



As One

THE SYNERGY WAY

..... DECEMBER 2023

.....
you + me x we = us
.....



As One

EMPOWERING EXCELLENCE

OUR COMMITMENT TO OUR PEOPLE

Acknowledgement of Country

Synergy Group acknowledges Aboriginal and Torres Strait Islander peoples as First Australians and recognises their culture, history, diversity, and their deep connection to the land.

We acknowledge the Traditional Owners of the lands in which our offices are located and pay our respects to Elders past, present and emerging. We extend that respect to all First Nations peoples across Australia where many of our people live and work.

Our strategy

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FOREWORD

Chief Executive Officer

It gives me great pleasure to present Synergy Group's National People Strategy – **As One. The Synergy Way.**

Grounded in our values, As One. The Synergy Way brings together the strengths from our past with the vibrant promise and opportunities of the future.

I firmly believe that we are most successful when we put our people first and at the centre of everything we do. Their skills, expertise, lived experience and unwavering commitment to each other and our clients is what sets us apart – it's our Synergy way.

As One. The Synergy Way is recognition of the important role our people play in achieving our strategic intent and becoming one of Australia's leading professional services firms. As we look to grow and expand our footprint, this strategy will enable us to make informed, transparent decisions for our people while remaining commercially flexible and agile. It is an investment in our core and is our commitment to create the right environment for our people to grow, develop and succeed.

We all have a role to play in implementing the strategy. We need to lean in, connect and engage in what we are doing and how we are doing it. Every one of us needs to be a leader to ensure our individual and collective success, and I look forward to working together to bring this plan to life.



Rob Kennedy

CHIEF EXECUTIVE OFFICER



FOREWORD

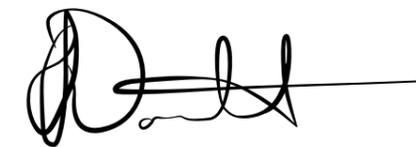
Chief People and Culture Officer

At Synergy Group we believe our people are our differentiator. It is the way we think, collaborate, innovate and uplift each other and our clients that sets us apart. We aren't just consultants; we are people first.

As the Chief People and Culture Officer it is my hope for each and every one of you that you feel supported and encouraged to be your whole self. It is our unique skill and life experience that gives us our competitive edge. And yet even with our different perspectives we are joined together by our shared values and our desire to make a positive, genuine impact. We are as one.

As One. The Synergy Way is not just another strategy or a list of activities. It is our blueprint for our plan and investment in our people. Developed by our people, for our people, it is the interconnecting thread between our people initiatives, programs and improvements through to our strategic intent, vision and mission. It will help prioritise our actions to better attract, develop, retain and genuinely engage our people. As we work towards our goal of becoming one of Australia's leading professional services firms, As One. The Synergy Way will evolve and change to better suit our intent and our people. Our culture, however, underpinned by our values, will not change. They are our moral compass.

When you are successful, we are our most successful. Our ability to deliver excellence in the way we work relies on us being flexible, agile, innovative and collaborative. It also relies on us having strong business foundations such as best practice systems, processes and tools to enable you to be the best you can be. As One. The Synergy Way is our commitment to our people.



Sally Dorsett

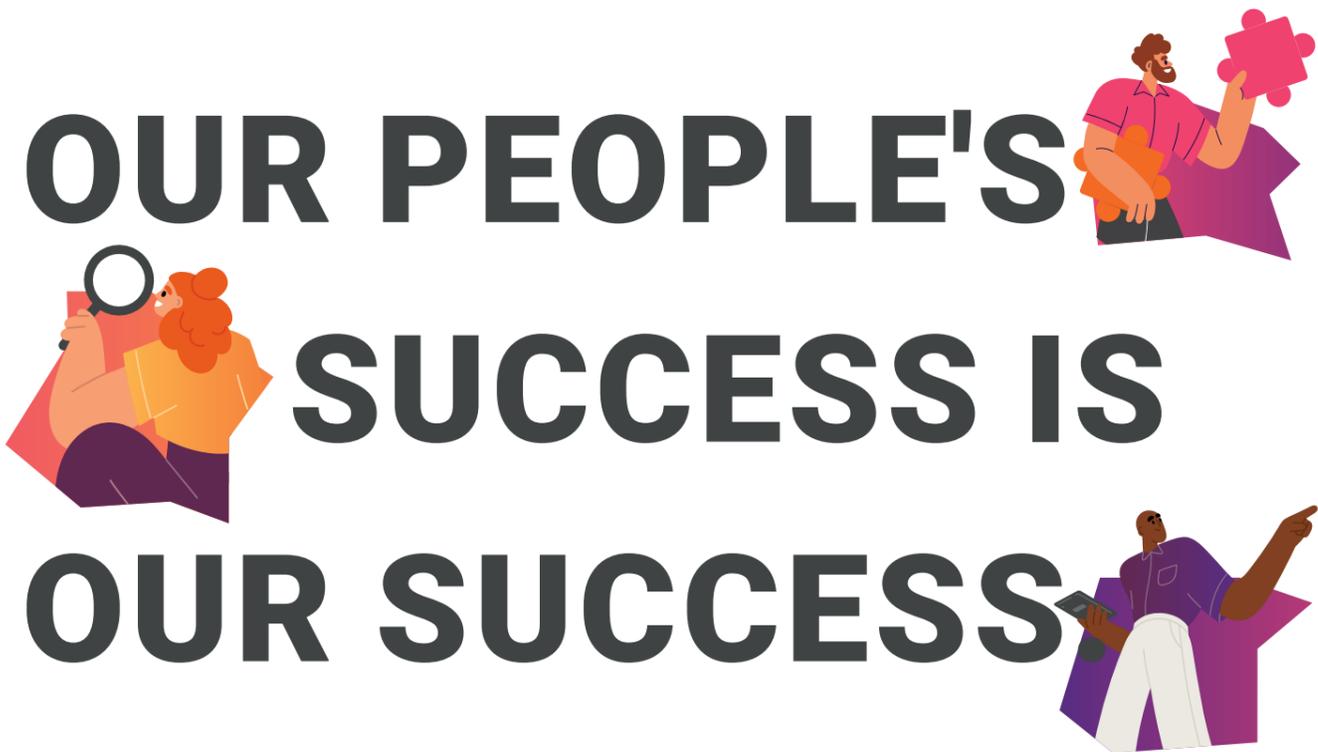
CHIEF PEOPLE AND CULTURE OFFICER



Our strategy

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OUR PEOPLE'S SUCCESS IS OUR SUCCESS



Our strategy is intentional

Our people are the heart of Synergy Group's success. As we seek to maximise our potential and grow our success, we need to stay true to our people, and our values. In this, we need to be intentional.

