

Why we value reconciliation at PwC

*Reconciliation Action
Plan Progress Report
for 2010/2011 and
Reconciliation Action
Plan for 2011/2012*



**Reconciliation
AUSTRALIA**
RECONCILIATION ACTION PLANS



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Mark Johnson

Chief Executive Officer
PwC Australia

Message from the Chief Executive Officer

Colleagues

At PwC, we stand by our commitment to working in partnership with our community networks, Aboriginal and Torres Strait Islander organisations and individuals toward the common goal of reconciliation in Australia.

Our Reconciliation Action Plan aims to sharpen our focus on valued relationships and cultural awareness, build understanding through sharing skills, and develop employment initiatives. Since launching the plan eight months ago, we have learnt a lot from our people, our clients, members of the community, and others who have been involved.

We would now like to share our commitment to continuing the work we have started, and how we intend to build on the lessons we have learnt along the way. We have been able to identify many opportunities for collaboration with members of the Aboriginal and Torres Strait Islander community. Whether it's a business engagement or an individual mentoring relationship, we have been humbled and inspired by these opportunities to work and learn together.

I would like to thank all those who have helped PwC achieve our Reconciliation Action Plan goals in FY11. In working together to build a truly inclusive culture for Australia, there is a real opportunity for us to help deepen the respect and relationships between the first peoples of this nation and other groups and organisations across Australia.

Please feel free to provide input and feedback on our plan so that it can evolve and remain relevant to the many communities we are a part of – in FY12 and beyond.

A handwritten signature in black ink that reads "Mark Johnson". The signature is written in a cursive style with a horizontal line above and below the name.

Our vision for reconciliation

As a large Australian business, PwC has a role to play in supporting the communities in which we operate. We aim to work collaboratively with organisations and communities throughout Australia to create value and share knowledge, skills and expertise.

We recognise Aboriginal and Torres Strait Islanders as the original custodians of Australia, and we will continue to encourage an inclusive culture that values and understands Australia's heritage.

We are committed to reducing inequality between Aboriginal and Torres Strait Islanders and other Australians, helping create positive and long-lasting change in our communities.

Our Reconciliation Action Plan for 2010/2011

Our first Reconciliation Action Plan has focused on building the firm's cultural awareness, increasing capacity by utilising our core business skills and developing an Aboriginal and Torres Strait Islander employment strategy. We have adopted an urban focus, collaborating with organisations and individuals close to our offices, and chosen to focus particularly on playing a part in closing the gap that exists between Aboriginal and Torres Strait Islander business, and non-Aboriginal and Torres Strait Islander business.

Our ongoing consultation with people who have contributed to the rollout of the plan has been critical to its implementation. This has helped to grow our insights into Aboriginal and Torres Strait Islander peoples and cultures, and deepen our understanding of their community needs. The experience of developing our Reconciliation Action Plan has been shared across PwC – led by champions in each of our offices and supported by the resources available across our firm.

This document provides an update on progress against our first Reconciliation Action Plan and details plans and targets for FY12. This has been structured around respect, relationships and opportunities in line with Reconciliation Australia's suggested approach.

The rollout of our plan has not been without its challenges; of particular focus is keeping our actions aligned with our strategic urban focus, and building on the current work of our people and our charity partners in towns and cities across Australia.

Our key changes and learnings from 2010/2011

Although the impact of our first Reconciliation Action Plan has varied in each PwC office, we have been able to identify several general changes:

1. Increased understanding and engagement of PwC people

Our Reconciliation Action Plan has provided a platform for our people to discuss the relevance of reconciliation to our business, and understand the role they can play in 'closing the gap'. The Acknowledgement of Country protocols have encouraged questions and dialogue about PwC's role in reconciliation. The support of our leadership team has further helped to raise awareness, and encourage the development of a network of people to drive these initiatives across the firm.

