

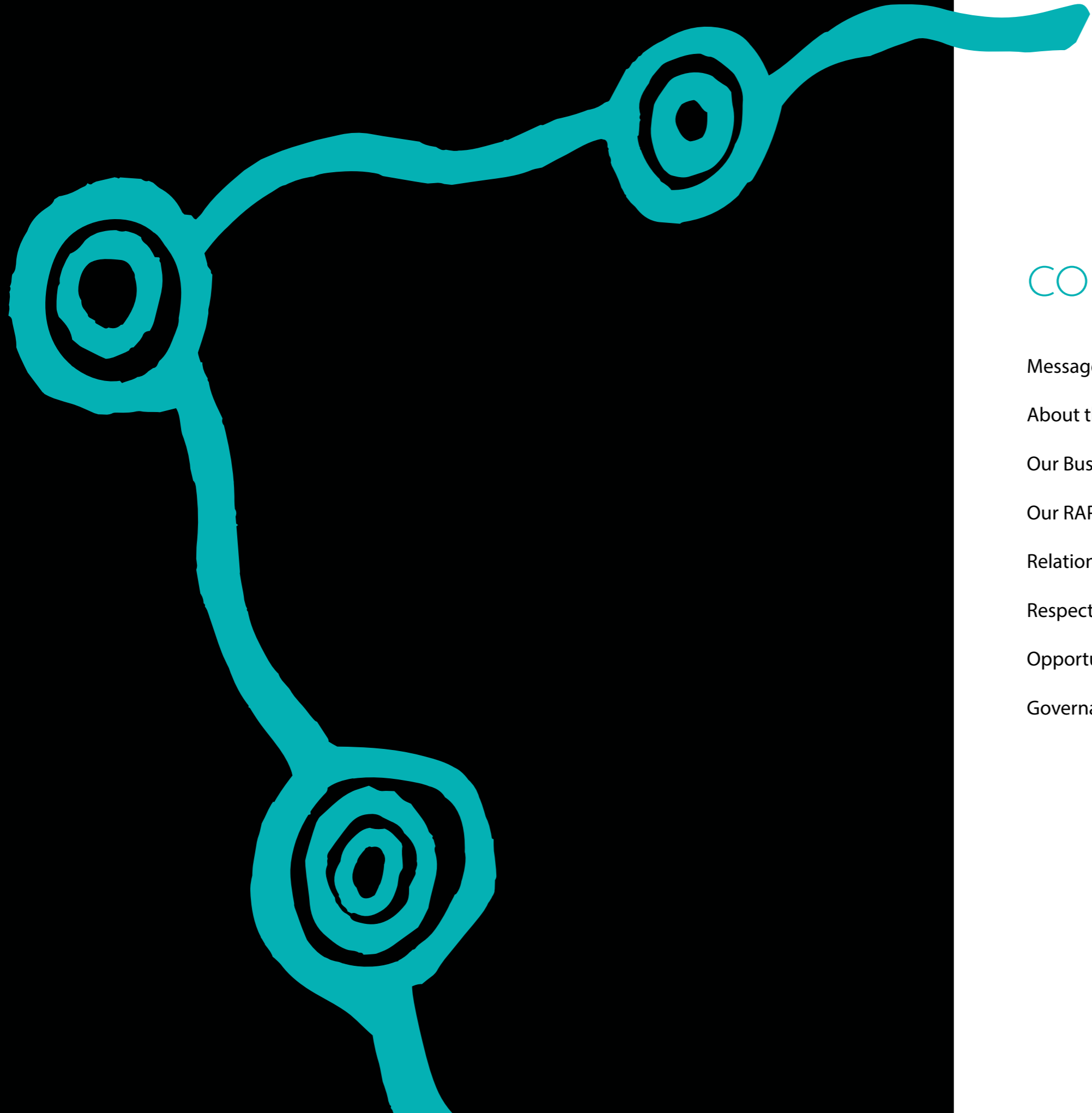


REFLECT

RECONCILIATION ACTION PLAN

April 2022 - April 2023





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A MESSAGE FROM OUR CEO



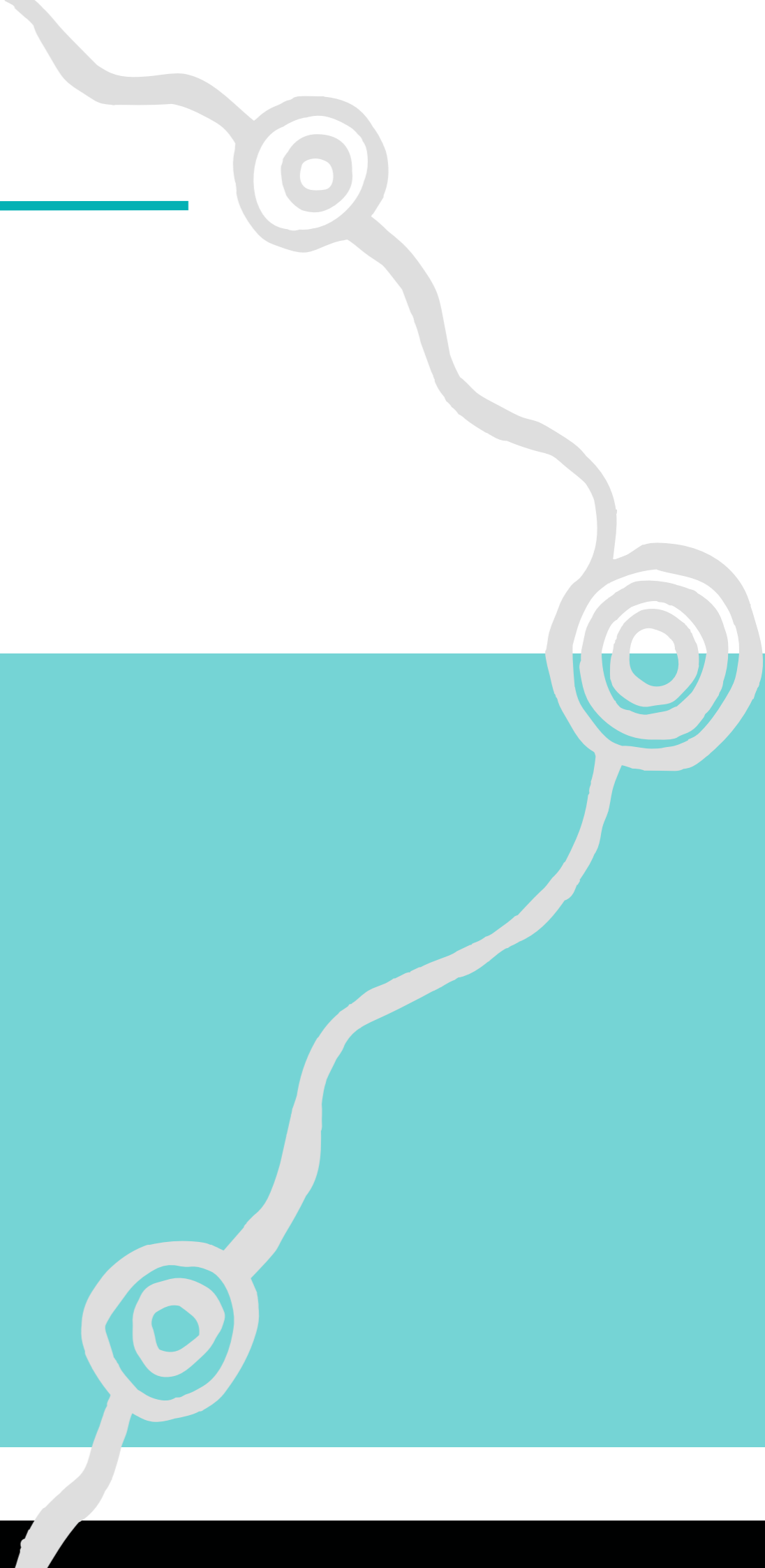
Our purpose at Palladium is to catalyse what we term Positive Impact: the intentional creation of enduring social and economic value. For some 60 years we have worked towards that goal around the globe.

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 to continue our 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 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

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.

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.

