



RECONCILIATION
ACTION PLAN

REFLECT



REFLECT | RECONCILIATION ACTION PLAN

BDO (NTH QLD)

March 2020 - September 2021

ACKNOWLEDGEMENT OF COUNTRY

BDO acknowledges the Traditional Owners of the Land on which our business operates and the Lands throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past and present. We thank them for allowing us to work, live and raise our families on their beautiful country.

OUR ARTWORK



We are proud to share our incredible Reflect RAP artwork that has been created by the very talented Susan Reys.

Artist, Susan Reys spent some time in our office to gain an understanding of our business, our people and our values. Susan created an artwork that depicts our nine Partners and their strong historical connection or roots into our community. The Bukul vine represents Henrietta Marrie, local elder and academic, who has been our mentor and guide. The leaves on the Bukul vine represent the knowledge and wisdom received from Henrietta as well as that which our experts share with clients in our region. The cassowary footprints represent guidance. Guidance received throughout our Reconciliation journey and also the guidance that we provide to our clients.

BDO's five values: ONE, BOLD, HUMAN, STRIVE and HEART are depicted in red, through the centre of the artwork. Susan has incorporated the icons into her design. The colours, BDO's corporate colours, represent the lands throughout our region. Gold and Burgundy for the outback, Emerald for the rainforest, Ocean for the Reef and Red for our people and our firm. Finally the Water Lilies are representative of the Indigenous name of our very own Nareeta Davis. Nareeta was given her Indigenous name by the late Oodegeroo Noonuccal, an Indigenous Australian political activist, artist and educator.

Susan Reys was born and raised in Cairns with her parents Diana (nee Barnes) and Stephen Stanley Reys who was a member of the Jirrbal cultural group. On her mother's side through her grandmother Eva Sweetland Coates, Susan is a descendant of the Butchulla people (aka Batdjala) who were forcibly removed from K'gari (Fraser Island) to Yarrabah in 1904, and her grandfather Charles Sweetland Coates was a Guugu Yimithirr man from the Daarrba clan around the Morgan River. Her Indigenous name given to her is Duliny which means Owl. Susan's totems are the Waandaar (White Cockatoo) and Dolphin. She is privileged to know her family history and bloodline and to continue her people's ancient tradition of painting and storytelling from her home studio where she works with stoneware glazes, textile designs and canvas paintings.

Susan has been producing and exhibiting her artwork since 2001 and has opened 'K'gari 3 Sisters' Aboriginal Art gallery in Cairns with fellow artist, Hendrick Fourmile. During 2003 to 2006 Susan also taught Indigenous art and design at Kangan Batman TAFE College in Victoria. Susan describes her artwork as *"An expression of my Aboriginality, identity, history and new understandings in my journey in life through oil and acrylic paint; and clay."*

The original painting is on display in the reception of our Cairns office.

BDO IN NORTH QUEENSLAND



BDO (Nth Qld) is the leading full service accounting firm in the region. We have been in business since 1906, so our team understands the unique opportunities and challenges of operating a successful business in this part of Queensland. Led by our nine local Partners, our strategic direction is to focus on leading in our chosen markets, developing our people to be advisers of the future, and leading through innovation.

Our team of over 65 professionals deliver audit, tax, and business advisory services that cater to every part of the business life cycle, from regional market entry through to growth and succession planning. Our team works proactively with clients on practical solutions and positive outcomes for their businesses. Our people are smart, spirited and confident, with the energy and skills to deal with complex problems and deliver results.

BDO (Nth Qld) operates from Cairns, North Queensland. Our firm is independently owned by our nine local Partners, and is a member of the BDO Australia and BDO Global networks. BDO operates in Australia as a network of independent member firms and each independent member firm of BDO in Australia has its own Board which is responsible for the operational and financial performance of its entities, including the way they operate in the local market. Our Cairns office is led by our Managing Partner, Eric Olufson and Board members Greg Mitchell and Todd Kelly.

We offer a unique combination of local market knowledge, established relationships, technical expertise and access to the resources of the global BDO network. Our region covers from Sarina to the tip of Cape York and Thursday Island. We service clients throughout the Western Cape and also collaborate closely with our Darwin office, servicing remote communities across the Northern Territory.

To the best of our current knowledge we employ one Aboriginal and Torres Strait Islander woman. We have recently updated our recruitment application forms to provide new team members with the opportunity to identify as being of Aboriginal or Torres Strait Island descent. We have also recently participated in the Diversity Council of Australia's 'Your inclusion @ work index' survey, and we will receive the results in December 2019. This will allow us to see if there are other employees who identify as Aboriginal and Torres Strait Islander that we were not aware of.