2. PwC's first Aboriginal and Torres Strait Islander Graduate Assessment Centre

In June 2011, we collaborated with CareerTrackers to pilot a targeted Aboriginal and Torres Strait Islander graduate assessment centre. After interviewing nine candidates, seven were offered vacationer opportunities across three PwC offices. Although the offers did not convert into acceptances to work with us, it was a learning experience for PwC and CareerTrackers. Based on these learnings we have modified our approach and are currently interviewing five new candidates

3. Partnership with Kinaway

We are learning that identifying the most appropriate partner takes time, and we are now engaging in discussions at a more local level for each PwC office. In Victoria, we have established a partnership with Kinaway, which will provide us with more opportunities to help grow the capacity of the Aboriginal and Torres Strait Islander business sector.

2010/2011 Progress report

Stop light outcomes key

Exceeded ● *Achieved* ◐ *On track* ○ *Not achieved* ○



Image courtesy of PwC charity partner The Smith Family



Relationships

Action	Target	Progress Achieved	Lessons learned	Stop light
Convene a Reconciliation Action Plan Working Group comprising Aboriginal and Torres Strait Islander and non-Indigenous people from within and outside the firm.	Working Group established. Monthly meetings held to monitor progress on the actions coming out of our Reconciliation Action Plan.	RAP working group meetings held every month. Additional groups meet informally in some offices to facilitate implementation of local plans.	Communication and engagement is facilitated with greater success at a local level. We are seeing increased engagement in offices where we have passionate local champions.	●
Deepen existing and identify potential relationships with local Aboriginal and Torres Strait Islander communities where our offices are located.	RAP Champions have met with traditional owners in each location. Database of local contacts (including land councils, cultural centres, etc) available to PwC people on our intranet. Local Aboriginal and Torres Strait Islander communities invited to comment on our plan.	Ongoing engagement with local Aboriginal and Torres Strait Islander communities has provided useful feedback for implementing actions and developing our 2011/12 plan. Forty staff members have attended cultural awareness training sessions and experiences local to their offices. The database is under development.	Consultation with local communities is critical to building cultural awareness and developing relevant actions.	○
Develop and integrate an internal Aboriginal and Torres Strait Islander employee networking/ mentoring program.	Aboriginal and Torres Strait Islanders are encouraged to participate in a fully developed program.	Despite planning for the implementation of this program, there has not been an appetite internally from current employees. They have expressed interest in mentoring new Aboriginal and Torres Strait Islander employees as they come on board.	PwC currently has a very small number of employees identifying as Aboriginal and Torres Strait Islander. This program will be implemented as the population of Aboriginal and Torres Strait Islander employees increases.	○
Develop a plan for engaging with Aboriginal and Torres Strait Islander businesses that includes initiatives in each office.	Each office has a plan for engaging with Aboriginal and Torres Strait Islander business. Develop supplier policies that specifically consider Aboriginal and Torres Strait Islander businesses (including exploring AIMSC membership).	Four offices have a formal plan in place. The remaining offices have plans in progress. PwC will renew membership of the Australian Indigenous Minority Supplier Council in FY12.	A targeted local approach for each PwC office is more appropriate. The RAP champion in each office is developing a plan suitable for their local community and marketplace.	○

Adding value to our reconciliation approach



PwC Principal Shane Devitt (second from left) and assessment centre candidates

Shane Devitt is a Principal in our Perth office and a member of the Reconciliation Action Plan working group. As an Aboriginal man and a chartered accountant, his perspective has provided tremendous insight into how we can engage with communities and create opportunities for other Aboriginal and Torres Strait Islander people.

“I feel very proud to be an Aboriginal Chartered Accountant working at PwC,” says Shane “When the request

for volunteers to help develop the RAP went out, I responded immediately so that I could help our firm and people understand and interact with Aboriginal and Torres Strait Islanders. I truly believe this will be to the benefit of both parties.”

Playing a part in reconciliation is important to Shane “I have witnessed missed opportunities and injustices due to racism against Aboriginals,” he says ‘I believe that understanding achieved through reconciliation will eliminate this in the future’.



