

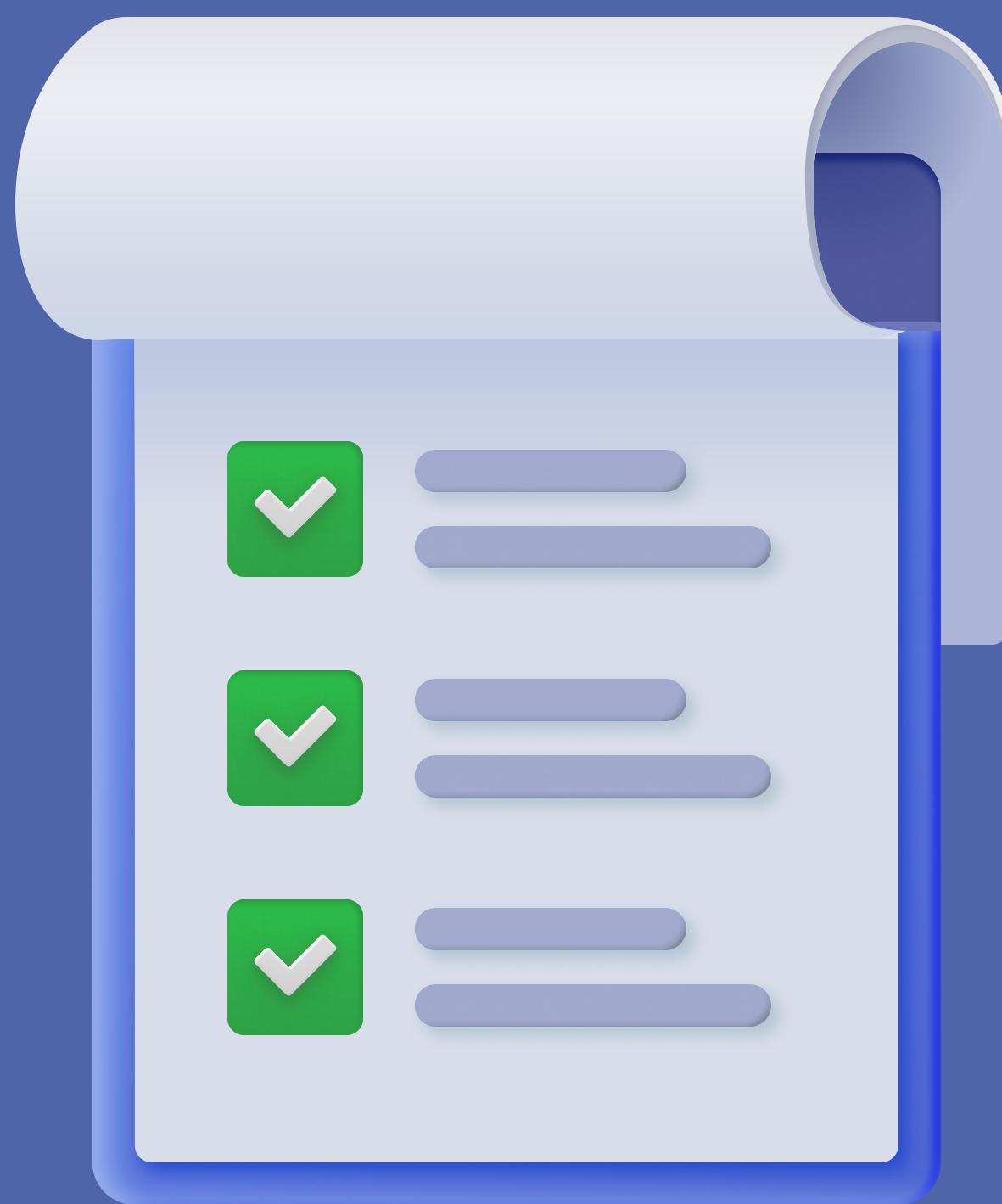
15XB.

fifteen
times
better

First Nations Maturity Assessment

REPORT PERIOD:

January – March 2022



Acknowledgment

We acknowledge the Traditional Owners of country throughout Australia.

We pay our respects to Elders past, present and emerging and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing culture and connection to lands, waters and skies.

