

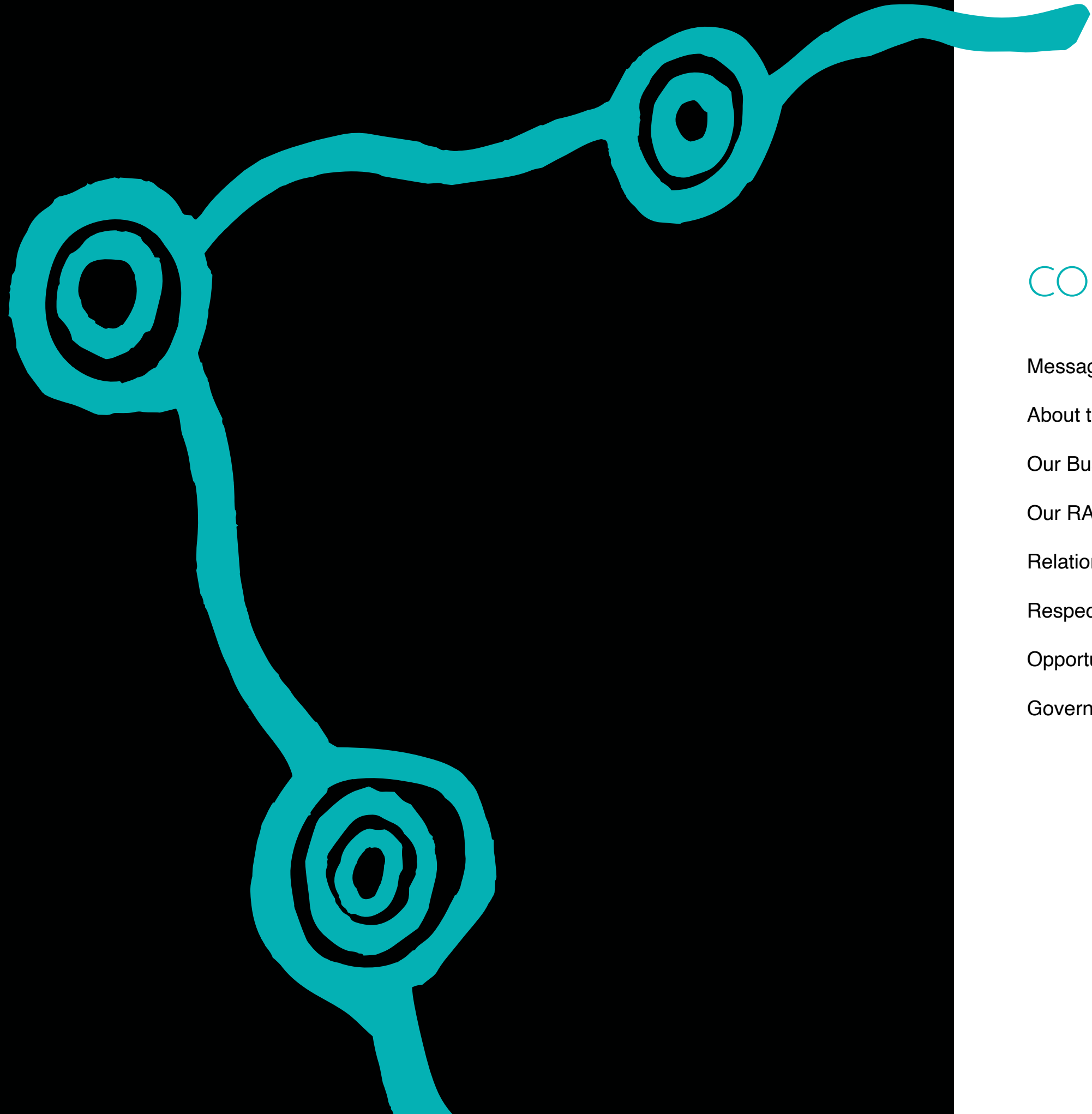


# REFLECT

RECONCILIATION ACTION PLAN

April 2022 - April 2023





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# A MESSAGE FROM OUR CEO



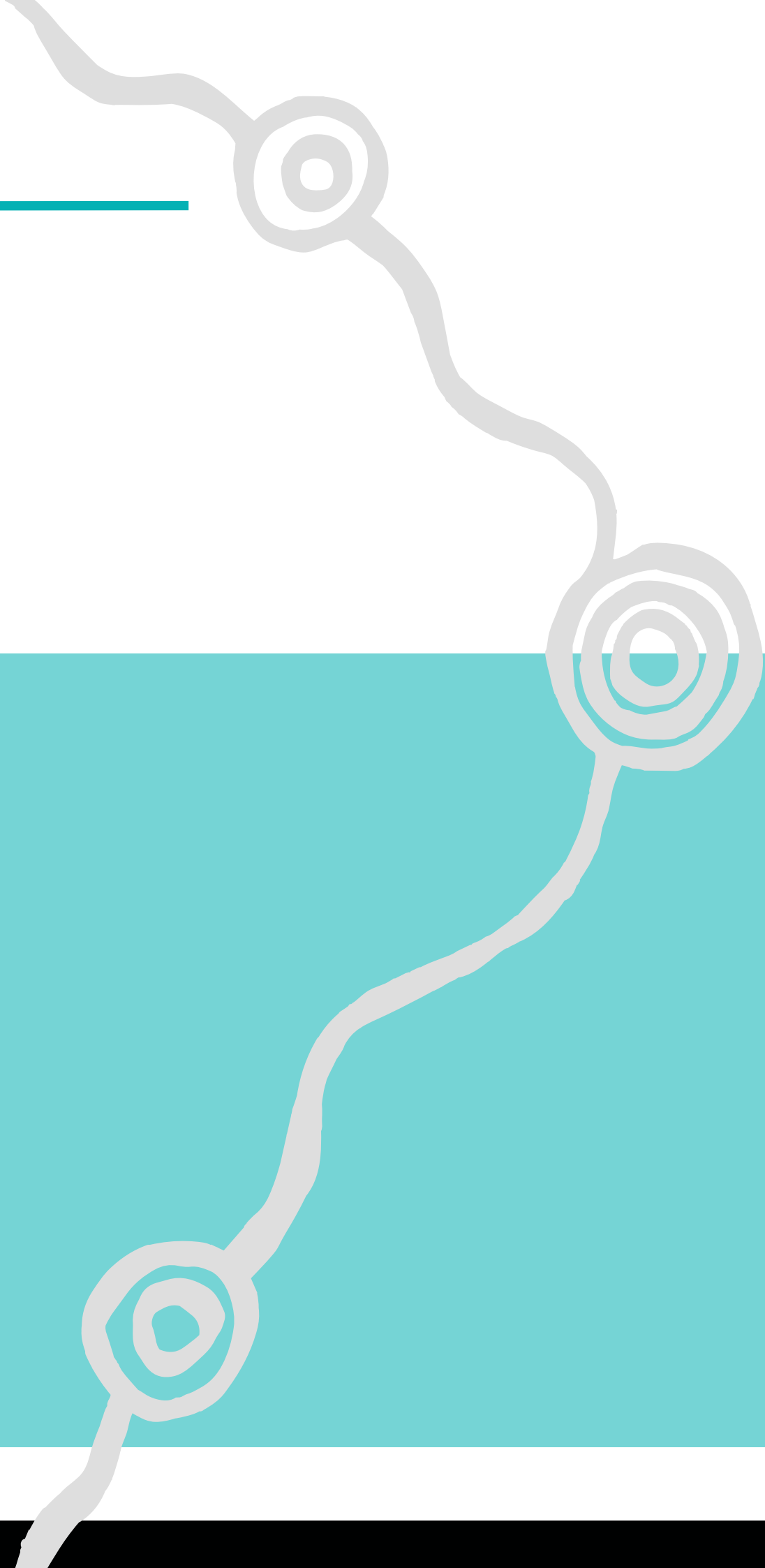
**Our purpose at Palladium** is to catalyse what we term Positive Impact: the intentional creation of enduring social and economic value. For some 60 years we have worked towards that goal around the globe.

With strong roots in Australia, I am pleased that this year our Asia Pacific partnership has taken the first steps on a reconciliation journey in Australia, laid out here through our Reflect Reconciliation Action Plan. This marks an important opportunity for us to reflect on the Palladium history and presence here in Australia and, as we work through the actions, build a stronger connection with Aboriginal and Torres Strait Islander peoples.

In particular it reflects our commitment to provide our extensive knowledge and insights, gleaned from around the world, to facilitate Positive Impact for Aboriginal and Torres Strait Islander people.

We have already commenced our Reflect journey and I look forward to deepening our understanding and broadening our actions to continue to create 'Positive Impact' at home and in our work around the world.

**Christopher Hirst,  
Chief Executive Officer, Palladium**





