



# REFLECT

RECONCILIATION ACTION PLAN

February 2021 - April 2022



Edelman



## Acknowledgement

Edelman acknowledges the Traditional Owners of the lands on which we work: the Gadigal people, one of more than 30 clans from the Dharug Nation, and the Wurundjeri people of the Kulin Nation. We pay our respects to their elders and leaders, past, present and emerging.

Through our work as professional storytellers, we aim to honour their spirit in everything we do.



## Artist's Story

I am a proud Dharug and Calabrian woman. I grew up on Country in Sydney's West, the land that my ancestors nurtured and lived off for tens of thousands of years.

I chose to approach this project with a mixed-media focus. For the cover, I have used acrylic paint to depict the Dreaming's intersection of both land and water, vital aspects of Country and life. Throughout I have tied together elements of Dharug Country, themes of matriarchy (a nod to my grandmother's bloodlines) and imagery which represents the value in elevation through powerful messaging which is at the core of what Edelman do.

I personally have a conflicted relationship with the notion of reconciliation. To me, reconciliation is not just about amicability, it's also about honouring and speaking truth as well as holding space for those truths to be acknowledged and validated. It's about being accountable and acknowledging our historic - as well as contemporary - realities while foregrounding First Nations subjectivity. Only then, can we begin to foster and facilitate real and tangible change.

Laura La Rosa

Graphic Designer and Illustrator



# REFLECT

## RECONCILIATION ACTION PLAN

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### Our Vision for Reconciliation

As leaders in the communication industry, Edelman is in the position to influence mainstream Australia through public relations and marketing campaigns with storytelling at the core of how it communicates for clients across sectors, channels and content.

Edelman sees this role as primary importance to the reconciliation of Australia. In an ever-changing society, we cannot consider ourselves fully representative of all cultures unless Aboriginal and Torres Strait Islander peoples feel welcome at Edelman.

*"It is important that our firm reflects the increasingly diverse world in which we live and the communities in which we operate. Diversity of all types helps to develop game-changing campaigns, deliver strong business results for our clients, and foster a workplace culture where we can grow and learn from one another."*

- Matthew Harrington, Global President and  
Global Chief Operating Officer Edelman

## Message from our Chief Executive Officer

We believe that as professional storytellers and communicators, our team at Edelman Australia holds a position of influence, and our Reconciliation Action Plan underpins our commitment to put that influence to work, driving real change and impact.

We know that what mainstream Australia sees and hears is influenced by what we as an industry create on behalf of our clients. As a leading communications business in Australia and across the globe, we plan to put this influence to work.

Fundamentally, we believe that the campaigns and programmes that we create can't truly be inclusive if the people that create them are not a true representation of the Australian population. So, we must address the talent diversity in the Australian communication industry, as there's a responsibility and an opportunity for us to embrace the natural creativity and storytelling of the world's oldest storytellers.


Initially, Edelman has two jobs to do, and our RAP outlines our approach to both:

1. To build better pathways for Indigenous storytellers and creative talent;
2. To create communications work on behalf of corporate Australia that is more inclusive, representative and, importantly, drives long-term structural change.

And we, through our RAP, are committed to building strong and long-lasting partnerships with Aboriginal and Torres Strait Islander communities and organisations. The formation and stewardship of our RAP Working Group (RWG), which includes members of senior management and staff, is committed to achieving all of the targets defined within our REFLECT RAP. The task of our RWG is to drive the Vision for Reconciliation and initiate the many goals and activities outlined on the following pages.

I look forward to witnessing the positive contribution our REFLECT RAP will make to the industry and the deeper connection forged with the Aboriginal and Torres Strait Islander people as we continue to walk in both worlds.

