



PwC Australia &
PwC's Indigenous Consulting

Elevate Reconciliation Action Plan

March 2019 – March 2023



**PwC's Indigenous
Consulting**





Elevating to New Heights

Sarah Richards of Marrawuy Journeys is a proud Nyiampaa woman from Wongaibon country in New South Wales. Marrawuy (Mar-ra-way) in her ancestors' language of the Wongaibon peoples means Red Kangaroo. Sarah is also the Operations Manager at PIC.

"I have a family tree that shows that the totem of one of my ancestors was a Red Kangaroo. This is one of the reasons I have chosen to go by Marrawuy Journeys but the other is the fact that a Kangaroo can't jump backwards. This also resonates strongly with me, because no matter what challenges I am thrown, I keep moving forward.

The name of the painting "Elevating to New Heights" stems from the fact we have developed an Elevate RAP and with that becoming a leader in the space of reconciliation, and reaching new heights. It ties into my theme of using a tree and how I associate it with growth.

As you view the painting, you are looking at it from a Birds eye view. You see the inside of a tree and its roots. Its roots represent a strong foundation, an enabler for growth which is what has and will continue to happen to us in our reconciliation journey. The roots also represent the diversity of PwC and PIC and its peoples. The important role they play when it comes to working together to achieve our reconciliation vision.

Our reconciliation journey is represented by the growth rings in the tree trunk and the interlocking lines in a continuous run that form the tree trunk represents our ongoing commitment to reconciliation. Lastly, the colours of the background is not just our brand colours but represent a sunrise and with each new sunrise is a chance for new opportunities in this new phase of our reconciliation journey."

Sarah Richards

Artist and designer – Marrawuy Journeys



Acknowledgement of country and traditional owners

PwC Australia (PwC) and PwC's Indigenous Consulting (PIC) acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout Australia.

Our offices are located on the traditional lands of the Kurna peoples in Adelaide, the Turrbul and Jagera peoples in Brisbane, Larrakia peoples of Darwin, Ngunnawal peoples in Canberra, Wurundjeri and Boon Wurrung peoples of the Kulin nation in Melbourne, the Awabakal peoples in Newcastle, Whadjuk peoples of the Noongar Nation in Perth, Gadigal peoples of the Eora nation in Sydney and the Burramattagal peoples of the Dharug nation in Parramatta.

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.

PwC and PIC acknowledges the important contributions of our Aboriginal and Torres Strait Islander employees, and thank those who have guided our approach and generously shared their insights and cultural knowledge, to inform the development of our Reconciliation Action Plans (RAP).

United Nations Declaration on the Rights of Indigenous Peoples

We acknowledge that the United Nations Declaration on the Rights of Indigenous Peoples¹ (the Declaration) is an international human rights framework that recognises and protects the unique and collective rights of Indigenous peoples across the world. In the Australian context, this instrument relates to Aboriginal and Torres Strait Islander peoples rights.

In partnership, PwC and PIC will continue to demonstrate and embed best practice in engaging with Aboriginal and Torres Strait Islander peoples and communities, in alignment with the Declaration, PwC Australia's Human Rights Policy and PwC's Global Human Rights Statement.

PwC's and PIC's Elevate RAP is guided by the purposes and principles of the Declaration

Feedback

We welcome feedback on our Reconciliation Action Plan. Please email us at socialimpact@au.pwc.com

¹ United Nations Declaration on the Rights of Indigenous Peoples, GA Resolution 61/295, UN Doc A/61/L.67 (2007).

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A Message from the CEO of PwC Australia

At PwC, our purpose is to build trust in society and solve important problems. In Australia, reconciliation with Aboriginal and Torres Strait Islander people is fundamental to achieving this and is core to Australia's national identity.

We are proud of the contribution PwC has made to reconciliation, but we know there is still much more to do. We are committed to bringing our skills, expertise and amazing people to the challenge of making positive progress towards reconciliation.

We are exceptionally proud of the success of PwC's Indigenous Consulting (PIC) business and the extraordinary impact that PwC and PIC, working together, have been able to have on some of the most challenging and critical issues facing Aboriginal and Torres Strait Islander communities. Our two organisations have come together to co-develop this Reconciliation Action Plan and to set out an ambitious agenda for the next four years.

Like many of Australia's businesses, we have challenged ourselves to continue to build on the success of our past work in reconciliation, and we aspire to do more and deliver more in this RAP. This will not be easy and there will be many challenges along the way, but we are committed to our goals and to striving towards a reconciled Australia.

Thank you to all of our people from PwC and PIC for their engagement and contribution to developing this RAP, and to delivering it in the years ahead.

Luke Sayers,
CEO, PwC



A message from our Co-CEOs of PwC's Indigenous Consulting

At PIC, our vision is to improve the lives of Aboriginal and Torres Strait Islander peoples and support self-determination through empowering Aboriginal and Torres Strait Islander led models and solutions. We work alongside Aboriginal and Torres Strait Islander communities with respect for all and an understanding of the importance of truth, knowledge and cultures.

Our Elevate Reconciliation Action Plan demonstrates that we are continuing to challenge ourselves to do better, and upholding our responsibility to our communities. This for us is paramount, and is why PIC exists.

This RAP is the result of much thinking and hard work. Having a joint RAP is a very deliberate decision. It is in a way, a manifestation of reconciliation itself; in that it celebrates and values the genuine contributions of both PIC, and PwC Australia in improving the lives of our peoples.

The path to reconciliation is an important one - and an opportunity in this case for PIC and PwC to demonstrate how this can occur in a positive and respectful manner. This involves truth telling, recognition of our rights as First Nations peoples and a true commitment to self-determination.

Reconciliation is a shared journey which celebrates the value of all world views, grounded in respect for the First Australians, and brings enormous potential for the future of our country.

This RAP is our commitment to part of our contribution to reconciliation. It is by no means our only contribution. PIC and PwC have touched over 600 communities in the past 5 years, on well over 300 projects. Along with specific commitments made in our RAP, many of us make this our life's work.

Gavin Brown and Jodie Sizer,
Co-CEO and Co-owners, PwC's Indigenous Consulting



A message from CEO Reconciliation Australia

Reconciliation Australia congratulates PwC Australia (PwC) and PwC Indigenous Consulting (PIC) on its prior Reconciliation Action Plans (RAPs) and ongoing commitment to advancing reconciliation as it adopts its fourth RAP– its first Elevate RAP.

The RAP program inspires social change in workplaces across Australia, generating economic and behavioural transformation with far-reaching, positive impacts. By raising the bar of its RAP ambitions, PwC continues to lead national reconciliation action in its sector.

Since beginning its RAP journey in 2010, PwC has maintained a strong track record of following through on its commitments and upholding the core values of the RAP program – relationships, respect and opportunities. One of its most notable milestones was establishing PwC Indigenous Consulting (PIC) in 2013 a first in the professional services sector.

As the largest employer of Aboriginal and Torres Strait Islander accountants in Australia, PwC and PIC are well placed to deliver on its key commitments in its first Elevate RAP, including a target to employ 100 new First Nations people by 2023. Also part of the ambitious agenda of this RAP is bringing a First Nation’s lens to PwC’s existing work as a founding member of The Constellation Project which aims to end homelessness within a generation.

On behalf of Reconciliation Australia, I congratulate PwC and PIC on adopting its first Elevate RAP, and look forward to following its future achievements.

Karen Mundine,
CEO, Reconciliation Australia

Our Firms

PwC Australia is one of Australia's leading professional services firms, bringing the power of our global network of firms to help Australian businesses, not-for-profit organisations and governments assess their performance and improve the way they work.

Having grown from a one-person Melbourne accountancy practice in 1874 to the worldwide merger of Price Waterhouse and Coopers & Lybrand in 1998, PwC Australia now employs more than 8,000 people.

Our people come from a diverse range of academic backgrounds including arts, business, accounting, tax, economics, engineering, finance, health and law.

From improving the structure of the Australian health system, to performing due diligence on some of Australia's largest deals, and working side-by-side with entrepreneurs, our teams bring a unique combination of knowledge and passion to address the challenges and opportunities that face our community.

PwC's Indigenous Consulting (PIC) is a separate member firm in the PwC global network which maintains an Indigenous majority owned, managed and 60% staffed operation. Owners and Co-CEOs, Djap Wurrung-Gunditjmara woman, Jodie Sizer and Wiradjuri man, Gavin Brown, have a 51% share in PIC and PwC Australia owns the remaining 49%. PIC also has an independent Indigenous Chair and a majority Indigenous Board of Management. Collectively, PwC and PIC currently employ 45 Aboriginal and Torres Strait Islander peoples.

PIC was founded in 2013 specifically to provide solutions with clients that will have a positive impact on Aboriginal and Torres Strait Islander communities. PIC is a profit for purpose firm, which brings a philosophy and optimism about creating meaningful change in Aboriginal and Torres Strait Islander communities, through recognising and celebrating the strength, wisdom and resilience of Aboriginal and Torres Strait Islander peoples.

