

Innovate

Reconciliation Action Plan

Change that Matters

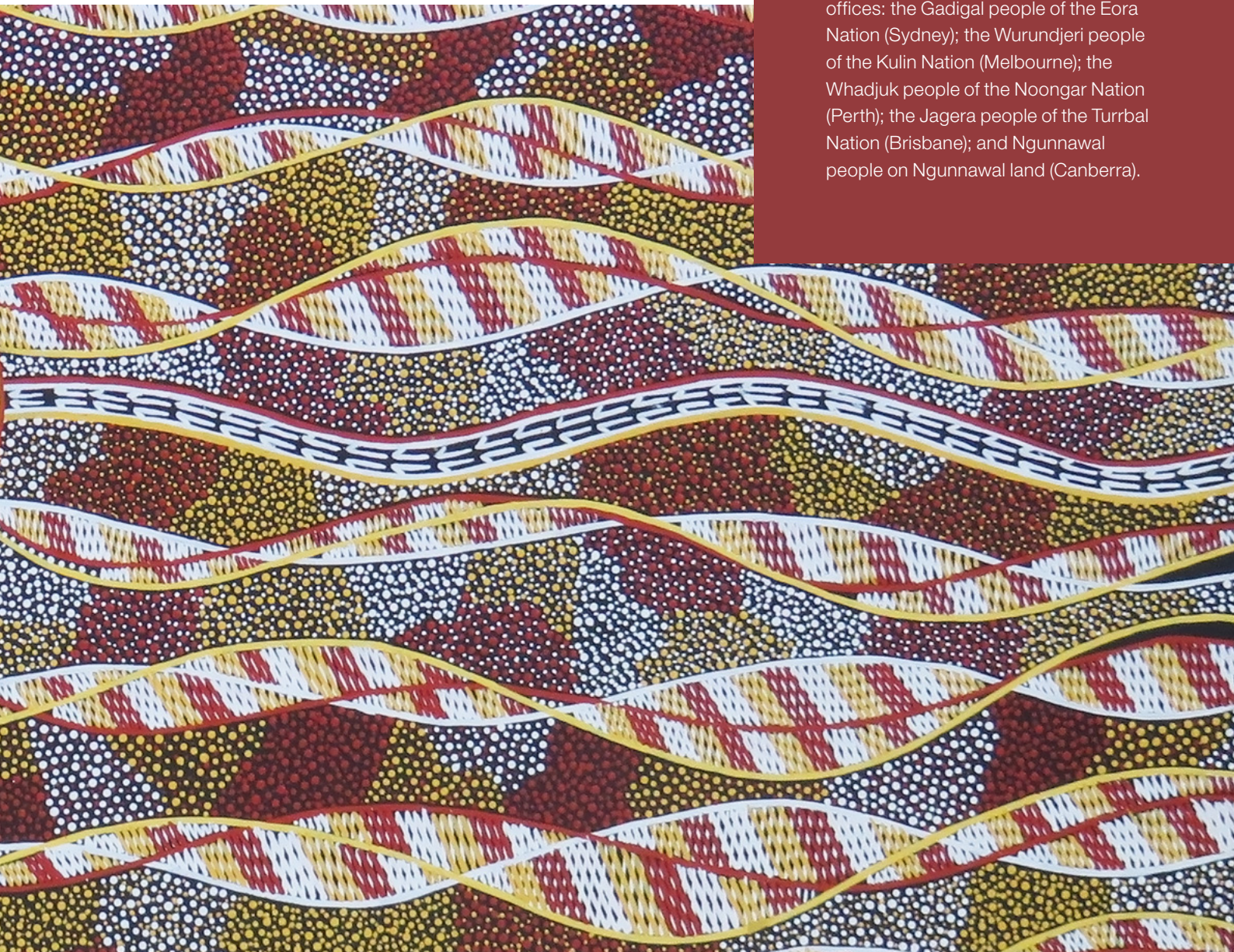
August 2023 – August 2025





About the artist

Peter Weatherill was born in Sydney in 1974 and is a Traditional Custodian of the Murri Warri people, 'the Rain Makers', in north western NSW. Peter also has special connection to the Gamilaraay people and country in northern NSW. Peter has a passion for traditional Aboriginal art and creates his dreaming within his paintings. Peter has held several exhibitions in Canberra and has a painting held in the National Gallery of Australia.



