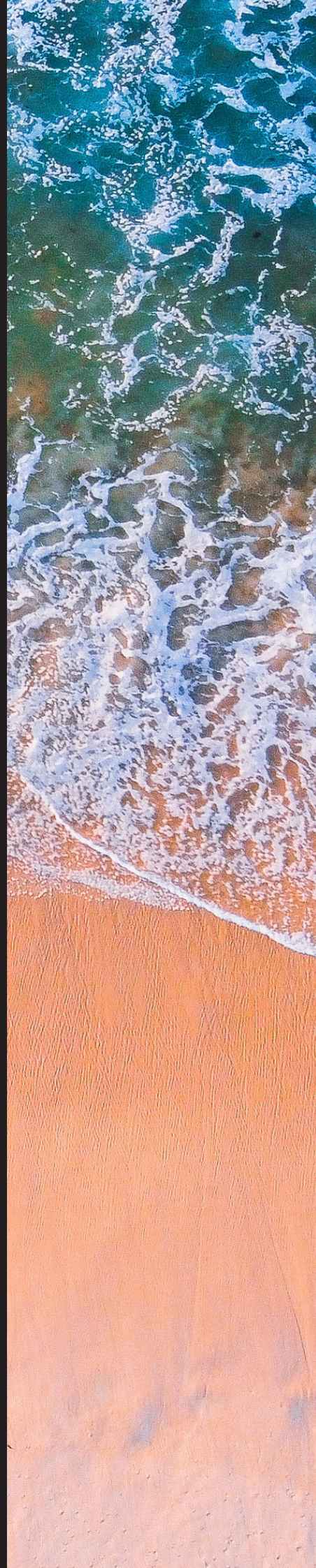


# Reflect Reconciliation Action Plan

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October 2023 – August 2024





**A statement from Karen Mundine,  
Reconciliation Australia’s CEO**

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

Taylor Fry 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 Taylor Fry 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 Taylor Fry, 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*

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## About Taylor Fry (Our business)

**Taylor Fry is a leading analytics and actuarial consulting firm, providing actuarial, analytics, statistical, and related strategic and economic advice to government and industry across Australia and New Zealand.**

We were established in 1999 by actuaries Greg Taylor, Martin Fry and Alan Greenfield, with a strong sense of responsibility to apply our skills meaningfully and to be actively conscious of our effect on the world and people around us.

Today, this founding spirit remains in every aspect of our work, from projections that support government to address issues of inequity and injustice, to insurance valuations, our position on sustainability, ethics in data and how we collaborate. People’s needs are at the heart of what we do as an organisation.

We have 105 team members across our offices in Sydney, Melbourne and Wellington, and are undertaking measures to better capture the diversity of our team. This includes the number of First Nations team members, as we do not currently track this information. Among the options we are considering are confidential surveys to respect team members’ privacy and facilitate self-identification.

We advise more than 30 government departments and several ASX 50 organisations. Over the past 20 years, we have consulted to hundreds of government entities and corporate organisations. We are appointed to many government panels at federal and state levels, and regularly undertake complex analysis of large disparate data sources that inform key initiatives.