By combining PIC's understanding of cultural, commercial and community realities with the significant capabilities of the PwC network, PIC is uniquely placed to play a key role in assisting to facilitate positive change.

The unique power of our PIC business is the combination of our cultural and social purpose, expertise and experience, with PwC's world-leading professional services capability.

We have seen significant growth at PIC with the Firm having recently celebrated its 5th birthday and with over 50 staff in offices across Australia.



“

As an Indigenous led partnership with corporate Australia, PIC aims to prove what is possible with Indigenous self-determination.”

Gavin Brown,
Co-CEO of PIC and Co-Chair of
PwC/PIC National Reconciliation
Governance Group



Our vision for Reconciliation


At PwC our purpose is to build trust in society and solve important problems.

At PIC our purpose is to enable meaningful change in Aboriginal and Torres Strait Islander communities by realising futures through Aboriginal and Torres Strait Islander knowledge.

Collectively, we believe that meaningful change will occur on Australia's reconciliation journey, only when it is informed by Aboriginal and Torres Strait Islander peoples and enacted by a united Australia.

We like to think of PIC as a partnership between the world's oldest living culture and one of the world's largest professional services firms. This two-way relationship built on trust and respect is one part of our story, to demonstrate how we are living our values.

We are committed to promoting reconciliation and reducing the inequality experienced by Aboriginal and Torres Strait Islander



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Australians. We aim to create this change by providing trusted professional services and advice to government, corporate and community clients on issues of importance to Aboriginal and Torres Strait Islander peoples; and ensuring this advice is informed by Aboriginal and Torres Strait Islander peoples.

Promoting diversity and an inclusive culture is central to our Firms' collective strategy. By recognising the genuine value of diversity, and leveraging diverse experiences, skills and thought, we can continue to develop respectful relationships and create meaningful opportunities, with and for Aboriginal and Torres Strait Islander peoples.

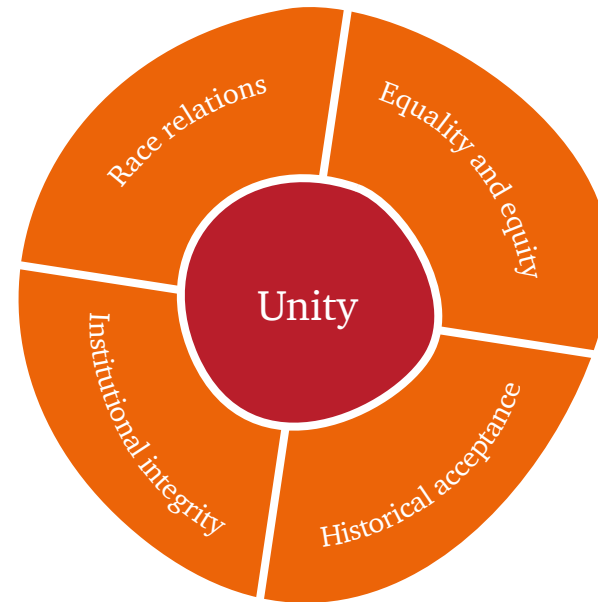
We imagine a future where all Australians value, respect and embrace Aboriginal and Torres Strait Islander histories, cultures and rights as a fundamental part of our national identity.

This Plan is our commitment to help drive change across Australia and how our Firms will actively support all dimensions of reconciliation.

Our approach to reconciliation - Together we solve. It's time.

Each of our targets and commitments are aligned to the Reconciliation Australia pillars of **Opportunities, Respect and Relationships** and the **Five Dimensions of Reconciliation**. These, along with our guiding vision for reconciliation have inspired our Elevate commitments to ensure that our approach to a nationally reconciled Australia, aligns with the efforts of those around us.

Our RAP efforts are focused on increasing economic participation of Aboriginal and Torres Strait Islander peoples, developing our own cultural fitness, deepening our relationships via pro bono support and strategic partnerships and collaborating on issues of importance to Aboriginal and Torres Strait Islander peoples, in particular homelessness. Our ability to deliver on our reconciliation commitments is only possible through our people engaging and working collaboratively with Aboriginal and Torres Strait Islander communities. We can think big and reimagine our future because we have the courage to say, 'it's time'.



Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

Race relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

Equality & equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Institutional integrity

The active support of reconciliation by the nation's political, business and community structures.

Historical acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

Case study 1:

Showcasing success of PIC



Founded in 2013 PwC's Indigenous Consulting (PIC) was created specifically to provide solutions with clients that will have a positive impact on Aboriginal and Torres Strait Islander communities. It is a partnership between the world's oldest continuing living culture and one of the world's largest professional services firms.

PIC is a profit - for purpose firm, which brings a philosophy and optimism about creating meaningful change in Aboriginal and Torres Strait Islander communities by realising futures through Aboriginal and Torres Strait Islander knowledge.

PIC is Indigenous majority owned, led and staffed with its most senior leadership occupied by Co-CEOs Djap Wurrung-Gunditjmara woman, Jodie Sizer and Wiradjuri man, Gavin Brown.

It's through PIC's deep connections with Aboriginal and Torres Strait Islander communities that real and lasting solutions are developed by Aboriginal and Torres Strait Islander peoples, not for Aboriginal and Torres Strait Islander peoples.

PIC's Board is majority Aboriginal and Torres Strait Islander peoples, which includes Jodie Sizer and Gavin Brown and an Independent Indigenous Chair, currently Wiradjuri man Jason Glanville, along with two senior partners from PwC Australia. All project decisions are based on the long term impact and benefit to Aboriginal and Torres Strait Islander peoples is at the essence of go, no go decisions. A considerable part of this is ensuring that the proposed solutions are centered on Aboriginal and Torres Strait Islander peoples knowledge.

We have seen significant growth in PIC - a world first in the professional services sector as it enters its 5th year. This includes:

- Four consecutive years of revenue growth
- Staff growth, from 8 FTE to over 50 FTE in seven locations with 60% Aboriginal and Torres Strait Islander workforce and the highest employer of Aboriginal and Torres Strait Islander accountants with a professional designation in Australia.
- Solution growth, working on over 300 projects in four years across all of Australia, with our own independent office in Darwin.
- PIC collaborated with PwC Private Clients and were the winner of an Australian Good Design Award for the Cash Flow Management Education Program that was developed. PIC is also the first Indigenous business to win an award in the 50 year history of the Awards.

Case study 2:

Shared value awards



PIC was highly commended in the ‘Shared value project by an organisation or collaboration’ award acknowledging “PricewaterhouseCoopers Indigenous Consulting (PIC) has shared value at its core, a profit for purpose firm that was founded specifically to develop solutions with clients to have a positive impact for Aboriginal and Torres Strait Islander communities.

Recognising the strength and resilience of Aboriginal and Torres Strait Islander peoples, and the need for self-determination and Indigenous-led solutions; Indigenous ownership, management, and delivery is fundamental to the business. PIC brings a philosophy and optimism about creating meaningful change in Indigenous communities by realising futures through Indigenous knowledge” – Shared Value Project, 2018.

PwC won the “Organisation to Watch” The Shared Value Team recognised “PricewaterhouseCoopers is among the leading professional services networks in the world. Driving its work, is its purpose, to ‘build trust in society and solve important problems’.

PwC has a strong belief that business has a key role to play in solving societal challenges and is asking important questions about how economies, and the businesses operating within them, can evolve to better deliver for society. PwC was an influential participant in the formative shared value discussions in Australia, and is now driving the growing leadership dialogue in Japan. PwC continues to support the development of shared value in Australia and the establishment of PIC in 2013 is an outstanding example of shared value in action”.



Image: From the left Gavin Brown PIC Co-CEO, Sheree Lowe PIC, Jodie Sizer Co-CEO, Amanda Bartley PwC Director Social Impact and James Van Smeerdijk PwC Partner and Board Member, PIC.

Case study 3:

Aboriginal Land Council of Tasmania (ALCT), Wukalina Walk – Bay of Fires, Business Case for a sustainable tourism venture

PIC was commissioned by the Aboriginal Land Council of Tasmania (ALCT) to develop a business case to support the establishment and sustainable operation of Tasmania's first iconic Aboriginal tourism experience – the Wukalina Walk ('The Walk').

ALCT's proposition was to establish a four-day guided walk through the magnificent natural landscape of the Larapuna and Wukalina areas in Tasmania's north-east (Mt. William National Park). ALCT's objective was to establish a sustainable, high quality eco-tourism venture which provides Palawa peoples with opportunities to utilise their traditional landscape for cultural expression and economic development.