Acknowledgement of Country

We acknowledge all Traditional Custodians across Australia and pay our respects to their Elders past, present and emerging. In particular, we would like to acknowledge the Traditional Custodians of the lands on which McKinsey Australia has its offices: the Gadigal people of the Eora Nation (Sydney); the Wurundjeri people of the Kulin Nation (Melbourne); the Whadjuk people of the Noongar Nation (Perth); the Jagera people of the Turrbal Nation (Brisbane); and Ngunnawal people on Ngunnawal land (Canberra).



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Message from McKinsey & Company, Managing Partner, Australia

Our purpose at McKinsey is to help create positive, enduring change in the world. Our Reconciliation Action Plan (RAP) is a key component in the realisation of our purpose, to enable us to continue to support First Nations people in their self-deterministic aspirations to create beneficial change.

McKinsey Australia supports the Uluru Statement from the Heart, with three pillars underpinning our reconciliation initiatives: truth-telling, sovereignty and cultural inclusion. We will continue to represent a public commitment to apply our insights, experiences and relationships to help inform conversations, deliver on opportunities and bring people together in support of First Nations Peoples.

I am proud to launch our third RAP, through which we have developed and improved on our ambitions for reconciliation contributions over the past four years. In the pages that follow, we share our reflections on the journey we have been on to date and our ambition and actions for the next two years. We do not underestimate the challenge ahead, but are committed and energised by our vision and the commitments set out in this RAP.

We continue to listen to feedback, to enable us to expand on implementing improved actions, to realise greater support for Aboriginal and Torres Strait Islander communities. While on this journey, we acknowledge our ongoing role in reconciliation and seek to elevate the voices of First Nations Peoples in our RAP steering committee and working groups to ensure our RAP is in true partnership.

Our hope for Australia is a Nation that celebrates and upholds the unique and important contributions of First Nations peoples to Australia and unifies around our shared history.

I would like to thank Reconciliation Australia, local Aboriginal and Torres Strait Islander communities, and our other partners and friends for their continued collaboration and guidance on this important journey.

Wesley Walden
Managing Partner, Australia
McKinsey & Company

Message from Reconciliation Australia

Reconciliation Australia commends McKinsey & Company on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. McKinsey & Company continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that McKinsey & Company will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to McKinsey & Company using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for McKinsey & Company to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, McKinsey & Company will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of McKinsey & Company's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations McKinsey & Company on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

About McKinsey & Company

McKinsey & Company is a global management consulting firm, with a presence in Australia since 1963. Australia has 600 consultants and Firm-service personnel, with -1% of employees identifying as Aboriginal and/ or Torres Strait Islander people. Our vision is to help our clients make distinctive, lasting and substantial improvements in their performance, and to build a firm that attracts, develops, excites and retains exceptional people.

We work in several states in Australia and New Zealand, with 6 offices, located in Sydney (New South Wales), Melbourne (Victoria) Perth (Western Australia), Brisbane (Queensland), Canberra (Australian Capital Territory) and Auckland (New Zealand). We serve corporate, public, and social sector clients at every level of their organisation—from trusted advisor to top management, to hands-on coach for front line employees. Our sphere of influence therefore primarily covers both individuals and organisations. We are ambitious for our clients—we want to work with them to achieve their full potential, and more broadly, to help realise economic and social benefits for all citizens.

In short, at McKinsey we are driven by impact. As a global firm we understand that diversity and inclusion is a key advantage in driving impact. Hence, we have programmes around the world aimed at recruiting people from diverse backgrounds and making them welcome in the Firm. Our RAP outlined here, is an enhancement of our prior commitment to an inclusive and equitable culture that supports and advances the outcomes of Australia's First Nations peoples.

