



Capgemini Australia:

# REFLECT RECONCILIATION ACTION PLAN

July 2023-24



## Acknowledgement of Country

Capgemini recognises the Aboriginal and Torres Strait Islander people as the traditional custodians of the land on which we live and work. We pay our respects to Elders past and present.

Sovereignty was never ceded.

This was and always will be Aboriginal land.



## Woka: The Voice of Community Belonging

### *Woka (Meaning Land in my Yorta Yorta)*

Within this artwork, I have placed multiple gathering circles of community. In the centre of this piece, I have placed the biggest gathering circle in the middle. This depicts Capgemini's strong commitment to all Aboriginal peoples physical, mental and spiritual health and well-being and tells a story of all community coming together to show respect, acknowledge and share their stories, experiences.

Within the background I have multiple symbols representing the lands we all walk on and come from. The big mighty waters, our beautiful native animals and acknowledging all Aboriginal Nations and clan groups within Australia.

### About the Artist

Alkina Edwards, is a proud Yorta Yorta, Wemba Wemba, Mutthi Mutthi and Wiradjuri Women, living on Yorta Yorta country and the creative behind Alkina Creations.

You can reach Alkina through her Instagram: [AlkinasCreations](#)





**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## A Message from Reconciliation Australia:

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

Capgemini Australia 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 Capgemini Australia 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 Capgemini Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

## A statement from Kaylene O'Brien, Managing Director, Australia

It is an honour to be part of the Reconciliation Action Plan (RAP) program amongst a cohort dedicated to supporting and advancing Australia's national reconciliation movement.

The endorsement of the Capgemini Reflect Reconciliation Action Plan represents an important milestone in our reconciliation journey - marking our commitment to First Nations peoples and the beginning of a strong partnership for the future. Capgemini's purpose is to unleash human energy through technology for an inclusive and sustainable future for all. In doing this, we strive to break down barriers and to drive social and environmental change so that, together, we'll get the future we want for our people, our society and our planet.

Our inaugural Reconciliation Action Plan is the blueprint and an actionable framework for sustaining meaningful and continuous change across the dimensions of reconciliation. It will ensure that we continue to champion increased education, awareness, recognition and respect for Aboriginal and Torres Strait Islander cultures and histories, and to celebrate First Nations' inalienable rights, knowledge, and leadership.

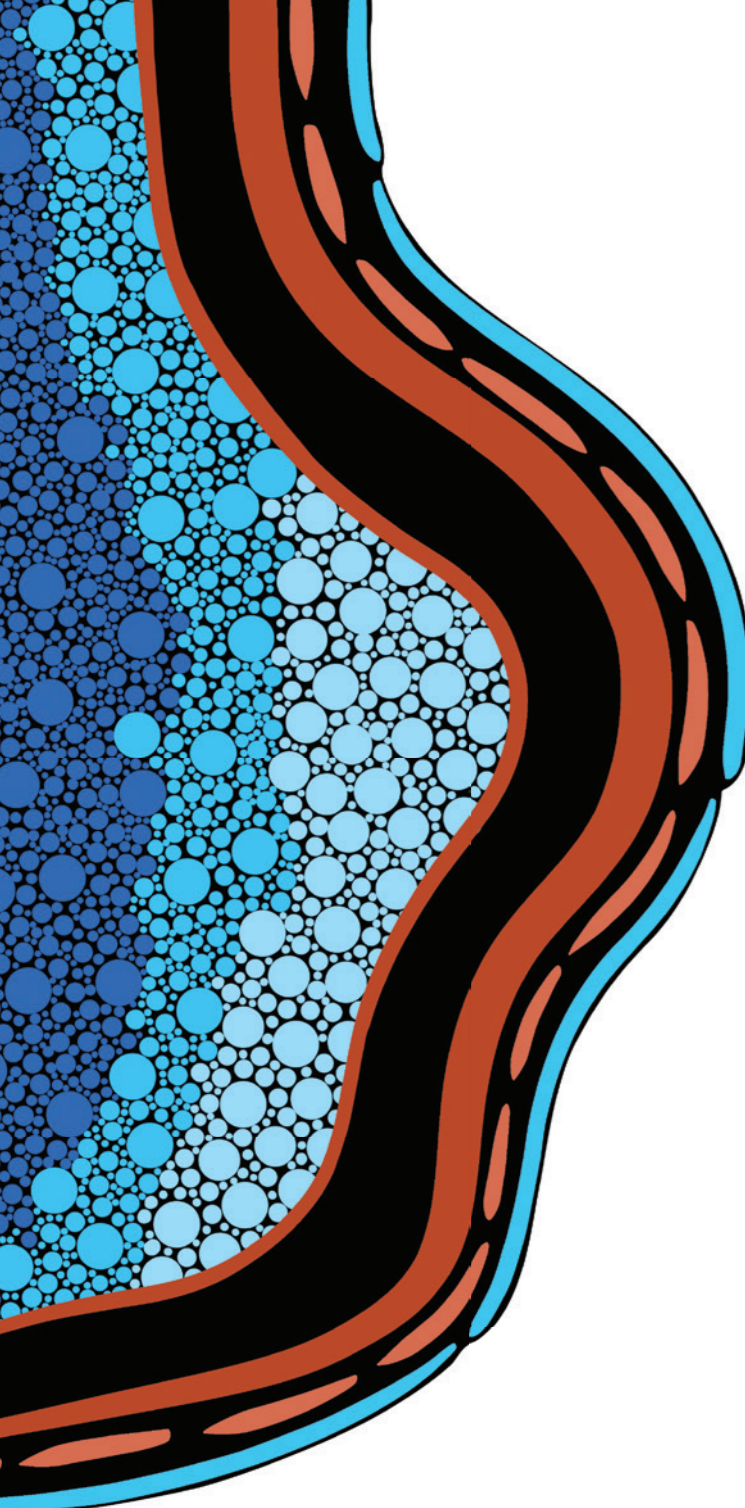
It will also hold us to account in ensuring that we use the strength of our own voice and influence to bring those around us – our employees, clients, partners and supplier ecosystem – on this journey. In addition, it will allow us to work hand in hand with Aboriginal and Torres Strait Islander consultants and partners to create new opportunities, programs and pathways.