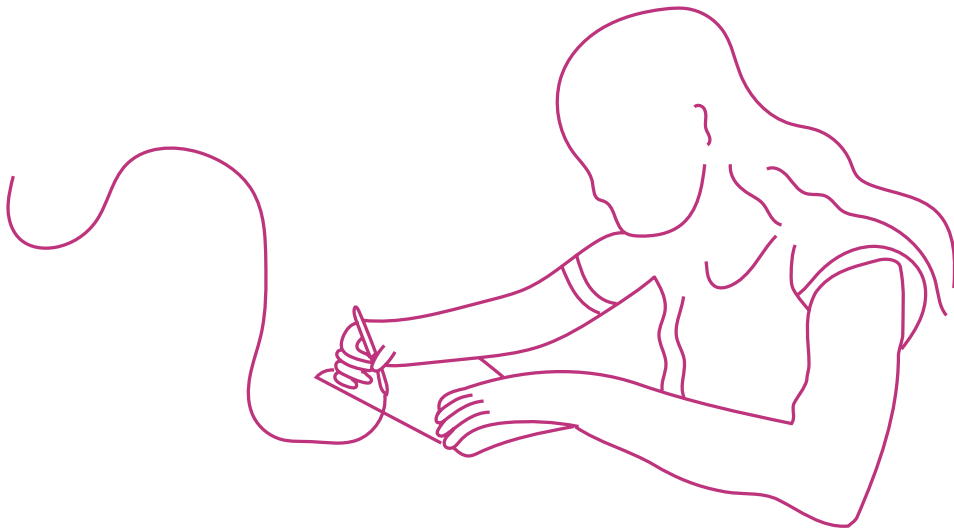
Michelle Hutton  
Chief Executive Officer  
Edelman Australia



"It's a long road we have come and it's a long road we can go. We have to walk together and talk together. If you never listen to me, I will never listen to you. I will not follow you. Walk side by side and let's get there."

- Conrad Rataru at a handing back ancestral lands to Aboriginal people ceremony.





## Our Business

Edelman is a global communications firm that partners with businesses and organisations to evolve, promote and protect their brands and reputations. Our 6,000+ people, in more than 60 offices, deliver communications strategies that give our clients the confidence to lead, act with certainty and earn the lasting trust of their stakeholders. We develop powerful ideas and tell magnetic stories that move at the speed of news, make an immediate impact, transform culture and spark movements.

Since our founding in 1952 by Dan Edelman, we have remained an independent, family-run company. We use our profits to strengthen our business, provide our employees with opportunities to grow, advance our industry, and serve as a responsible global and local citizen. Every day, we strive to live and work by a long-held set of core values: the relentless pursuit of excellence, the freedom to be constantly curious, the courage to do the right thing and a commitment to positively impact society.

In Australia, Edelman has offices in Sydney and Melbourne, with 65 full time employees in total. At the moment there are no staff identifying as Aboriginal and/or Torres Strait Islander. We aim to have 1.5% of our Australian employee base identify as Aboriginal and/or Torres Strait Islander by December 2021.

Edelman's clients come from a cross section of industries. They include companies in energy, financial services, technology, digital platforms, travel, healthcare and others.



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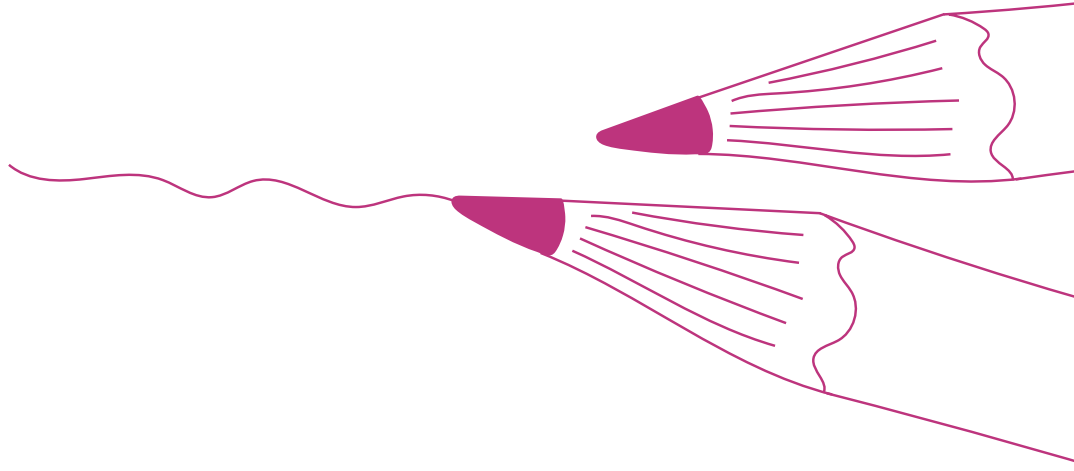
## Our Reconciliation Action Plan

The Edelman REFLECT RAP is our commitment to connect with, identify and develop culturally safe work practices that embrace Aboriginal and/or Torres Strait Islander storytellers and communicators into the Edelman family.