Our vision for reconciliation

Australia is currently pursuing an exciting process of historical importance as it seeks to deliver the Uluru Statement from the Heart. At McKinsey, we are proud to present our vision for our contribution to reconciliation, which is influenced both by our organisation's purpose to create positive, enduring change in the world, and the Uluru Statement from the Heart.

Our RAP vision should be seen as our translation of the Statement's intent for our context, and an articulation of how we will contribute. Our vision has three pillars – truth-telling, sovereignty and cultural inclusion – that will each underpin our reconciliation initiatives:

1. Truth-telling

- Understand the role the consulting sector has played in contributing to inequalities in First Nations outcomes
- Acknowledge the past and commit to reconciliation efforts within the Firm and externally
- Recognise the strength and resilience of First Nations peoples

2. Sovereignty

- Value the ancestral ties First Nations peoples have to the land
- Embrace the Firm's obligation to positively advance First Nations economic and employment outcomes
- Actively create space for First Nations self-determination in Firm decision-making

3. Cultural Inclusion

- Foster a culturally safe and inclusive workplace for First Nations peoples
- Embed First Nations cultures, history and wisdom in the Firm's ways of working
- Create greater and more holistic client impact through incorporating First Nations perspectives

We will make the most progress towards achieving our reconciliation vision through the development of authentic relationships with First Nations leaders and communities. These relationships will be foundational to understanding the country and communities in which we operate, to building our internal knowledge and wisdom, and for identifying new and tailoring meaningful initiatives to make progress on our reconciliation journey.

We have a deep commitment to bringing our vision to life throughout the organisation and delivering what we set out to achieve in this plan. We do not underestimate the challenge ahead, but our people are committed and energised by the path forward that we set out in this report. We are confident that by delivering our plan, we can both make progress towards true reconciliation and make a positive difference for First Nations peoples, communities and for Australia as a whole.



Traditional dance is one of the highlights of the Garma Festival, which is hosted by the Yothu Yindi Foundation.

Photograph courtesy of Nathalie Saldumbide

Highlights of our journey

For the last four years, McKinsey has developed three previous RAPs to make public our commitment to reconciliation. The below details are reflections of our contributions to reconciliation, carried out through our past three RAPs.

Relationships

Since our first RAP four years ago, we have built relationships with a number of First Nations organisations and communities, ranging from national non-profits to local First Nations communities in Queensland. Engaging in authentic conversations has been critical to deepening our understanding of First Nations peoples and cultures, and through building these relationships we found opportunities to share knowledge and support organisations and communities to achieve their goals.

Welcome to Country by Traditional Owners at Values Day

Our office holds an annual 'Values Day' where we celebrate our Firm values and culture. In 2022, this event was held on Gadigal land in Sydney. To open the event and acknowledge local elders and traditional owners, we asked Marrawarra and Barkindji man, Brendan Kerin, a cultural representative from the Aboriginal Land Council to perform a Welcome to Country ceremony featuring a mix of storytelling and didgeridoo performances. This was a significant experience for a number of our staff, particularly those from overseas. This response was underscored by it being considered the most rewarding element of the event in a survey of Firm attendees conducted after Values Day.

Participation in Garma

Since 2019 we have attended Garma, a forum of Australia's business, political, academic, and thought leaders who meet annually to discuss issues facing First Nations Australians. The Garma festival is held at a camp at Gulkula, a significant ceremonial ground located 40 kilometres from Nhulunbuy in northeast Arnhem Land. Over four days, we joined with 2,000 attendees from across the nation to be immersed in the rich cultural traditions of the Yolngu people—including miny'tji (art), manikay (song) and bunggul (dance). Attending Garma was a valuable opportunity to spend time on country, engage in truth-telling and continue to build authentic relationships with First Nations community leaders.

Collaboration with Cape York Partnership

Building on our long term partnership between 2017 to 2019, in October 2022 a team from McKinsey.org and McKinsey Academy delivered a two day A2E Lead workshop (our flagship leadership programme) in Cairns for 40 current and emerging leaders from the Cape York Partnership (an Indigenous-led not for profit social enterprise that works to empower the people of Cape York). The workshop provided an opportunity for participants to collaborate in person, share knowledge and build their capabilities to drive even greater impact, something the pandemic had prevented in previous years. More than 90% of the programme participants said they anticipated applying the content on in their day to day jobs following the workshop.