Use of the term First Nations:

To reflect the national scale of our work, 15 Times Better have chosen to use the term First Nations to refer to Aboriginal and Torres Strait Islander peoples. We respect and acknowledge the diversity of communities, identities and clan groups for all First Nations peoples of Australia.

While we recognise First Nations peoples have differing preferences regarding the use of terms First Nations, Indigenous, Aboriginal and Torres Strait Islander, and that many may prefer to be known by their specific group name or Country as Traditional Owners and Custodians, the terminology used by 15 Times Better reflects a considered and deliberate approach.

We are 15 Times Better

We help organisations align First Nations engagement to their core purpose, unlocking opportunities that deliver increased social and economic outcomes for First Nations peoples.

15 Times Better is First Nations owned and led and our team specialise in First Nations strategy and program development, evaluation and execution.

We are deeply passionate about improving the lives of Aboriginal and Torres Strait Islander peoples. For more than 35 years collectively, we've created and implemented some of Australia's most successful First Nations employment, supplier diversity and community engagement programs.

Empowering every organisation in Australia to make their greatest contribution to First Nations engagement.

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1

Maturity assessment approach



Maturity assessment overview

Fifteen Times Better's proprietary First Nations maturity assessment tool supports organisations to develop a clear understanding of their First Nations engagement activity, based on seven proven key success factors.

Insights, recommendations and best-in-class external examples from the assessment can be used to improve organisations' First Nations strategies, programs and activities, ensuring they're on track to delivering increased social and economic outcomes for First Nations peoples.

How does our First Nations maturity assessment tool work?

Initially, we ask organisations to complete our First Nations assessment survey. Then, using the data from this survey and our specialised algorithm, we rank companies on a 6-point maturity scale for each of the First Nations success factors.

Our finely-tuned algorithm is the product of more than 35 years of collective, first-hand experience driving First Nations engagement for organisations across Australia. It takes into account the most critical drivers of each success factor.

How can our First Nations maturity assessment tool help organisations?

Our First Nations assessment tool raises awareness of key success factors in which organisations are currently underperforming, whilst highlighting factors that should be celebrated and further leveraged as market leading. It also helps to identify areas where organisations can have their greatest impact.

We create a tailored maturity assessment report that includes a full First Nations maturity overview, along with high-level recommendations on next steps based on the key findings.

First Nations engagement key success factors

The 15 Times Better maturity assessment tool is based on a series of proven key factors that lead to successful and sustainable First Nations engagement outcomes.

Our expert team developed and refined these factors over 35 years of collective experience working on First Nations engagement for some of Australia's largest corporate, government and not-for-profit organisations.

These success factors are interconnected and together, form the essential components of a best-in-class First Nations strategy. Our diagram below is purposefully designed to convey the interdependent relationship between each factor. These factors cannot operate in isolation - they need to work together for the greatest impact.

Understanding and integrating these key success factors will transform organisations' First Nations strategies, delivering meaningful social and economic impact for First Nations peoples, whilst providing clear organisational benefits.

First Nations engagement key success factors

1. Strategic Rationale



Alignment between an organisation's core purpose and its First Nations engagement.



2. Employment

Best practice systems, policies and processes to maximise First Nations recruitment, retention and career development.



3. Supplier Diversity

Best practice procurement systems, policies and processes for successful First Nations supplier engagement.



4. Community Engagement

Meaningful and sustainable community engagement activity focused on addressing First Nations issues that are relevant to an organisation's core purpose and product and/or service offerings.



5. Relationships & Partnerships

Engagement of First Nations specialists and voices to guide and support First Nations initiatives.



6. Governance and Leadership

First Nations-led oversight and support for the First Nations strategy, effective metrics, KPIs and tracking methods, along with visible public leadership.



7. Cultural Respect

Safe, welcoming and inclusive organisation that understands the positive contribution it can make and how this benefits First Nations peoples.

Maturity levels

As First Nations engagement specialists, we have used our experience to establish a robust First Nations engagement maturity assessment tool. This gives organisations a view of their current state and a baseline for measuring progress.

Our 6-point maturity ranking scale represents the various phases organisations go through on their First Nations engagement journeys: 1 - Reactive, 2 - Foundational, 3 - Developing, 4 - Emerging, 5 - Optimised and 6 - Differentiated. The maturity assessment evaluates organisations' First Nations strategies, methods and processes according to proven best practices and against a clear set of benchmarks, identifying strengths and areas for improvement across the First Nations engagement key success factors.

