

Building relationships, creating value

Reconciliation Action Plan Progress Report for July 2011 – June 2013 and Reconciliation Action Plan for July 2013 – June 2015

part of it:





Front cover image: PwC's Indigenous Consulting Co-owners: Jason Eades, Jodie Sizer, Gavin Brown and Shane Devitt.



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A message from the CEO



Luke Sayers

CEO
PwC Australia

At PwC, pushing ourselves to play a leadership role in the issues that matter most to society is a key part of our firm's vision, values and strategy. Reconciliation is a core issue for any Australian organisation interested in making a difference to communities across this great country, and I'm proud to present PwC's third Reconciliation Action Plan (RAP).

I've been encouraged to see that most CEOs and Boards across corporate Australia are trying to lift their responsibility and leadership on reconciliation, and are starting to talk more about the role we can all play in trying to solve some of the very complex issues facing Indigenous communities. PwC has learned a great deal in this regard from the Indigenous organisations that we work with, and we will continue to work with them to share our expertise while building our understanding of Indigenous culture.

We're proud of our alliances with Kinaway, the Aboriginal Chamber of Commerce and the NSW Indigenous Chamber of Commerce, as well as our charity partner relationships with the Wirrpanda Foundation and the Fred Hollows Foundation. Through these alliances, we've delivered workshops and mentoring for Indigenous businesses, exchanged knowledge and skills, and supported the Fred Hollows Foundation in its mission to eliminate trachoma in Indigenous communities.

Fundamental to our partnerships with these organisations is the principle of working collaboratively with Indigenous communities to bring about change. That's why I am particularly delighted by the launch this year of PwC's Indigenous Consulting (PIC). Majority owned by four truly exceptional Indigenous Consultants and co-owned by PwC, this collaboration will create positive change for Indigenous communities. PIC is unashamedly about both commercial and societal potential, and is by far the most exciting step we've taken since launching our first RAP three years ago. Our depth of skills and capabilities, combined with the cultural understanding of the Indigenous consultants, will create something truly powerful, and I'm looking forward to everything we can learn from PIC CEO Jason Eades and his team.

I'm proud of the progress we've made so far and excited about what the future holds. I hope you enjoy learning more about the steps we've already taken, and the action we're planning next as we play our part in the national journey toward reconciliation.

Message from the Chair



James van Smeerdijk

Chair, PwC Reconciliation Action Plan working group

Reconciliation is not something we can achieve without support and guidance from those closest to the issues. We are grateful for the generous support and guidance provided by our Indigenous friends as we continue our journey toward reconciliation. Their ongoing support and counsel has enabled us to find our way on this sometimes challenging road.

Across the country we've undertaken skill sharing, mentoring and capacity building work with our alliance partners. Together we've participated in many culturally significant events – Sorry Day, Reconciliation Week and NAIDOC week.

We now regularly acknowledge Traditional Owners at significant firm events and launch major events with openings by the relevant Traditional Owners. This has started many great conversations.

Just as importantly, we've invited our Indigenous friends into the PwC community, to meet with our staff, share their stories and participate in networking and industry forums. I believe that what our staff have gained truly outweighs what we have given.

Reconciliation is not a program or project, but a continued focus on being part of an inclusive community that recognises the important part we all play as custodians of our nation's heritage.

I'm delighted to be able to celebrate the launch of PwC's Indigenous Consulting, which demonstrates our commitment to supporting the best and brightest Indigenous consultants as they work towards resolving some of their communities' most pressing issues. This innovative firm embodies PwC's focus on quality and talent, underpinned by an authentic commitment to reconciliation.

The past two years have seen wonderful progress, led by the dedicated 66 partners and staff who make up our local RAP working groups. I thank them for their time, energy and passion in being the catalyst for change and look forward to bringing all of PwC on the journey forward.