Respect

Through engagement with local First Nations leaders and participation in cultural awareness training, our colleagues have a strengthened understanding and appreciation of First Nations cultures. Across some projects we take opportunities to consider First Nations cultures in our working environment (e.g., discuss the implications/ opportunities for First Nations people from our conclusions in consultancy projects). We also maintain an ongoing commitment to recognising major reconciliation events throughout the year.

NAIDOC Week

In 2022, we celebrated NAIDOC Week in several ways. We hosted a panel with two inspirational First Nations people, Renee Thompson and Leroy Wilkinson-Maher. The panel explored the significance of NAIDOC week, why it's important to First Nations peoples and all Australians, and how it differs from National Reconciliation Week. The panellists also shared their stories. In addition, we digitally documented the range of Aboriginal art we have across our Australian offices, and supported two businesses owned by First Nations people stocking produce from The Unexpected Guest and Sobah in each of our offices throughout the week.

Yarning tours

Throughout late 2022 McKinsey organised a yarning tour across its Brisbane, Canberra, Perth and Sydney offices. Led by Tyrone Bean, a First Nations member of McKinsey, the tour offered an opportunity to share stories and lived experiences as well as strengthen the Firm's respectful relationships with First Nations people and deepen our community connections.

Cultural competency workshops with Uncle Djunagar

Senior loreman Uncle Djunagur Callope facilitated cultural competency and safety workshops for Firm members who attended Garma, those who delivered our First Nation Leaders Connected program, and our new cohort of consultants who started in March 2023. Through these workshops, participants engaged in learning, conversation and storytelling to build a deeper understanding and respect for First Nations cultures and wisdom. These workshops form our first step in expanding cultural competency training across the whole organisation, as detailed in the next section.

Opportunities

We are making progress across three fronts to create additional opportunities to build First Nations engagement with McKinsey: First Nations procurement, employment opportunities, and leadership programs.

Procurement from First Nations vendors

McKinsey supports the 'Raising the Bar' initiative established by the Business Council of Australia (BCA). In 2021, BCA members committed to spending 3% (over \$3 billion) of annual addressable spend with First Nations suppliers within 5 years. As part of our commitment to achieving this target, we've procured ~\$100,000 from First Nations suppliers since 2021—including investments in office and kitchen services, catering, education and consulting services. We are also a Supply Nation member, committed to working with Aboriginal and Torres Strait Islander businesses to help grow supplier diversity in Australia.

Providing employment opportunities

In 2022, we established the First Nations Internship for business service roles, targeting First Nations students who seek to build skills in service teams such as human resources, finance, recruiting, executive administration, design, reputation or external relations. We have also extended our First Nations Internship & Scholarship programme for consulting roles so that it is open for applications throughout the year. Under both these programmes, First Nations students are invited to complete a 12-week cadetship with the Firm. In 2022, one of the participants was successful in gaining an offer of a permanent role.

Supporting small First Nations businesses

We sponsored two First Nations small businesses to attend the Supply Nation Connect tradeshow in 2022. The sponsorship enabled these businesses to host stalls at the conference and showcase their products and services to prospective buyers. After the conference, we provided ongoing mentoring support to a First Nations executive team as they explored a new digital marketing strategy.

Additionally we hosted a 'Problem Solving Hub' at the Supply Nation tradeshow, which acted as a meeting place for conversation and connection between conference participants. At the Hub, we engaged in conversations with First Nations business leaders to listen to their stories and discuss challenges they were facing in scaling their organisations. We were honoured to support innovation and leadership across the First Nations business community and continue to develop a strong partnership with Supply Nation.