Edelman has begun its journey with a strategy workshop day with Peter Kirk, a Jerrinja man, to help identify key action areas and ensure we create a RAP that supports our aim to deliver real societal change. We also understand this is a REFLECT RAP.

Edelman is in the process of developing the Edelman Aboriginal Pathways programme which will outline how we connect, identify and support Aboriginal and Torres Strait Islander talent coming into the communications and marketing services industry. Due to the nature of the work Edelman undertakes, we have identified Australian Film Television and Radio School as a source of ready and capable talent.






## Our Partnership and Current Activities

Edelman does not have any existing programmes aimed at addressing its relationship with Aboriginal and Torres Strait Islander peoples in place. However, it does have a robust global citizenship programme. Our own citizenship journey, which began in 2010, underscores this and explains why citizenship and sustainability increasingly permeate every aspect of our company.

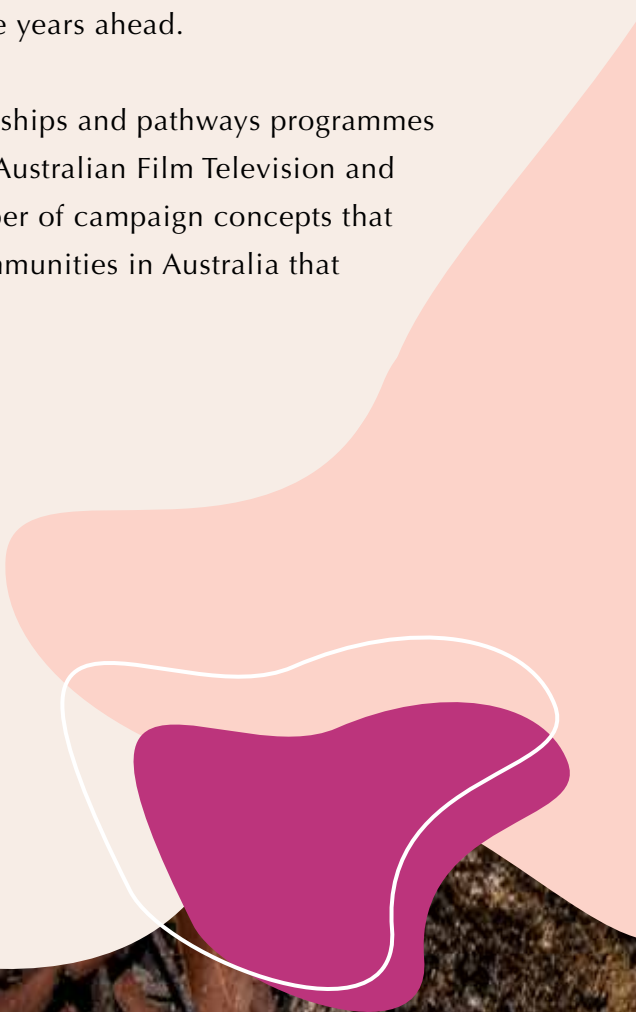
Edelman believes that trust is the vital glue that binds all human and business relationships together, and building it has been our hallmark since our firm started. Trust is undeniably linked to doing what is right. Our Edelman Trust Barometer highlights ethical drivers such as integrity, dependability and purpose each drive the trust capital of business. In the wake of a global pandemic, and amid an international reckoning with racial injustice, we work to foster the trust of our clients, employees and partners through citizenship - our global corporate social responsibility mandate.





From volunteerism and pro bono work to greener offices and responsible procurement, citizenship at Edelman continues to activate a collective force for good. We aim to align all of our policies, programmes and operations to the United Nations Sustainable Development Goals to ensure we are holding ourselves accountable for action every step of the way. We now centre on Good Health & Wellbeing, Quality Education, Reduced Inequalities, Gender Equality and Climate Action, and we aim to deliver 50 percent of pro bono projects against these SDGs in the years ahead.

Edelman will develop a number of community partnerships and pathways programmes for Aboriginal and Torres Strait Island peoples via the Australian Film Television and Radio School. In addition, we have developed a number of campaign concepts that acknowledge Aboriginal and Torres Strait Islander communities in Australia that we have shared with to some clients.



## Our Reconciliation Governance

We recognise that for our RAP programmes to be impactful, they need to be culturally appropriate with clear goals, measures and accountability. Our structure ensure we develop and execute our RAP commitments within an achievable timeframe but also with meaning. The RAP Advisory Panel will meet quarterly with our external advisor.

