



RECONCILIATION  
ACTION PLAN

REFLECT

protiviti®  
*Global Business Consulting*

# REFLECT

## Reconciliation Action Plan

March 2022 – March 2023



## Acknowledgement of Country

Protiviti acknowledges the Traditional Custodians of the lands on which we operate and conduct our business throughout Australia. We pay our respects to Aboriginal and Torres Strait Islanders peoples and to Elders past, present and emerging.



### About the Artwork

This artwork represents our core values innovation, inclusion and integrity, which drive and guide the way Protiviti works. At the heart of this artwork the concentric circle represent Protiviti's people and the relationship with it's clients. A weaving pathway spans the length of the artwork depicting their journey and ongoing relationship.

**Charmaine Mumbulla is a Kurna/Narungga woman and Sydney-based artist who is passionate about working on projects that support reconciliation and social justice.**



## Introduction from Garran Duncan, Country Market Lead, Australia

**I am proud to introduce Protiviti's first Reflect Reconciliation Action Plan (RAP). This Plan will serve as the foundation for Protiviti's contribution to reconciliation with Australia's First Nations peoples.**

Inclusion is one of Protiviti's core global values, and through our national Diversity & Inclusion Champions network, we aim to create a workplace where everyone thrives. In Australia, a key part of this aim is to start the process of reconciliation with Aboriginal and Torres Strait Islander peoples. We are committed to working closely with Australia's First Nations peoples to better understand this country's histories, cultures and heritage, and to create opportunities to further support Indigenous communities.

As we embark on this journey, I look forward to building my own knowledge, along with that of our teams, of how we as a business can create awareness, develop inclusion, and design practical actions to initiate and foster relationships with Aboriginal and Torres Strait Islander communities.

As Protiviti's Country Market Leader, I commit to promoting reconciliation as a standing agenda item in our national leadership meetings. This will serve to promote staff awareness of Protiviti's commitment towards reconciliation, which in turn will be crucial to our achievement of concrete, measurable reconciliation actions in future years as we seek to mature our RAP. Our leadership team looks forward to sharing and celebrating the outcomes of our reconciliation efforts.

**Garran Duncan**  
Country Market Lead, Australia



## About Protiviti

**Protiviti is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future.**

Protiviti and our independent and locally owned Member Firms provide clients with consulting and managed solutions in finance, technology, operations, data, analytics, governance, risk and internal audit through our network of more than 85 offices in over 25 countries. Protiviti is headquartered in the USA and operates in the Americas, Europe, the Middle East, and Asia Pacific.

Named to the 2021 Fortune 100 Best Companies to Work For® list, Protiviti has served more than 60% of Fortune 1000 and 75% of the top 20 ASX listed companies. The firm also works with smaller, growing companies, including those looking to go public, as well as with government agencies. Protiviti is a wholly owned subsidiary of Robert Half (NYSE: RHI). Founded in 1948, Robert Half is a member of the S&P 500 index.

In Australia, Protiviti has offices in New South Wales, Victoria, Queensland, Western Australia and the Australian Capital Territory, with a workforce of over 180 service professionals. As the firm continues to grow, so too does our recognition of the need as a responsible corporate citizen to contribute to reconciliation with Australia's First Nations peoples. While to date we have not conducted surveys to identify Aboriginal and Torres Strait Islander People within our workforce, we are committed to promoting greater awareness and representation of Australia's First Peoples at Protiviti. We intend to review our recruitment processes as part of this initiative, with a view to increasing representation from this community within our business.



## Our RAP

**Protiviti has chosen to develop a Reflect RAP for a number of reasons. As a global business, we acknowledge and respect the heritage and traditions of the countries in which we operate. Inclusion is a core value at Protiviti, and we are committed to creating an environment where everyone thrives.**

**The key aim of our RAP is twofold:**

- ▶ To understand the historical injustices experienced by Aboriginal and Torres Strait Islander peoples, and using this understanding to drive our healing and reconciliation efforts; and
- ▶ To include Aboriginal and Torres Strait Islander peoples into Protiviti's ongoing growth in Australia.

We feel the commitment of a RAP will allow us to navigate the actions needed to facilitate reconciliation. We are also dedicated to increasing awareness and understanding of the issues facing Aboriginal and Torres Strait Islander communities, and the part we can play in overcoming these, within our workforce and the communities in which we operate. Finally, as a global professional services firm, we have a unique capability to collaborate with Aboriginal and Torres Strait Islander communities via our network of clients and stakeholder relationships.