Developing relationships through the First Nations Connected Leaders Program

In 2022, McKinsey piloted the First Nations Connected Leaders programme designed to expand business knowledge of First Nations run organisations and their networks, with each other and with McKinsey colleagues. The programme, conducted over three touchpoints, included two way learning, connectivity and mentoring elements, with the learning focused on problem solving, strategy development and adaptive leadership. Leaders from four First Nations organisations took part in the pilot which we intend to scale up during the course of the next RAP.

Governance and Reporting

Our RAP Steering Committee (the group responsible for championing the RAP across the organisation) is comprised of 13 Partners and functional leaders across our Australian and New Zealand offices. This group meets quarterly to review each workstream and set objectives for the quarter. Each workstream prepares a summary document to discuss with the committee, and a reporting dashboard keeps track of progress against deliverables. Minutes are taken during the session and distributed to all members after the meeting.

Our RAP Working Group is comprised of 21 colleagues representing a range of consulting and operational roles. Currently one working group member is a Traditional Owner, and one of four Kabi Kabi trustees. The Group is comprised of one Senior Partner, two Partners, one Associate Partner, two People Specialists, two Communications Specialists, one Learning Specialist, three Finance Specialists, one Client Delivery Associate, one Senior Office Services Coordinator, one Expert, three Executive Assistants and three consultants. The Core Working Team is divided into workstreams for each of the RAP pillars (Relationships, Respect, Opportunities and Governance). Each workstream follows an established cadence and structure.

Reflections on our journey so far

Lessons learned from our second RAP

While we are proud of the impact we've had in our journey towards reconciliation, we know that we still have a long way to go. As a Firm, we still have much to learn about First Nations communities and how we can work together to drive reconciliation. Since our second RAP, we have learned several important lessons that will help steer our future reconciliation efforts:

- **Elevate the voices of First Nations peoples.** Ensure our RAP steering committee and working groups include, and seek a variety of perspectives from, First Nations peoples.
- **Invest in relationships with local communities.** We will embark on a learning and truth-telling journey by establishing authentic, meaningful, and trusted relationships with local First Nations community leaders in the geographies where we operate.
- **Codify our existing practices.** Formal strategies for First Nations engagement, communication, cultural learning, procurement and employment are needed to ensure RAP initiatives will achieve their intended outcomes.
- **Improve the operating model and delivery engine.** Successful delivery of our RAP initiatives requires strong senior leadership support, robust governance, and sufficient resourcing.

Building on these lessons learned, we have committed to taking some immediate steps to build momentum for our third RAP. Over the next two years, we aim to:

- **Embed First Nations advisers** into our RAP working groups and steering committee
- **Spend time on country** and meet First Nations community leaders
- **Run cultural learning and truth-telling sessions** as part of our onboarding programs, tenure-based learning events, external forums, and team activities
- **Restructure our governance** pillar to embed all RAP activities into standard business processes
- **Report and measure progress** against our actions and deliverables

These steps plus our full action plan are detailed in the following section.



Our action plan

Relationships

Building enduring and trust-based relationships with our clients and the communities in which we live and work is at the heart of what we do at McKinsey. We know that it is only through these relationships that we can achieve our aspirations and deliver lasting impact. We know that building genuine relationships relies on understanding, mutual respect and commitment.

We know therefore that to achieve our aspirations for reconciliation it is critical that we have authentic, meaningful and trusted relationships with First Nations peoples, communities and organisations. As a client service organisation, we must also engage our clients in ongoing conversations about reconciliation issues. These connections play an important role in helping us understand the country and communities in which we operate so that we can positively advance First Nations outcomes. Underpinning these relationships is our commitment to undergo a truth-telling process to acknowledge and learn about our ongoing role in reconciliation.