Respect

Action	Target	Progress Achieved	Lessons Learned	Stop Light
In consultation with local Aboriginal and Torres Strait Islander communities, to build protocols and education for Acknowledging Country; having a 'Welcome to Country' at significant PwC meetings and conferences.	<p>Protocols and education available for all partners and staff on intranet.</p> <p>Acknowledgement and official welcome performed at significant conferences/events.</p>	<p>Protocols and education are available on PwC's Corporate Responsibility intranet site.</p> <p>They have also been profiled to the firm in our firmwide weekly newsletter and distributed to our Office Managing Partners.</p> <p>Acknowledgement of Country is being increasingly included at internal and external conferences and events.</p>	The explanation and examples of why we make an Acknowledgement of Country have been important awareness tools for our people. These have helped to increase partner and staff confidence and advocacy of Acknowledgement of Country.	
In consultation with local Aboriginal and Torres Strait Islander communities, provide an Aboriginal or Torres Strait Islander name for meeting rooms in PwC offices.	Meeting rooms have a plaque with the Aboriginal or Torres Strait Islander word for the name of the meeting room.	Decided on appropriate action for each site. For some it will be a change of name; some will include the names of traditional owners; and others will provide background stories to the name.	Developing a simple process that can be replicated across all offices was challenging. We have learned a localised approach will be more appropriate.	
Provide access and ongoing promotion of the Reconciliation Australia 'Share our Pride' website to continue to raise awareness of Aboriginal and Torres Strait Islander peoples, histories and cultures.	Provide access to and promote 'Share our Pride' to all partners and staff, and measure engagement.	Access has been provided and promoted through our firmwide newsletter, internal social media and at local team meetings. As at 30 June 2011, 96 of our people had accessed the site.	Through stakeholder engagement it is clear that local cultural awareness training will be a critical addition to raising the level of cultural competency within PwC.	
Investigate opportunities to support events that support reconciliation and promote Aboriginal and Torres Strait Islander cultures.	PwC participation in at least one event, and a calendar of future events provided to partners and staff which includes Reconciliation Week and NAIDOC Week.	<p>Successful events were held to celebrate 'Close the Gap' Day, NAIDOC week and Reconciliation Week.</p> <p>PwC offices have run local events appropriate to their location to support cultural events. Over the last eight months it has become apparent that this approach suits our offices rather than a national approach.</p> <p>PwC has donated \$10,000 in proceeds from Foundation Café to Fred Hollows Foundation in support of its 'Sprinkles' program – a dietary supplement that will be made available to those at risk of childhood anaemia.</p>	<p>Each PwC office is prioritising local opportunities to support reconciliation, meaning events are being staggered throughout the year.</p> <p>Leveraging existing relationships with our charity partners is proving to be a successful approach for expanding our giving and volunteering with Aboriginal and Torres Strait Islander communities.</p>	

Raising awareness with our people



Sydney Health staff members
Rebecca Jessop and Matt Cleary

Our Health team in Sydney knows more than most of our people about the unacceptable gap in life expectancy between Aboriginal and Torres Strait Islanders and other Australians.

The team in Sydney took the opportunity to build awareness among local staff by running a foyer campaign in Sydney (our largest office) to profile national 'Close the Gap Day'. The team targeted the lunchtime rush to build awareness, giving Sydney staff the opportunity to engage in a conversation about reconciliation and learn how PwC is creating value through our Health team's work and the Reconciliation Action Plan.

Our Health team have been working on Aboriginal Health client engagement pieces for a number of years. The team is now in the final stages of a large national project for Health Workforce Australia. The project looks at strengthening the existing Aboriginal and Torres Strait Islander Health Worker workforce, in an effort to improve the health status of Aboriginal and Torres Strait Islander people. Health Workers health professionals aim to make a difference to their community through their knowledge and skills in Primary Health Care and Cultural safety.