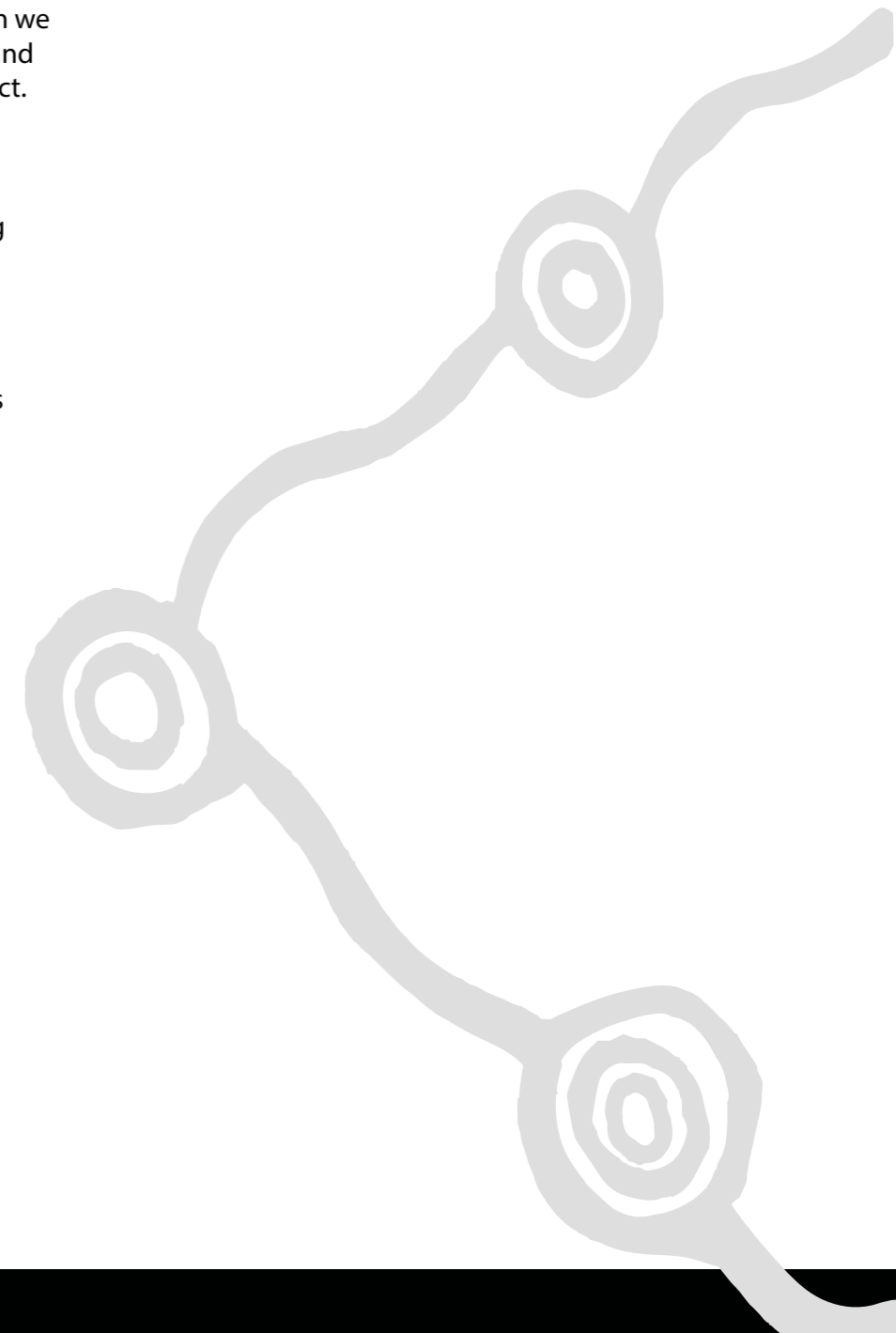
Across all of our projects, Palladium brings a unique blend of partner organisations to deliver and address the problem at hand. In total, we work with over 1,000 organisations ranging from large multinational corporations to local citizen groups. Our role is to bring these groups together, identify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