To develop our relationships with First Nations peoples further, we set out two actions and eight associated deliverables:

Action	Deliverable	Timeline	Responsibility
1. Continue to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement 	From September 2023	McKinsey RAP sponsor
	<ul style="list-style-type: none"> Continue to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations 	From September 2023	McKinsey RAP sponsor

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff 	May 2024, and 2025	Director of Reputation & Communication
	<ul style="list-style-type: none"> • RAP Working Group members to participate in an external NRW event 	27 May – 3 June 2024 and 2025	Director of Reputation & Communication
	<ul style="list-style-type: none"> • Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 	Touch points July, September and December 2023 and 2024	Director of Reputation & Communication
	<ul style="list-style-type: none"> • Organise at least one NRW event each year 	27 May – 3 June 2024 and 2025	Director of Reputation & Communication
	<ul style="list-style-type: none"> • Register all our NRW events on Reconciliation Australia's NRW website 	May 2024 and 2025	RAP Coordinator
3. Continue to promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> • Develop and implement strategies to engage our staff in cultural learning about reconciliation, and by engaging Aboriginal and Torres Strait Islander leaders into the organisation regularly to discuss the evolving needs of First Australians 	September 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> • Communicate our commitment to reconciliation publicly 	August 2023	Director of Reputation & Communication
	<ul style="list-style-type: none"> • Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes 	August, September 2023 and 2024	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> • Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation 	September 2023 and 2024	McKinsey RAP Sponsor
4. Continue to promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> • Continue to review our HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	September 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> • Continue to develop, implement, and communicate our anti-discrimination policy 	September 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy 	September 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> • Continue to educate senior leaders on the effects of racism 	December 2023 and 2024	Director of People Function

Action	Deliverable	Timeline	Responsibility
5. Develop authentic, meaningful and trusted relationships with local First Nations communities to acknowledge and learn about our ongoing role in reconciliation	<ul style="list-style-type: none"> Engage in regular conversations with First Nations community leaders to acknowledge and learn about our role and responsibility in driving reconciliation 	December 2023 and 2024	McKinsey Location Manager
	<ul style="list-style-type: none"> Establish partnerships with local First Nations community groups, not-for-profits or small businesses in each regional office location (e.g., for Volunteer Time Off [VTO] and Day of Service) 	November 2023 and 2024	McKinsey Location Manager
	<ul style="list-style-type: none"> Acknowledge our role and responsibility in reconciliation through shared lessons learned and truth-telling from engagement with First Nations community groups 	December 2023 and 2024	McKinsey Location Manager
6. Promote reconciliation efforts through our client service and relationships across the private, public and social sectors	<ul style="list-style-type: none"> Establish internal and external communication strategies to engage our employees, clients and other audiences about First Nations reconciliation issues 	March 2023 and 2024	Director of Reputation & Communication
	<ul style="list-style-type: none"> Collaborate with at least one client, national organisation or peak body to advance reconciliation efforts across Australia (e.g., Reconciliation Australia, NIAA) 	September 2023 and 2024	RAP Impact Lead
	<ul style="list-style-type: none"> Engage in dialogues about reconciliation issues with our clients and other industry partners across the private, public and social sectors (e.g., as a member of the Business Council of Australia [BCA], or as part of our Executive Leadership Program [ELP]) 	August 2023, and May 2024	RAP Impact Lead
	<ul style="list-style-type: none"> Connect First Nations employees with global First Nations networks for mentoring and professional development (e.g., Indigenous at McKinsey [IAM] network, First Nations community leaders, clients) 	December 2023 and 2024	Director of People Function

Respect

Having a culturally safe and inclusive workplace for First Nations peoples is a Firm priority. In collaboration with First Nations communities and employees, we will co-create a cultural learning strategy and embed cultural awareness and safety practices into our day-to-day work. This includes our recruiting processes, onboarding programs, tenure-based learning events and external forums.

Demonstrating respect for First Nations history, culture and wisdom is an obligation for all Firm members. We will continue to demonstrate respect for First Nations communities by organising office-wide events for First Nations days of significance, participating in national forums of reconciliation and embedding cultural practices into our daily team activities.