Our strategy has purpose

Synergy Group's National People Strategy will provide the blueprint for our plan and investment in our people. It will capture and enable prioritisation of initiatives to better attract, develop, retain and genuinely engage our workforce. Aligned to our business objectives, our People Strategy will articulate the connection from our people through to our vision.

Our strategy is necessary

In our complex operating environment, our blueprint will allow us to make informed, transparent and impactful decisions for our people, whilst enabling us to remain commercially flexible and agile. Synergy Group's National People Strategy will support our strategic intent by enabling prioritisation of our investment in people-related initiatives which align with both business-led priorities and what matters most to Synergites.

Our strategy is people-centred

Synergy Group recognises the intrinsic value of our people. This is evident in the principles that underpin our People Strategy:

- acknowledges first and foremost that our People are our *most* important resource
- is founded on our Values and promotes the underpinning behaviours
- encourages innovation, learning and growth
- establishes a safe and constructive environment to encourage open and honest interactions and experiences
- champions the value of authenticity, diversity, equity and belonging.

Our strategy is not a strategy

This document is a high-level plan designed to achieve specific objectives over the long term. It provides guidance and direction, considering resources, context, and our desired end state. It brings together a collection of commitments to our People. It is not a 'Strategy'.

So, what do we call this 'strategy that is not a strategy'?

A few options presented themselves...

- *Synergy Unleashed: Heart of Success*
- *Growth & Gravitas: Our People Commitment*
- *The Synergy Way: Our Promise to our People*
- *The Synergite Way: People at our Heart*
- *Synergetic Excellence*
- *Excellence Unleashed: The Synergite Way*
- *Essence of Excellence: The Synergy Way*
- *Empowering Excellence: The Synergy Way*

Before something arrived that resonated immediately:

As One.
THE SYNERGY WAY

Business Strategy: Alignment to our North Star

The importance of a connection between our people and our purpose cannot be understated. A clear, compelling mission and vision not only serve as the North Star for Synergy Group's strategic direction and the business decisions that follow, but critically, they also ignite passion, drive, and a sense of belonging amongst our people.

What is Synergy Group's mission, its purpose? What do we do, who for, and what makes us different?

Refocusing our North Star

As Synergy Group evolves, so too does our North Star. **An important early step in implementing our People Strategy, will be clarifying our vision and mission as we navigate this next transformational chapter in our story.**

Our Vision

OPTIONS FOR REVIEW:

- To be the trusted professional services partner, empowering our clients, our community and our nation.
- Uniting passion, expertise and purpose to create real difference (impact) for our Clients and our Community.

Our Mission

OPTIONS FOR REVIEW:

- Problem solvers at heart, we will collaborate, innovate and uplift. We will explore questions and define problems, quietly enabling our clients to envision a new future for our nation.
- Uniting passion with purpose, we will bring creativity, innovation, and independent insight to create real difference for our clients and our community.
- Problem solvers at heart, we will collaborate with clients and the community to bring creativity and unique expertise to their biggest challenges. Through independent advice, innovation, and deep insight, we will quietly enable those who enable the future of our nation.

Why this matters

If your organisation's mission is to become the industry leader and nothing more, then it will be difficult for employees' goals and values — which are likely about the individual's aspirations, not the organization's — to fit in.

HBR Online, Oct 21

We understand our emerging workforce generations place an even higher premium on this connection between personal and organisational values, than earlier generations. Refocusing Synergy Group's North Star could not be more important.

Our Strategic Goal

**In 2–5 years, be a truly National firm.
In 5–10 years, Australia's leading firm.**

Synergy Group Strategic Intent

STRENGTHEN AND GROW OUR CORE

Leverage our strong position in Federal Government to match and exceed success of our competitors.

AGILITY IN OUR GROWTH

Be intentional yet agile enough to take advantage of new market opportunities and innovations. Establish a capability that will perform the market analysis and shape our roadmap.

SHARE OUR SUCCESS

Our people have been the key to our success and will continue to be our top priority in future. This means ensuring our people share in our success, through new career pathways and greater diversity of opportunity.

MAXIMISE OUR POTENTIAL

Use our existing capability to grow into other geographies and industries, scaling our secret sauce and staying true to our culture and values.

Our Values



It's personal

Our people are our stars; we value everyone on their own terms with these differences being our source of strength.



Play with impact

We anticipate the most important challenges, positioning strategically, think critically and solve in innovative ways.



Act as one

We collaborate to create impact and work together as an integrated team with each other and our clients.



Honest to self and all

We do as we say, act with integrity and are true to ourselves and others.



Abundance mentality

We share success, are generous and support each other to grow.



Positively charged

We are confident, resilient and ever optimistic in our approach.