# ABOUT THE ARTIST AND ARTWORK

**Kylie Hill is a proud Aboriginal woman from the Kalkadoon and Waanyi people** from far North Qld. Kylie originated from Mount Isa but has now called Ipswich home for the past 35 years. Kylie has strong connections to the Yuggera, Ugarapul, Muninjali, Bundjalung and Yugembah people, of who her husband and children are culturally connected.

Kylie is well known to her community, and all over Qld and Australia. Some of her artworks have been sent homes and businesses in Las Vegas, Japan, Germany and Ireland.

Kylie has worked on murals and canvas pieces for daycare centres, schools, medical centres, Indigenous and Non-Indigenous organisations across the country, Government and sporting associations. Each month Kylie donates pieces of her art to charity to help raise funds for Cancer and for children in sports.

One of her biggest desires is to connect with people through artistic expression. Encouraging reconciliation by bringing people together and showcasing her culture, is a priority for Kylie.



'Finding my way' reconciliation story by Kylie Hill

- **The centrepiece** represents the Palladium: a congregation of our employees, the communities we work in and the indigenous community;
- **Nine watering holes** symbolise the journey of the nine significant events the organisation has been through in its 50 years and its continuing story;
- **Central area** is the earth where our people and staff work, and the exterior represents the oceans and our overseas work;
- **The colours** used are black and white and the colours of our guiding principles: blue, green, red, purple and yellow.