In order to realise this objective, PIC developed a comprehensive business case which included:

- confirming the strategic direction of the proposed venture
- determining the demand and target market
- aligning the itinerary with market expectations
- conducting a competitor analysis
- refining the operating model
- defining the benefits to be realised across five key sectors
- determining alignment with priorities of potential funders
- leading a risk identification and mitigation process
- developing a financial model for the venture to be self-sustaining within three years while providing significant economic development opportunities for Palawa peoples.

The business case was utilised by ALCT to engage key stakeholders and assisted ALCT to secure \$2.5 million to launch the enterprise. The Walk was officially opened in January 2018 and was a finalist in Tourism Tasmania's Gustav's Award for New Tourism Businesses.



Image: Tasmanian Aboriginal Elder and ALCT Chairperson, Clyde Mansell, sharing grass tree harvesting knowledge with PIC team members Adrian Sculthorpe and Shivaan Bardolia

Case study 4:

Indigenous business sector strategy

In September 2016, the Australian Government committed to increasing the number of Indigenous businesses operating across Australia. In order to achieve this vision, the Government introduced an Indigenous Entrepreneurs package to support Indigenous economic development. One element of that package was a commitment to develop an Indigenous Business Sector Strategy (IBSS).

In order to inform the development of the IBSS and inform its strategic focus areas and actions, the Department of the Prime Minister and Cabinet (PM&C) engaged PIC to undertake extensive research.

Specifically, PIC was engaged to:

- Analyse the current Indigenous business landscape in Australia, including:
 - o Opportunities to harness major government expenditure
 - o Identify and evaluate new and emerging domestic and export markets which the Indigenous business sector can capitalise on
- Analyse the strengths and key factors determining business failures or weaknesses.
- Map the current business support services and capital available to Indigenous businesses across urban, regional and remote locations, and identify gaps or areas for improvement.

In order to complete this project, PIC utilised a range of qualitative and quantitative research methodologies. This included:

- A literature review of evidence relevant to the Indigenous business sector and future business development across international, national and state/territory jurisdictions.
- Data collection and analysis of Commonwealth, State and Territory Budgets; documentation obtained from statutory agencies and Indigenous peak bodies; ABS outputs; and PMC data sets.

- Geospatial Economic Modelling to identify the economic growth opportunities relevant to the Indigenous business sector.

The project was delivered by our national team over a three month period, with the research findings documented in a detailed report which provided a range of recommendations to stimulate the sector.

PIC's research was utilised by PM&C to develop the IBSS which was officially launched by the Minister for Indigenous Affairs, Nigel Scullion on 12 February 2018.

Nigel Scullion,
Minister for Indigenous
Affairs, officially launched
Indigenous Business
Sector Strategy (IBSS)
12 February 2018.



Understanding our impact: governance and reporting

Key to the success of our RAP implementation is our newly formed National Reconciliation Governance Group (NRGG) whose primary purpose is to formally endorse the strategic direction of our RAP and provide overall governance to ensure the PwC and PIC firms are meeting their commitments.

Importantly, the composition of the NRGG reflects our belief that reconciliation is a collective journey between Aboriginal and Torres Strait Islander peoples and other Australians. The NRGG will be co-Chaired by PwC's Adelaide Managing Partner, Kim Cheater and PIC's Co-CEO's Jodie Sizer and Gavin Brown to demonstrate joint leadership of our RAP and will have a minimum of three Aboriginal and/or Torres Strait Islander representatives (of the nine total roles), to ensure all aspects of RAP development and implementation is informed by, and inclusive of, Aboriginal and Torres Strait Islander peoples perspectives.

Equally, this structure reflects the cultural authority of our Aboriginal and Torres Strait Islander peoples and as such ensures our employees are well represented at the most senior governance structure for our RAP. The NRGG will also have a minimum of one PwC Executive Board sponsor and both Co-CEOs of PIC to ensure we have engagement from our most senior leaders across both Firms.

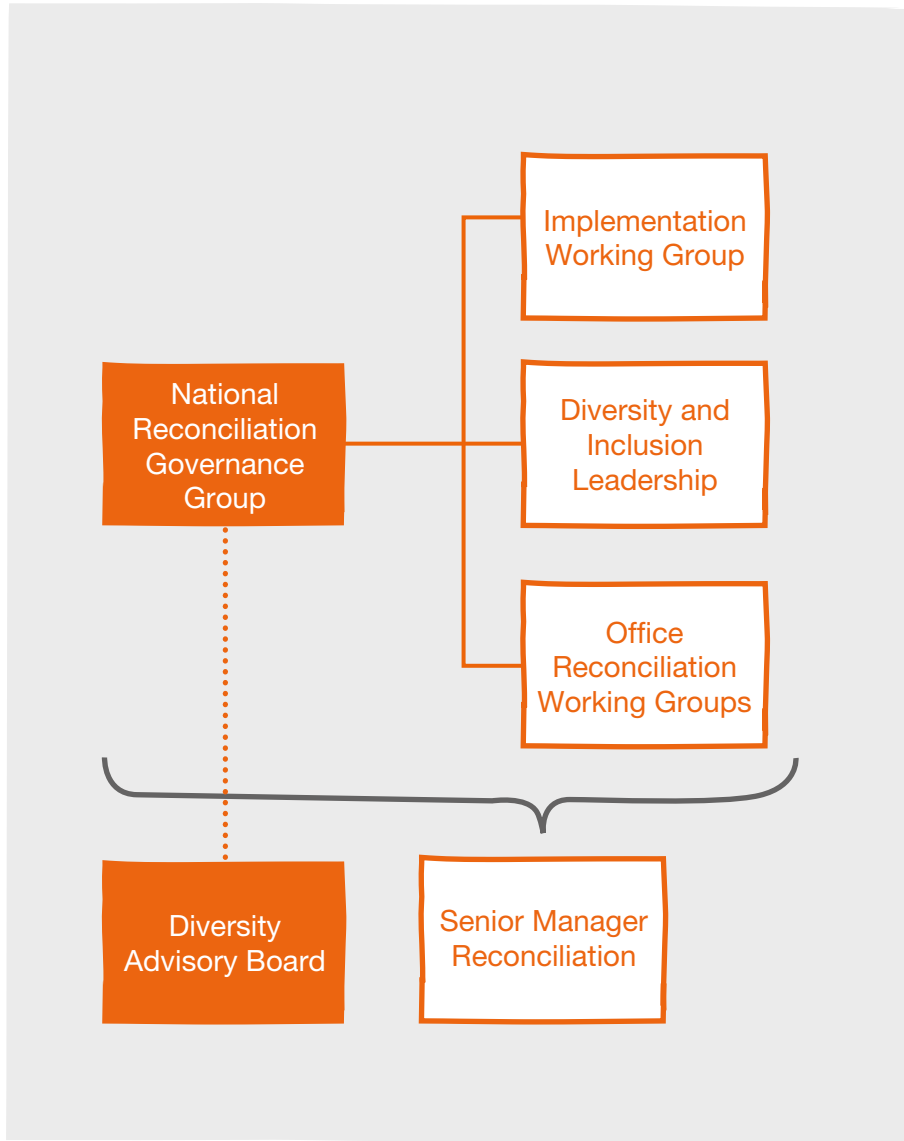
We recognise to be successful and achieve maximum impact will require widespread acknowledgement, understanding and engagement, with opportunities to showcase and celebrate our achievements and goals. Our NRGG comprises senior leaders who will be instrumental in ensuring these commitments cascade through our Firms and that we have the right accountabilities in place to drive high performance against our RAP commitments.

Further, PwC has a Diversity Advisory Board which has representation from the Aboriginal and Torres Strait Islander community to guide and advise us on our relevant policies and approaches to diversity and inclusion as they relate to Aboriginal and Torres Strait Islander peoples. This role is currently held by Karen Mundine, CEO Reconciliation Australia.

There will also be a RAP Implementation Working Group (IWG). The members of the IWG are directly accountable for delivering RAP outcomes relevant to their core business function. This will be achieved via the setting of KPIs (informed and endorsed by the NRGG) and supported by dedicated strategies, policies and accountability frameworks.

Further we will retain RAP Reconciliation Working Groups in each of our office locations to promote, implement and report RAP activities at a local level, whilst ensuring local context is applied and ensure Traditional Owners and representatives from the broader Aboriginal and Torres Strait Islander communities are engaged to inform activities. Office Reconciliation Working Groups are accountable for engaging people within each office to maximise engagement in RAP activities and events that are significant to their local community.

Central to the success of our elevated commitment to reconciliation is the recent appointment of our first National Senior Manager, Reconciliation - Erin Woolford who is a Kuyani-Arrernte woman. Erin's oversight and engagement with our Firms to co-design our strategies, targets and policy frameworks will be an important element as we embark on our Elevate RAP journey.



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I am excited to be a part of our collective accelerated commitment to meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples and their communities.”