Other examples of how PwC is working in the health sector include:

- **Aboriginal Affairs NSW:** 'Closing the Gap' Strategy
- **Department of Finance & Deregulation:** Evaluation of Primary Health Care Funding to Aboriginal and Torres Strait Islander Health Services
- **NSW Health:** The Walgan Tilly Project: Chronic Care for Aboriginal People
- **The Partnership for Aboriginal Care:** Evaluation of the Partnership for Aboriginal Care
- **National Indigenous Health Equality Council:** Indigenous Youth Health and Wellbeing Roundtable Outcomes
- **Department of Health and Ageing:** Sharing Health Care Initiative.

During the awareness raising day the group also tapped into social media, profiling the day on the PwC 'Grow Wall' – our main internal blog channel - to build awareness nationally. Their posts amassed more than 130 'likes' on the day - making the Reconciliation Action Plan one of the most-liked topics on the Grow Wall – and the number of hits to our Reconciliation Action Plan intranet site increased by 50 per cent.



Melbourne staff members Amanda Cumbrae-Stewart and Jackie Funder volunteered for their third Barunga Festival.

Cultural experience for our people

On the 2011 Queen's Birthday long weekend, Melbourne staff members Jackie Funder and Amanda Cumbrae-Stewart volunteered for their third Barunga Festival. Volunteering at Barunga through PwC charity partner Fred Hollows Foundation has provided Amanda and Jackie an opportunity to experience community living first hand and to understand what it means to live in remote Australia.

Barunga is an Aboriginal community around 80km southeast of Katherine. For the people in Barunga, and various other remote Aboriginal communities in the Top End, the festival is one of the most anticipated weekends of the year. Over the festival weekend Barunga opens their community to non-indigenous people from Australia and around the world. Jackie and Amanda feel extremely privileged to have had this opportunity to experience community life in remote Australia.



Opportunities

Action	Target	Progress Achieved	Lessons Learned	Stop Light
Investigate opportunities to provide mentoring to Aboriginal and Torres Strait Islander students and small business entrepreneurs.	Mutual mentoring opportunities have been identified and plan developed to launch to staff and partners.	Opportunities have come about on a more 'ad hoc' basis. A more focused plan will be developed in 2011/12. Capacity building assistance was provided to CareerTrackers to develop a strategic plan and detailed business case.	The development of a central approach to sourcing and matching these opportunities has been challenging. In 2011/12 we will target our relationship with Kinaway to further develop these opportunities.	○
Continue to identify Aboriginal or Torres Strait Islander organisations to develop long term strategic partnerships that provide mutual benefits. This includes sharing professional skills and investigating ongoing educational opportunities.	Two to three organisations identified and approached.	PwC announced a partnership with Kinaway during NAIDOC week. Discussions are underway in other PwC offices.	Identifying the most appropriate partner organisation takes time. Although our initial action was to work with a national organisation, we are now engaging in discussions at a more local level, which are more targeted for each office.	○
Partner with current volunteering contacts to identify and promote Aboriginal or Torres Strait Islander volunteering opportunities for PwC staff.	At least two volunteering opportunities have been provided as options to staff.	Volunteering has taken place with two of the firm's charity partners who engage with local Aboriginal and Torres Strait Islander communities: Fred Hollows Foundation and Urban Seed.	Finding volunteering opportunities for our people that fit within our guidelines of 7.5 hours per employee, and meet the needs of the community, has been a significant challenge. The development of combining volunteering and cultural experiences has been more successful, and helped to increase the cultural competency of our people. We will continue to work with our charity partners and local Aboriginal & Torres Strait Islander groups to explore opportunities in FY12.	●
Extend the development of an Aboriginal and Torres Strait Islander employment strategy within the context of current recruitment and diversity strategies to increase the percentage of Aboriginal and Torres Strait Islander employees by June 2012.	Development of Aboriginal and Torres Strait Islander employment strategy has commenced. Advice on development of the strategy has been received from Aboriginal and Torres Strait Islander employment professionals. Results of Diversity Inclusion survey have been reported to the RAP Working Group.	The Aboriginal and Torres Strait Islander employment strategy is complete. A specific Aboriginal and Torres Strait Islander Assessment centre was held for nine candidates (see case study for full details). Results of our firmwide Diversity and Inclusion survey showed 0.7 per cent of survey respondents identified themselves as Australian Aboriginal or Torres Strait Islander.	We were able to achieve our goal of delivering the assessment centre. We now aim to work with CareerTrackers to improve our communication with our candidates to increase understanding of the offer and acceptance process.	●