And most importantly, it will ensure that the voices of First Nations peoples are heard, considered and represented within Capgemini's culture, policy and solution design, for an inclusive and equitable future for all.



**Kaylene O'Brien,**  
Managing Director, Australia





## Our business

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided every day by its purpose of unleashing human energy through technology for an inclusive and sustainable future. We are a responsible and diverse organisation of 360,000 team members in more than 50 countries. With our strong 55-year heritage and deep industry expertise, Capgemini is trusted by our clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms.

At the very heart of Capgemini is our purpose to build an inclusive and sustainable future for all, enabled by technology, drawing on the energy of its talents and also the talents of its customers and partners. Paul Hermelin, Chairman of the Board, and Aiman Ezzat, Chief Executive Officer of Capgemini, said:

*“Capgemini has a key role to play in ensuring that the future lives up to all its promises. We believe that all technologies can enable progress for everyone if, first and foremost, they are designed by and for humans. As a responsible company, the Group is realistic when it comes to the promises as well as the risks of technological innovation: our role is to make it useful, accessible and ethical. This purpose must act as a compass for each and every employee.”*

Every day, we strive to operate in an exemplary manner and earn the trust of everyone we work with and the communities we serve. As an organisation, we see the need to create a culturally safe and responsive organisation that considers First Nations’ perspectives in our technological designs and solutions to drive practical, accessible and ethical standards. Underpinning this drive is our seven values chosen over 50 years ago by Capgemini founder Serge Kampf; values of honesty, boldness, trust, freedom, team spirit, modesty, and fun guide and inspire everything we do.

Within our Australian and New Zealand business, we have approximately 3300 employees and this is continually expanding through acquisitions and organic growth. We work across most of the major cities in Australia, including Sydney, Melbourne, Canberra, Brisbane, Adelaide, Perth and Hobart. Our Aboriginal and Torres Strait Islander representation is still being defined, though currently we believe its approximately 1% (30-35 employees) based on several surveys completed over the past few years.

We are fortunate to have people from many backgrounds come to Australia from across our global network who contribute to our diverse and inclusive workplace culture and drive innovation. We also understand the need to ensure we educate all our people on the histories, truth, responsibility for country and the need for reconciliation. This is our first RAP and we recognise it is just the beginning and we are still learning.

