

Ipsos Reconciliation Action Plan:

INNOVATE

May 2022–May 2024

Aboriginal and Torres Strait Islander people should be aware that this document may contain images of deceased persons.

Photograph: Michael Gulirrawuy, Ipsos Collection



Reconciliation Australia CEO Statement

Reconciliation Australia commends Ipsos on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ipsos continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Ipsos will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Ipsos using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Ipsos to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Ipsos will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Ipsos' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Ipsos on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is to leverage our unique skillset in social and market research to give a voice to Aboriginal and Torres Strait Islander Peoples on a range of matters, including government policy. To achieve this Ipsos established an Aboriginal and Torres Strait Islander Research Unit (ATSIRU) which is managed by Aboriginal and Torres Strait Islander employees. We are committed to listening to, learning from, being ethical and demonstrating respect for the First Peoples of this land. Our goal is to provide a voice to Aboriginal and/or Torres Strait Islander people through rigorous, objective and culturally sensitive research.

We want all Ipsos employees to know more about Aboriginal and Torres Strait Islander histories, cultures and contemporary issues. We acknowledge, respect and celebrate the rich heritage of Aboriginal and Torres Strait Islander Peoples as the longest continuous cultures on earth.

We understand our role in the reconciliation process, as researchers, is to give all people a voice through the work that we do. Research that is done by and as Aboriginal and/or Torres Strait Islander Peoples will ensure these voices are authentic and represent the community. Working together with Aboriginal and/or Torres Strait Islander peoples will ultimately progress knowledge and inform public policy. This will contribute towards improving outcomes for Aboriginal and/or Torres Strait Islander peoples and raising awareness of the challenges, and the successes they achieve.

We recognise that Ipsos has a role to play in influencing other organisations about the importance of reconciliation and we commit to pursuing opportunities to communicate to and engage our clients, suppliers and industry peers.

Finally, we will contribute to economic empowerment by working in meaningful collaboration with Aboriginal and/or Torres Strait Islander organisations and individuals and creating employment and learning opportunities within our business.



The Ipsos ATSIRU logo

Our business

Ipsos is a global market research services organisation, essentially concerned with providing an understanding of people, as consumers, citizens and audiences, to our clients and communities.

Ipsos has a presence in over 89 countries and specialises in research around customer experience, media and advertising, public affairs, brand strategy and marketing innovation as well as specialized data collection services. Ipsos' point of difference, relative to other large research organisations, is that it is owned and managed by researchers who strive to deliver game changing research to their clients.

Ipsos' sphere of influence spans over 350 local and international clients, 25 major suppliers, and other smaller suppliers, and Ipsos has a voice in the research, marketing, government and media sectors.

Ipsos employs over 18,000 people globally, and more than 200 across Australia with offices in Sydney, Melbourne, Brisbane and Perth. At least two of our full-time employees in Australia identify as Aboriginal and/or Torres Strait Islander people and we employ Aboriginal and/or Torres Strait Islander people across Australia, on an individual contract basis and through working partnership with Aboriginal and Torres Strait Islander owned businesses.

Ipsos Aboriginal and Torres Strait Islander Research Unit's (ATSIRU) Indigenous sub-contractors are generally Aboriginal and/or Torres Strait Islander suppliers that we

have worked for and with for the past 5 – 15 years. We have established a trusting and respectful relationship with each of them. The sub-contractors bring a diverse range of evaluation, research as well as other skills and experience.

Ipsos, as a multinational research company with all the benefits that that entails, provides:

- technological, infrastructure, analytical software and product support
- quantitative and qualitative research analysis
- specific research and methodological expertise
- fieldwork expertise and
- analytical support.

Working together with our complementary skills, we scaffold and support each other on projects.

Through these arrangements small businesses are able to leverage off the range of technological advances and methodological solutions that Ipsos and their existing software suppliers have to offer.

Without working together, it would be cost prohibitive for any small Aboriginal and/or Torres Strait Islander business to compete and provide the same level of innovation and capabilities in the Australian market and social research and evaluation industry. These relationships enable small Aboriginal and/or Torres Strait Islander businesses to service the market on the same playing field as other large corporates.