A mentoring relationship unleashes potential

Aboriginal community leader and Townsville local Gavin Kum Sing is a strong believer in the power of meaningful work to change lives and strengthen communities. In 2010, Gavin established Brothers Act of Random Kindness (BARK), a social enterprise which offers a brighter future for long-term unemployed Aboriginal and Torres Strait Islander men and at-risk young people – helping them into permanent jobs, reconnecting them with their culture, boosting their self-esteem and transforming them into role models for their communities.

One of the strengths of BARK is its ability to connect with the Aboriginal and Torres Strait Islander community, government, other not-for-profit agencies and

the corporate sector, to build a service that brings the best of these worlds together for change. As part of his commitment to the commercial success of BARK, Gavin has established a mentoring relationship with PwC Director Brian Fanning.

Brian and Gavin have had ongoing conversations since October 2010, bouncing around ideas as BARK has established itself as an independent social enterprise. Brian has connected BARK to his professional networks, and Gavin is now engaging more broadly with our Townsville office, running cultural awareness programs and encouraging other PwC people to develop relationships in the local Aboriginal and Torres Strait Islander business community.

“It has been invaluable to be able to pick up the phone to Brian as BARK grows. He has offered a practical, commercial perspective and opened doors for me into the local business community. More than that, my relationship with Brian is one that will last a lifetime.”

Gavin Kum Sing, CEO of BARK





The team took the opportunity to reflect on their own office culture and experience of local Aboriginal culture

Valuable experience for Townsville office

The PwC Townsville office recently held their annual team building day. Split into two sessions, the team took the opportunity to reflect on their own office culture and experience of local Aboriginal culture, under the guidance of local Aboriginal and Torres Strait Islander leader and director of BARK Ltd, Gavin Kum Sing.

In the first session, team members took stock of the key values and behaviours that epitomise the culture we would like to grow and nurture in our local office. A small bus trip west began our second session, the team headed to the historical landmark of the local Aboriginal people, Turtle Rock. Gavin began to unravel the culture of the Bindal people, where it was highlighted how essential each individual's skills and purpose is to the survival of the community.

Members of the Bindal people have their own totem, such as a kangaroo, snake, dugong or another animal. Each member has specific skills in hunting or bush medicine. The Bindal people rely on the skills and knowledge of each member to provide food, health and safety. Gavin explained the roles of different men and women within the community, and utilising the local rock artwork, Gavin enlightened us to the significance of his culture in his own life.

The PwC people involved agreed it was a valuable day to learn more about one of their local cultures.

Collaborating with CareerTrackers

CareerTrackers is a national not-for-profit organisation that works with Aboriginal and Torres Strait Islander university students and private sector companies to create career pathways through a structured internship program. Its vision is to create a community of Aboriginal and Torres Strait Islander professionals to represent the voices of Aboriginal and Torres Strait Islanders from the bush to the boardroom.

In April 2011, PwC started working with Michael Combs from CareerTrackers to develop a unique Aboriginal Assessment Centre. Nine candidates were interviewed for a position at PwC, and seven successful candidates were offered vacationer employment with PwC across three of our offices.

Although the offers did not convert into acceptances to work with us, it was a learning experience for PwC and CareerTrackers. Based on these learnings we have modified our approach and are currently interviewing five new candidates.

