

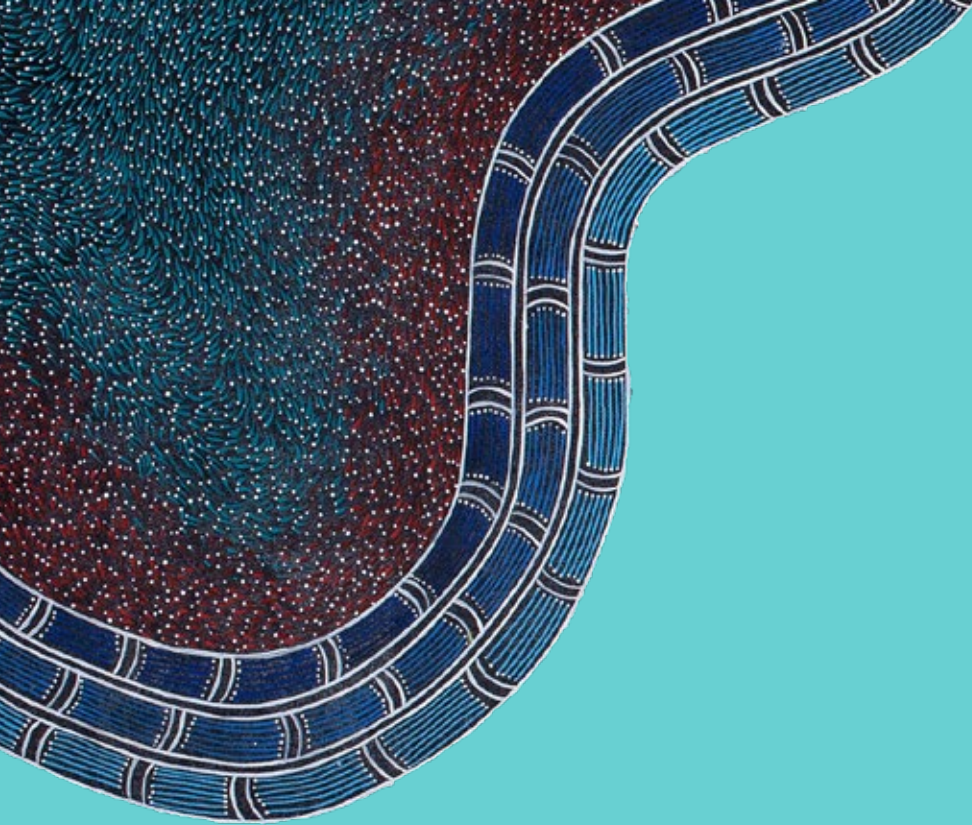
The background of the cover is a dark blue field filled with numerous small, light blue dots. Overlaid on this are several large, concentric circles in white, yellow, and blue, each with a red center. A thick, wavy yellow line with a red border curves across the middle of the image.

Reflect Reconciliation Action Plan

July 2025 to July 2026



HEIDRICK
&
STRUGGLES



Acknowledgement of country

Heidrick & Struggles acknowledges the Traditional Custodians of the lands throughout Australia and recognises their continuing connection to the land, sea and communities.

We honour the wisdom of, and pay respect to, Elders past and present, and acknowledge the cultural authority of all Aboriginal and Torres Strait Islander peoples across Australia.

In particular, we would like to acknowledge the Traditional Custodians of the lands on which Heidrick & Struggles has its offices: the Gadigal People of the Eora Nation (Sydney), the Wurundjeri People of the Kulin Nation (Melbourne), and the Whadjuk People of the Noongar Nation (Perth).





Our RAP artwork

A note from the artist

I was born in Broome, WA, on Yawuru country, but I am a Bard (pronounced B-ard) woman from the Dampier Peninsula. My art blends contemporary styles with influences from both my Malay and Aboriginal heritage.

I started painting when I was younger, during my chemotherapy treatment. Being away from home, family, and my country was incredibly difficult and impacted my well-being. I was given a box of paints, brushes, and paper, allowing me to express myself and distract my mind. Through painting, I was able to reconnect with my home by creating landscapes and memories in a contemporary style. These paintings became a way for me to share my story and feel close to home, despite being far away. After finishing chemotherapy and returning home, I stopped painting, but I picked it up again in 2020 when I was pregnant with my first child.