# OUR BUSINESS

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**Palladium is a global leader in the design, development, and delivery of Positive Impact:** the intentional creation of enduring social and economic value. We work with foundations, investors, governments, corporations, communities, and civil society to develop and implement solutions that create lasting social, environmental, and economic benefit.

Palladium believes that collaborative models and systemic approaches are the way to achieve progress and success. We bring these models and approaches to work across a range of sectors, capabilities, and services, including project management, strategy development and execution, impact investment, infrastructure development, and supply chain management.

From large-scale national reform programs to community interventions, we aim to create lasting impact in communities around the world.

## Individuals and Communities

Delivering systemic change and measuring its impact goes beyond just counting the individuals we work with – it requires going deeper to understand how they were impacted, and how our programs have transformed their lives. From equipping farmers in Indonesia with digital marketing tools in the face of quarantine lockdowns, to providing vocational training to underserved markets in Bangladesh, our programs establish unique connections with individuals, both through direct and indirect impact.

Palladium empowers individuals to be lasting catalysts of change within their own communities.

## Impact Investing

Prior to COVID-19, there was a AUD 3.4 trillion annual funding gap to achieving the UN's Sustainable Development Goals. Estimates suggest that the fallout from COVID-19 is expected to set the Sustainable Development Goals back by over 30 years, amplifying the need to source additional funds. Impact investing offers an opportunity to build social impact directly into investments. As more organisations recognise the growing link between financial markets and social change, the need for mechanisms that allow investors to take action through addressing social, environmental, or developmental challenges around the world is stronger than ever.

Our Palladium Impact Capital team is at the forefront of the impact investing industry, exploring boundaries, assessing where there is room for growth, and creating opportunities to attract capital that can address global challenges at scale.

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## Policy Strengthening

Our global economy is complex and interconnected, and our work operates in both local and larger governance and public policy spaces. In order to truly address global issues, we need local solutions. In practice, this means reforming policies or strengthening legal frameworks to better support the communities in which we work.

The issues and challenges the COVID-19 crisis amplified, stem from problems Palladium has tackled for decades around the world – equitable health care, more resilient supply chains, and access to education for hard-to-reach communities. As leaders seek to create environments and economies in which their citizens thrive, public policies must be put in place to enable this modern world.

Our more than 3000 dedicated staff are based in over 90 countries worldwide, with the vast majority living and working within the communities we support. Our local teams understand the unique environments and cultures in which they work, and can foresee the consequences for citizens, both intended and unintended, of a policy defined response in the midst of a rapidly shifting crisis.

## Partnerships Development

Establishing partnerships, creating new connections, building relationships, and forming alliances is crucial to ensuring that our global work is successful. And, as the world witnessed this year, we were able to deliver a COVID-19 vaccine in record time thanks to critical partnerships across sectors, countries, and governments.

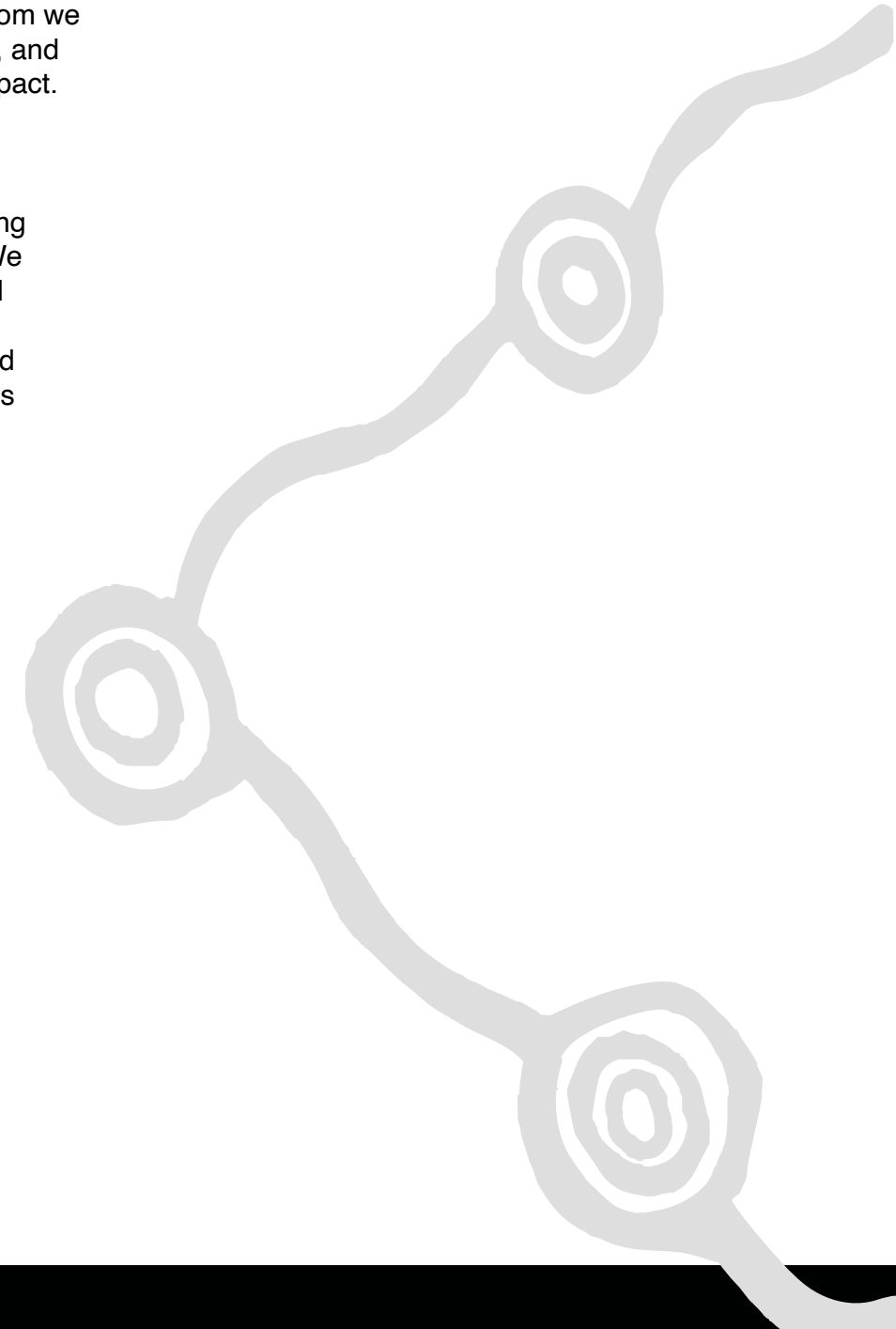
Across all of our projects, Palladium brings a unique blend of partner organisations to deliver and address the problem at hand. In total, we work with over 1,000 organisations ranging from large multinational corporations to local citizen groups. Our role is to bring these groups together, identify their unique contribution, and to forge ahead.