According to Michael Combs, CEO, CareerTrackers, the PwC assessment centre has been a milestone in the development of our students. "The process provided students with the confidence and self belief that they can have a place in Corporate Australia - a true representation of reconciliation," Michael says.

Alister Berkeley and Angelique Fitzgerald, Private Clients Management Consulting, assisted CareerTrackers in a two-part capacity building engagement. The team compiled a Strategic Plan and Business case for CareerTracker FY2011-2016.

"It is truly inspirational to work with an organisation that is so philanthropically passionate, while also so commercially ambitious. I feel so privileged to have worked with CareerTrackers in their foundational stages, as I know CareerTrackers will become integral in addressing Australia's shortage of Aboriginal and Torres Strait Islander employment opportunities in the private sector," says Angelique Fitzgerald, Senior Consultant, Private Clients Management Consulting.

Michael says that after working with PwC, CareerTrackers now has more clarity and confidence to be supporting the career aspirations of Aboriginal and Torres Strait Islander university students well into the future.

"The process provided students with the confidence and self belief that they can have a place in Corporate Australia - a true representation of reconciliation."

Michael Combs,
CEO, CareerTrackers

The value of a game of cricket

In February 2011, PwC's Chris Dyer, Ferdi Hepworth, Tom McQuillen and Gavyn Tellis had an unforgettable experience of the relatively unknown tradition of Aboriginal cricket in Victoria.

They were invited by PwC charity partner Urban Seed to attend a unique cricket match in Harrow, between the Compton Cricket Club and the Johnny Mullagh XI (descendents of the first Australian cricketers to tour England, the Aboriginal team of 1868). The location of the cricket match had historical significance for the local elders: nearby were

about 700 stone huts where the Gunditjmarra people lived and developed a sophisticated process of channels to farm eels approximately 10,000 years ago.





In between bouts of cricket, the PwC guests got to know the locals and were able to grow their understanding of local Aboriginal communities. They were fortunate to spend time exploring the area with local Aboriginal man and Johnny Mullagh cricketer Wayne Bell.



In between bouts of cricket, the PwC guests got to know the locals and were able to grow their understanding of local Aboriginal communities.

Our Reconciliation Action Plan Working Group will meet regularly to ensure that our initiatives receive ongoing attention, support and sponsorship.

Tracking progress and reporting

<i>Action</i>	<i>Target</i>	<i>Progress Achieved</i>	<i>Stop Light</i>
Our Reconciliation Action Plan Working Group will meet regularly to ensure that our initiatives receive ongoing attention, support and sponsorship.	Monthly meeting	Achieved	
Our Reconciliation Action Plan will be published on our website and on Reconciliation Australia's website. The plan will be updated every 12 months, and our Annual Review (published in July each year) and Refresh will provide an opportunity to reflect on what we have achieved and where we need to focus our efforts.	Annual Reconciliation Action Plan report and Refresh available.	Achieved	
We will provide updates on the progress of actions outlined in our Reconciliation Action Plan to ensure that work in this area remains a top priority.	Presentation to the Corporate Responsibility Advisory Council and Firm Executive every six months.	Achieved	
It is important that our people have access to progress on the actions in our Reconciliation Action Plan. We will continue to provide this information on our Corporate Responsibility intranet site and in our firm wide online newsletter.	Quarterly updates on our Corporate Responsibility intranet and firm wide online newsletter.	Achieved	

PwC Reconciliation Action Plan to 30 June 2012



Image from "Sprinkles" program courtesy of PwC charity partner The Fred Hollows Foundation



James van Smeerdijk

Chair Reconciliation Action
Plan Working Group

Message from the chair

We are delighted by the commitment and interest of our PwC people, who have played their part in growing the firm's awareness of reconciliation at PwC, and contributed to the rollout of our first Reconciliation Action Plan.