Being selected by Heidrick & Struggles to create a representation of their company was an incredible opportunity, especially since this was my first commissioned piece. After researching their firm and having discussions, I found that their mission reminded me of the ocean—how tides, flora, and fauna move around the world, bringing life to the places that need it and positively impacting those ecosystems. This has been my largest painting to date, and I'm truly grateful for the chance to push my artistic boundaries and create something meaningful for a company that makes such a difference.

Jasmin Rose-Ann Bin Swani
Contemporary Aboriginal Artist





Message from our Managing Partner

At Heidrick & Struggles Australia, our purpose is to help our clients change the world, one leadership team at a time. Integral to this purpose is our commitment to fostering diverse, inclusive, and thriving environments – both within our firm and for the leaders we support.

It is with humility that we present our inaugural Reconciliation Action Plan (RAP). This RAP marks a significant milestone in our journey towards a reconciled Australia, one where the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples are celebrated, respected, and integrated into our national fabric.

As a firm built on relationships, we recognise our responsibility to listen, learn, and act. This RAP outlines our concrete commitments to strengthen our relationships with Aboriginal and Torres Strait Islander communities, fostering greater cultural respect, and creating meaningful opportunities for First Nations peoples within our sphere of influence.

We understand that reconciliation is an ongoing journey that requires continuous effort, authentic engagement, and a willingness to evolve. Heidrick & Struggles Australia is committed to this journey, and we invite you to join us as we work towards a more equitable and inclusive future for all Australians.



Graham Kittle
Managing Partner
Heidrick & Struggles Australia



Statement from CEO of Reconciliation Australia

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

Heidrick & Struggles joins a network of more than 3,000 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 Heidrick & Struggles 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 Heidrick & Struggles, 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



Our Business

Heidrick & Struggles Australia is the Australian business of Heidrick & Struggles International, Inc. ("Heidrick & Struggles"). In Australia we employ over 60 staff with offices in Sydney, Melbourne and Perth. We are a human capital leadership advisory firm providing executive search, consulting and on-demand talent services to businesses and business leaders worldwide to help them improve the effectiveness of their leadership teams. Globally we provide our services to a broad range of clients through the expertise of approximately 2,200 total staff including approximately 500 consultants located in a network of 63 locations across 30 countries around the world. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

Our service offerings include the following:



Executive Search

We partner with our clients - respected organisations across the globe - to help them build and sustain the best leadership teams in the world, with a specialised focus on the placement of top-level senior executives. Through our unique relationship-based, data-driven approach, we help our clients find the right leaders, set them up for success, and accelerate their and their team's performance.



On-Demand Talent

Our on-demand services provide clients seamless, on-demand access to top independent talent, including professionals with deep industry and functional expertise for interim leadership roles and critical, project-based initiatives. Our unique model delivers the right independent talent on demand by blending proprietary data and technology with a dedicated Talent Solutions team.



Heidrick Consulting

As a complement and extension of our search services, we partner with organisations through Heidrick Consulting to unlock the power of their people. Our tools and experts use data and technology to bring science to the art of human capital development and organisational design. Our services allow our clients to accelerate their strategies and the effectiveness of individual leaders, teams and organisations as a whole.



Our RAP

Heidrick & Struggles is at the beginning of our reconciliation journey.

As a company originating from the United States, Heidrick & Struggles recognises the privilege of operating in Australia, on Aboriginal and Torres Strait Islander land. In this regard, we acknowledge the responsibility to learn and familiarise ourselves with the unique and lived experience of Aboriginal and Torres Strait Islander peoples, recognising the historical injustices and dispossession endured by Aboriginal and Torres Strait Islander communities and the ongoing, systemic effects of settler colonialism. Our commitment extends beyond acknowledgment and we are dedicated to making a meaningful contribution to the reconciliation process.

As a firm deeply committed to Inclusion & Belonging, our organisational values serve as the bedrock for our reconciliation efforts.