### Our Executive Leadership RAP Advisory Panel:

- Michelle Hutton, Chief Executive Officer
- Jo Osorio, Chief of Staff Australia and Chair of the RAP Working Group
- Lynnette Edmonds, Director of HR and Talent
- Amber Scotto, Head of Client Service and Director
- Fern Canning-Brook, Managing Director
- Danny Cowan, Director

### External Advisor:

- Peter Kirk

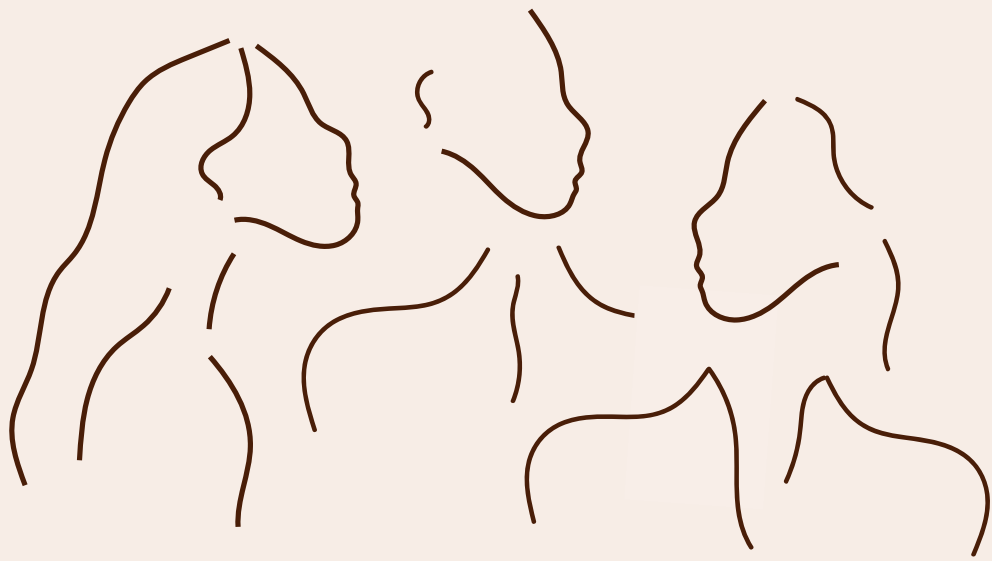
Our team can be contacted at [australia@edelman.com](mailto:australia@edelman.com)





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## Relationships




# Our Reconciliation Action Plan



## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	March 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	March 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Connect with the following organisations to build working relationships:                             <ul style="list-style-type: none"> <li>- AFTRS Aboriginal unit <a href="https://www.aftrs.edu.au/about/aftrsindigenous/">https://www.aftrs.edu.au/about/aftrsindigenous/</a>.</li> <li>- Aboriginal business units at relevant universities in Melbourne &amp; Sydney</li> <li>- Wurundjeri and Metropolitan Local Aboriginal Land Councils.</li> </ul> </li> </ul>	May 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>National Indigenous Australians Agency NIAA.gov.au</li> <li>Engage an Aboriginal and/or Torres Strait Islander consultant to assist the agency to implement and measure the RAP and ensure planned activities reflect cultural protocols and sensitivities.</li> </ul>	January 2021	Chief of Staff



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to its staff to educate and drive understanding with all staff on the importance of NRW and the significance and the Aboriginal and Torres Strait Islander Communities.</li> </ul>	May 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Educate our employees by hosting two cultural learning events. The events will focus on the need and importance of reconciliation and National Reconciliation Week. There will be one event in each office and we will invite an Aboriginal and/or Torres Strait Islander guest speaker to provide greater context about the importance of reconciliation.</li> </ul>	June 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Work with our clients to develop a communications campaign that aims to include educate Australians during NRW.</li> </ul>	June 2021	Client Services Lead
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	October 2021	Chief of Staff