MEASURING
OUR FULL TIME
EQUIVALENT (FTE)

Full time
342

Part time
27

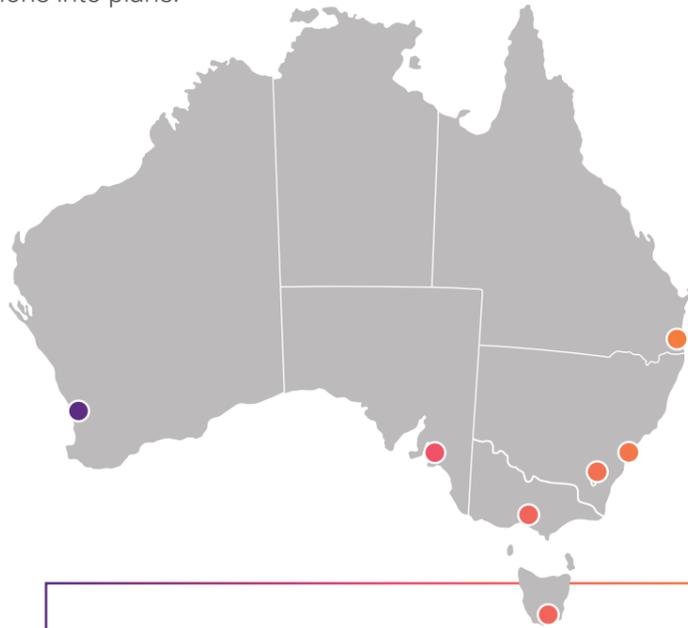
Contractor
80

CURRENT STATE

Who we are

We collaborate, explore and seek to understand and uncover what could be so that it can be.

We ask questions, we define the problem and envision a new future. Our work is grounded in our research, underpinned by robust methodologies, and backed by rigorous analysis for deep insight. We connect, design and test to turn ideas into actions and actions into plans.



WHERE WE ARE

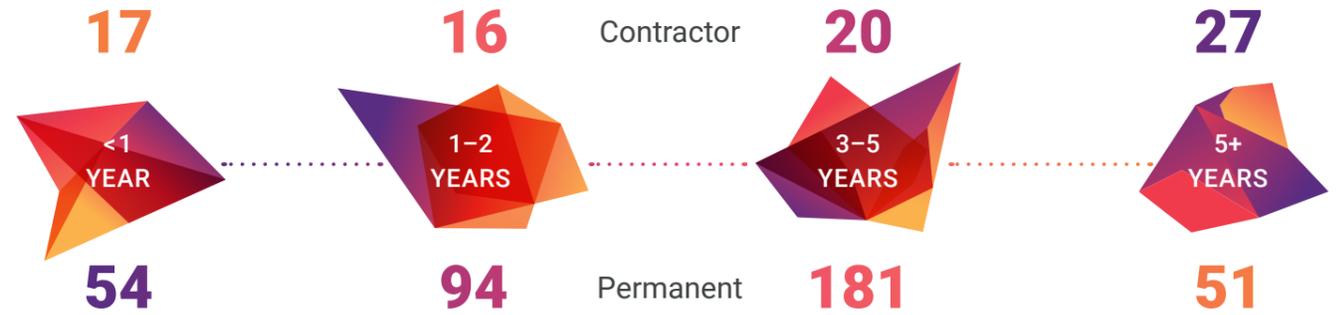
CITY LOCATIONS		REMOTE (AUS)	
Canberra	405	NSW	5
Sydney	12	WA	2
Brisbane	10	SA	1
Melbourne	24	TAS	1

OUR HIRES

Female **217**
Male **243**

*Headcount data as at December 2023

HOW LONG WE'VE WORKED HERE



OUR LEVELS

Contractor	80	Senior Manager	108
Undergraduate	8	Executive Director	51
Graduate	10	Technical	23
Consultant	25	Business	28
Senior Consultant	58	Partner	26
Manager	94	ALL STAFF	460

OUR AGES

RANGE	TOTAL	FEMALE	MALE
<25	40	24	16
25-29	52	22	30
30-34	66	37	29
35-39	68	34	34
40-44	56	28	28
45-49	41	19	22
50-54	42	24	18
55+	67	23	44
Unknown	28	6	22

*Headcount data as at December 2023



We are...

CURRENT STATE

Our evidence base

In developing our People Strategy, we deliberately chose an efficient engagement approach which maximised Synergites voices whilst minimising additional impost and request for time, particularly given our operating environment. Where able, we used existing mechanisms to capture both quantitative and qualitative input.

REVIEW	ENGAGE	UNDERSTAND
Leveraged reviews and insights already available through current or recent firm activities.	Leaned in on current data sources and accessed subject matter experts (SMEs) or existing mechanisms to dive deep where we needed.	Stepped back to understand our current state in context. To comprehend where we seek to go and enhance the pathway forward for our people.