## Our RAP

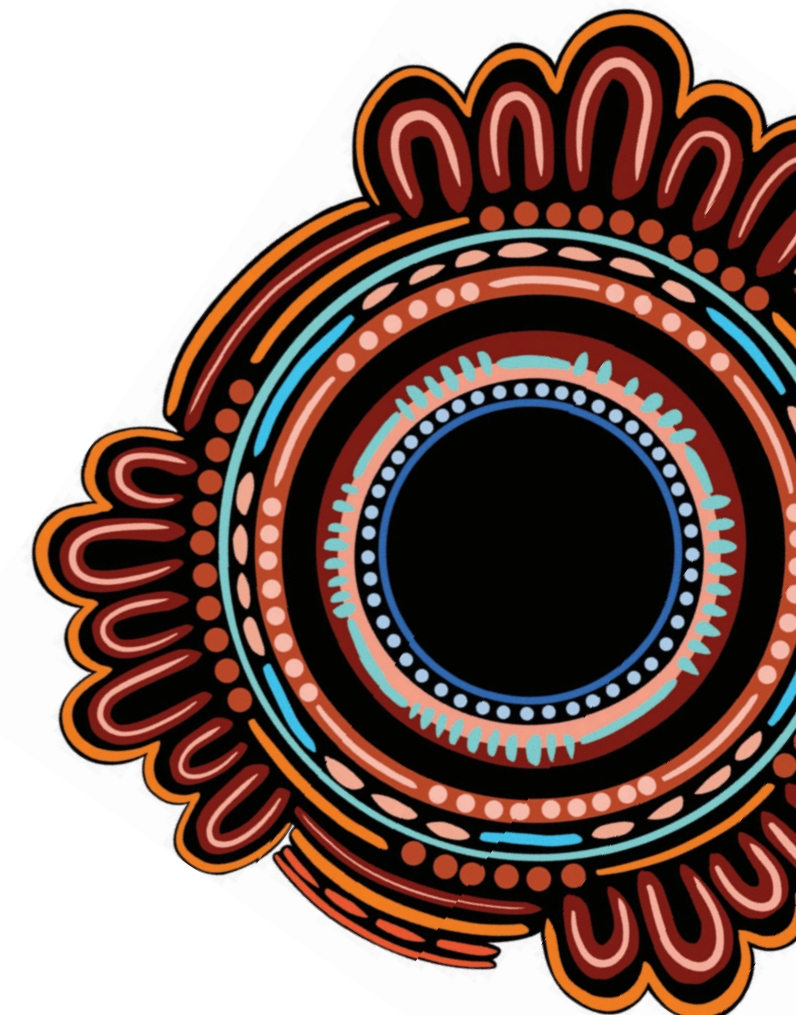
We are developing this RAP as we recognise that this land was never ceded, and we believe that genuine inclusion must begin with reconciliation. With our voice as a multinational company, we support the Uluru Statement of the Heart and the creation of opportunities for Aboriginal and Torres Strait Islander peoples to have a voice in the future of this country.

As an award-winning company for our diversity and inclusion programs, we are wanting to step out boldly to harness commitment and passion in our RAP journey. To ensure that Aboriginal and Torres Strait Islander voices are represented within our culture, policy and solution design.

To achieve this, we have a responsibility as a company to develop a culture of belonging both in our own workplaces and in the way we work with our clients and partners on Aboriginal Torres Strait Islander lands.

We aim to make Capgemini an inclusive place to work for all, including Aboriginal and Torres Strait Islander peoples and ensure the appropriate programs, policies, processes and frameworks allow everyone to bring their true selves to work. This includes the establishment of specific programs to create opportunities for diverse candidates to start and recommence their careers in technology.

We acknowledge that we do not hold organization wide data on the number of Aboriginal and Torres Strait Islander colleagues within our current employee population but given the societal importance of reconciliation, we believe it is vital to commit to this RAP.







## Our RAP champions

Members of our executive committee including our managing director (Kaylene O'Brien), our General Counsel and Ethics & Compliance Officer (Teresa Allan) and head of Diversity and Inclusion (Steph Sands) actively demonstrate strategic leadership commitment to reconciliation. They are supported by our national Reconciliation@Capgemini community who implement our actions nationally and locally. The purpose of this group (approx. 50 members) is to raise awareness, learn more about culture and listen to Aboriginal and Torres Strait Islander voices to make better, informed decisions. The Reconciliation Community will exist in parallel with the RAP working group when this group is developed, throughout 2023.