These relationships anchor our programs, ensuring that we combine the best local solutions with our expertise in international best practices. As the world scrambled to access life-saving personal, protective equipment, we partnered with the Australian government to procure and deliver scarce supplies to frontline healthcare workers in 21 countries throughout the Asia-Pacific region. Our network of local offices, relationships, and partnerships proved invaluable in ensuring each country received exactly what was needed in their fight against COVID-19.

## Supporting Organisations

No program or project exists in isolation - indeed our interconnectedness has been more evident in the last year than ever before. We work across a broad range of stakeholders to deliver impact, including directly with individuals, implementing strategies and processes, and partnering with organisations. At the center of our programs are local partners, with whom we work to ensure ownership, continuity, and sustainable expansions of project impact.

Our role is to understand the system in which organisations operate, and identify sources of support and funding to ensure their sustainable growth. We do this by partnering with donors and local governments in the provision of grant funding or support services, and through work with financial institutions and international investors to identify opportunities where financing could have a positive and lasting impact.





### **Palladium in Australia**

Palladium operates in over 90 countries globally. Our headquarters are in Brisbane, Queensland, and we have smaller offices in Pinkenba (Brisbane), Canberra, and Sydney. As at 2021, Palladium employs 146 people within Australia with 3 self-identified Indigenous team members.

As Palladium is always evolving in our Reflect RAP, we will integrate lessons learned and the experience of the newest member of the Palladium team, Scope Global, by incorporating Scope Global's reconciliation journey as Palladium in South Australia. Scope Global joined the Palladium family in March 2022, and have a long history of building positive, sustainable and respectful relationships with Aboriginal and Torres Strait Islander peoples.

Scope Global launched its Reflect RAP in August 2021, and we will build upon their achievements and progress made to create positive impact within Aboriginal and Torres Strait communities. Scope Global's Kurna land (Adelaide) location presents us with the opportunity to deepen our learning and strengthening of relationships with Aboriginal and Torres Strait Islander communities across Australia.

### **Historical Timeline**

At Palladium we recognise reconciliation is an ongoing journey and through our timelines we want to help develop our understanding of historical acceptance so we can move forward in line with the five dimensions of vision so aptly set out by Reconciliation Australia: historical acceptance; race relations; equality and equity; institutional integrity and unity.

**The following is an integrated timeline showing the history of Palladium alongside historically significant events for Indigenous People in Australia.**

**WARNING: Aboriginal and Torres Strait Islander viewers are warned that the following timeline contains images of deceased people**





First Nations people Lived on country for over 60,000 years



**1790**

Aboriginal Warrior Pemulwuy (the Rainbow Warrior) resisted the invasion of the British settlers. He was shot dead in 1802 after being seriously wounded in 1797 and eluding capture for 5 years

**1794 to 1928**

First Nations people actively resisted the British invasion, known as the frontier wars which continued into the 1920s. Frontier massacres were a defining strategy to contain and eradicate that resistance. As a result thousands of Aboriginal men, women and children lost their lives.



**1910**

David Unaipon, an inventor, writer, orator and campaigner spent much of his life transforming the minds of White Australia in the hope that one day Aboriginal people would be seen as equals. During his life he would take out provisional patents for 19 inventions - Sadly, he was never able to afford to take out a full patent on any of them. Decades later his sheep shearing design would be inscribed on the \$50 note.