CURRENT STATE

People initiatives in focus

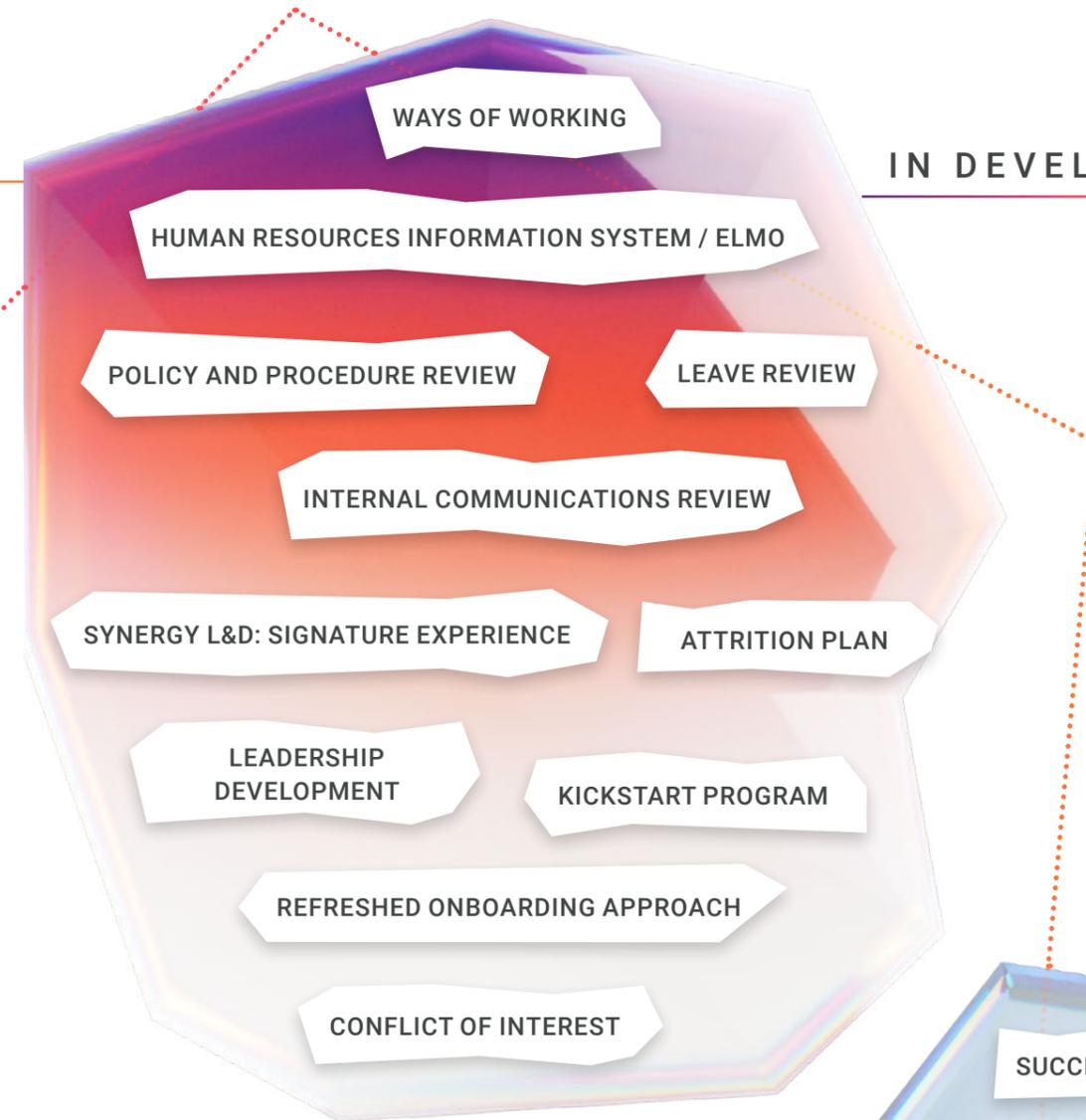
Prioritising our people is not new at Synergy Group. So it follows that there is already a bunch of fantastic people-related initiatives in place, or on the way, at Synergy Group.

Forming a clear and detailed view of all relevant activity is an important element of our current state review. This understanding ensures we identify gaps, do not duplicate investment, and connect and prioritise existing initiatives with those recommended within the People Strategy.

ESTABLISHED



IN DEVELOPMENT



ON THE RADAR



Articulating the future state

Our promise to our people:

As One.

THE SYNERGY WAY

Problem Solvers at heart, we are pragmatic explorers seeking to uncover what could be, so it can be. We collaborate and innovate, quietly enabling the transformation of challenges into triumphs with unwavering expertise.

In shaping the future, Synergy Group envisions a vibrant community of professionals, where our people are the heartbeat of every success.

With the dedicated application of our People Strategy, Synergy Group will harness the unmatched potential of our workforce, establishing unparalleled industry benchmarks. We will uphold our commitment to strengthening our core, allowing us to lead with agility, share our collective successes, and diversify our horizons, without ever compromising on our foundational values.

As we embark on this transformative journey, every Synergite will feel a renewed sense of purpose and pride, with the understanding that their growth, well-being, and aspirations directly contribute to Synergy Group's overarching vision. Our intention is clear, our purpose resolute, and our actions always people-centered.

Together, with the synergy of collaboration, excellence and keeping our people at the core, we will redefine professional services.

Realising our promise

How we transition from our current state to meet our promise to our people will be captured in our Implementation Planning Phase.

Our SynSights Engagement Survey will continue to serve as our primary tool to monitor and measure our progress. Through the Implementation Planning Phase we will incorporate measures of success, and consider other metrics and indicators where available.

Sponsored by the CPCO and broader Partnership Group, our People Team will be the enabling powerhouse behind our People Strategy but **it will be the collective engagement and passion of our people that sees us realise our future state potential.**

Our performance culture

Key inputs that will drive our high-performance culture:

- 1 / **Clear vision and well-defined strategic intent:** A compelling vision and clear strategic intent are foundational. These provide direction, aligning everyone towards a shared purpose, while also allowing connection with the firm's mission and purpose at the individual level. When our people can see the bigger picture and understand their role within it, they are intrinsically motivated to perform at their best, driving collective high performance.
- 2 / **Strong and effective leadership championing transparent decision-making:** Effective leaders inspire trust and empower teams, with transparency ensuring that decisions are understood and supported by all stakeholders.
- 3 / **Focus on collaboration, teamwork, and knowledge sharing within an inclusive and diverse culture:** Collaborative environments foster creativity and drive results; an inclusive and diverse culture ensures varied perspectives enrich solutions and drive innovation.
- 4 / **A mature approach to talent management and professional development:** By strategically nurturing talent, the firm can ensure sustained excellence, adaptability, and growth, with employees feeling valued and empowered to achieve their full potential.
- 5 / **Clear performance expectations with active management and a strong emphasis on accountability:** When employees understand what's expected and management actively guides performance, individuals and teams are more accountable and motivated to deliver superior results.
- 6 / **Focus on continuous improvement, innovation, and adaptability nested within an ethical, client-centric environment:** A commitment to evolution ensures the firm remains competitive; maintaining an ethical stance and centering clients' needs builds trust and long-term relationships.
- 7 / **A prioritised emphasis on work-life balance, ensuring positive physical and mental well-being for all:** Supporting holistic well-being leads to more engaged, productive, and resilient employees, thereby contributing to both individual fulfillment and organisational success.

Grounded in our values, Synergy Group's performance culture shapes an environment where exceptional performance is the standard, not the exception.

It fuels our productivity, sharpens our effectiveness, and ignites our innovation. In our Industry, where differentiation lies in the talent and passion of our people, a high-performance culture ensures that our teams consistently aim for and achieve excellence, setting the benchmark higher with every endeavor. The continuous drive for improvement, collective collaboration, and unwavering accountability are the pillars that sustain our high-performance culture.

This drive instills a profound sense of purpose, engagement, and pride in our workforce, motivating every individual to contribute their best to our shared mission.