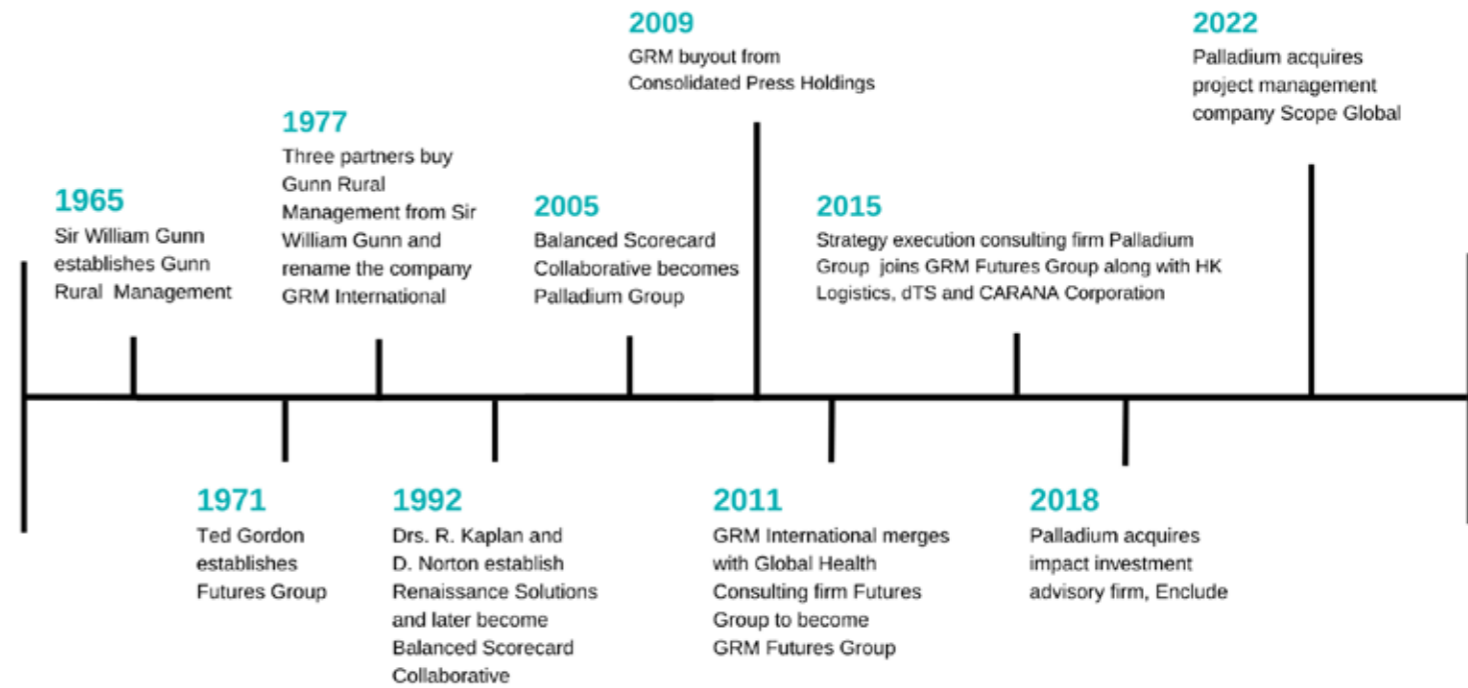
Palladium operates in over 90 countries globally. Our headquarters are in Brisbane, Queensland, and we have smaller offices in Pinkenba (Brisbane), Canberra, and Sydney. As at 2021, Palladium employs 146 people within Australia with 3 self-identified Indigenous team members.

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. Following are two timelines; one showing the history of Palladium and the other depicting key events impacting Aboriginal and Torres Strait Islander people in Mianjin (Brisbane) area.



1826

First Indigenous contact with Europeans when the Commandant of the Moreton Bay Penal Settlement, Captain Patrick Logan, explored the Logan river



1872 - 1976: David Unaipon

By 1909 Unaipon had developed and patented a modified handpiece for shearing. He was obsessed with discovering the secret of perpetual motion. In 1914 his repetition of predictions by others about the development of polarised light and helicopter flight were publicised, building his reputation as a 'black genius' and 'Australia's Leonardo'. Between 1909 and 1944 Unaipon made patent applications for nine other inventions, including a centrifugal motor, a multi-radial wheel and a mechanical propulsion device, but the patents lapsed



1885 - 1951: Douglas Grant

Through the 1920s Indigenous War hero and activist Douglas Grant wrote 'vehement, powerful' journalism in the popular press about the plight of the Aboriginal people including, in 1929, a damning piece condemning the violence against them following the Coniston massacre in the Northern Territory

1788

Pemulwuy 'The Rainbow Warrior' of the Eora people, of the greater Sydney area, fought against British colonialists at the onset of European settlement, with the landing of the First Fleet in Botany Bay



1849

The first Logan area leases of land were issued, and immigration was encouraged. Initially there was space for both Indigenous and European communities to live side by side. But that changed as more pastoralists took up land and the white population increased. Bilin Bilin negotiated with Pastor Housman, a German missionary of the time and this foresight and action helped preserve his family's heritage. Basically, Bilin said to him 'I will come along to your Sunday school if you stop us from being shot or moved from our land'. The agreement that was made ensured the Indigenous people's existence on the land to this day