*The Badu Island Backbone Committee
Photograph: Ipsos Collection*



Our RAP

The idea for developing the Ipsos RAP was initially created out of an interest in undertaking research in partnership with Australia's Aboriginal and Torres Strait Island Peoples. To do so with the necessary integrity required greater knowledge and understanding from Ipsos employees about the cultures, communities and outlook of Aboriginal and Torres Strait Islander Peoples. This objective was supported by a survey of staff in 2015 which showed a high degree of interest from non-Indigenous employees to learn about Aboriginal and Torres Strait Islander cultures.

On this basis Ipsos launched its first Innovate RAP in 2017. Given the rich experiences for staff as a result of our first RAP, it was decided that we should launch our second RAP as staff continued high levels of interest in learning about Aboriginal and Torres Strait Islander cultures. Ipsos staff and management are proud of the achievements of our first RAP and the opportunities this gave us to further our knowledge and understanding of Aboriginal and Torres Strait Islander peoples.

Ipsos' RAP journey so far has been very rewarding. Many of our staff have been involved in cultural events, tours and projects enabling them to meet and talk with Aboriginal and/or Torres Strait Islander peoples. Between 2018 and 2019, Ipsos employed two young interns from Badu Island, in the Torres Strait, with one staying on at Ipsos for approximately 9 months, working at both our Brisbane and Melbourne offices. We also employ casual Aboriginal and Torres Strait Islander people within the communities that we work in and provide them with training, support and mentoring. In 2018, Ipsos engaged an Aboriginal business to supply our stationary across our four Australian offices. On top of this we have delivered several very significant research projects around Aboriginal and Torres Strait Islander policy improvement for various Government clients such as:

- Reducing Smoking During Pregnancy Research (2018-20) for Queensland Health
- Campaign Evaluation of DFV Culturally Sensitive Communications and Blurred Borders – Department of Justice and Attorney General
- Patient Satisfaction (2019) - Bureau of Health Information
- Royal Commission Aged Care (2019) – National Ageing Research Institute
- Collaborative Family Decision Making Program Evaluation (2016-19) - Department of Child Safety, Youth and Women
- Evaluation of Stronger Communities for Children - (2016-17) - Department of the Prime Minister and Cabinet

- Evaluation of the Fee for Service Indigenous Land and Sea Management – (2017-18) Department of the Prime Minister and Cabinet
- New Parent Infant Network (Newpin) program Evaluation framework (2018) – Uniting Care Queensland
- Indigenous School Attendance - Behavioural Drivers Research (2018) - NSW Department of Education
- Women's Safety Net Research - (2017-19) - Department of Child Safety, Youth and Women
- Evaluation of the Mental Health First Aid Training - (2017-18) - Department of the Prime Minister and Cabinet
- Remote School Attendance Strategy Evaluation - (2017) - Department of the Prime Minister and Cabinet
- Yarn For Life Campaign Evaluation – (2020) – Cancer Australia
- Connected Communities Evaluation – NSW Department of Education (2017)
- Talking families Research - (2015-16) - Queensland Family and Child Commission

Our new RAP has been developed by our RAP Working Group. A call for expressions of interest to participate in the RAP Working Group (RWG) went out in early 2021. Expressions of interest were received from different areas of the business and from people with varying ethnic and cultural backgrounds, which was positive given the diversity of perspectives that would inform the discussions and action planning.

Our first action was to commission a survey with staff to understand how we could engage them more actively in our RAP activities going forward. The survey highlights three key areas for the business to address:

1. Educate – Develop the knowledge, awareness and respect for Aboriginal and/or Torres Strait Islander peoples, cultures and histories amongst Ipsos' non-Indigenous staff.
2. Drive – Promote the RAP and its progress to external clients as well as amongst our own employees, working to normalize the RAP as an integral part of our organisation.
3. Create – develop opportunities for staff to engage with and celebrate Aboriginal and Torres Strait Islander cultures, as well as opportunities our organisation can offer to Aboriginal and Torres Strait Islander peoples.

Our RAP cont'd

The RWG met in May 2021 to discuss various priorities and the integration of staff feedback into our planning, issues and considerations. The group first developed a vision for the RAP and then focused on the various subsections of the document.