A MESSAGE FROM OUR BOARD

Our firm has always strived to enhance the opportunities for our people, clients and our community.

Our Reconciliation Action Plan was developed on the sincere principles of inclusion and the promotion of Indigenous culture and people.

As a firm, it is paramount that our culture embraces diversity and that all people can feel valued and respected, have access to all opportunities and resources, and specially First Nations people can contribute their cultural and personal perspectives and talents to the firm.

For inclusion to occur, reconciliation must be at the forefront of all traces of the firm, to promote a genuine workplace that promotes First Nations people whilst also enhancing equity, unity, integrity and historical acceptance.

For us, the RAP journey has been the start of formalising and building upon knowledge that we have learned that enable us to enhance opportunities for our people, clients and community.

OUR RECONCILIATION ACTION PLAN

Developing our Reconciliation Action Plan (RAP)

BDO (Nth Qld) are beginning our RAP journey and are embarking on a foundational-level Reflect RAP. We believe, as a leading professional service firm in our region, it is our responsibility to take a proactive approach towards reconciliation and our Reflect RAP will outline practical actions that will support our genuine and quality approach towards reconciliation.

Our vision for reconciliation is to cultivate opportunities for people and businesses in our region through empowerment, knowledge and relationships. BDO's 'why' is about people helping people achieve dreams.

Our Reflect RAP will assist us to continue to develop relationships with Aboriginal and Torres Strait Islander stakeholders, align our vision for reconciliation and explore our sphere of influence. We understand that there are approximately 90,000 Aboriginal and Torres Strait Islander people in our region from Mackay to Cairns to the Torres Strait Islands.

We are passionate about providing opportunities for people, businesses and communities in our region and believe that we can help our region by continuing to strengthen our working relationship with First Nations People to enhance social outcomes, maintain culture, create wealth, employment opportunities, and sustainable economic development outcomes for their communities. We are already working together with a number of Aboriginal and Torres Strait Islander professionals towards enhancing our knowledge and understanding of First Nations People in our communities. We see an opportunity to empower First Nations People by working collaboratively to increase knowledge, awareness and confidence when it comes to business, finance and accounting.

We have worked with numerous entities in the Aboriginal and Torres Strait Island Corporation and Not-for-Profit sectors for many years. We believe that by undertaking and committing to a RAP, we will be better informed to turn our good intentions into action through the three core pillars of relationships, respect and opportunities.

We know that these three core pillars are underpinned by governance and reporting practices which will assist clients to improve upon governance, understanding and know-how. We aim to build cultural competence within our organisation, which will in turn, increase trust with First Nations People, clients, and our communities which will enable us to deliver upon our RAP.



International Women's Day (IWD) Luncheon: Nareeta Davis, Henrietta Marrie and Stacey Young

Hosted by BDO (Nth Qld) and CQUniversity's First people's Think Tank IWD is about challenging stereotypes, fighting bias and broadening perceptions to improve and celebrate women's achievements.

Our Reconciliation Journey

BDO has always believed in giving back to our people and our community, and we continually strive to do our best. Through our journey to reconciliation, we will focus on providing opportunities for education, both for the people and communities we work with and also our own team. Education will take place in many forms: for example knowledge sharing, story telling, financial literacy education, workshops and through the provision of mentorship. We believe that by providing opportunities for education, we will be able to assist in breaking down barriers to entry, and empower people and communities through business skills, financial literacy and governance.

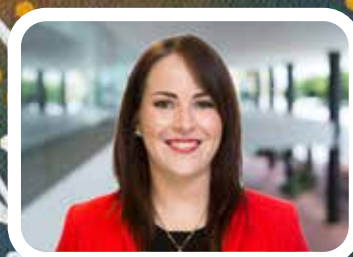
It is our intention, that through our commitment to our Reflect RAP, we will be able to bring this together to take a whole of firm approach and demonstrate our commitment to reconciliation. We are proud of our culture, and our values, which are embraced and lived by our people.



OUR RECONCILIATION ACTION PLAN

Our RAP Working Group (RWG)

Our journey towards reconciliation has the full support of our Senior Leadership team, and the implementation of our RAP is sponsored by Todd Kelly, Board Member and Partner, and Margaret Dewhurst, Partner, and will be project managed by Stacey Young, CEO.