First Nations journey

Most First Nations engagement journeys begin with reactive or sporadic engagement in events such as National Reconciliation Week (NRW) or NAIDOC Week. Organisations may then establish their first basic First Nations strategy or Reflect RAP, which forms the foundation of a more tailored future approach.

During the middle phases of the journey, organisations begin to develop strategy elements more aligned to their core purpose and demonstrate some best-in-class principles.

At the top end of the scale, organisations are industry leaders, operating at best-in-class levels and bringing real innovation to First Nations engagement.

Progress through the maturity levels is not always linear; First Nations engagement is continually impacted by many internal and external factors. It should be approached as an ongoing endeavour, rather than a quick fix.

Maturity levels

01

Reactive

- First Nations strategy, program or activity not applied, or disorganised
- No serious focus on First Nations engagement
- Occasional participation in high-profile events, such as National Reconciliation Week (NRW) or NAIDOC Week
- Not viewed as a preferred First Nations partner, considered low trust from a First Nations perspective

02

Foundational

- Basic First Nations program or activity in place, but generic or only beginning its journey
- Activity aligned to external frameworks and passion projects
- Well below best practice examples
- Not perceived as a trusted First Nations partner
- Still scoping basic elements of First Nations engagement

03

Developing

- Generic First Nations strategy, program or activity in place, with some tailored elements
- Most activity still aligned to external frameworks
- Behind industry or sector leading examples of best practice
- Still building trust as a First Nations partner

04

Emerging

- Strategy, program or activity evolving from generic to tailored
- Increasing alignment of First Nations engagement with core business activity
- Exhibiting best in class principles across a range of activity
- Evolving as a trusted partner for First Nations peoples

05

Optimised

- Best practice First Nations strategy, program or activity, tailored to the business, driving strong shared-value
- Leveraging the business to positively address First Nations issues
- Industry or sector leader in one or two areas
- Trusted partner for First Nations peoples and strong reputation

06

Differentiated

- Best practice First Nations strategy, program or activity, tailored to the business, driving superior shared-value
- Brings real innovation to First Nations engagement
- Industry or sector leader in multiple areas
- Partner of choice for First Nations peoples, outstanding reputation

2

[Company] maturity report card

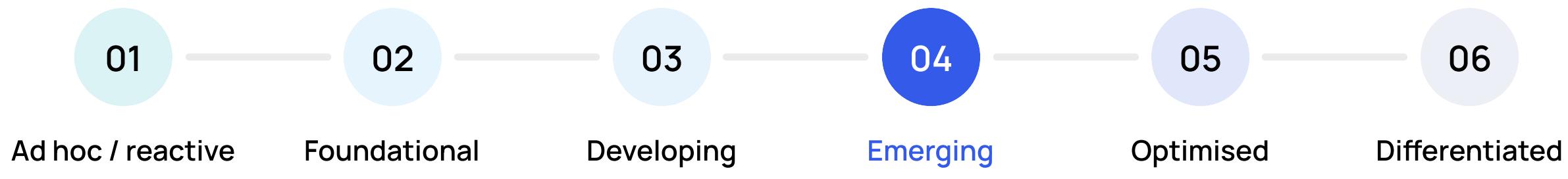


2.0

[Company] First Nations engagement report card

Following analysis of ratings for each of the seven key success factors, this report card gives your organisation an overarching First Nations engagement maturity rating.

This maturity rating will help your organisation to understand its high-level key gaps or risks that need to be addressed. Strengths that can be further leveraged will also be highlighted, along with opportunities that will enable your organisation to progress through the maturity levels.



Summary of findings

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2.1

[Company] Success factor rankings



Strategic Rationale

Understanding and articulating the alignment between an organisation's core purpose and First Nations engagement

1

Developing



Employment

Best practice systems, policies and processes to maximise First Nations recruitment, retention and career development

2

Reactive



Supplier Diversity

Best-practice policies and procedures for First Nations supplier engagement

3

Foundational



Community Engagement

Meaningful and sustainable community engagement activity focused on addressing First Nations issues relevant to the organisation

4

Emerging



Relationships & Partnerships

Engagement of First Nations specialists and voices to guide and support First Nations initiatives

5

Optimised



Governance & Leadership

First Nations-led oversight and support for the First Nations strategy, effective metrics, KPIs and tracking methods and visible public leadership

6

Differentiated



Cultural Respect

Safe, welcoming & inclusive organisation that understands the positive contribution it can make and how this benefits First Nations peoples

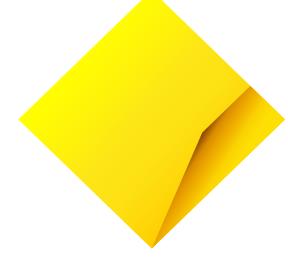
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Differentiated

Best-in-class examples

During your First Nations journey it is useful to take inspiration from other organisations that exhibit best-in-class elements of First Nations engagement programs.