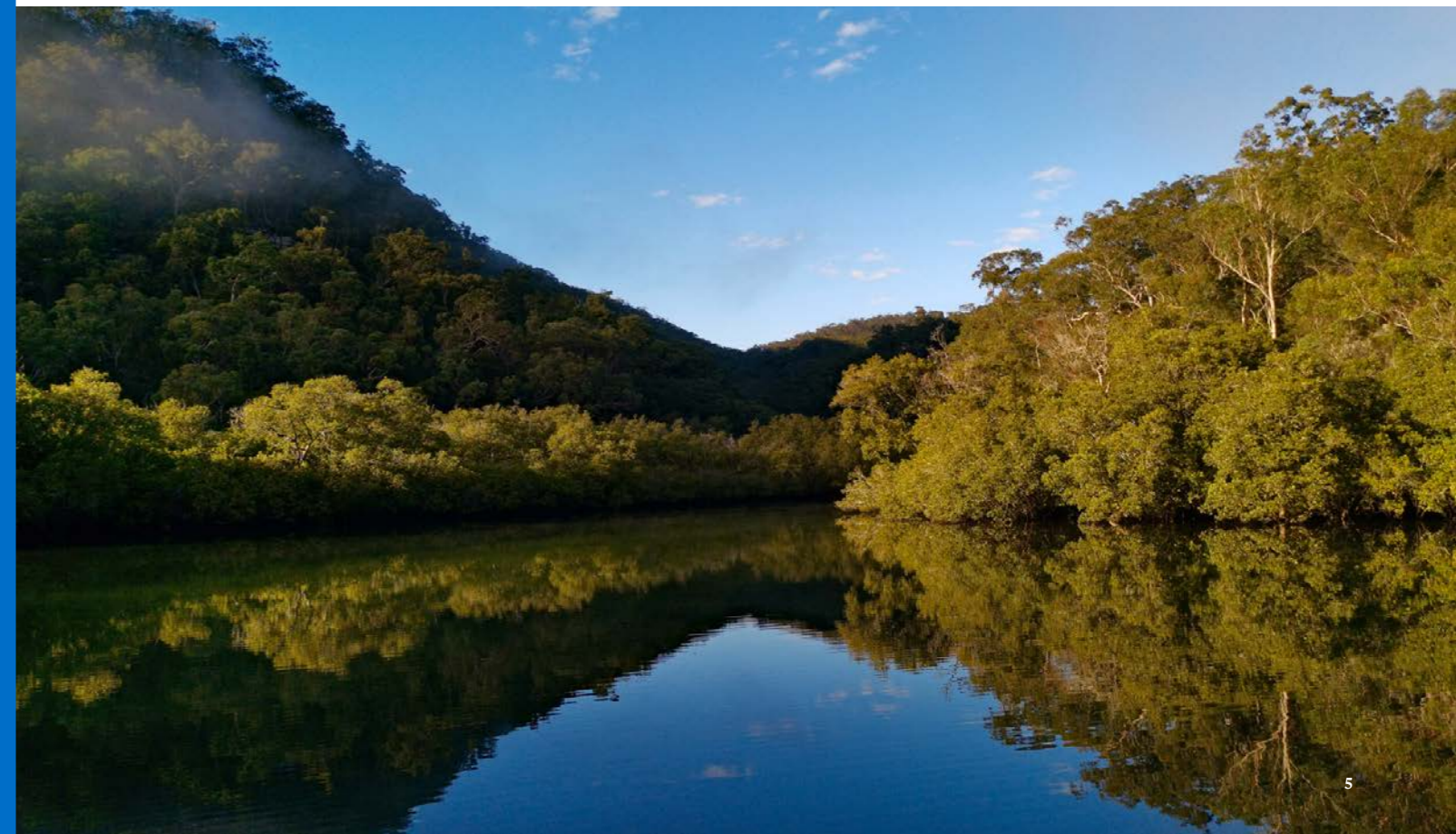
## Our Reconciliation Action Plan

### Our Reconciliation Working Group

To ensure our reconciliation journey has senior leader sponsorship to support the initiatives, we have nominated the following roles as key participants in our Reconciliation Working Group:

Nominated representative from Leadership Team <sup>1</sup>	RAP Champion
2 Principals	
Head of People & Culture	RWG Chair
People & Culture Advisor	
Head of Business Development & Marketing	
Business Development Advisor	RWG Co-chair
Operations Manager	

1. Currently Alan Greenfield, Founding Principal





### Why is Taylor Fry developing a RAP?

We believe strongly in Australia’s ongoing reconciliation journey and appreciate the country has a long way to go in bridging the gap for Aboriginal and Torres Strait Islander peoples. We are committed to supporting this journey and, believe Taylor Fry has a corporate responsibility to look after one another, our community, and the planet. This is core to our values in operating as an ethical business, and critical in playing our part to raise awareness, externally and for our employees.

We are in the early stages of our reconciliation process, preparing for initiatives and building our awareness. As research is in our DNA, we are naturally curious and keen to understand more. Our vision for reconciliation is to consult and work in partnership with Aboriginal and Torres Strait Islander groups to ensure our support is First Nations led.

Our government practice undertakes projects for a broad range of sectors, including disability, health and mental health, welfare, housing and homelessness, education, employment and justice. Increasingly, these projects have specific aspects related to First Nations people, as the government tries to address existing inequities and support self-determination and resilience. We have also increasingly been engaged to carry out specific First Nations projects with our Supply Nation certified partner Inside Policy. All this work has deepened our awareness and understanding of the need for reconciliation, and strengthened our resolve to develop closer ties to First Nations communities and become an active ally.

Our presence in the social sector, in particular, provides a clear link between our work as analytical problem-solvers and reconciliation. Our company values, which centre on doing work that is meaningful and ethical, provide a solid foundation on which we build our technically rigorous approaches.