Joining BDO (Nth Qld's) Leadership team to bring our Reflect RAP to fruition is Nareeta Davis, Senior Accountant. Nareeta has been with the firm for 15 years, and identifies as a descendent of the Purga Mission, Ipswich Queensland with cultural connections to the Kullili Thargomindah people, and maternal non-Indigenous Australian heritage. Nareeta was admitted into the Supreme Court of Queensland in 2018 as an Australian Lawyer and was the recipient of the 2018 Queensland Law Society First Nations Legal Student of the Year. Nareeta was a member of the Queensland Law Society Reconciliation Action Plan from 2017-2019 and is a member of the Central Queensland University First Peoples Think Tank. Nareeta was recently supported by BDO (Nth Qld) to complete learning through the Australian Institute of Company Directors (AICD) in increasing her knowledge upon governance issues, particularly in relation to Indigenous Not-For-Profit.

Our RWG is honoured to have the wisdom and support from Henrietta Marrie AM, a local woman of the Gimuy-Yidinji people and prestigious Cairns based academic who has provided valuable insight and guidance to the Leadership team at BDO. Henrietta is Australia's first Indigenous member of the United Nations who, in 2014, was awarded a place in the 100 Women of Influence Award in recognising her work in Public Policy at the United Nations University. Henrietta is a recipient of a Queensland Greats Award as well as a Member of the Order of Australia. Henrietta has already, and will continue to play a key role to facilitate the process.

It is a team effort, with monthly progress reporting, quarterly RWG meetings, regular review and accountability. Engagement will occur with all client service lines across the firm and initiatives will form part of our People & Culture and Clients & Markets action plans. The RWG will maintain an ongoing dialogue and relationship with Reconciliation Australia, our networks and will champion the ideals of our RAP.



OUR VALUES

Our values are predicated on the belief that when people come first, business success will follow. We believe a strong culture is developed through striving to uphold our core values. Our values operate as a system, together shaping behaviors and organisational culture across BDO.



We work collaboratively towards a common purpose and shared goals.



We embrace change and innovation to help our clients, our colleagues, and ourselves.



We are authentic in our interactions and communicate openly, honestly, and respectfully.



We deliver the best possible outcomes for our clients and take pride in our work built on quality and integrity.



We care for each other, our clients, and communities – understanding that empathy makes us stronger.

The real value of working with BDO is not about what we do - it's about why we do it and how we make people feel. We deliver ideas that create value, we're people who help people achieve their dreams, we're trusted to get the job done.

Our People

- We have developed systems to allow future employees to self-identify as First Nations People during the recruitment and induction process
- Our audit team have undertaken cultural awareness training in East Arnhem Land with Lirwi Tourism. This has enhanced our appreciation and understanding of First Peoples culture
- Members of our team have participated in face to face cultural awareness training with Henrietta Marrie
- Members of our team have completed or are starting to complete the Cultural Competence training online with the Centre for Cultural Competence Australia
- Presentations at Schools to Aboriginal and Torres Strait Islander students on career opportunities including annual careers talks at Cairns West State School 'When I Grow Up' morning as part of NAIDOC week celebrations, Bentley Park College, Catholic Diocese
- Engagement and ongoing relationships with over 14 schools in our local area through on site visits, career fair attendance and invitations to the BDO 'Big Day Out' Career Showcase and attendance and ongoing sponsorship of the Business Liaison Association (BLA) promoting career opportunities to students in high school
- Provision of work experience to high school students through Vocational Partnerships Group (VPG) and directly with the schools. Students experience work across all areas of our business including accounting, advisory, administration, shared services and private wealth
- Attendance at James Cook University (JCU) Cairns, JCU Townsville and CQUniversity Online Career fairs and ongoing engagement with the Universities in our region
- We have established relationships with Indigenous Accountants Australia with the intention of working together to strive to increase our First Nations People staff numbers through initiatives such as our RAP and breaking down barriers to entry.





Our Clients

- We are on the Office of the Registrar of Indigenous Corporations (ORIC) panel nationally and the Indigenous Business Australia (IBA) panel locally
- Greg Mitchell, Board Member and Partner acts as a skills based Director for Apunipima Cape York Health Council on an honorary basis. Apunipima provides culturally appropriate, family centred, comprehensive primary health care to 11 Cape York communities.