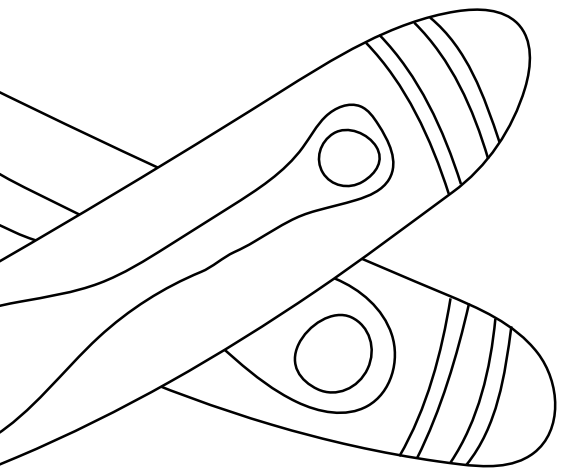
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"><li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li></ul>	October 2021	Chief of Staff
	<ul style="list-style-type: none"><li>Announce our commitment to reconciliation to all employees.</li></ul>	March 2021	RAP Working Group
	<ul style="list-style-type: none"><li>Track the number of Aboriginal and/or Torres Strait Islander clients.</li></ul>	October 2021	Client Services Lead
	<ul style="list-style-type: none"><li>Research best practice and policies in areas of race relations and anti-discrimination.</li></ul>	March 2021	People and HR Lead
	<ul style="list-style-type: none"><li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.</li></ul>	March 2021	People and HR Lead
	<p>Edelman will develop HR policies to address anti-discrimination and anti-racism provisions and future needs.</p> <ul style="list-style-type: none"><li>- Terms of reference</li><li>- Death policy</li><li>- Cultural appropriate ways of giving feedback</li><li>- Safe spaces</li><li>- Mentoring programmes</li></ul>	February 2021	People and HR Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Identify and create relationships with creative and production industry groups.	<ul style="list-style-type: none"> <li>Through Edelman's Aboriginal Pathways programme, we will conduct research to understand the experience of Aboriginal and Torres Strait Islander students experience in entering the communications and marketing services and industry. We will aim to understand the barriers and opportunities.</li> </ul>	February 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Based on this research, we will work to develop a programme to engage students to consider marketing and communications as a career option. This could include an internship programme or speaking opportunities at the relevant educational institutions.</li> </ul>	April 2021	People and HR Lead