These organisations demonstrate Optimised and/or Differentiated First Nations maturity levels for one or more key success factors

ORGANISATION	INDUSTRY	BEST IN CLASS AREA	KEY STATISTICS*
 colesgroup	Retail	First Nations direct employment - an example of truly embedding First Nations employment as part of the mainstream recruitment process	<ul style="list-style-type: none"> First Nations headcount representation - 3.8% (4,400) First Nations leadership representation - 2% First Nations retention in line with overall business retention
 Australia Post	Logistics	First Nations leadership programs - an example of placing an importance on retention and career development	<ul style="list-style-type: none"> First Nations headcount representation - 3.0% (1,050) Indigenous Emerging Leaders Program has 98% completion rate and 48% retention 48% of program participants have since secured promotions within Australia Post
 lendlease	Construction	First Nations indirect engagement and First Nations governance - an example of an emerging leader in the space by building First Nations principles into core business	<ul style="list-style-type: none"> First Nations headcount representation - 1.4% (120) First Nations requirements are incorporated into clauses in standard contracts Governance structure includes senior First Nations experts (internal and external) who provide independent and executive-level advice
	Banking	First Nations EVP - a recent addition to the best in class examples through a recently launched new First Nations candidate EVP	<ul style="list-style-type: none"> First Nations headcount representation 0.9% (346) Significant visibility commitment to First Nations careers Strong strategic rationale for First Nation employment, with alignment to its Indigenous banking division
	Health	First Nations recruitment process - piloted a tailored process in 2022 for significantly improved outcomes	<ul style="list-style-type: none"> First Nations headcount representation - 0.9% (180) Updated processes which over a 3-month period, delivered +325% in weekly hires, +100% applicants, +87% conversion rate and 43% of First Nations hires for the year

*Approximate numbers based on current publicly available information and 15XB advice directly from company.

3

Success factor deep dives



3.3



Community Engagement

Meaningful and sustainable community engagement activity focused on addressing First Nations issues that are relevant to an organisation's core purpose and product and/or service offerings.

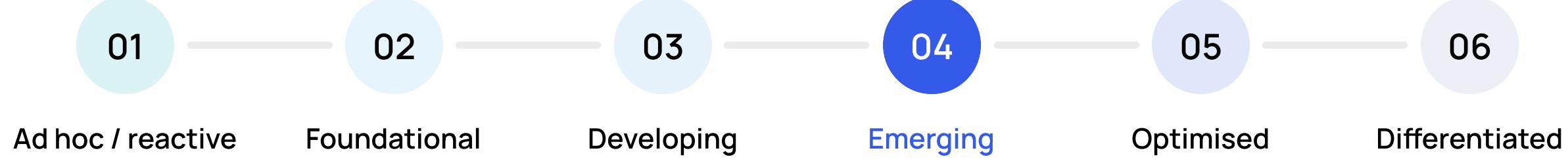
Overview

Successful First Nations community engagement requires organisations to understand the key social and economic issues impacting First Nations peoples and how they can positively contribute to these areas, based on their core purpose.

Community support should be directed towards issues detailed under recognised frameworks, such as Closing the Gap and the United Nations Sustainable Development Goals.

First Nations community engagement is vital for First Nations strategies and should be based on shared-value activation models.