Specifically, the values we embrace are:



**Responsibility**  
to each other, our community and our planet.



**Integrity,**  
through openness, honesty and accountability in owning our actions and holding steadfast to our commitments.



**Innovation,**  
through curiosity and a willingness to challenge the status quo, explore new ideas and discover the most meaningful approaches by listening to our clients’ needs.



**Collaboration,**  
through actively respecting each person’s worth and contribution, fostering safe, robust discussions and encouraging one another to grow.



**Diversity,**  
through the background and expertise of our people, in seeking different perspectives and pursuing wide-ranging, challenging work.



**Quality,**  
through investing in excellence, across our people and technical approaches to ensure our advice is clear and genuinely assists our clients in making better decisions.

## Taylor Fry's reconciliation journey to date

Our reconciliation journey has been endorsed by three key Principals, who are active participants of our RAP working group.

Taylor Fry's reconciliation initiatives to date include:

- **Acknowledging** Country at the commencement of firm-wide meetings and external events
- **Engaging** with First Nations suppliers within our supply chain, where possible
- **Partnering** with Inside Policy, a Supply Nation-certified Aboriginal-owned business, and partnering with other First Nations consultants
- **Celebrating** NAIDOC Week 2022 as a firm, commencing with a Welcome to Country performed by Uncle Michael from the Metropolitan Local Aboriginal Land Council, First Nations owned catered lunch for team members and a brief education piece on the difference between Welcome to Country and Acknowledgement of Country.

While identifying Aboriginal and/or Torres Strait Islander employees, contractors and suppliers is not routine within our business, we are keen to achieve this as one of our first steps towards becoming a trusted partner of First Nations people. Moving forward, we will explore ways in which we can create a 'safe space' for self-identification of employees in order to accurately identify Aboriginal and/or Torres Strait Islander employees within our business.

## Our partnerships/ current activities

### Engaging with First Nations peoples in our work

We routinely engage with First Nations peoples as part of our work, particularly when projects have findings specific to First Nations peoples. For example:

- [Our work](#) for the Disability Royal Commission to understand the cost of violence, abuse, neglect and exploitation for people with disability involved specific findings for First Nations peoples, who face specific challenges. We consulted with First Nations experts and advocates in forming estimates, including Commissioner Ms Andrea Mason, OAM.
- [Our work](#) on understanding pathways to homelessness had specific reporting for First Nations peoples in NSW. To support this we sought ethics from the Aboriginal Health and Medical Research Council (AH&MRC) and sought advice from Aboriginal Outcomes teams within government. The current iteration includes two First Nations researchers, a formal First Nations Reference Group and collaboration with the Aboriginal outcomes unit.
- Our evaluation of suicide prevention initiatives includes specific reporting for First Nations peoples, since they are at higher risk of death by suicide. This reporting is governed by AH&MRC ethics, reports to an Aboriginal Reference Group, and we also engage regularly with Dameyon Bonson as part of the project, who provides expert peer review advice.
- Our evaluation of family services in NSW involves understanding outcomes for First Nations peoples. We are working with Ken Zulumovski and a community-based First Nations reference group. The group will meet regularly to ensure the design, collection and analysis of the evaluation data is done in a culturally appropriate way that reflects the context of different First Nations communities.



## Partnering with Inside Policy

Taylor Fry has multiple ongoing partnerships with Inside Policy, a Supply Nation-certified, First Nations-owned-and-led strategic social policy advisory firm. Together, Taylor Fry and Inside Policy have partnered on projects for a wide range of government departments across Australia. We list below brief case studies for some of our more recent and notable work together.



### **Victorian Department of Families microsimulation model**

Taylor Fry was engaged by the Victorian Department of Families to build a microsimulation model of future government service use, spanning services such as child protection, homelessness, justice and health. For this project, we engaged Inside Policy to provide a First Nations perspective to our modelling work and in the assessment of the impact of the Victorian and Aboriginal Family Preservation and Reunification Response.



### **NSW Treasury Indigenous Expenditure Report**

Inside Policy and Taylor Fry were engaged by the NSW Treasury to develop and implement a methodology for estimating First Nations peoples' share of expenditure across 12 large areas of NSW Government. As part of this work, we consulted with NSW Coalition of Aboriginal Peak Organisations (CAPO) and the NSW Coalition of Aboriginal Regional Alliances (NCARA) to ensure our work maximised efficacy for First Nations peoples and communities across NSW.