Here we commit to two actions and seven associated deliverables:

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation 	August 2023	Director of People Function
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy 	September 2023	Director of People Function
	<ul style="list-style-type: none"> Continue to implement, review and update our cultural learning strategy of all staff 	Ongoing from September 2023	Director of People Function
	<ul style="list-style-type: none"> Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Ongoing from August 2023	Director of People Function
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	Ongoing from August 2023	RAP Coordinator
	<ul style="list-style-type: none"> Implement, review, update and communicate cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country 	September 2023	RAP Coordinator
	<ul style="list-style-type: none"> Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	September 2023 and 2024	RAP Coordinator
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings 	Ongoing from August 2023	Director of Reputation & Communication
	<ul style="list-style-type: none"> Include cultural protocols in McKinsey induction program with new employees joining the Firm 	February, May 2024, 2025, August, October 2023, 2024, 2025	Director of People Function

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	July 2024, and 2025	RAP Coordinator
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week 	July 2024, and 2025	Director of People Function
	<ul style="list-style-type: none"> Continue to promote and encourage participation in external NAIDOC events to all staff 	July 2024, and 2025	McKinsey RAP Location Manager
4. Create a culturally safe and inclusive workspace for First Nations peoples	<ul style="list-style-type: none"> Embed protocols for Welcome/Acknowledgement of Country into all major forums and office events (e.g., townhalls, Values Day, steering committees) 	September 2023	Director of Reputation & Communication
	<ul style="list-style-type: none"> Embed cultural learning into recruiting processes, onboarding programs and tenure-based training events, including participation from Firm Service Personnel (FSP) and Partners 	August 2023	Director of People Function
5. Demonstrate respect for First Nations culture, history and wisdom across all members of our organisation	<ul style="list-style-type: none"> Establish office-wide norms for First Nations representation in team activities (e.g., holding team celebrations at First Nations businesses, cultural learning in team kick-offs) 	August 2023	Director of People Function
	<ul style="list-style-type: none"> Organise office-wide events to acknowledge and celebrate First Nations culture, history and wisdom at major milestones throughout the year (e.g., National Reconciliation Week, NAIDOC week) 	June, September, December 2023 and 2024	Director of Reputation & Communication
	<ul style="list-style-type: none"> Sponsor delegates to represent the Firm in at least two major forums for First Nations reconciliation each year (e.g., Garma, Supply Nation Connect conference, World Indigenous Peoples Conference on Education) 	August 2023 and 2024	RAP Impact Lead
	<ul style="list-style-type: none"> Embed First Nations cultural learning and truth-telling into external forums that we convene as a Firm (e.g., ELP, Bower Forum, Mission Delivery) 	August 2023, and May 2024	Director of Reputation & Communication

Opportunities

We aspire for an Australia where First Nations peoples have equal outcomes to those enjoyed across the Australian community. This requires addressing structural barriers that perpetuate inequality and inequity across education, health and economic measures.

We strive to improve economic and employment outcomes for First Nations peoples through targeted recruitment and procurement strategies. By partnering with First Nations organisations we aim to uphold our commitment to the 'Raising the Bar' procurement targets established by the Business Council of Australia. We will also use our consulting expertise to help build the capabilities of First Nations organisations and community leaders.

Here we set out two actions and eleven deliverables for the next two years:

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	August 2024	Director of People Function
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy 	October 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> Continue to develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy 	Ongoing from September 2023	Director of People Function
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders 	September 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	September 2023	Director of People Function
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Review and refine Aboriginal and Torres Strait Islander procurement strategy 	September 2023	Director of Finance
	<ul style="list-style-type: none"> Annually maintain and review Supply Nation membership 	August 2023, 2024	Director of Finance
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff 	Ongoing from September 2023	Director of Finance
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses 	October 2023	Director of Finance
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Ongoing from September 2023	Director of Finance