Our vision for reconciliation

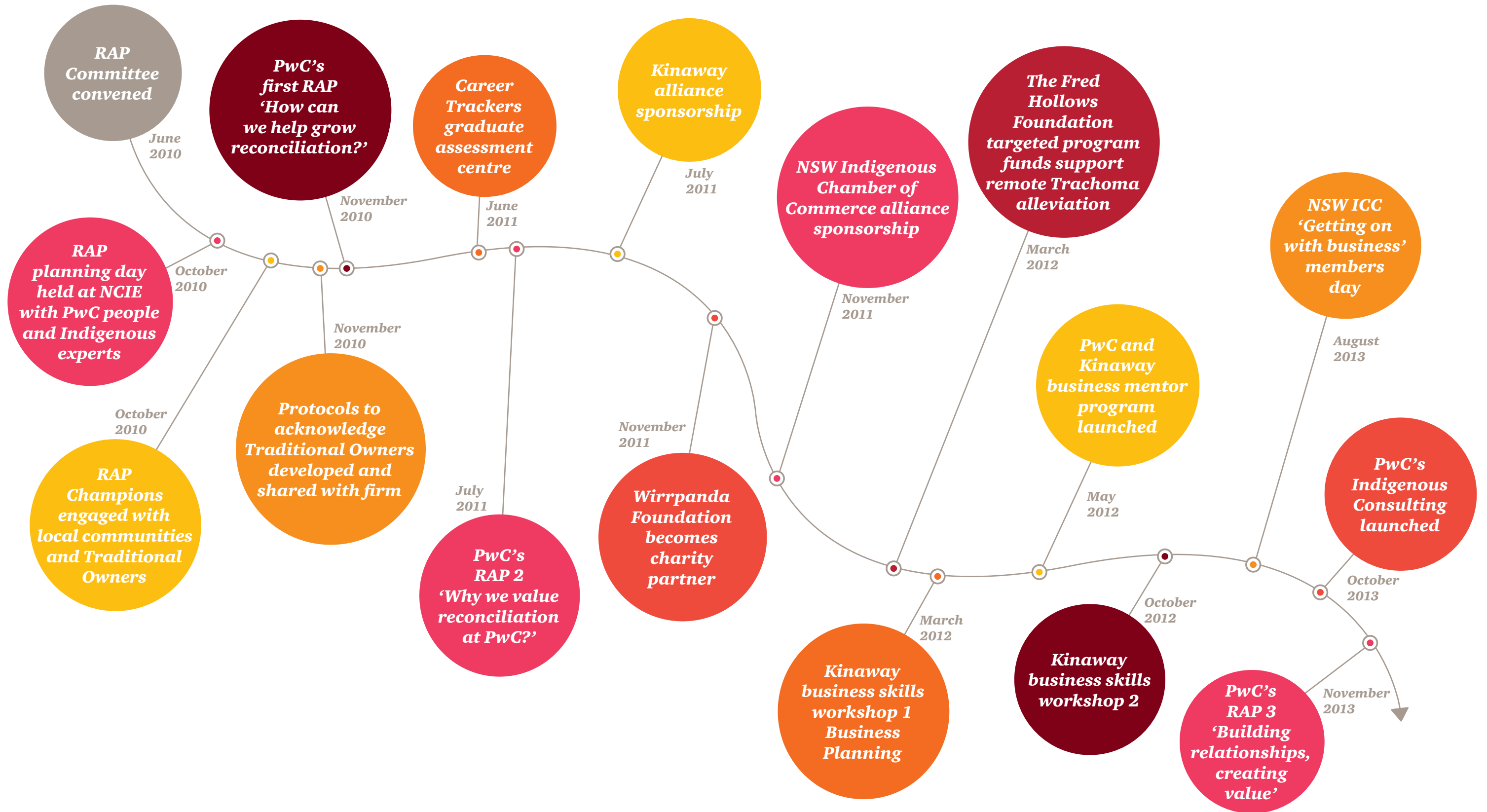
As a large Australian business, PwC has a role to play in the communities in which we operate. We aim to work collaboratively with organisations and communities throughout Australia to create value and share knowledge, skills and expertise.

We recognise Indigenous Australians as the original custodians of Australia, and we encourage an inclusive culture that embraces and values our differences and celebrates Australia's heritage.

We are committed to reducing inequality between Indigenous Australians and other Australians by helping to create positive and lasting change in our communities.

The purpose of our Reconciliation Action Plan is to help us realise the potential of the role we can play in reconciliation in Australia.

PwC's reconciliation timeline reflecting on some of our shared successes



Our progress and learnings from 2011–2013

The rollout of our second Reconciliation Action Plan has seen some great successes and some challenges.

Thought leadership and building capacity

We are very proud of the work we have done in conjunction with other key organisations;

- We published thought leadership with IPAA in May 2013 which examined the links between professional development and career advancement for Indigenous employees in the Victorian public sector.
- We worked with Victorian Department of Business and Innovation on the Indigenous Enterprise Improvement Initiative to develop and recommend a best practice Indigenous business training delivery model based on extensive research, stakeholder engagement and consultation with Indigenous businesses.
- We were commissioned by Reconciliation Australia to develop a business plan for the newly formed Australian Indigenous Governance Institute.
- And we worked with the South Western Aboriginal Land & Sea Council to continue to develop their leadership training models.

Recruitment

We're delighted to have welcomed five Indigenous staff on board since our last RAP. They've joined us in Adelaide, Melbourne and Townsville, through our existing relationships and professional memberships. While it's a step in the right direction, we'd hoped for more. But recruitment remains a challenge, particularly through our formal vacationer and graduate recruitment programs where we've had no conversions since our last RAP.