RECENT PEOPLE FOCUS

- Remuneration.
- Performance
- Systems.



LEADERSHIP INSIGHTS FOCUS

- Identity
- Leadership
- Communication
- Capability.



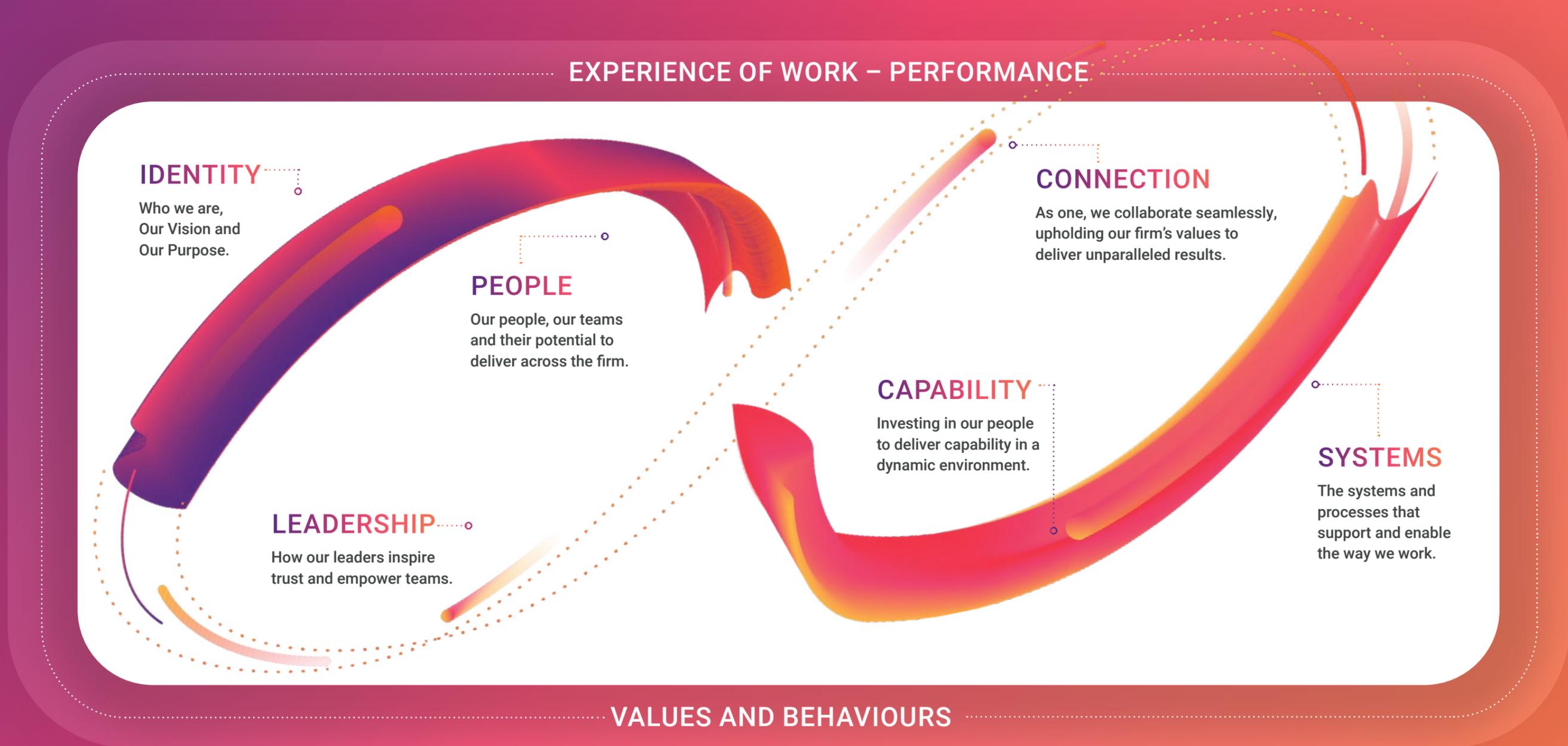
TARGET FUTURE STATE FOCUS

- Strong mission and vision
- Identity, employer brand and Employee Value Proposition (EVP)
- Leadership cohesion and consistency
- Communication
- Capability, learning and development (including career pathways)
- Collaboration.

CULTURE AND PERFORMANCE FRAMEWORK

As challengers at heart, Synergy Group as a firm, our Leaders and our people, are always evolving, always learning, always growing. The six core elements of our Culture and Performance Framework will facilitate our continued growth, supporting and enabling our people in ways we understand are both necessary and impactful. These elements have emerged from our studies of current state, our research of contemporary and emerging practice, and our understanding of the pathway we seek to continue on.

Each element outlines the aspirational state, and identifies a number of prioritised initiatives and actions that will contribute to our continued growth. These are grouped by element for ease and clarity, however the infinity symbol in our framework speaks to the relationship and interconnectedness of the suite of elements and associated initiatives. Positive progress in any one, will have a positive impact beyond just the element it is grouped within. Like Synergy, the whole is greater than the sum of its parts.



Identity



Who we are, our vision and our purpose.

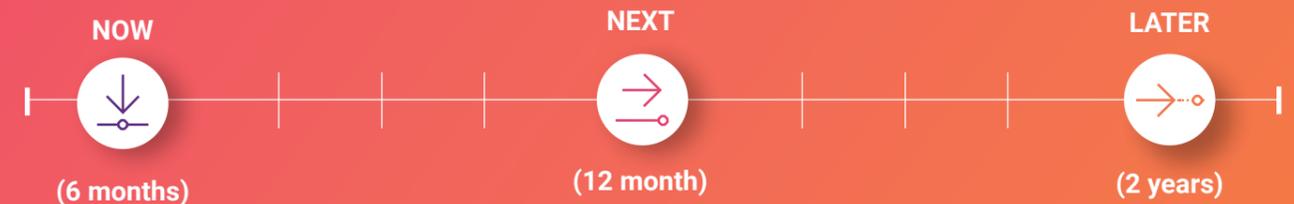
Our identity, underpinned by a strong understanding of our mission, vision and purpose, ensures we authentically articulate who we are, what drives our passion, and the journey we envision for the future of Synergy Group.