Our Community

- We are a major partner of Cairns Indigenous Art Fair (CIAF). CIAF is dedicated to supporting the careers of Queensland Indigenous artists by providing a platform for exposure and income generation
- We are the naming rights sponsor of the Cairns Hockey 'Aspire to be Deadly' program. The program has a significant focus on targeting Aboriginal and Torres Strait Islander girls, but also has a broad based support to ensure that the programs can encompass whole of community programs if they meet local needs
- Building a relationship with Indigenous Accountants Australia, an initiative of the Chartered Accountants Australia and New Zealand (CAANZ) - CPA, to explore opportunities that we can support students explore a career in accounting
- We participate in annual celebrations of significant events including National Reconciliation Week (27 May-3 June) and NAIDOC Week (held from the first Sunday in July and continues through to the following Sunday).



Cairns Indigenous Art Fair (CIAF) signage in BDO Reception:

BDO sponsors CIAF and supports the event by displaying banners and artworks in our reception area and meeting rooms.

CIAF strengthens and celebrates culture and creates professional development opportunities for Indigenous artists.



Cairns Hockey 'Aspire to be Deadly' participants at the Hockey Australia Indigenous Round held in Perth:

BDO sponsors the Aspire to be Deadly program, which incorporates pathways programs, mentor programs, and education and training workshops.



Aspire to be Deadly focuses on Indigenous young women and girls through participation in sport, but has broad based support to ensure it encompasses 'whole of community' initiatives.

Invited guests at Cairns West State School 'When I Grow Up' morning:

Indigenous role models had the opportunity to talk to students about their career pathways, and share their success stories. Guests included Jess Fatnowna and Lisa Fatnowna, representatives of the Cairns Hockey Aspire to be Deadly program and Nareeta Davis representing BDO (Nth Qld).





RELATIONSHIPS



BDO understands the importance of developing meaningful and respectful relationships with First Nations Peoples. Developing relationships, mutual respect and increased opportunities for an inclusive organisation with adequate cultural representation. We are building, and strengthening our relationships for the future through the development and subsequent implementation of our RAP.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG	June 2020; December 2020; June 2021; September 2021; April 2020	CEO
	RWG to oversee the development, endorsement, launch and implementation of the RAP	January 2020; March 2020; June 2020; September 2020; December 2020; March 2021; June 2021	CEO
	RWG to meet at least quarterly each year to monitor and report on RAP implementation	March 2020	CEO
	Establish Terms of Reference for the RAP	March 2020	CEO
Raise internal and external awareness of our RAP to promote reconciliation across our business and our networks	Implement and review a strategy to communicate our RAP to the team to ensure a greater understanding of how they can contribute to reconciliation	March 2020	CEO
	Develop and publish on the intranet a list of dates of significance for First Nations People to recognise and celebrate throughout 2020	March 2020	People & Culture Adviser
	Support and promote resources /activities undertaken by Reconciliation Australia and Reconciliation Queensland Inc	June 2020	People & Culture Adviser
	Identify external stakeholders that our organisation can engage and collaborate with on our reconciliation journey	June 2020	CEO
Develop and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to support positive outcomes	Continue to build on our network of First Nations People stakeholders, individuals and organisations within our local area and sphere of influence and report on progress	June 2020; September 2020; December 2020; March 2021; June 2021; and September 2021	CEO
	Research best practice and principles that support partnerships with First Nations People stakeholders and organisations	December 2020	Senior Accountant, Advisory
Celebrate National Reconciliation Week (NRW) through participation and providing opportunities to build and maintain relationships between First Nations Peoples and other Australians	Build awareness by sharing Reconciliation Australia's NRW resources and reconciliation materials with our team and our external networks	27 May - 3 June 2020, 2021	People & Culture Adviser
	Develop and circulate the RAP, promote events and encourage participation of our team at local events to recognise and celebrate NRW	27 May - 3 June 2020, 2021	CE
	Host a NRW event internally	27 May - 3 June 2020, 2021	People & Culture Adviser
	RWG members to participate in an external NRW event	27 May - 3 June 2020, 2021	CEO
	Encourage and support our team and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2020, 2021	CEO
Promote positive race relations through anti-discrimination strategies	Review best practice and policies in areas of race relations and anti-discrimination in keeping with the UN Declaration on the Rights of Indigenous People	December 2020	People & Culture Adviser
	Develop, implement and communicate an anti-discrimination policy for our organisation	December 2020	People & Culture Adviser
	Conduct a review of existing HR policies and procedures to assess existing anti-discrimination provisions, identify future needs and encourage the engagement of First Nations People	June 2021	People & Culture Adviser
	Identify and address barriers to attracting First Nations candidates to apply to work at BDO	December 2020	People & Culture Adviser