The RWG included members from three of our Australian offices:



Steven Pukallus – Project Manager (VIC)



Lexi Kong – Director (NSW)



Sharon Barnes – Research Director – Ngunnawal Woman (NSW)



Michael Barnes – Senior Project Manager – Ngunnawal Man (NSW)



Simon Wake – Chief Executive Officer (NSW); acting as the RAP Champion



Claudia Hodges – Senior Research Executive (VIC)



Jason Tran – Senior HR Business Partner (NSW)



Amelia Engel – Senior Admin & HR Executive (NSW)

These people assumed the role of RAP advocates to educate and encourage engagement with the content and activities being covered in the Ipsos RAP. Our RAP has the strong support of Ipsos management locally and globally. Ipsos CEO in Australia & New Zealand, Simon Wake, is the RAP Working Group Chair.

Progress of the RAP is communicated to all employees during CEO-led town hall meetings, via internal communications.

Ipsos established an Aboriginal and Torres Strait Islander Research Unit to provide ethical and culturally sensitive research for and by Aboriginal and/or Torres Strait Islander peoples.

In addition, Ipsos has assembled an Aboriginal and Torres Strait Islander Advisory Group, made up of prominent researchers and academics in this space and Chaired by Emeritus Professor Mick Dodson. The Advisory Group was formed to support Ipsos ATSIRU on ethical and culturally sensitive research projects and to give advice on the diversity among Aboriginal and Torres Strait Islander communities and societies in Australia – each of which has its own mixture of cultures, customs, laws and the presence of one or more of over 250 surviving languages.

The Ipsos Advisory Group comprises Aboriginal and Torres Strait Islander people with a diverse knowledge of culture and an understanding of ethical guidelines to support and share knowledge with Ipsos.

Relationships



Ipsos is committed to develop genuine and trustworthy relationships within its organisation, its clients, and members of the public. It is essential to the success of our business in delivering research with the highest ethical standards and principles.

Ipsos values the importance of conducting research with Aboriginal and Torres Strait Islander peoples in a culturally respectful manner. We want to continue engaging local Aboriginal and Torres Strait Islander peoples and organisations to build in cultural considerations into our research practice. Our work contributes to programs and policies that affect the lives of Aboriginal and Torres Strait Islander peoples and therefore Ipsos' relationships with Australia's First Peoples is central to achieve better outcomes.

Focus area: Ipsos' organisational values include 'collaboration'

As a company we aim to work in diverse teams and develop meaningful and transparent relationships inside and outside our organisation. We want each one of our Australian offices to engage with local Aboriginal and Torres Strait Islander peoples. This includes providing opportunities for employment through our social research conducted in communities. It is essential for successful research outcomes that our employees and clients build their knowledge and respect for the cultural diversity of Australia's First Peoples.

*Teyana Wanybarrnga
Photograph: Ipsos Collection*



Relationships action plan

Action	Deliverable	Timeline	Responsibilities
1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022	Senior Admin & HR Executive
	Continue to implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Senior Admin & HR Executive
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 & 2023	Senior Admin & HR Executive
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022, 2023	Senior Admin & HR Executive
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022, 2023	Senior Admin & HR Executive
	Organise at least one NRW event each year.	27 May- 3 June, 2022, 2023	Senior Admin & HR Executive
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 & 2023	Senior Admin & HR Executive
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	June 2022	RWG Chair
	Communicate our commitment to reconciliation publicly – both locally and internationally. Ipsos will utilise our global newsletter, social media channels and client proposals to promote our RAP.	July 2022	Marketing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2023	RWG Chair
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	May 2023	RWG Chair
4. Raise awareness and develop understanding of social justice issues through media relationships.	Letter to Top 25 suppliers and clients about benefits of RAP and consideration for own businesses	September 2023	RWG Chair
	Continue to release Perceptions of Indigenous Issues Study. This is a landmark study which addresses important issues and is released to the media and via Ipsos owned channels.	September, 2022	Marketing Director
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2022	Senior Admin & HR Executive
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2022	Senior Admin & HR Executive
	Engage with Aboriginal and/or Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2022	Senior Admin & HR Executive
	Educate senior leaders on the effects of racism.	September 2022	Senior Admin & HR Executive and Senior HR Business Partner

Respect

Respect is fundamental to the work we do at Ipsos. Integrity and Curiosity are two of the organisational values at Ipsos. These values are expressed in our work and relationships inside and outside of Ipsos. We work in the community and we strive to let voices be heard. This in part has driven our desire to develop a RAP.