**1923**

Ngarrindjeri Elders presented to the Governor of South Australia a petition written by Ellen Kropinyeri requesting not to sign into law the Aborigines (Training Act of Children) Act 1923 which allowed for removal of Aboriginal children; this was ignored.





**1930**

Australian Aborigines league created by Yorta Yorta man William Cooper along with Shadrach James, Pastor Doug Nicholls, Eric Onus & William Onus.



A LARGE BLACKBOARD displayed outside the hall previous, "Day of Mourning." Another wanted that, "Aborigines and persons of Aboriginal blood only are invited to attend." As it's back in the afternoon conclusion of subscription, present, was raised, present.

**1938**

26 January (150th anniversary of landing of first fleet) a group of Aboriginal men & women gathered at Australia Hall in Sydney NSW to protest against the 'callous treatment' of First Nations people.

**1967**

On 27 May 1967, Australians voted to change the Constitution so that like all other Australians, Aboriginal and Torres Strait Islander peoples would be counted as part of the population and the Commonwealth would be able to make laws for them. A resounding 90.77 per cent said 'Yes' and every single state and territory had a majority result for the 'Yes' vote. It was one of the most successful national campaigns in Australia's history.



**1971**

Neville Bonner In 1971 he became the first Aboriginal person to sit in the Commonwealth parliament when he was chosen to fill a vacancy in the Senate caused by the resignation of a Liberal senator for Queensland. He was subsequently returned at elections held in 1972, 1974, 1975 and 1980.

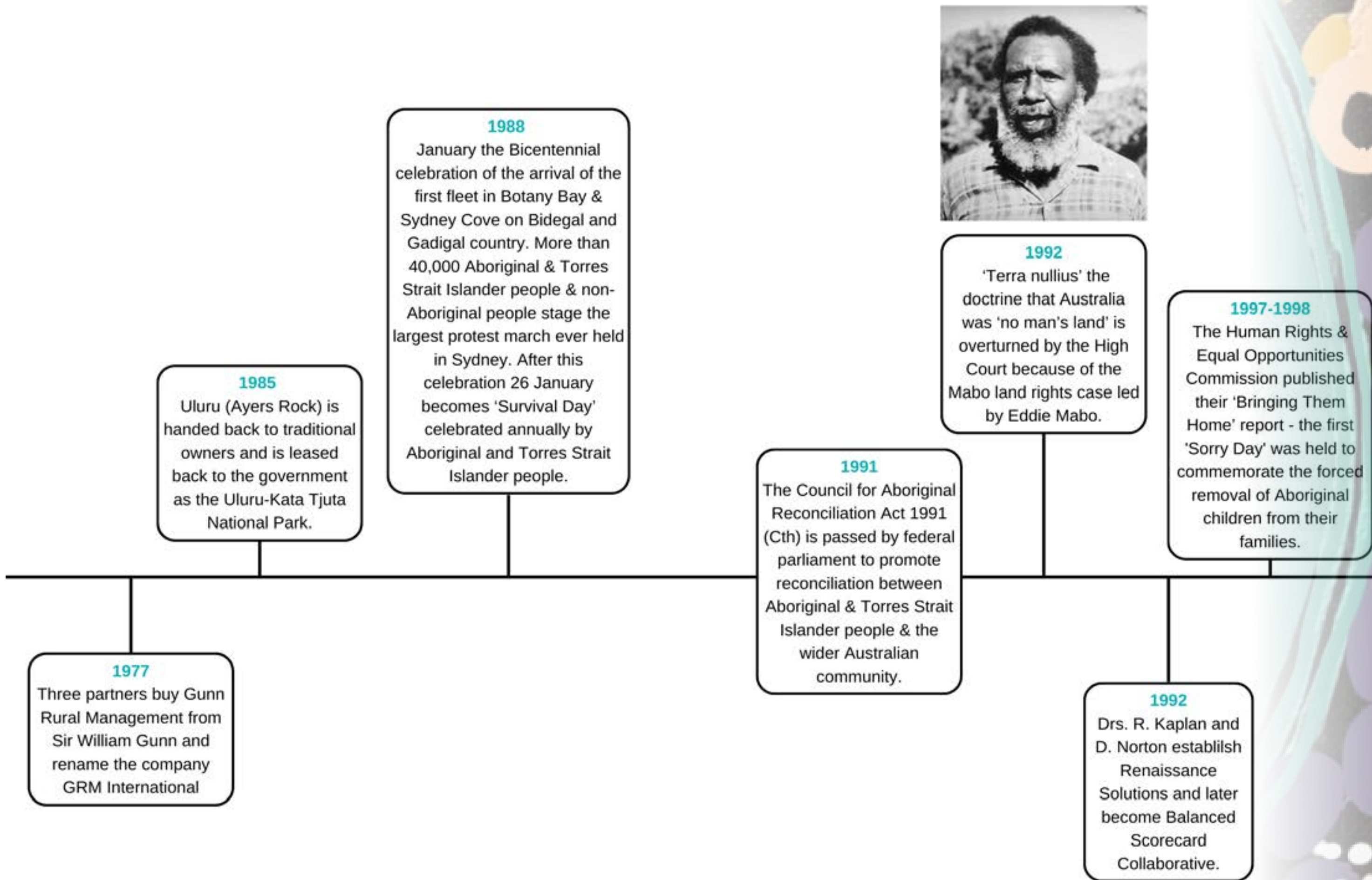


**1972**

The Aboriginal Tent Embassy is pitched outside Parliament House in Canberra demonstrating for land rights. The tent embassy still stands nearly 60 years later.