Early 1800 - 1901: Bilin Bilin

Bilin Bilin, ('many parrots') was a well-known and well-respected Indigenous man in the Logan district and was also known as Jackey Jackey or King of the Logan and Pimpama. He was born in the early 1800s and became a leader of the Yugambah people around 1863 and in 1875 was given a brass 'king plate'. He was a diplomat who demanded equality of wages for his people and is credited with aiding the survival of the early explorers and settlers to the Logan district



1894: Jandamarra Resistance Fighter

On 3 November 1894, Indigenous warrior Jandamarra led a raid on a police station in remote Western Australia, killing the local police constable and freeing 13 Aboriginal prisoners. Well into the 1900s, Jandamarra's actions continued to fuel fears that Aboriginal people in WA would rise up and overthrow the colonial establishment

2021

The Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) is an Indigenous-led, national institute that celebrates, educates and inspires people from all walks of life to connect with the knowledge, heritage and cultures of Australia's First Peoples



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. Challenging beliefs and social positions within our own organisation and in Non-Indigenous communities that are contrary to the spirit and practice of reconciliation, and helping to fight for social justice for Aboriginal and Torres Strait Islander peoples.

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 with 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 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 also attended presentations from expert speakers.

'Creating a diverse and inclusive organisation is everyone's job!'

- Dr Rosanna Duncan, Chief Diversity Officer, Palladium

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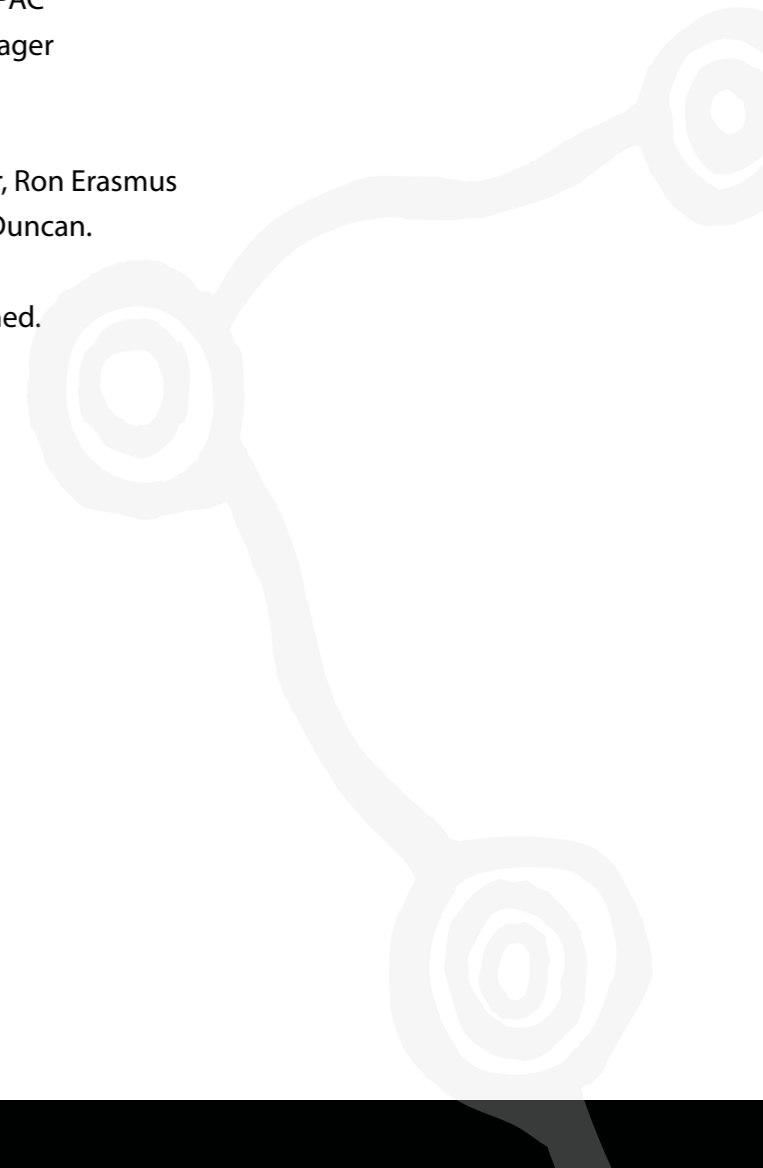
I2i Development Global https://www.i2iglobal.com.au/	Consultancy	Partnered with Palladium on the Pacific Labour Facility and the Pacific Secondary Schools Scholarship Program
Niara Tech https://www.niara.com.au/	IT Consultancy and ICT Supplier	Providing ICT equipment for the Nauru Health Systems Strengthening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

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.