Marianne Hynes,
Chief Operating Officer,
PwC's Indigenous Consulting

Key to the success of our RAP implementation is our newly formed National Reconciliation Governance Group (NRGG)

Achievements on our Reconciliation Journey

Focus Areas to Date • Giving • Sponsorship • Recruitment • Cultural Awareness • Procurement



Developing our 2019 – 2023 Reconciliation Action Plan

Since launching our first RAP in 2010, our investment, partnerships and collaboration with Aboriginal and Torres Strait Islander peoples and communities has continued to go from strength to strength.

After the success of our Stretch RAP in 2013 which saw the inception of PIC, we were challenged to take the next step towards an Elevate RAP. The value that we offer in the reconciliation journey is our national and global reach, combined with the depth and breadth of our expertise and relationships across all sectors of society.

The scope of this reach extends from work that we perform for the Department of the Prime Minister and Cabinet to grassroots Aboriginal and Torres Strait Islander peoples and communities, all of whom are crucial in working together to achieve reconciliation.

Our Elevate RAP has been developed collaboratively by PwC and PIC and will be jointly governed and executed by both Firms.



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Our RAP reflects the coming together of cultures and acknowledgment of the past.”

Shane Hamilton,
NSW State Director and Lead,
PwC's Indigenous Consulting

Our focus and commitments to Reconciliation

We consistently support each other and collaborate so it was natural for PwC and PIC to work towards an Elevate RAP together. The combination of PIC's Aboriginal and Torres Strait Islander leadership, knowledge, connections and experience backed with PwC's relationships, processes, systems and methodologies presents unique and compelling capabilities to continue to drive social change.

In each of the pillars of our Elevate RAP, we have set ambitious targets for the next four years and these are set out in the sections that follow. The pillars reflect our reconciliation efforts in alignment with our areas of expertise, influence and relationships. We will:





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You need to have an absolute determination, courage and a willingness to do the hard yards to ask more of the world than is currently on offer.”

Jodie Sizer,
Co-CEO of PwC Indigenous Consulting and Co-Chair of PwC/PIC National Reconciliation Governance Group

IB50 – Accelerating the growth of Aboriginal and Torres Strait Islander businesses



Equality and Equity – Business Development

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

PwC and PIC acknowledge and respect Aboriginal and Torres Strait Islander people’s right to the improvement of their economic and social condition.

PIC in collaboration with PwC and key stakeholders will create and deliver a pilot program in Victoria in 2019, to incubate 15 Aboriginal and Torres Strait Islander businesses in a program designed to fast track their growth and support buyer success.

Whilst initially PIC and PwC will pilot this project in Victoria, it is intended at completion we will review the potential for the program’s national scalability to at least 50 Aboriginal and Torres Strait Islander businesses.

IB50 – an Aboriginal and Torres Strait Islander Business Connect Accelerator Program will drive important outcomes for the Aboriginal and Torres Strait Islander economy – and broader Australian economy – through:

- Collaborating with ‘enablers’ and connecting opportunities immediately presented through our clients, other commercial investors and the procurement policy transformation led by Government; and
- Build further entrepreneurial collaboration between the sector, including co-working spaces, capital investors and Aboriginal and Torres Strait Islander entrepreneurs to create long term sustainable opportunities.

IB50 will strengthen the ecosystem ensuring Aboriginal and Torres Strait Islander people are ‘in front’ of the opportunities and are provided access to essential support services such as mentoring, coaching and networking; whilst brokering connectivity with essential business enablers such as access to finance, incubation space, professional services and technologies.

Case study 5:

Aboriginal and Torres Strait Islander service reform



Images from the regional design jams

In response to the Child Protection Commission of Inquiry, the Queensland Department of Communities Child Safety and Disability Services (DCCSDS) engaged PIC to:

- assess the adequacy of existing universal, early intervention and family support services of particular relevance to child protection, identify gaps, overlaps and inefficiencies
- develop and provide implementation advice on strategies and service delivery models to enhance the accessibility of services for high needs Aboriginal and Torres Strait Islander families living in 15 discrete communities across Queensland.

Through a co-design methodology, diverse groups of community stakeholders were brought together to develop a new model to deliver better futures for Queensland children. This approach culminated in a series of regional design jams and rapid prototyping events that proposed solutions for ensuring vulnerable families in discrete Aboriginal and Torres Strait Islander communities have access to the right services and support they need, when they need it. Recommendations from this project informed a Queensland Government Cabinet Submission.

The Departmental Project Manager of the engagement with PIC, said:

“... This is really much more involved in terms of collaboration, and that is collaboration of service providers, community members, decision makers and influencers from community. That’s such a rich and important aspect of this (PwC’s Indigenous Consulting’s approach), and the difference between them and what would typically take place...”

Case study 6 :

Aboriginal and Torres Strait Islander incarceration report

In a report entitled '*Indigenous Incarceration: Unlock the Facts*', PwC and PIC undertook a major investment in assessing the cost of, and identifying solutions to, one of the foremost social issues facing Australians - the over-representation of Aboriginal and Torres Strait Islander peoples in the justice system. This report was developed in close collaboration with Change the Record, the Korin Gamadji Institute and Richmond Football Club, who provided invaluable guidance and inspiration.

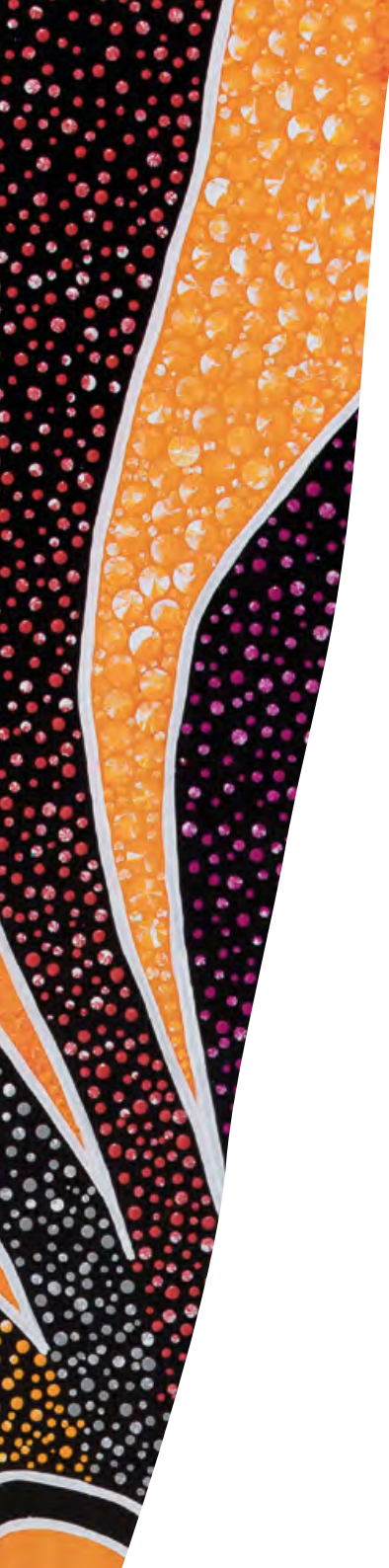
The report found that if nothing is done to address the disproportionately high rates of Indigenous incarceration, then the cost would rise to \$9.7 billion per year in 2020 and \$19.8 billion per year in 2040.

Whilst closing the gap between Indigenous and non-Indigenous rates of incarceration would generate savings to the economy of \$18.9 billion per year in 2040; and these economic costs may be a motivating factor from a policy perspective, what's more compelling is the need to address the devastation that comes with reduced employment prospects, homelessness, poor health, loss of cultural identity, social exclusion and high recidivism.

The report detailed six key recommendations for action and was launched at the MCG during the AFL Indigenous round in front of the Prime Minister and Indigenous leaders. The launch attracted a range of media, and was subsequently tabled in the Senate, mentioned a number of times in Hansard and referenced in a range of high profile reports including the review of Indigenous Incarceration by the Australian Law Reform Commission; and the Royal Commission into the Protection and Detention of Children in the Northern Territory.

The report details six recommendations which, if followed, will save the Australian economy nearly

\$19b



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“We strongly believe in the transformative power of thriving Aboriginal and Torres Strait businesses and this will be a key area of focus for our firms.”

Kim Cheater,
Co-Chair PwC / PIC National
Reconciliation Governance Group and
PwC Managing Partner, Adelaide

Advancing Aboriginal and Torres Strait Islander economic participation



Equality and Equity – Procurement

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Supporting the development and growth of sustainable Aboriginal and Torres Strait Islander businesses not only builds the Aboriginal and Torres Strait Islander economy and creates livelihoods for Aboriginal and Torres Strait Islander Australians, but opens all of our people up to new ways of working.

As testament to this, we have doubled our procurement spend with Aboriginal and Torres Strait Islander businesses in the past two years and we plan to further accelerate these efforts as part of our Elevate RAP commitments.