Your maturity ranking

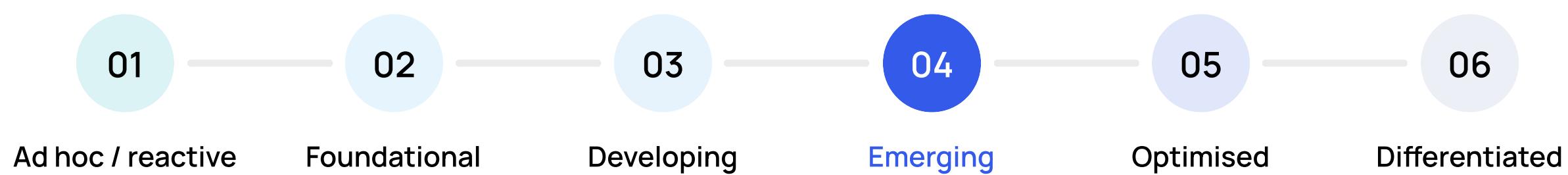


- Generic strategy / program / activity in place with some tailored elements
- Much of activity still aligned to external frameworks
- Behind industry / sector leading examples of best practice
- Still building trust as a First Nations partner

3.3



Community Engagement



Key insights

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Recommendations

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3.4

Community Engagement



BEST IN CLASS CASE STUDY

United Airlines' Business Diversity Program

Case Study

United Airlines established a Second Tier Business Diversity Program to incorporate the increasing number of outsourced (tier two) suppliers in their supply chain.



UNITED

Specifically, their Second-Tier Business Diversity program creates a platform to:

- Encourage and activate key business partners to participate in United Airlines diversity efforts
- Support diverse businesses in their contribution to the supply chain
- Support the communities the airline serves
- Furthermore, it provides a platform to capture all reporting of second tier diversity activity via a portal where second tier partners report diversity activity 15 days after the close of each quarter.



Key insight

It is recommended Qantas Second Tier Partner Program be more targeted than this US example, in consideration of the more mature US supplier diversity marketplace when compared to Australia.

4

Looking ahead



Next steps

How can your organisation progress its First Nations engagement? We outline recommendations on next steps based on the key findings in your report:

1

Quisque vel massa sem.
Fusce eget ante purus.

Maecenas nec ligula tempor,
pretium velit malesuada,
pretium ipsum. Phasellus eu
imperdiet orci. Cras lacinia
dolor nibh, a gravida turpis
vulputate sed.

2

Quisque vel massa sem.
Fusce eget ante purus.

Duis feugiat viverra ex in
vestibulum. Sed neque
nunc, elementum vel
consectetur euismod,
vulputate sed ex. Cras
maximus accumsan eros vel
lacinia.

3

Quisque vel massa sem.
Fusce eget ante purus.

Mauris ante neque,
venenatis id semper nec,
interdum eget erat. Aliquam
et orci nec augue blandit
pulvinar pretium at diam.



15 Times Better service offerings



Strategy evaluation

Do you need help getting started on your First Nations journey, or are you struggling to deliver on your current strategy?

We can review First Nations engagement for your organisation and broader industry.



Strategy development

A First Nations strategy must deliver meaningful and sustainable outcomes for First Nations peoples.

We'll work with you to develop a tailored strategy, aligned to your core purpose, which unlocks increased benefits for First Nations peoples.



Strategy implementation

Are you looking for specialist guidance and support to implement your First Nations strategy?

Our expert team has proven experience bringing First Nations strategies into play and will partner with you to support your strategy implementation.



Employment and supplier program delivery

Lack the experience or resources to deliver your First Nations employment and/or supplier diversity programs?

Our team of specialists can take accountability and responsibility for program delivery, collaborating with your team to drive improved outcomes.



First Nations partnerships

Shared value relationships with First Nations organisations and communities is crucial for strategy delivery.

Our partnership framework can support you to negotiate and execute agreements with Traditional Owner groups and First Nations communities.



First Nations business development

We promote the services of other First Nations businesses and support the creation of commercial relationships with our clients.

We identify and promote opportunities for other First Nations businesses to connect with our corporate and government client base and provide support to realise these opportunities.



Cultural learning services

Cultural awareness training is most impactful when tailored to its audience.

We help organisations identify and understand their cultural training needs via a training needs' analysis, and deliver cultural awareness training using our network of skilled facilitators.



Other First Nations services

We offer a range of additional specialist First Nations services, including:

- Research and analytics
- Government relations and funding
- First Nations customer engagement
- HR and procurement policy reviews
- Support with discrimination complaints

Topaz McAuliffe - CEO

topaz@15timesbetter.com.au

0406 075 236



**Level 5,
30 Collins Street,
Melbourne
VIC 3000**



ABN: 15 639 679 637



15timesbetter.com.au