



Reflect Reconciliation Action Plan (RAP)

June 2023 – May 2024

Q5 Australia

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Q5 Partners to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Q5 Partners joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Q5 Partners to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Q5 Partners, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Reflect Reconciliation Action Plan (RAP)

Our Business

Q5 Australia is a management consultancy specialising in organisation health, that is, the relationship between organisation strategy, design, leadership, change and culture. We are part of Q5 globally and act as one team and while the global business was founded in 2009 in the United Kingdom, we have been in Australia since 2016.

We now have over 200 people globally across eight offices: New York, London, Leeds, Cardiff, Sydney, Melbourne, Houston, and the Middle East. In Australia we are a team of 15 across the Eora (Sydney) and Eastern Kulin Nations (Melbourne) with an extended network of associates spread across the Asia-Pacific.

As of May 2023, we currently do not employ any staff who identify as being Aboriginal and/or Torres Strait Islander people.

Values

We are a values-based organisation with a heavy emphasis on our internal and external relationships. We rely on conversations as a means to change and influence each other and our clients. There are two specific values that are relevant to our RAP: listening and respect and building our future together.

The infographic features a dark blue background with a grid of icons and text. On the right side, there is a photograph of a smiling man in a dark sweater. The Q5 logo is in the bottom left corner.

Icon	Value Statement
Three green triangles	We never settle. We are always learning and pushing ourselves and our clients forward.
Rocket	We are leaders and self starters. We try new things, we challenge convention and we are not afraid to fail.
Heart	We are passionate about what our clients do and we immerse ourselves in their businesses and cares. We serve the best interests of their businesses. No exceptions.
Speech bubbles	We listen to, respect and challenge each other's views. We may not always agree and that's fine.
Interlocking puzzle pieces	We work together to get things done, we look out for one another and we are all invested in building our future together.
Target icon	We bring our true selves to work. We are honest, straightforward and as transparent as we can be.

Values
Our values represent the essence of Q5. These were developed by our team. They provide a sense of how Q5ers show up to work, the attributes that we demonstrate and the way we work together.

Q5

Our RAP

We are developing a RAP because as Australians, or people living on Aboriginal and Torres Strait Islander Lands, we all have a shared responsibility to take action towards reconciliation. As a British firm, we need to acknowledge the colonial history and how that is a painful experience & reminder for some Australians.

We have the moral obligation to be part of national reconciliation. Creating a RAP helps guide us and hold us accountable to do this.

As a business and as a team we need to choose where we stand on the issue of Indigenous rights and the fight to end systemic discrimination of groups. This is part of the 'S' in ESG, is a Q5 priority. In the Australian context, a RAP will help us contextualise and act on an issue of national relevance and hopefully also build our knowledge and empathy to tackle other areas of discrimination / exclusion.

As individuals, we all have an obligation to increase our knowledge of First Nations peoples where we live and do our part to support reconciliation: whether pushing it in our professional lives or supporting the right beliefs and actions in our personal lives.

We intend to approach the implementation of our RAP by establishing a RAP committee comprised of four (4) members of the team. We intend to develop and implement our RAP alongside our annual business plans. We will go through this journey as a team whilst recognising the different starting points we each have as individuals. In addition, we have named Vickesh Kambaran (Associate Partner) as Q5's RAP Champion. Their role will be to drive and champion internal engagement and awareness of the RAP.

Over the years, some Q5'ers have been personally involved in reconciliation activities such as protests and festivals on Australia Day. In 2022, we attended NAIDOC week celebrations as a team and also engaged an Aboriginal artist who created a painting for our new office in Sydney.

Over the last 18 months the team have conducted an Acknowledgement of Country at major client events and our own monthly team meetings. We see Acknowledgement of Country as an opportunity to learn about Country and share those learnings with each other.

In the build up to developing our Reflect RAP, the team has had several conversations (one-to-one and as a group) about what reconciliation means, what is a RAP, and exploring why we are doing it and what will be included.

Finally, as part of our partnerships and further activities, in 2021 we supported AIME through our pro-bono consulting approach called 'pop-up consulting'. That support and set of conversations developed into a bigger ambition of strategic partnering to support AIME with tracking progress of their strategic plan. However, this evolved in line with internal changes at AIME and while we still maintain an ongoing relationship, it's no longer viewed as a formal partnership.



Relationships

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.	December 2023	Senior Consultant
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Senior Consultant
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	HR Lead
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2024	HR 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, 2024	HR Lead
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2023	Senior Consultant
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2024	Associate Partner
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2023	Associate Partner
	Develop external communication plan for our reconciliation journey	July 2023	Marketing Lead
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2023	HR Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	HR Lead



Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2023	Senior Consultant
	Conduct a review of cultural learning needs within our organisation.	August 2023	Senior Consultant
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. <ul style="list-style-type: none"> Specifically, the whole team to meet, engage and understand local Aboriginal and Torres Strait Islander peoples for our away days. E.g. Meeting Lex Dadd in March for the away day to the Blue Mountains. 	September 2023 – Away Day	Senior Consultant
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2023	Senior Consultant
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	June 2023	HR Lead
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2023	HR Lead
	RAP Working Group to participate in an external NAIDOC Week event	First week in July, 2023	HR Lead



Opportunities

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	November 2023	HR Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	November 2023	HR Lead
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	July 2023	Senior Consultant
	Investigate Supply Nation membership	July 2023	Team Assistant
Investigate Pop-up consulting support for First Nations businesses	Explore how Pop-ups could evolve to support Indigenous-owned business	July 2023	Senior Consultant



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2023	Senior Consultant
	Draft a Terms of Reference for the RWG.	July 2023	Senior Consultant
	Engage senior leaders in the delivery of RAP commitments	July 2023	Associate Partner
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2023	Senior Consultant
	Engage senior leaders in the delivery of RAP commitments.	July 2023	Associate Partner
	Appoint a senior leader to champion our RAP internally.	August 2023	Associate Partner
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2023	Senior Consultant
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 annually	Senior Consultant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Senior Consultant
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Senior Consultant
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Senior Consultant

Q5 RAP Committee Members

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