Our RAP will be overseen by our RAP Champions, Garran Duncan (Country Market Lead) and Leslie Howatt (Managing Director), and our RAP Working Group (RWG) which is comprised of senior leaders from across the national business. This group will provide direction and governance throughout the implementation period, and will ensure reconciliation remains high on the agenda across the business.

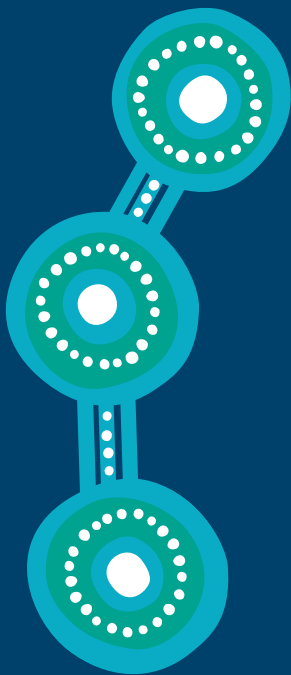
Implementation will be approached through regular monthly meetings of the RWG, where the group will work through the action items detailed below. This will ensure a sustainable commitment to reconciliation and improve Aboriginal and Torres Strait Islander advancement within our business.



The RWG will also use current communication channels such as state-based and national staff meetings to keep all staff updated with the progress of the RAP, how employees can contribute to its development, as well as creating awareness and involvement in upcoming internal and community events. Additionally, we will leverage our existing framework of Employee Network Groups (ENGs) to establish a dedicated ENG focused solely on reconciliation with Aboriginal and Torres Strait Islander communities.

### Roles and responsibilities of the RWG

Name	Responsibility
Leslie Howatt   Managing Director	RAP Champion
Vikas Sharma   Associate Director	RWG member
Rupesh Mahto   Senior Director	Relationships Lead
Chantelle Salas   HR Manager	RWG member
Rich Turley   Director	Respect Lead
Robert Nichol   Manager	Opportunities Lead
Mark Burgess   Managing Director	Governance & Tracking Lead



## Our Values

Protiviti's three core values are *Inclusion, Innovation and Integrity*, and these underpin everything we do.

As a business we believe that we can't achieve the full potential of innovation without inclusion, and we believe integrity demands that we integrate Aboriginal and Torres Strait Islander communities within our operations.

Globally, Protiviti is committed to driving greater racial equity and to addressing fairness and bias in our people processes, and locally, we believe that this starts with greater awareness of issues affecting Aboriginal and Torres Strait Islander communities, and inclusion of those communities within our business.