## Our Vision for reconciliation at Capgemini

At Capgemini, we recognise the power and responsibility we hold as a multinational organisation operating in this country. We are committed to supporting and uplifting the voices of Aboriginal and Torres Strait Islander people by approaching our work with integrity, authenticity, and a deep understanding of our impact.

Our vision for reconciliation is to join hands with Aboriginal and Torres Strait Islander communities, to ensure their perspectives and voices are heard and valued in all aspects of our operations.

This includes:

- Creating equity of opportunities within our own organisation,
- Fostering a culture of understanding and respect for reconciliation, and
- Incorporating Indigenous perspectives into our work practices and solutions and collaborating with clients who share our commitment to reconciliation and sustainability.

Together, we will strive to leave no negative impact on Aboriginal and Torres Strait Islander communities through our work.

## Our approach

We acknowledge that we are at the start of our journey, and we know that we are a long way from having proportional representation of Aboriginal and Torres Strait Islander peoples across our business. While our aim is to have an internal advisory committee in the future until such time our approach will be to partner with Aboriginal and Torres Strait Islander consultants to ensure voice and perspective of the delivery of our RAP.

Our intent is to start by educating our people on truth and the importance of reconciliation and to commence integrating this into the operations of our company such as consulting, sustainability work and employment programs and pathways into our business. We will develop relationships and partnerships with Aboriginal and Torres Strait Islander businesses and organisations.







## Collaborations and Initiatives: Our Ongoing Projects and Partnerships

As a first step and in parallel to developing our RAP over the last two years we have begun to increase the awareness of the need for and activities around reconciliation. Established in 2020 the Reconciliation@Capgemini community has led the way in much of this work, with a focus of celebrating NAIDOC and NRW every year as well as providing cultural awareness training. During these weeks we have had the opportunity to learn from some inspirational Aboriginal and Torres Strait Islander peoples across a range of topics including mental health, justice system interactions, the stolen generation, the change the date campaign and the importance of Acknowledgment of Country. We have also celebrated histories and cultures through cooking classes, fundraisers, and other family friendly activities.

In bringing our senior leaders along on the journey we have begun by educating them on the importance of Acknowledging Country (AoC), and how to do this in a meaningful way. It would now be considered odd if an AoC was not done at the start of any major meeting, a significant and positive change to see in just over two years.

Moving into 2023 the focus expanded from awareness to action, with small steps being made in utilising more Aboriginal and Torres Strait Islander suppliers for events and community activities. Following the acquisition of Empired by the Capgemini group in 2021, we are proud to continue the partnerships and sponsorships previously initiated. These include into Capgemini, we also saw the impact that partnerships and sponsorships could have via their membership of Reconciliation WA, sponsorship of the UWA aspire program, the Edith Cowan University Scholarship, the Street Banner initiative and partnering with Winyama.

Finally, to better understand and develop our RAP authentically and with the right purpose we have consulted through the Centre for Inclusive Design with Raylene Hassall. The Centre for Inclusive Design is a centre of expertise in the use of inclusive design to remove challenges when organisations do not consider age, race, ethnicity, ability, gender, sex or other forms of human difference in design. Raylene Hassall is a Yiman woman from Central Queensland and works at Centre for Inclusive Design as a cultural advisor and consultant. She is a key contributor in providing cultural expertise to our RAP development process and will be supporting us through the initial stages of the process until we create an ecosystem of Aboriginal and Torres Strait Islander organisations, suppliers and employees to work in and with Capgemini.

## 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.	Mar, 2024	Lead: CSR lead Support: Head of D&I, Reconciliation community
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Apr, 2024	Lead: CSR lead Support: Head of D&I, Reconciliation community
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Lead: CSR Marketing Lead Support: Reconciliation community
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun, 2024	Lead: Exec Sponsor Reconciliation Community Support: Reconciliation community, Head of D&I
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun, 2024	Lead: Head of D&I Support: Reconciliation community
3. Promote reconciliation through our sphere of influence.	• In celebrating NRW at the company provide at least 1 session run by or in conjunction with Aboriginal and Torres Strait Islander organisations	27 May - 3 Jun, 2024	Lead: Reconciliation community Exec Sponsor Support: Reconciliation community, Head of D&I
	• Communicate our commitment to reconciliation to all staff.	May, 2024	Lead: Reconciliation community Exec Sponsor Support: Head of D&I
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Mar, 2024	Lead: CSR Lead Support: Reconciliation community
4. Promote positive race relations through anti-discrimination strategies.	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jun,2024	Lead: Head of D&I Support: CSR team
	• Engage with clients to collaborate on and align with for reconciliation opportunities	Jan,2024	Lead: Head of D&I Support: CSR team
	• Research best practice and policies in areas of race relations and anti-discrimination.	Dec, 2023	Lead: Head of HR Support: Reconciliation community, Talent team
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar, 2024	Lead: Head of HR