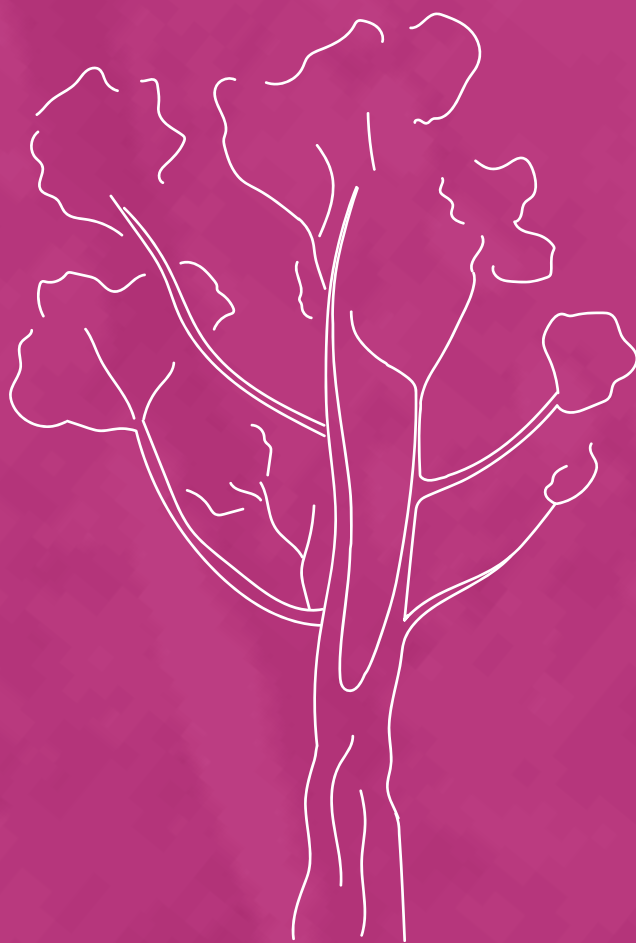








# | Respect



## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning, value	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	January 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Conduct an internal survey to obtain employees' knowledge base of Aboriginal and Torres Strait Islander peoples and cultures.</li> </ul>	February 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Identify and determine cultural learning needs within our organisation and develop a learning and development programme.</li> </ul>	April 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Conduct cultural competency immersion sessions and training with the Leadership Team and the RAP Working Group through Blackcard.</li> </ul>	April 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Conduct cultural competency training with Edelman mentors</li> </ul>	April 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander peoples education group on Edelman Workplace to educate and share information with its global colleagues.</li> </ul>	April 2021	People and HR Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>• Work with the Aboriginal Metropolitan Land Council and the Wurundjeri Land Council to develop a partnership of knowledge sharing literature and cultures.</li> </ul>	October 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Share literature and readings of Aboriginal and Torres Strait Islander histories, peoples and cultures.</li> </ul>	October 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Look to host one cultural learning event for our clients. The event will focus the need and importance of reconciliation and we will invite an Aboriginal and/or Torres Strait Islander guest speaker to provide greater context about the importance of reconciliation.</li> </ul>	October 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Introduce on staff email signatures an Acknowledgment of Country and recognise the Aboriginal and Torres Strait Islander lands that each staff member was raised, lives and works on.</li> </ul>	February 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	April 2021	Chief of Staff



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>• Increase staff's understanding of the purpose and significance behind our cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	April 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Develop Edelman's own Acknowledgement of Country and promote this through physical placement throughout the offices, and through their online platforms.</li> </ul>	January 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Educate both employees and clients on the names and history of the land they are on using the AATSIS map.</li> </ul>	May 2021	Chief of Staff
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>• Commit leadership team to attend external NAIDOC events in both cities.</li> <li>• Promote local events to all staff and raise awareness of importance of taking part.</li> <li>• RAP Working Group to participate in an external NAIDOC week event.</li> </ul>	July 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Promote local events to all staff and raise awareness of importance of taking part.</li> </ul>	July 2021	RAP Working Group
	<ul style="list-style-type: none"> <li>• RAP Working Group to participate in an external NAIDOC week event.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Educate all staff on the importance of NAIDOC Week and the significance and the Aboriginal and Torres Strait Islander Communities.</li> </ul>	July 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>• Where possible, Edelman will sponsor a NAIDOC event and conduct in-house sessions with NAIDOC representatives on the importance of the NAIDOC themes and reconciliation.</li> </ul>	July 2021	Chief of Staff



# Opportunities

## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	January 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	May 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Develop the Edelman Aboriginal Pathways programme which will outline how Edelman connects, identifies and supports Aboriginal and Torres Strait Islander talent.</li> </ul>	May 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>All job advertisements will encourage people from different backgrounds to apply, including Aboriginal and Torres Strait Islander peoples.</li> </ul>	January 2021	People and HR Lead
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	January 2021	People and HR Lead
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	January 2021	Finance Lead
	<ul style="list-style-type: none"> <li>Educate and inform all Edelman staff on the criteria and goals Aboriginal Procurement Policy (NSW and VIC) and Indigenous Procurement Policy (Federal).</li> </ul>	April 2021	Chief of Staff



## Governance





## GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain a RAP Working Group representative of the agency to deliver the REFLECT RAP.</li> </ul>	January 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RAP Working Group.</li> </ul>	February 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Establish Aboriginal and/or Torres Strait Islander representation on the RAP Working Group.</li> </ul>	January 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Identify and develop senior leaders from Edelman for the RAP working group which will meet quarterly to assess if goals are being achieved and address red flags.</li> </ul>	April 2022	CEO
	<ul style="list-style-type: none"> <li>Ensure senior leaders are representative of the RAP working group.</li> </ul>	March 2021	
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	January 2021	Chief of Staff
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	Every Qtr starting December 2020 2020	Chief of Staff
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	January 2021	Chief of Staff

ACTION	DELIVERABLE	TIMELINE	
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13. Build accountability and transparency through reporting RAP achievements, challenges and learnings — both internally and externally.

- RAP working group to report to the senior agency leadership twice a year on the RAP progress, as well as the status of reconciliation within the community twice a year, aligned to its own citizenship reporting, mid-year and at the end of the financial year.

Starting December 2020

Chief of Staff

- Develop an internal staff survey on Aboriginal and Torres Strait issues, knowledge and reconciliation, which in turn builds out the framework for accountability and transparency.

September 2021

People and HR Lead

- Local RAP working group to be shared with Edelman's global Citizenship and DE&I committees.

June 2021

People and HR Lead

- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

30 September 2021

Chief of Staff

- Report back to Reconciliation Australia the results and success of the REFLECT RAP the end of the REFLECT RAP.

November 2021

Chief of Staff

14. Continue our reconciliation journey by developing our next RAP.

- Continue our reconciliation journey by developing our next RAP.
- Begin to develop our Innovate RAP with the aim of submitting Reconciliation Australia.

January 2022

Chief of Staff