Action	Deliverable	Timeline	Responsibility
3. Improve economic outcomes by supporting First Nations organisations and building their capabilities	<ul style="list-style-type: none"> Continue to develop procurement strategy and embedded it into BAU financial processes in consultation with Supply Nation, local First Nations communities and Indigenous Australian business leaders 	September 2023 and 2024	Director of Finance
	<ul style="list-style-type: none"> Invest at least 3% of addressable spend into First Nations suppliers in line with BCA commitments 	Ongoing from August 2023	Director of Finance
	<ul style="list-style-type: none"> Sponsor at least two First Nations organisations to attend the Supply Nation Connect conference each year 	July 2024, and 2025	RAP Impact Lead
	<ul style="list-style-type: none"> Ensure at least five First Nations executives participate in the Executive Leadership Program (ELP) each year 	May and October 2024 and 2025	RAP Impact Lead
	<ul style="list-style-type: none"> Launch capability building programs to support at least three First Nations organisations as part of social impact initiatives (e.g., VTO, Day of Service, Big Shared Cause, Connected Leaders program) 	December 2023 and 2024	RAP Impact Lead
4. Improve employment outcomes for First Nations peoples through targeted recruitment and professional development	<ul style="list-style-type: none"> Establish partnerships with First Nations student organisations at universities across each regional office location 	Ongoing from September 2023	Director of People Function
	<ul style="list-style-type: none"> Host at least one recruitment or professional development event dedicated to prospective First Nations job applicants 	December 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> Expand First Nations internship and scholarship program to offer 2-3 positions in Client Service and Firm Service roles 	December 2023 and 2024	Director of People Function
	<ul style="list-style-type: none"> Create at least one full-time role for a First Nations-identified individual to coordinate RAP and reconciliation initiatives 	June 2025	Director of People Function
	<ul style="list-style-type: none"> Establish cultural leave protocols for First Nations employees to take time off for important cultural events or milestones (e.g., Sorry Day) 	June 2024	Director of People Function

Governance

An effective governance model is crucial to guide our reconciliation efforts and ensure that RAP initiatives are achieving their intended impact. Assigning clear accountable owners across each pillar of the RAP will help ensure that we deliver on our vision for reconciliation. This includes transparent measurement and reporting of progress on our reconciliation journey and ongoing engagement with First Nations community leaders to guide our aspiration and targets. Our revised governance model will establish the leadership and resourcing mechanisms required to achieve our RAP goals.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG 	Ongoing from August 2023	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	August 2023	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation 	March, June, September, December 2023 and 2024	McKinsey RAP Sponsor
2. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> Define resource needs for RAP implementation 	September 2023	RAP Impact Lead
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments 	Ongoing from September 2023	RAP Impact Lead
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments 	August 2023	RAP Coordinator
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management 	Ongoing from August 2023	RAP Impact Lead

We aspire for an Australia where First Nations peoples have equal outcomes to those enjoyed across the Australian community. This requires addressing structural barriers that perpetuate inequality and inequity across education, health and economic measures.

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence 	June 2024 and 2025	RAP Coordinator
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire 	August 2023 and 2024	RAP Coordinator
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	30 September 2023 and 2024	RAP Coordinator
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly 	March, June, September, December 2023 and 2024	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually 	September 2023 and 2024	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Participate in Reconciliation Australia's biennial Workplace RAP Barometer 	April 2024	RAP Coordinator
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP 	August 2025	McKinsey RAP Sponsor
4. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	April 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
5. Develop a well-structured RAP operating model and delivery engine to enable Objectives and Key Results (OKRs)	<ul style="list-style-type: none"> Appoint accountable owners (at the Partner/Senior Partner or equivalent level) who are accountable for delivery of OKRs across each RAP pillar 	August 2023	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Continue to build an effective Steering Committee that engages in a regular cadence for tracking progress against OKRs (e.g., quarterly meetings) 	March, June, September, December 2023 and 2024	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Diversify First Nations representation on the RAP Steering Committee to include a range of inputs from multiple voices and communities 	August 2023	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Establish an implementation roadmap and workplan for delivery of RAP initiatives 	August 2023	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Publish public annual reports and measurement of progress against RAP OKRs, including completion of the RAP Impact Measurement Questionnaire Report and lodging procurement spend with Supply Nation 	December 2023 and 2024	McKinsey RAP Sponsor
	<ul style="list-style-type: none"> Connect with global First Nations networks (e.g., IAM network in Canada and North America) to share lessons learned on driving diversity and reconciliation initiatives 	December 2023 and 2024	McKinsey RAP Sponsor

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