**1971**

Ted Gordon establishes Futures Group.







**2000**  
National Reconciliation Week theme - 'Corroboree 2000 Sharing Our Future'  
  
28 May 2000  
'People's Walk for Reconciliation':  
  
Up to 250,000 Aboriginal and Torres Strait Islander and non-Indigenous supporters walk across the Sydney Harbour Bridge.

**2005**  
Balanced Scorecard Collaborative becomes Palladium Group.

**2007**  
The Council of Australian Government (COAG) agree to 'a partnership between all levels of Government to work with Indigenous communities to achieve the target of closing the gap on 'Indigenous disadvantage'.

**2009**  
GRM buyout from Consolidated Press Holdings.

**2010**  
The National Congress of First Peoples is established to represent the interest of Aboriginal & Torres Strait Islander peoples.

**2011**  
GRM International merges with Global Health Consulting firm Futures Group to become GRM Future Group.

**2013**  
Nova Peris becomes the first Aboriginal woman to be elected to Federal Parliament.



**2013**

Prime Minister Julia Gillard and opposition leader Tony Abbott address Parliament supporting act for Indigenous recognition – 'We must never feel guilt for the things already done in this nation's history, but we can and must feel responsibility for the things that remain undone. No gesture speaks more deeply to the healing of our nation's fabric than amending our nation's founding charter. We are bound to each other in this land & always will be. Let us be bound in justice and dignity as well'

**2017**

Ken Wyatt is the first Aboriginal man to be appointed in federal cabinet – Minister for Aged Care & Minister for Indigenous Health.

**2017**

The 'Uluru Statement from the Heart' is borne out of the First Nations National Constitutional Convention. Its purpose to call for the establishment of a 'First Nations voice' in the Australian Constitution and a 'Makarrata Commission' to oversee a process of agreement making and truth-telling between governments and First Nations people about our history.

**2015**

Strategy execution consulting firm Palladium Group joins GRM Futures Group along with HK Logistics, dTS and CARANA Corporation.



**2018**

Palladium acquires impact investment advisory firm, Enclude.



2020

'From the Heart' campaign is established to take up the call of the Uluru Statement for a constitutionally enshrined 'Voice to Parliament'. We believe that it is now time for the Australian people to come together through a referendum and make this fair and practical change.

2020

The National Agreement is developed in genuine partnership between Australian Governments and Aboriginal & Torres Strait Islander peak organisations. It is the first time the Commonwealth, States and Territories, local government and the Coalition of Aboriginal & Torres Strait Islander Peak Organisations are equally accountable for making sure outcomes of 'Closing the Gap' are achieved.



2022

A total of 8 senators and 3 members of the House of Representatives who identify as Aboriginal or Torres Strait Islander are elected:

Senator Dorinda Cox (Western Australia)  
Senator Patrick Dodson (Western Australia)  
Senator Jacqui Lambie (Tasmania)  
Senator Kerryne Liddle (South Australia)  
Senator the Hon Malarndirri McCarthy (Northern Territory)  
Senator Jacinta Nampijinpa Price (Northern Territory)  
Senator Jana Stewart (Victoria)  
Senator Lidia Thorpe (Victoria)  
The Hon Linda Burney MP (Member for Barton)  
Dr Gordon Reid, (Member for Robertson)  
Ms Marion Scrymgour (Member for Lingiari)

2022

Palladium acquires  
Scope Global

# OUR RAP

We believe Palladium can be a part of creating Positive Impact with Aboriginal and Torres Strait Islander communities by:

1. Building strong and effective relationships with Aboriginal and Torres Strait Islander peoples in Australia based on trust and respect.
2. Engaging with Aboriginal and Torres Strait Islander people and organisations as partners in pursuit of social and economic opportunities at home and abroad.
3. Recognising the strong cultures and heritage that Aboriginal and Torres Strait Islander peoples can bring to Palladium and the broader community.
4. Offering opportunities to Aboriginal and Torres Strait Islander people to be a part of achieving company and client goals.
5. Challenge beliefs and social positions within our own organisation and in Non-Indigenous communities that are contrary to the spirit and practice of reconciliation and help fight for social justice for Aboriginal and Torres Strait Islander peoples.
6. Our RAP Champion is Sally Falls, a Director in the APAC region.

## Partnerships and Activities

Palladium recognises the importance of Reconciliation between Aboriginal and Torres Strait Islander people and Non-Indigenous people in facilitating unity as a part of a shared national identity, therefore our approach will be respectful, deliberate and in consultation with representatives from both communities.

Since March 2018 we have engaged in significant research, internal consultation and collaboration aligning our Reconciliation Action plans to Palladium's broader Diversity and Inclusion strategy.