Heidrick & Struggles values:

- Respect and value each individual
- Grow with our clients
- Win as one firm
- Always act with integrity
- Own the results

However, we emphasise that our purpose in pursuing reconciliation transcends this. It not only provides an opportunity to deepen our understanding and appreciation of the world's oldest continuous living cultures, but also seeks to champion the voices of Aboriginal and Torres Strait Islander peoples in order to contribute to meaningful change.

Our dedication to reconciliation action further enables the creation of a workplace culture rooted in awareness, acknowledgment and respect within Heidrick & Struggles Australia. In this regard, we seek to honour and celebrate the history, resilience, invaluable contributions and positive impact of Aboriginal and Torres Strait Islander peoples on every aspect of Australian society.

Our Reconciliation Action Plan (RAP) is born out of the recognition that we, as an organisation, have a role to play in Australia's reconciliation efforts. The development of our RAP signifies our commitment to this endeavour, understanding that it marks only the initial step of a journey demanding dedication and patience.

In the first instance, the RAP will serve as a foundational framework, initially bringing our workforce together to deepen our understanding of reconciliation. Our initial RAP efforts will concentrate on developing our cultural understanding and strengthening of, our relationships with the Traditional Custodians of the land on which we live and work. For example, appreciating the need to expand our touchpoints with Traditional Custodians, we have engaged with Supply Nation as a means for making the initial crucial connections with Aboriginal and Torres Strait Islander stakeholders. Moving forward, we seek to take the learnings and expansion of awareness attained through the reflect stage of our RAP and channel that into meaningful action with the aim of making a significant contribution to change.

Acknowledging the imperative and requirement for broader societal progress and an increase in contribution to reconciliation, we are conscious there is opportunity to support and improve Aboriginal and Torres Strait Islander peoples' representation in corporate Australia. Heidrick & Struggles recognises our unique position in directly influencing leadership outcomes within the Australian corporate landscape.

At Heidrick & Struggles, our purpose is to help our clients change the world, one leadership team at a time®.

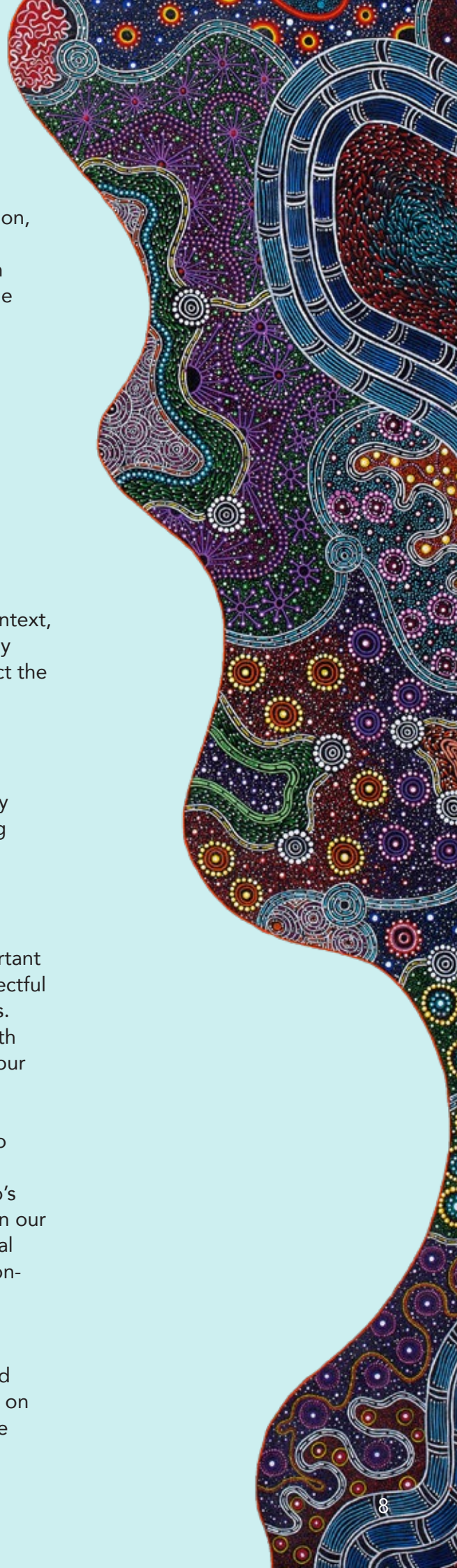
In order to authentically fulfill this purpose in the Australian context, we believe that initiating the reconciliation process will not only make us better advisors to our clients but also positively impact the broader corporate and societal fabric of Australia.