Our work supported NSW Treasury in the release of the Comprehensive Indigenous Expenditure Report (CIER), published in 2022. In 2023, Taylor Fry and Inside Policy have been engaged for a new phase of this work to expand the review to additional areas of NSW Government.



### **Victoria Department of Premier and Cabinet Closing the Gap expenditure review**

Inside Policy and Taylor Fry have been engaged by the Victorian Department of Premier and Cabinet to support their requirement under the National Agreement on Closing the Gap to identify spending on First Peoples. There are two phases to the project. Phase one is to report on expenditure related to programs and services that are specifically designed to support First Peoples and their communities. The second phase of the project is to determine First Peoples' share of expenditure on mainstream programs and services in relation to 3 specific areas of government. Throughout the project there has been strong engagement with Ngaweeyan Maar-oo – the Closing The Gap Partnership Forum to ensure the work is relevant and meets the expectations of First Peoples of Victoria.

## Partnering with First Nations businesses across our operations through our supply chain

As part of our Reconciliation Action Plan, Taylor Fry is committed to actively engaging Supply Nation-ready certified First Nations-owned-and-run businesses and organisations through our supply chain. We have already identified and established partnerships with First Nations caterers, florists and office suppliers. Developing our activities further, and in collaboration with our RAP, Taylor Fry commits to prioritise and increase our engagement with First Nations suppliers for various items, including office artwork, furniture and printing. We also commit to establishing positive diversity benchmarks, such as engaging with a First Nations caterer for every internal firmwide event, engaging with a First Nations florist to reward and recognise our team members, and maintaining awareness that each supplier is unique.



We provide a list of our current relationships below.

Caterer	
<a href="#">Plate Events &amp; Catering</a>	Founder and Executive Chef Matthew Atkins is of proud Aboriginal descent from the Malyangapa and Barkindji Nations of Far North-Western NSW. Alongside his First Nations Designer & Stylist mother, Joanne, the dynamic duo form the core of Plate Events & Catering, its operations and its ethos.
Florist	
<a href="#">The Floral Decorator</a>	Owner Kelly Thomas is a proud and culturally active Wurundjeri woman. Kelly's connection to Country and mother nature's gifts runs deep as her ancestors were sustainable hero gardeners and farmers, hailing from Coranderrk land.
Office suppliers	
<a href="#">Winc</a>	As a founding member of Supply Nation, Winc is dedicated to the support and growth of First Nations businesses.
<a href="#">Mandura</a>	Mandura, a joint venture with Winc, has been established in partnership with Roderick McLeod, Chairman, and Scott Allen, CEO. Roderick is a Senior Elder of the Jaithmathang Nation and Scott Allen is a descendent from the Awabakal Worimi Nations. Scott is also on the Board of First Australians Chamber of Commerce and Industry (FACCI).

Relationships			
Action	Deliverable	Timeline	Responsibility
1. 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	Lead: Head of Business Development and Marketing Support: Principal Group
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Lead: Head of Business Development & Marketing Support: BDM Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2024	Operations Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	Operations Manager
	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024	Lead: Operations Manager Support: People & Culture Advisor
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all team members.	December, 2023	RAP Champion
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2024	Lead: Head of Business Development & Marketing Support: Principal Group and Business Development & Marketing Advisor
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2023	Head of People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	Head of People and Culture

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <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>	June 2024	Lead: Head of People & Culture Support: People & Culture Advisor
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	February 2024	Lead: Head of People and Culture Support: People & Culture Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<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>	December 2023	Operations Manager
	<ul style="list-style-type: none"> <li>Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	December 2023	Lead: RAP Champion Support: Operations Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our team members about the meaning of NAIDOC Week.</li> </ul>	June 2024	Operations Manager
	<ul style="list-style-type: none"> <li>Introduce our team members to NAIDOC Week by promoting external events in our local area.</li> </ul>	July 2024	Operations Manager
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2024	Operations Manager

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. 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>	August 2024	Head of People and Culture
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.</li> </ul>	August 2024	Head of People and Culture
9. 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>	March 2024	Operations Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	March 2024	Head of Business Development & Marketing

Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation</li> </ul>	November 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	November 2023	RWG Co-Chair
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	November 2023	RWG Chair
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	November 2023	Head of People & Culture
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	November 2023	RAP Champion
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	November 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	November 2023	RWG Co-Chair
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	October annually	RWG Co-Chair
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	RWG Co-Chair
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> </ul>	30 September, annually	RWG Co-Chair
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	June 2024	RWG Co-Chair



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