It is widely acknowledged that Aboriginal and Torres Strait Islander businesses empower and support Aboriginal and Torres Strait Islander owners, as well as their families and communities, fostering positive social and economic outcomes. Aboriginal and Torres Strait Islander businesses are more likely to employ Aboriginal and Torres Strait Islander peoples which in turn empowers Aboriginal and Torres Strait Islander peoples and communities to determine their own futures.

PwC is a Supply Nation member and have developed dedicated strategies to impact procurement in Australia and grow the Aboriginal and Torres Strait Islander business sector. Currently 100% of the Aboriginal and Torres Strait Islander businesses we contract are Supply Nation certified. PIC is also a registered and certified Supply Nation supplier.

Commitment	Measurement target	Timeline	Accountability	RAP Pillar
Continue to actively support the growth and development of the Aboriginal and Torres Strait Islander business sector in Australia.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2019	PwC Head of Procurement & Business Services	
	Develop and implement a growth plan with each of our Aboriginal and Torres Strait Islander suppliers.	June 2020 (review annually)	PwC Head of Procurement & Business Services	
	PwC will achieve 2.5% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	March 2023	PwC Head of Procurement & Business Services	
	PIC will achieve 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	March 2023	PwC Indigenous Consulting Chief Operating Officer	
	We will actively engage with all of our top Australian suppliers by spend in each category that the procurement team manage (IT, Facilities, Human Resources, Marketing, Information Services, Office Services & Travel) to encourage them to have their own RAP by 2023.	March 2023	PwC Head of Procurement & Business Services	
	In conjunction with the MURRA Indigenous Business Master Class program, PwC agrees to be a sponsor of Indigenous Business Month (October) contributing \$25,000 per annum towards the administration and management of Indigenous Business Month.	October annually	PwC Senior Manager, Reconciliation	
	As part of Indigenous Business Month, we will sponsor the “PwC MURRA Boost initiative” which provides PwC skills and expertise to the value of \$30,000 to an Indigenous business.	November annually	PwC Senior Manager, Reconciliation	
	PwC and PIC will host 2 events throughout Australia as part of Indigenous Business Month with our clients to highlight Indigenous business success, learnings and opportunities.	October annually	PwC Senior Manager, Reconciliation	
	All relevant procurement staff will be trained in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or other.	By June 2019 and ongoing	PwC Head of Procurement & Business Services	



“

We know when you introduce greater diversity into your operating model, including ensuring you have culturally and linguistically diverse leadership teams, you definitely get better outcomes. Outcomes which are far more equitable to all Australians.”

Dorothy Hisgrove,
PwC Partner and
Chief People Officer

Advancing Aboriginal and Torres Strait Islander economic participation



Equality and Equity - Employment

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Our commitments to increasing our employment of Aboriginal and Torres Strait Islander peoples over the next four years is underpinned by our belief that a diverse workforce will lead to our best operating performance.

In order to achieve this, PwC will implement dedicated employment strategies and policies that will support our ambition of becoming the employer of choice for Aboriginal and Torres Strait Islander peoples, within the Professional Services sector.

Our commitments
to increasing our
employment of Aboriginal
and Torres Strait Islander
peoples over the next
four years

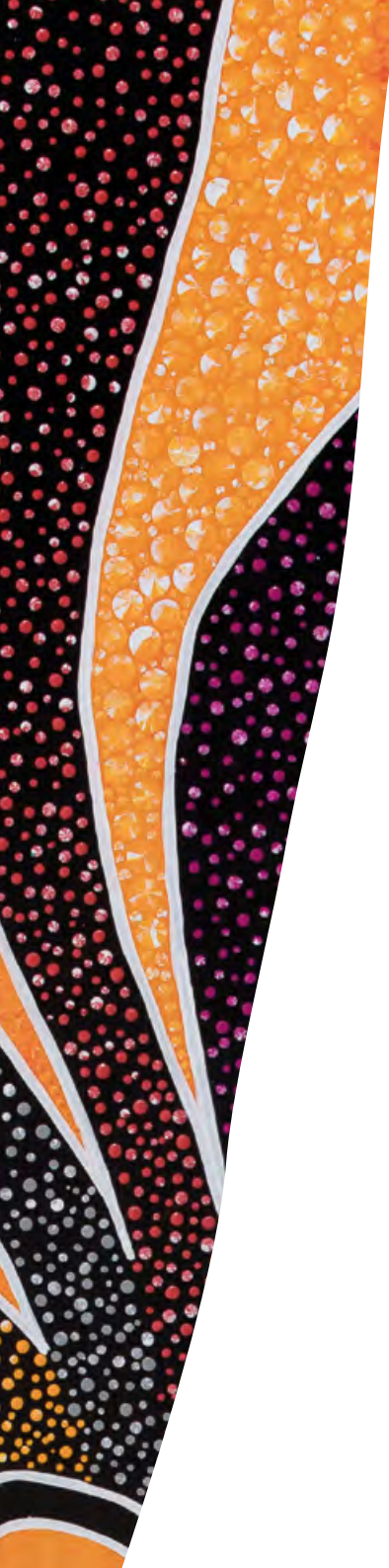
Commitment	Measurement target	Timeline	Accountability	RA Pillar
Increasing the diversity of our workforce	PwC will develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy to facilitate the employment of 100 Aboriginal and/or Torres Strait Islander people by 2023.	March 2023	PwC Chief People Officer	
	This will include a year on year increase of Aboriginal and Torres Strait Islander candidates to our Campus Recruitment, to ensure 1.5% of all Campus Recruitment is representative of Aboriginal and Torres Strait Islander peoples by March 2023.			
	PIC will maintain a minimum of 60% Aboriginal and Torres Strait Islander employment across the business.	June 2019 and ongoing	PwC Indigenous Consulting Chief Operating Officer	
	PwC and PIC will implement a policy that facilitates special recruitment measures under <i>section 8(1) of the Racial Discrimination Act 1975 (Cth)</i> and relevant State legislation. This will facilitate the preferential placement of Aboriginal and Torres Strait Islander people into entry level roles, including where some development may be required, within a reasonable period of time.	June 2019	PwC Chief People Officer PwC Indigenous Consulting Chief Operating Officer	
Supporting pathways into meaningful careers	PwC and PIC will engage all Aboriginal and Torres Strait Islander employees at a national internal event annually to network and meet senior leaders of our Firms.	November 2019 and annually	PwC Senior Manager, Reconciliation	 



“

The one thing I am sure of, is that when we feel safe and supported, we are at our best. Creating this sense of inclusion for every individual is critical. This includes understanding and acknowledging the unique cultural values of our Aboriginal and Torres Strait Islander employees and ensuring they feel safe and supported at PwC”

Julie Mackay,
Partner, Diversity and Inclusion



“

PwC and PIC recognise, respect and fundamentally support Aboriginal and Torres Strait Islander peoples’ right to participate in decision-making in matters which affect their peoples and communities; and we understand to achieve measurable, positive outcomes it is critical to ensure The Constellation Project is informed by Aboriginal and Torres Strait Islander peoples.”

Rosalie Wilkie,
Partner, Social Impact, PwC

Collaborating to impact issues of importance to Aboriginal and Torres Strait Islander peoples



Equality and Equity

Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

PwC and PIC share a vision to end homelessness in Australia in a generation for everyone living in Australia, recognising Aboriginal and Torres Strait Islander peoples are over-represented in the homeless population.

At least three in ten (29.1%) Aboriginal and Torres Strait Islander peoples aged 15 years and over have experienced homelessness during their lifetime (32.1% in non-remote areas compared with 18.4% in remote areas²).

Over the life of our Elevate RAP PwC aims to work with key partners to increase the supply of affordable housing choices that are earmarked for Aboriginal & Torres Strait Islander peoples and ultimately reduce homelessness for Aboriginal and Torres Strait Islander peoples.

Signature Project: The Constellation Project.

Everyone living in Australia deserves the right to a safe, affordable and secure home.

International law recognizes everyone has the fundamental right to an adequate standard of living which includes housing.³ The right to adequate housing enables other fundamental human rights such as the right to health and the right for everyone to live in peace, dignity and security.

The Constellation Project is a growing group of organisations across sectors that share a vision to end homelessness in a generation. The unique and urgent housing needs of Aboriginal and Torres Strait Islander peoples is a key area of consideration and priority in this project.

² Reference: ABS - National Aboriginal and Torres Strait Islander Social Survey, 2014-15

³ International Covenant on Economic, Social and Cultural Rights, opened for signature 16 March 1966, 993 UNTS 3 (entered into force 3 January 1976), art 11.

We include peoples across states and territories; from the business, government, not for profit, philanthropy, social enterprise and academic sectors.

By combining our collective intelligence, resources, networks and power, we seek to generate practical solutions that will create more homes and better journeys for peoples at risk of or experiencing homelessness.

We aim to join up and amplify the impact of existing efforts to address homelessness, and will not duplicate work already underway. Only through collaboration can we move towards ending homelessness in a generation.