As Heidrick & Struggles embarks on this journey, actively learning and evolving along the way, our RAP represents the commencement of our commitment to contribute meaningfully to reconciliation. Through this plan, we are dedicated to taking tangible steps that foster positive change, both within our organisation and beyond.

The implementation of our Reflect RAP will play a vital role in providing the necessary guidance and structure to reach important reconciliation milestones, while fostering meaningful and respectful engagement with Aboriginal and Torres Strait Islander peoples. This objective will be realised by fortifying our relationships with First Nations groups and ingraining reconciliation throughout our business practices.

In April 2023, we formed a RAP Working Group, enabling us to collectively design and drive the progress of the RAP and take responsibility for its implementation and outcomes. This group's membership consists of 10 people representing all levels within our organisation, including representation from our local and global leadership teams with our Chief Inclusion Officer, Cecilia Nelson-Hurt, and our Asia Pacific & Middle East HR leadership team.

Our RAP Champion, Graham Kittle is the Managing Partner of Heidrick & Struggles Australia and is involved in the design and implementation of the RAP. The RAP Working Group connects on a monthly basis to review updates and collaboratively generate solutions for any challenges that may arise.



Members of RAP Working Group listed below:

Craig Williams

Regional Managing Partner, Corporate Officers Practice, Asia Pacific & Middle East, & Chair, Reconciliation Working Group

Luke Robbins

Principal

Matthieu Etchegaray

Consultant

Lara Kuhn

Engagement Manager

Dolly Powell

Senior Associate

Vicky Scaffidi

Executive Assistant

Courtney Sylvester

Executive Assistant

Jesse Usoalii

Engagement Manager

Millie Gartland

Principal

Other Heidrick & Struggles leaders outside the working group who are actively involved in our RAP include:

Graham Kittle

Managing Partner, Australia, & RAP Champion

Joanne McCawley

Vice President HR, Asia Pacific & Middle East

Cecilia Nelson-Hurt

Chief Inclusion Officer

Eli De Perio

Senior HR Business Partner, Asia Pacific & Middle East

We recognise that for our reconciliation plan to be successful, it must be:



Achievable




Specific and relevant to our business practices and sphere of influence



Supported by clearly outlined actions, timelines, and assigned responsibilities





Heidrick & Struggles Australia has introduced the Reflect RAP process to all staff and provide regular updates on our progress through our monthly Australia Connect forum which includes all staff. We also use this forum to answer questions and listen to feedback about our RAP and reconciliation journey.

To help guide our RAP, we have connected with several Aboriginal and Torres Strait Islander peoples including Glenn Johnston who attends most of our monthly RAP meetings where he provides valued guidance and support to our RAP. Glenn has experience in helping multiple organisations with the design and implementation of their RAPs. Glenn Johnston has over 25 years' experience in procurement and logistics management across different industries, market leading companies and government. He is currently Director, Procurement & Business Support at Infrastructure NSW and was formerly Director of Procurement Sustainability at Transport for NSW, Group Rail. Glenn is a nationally recognised procurement expert and thought leader with a deep and proud passion for Indigenous business engagement. Glenn was the recipient of the 2016 Supply Nation Procurement Professional of the Year Award in recognition of his work developing and engaging Indigenous businesses. Glenn is also a Board Member of Supply Nation and the AIATSIS Foundation.

Staff of all levels at Heidrick & Struggles Australia have embraced the RAP and contributed to the execution of the plan which is reflected in the allocated responsibility in our framework. We have also made changes to how we work and the environment in which we work to bring a more lived experience to the RAP for our staff and people who interact with our organisation.

Community Partnerships

We are supported by the Deputy Chair of Supply Nation Glenn Johnston to ensure we have an understanding of the RAP process and what it means for Heidrick & Struggles to commit to this.

Our Reconciliation Working Group Lead Partner attended a Supply Nation Connect Trade Show and gala event recently.