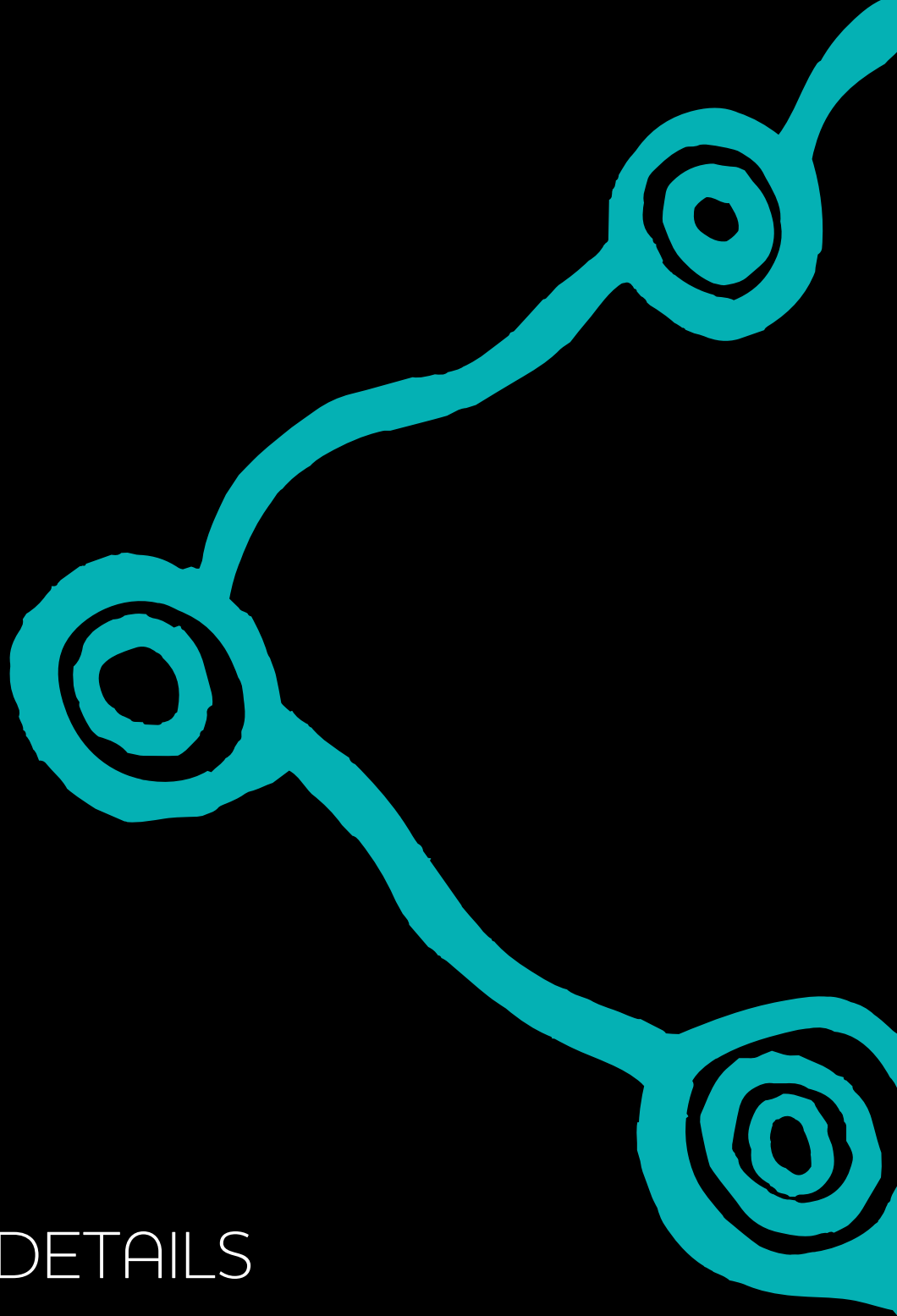
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	April 2022	Talent Acquisition 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

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