The Constellation Project is convened by Mission Australia, PwC Australia, Centre for Social Impact and Australian Red Cross, with the intention of including many more organisations along the way.

To ensure The Constellation Project is informed by Aboriginal and Torres Strait Islander peoples PwC will partner with the National Congress of Australia's First Peoples (NCAFP), Australia's peak representative body for Aboriginal and Torres Strait Islander peoples, to provide leadership and oversight to The Constellation Project.








“

For PwC social impact isn't discretionary. It is not only the sum of our impacts on communities, people and the environment. It's also about having a higher purpose, and hopefully making a positive difference by lending our expertise and thought leadership to help address the big challenges and opportunities facing our nation.”

Luke Sayers,
CEO PwC Australia



Commitment	Measurement target	Timeline	Accountability	RA Pillar
Ensure The Constellation Project is informed by Aboriginal and Torres Strait Islander people.	To partner with the National Congress of Australia's First Peoples (NCAFP), Australia's peak representative body for Aboriginal and Torres Strait Islander Peoples, to provide leadership and oversight to The Constellation Project.	June 2019	PwC Partner, Social Impact	
	Scope a pilot project in partnership with National Congress of Australia's First Peoples, Australian Red Cross, Mission Australia, Centre for Social Impact, other relevant NGOs and government (where appropriate) that aims to reduce homelessness for Aboriginal and Torres Strait Islander peoples.	June 2020	PwC Partner, Social Impact	
	Sponsor the World Indigenous Housing Conference in 2019 to assist in promoting the conversation globally on Indigenous Peoples rights	March 2019	PwC Partner, Social Impact	
	Sponsor the World Indigenous Housing Conference (or equivalent) in 2023 and provide a keynote address that elevates the conversation globally on Indigenous Peoples rights and shares key findings and best practice case studies of The Constellation Project to inform better outcomes for Indigenous Peoples in terms of housing and homelessness.	March 2023	PwC Partner, Social Impact	
Enable our people across Australia to participate in community events and activities that raise funds and awareness for all Australians experiencing – or at risk of - homelessness.	Aim to invest 7,500 hours or equivalent dollar contributions to organisations and services that are working to end homelessness for Aboriginal and Torres Strait Islander peoples.	March 2023	PwC Partner, Social Impact	

Case study 7:

Department for Correctional Services - South Australia

In order to reduce the over representation of Aboriginal and Torres Strait Islander Australians in the justice system, and break ingrained cycles of recidivism, PIC together with PwC developed the strategic business case for a 'Community Transition and Learning Centre'.

Consultations with various groups including the department, community, Elders, and support organisations led to a proposed trial of an NGO delivered community based accommodation service as an alternative to prison for a select cohort of offenders. This would favour education and like services to reduce incarceration rates whilst simultaneously delivering economic and social outcomes.

PIC together with PwC developed the strategic business case for a 'Community Transition and Learning Centre', to reduce the over representation of Aboriginal and Torres Strait Islander Australians in the justice system.



“

I share the vision of an Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity. This is a crucial element in redressing the societal manifestations of intergenerational trauma.”

Erin Woolford,
Senior Manager,
Reconciliation, PwC

Case study 8:

Finalist in the 2017 Research Australia Health and Medical Research “The value of Indigenous Sight”

Whilst Aboriginal and Torres Strait Islander children are born with better sight than non-Indigenous children, as adults it is evidenced they will experience six times the rate of blindness.

PwC and PIC, in collaboration with Melbourne University, concluded that a relatively small investment (0.5% Federal Health Budget) can save the sight of 32,000 Aboriginal and Torres Strait Islander people with flow on effects of increased employment and productivity in addition to tax & welfare savings. Overcoming small disparities such as access to an eye exam can improve quality of life drastically. For highlighting this, ‘The Value of Indigenous Sight’ was a finalist in the 2017 Research Australia Health and Medical Research awards.



“

“When you consider blindness rates in Aboriginal and Torres Strait Islander adults are six times the rate of other Australians and 94% of this vision loss is preventable, we simply must do better.”

James van Smeerdijk,
Partner, PwC Australia.

0.5% Federal
Health Budget
can save the sight of
32,000
Aboriginal and Torres
Strait Islander people

Case study 9:

Boosting Indigenous business

The MURRA Indigenous Master Class Program developed by Melbourne Business School provides a uniquely tailored educational program aiming to overcome the cyclic disadvantage encountered by Aboriginal and Torres Strait Islander Australians.

Since 2016 PwC has worked with and sponsored the MURRA Alumni initiative Indigenous Business Month in October of each year. This has included events and publicity to promote Aboriginal and Torres Strait Islander businesses (www.indigenousbusinessmonth.com.au).

In October 2016 we launched the PwC & MURRA Boost Initiative. This initiative is designed to strengthen Aboriginal and Torres Strait Islander businesses through expert advice and skills provided by PwC. Digital agency company Ngakkan Nyaagu (NGNY) was the inaugural winner, receiving PwC skills and expertise to the value of \$30,000. By enhancing capabilities of small organisations, PwC is fostering sustainable competitive Aboriginal and Torres Strait Islander business growth and look forward to continuing this initiative.

Naturecall Environmental, an Indigenous owned environmental consultancy were the 2017 winners of the PwC & Murra Boost Initiative, also receiving skills and expertise valued at \$30,000. The organisation is a 100% Aboriginal owned business founded by Managing Director and Muruwari man, Steven Noy. They are committed to environmental sustainability, business growth of Aboriginal and Torres Strait Islander owned companies and creating education and employment opportunities for Aboriginal and Torres Strait Islander youth.

“Naturecall Environmental are thrilled to win the 2017 PwC & MURRA Boost Initiative. Being given this opportunity to work with PwC will allow Naturecall to take our commitment to social responsibility and Indigenous engagement to the next level and this is something we are very excited about,” said Steven Noy, Managing Director at Naturecall Environmental.

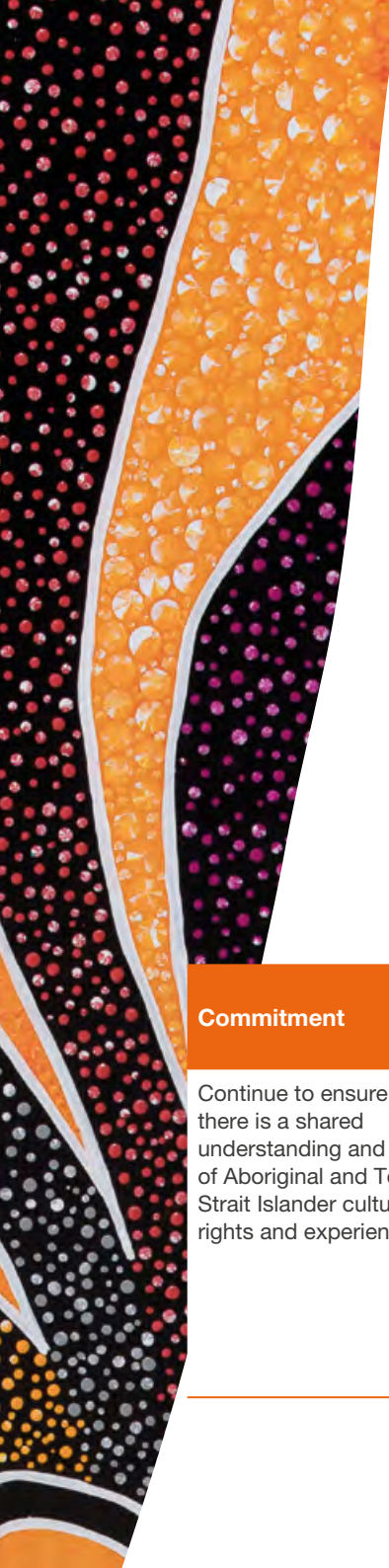
In 2018 Marrawah Law a multi-award winning Indigenous legal practice independently certified by Supply Nation as 100% Indigenous-owned, controlled and managed company was the recipient of the \$30,000 MURRA Boost Initiative.



“

As an Aboriginal owned and led business, it is imperative that we display and demonstrate the values that society consider to be assets in the ever changing technological world we operate in today. Access to technology is a key platform that will build capabilities with our client base and this will drive change to meet the demands of the future. PIC working alongside PwC can be key partners and play a major role in this space to ensure meaningful change results in real actions and outcomes for our clients.”

Michael McGregor,
Senior Manager, PwC's Indigenous
Consulting Darwin



Developing and maintaining our Cultural Fitness and respecting and promoting the rights of Aboriginal and Torres Strait Islander peoples

Race relations

All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

Institutional integrity

The active support of reconciliation by the nation’s political, business and community structures.

Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.



Historical Acceptance

All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

To continue to be a leader in supporting and building mutually respectful relationships with Aboriginal and Torres Strait Islander peoples and communities, we will deepen our relationships with our clients, partners and employees to ensure we achieve mutually beneficial outcomes for Aboriginal and Torres Strait Islander peoples and communities.