To gain a better understanding of RAP Best Practice Sharing, the Reconciliation Working Group has connected with other RAP representatives of organisations who have successfully implemented their RAP.



Internal activities/ initiatives

An email was sent firmwide providing overview of the inclusive and respectful language as it relates to Aboriginal and Torres Strait Island peoples.

It is important for all Heidrick & Struggles employees to understand the progress that is being made on our RAP. We share updates on progress to all employees in Australia during our monthly Australia Connect calls.

The Reconciliation Working Group have met monthly and achieved the following:

- Agreed on our RAP purpose statement;
- Engaged in discussions regarding the four pillars (Respect, Relationships, Opportunities and Governance);
- Finalised a RAP slide to be included in Heidrick & Struggles proposals to show our clients our RAP purpose and progress;
- Firmwide communication through an Acknowledgement of Country on our email signatures; and
- Agreed to change names of meeting rooms across all offices in Australia to reflect local Aboriginal language and our ongoing support of reconciliation.





Relationships

Action	Deliverable	Timeline	Responsibility
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.	May 2025	Lead: Managing Partner Australia Support: Reconciliation Working Group Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Lead: Managing Partner Australia Support: Reconciliation Working Group Chair, Consultant and Associate
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2026	Lead: Managing Partner Australia Support: Senior HR Business Partner Asia Pacific & Middle East
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2026	Lead: Managing Partner Australia Support: Senior HR Business Partner Asia Pacific & Middle East
Promote reconciliation through our sphere of influence.	Continue to communicate our commitment to reconciliation to all staff.	May 2025	Lead: Managing Partner Australia Support: Chief Inclusion Officer and Reconciliation Working Group Chair
	Maintain and continue to build relationships with external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025	Lead: Chief Inclusion Officer Support: Reconciliation Working Group Chair
	Maintain and continue to build relationships with RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2025	Lead: Chief Inclusion Officer and VP HR Asia Pacific & Middle East Support: Senior HR Business Partner Asia Pacific & Middle East and Reconciliation Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025	Lead: Senior HR Business Partner Asia Pacific & Middle East



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Maintain, continue to develop and execute the business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	Lead: Reconciliation Working Group Chair Support: Principal
	Conduct a review of cultural learning needs within our organisation.	March 2026	Lead: Engagement Manager Support: Associate
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Custodians or Custodians of the lands and waters within our organisation's operational area.	May 2025	Lead: Reconciliation Working Group Chair Support: Executive Assistant
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	Lead: Senior HR Business Partner Asia Pacific & Middle East Support: Managing Partner Australia
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.	July 2025	Lead: Chief Inclusion Officer and VP HR Asia Pacific & Middle East Support: Associate and Consultant
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2025	
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Lead: Chief Inclusion Officer Support: Reconciliation Working Group Chair




Opportunities

Action	Deliverable	Timeline	Responsibility
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.	March 2026	Lead: Engagement Manager Support: Senior HR Business Partner Asia Pacific & Middle East
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	Lead: Senior HR Business Partner Asia Pacific & Middle East Support: Principal
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.	December 2025	Lead: Office Manager (Sydney, Melbourne & Perth) Support: Managing Partner Australia
	Continue to investigate Supply Nation membership.	July 2025	Lead: Managing Partner Australia



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	October 2025	Lead: Managing Partner Australia Support: Reconciliation Working Group Chair
	Draft a Terms of Reference for the RWG.	October 2025	Lead: Reconciliation Working Group Chair Support: Associate and Executive Assistant
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2025	Lead: Reconciliation Working Group Chair Support: Managing Partner Australia
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2025	Lead: Reconciliation Working Group Chair Support: Managing Partner Australia
	Engage senior leaders in the delivery of RAP commitments.	May 2025	Lead: Principal Support: Managing Partner Australia
	Appoint a senior leader to champion our RAP internally.	May 2025	Lead: Reconciliation Working Group Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2025	Lead: Executive Assistant
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.	June annually	Lead: Engagement Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025 (annually)	
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	Lead: Senior HR Business Partner Asia Pacific & Middle East Support: Reconciliation Working Group Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	Lead: Chief Inclusion Officer Support: Reconciliation Working Group Chair

For any queries, contact:

Craig Williams

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