Our identity fuels a unified vision and consistent branding across diverse service lines and geographies. It crafts a delicate balance, merging the strengths and values from our past with the vibrant promise and opportunities of the future. As Synergy Group grows, a strong identity facilitates the integration of new employees, it sets us apart in competitive landscapes, and safeguards our foundational culture and values.

Woven into the fabric of our collective narrative, our identity remains our compass.

Together, we will:

1. Acknowledging the importance of a consistent and cohesive narrative, involve Synergites in bringing clarity and life to Synergy Group's evolving identity
 - 1.1 Articulate the direction: Develop and communicate a clear and inspiring mission, vision and purpose that aligns with our strategic intent. Utilising the initial options presented within this strategy as catalysts for discussion, workshop within Synergy to land on an articulation that resonates with all Synergites.
 - 1.2 Refresh the narrative: Involve both leadership and Synergites in developing a clear, authentic statement that effectively communicates who we are, what we do, and where we are going.
 - 1.3 Make sure everyone knows our story: Refresh our Employee Value Proposition and create a strong employer brand that highlights Synergy Group's unique identity and celebrates our great culture.
2. In pursuing the national expansion strategy, prioritise Synergy Group's culture and values. Leverage the strength in the legacy of who we were, and blend with the excitement and opportunity of where we are going.
 - 2.1 Celebrate milestones: Continue to mark significant Synergy Group milestones with events that honor the firm's history and achievements, reinforcing our identity.
 - 2.2 Storytelling: Share success stories, testimonials, and special moments, both past and present, which highlight situations where Synergy Group's values in action are on display (for example, client or project outcome, firm investment or partnership, supporting individuals). Use various channels – SynComs & Quarterly's, internal newsletter – and existing digital mediums.
 - 2.3 Create Identity Champions: Identify and nurture champions, both individuals and teams, within the firm who exemplify Synergy Group's values and identity. Empower champions to lead initiatives and mentor others, particularly in emerging geographies.



Leadership



How our leaders inspire trust and empower teams.

Leadership sets our strategic direction, guides and upholds our standards of excellence, and fosters a culture of trust and collaboration.

At Synergy Group, leadership does not centre around hierarchical positions or role-based power; it's fundamentally about the example we set, the benchmarks we establish, and the manner in which we guide our organisation across all levels. Leadership is the beacon that illuminates our path forward, ensuring that every decision resonates with our values.

As we continue to grow and evolve, the importance of leadership becomes even more pronounced. It's the binding force that ensures consistency, clarity, and cohesion across our expanding horizons. Through leadership, we not only chart our own course but inspire every member of the Synergy family to achieve and exceed their potential, always anchored by our shared values and vision.

Together, we will:

3. Ensure our leaders, both present and emerging, are equipped and supported to consistently deliver values-based leadership across the firm.

-  3.1 Establish Leadership Development Program incorporating Signature modules for existing leadership cohort (Partner and Executive Director).
-  3.2 Cultivate and inspire emerging leaders. Create a Partner Pathways Program to cultivate and empower Synergites identified as our future senior leaders.
-  3.3 Sow the seeds for our future at every level. At the Service Line level, create space within every cohort, particularly Executive Director and Senior Manager cohorts, to demonstrate greater leadership service and build capability.

4. Harnessing the strength in structure, bring greater clarity to the roles, responsibilities and expectations of our leaders.

-  4.1 Creation of identified Partnership positions (Chief Executive Officer, Chief Operations and Finance Officer, Chief Risk Officer, Chief People and Culture Officer) and segments will provide additional clarity around the roles and responsibilities of the Partnership Group and will continue to foster cohesiveness across the group.
-  4.2 Empower position holders to fulfil their obligations through appropriate governance structures and clear, transparent communication regarding the role of all Partners.

5. Leaders naturally provide our North Star. Ensure our leaders are empowered and accountable in their role to espouse our values and strengthen our culture.

-  5.1 Facilitate a trusted environment of continuous improvement through structured approach to feedback.
-  5.2 Maintain regular, visible Partner presence in satellite locations across our expanding footprint to pro-actively guide and shape the burgeoning culture and set the tone for local sub-cultures.

People



Our people, our teams and their potential to deliver across the firm.

Our people form the lifeblood of our firm, embodying our values, driving our successes, and realising our vision.

Our people are not just employees. Our people are whole beings, whose unique backgrounds, experiences, and passions enrich our collective identity. Our people are integral parts of interconnected teams, each harnessing the immense potential to deliver exceptional value across the firm. The brilliance of our collective achievements is seeded in the individual strengths, commitment and personal growth of our team members.

Recognising this, we are committed to fostering an environment where every individual feels valued, heard, and empowered. We believe in actively creating space and supporting our people across the many and varied ways this can be needed.

We understand that when we prioritise our people, we not only nurture their potential, we amplify Synergy Group's potential for unparalleled success and growth.

Together, we will:

6. Actively and visibly prioritise our people and our values.

-  6.1 Leverage our values and the passion in our workforce to inform development of a refreshed, sustainable, and flexible Employee Value Proposition, one that reflects diversity in the broadest sense and resonates with every individual across our multi-generational workforce.
-  6.2 Continuously and consciously build and reaffirm the narrative that Synergy Group's success is the result of our people; we are our most successful when we put our people first.

7. Build a National team who embody the Synergy Way.

-  7.1 Develop a National Talent Acquisition and Retention Strategy to attract and retain talented professionals who possess the capabilities we need, and importantly, demonstrate the values and behaviours we uphold.
-  7.2 In acknowledging the significant influence our leaders have in establishing culture and ways of working, we will be particularly mindful to ensure strategic hires (leadership positions) in newly established locations are strongly aligned with our values.
-  7.3 Refresh our Induction and Onboarding process to ensure both a positive employee experience and support long-term recruitment outcomes aligned with our strategic intent and people objectives.

8. 'See yourself at Synergy'. Elevate and emphasise the importance and value of diversity and belonging initiatives in contributing to both a positive experience of work, and successful business outcomes.