We will aim to ensure all of PwC and PIC’s senior leaders and employees understand and value Aboriginal and Torres Strait Islander cultures, rights and experiences we will implement the following activities.

Commitment	Measurement Target	Timeline	Accountability	RA Pillar
Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences.	Develop a cultural awareness strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2019	PwC Partner, Diversity and Inclusion	
	Every new employee or contractor to PwC & PIC, as part of their mandatory induction, will do online cultural awareness training (developed in consultation with Aboriginal and Torres Strait Islander people and organisations).	March 2023	PwC Partner, Diversity and Inclusion	
	All current employees will undertake online cultural awareness training by 2023.	March 2023	PwC Partner, Diversity and Inclusion	

Commitment	Measurement target	Timeline	Accountability	RA Pillar
Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences.	All PIC staff to complete Core Cultural Learning: Aboriginal and Torres Strait Islander Australia Foundation Course (10 x 1 hour modules).	June 2019 (annual)	PwC's Indigenous Consulting Chief Operating Officer	
	Every Partner (~650) of PwC/PIC will attend face-to-face Aboriginal and Torres Strait Islander cultural awareness training delivered by an Aboriginal and/or Torres Strait Islander organisation.	March 2023	PwC Partner, Diversity and Inclusion	
	Every Team Leader of an Aboriginal and/or Torres Strait Islander employee, every member of a RAP Working Group and the leaders of Human Resources and Procurement teams will attend face-to-face Aboriginal and Torres Strait Islander cultural awareness training delivered by an Aboriginal and/or Torres Strait Islander organisation.	March 2023	PwC Partner, Diversity and Inclusion	
	PwC will have at least two members of its Senior Leadership Team and PIC will have one staff member attend the Garma Festival (or equivalent) each year and share their experiences.	August 2019 (annual)	PwC Co-Chair of National Reconciliation Governance Group	
	Implement an Aboriginal and Torres Strait Islander paid Cultural Leave Policy.	June 2019	PwC PwC Chief People Officer	
	Opportunity for all PwC Indigenous Consulting client services staff to work in Aboriginal and Torres Strait Islander communities.	June 2019 (annual)	PwC's Indigenous Consulting Chief Operating Officer	
	An Acknowledgement of Country will be made at every PwC and PIC event of more than 50 people and at every staff 'town hall'. For large scale events, PwC and/or PIC will invite local Elders to perform a Welcome to Country.	June 2019 (annual)	PwC's Indigenous Consulting Chief Operating Officer	
Use protocols for Acknowledgement of Country and Welcome to Country ceremonies.	Develop a Practice Guide to provide consistent messaging to our people in regards to how people do business to the highest of quality and respect, when working in Aboriginal and Torres Strait Islander communities and with Aboriginal and Torres Strait Islander people. That this include State specific engagement protocols for staff, communication protocols and cultural knowledge protocols.	June 2019 annual update)	PwC's Indigenous Consulting Chief Operating Officer	
PwC and PIC will leverage our skills and expertise to have an impact on social issues.	PwC will invest in pro bono work with an Aboriginal and/or Torres Strait Islander community based organisation on a project of significance to the local community, in partnership with PIC.	December 2020 and annually	PwC Partner, Social Impact	



“

I believe our Firms have a real opportunity to take a leadership role in walking alongside Aboriginal and Torres Strait Islander peoples in genuine partnership, to embed the United Nations Declaration on the Rights of Indigenous Peoples within our operating framework.”

Amber Roberts,
Manager, PwC's Indigenous Consulting

United Nations Declaration on the Rights of Indigenous Peoples

Institutional Integrity

The active support of reconciliation by the nation's political, business and community structures.

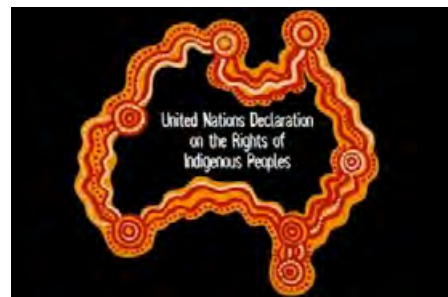
PIC's unique business model and approach is underpinned by core principles of **Truth, Respect** and **Self-Determination**. These principles are well embedded within the spheres of reconciliation, social justice and human rights.

In working directly with PIC, PwC Australia has taken an industry leading step to embed Aboriginal and Torres Strait Islander peoples' human rights within and across our Australian Firm.









The leadership we demonstrate in this area is determined by Aboriginal led expertise in Indigenous peoples human rights and social justice.

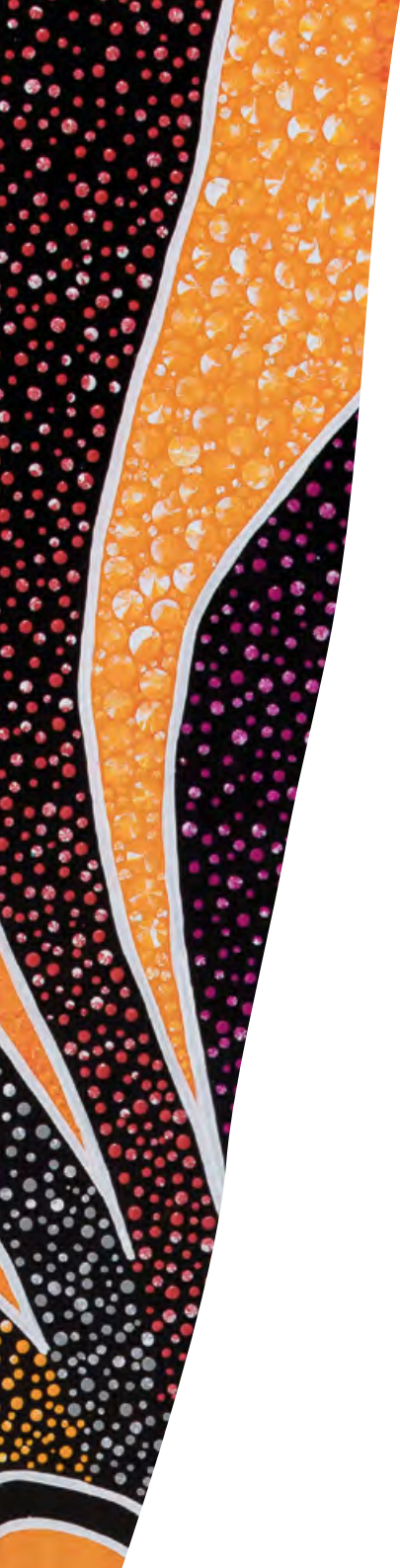
PIC has developed a *United Nations Declaration on the Rights of Indigenous Peoples Capability Maturity Framework* (Capability Framework) which can assist businesses to understand and assess where they should focus their efforts to take practical steps in protecting and promoting Indigenous peoples human rights, with the aim to embedding into the way businesses operate.

This Elevate RAP signals an ongoing genuine partnership between PwC Australia and PIC in relation to creating a meaningful dialogue on Indigenous peoples human rights and business.



Source: Australian Human Rights Commission – artist Gillimbaa

Commitment	Measurement target	Timeline	Accountability	RA Pillar
In partnership, PwC and PIC will continue to demonstrate leadership and embed best practice in engaging with Aboriginal and Torres Strait Islander people and communities underpinned by the United Nations Declaration on the Rights of Indigenous Peoples.	<p>PwC Australia and PIC will work in partnership to develop a firm wide position and approach on Aboriginal and Torres Strait Islander peoples' human rights.</p> <p>PwC Australia and PIC will undertake a review of our Firm's policies and develop a strategy that will embed and give effect to the <i>United Nations Declaration on the Rights of Indigenous Peoples within the PwC Australia's Human Rights Policy and PwC's Global Human Rights Statement</i>.</p> <p>Determine how PIC and PwC Australia can provide advice and demonstrate leadership at a national and global level on Indigenous human rights.</p>	June 2019	<p>PwC Partner, Social Impact</p> <p>PwC's Indigenous Consulting Co-CEO's</p>	 
	PIC contribute towards industry thought leadership around embedding the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> within businesses and their operations.	March 2023	PwC's Indigenous Consulting Co-CEO's	 
	PIC to work in partnership with Reconciliation Australia, to consider the best approach to utilise the RAP framework to embed the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> within businesses and their operations.	Commence July 2020	PwC's Indigenous Consulting Co-CEO's	 
	Join with other private sector leaders to actively demonstrate our support for the Uluru Statement from the Heart and inform our people on the campaign for Constitutional reform, including a Voice to Parliament and the establishment of a Makarrata Commission, through communications; including the internal Social Impact Newsletter, OneFirm News, RAP Working Groups and our internal Reconciliation platform.	2 articles annually commencing March 2019	<p>PwC Partner, Social Impact</p> <p>PwC's Indigenous Consulting Co-CEO's</p>	 



“

The work our clients are engaging us on requires complex problem solving and risk mitigation. There’s no argument that diverse teams solve those problems better and deliver better outcomes for our clients. We have to move beyond awareness and embed Diversity & Inclusion in how we work.”