We have acknowledged that our level of knowledge of Aboriginal and Torres Strait Islander peoples, their cultures, histories and lands is low, and we are committed to learning about, appreciating and acknowledging the Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights. In carrying out our work, we will acknowledge the Traditional Owners of the land.

Lawurpa Maypilama
Photograph: Ipsos Collection

Focus area:

Ipsos is focused on being “Game Changers” for our clients and fundamental to this is to see things from the perspective of our client. In the same way, we are seeking to build our understanding of Aboriginal and Torres Strait Islander peoples, their histories, cultures, traditions, values and aspirations so we can acknowledge, appreciate, celebrate and respect.



Respect action plan

Action	Deliverable	Timeline	Responsibilities
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2022	Senior Admin & HR Executive
	Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2022	Senior HR Business Partner
	Continue to implement and communicate a cultural learning strategy for our staff.	November 2022	Senior HR Business Partner
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2022	RWG Chair
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2023	RWG Chair
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2023	Senior Admin & HR Executive
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023	Senior Admin & HR Executive
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023	RWG Chair
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022, 2023	RWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2023	Senior Admin & HR Executive and Senior HR Business Partner
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2022, 2023	Senior Admin & HR Executive and Senior HR Business Partner

Opportunities

Ipsos has a long history and significant experience in social and governmental research. The Australian business has a strong focus on Public Affairs research and due to the interests and expertise of employees, is growing its capability and capacity in the area of Aboriginal and Torres Strait Islander research. In 2016 Ipsos launched an Aboriginal and Torres Strait Islander Research Unit. A key objective of this part of our business is to conduct research in community which directly employs local Aboriginal and/or Torres Strait Islander researchers. This provides employment and training opportunities to learn the skills of qualitative research and project management.

We believe these developments provide a platform for Ipsos to provide employment opportunities for Aboriginal and Torres Strait Islander peoples.

In addition, as a corporate organisation, we have a multitude of supplier relationships. We can assess the opportunity for Aboriginal and Torres Strait Islander businesses to supply Ipsos with goods and services.

Focus area:

Ipsos has an ongoing objective to operate a healthy and sustainable organisation. Fundamental to this is seeking to improve our processes, cost structures and of course, to grow as an organisation. In the execution of this objective, we will seek opportunities to provide employment and supply relationships for and with Aboriginal and Torres Strait Islander peoples.

*Local researcher training, Badu Island
Photograph: Ipsos Collection*



Opportunities action plan

Action	Deliverable	Timeline	Responsibilities
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2022	Senior HR Business Partner
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2022	Senior HR Business Partner
	Renew and refresh our Aboriginal and/or Torres Strait Islander recruitment and retention strategy, and develop and implement a professional development component.	August 2022	Senior HR Business Partner
	Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander stakeholders.	May 2022	Senior HR Business Partner
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace.	May 2022	Senior HR Business Partner
	Increase the percentage of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	December 2022	Senior HR Business Partner
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy..	September 2022	HR & QA Director ANZ
	Investigate Supply Nation membership.	September 2022	QA Director ANZ
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2023	HR & QA Director ANZ
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	June 2023	HR, Legal, COO, QA Director ANZ
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2023, 2024	HR, Legal, COO, QA Director ANZ
11. Deliver research about Aboriginal and Torres Strait Islander people with integrity	Ensure our research and evaluation engagements are conducted to the highest Ethical standards to capture and respect the true voices of Aboriginal and/or Torres Strait Islander peoples.	May 2023, 2024	ATSIRU
	Continue ongoing engagement with ATSIRU Advisory Committee	May 2023, 2024	ATSIRU

Governance action plan

Action	Deliverable	Timeline	Responsibilities
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2022, 2023	RWG Chair
	Establish and apply a Terms of Reference for the RWG.	May 2022	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	May, August, November & February 2022, 2023, 2024	RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2022	RWG Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2022	RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022	Senior Admin & HR Executive
	Appoint and maintain an internal RAP Champion from senior management.	May 2022	RWG Chair
14. 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 2022, 2023	Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022, 2023	RAP Champion, Senior Admin & HR Executive, Director
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 & 2023	Senior Admin & HR Executive
	Report RAP progress to all staff and senior leaders quarterly.	June, September, December, March 2022, 2023, 2024	RWG Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	February 2022, 2023, 2024	RWG Chair
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	Senior HR Business Partner
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2024	Senior HR Business Partner
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Senior HR Business Partner

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