The launch of PwC's Indigenous Consulting will fast-track our recruitment targets and increase cultural safety at PwC. We believe that the opportunity to work with Indigenous leaders in an innovative firm will attract more Indigenous employees. Building on what we've learnt from past experiences, we'll continue to take a flexible approach and tailor our approach by location. As our Indigenous staff numbers increase we will continue to revisit our goal of establishing an Indigenous staff network.

Cultural awareness

We've run a total of 13 sessions to promote Reconciliation, each driven locally by PwC offices to recognise the importance of local context. Finding the right formal cultural awareness training model is still a work in progress. Our diverse geographical spread across eight locations around Australia makes it difficult to find a national solution that allows for relevant local context. We've encouraged staff to use the Share Our Pride website, but take-up has been minimal.

Training in Adelaide has had strong take-up, so we know it can work and we'll continue to trial new approaches. We'll also use the launch of PwC's Indigenous Consulting as an opportunity to encourage staff and partners to improve their cultural awareness.

Mentoring

We've created business skills workshops with our alliance sponsors, Kinaway and the New South Wales Indigenous Chamber of Commerce (NSW ICC) and mentoring with Kinaway. These programs bring PwC staff together with Indigenous entrepreneurs, with ongoing cultural support from Kinaway and NSW ICC. These relationships take time to develop, but we hope they will help to build the capacity of Indigenous businesses in Victoria and NSW.

Relationships

Case study: PwC's Indigenous Consulting

PwC's Indigenous Consulting (PIC) is a new national Indigenous consulting business. It's the result of an unprecedented partnership between PwC and a select group of Indigenous Australians. PIC is majority owned (51% ownership share), led and staffed by Indigenous Australians and minority owned (49% ownership share) by PwC Australia.

PIC aims to be the game changer in Indigenous consulting in Australia, as a leading firm and a thought leader contributing to the key issues facing Indigenous communities.

The unique power of the business is the combination of Indigenous expertise and experience, with PwC's world-leading consulting capability. This genuine collaboration can generate substantial benefit for Indigenous people, their communities and Australian society at large.

PIC is a commercially focused business with a passionate belief that Indigenous people should have the opportunity to fulfil their aspirations. It is a working example of shared value – commercial activity delivering societal outcomes – something that both the Indigenous owners and PwC value.

PIC uses its professional expertise to assist communities, governments, and businesses to achieve the outcomes they are looking for. PIC specialises in providing advice and developing strategies to help realise the commercial and community potential of Indigenous policies, programs, projects, organisations and businesses.

“We believe that real change happens when it is created by Indigenous people, not for Indigenous people. Our desire to create this firm reflects our belief in the rights of our communities to create and determine their own futures.”

Gavin Brown, PIC



Our team: Jason Eades, Jodie Sizer, Gavin Brown, Shane Devitt

Alliance partnerships

NSW Indigenous Chamber of Commerce

The NSW Indigenous Chamber of Commerce (NSW ICC) aims to support and enhance the employment, economic and social prosperity of Indigenous people right across New South Wales. Our alliance with NSW ICC helps us invest our skills and resources where they can have the greatest lasting impact; building the capacity of Indigenous businesses through targeted workshops, skilled volunteering and capacity building from PwC people.

The team – Alister Berkeley, Charmaine Zets and Danielle Flanagan – have worked with the NSW ICC board to help formulate NSW ICC’s strategic direction for the next five years, and associated documents.

Debbie Barwick, NSW ICC Chairperson, said “We are very proud of this alliance with PwC and what it offers members of the Chamber and the Indigenous Business Sector. I admire the partners of the firm for standing up here and saying that we can and need to do more.”

Kinaway

PwC has shared an alliance sponsorship with Kinaway, the Victorian Aboriginal Chamber of Commerce, since July 2011.

Kinaway and PwC have a mutual interest in the successful economic participation and contribution of Indigenous businesses to the Victorian economy. Our relationship with Kinaway and its member enterprises focuses on providing business support and developing Indigenous entrepreneurs and business leaders.

Together with Kinaway, we developed business skills workshops covering business growth strategy, tax and social media. These workshops were facilitated by PwC staff and 32 Kinaway members participated. Building on the success of these workshops, we developed a mentor program connecting PwC staff with Kinaway members, now with 10 mentor pairings.



NSWICC Board at strategic planning meeting, including Alister Berkeley and Danielle Flanagan

Respect

Charity Partner relationships Wirrpanda Foundation

Following overwhelming demand from PwC partners and staff, Wirrpanda Foundation (WF) became a PwC Charity Partner in 2011. The connection has been particularly strong in our Perth office, where both organisations seek to involve the other in initiatives whenever possible.