-  8.1 Continue to implement Synergy Group's Reconciliation Action Plan to drive positive change and contribute to reconciliation at a national level by establishing and nurturing meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses. Ensure a culturally aware and safe workplace that supports Aboriginal and Torres Strait Islander people to thrive when working at, and with Synergy Group.
-  8.2 Establish Equity, Diversity and Belonging Committee with participation from senior leadership cohort, and firm-wide representation. Ensure the group has a remit which drives accountability and impact (for example, in establishing the group, require CEO & Board level reporting).

8.3 Elevate the Equity, Diversity and Belonging platform through celebrating Synergy Group's progress, success and milestones in respect of this commitment.

8.4 Foster belonging through how we recognise and celebrate personal and cultural milestones, including facilitating flexibility around holidays linked to events of cultural significance where able.

9. Trust and vulnerability contribute to creating a strong, cohesive, and high-performing team dynamic. Establish an environment which prioritises and promotes the importance of psychological safety.

9.1 Establish a 'commitment' or charter, to psychological safety to bring visibility and awareness to the various ways Synergy Group encourages open and honest two-way dialogue (e.g. performance coach, Service Line leadership team, skip meetings). Clearly identify how Synergites can seek assistance outside of their Service Line if required (e.g. People Team).

9.2 Incorporate training to support employees in understanding the importance of psychological safety and how they can contribute to it, into leadership development and Signature programs, with particular focus on emotional intelligence, active listening, and inclusive leadership practices.

9.3 Lead by example – vulnerability builds authenticity. As leaders, demonstrate vulnerability, reflect on situations where decisions or actions lead to a less than optimal outcome, and highlight how to constructively move forward. Create an appropriate time and place where team members feel empowered to do the same. Being open regarding our strengths, as well as our limitations and mistakes, improves communication and fosters deeper connections.

10. Cultivate and embed flexible work-life opportunities that recognise the diverse requirements of our people.

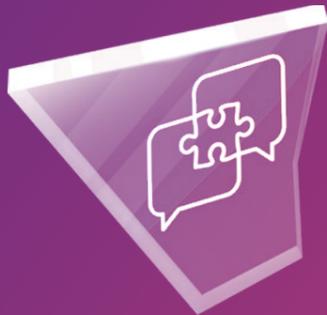
10.1 Establish a firm-wide approach to client engagement (from point of proposal) which identifies how Synergy Group will seek to influence and enable flexible work/life options for our people within an engagement context.

10.2 Develop ways of working guideline to continue to facilitate flexible work/life options on a consistent and transparent basis firm-wide.

10.3 Ensure firm and service line engagement is accessible and inclusive for a flexible workforce with diverse needs and external responsibilities.



Connection



As one, we collaborate seamlessly, upholding our firm's values to deliver unparalleled results.

Communication and connection underpins how we seamlessly collaborate, ensuring that our collective efforts are harmoniously aligned to deliver in a way consistent with the Synergy Group values. Our ambition is not just to communicate but to connect—transcending an exchange of information to build genuine understanding and cohesion. As we embark on our journey of national expansion, consistent and transparent communication becomes even more crucial, ensuring our collective efforts remain aligned.

Our commitment extends beyond our immediate teams; it resonates in our dedication to community, charity, and the environment. Through thoughtful actions and consistent messaging, we aim to reinforce this bond, fostering an environment that not only values professional collaboration but also celebrates social and cultural connections, strengthening our sense of belonging and shared purpose.

Together, we will:

11. Invest in strategic internal communication across the firm.

-  11.1 Be intentional and accountable. In line with Synergy Group's strategic intent, develop an internal communication strategy and measurement and evaluation framework, providing a considered approach and baseline for future performance.
-  11.2 Keep our people at the centre. Create a framework outlining the critical pathways for communication linking objectives, channels, execution and results.
-  11.3 Single source of truth in a digital workplace. Invest in an intranet uplift, making the platform a true communication hub for all corporate information.

12. Promote a culture of open and transparent communication between senior leadership and firm.

-  12.1 Improve timely and transparent messaging from firm leadership on key Synergy Group issues and activities through reinstating regular and inclusive firm-wide engagement opportunities and prioritising delivery of significant strategic messages.
-  12.2 Implement a refreshed Leadership forum (Partner / Executive Director) to facilitate greater firm wide transparency and consistency.

13. Foster a greater sense of collaboration and connection across the firm.

-  13.1 Review how we are incentivising, recognising and rewarding the cross-service line collaboration behaviors we need to succeed.
-  13.2 Leverage the existing (organic, or by default) cross-service line experiences and cohorts to generate a deeper understanding of the capability and expertise that exists across the firm, and the professional outcomes this can deliver for our clients.
-  13.3 Foster environment to facilitate social and cultural connection. Leverage key firm and local milestones and celebrations to create regular formal and informal opportunities to gather.
-  13.4 In establishing the new Sector & Capability Operating Model, prioritise structural mechanisms which support breaking down of silos and foster greater cross service line collaboration.

14. Strengthen our commitment to community, charity, and the environment.

-  14.1 Foster greater connection for our people to the firm's Environment, Social and Governance (ESG) goals through tangible support initiatives such as code-supported time for volunteering, and a collaborative approach to initiatives where cross-functional teams can come together to contribute to specific goals (e.g., organising community or charity events where members collaborate to deliver a tangible impact).
-  14.2 Bring greater transparency to our ESG operations through articulated measures and reporting to highlight and address any misalignment between our commitments and our progress.



Capability



Investing in our people to deliver capability in a dynamic environment.

In the rapidly evolving landscape of professional services, investing in capability is critical to our continued excellence. In our industry, our people are our product – they are our most invaluable asset and our most significant resource.

Our commitment to invest in our people is unwavering, and essential to ensuring they possess the skills and expertise to thrive in our dynamic environment. As the professional services industry continues to transform, as technological advancements reshape the terrain and the needs of our clients evolve, our focus is on staying ahead, ensuring our teams are equipped for the present and primed for the future. This means delving deep into diverse areas of learning and development, from honing technical acumen to nurturing leadership competencies. It's not enough to navigate the present, we need to envision the future and craft pathways for our people that anticipate the evolving demands of our industry and our clients.