In practical terms we have:

- Included an Acknowledgement of Country in the opening of meetings;
- Partnered with several Aboriginal and Torres Strait Islander Peoples and organisations for delivering our work for clients (including the Department of Foreign Affairs and Trade and NSW Department of Industry) as reflected in the collaboration table to follow;

- Signed up with Career Trackers to offer an Aboriginal and Torres Strait Islander internship, including completion of one internship with a further two-three expected in University breaks this year;
- Reviewed our HR and Recruitment policies and procedures;
- Implemented (Inaugural August 2020) Race, Ethnicity & Culture (REC) Month at Palladium. Teams around the world the team coordinated subject matter experts and hosted daily conversations and activities throughout the month. Topics ranged from office culture to decolonising development work. Staff shared personal experiences, discussed books, films, and essays, and attended presentations from expert speakers.

In dedicating Race, Ethnicity & Culture (REC) Month, Palladium Chief Diversity Officer Dr. Rosanna Duncan noted:

***'Creating a diverse and inclusive organisation is everyone's job'.***



Organisation	Services provided	Engagement with Palladium
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I2i Development Global <a href="https://www.i2iglobal.com.au/">https://www.i2iglobal.com.au/</a>	Consultancy	Partnered with Palladium on the Pacific Labour Facility and the Pacific Secondary Schools Scholarship Program
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Niara Tech <a href="https://www.niara.com.au/">https://www.niara.com.au/</a>	IT Consultancy and ICT Supplier	Providing ICT equipment for the Nauru Health Systems Strengthening Project
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Ninti One <a href="https://www.nintione.com.au/">https://www.nintione.com.au/</a>	Consultancy	Partnered with Palladium on tenders. Together with Palladium Ninti formed an economic growth / Aboriginal and Torres Strait Islander Peoples group
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ETM Perspectives <a href="https://etmp.com.au/">https://etmp.com.au/</a>	Consultancy	Partnered with Palladium on the Pacific Labour Facility
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Career Trackers	Internship Program	Completed one Indigenous Internship confirming future opportunities
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Indigenous Workstars	Recruitment Agency	Initial conversation about recruitment partnership
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Karika Recruiting Group	Recruitment Agency	Initial conversation about recruitment partnership
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University of Canberra - Ngunnawal Centre	University Centre	Initial conversations about engaging with students and organising internships
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UQ – Aboriginal and Torres Strait Islander Studies Unit	University Centre	Initial conversations about engaging with students. Attended Aboriginal and Torres Strait Islander Careers fair
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Multiple	Indigenous Suppliers	Attended events
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#### Internal activities/initiatives

- Finalising an Indigenous Employment Strategy (IES)
- NAIDOC Week activities in office and discussion topic with staff globally
- Continue engagement with Career Trackers (Internships)
- Prepare for Race, Ethnicity & Culture Month 2021
- Mobilise the Reconciliation Working Group\*:
  - Sally Falls, Director and 2021/22 Equity, Diversity and Inclusion Lead APAC
  - Kellie Bromley, Human Resources Lead APAC
  - Sebastian Sabogal, Director APAC
  - Matthew Holding, Senior Management, APAC
  - Elle Huneau, APAC Talent Acquisition Manager
  - Tyrone Adamson, Analyst, APAC

*\*Reporting to APAC Regional Business Partner, Ron Erasmus and Chief Diversity Officer (Global), Rosanna Duncan.*

*External review and assistance to be determined.*

# RELATIONSHIPS

Palladium is committed to developing meaningful relationships with, and in support of, Aboriginal and Torres Strait Islander peoples and communities and in alignment with our core business. We will ensure we begin from a position of listening and learning in our reconciliation journey.



Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	May 2022	Associate Regional Business Partner
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	May 2022	Associate Regional Business Partner
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2022	Director
	RAP Working Group members to participate in an external NRW event	May 2022	Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2022	Director
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	April 2022	Director Global Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	April 2022 - April 2023	Associate Regional Business Partner
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2022 - April 2023	Associate Regional Business Partner
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	April 2022, 2023	Regional Human Resources Lead Talent Acquisition Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	April 2022, 2023	Regional Human Resources Lead Talent Acquisition Manager

# RESPECT

Palladium is committed to learning more about how we as a company can demonstrate respect for Aboriginal and Torres Strait Islanders. We will bring our Reflect RAP to life by ensuring that respect for Aboriginal and Torres Strait Islander cultures, histories, and achievements are a valued and visible part of our organisational culture.



