations and peoples. 	July 2020	Partner





Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
13. Build support for the RAP	<ul style="list-style-type: none"> Define resource needs for RAP development and implementation. 	September 2019	Managing Partner, Australia
	<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	Quarterly reporting (September 2019, December 2019, April 2020, August 2020)	Head of Research Principal Project Manager
	<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	September 2020	Chair, RAP Implementation Group
14. Review and Refresh RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	September 2020	Chair, RAP Implementation Group



	<ul style="list-style-type: none">• Submit draft RAP to Reconciliation Australia for review.	May 2020	Chair, RAP Implementation Group
	<ul style="list-style-type: none">• Submit draft RAP to Reconciliation Australia for formal endorsement.	August 2020	Chair, RAP Implementation Group



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