By focusing on capability, we are building a robust foundation for sustainable excellence and continuous innovation.

Together, we will:

15. Strengthen our foundations, ensuring the key building blocks are in place to empower our people the Synergy Way.

-  15.1 Design full Learning and Development (L&D) Strategy incorporating professional consulting skills, engagement fundamentals, technical skills, and leadership that aligns with Max Potential framework and other related frameworks and initiatives.
-  15.2 Continue to expand the Signature Program to build an inclusive suite of all core consulting learning.
-  15.3 Leverage enhanced technology platforms to develop additional learning resources to enable self-paced, just in time training.

16. Invest in those whom we need to invest in others. Ensure those who are setting the standard, and managing and evaluating our outcomes are supported and enabled.

-  16.1 Invest in development of Performance and Job Coaches. Supplementing the general leadership development initiatives, develop progressive modules which build on foundational courses such as Engagement Management Fundamentals to provide Performance and Job Coaches with a robust understanding of their role, responsibilities, and opportunities within the Synergy Group context.

17. Future-proof our workforce through investment in our people, their curiosity and their pathways.

-  17.1 Empower our people to navigate their professional journey with confidence and excitement. Proactively encourage Synergites to engage thoroughly with Max Potential and be accountable for writing their own chapter of our Synergy Group story.
-  17.2 Create an environment of continuous learning that champions curiosity and innovative thinking. Ensure Synergites feel empowered to respectfully challenge the status quo, to question our approach to learning and proactively identify new and emerging capability needs.
-  17.3 Leverage the expertise that exists within our own resources to comprehend the future capability needs and pathways required to keep Synergy Group relevant. Consider the capability impacts of growth in artificial intelligence (AI) & other emerging technology on the professional services industry. Further, consider the impact of transformational change amongst our market, how they engage professional services, and the capabilities required to meet their evolving needs.

Systems



The systems and processes that support and enable the way we work.

Systems are the backbone that streamline, support, and enhance the way we work. They are the cogs and wheels that ensure efficiency, consistency, and transparency in our daily operations.

As we navigate our complex operating environment, it's crucial that we recognise the inherent link between functional excellence and operational success. Our approach is grounded in the belief that the right systems, from comprehensive HRIS platforms to tools streamlining client engagement, can drastically reduce administrative burdens and foster clear communication.

By investing in and refining our systems, we pave the way for smoother processes, greater transparency, and ultimately, an optimised work environment for every Synergite.

Together, we will:

18. Functional excellence enables operational excellence. Approach corporate services and other internal firm requirements from this core principle. Reduce complexity, uncertainty and time-burden for Synergites in completing the administrative tasks necessary to support personal, client, engagement management activities.



18.1 Introduce comprehensive, simple HRIS to facilitate efficient BAU processes (e.g. leave, payroll, etc.) and support qualitative processes including performance management bringing consistency and transparency to key people-related processes.



18.2 Where possible, use system tools to facilitate consistent, clear, transparent guidance to Synergites regarding key employment information and provisions.



18.3 Complement the substantial investment in technology and systems being introduced in the Finance, Project Management and Customer Relationship Management sphere through provision of simple and accessible process guidance that facilitates the minimum requirements whilst allowing for appropriate local level flexibility and agility across the firm

AS ONE. THE SYNERGY WAY. BLUEPRINT



As One. The Synergy Way.

Our people are the heart of Synergy Group's success. As we seek to maximise our potential and grow our success, we will stay true to our people, and our values. We will create, sustain and foster an environment where our people can be the best they can be, professionally and personally.

Synergy Group's People Strategy provides the blueprint for our plan and investment in our people. It captures and enables prioritisation of initiatives to better attract, develop, retain and genuinely engage our workforce. Aligned to our business objectives, our People Strategy articulates the connection from our people through to our vision. It allows us to make informed decisions for our people, whilst enabling us to remain commercially flexible and agile. And it ensures every Synergite can see themselves at Synergy.

As One. The Synergy Way is our commitment to our people.



IDENTITY

Who we are, Our Vision and Our Purpose.

- Acknowledging the importance of a consistent and cohesive narrative, bring clarity and life to Synergy Group's evolving identity.
- In pursuing the national expansion strategy, prioritise Synergy Group's culture and values. We will leverage the strength in who we were, and blend with the excitement and opportunity of where we are going.



LEADERSHIP

How our leaders inspire trust and empower teams.

- Ensure our leaders are equipped and supported to consistently deliver values-based leadership across the firm.
- Harnessing the strength in structure, bring greater clarity to the roles, responsibilities and expectations of our leaders.
- Ensure our leaders are empowered and accountable in their role to espouse our values and strengthen our culture.



PEOPLE

Our people, our teams and their potential to deliver across the firm.

- Build a National team who embody the Synergy Way.
- Elevate diversity and belonging initiatives to ensure everyone can 'See themselves at Synergy'.
- Establish an environment which prioritises and promotes the importance of psychological safety.
- Cultivate and embed flexible work-life opportunities that recognise the diverse requirements of our people.



CONNECTION

As one, we collaborate seamlessly, upholding our firm's values to deliver unparalleled results.

- Invest in strategic internal communication across Synergy Group.
- Promote a culture of open and transparent communication between senior leadership and our people.
- Foster a greater sense of collaboration and connection across the firm.
- Extend and strengthen our commitment to community, charity and the environment.



CAPABILITY

Investing in our people to deliver capability in a dynamic environment.

- Strengthen our foundations, ensuring the key learning and development building blocks are in place to empower our people the Synergy Way.
- Ensure those who are setting the standards, and managing and evaluating outcomes are supported and enabled.
- Future-proof our workforce through investment in our people, their curiosity and their pathways.



SYSTEMS

The systems and processes that support and enable the way we work.

- Reduce complexity, uncertainty and time-burden for Synergites in completing the administrative tasks necessary to support personal, client, engagement management activities.