BDO acknowledges and respects Australia's First Nation Peoples, their unique cultures, languages, countries and their rich history. We look forward to working towards a positive shared future focused on developing relationships, mutual respect and increased opportunities.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Provide cultural learning opportunities that builds upon our team's current level of knowledge and understanding of First Nations People culture, and achievements by providing the opportunity to participate in cultural awareness and/or cultural competence training	December 2020	People & Culture Adviser
	Conduct a review of cultural learning needs within the organisation	June 2021	People & Culture Adviser
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 region and the areas that we do business	September 2020	CEO
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2020	People & Culture Adviser
	Promote on our intranet and website information about who the Traditional Owners of the lands and waters are in our region	April 2020	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Organise and display an Acknowledgement of Country plaque in our reception	April 2020	CEO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our team about the meaning of NAIDOC Week	June 2020 and July 2021	CEO
	Participate in external events in our area	June 2020 and July 2021	People & Culture Adviser

Cultural Awareness Training Session:

The BDO (Nth Qld) team attending a cultural awareness training session delivered in person by Henrietta Marrie.



Cultural Awareness Training:

Our Audit team attending cultural awareness training on Country in East Arnhem Land with Lirrwi Tourism.



BDO is committed to providing future employment and professional development opportunities for First Nations People.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current First Nations People to inform future employment and professional development opportunities	December 2020	People & Culture Adviser
	Review HR policies and procedures to support First Nation employees and future applicants participating in our workplace	September 2021	People & Culture Adviser
	Seek opportunities to increase the number of First Nation team members within BDO (Nth Qld) through increased awareness of the potential for a career in professional services by working with local schools and Universities and ensuring BDO representation at careers days and provide encouragement to First Nations students to succeed in their studies	September 2021	People & Culture Adviser
	Provide opportunities for First Nations candidates to participate in work experience, vacation programs and undergraduate programs	September 2021	People & Culture Adviser
	Advertise job vacancies, as necessary, using appropriate publications such as the Koori Mail, Indigenous Australia Website and National Indigenous Times	Report Quarterly. June 2020; September 2020; December 2020; March 2021; June 2021 and September 2021	People & Culture Adviser
	Continue to work with local Universities to build relationships with First Nations students	Report Quarterly. June 2020; September 2020; December 2020; March 2021; June 2021 and September 2021	People & Culture Adviser
	Work collaboratively with Indigenous Accountants Australia to provide opportunities for careers in professional services	Report Quarterly. June 2020; September 2020; December 2020; March 2021; June 2021 and September 2021	People & Culture Adviser
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Continue to support clients and local businesses for procurement including Aboriginal and Torres Strait Islander owned businesses	September 2021	CEO
	Investigate Supply Nation membership	September 2021	CEO
Develop opportunities for Aboriginal and Torres Strait Islander peoples to increase financial literacy and business skillsets through education	Consult with Aboriginal and Torres Strait Islander stakeholders and/or advisors on the development of financial literacy workshops	December 2020	CEO
	BDO to deliver financial literacy workshops tailored to Indigenous business	December 2020	CEO



BDO's 'Big Day Out':

In conjunction with the Business Liaison Association (BLA), BDO invited Secondary Students to the office to learn about the range of services we provide and to discover the benefits of starting a career with BDO.



BLA Careers Fair:

BDO participated in the BLA Careers Fair. An opportunity to discuss career pathways and opportunities at BDO with Secondary Students interested in a career in Accounting. Students were challenged with 'balancing the books' to win a prize.



REPORT



BDO is committed to accountability by tracking and reporting progress and building a continuation plan for the future.

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	March 2020	CEO
	Engage senior leaders in the delivery of RAP commitments	March 2020	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments	March 2020	CEO
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 2020	CEO
Review and Refresh RAP - continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	June 2021	CEO
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	June 2021	CEO
	Submit draft RAP to Reconciliation Australia for formal review	September 2021	CEO
	Submit draft RAP to Reconciliation Australia for formal endorsement	October 2021	CEO
RWG to continue to champion awareness of RAP program	Members of our RWG and leadership team to raise awareness of and promote the benefit of our RAP program	Report Quarterly. June 2020; September 2020; December 2020; March 2021; June 2021 and September 2021	CEO



International Women's Day (IWD) Luncheon in conjunction with Central Queensland University (CQU):

Guests celebrated and shared stories of amazing Indigenous women, including Henrietta Marrie and Nareeta Davis. Guests included Indigenous representatives from local businesses, sporting associations, law firms, health, education and the arts.

CONTACT

Stacey Young

CEO

BDO (Nth Qld)

+61 7 4046 0000

stacey.young@bdo.com.au

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