The three key principles of PwC's first Reconciliation Action Plan were:

- To focus primarily on urban communities, where the majority of Aboriginal and Torres Straits Islander people live, and where our people and offices are located.
- To leverage our existing strengths, in particular around building meaningful relationships, human resources development, capacity building and our existing corporate responsibility program and partners.
- To be guided by community needs identified through developing valued relationships with local communities and identifying community partners we could collaborate with.

In rolling out the plan, the response from our people has been overwhelming, and we are pleased to see that we are slowly reaching our goals and helping to make a difference in our broader communities.

Our plans for the next 12 months are an extension of the first round of our Reconciliation Action Plan, now with a stronger emphasis on weaving reconciliation into the fabric of our firm.

James van Smeerdijk

Chair, PwC Reconciliation Action Plan Working Group



Relationships

PwC is committed to building meaningful relationships with our clients, colleagues and community to create shared value. Our Reconciliation Action Plan focuses on strengthening our relationships with Aboriginal and Torres Strait Islander peoples to better understand how we can collaborate on a more sustainable future together.

<i>Action</i>	<i>Responsibility</i>	<i>Timeline</i>	<i>Measurable target</i>
Reconciliation Action Plan Working Group to include representation from each office and the Aboriginal and Torres Strait Islander community and meet bi-monthly.	Corporate Responsibility Team	June 2012	Bi-monthly meetings held to monitor progress on the actions in our Reconciliation Action Plan.
Strengthening existing relationships with local Aboriginal and Torres Strait Islander stakeholders where our offices are located.	RAP Champions	June 2012	RAP Champions have met with traditional owners in each location. Local Aboriginal and Torres Strait Islander communities invited to comment on our plan.
Revisit implementing an internal Aboriginal and Torres Strait Islander employee networking/ mentoring program and implement if there is demand from Aboriginal and Torres Strait Islander employees.	RAP Working Group, Human Capital and Corporate Responsibility	June 2012	The program is developed with Aboriginal and Torres Strait Islander employee consultation.
Invite Aboriginal and Torres Strait Islander businesses to participate in networking opportunities.	RAP Champions	June 2012	Each office has invited Aboriginal businesses to at least one networking function.
Provide opportunity for Aboriginal and Torres Strait Islander candidates to self identify at application stage and provide mentoring through the application and interview process.	Human Capital	September 2012	Know the number of Aboriginal and Torres Strait Islander candidates who have self identified and accepted an offer of mentoring support.
Support National Reconciliation Week build relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	RAP Working Group	June 2012	Run one event for National Reconciliation Week.
Collaborate with Kinaway to develop networking opportunities and share professional skills	RAP Working Group	June 2012	Assisted five members of Kinaway.



Respect

PwC is committed to creating an inclusive and diverse workplace where our people feel valued, respected and supported to achieve personal and professional goals. Respect is fundamental to our firm and to the development of our Reconciliation Action Plan. Respectful actions encourage ongoing awareness of the challenges faced by Aboriginal and Torres Strait Islander peoples, cultures and histories, and provide us with an opportunity to deepen our understanding of their unique heritage and celebrate success.

Action	Responsibility	Timeline	Measurable Target
Hold 'Welcome to Country' at launch of the Reconciliation Action Plan (RAP) and 'Acknowledgement of Country' at formal PwC events.	Corporate Responsibility Team/ RAP Champions	June 2012	Welcome to Country performed at launch of the RAP. All Office Managing Partners to be routinely providing Acknowledgements of Country. Acknowledgement of Country at formal PwC events.
Increase cultural competence of partners and staff through active participation at cultural awareness training, significant cultural events/tours or meeting with local Aboriginal and Torres Strait Islander elders.	RAP Working Group	June 2012	10% of staff to have attended a cultural experience eg. training, tours, events.
Support NAIDOC Week to promote reconciliation and cultural celebration.	RAP Working Group	June 2012	Run one event for NAIDOC Week.
Provide RAP information to all new starters during induction	Corporate Responsibility	December 2012	RAP information is contained within new starters induction.
A plaque acknowledging the traditional land owners of the land where the PwC buildings are should be placed outside the buildings or in the foyer.	RAP Working Group	June 2012	A plaque will be visible in each office.