## 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.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Dec, 2023	Lead: Head of D&I Support: Reconciliation community
	• Conduct a review of cultural learning needs within our organisation.	Oct, 2023	Lead: Head of Talent/L&D Support: Reconciliation community
	• Strengthen already built relationships with Aboriginal and Torres Strait Islander cultural competency training providers and ensure this training is conducted at least once a year (available to all staff).	Dec, 2023	Lead: Head of D&I Support: Reconciliation community
6. 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 organisation's operational area and provide resources for our employees.	Sept, 2023	Lead: CSR Marketing Lead Support: CRES, Reconciliation community
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Sept, 2023	Lead: CSR Marketing Lead Support: Head of D&I, CEO, Reconciliation community
	• Update and circulate our Acknowledgment Country protocols guide, ensuring these continue to occur at the commencement of all important meetings internally and externally.	Feb, 2024	Lead: CSR marketing Lead Support: Reconciliation community
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun, 2023	Lead: Reconciliation community Exec Sponsor Support: Reconciliation community, Head of D&I
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun, 2023	Lead: Reconciliation community Exec Sponsor Support: Reconciliation community
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul, 2023	Lead: Head of D&I Support: Reconciliation community

## Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Nov, 2023	Lead: Head of Recruitment Support: Head of D&I
	• Begin developing relationships with appropriate companies to develop First Nations recruitment pathways, through training, relaunch etc.	Mar, 2024	Lead: Recruitment lead Support: Head of D&I, Reconciliation community
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan, 2024	Lead: Head of D&I Support: Head of HR
	• Investigate the implementation of a cultural leave policy for use by Aboriginal and Torres Strait Islander employees as well as employees of other diverse cultures	Nov, 2023	Lead: Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Apr, 2024	Lead: Head of Procurement Support: Head of D&I
	• Add Aboriginal and Torres Strait Islander suppliers to our supplier handbook	May, 2024	Lead: Head of D&I Support: CSR team
	• Investigate Supply Nation membership.	Jun, 2024	Lead: Head of Procurement



## Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	Jul, 2023	Lead: Head of D&I Support: Reconciliation community
	• Draft a Terms of Reference for the RWG.	Jul, 2023	Lead: Head of D&I Support: Reconciliation community
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jul, 2024	Lead: Head of D&I Support: Reconciliation community
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Jul, 2023	Lead: Head of D&I Support: Reconciliation community
	• Engage senior leaders in the delivery of RAP commitments.	Jul, 2023	Lead: Reconciliation community Exec Sponsor Support: Head of D&I, Reconciliation community
	• Appoint a senior leader to champion our RAP internally.	Jun, 2023	Lead: CEO Support: Head of D&I, Reconciliation community
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	Jul, 2023	Lead: Head of D&I Support: Reconciliation community
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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.	Jun annually	Lead: Head of D&I Support: Reconciliation community
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	Lead: Head of D&I Support: Reconciliation community
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept annually	Lead: Head of D&I Support: Reconciliation community
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website ( <a href="https://rap.reconciliation.org.au/s/registration">https://rap.reconciliation.org.au/s/registration</a> ) to begin developing our next RAP.	Mar, 2024	Lead: Head of D&I Support: Reconciliation community

## Thank You for Supporting Our Reconciliation Journey

### Within Caggemini

Kaylene O'Brien

Deb Kennedy, Yana, Linda and James – for starting us on the journey

Steph Sands

Teresa Allan

Taryn Clydesdale

Diamond Kloufetos

Wayne Marshall

### Reconciliation Working Group

Tara Olsen

Janani D'Silva

Lior Aufgang

Angus Steele

Andy Steeds

Shannon Barca

### Outside Caggemini

Alkina Edwards, our amazing artist

Ajoy Das, our graphic designer

Karen Mundine, CEO, Reconciliation Australia

Raylene Hassall





## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

Learn more about us at  
[www.capgemini.com](http://www.capgemini.com)

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