



Thinking Tier One

What leading built environment firms do differently

01

Knowledge Leadership & Research

Tier One firms invest ahead of the market. They fund research, publish future-focused insights and shape industry conversations rather than react to them.

02

Community with Purpose

Community investment is strategic and aligned to values and sectors. Tier One firms build long-term partnerships that strengthen trust and licence to operate.

03

ESG with Substance

ESG is embedded, not symbolic. This includes board-level representation, formal committees, clear budgets, KPIs, and genuine commitment to reconciliation, inclusion, social impact and net zero pathways.

04

Global Reach (Without Needing a Global Footprint)

Tier One firms maintain global perspective through talent networks, alliances, study tours and exposure to leading cities and innovation. Global thinking matters more than physical presence.

05

Culture & Talent Strategy

Culture is defined, measured and actively managed. Talent strategies are aligned to future growth, with leadership capability built at every level.

06

A Brand Owned by Its People

A Tier One brand is lived and breathed through its staff. People understand it, speak it and reinforce it daily through behaviour, decisions and client engagement.

07

Clear Plan, Clear Direction

Tier One firms know the plan. Growth targets are clear, progress is communicated consistently and the whole business is brought along for the journey.

08

Board Governance that Enables Growth

Strong governance underpins scale. Boards follow a clear matrix, include experienced non-executive directors and provide external challenge and strategic insight.

09

Leadership Fit for the Next Phase

Tier One firms regularly assess whether their leaders are growing with the business. Having the right minds at the top can make or break a growth agenda.

Thinking Tier One is a choice. Harper B partners with firms ready to lead with clarity, discipline and global perspective.

If you are ready to take the next step, please contact us at admin@harperb.com.au