# 1. RELATIONSHIPS

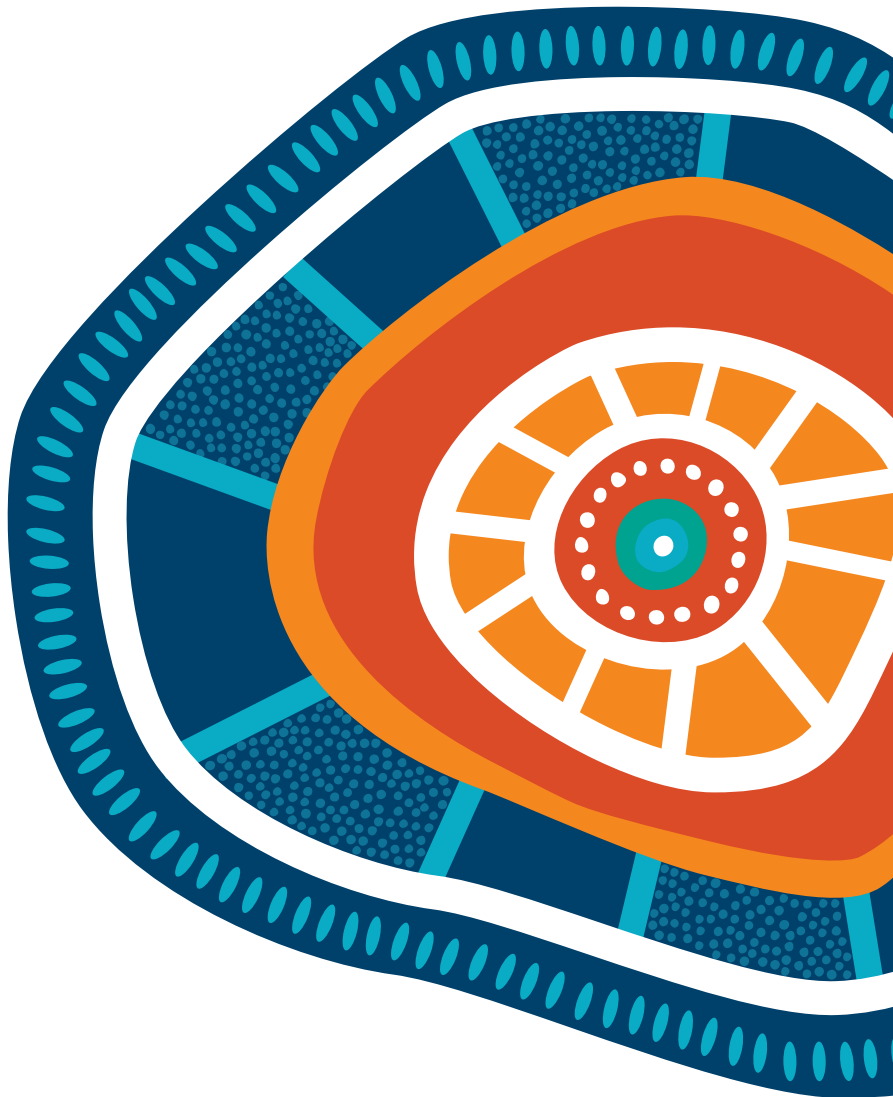
Action	Deliverables	Timeline	Responsibility
<b>1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	▶ Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local sphere of influence.	March 2022	Relationships Lead
	▶ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Relationships Lead
<b>1.2 Build relationships through celebrating National Reconciliation Week (NRW)</b>	▶ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	Relationships Lead
	▶ RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022	Relationships Lead
	▶ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022	Relationships Lead
<b>1.3 Promote reconciliation through our sphere of influence</b>	▶ Communicate our commitment to reconciliation to all staff.	March 2022	RAP Champion
	▶ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2022	Relationships Lead
	▶ Identify RAP and other like-minded organisations that we could approach to connect with on our reconciliation journey.	June 2022	Relationships Lead
	▶ Publish the RAP on Protiviti's website.	March 2022	HR Manager
<b>1.4 Promote positive race relations through anti-discrimination strategies</b>	▶ Research best practice and policies in areas of race relations and discrimination.	April 2022	HR Manager
	▶ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2022	HR Manager

## 2. RESPECT

Action	Deliverables	Timeline	Responsibility
<b>2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultural learning and development</b>	<ul style="list-style-type: none"> <li>▶ Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	August 2022	HR Manager
	<ul style="list-style-type: none"> <li>▶ Conduct a review of cultural learning needs within our organisation.</li> </ul>	August 2022	HR Manager L&D Specialist
	<ul style="list-style-type: none"> <li>▶ Communicate and encourage all staff to use Reconciliation Australia's Share Our Pride online tool.</li> </ul>	March 2022	RAP Champion
	<ul style="list-style-type: none"> <li>▶ Establish an internal Employee Network Group dedicated to understanding and awareness of Aboriginal and Torres Strait Islander cultures, histories, and knowledge.</li> </ul>	March 2022	HR Manager
<b>2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	<ul style="list-style-type: none"> <li>▶ Explore who the Traditional Owners or Custodians are of the lands and waters in our local areas.</li> </ul>	April 2022	Respect Lead
	<ul style="list-style-type: none"> <li>▶ Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	March 2022	Respect Lead
<b>2.3 Celebrate/Recognise Aboriginal and Torres Strait Islander dates of significance</b>	<ul style="list-style-type: none"> <li>▶ Publish a calendar of significant Aboriginal and Torres Strait Islander dates on iShare/monthly ENG communication.</li> </ul>	May 2022	Employee Network Group (ENG) Lead
	<ul style="list-style-type: none"> <li>▶ Promote local community events recognising these dates of significance to staff.</li> </ul>	May 2022	ENG Lead