Opportunities

PwC is committed to working together with Aboriginal and Torres Strait Islander peoples to create more opportunities to expand our skills, knowledge and experience. We believe the implementation of our plan will create further shared value.

<i>Action</i>	<i>Responsibility</i>	<i>Timeline</i>	<i>Measurable Target</i>
Investigate opportunities to provide mentoring to Aboriginal and Torres Strait Islander students and small business entrepreneurs.	RAP Working Group	June 2012	Monitoring and sharing best practice of mentoring relationships.
Continue to identify Aboriginal or Torres Strait Islander organisations to develop long term strategic partnerships that provide mutual benefits. This includes sharing professional skills and investigating ongoing educational opportunities.	RAP Working Group and Corporate Responsibility	June 2012	Partnerships announced with two to three organisations.
Implement and communicate the guidelines for provision of PwC capacity building services both internally and externally.	Corporate Responsibility	June 2012	Guidelines will be available on the internal and external websites.
Implement the Aboriginal and Torres Strait Islander employment strategy to increase the percentage of Aboriginal and Torres Strait Islander employees by June 2012.	Human Capital and Corporate Responsibility	June 2012	Employment offered to at least 15 self identified Aboriginal or Torres Strait Islander people.
Consider the inclusion of an Aboriginal and Torres Strait Islander community organisation in the Charity Partner Review to be conducted during 2011 (the review occurs every three years).	Corporate Responsibility	June 2012	An Aboriginal and Torres Strait Islander community organisation will be represented on the PwC Charity list disclosed on the external website.
Invite Aboriginal and Torres Strait Islander organisations to participate in the PwC Transparency Awards and attend technical updates/tax clinics/etc.	RAP Working Group	June 2012	10% increase in participation of Aboriginal and Torres Strait Islander organisations.
Explore opportunities for developing thought leadership in collaboration with multiple Aboriginal and Torres Strait Islander stakeholders	RAP Working Group	June 2012	Develop and execute a consultation strategy to identify opportunities for Aboriginal and Torres Strait Islander thought leadership.

Tracking progress and reporting

We recognise that change can take time and that the initiatives we have started to implement will continue to evolve and grow. To ensure that we make a sustainable contribution to reconciliation, we will do the following:

<i>Action</i>	<i>Responsibility</i>	<i>Timeline</i>	<i>Measurable Target</i>
Our Reconciliation Action Plan Working Group will meet regularly to ensure that our initiatives receive ongoing attention, support and sponsorship.	Reconciliation Action Plan Working Group	June 2012	Bi-monthly meeting.
Our Reconciliation Action Plan will be published on our website and on Reconciliation Australia's website. The plan will be updated every 12 months, and our Annual Review (published in July each year) and Refresh will provide an opportunity to reflect on what we have achieved and where we need to focus our efforts.	Reconciliation Action Plan Working Group and Corporate Responsibility Team	Sept 2012	Annual Reconciliation Action Plan report and Refresh available.
We will provide updates on the progress of actions outlined in our Reconciliation Action Plan to ensure that work in this area remains a top priority.	Reconciliation Action Plan Working Group	June 2012	Presentation to the Corporate Responsibility Advisory Council and Firm Executive every six months.
It is important that our people have access to progress on the actions in our Reconciliation Action Plan. We will continue to provide this information on our Corporate Responsibility intranet site and in our firm wide online newsletter.	Corporate Responsibility Team	June 2012	Quarterly updates on our Corporate Responsibility intranet and firm wide online newsletter.

pwc.com.au

More information

For a copy of our *Reconciliation Action Plan* visit ***pwc.com.au/rap***

To read more about corporate responsibility at PwC visit ***pwc.com.au/corporateresponsibility***

Please direct any questions you have about our *Reconciliation Action Plan* to ***pwcfnail@au.pwc.com***

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