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	April 2022	Regional Human Resources Lead Talent Acquisition Manager
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2022	Regional Human Resources Lead Talent Acquisition Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	April 2022	Director
	Refresh and increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	April 2022	Director
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	July 2022	Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area	July 2022	Director
	RWG to participate in an external NAIDOC Week event	July 2022	Director



# OPPORTUNITIES

Palladium will identify and respond to opportunities to support Aboriginal and Torres Strait Islander people and organisations. Where we can, we will engage and promote local suppliers and look for opportunities to work in partnership with Aboriginal and Torres Strait Islander people and organisations



## Action

## Deliverable

## Timeline

## Responsibility

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation

April 2022

Talent Acquisition Manager

Build roadmap of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities

April 2022

Talent Acquisition Manager

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses

April 2022

Director

Investigate Supply Nation membership

April 2022

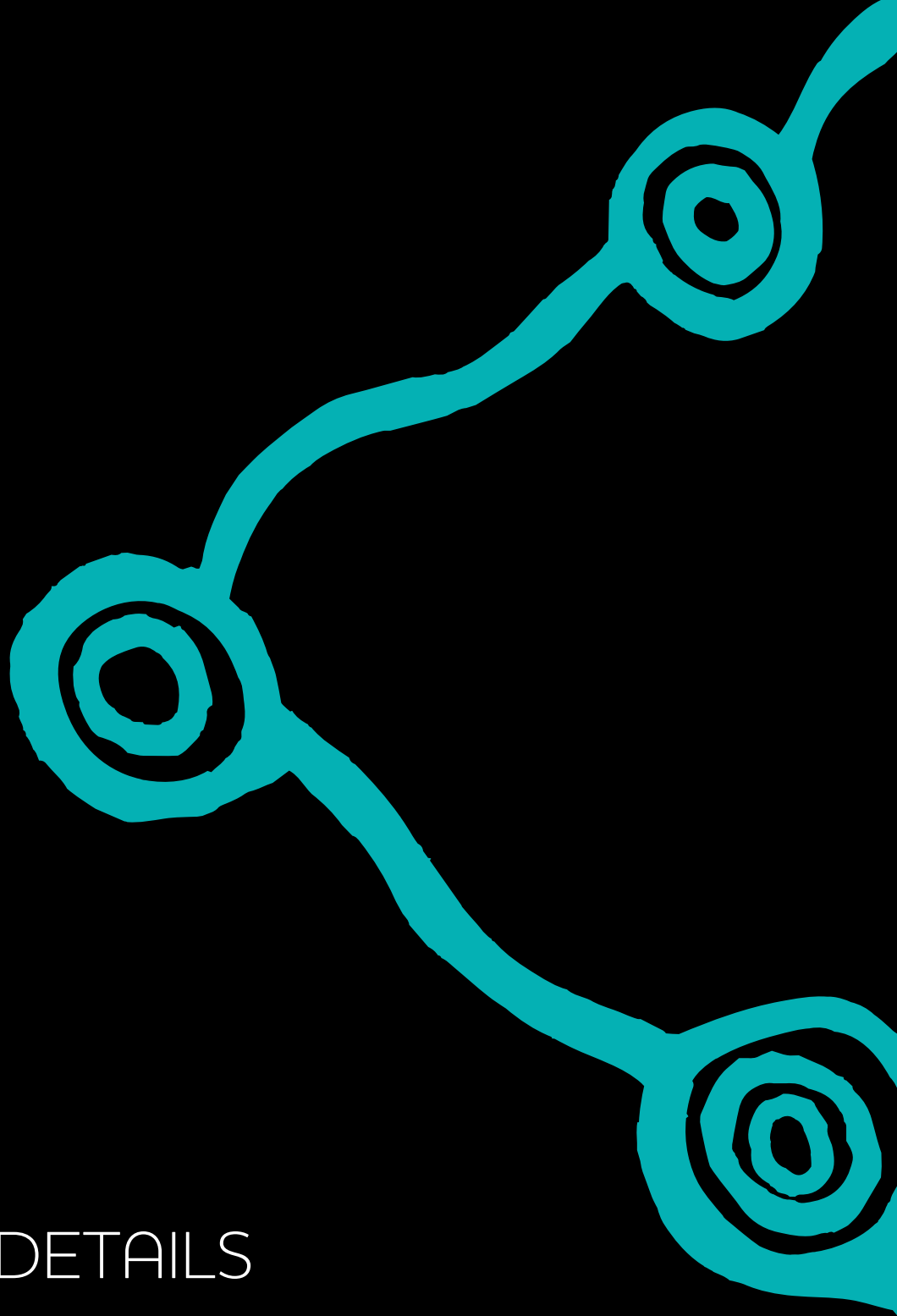
Manager

# GOVERNANCE

Palladium will progress its commitment to reconciliation through establishing strong governance processes to guide, monitor and champion this work across all levels of the business



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain a RWG to govern RAP implementation	April 2022	Director
	Maintain and update Terms of Reference for the RAP Working Group	April 2022 - April 2023	Director
	Establish Aboriginal and Torres Strait Islander representation on the RWG	April 2022	Director
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	April 2022 - April 2023	Director
	Engage senior leaders in the delivery of RAP commitments	April 2022 - April 2023	Director
	Define appropriate systems and capability to track, measure and report on RAP commitments	April 2022	Director
	Appoint a senior leader to champion our RAP internally.	April 2022	Director
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2022	Director
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2022	Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	August 2022	Director
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	August 2022	Director



## CONTACT DETAILS

**Sally Falls**

**Director, Palladium Asia Pacific**

**Phone: +61 7 3025 8500**

**Email: [sally.falls@thepalladiumgroup.com](mailto:sally.falls@thepalladiumgroup.com)**

**[www.thepalladiumgroup.com](http://www.thepalladiumgroup.com)**