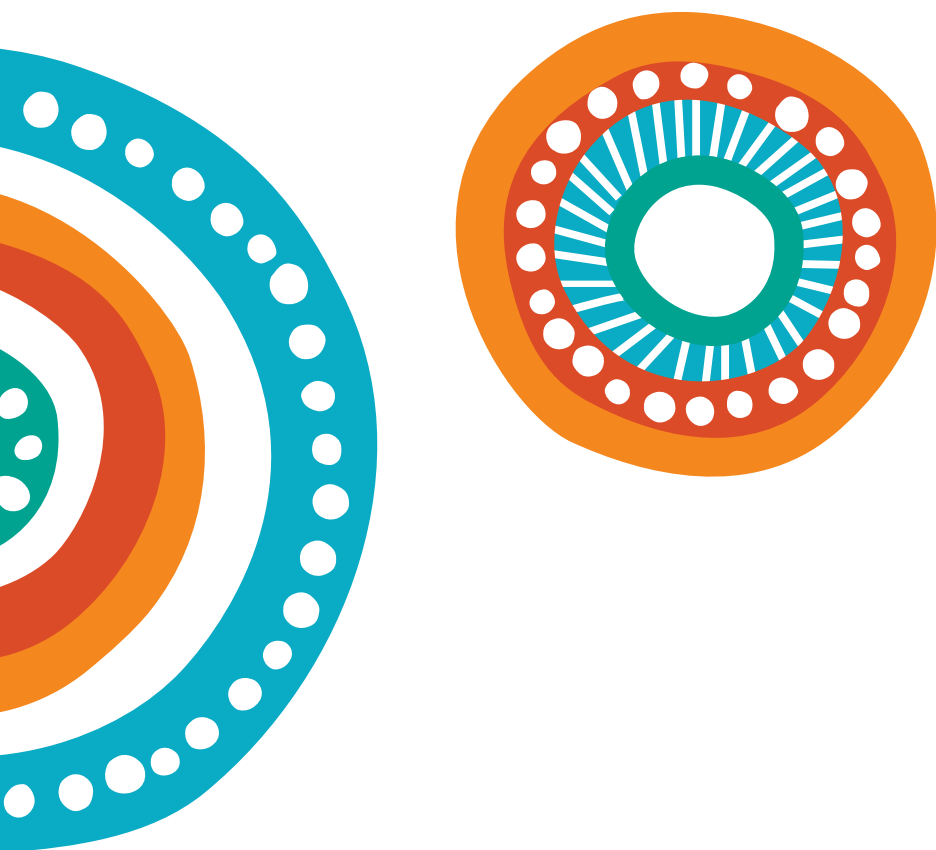


Action	Deliverables	Timeline	Responsibility
2.4 Participate in and celebrate NAIDOC Week	▶ Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	Respect Lead
	▶ Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Respect Lead
	▶ RAP Working Group to participate in an external NAIDOC Week event.	July 2022	Respect Lead



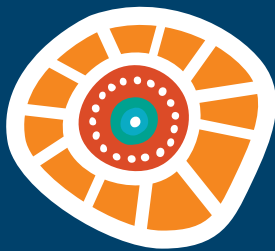
### 3. OPPORTUNITIES

Action	Deliverables	Timeline	Responsibility
<b>3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	<ul style="list-style-type: none"> <li>▶ Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	May 2022	HR Manager Country Market Lead (CML)
	<ul style="list-style-type: none"> <li>▶ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June 2022	HR Manager
<b>3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	<ul style="list-style-type: none"> <li>▶ Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	July 2022	Opportunities Lead
	<ul style="list-style-type: none"> <li>▶ Investigate Supply Nation membership.</li> </ul>	July 2022	Opportunities Lead



## 4. GOVERNANCE AND TRACKING PROGRESS

Action	Deliverables	Timeline	Responsibility
4.1 Establish an effective RAP Working Group (RWG) to monitor RAP development and implementation of RAP Deliverables	▶ Form a RWG to govern RAP implementation.	April 2022	HR Manager
	▶ Draft a Terms of Reference for the RWG.	April 2022	Governance Lead
	▶ Ensure Aboriginal and Torres Strait Islander peoples are represented in the RWG.	July 2022	Governance Lead
4.2 Provide appropriate support for effective implementation of RAP commitments	▶ Define resources needed for RAP implementation.	March 2022	Governance Lead
	▶ Engage senior leaders in the delivery of RAP commitments.	March 2022	RAP Champion
	▶ Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2022	HR Manager
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	▶ Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September 2022, 2023	HR Manager
4.4 Continue our reconciliation journey by developing our next RAP	▶ Liaise with Reconciliation Australia to develop new RAP based on learnings, challenges and achievements.	December 2022	HR Manager
	▶ Submit draft RAP to Reconciliation Australia for review.	February 2023	HR Manager



## Contact details

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