Tom Seymour,
PwC Managing Partner, Financial Advisory, PwC Executive Board Member and Member of PwC’s National Reconciliation Governance Group

Building strong strategic relationships with Aboriginal and Torres Strait Islander peoples

Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.

PwC and PwC’s Social Impact team, led by Rosalie Wilkie, will continue to provide opportunities for all PIC and PwC staff to actively engage in our reconciliation activities through Social Impact engagements, volunteering, undertaking board appointments, giving and fundraising by 2023. We will capture and monitor this activity each year with the aim of increasing the level of our support.

Our Office RAP Working Groups have been growing, with over 60 members nationally from both PwC and PIC, at all levels from Graduate through to Partner; and attendance at our internal events has also been increasing.

We have been able to broaden the reach and investment across our Firms, with increasing relationships across business units who are engaging in more opportunities to work with Aboriginal and Torres Strait Islander business and community organisations.

Through our Elevate RAP, we will continue to strengthen and build new partnerships with Aboriginal and Torres Strait Islander communities.

Commitment	Measurement Target	Timeline	Accountability	RA Pillar
Engaging our people to strengthen and build new relationships with Aboriginal and Torres Strait Islander communities.	We will have an Office Reconciliation Working Group in each major office in Australia comprising staff from both PwC and PIC.	June 2019	PwC Partner, Social Impact PwC's Indigenous Consulting Co-CEO's	
	PwC staff will participate in, volunteer and/or host 4 National Reconciliation Week events across Australia annually to promote our shared histories, cultures and achievements, increase engagement of our people in our reconciliation efforts; and strengthen relationships with local Aboriginal and Torres Strait Islander communities.	Timeline: Annually 27 May - 3 June	PwC and PwC's Indigenous Consulting Co-Chairs National Reconciliation Governance Group	
	PwC staff will participate in, volunteer and/or host 4 NAIDOC Week events across Australia annually to promote our shared histories, cultures and achievements, increase engagement of our people in our reconciliation efforts; and strengthen relationships with local Aboriginal and Torres Strait Islander communities.	Timeline: July annually	PwC and PwC's Indigenous Consulting Chairs Office Reconciliation Working Groups	
	Register our NRW events via Reconciliation Australia's NRW website.	June 2019 (annually)	PwC and PwC's Indigenous Consulting Co-Chairs National Reconciliation Governance Group	
	Establishing a key relationship with a minimum of two local Aboriginal and/or Torres Strait Islander organisations or groups to support them in their purpose (including providing opportunities for PwC staff to volunteer).	June 2019	PwC Partner, Social Impact PwC and PwC's Indigenous Consulting Chairs Office Reconciliation Working Groups	
	Communicating and celebrating achievements relating to our RAP commitments.	June 2019 and ongoing	PwC Partner, Social Impact	
	Encouraging all staff to complete Reconciliation Barometer surveys for Reconciliation Australia. We aim that we will have a year on year increase for staff who complete the survey annually.	May 2020 and May 2022	PwC Partner, Social Impact	
	Work with Aboriginal and Torres Strait Islander Traditional Owners to seek permissions for designated office areas to be named after significant Aboriginal and Torres Strait Islander locations in our Sydney, Melbourne, Perth, Brisbane, Canberra and Adelaide office locations.	June 2020	PwC Partner, Social Impact	



“

We are committed to ensuring that diversity and inclusion remains at the centre of our strategy to enable all our people to live our values, be themselves and feel empowered to reach their full potential.”

Helen Fazzino,
PwC Managing Partner, People,
Partnership and Culture

Commitment	Measurement target	Timeline	Accountability
Ensure accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Provide the Measurement Questionnaire to Reconciliation Australia.	September Annually	PwC Partner, Social Impact
	Provide a progress report to Reconciliation Australia in 2020 and at completion (2023).	March 2020 and March 2023	PwC Partner, Social Impact
	Perform assurance procedures at the conclusion of the RAP and share report with Reconciliation Australia.	March 2023	PwC Partner, Social Impact
	Publically report against our RAP commitments annually, outlining achievements, challenges and learnings.	March Annually	PwC Partner, Social Impact
	Report RAP progress to all staff and senior leaders annually.	Annually commencing June 2019	PwC Partner, Social Impact
	We will identify staff engagement with reconciliation activities based on employment demographics within the organisation and share these insights with Reconciliation Australia, to inform Reconciliation Australia’s approach to assisting other organisations seeking to increase their levels of internal engagement.	March 2023	PwC Partner, Social Impact PwC Partner Diversity and Inclusion

Case study 10:

Provision of Financial Services - Pika Wiya Health Service Aboriginal Corporation

PwC's Indigenous Consulting has been engaged by Pika Wiya Health Service Aboriginal Corporation since February 2016 in the provision of financial services. PIC's objective when delivering financial services is to build capacity in the local finance team over time as so our role diminishes. This goal has been achieved with Pika Wiya whereby our role is now primarily management review and presenting the financial results to the Board.

We have provided recurring monthly and annual services to support the finance function including processing of transactions, monthly reporting to management and the Board, attendance at Board meetings and preparation of quarterly tax reporting requirements.

PIC has also assisted with the preparation of the annual financial statements, year- end audit procedures, consulted on and assisted in the implementation of Pika Wiya's new accounting and payroll system and preparation of the annual budget and forecasts for the Board's approval.



“

PIC and PwC are in a unique position to collectively make an impact on the success and sustainability of Indigenous Business across Australia for years to come.”

Roland Ah Chee,
Senior Associate PwC's
Indigenous Consulting

Case study 11:

The contribution of the Indigenous business sector to Australia's economy

There are many Indigenous businesses across Australia that have overcome the systemic challenges associated with the legacy of colonisation to thrive in the current economic environment.

In the contemporary era, the development of a robust and sustainable 'Indigenous economy' is essential for realising self-determining futures, facilitating sustainable and independent communities, and closing the gap. In line with the principle of self-determination, more Indigenous people than ever are seeking to achieve economic independence by contributing to the economy, through the establishment of Indigenous businesses.

The aims of this thought leadership project were:

- To estimate the contribution (in GDP terms) of the Indigenous business sector to the Australian economy. Our estimate recognises not only the profit generated for the Indigenous owner, but the value of the business as an employer, as it includes the 'value add' of all employees (both Indigenous and non-Indigenous); and
- To outline some key next steps for the further development of Indigenous businesses in Australia.

PIC and PwC are deeply committed to the growth and development of the Indigenous business sector, and we jointly completed this project on a pro bono basis as part of our commitment to reconciliation.



“

Our RAP provides a wonderful opportunity for us to learn from each other, support each other and acknowledge the wonderful contribution of Aboriginal and Torres Strait Islander peoples in Australian society.”

Georgina Richters,
State Director and Lead,
PwC's Indigenous Consulting

Case study 12:

Rail Projects Victoria - metro tunnel Aboriginal engagement strategy

Rail Projects Victoria (RPV) is responsible for overseeing more than \$10 billion in investment in Victoria over the next ten years. PIC was engaged by RPV to develop an overarching Aboriginal Impact Management Plan to support the State Government infrastructure investment to achieve long term opportunities for Victorian Aboriginal communities.

The Aboriginal Impact Management Plan:

- Identifies current barriers to achieving Aboriginal employment and other targets;
- Builds capabilities in Aboriginal employment at an industry-wide scale;
- Looks beyond employment targets to create transformational change which is Aboriginal led and owned;
- Creates an inclusive and accessible economic environment; and
- Develops an inclusive and culturally aware workplace.

The project team worked with contractors and stakeholders to research current practices and propose a series of recommendations for RPV to implement. These recommendations focus on areas including community ownership and control, diversity and inclusion in the workplace, recruitment practices and retention strategies.

Subsequent to finalising the Aboriginal Impact Management Plan PIC has partnered with RPV to implement the priority recommendations including an industry learning forum, cultural competency framework and implementing an Aboriginal Advisory Group who are holding the contractors accountable to their contractual obligations. PIC is currently working with RPV to map the Aboriginal supply against the project demand for Aboriginal employment and enterprise opportunities.



“

PIC has been able to work closely with RPV to produce the roadmap to achieve Aboriginal employment targets on the Metro Tunnel project, but more importantly we have created the foundations that can be used on any major project across Australia to break the cycle of intergenerational disadvantage of our First Nation peoples; through culturally focused education, employment and economic development outcomes.”

Jay Edmondson,
Co-Chair PwC / PIC South
Australian Office Reconciliation
Working Group

www.pwc.com.au/pic

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