We are proud to sponsor WF's Deadly Sista Girlz program through payroll giving donations, and we donated the funds raised by our Perth Cool Night Classic 2012 event to WF. But we particularly value the strong relationship that has developed between PwC and Wirrpanda Foundation.

Representatives from WF have toured every PwC office to meet PwC staff and share their story. PwC staff have engaged with WF through skilled and unskilled volunteering, and a PwC team has reviewed and redesigned WF's human resources governance processes as a reduced fee capacity building job.

We celebrate a year of building trust and genuine respect, and look forward to sharing more success in the future.



Nick Brasington (PwC Perth partner) and David Wirrpanda



Wirrpanda Foundation and PwC partners and staff at the Perth Cool Night Classic

The Fred Hollows Foundation

The Foundation is working to eliminate trachoma by 2015. Funds donated to The Fred Hollows Foundation through our payroll giving go directly towards the Trachoma elimination program in Australia. The program funds Indigenous health workers, based in local Indigenous communities, who play a vital role in supporting the trachoma screening and treatment activities conducted by the Northern Territory Government's Centre for Disease Control. They support the implementation of all components of the SAFE (Surgery, Antibiotics, Facial cleanliness, Environmental improvements) strategy and run trachoma prevention activities in local languages, matched to the needs of the community.

The community based workers are all highly engaged, well trained and inspired to keep up the SAFE message. With their expertise and local knowledge, The Fred Hollows Foundation is truly making an impact on this disease in the bush. In 2009 the prevalence of trachoma in Australia in remote Indigenous communities was 14%. In 2013, that rate has dropped to just 4%.

PwC Funds support the Fred Hollows Trachoma elimination project.



Successful engagement in our Adelaide office

Our Adelaide office has made great progress in increasing cultural awareness and understanding the challenges of Indigenous recruitment, thanks to the hard work of partner Kim Cheater and his RAP team.

Cultural awareness

Recognising that building understanding is the basis for any meaningful steps towards reconciliation, Kim and the team have been focusing on building cultural awareness across the Adelaide office. The team organised cultural awareness training in 2012, attended by the Adelaide human resources team and Jay Edmondson, coach to Indigenous employee Roland Ah Chee. We ran another three sessions in May 2013 for senior members of the Adelaide team (partners, principals and directors) and staff who work with Indigenous clients. The remaining spaces were offered to other interested employees.

The Adelaide team also experienced its first official 'Welcome to Country' from much-loved Kurna elder Auntie Josie, who shared her story and explained the importance of Welcome to Country.

The team also ran a Close the Gap morning tea and attended the National Sorry Day Anniversary breakfast hosted by Reconciliation SA, which featured guest speaker Kevin Rudd.

Recruitment

Kim Cheater sits on the Professional Services Cluster in Adelaide, along with representatives from professional services firms KPMG, Deloitte, Ernst & Young and Perks, the Institute of Chartered Accountants in Australia, the University of Adelaide, Flinders University and UniSA. Over three years, the Cluster has worked together to increase the number of Indigenous Australians working in the finance field from zero to 25 (five accountants and 20 entry-level jobs).

As a result of this initiative, Roland Ah Chee joined PwC as a trainee accountant in 2012. Roland is from Alice Springs, his father is from Arrernte Country and his mother from Bundjalong Country. Roland started in our Financial Assurance team, working two days a week on audit engagements while completing his first year university studies.

After a successful first year, Roland revised this arrangement with his coach, Jay Edmondson, and is now working at PwC during his university holidays. This allows Roland to feel more like part of the audit team and see an engagement through, while focusing on his studies during uni terms. He can also continue to juggle his football commitments, playing for South Adelaide in the SANFL.



Jay Edmondson and Roland Ah Chee

"The main highlight I have had at PwC is the opportunity to be a part of the year end audit engagement for Aboriginal Associations Management Centres (AAMC). Being able to work with an Aboriginal corporation I found to be very rewarding and beneficial, especially because it is where I am from.

Another highlight for me is being part of a workplace that is so active in being involved with Aboriginal people and tackling issues such as reconciliation, closing the gap and cultural awareness." Roland

"My experiences at PwC have all been very positive. Working in financial assurance and out on audit engagements has been challenging but very rewarding. The flexibility and compromise from the firm to let me continue to prioritise my studies while being given the opportunity to work in professional services has been great.

I have found my coach Jay to be very helpful during my time at PwC. He made my transition into the firm a lot easier and less intimidating through being very approachable and easy to talk to."

Roland

"As Roland's coach I feel the program has been a great success. Roland is a valuable addition to our team and is being supported through his work and studies. Roland has actively shown interest in our RAP group and wanting to get on board to assist us in delivering on our plan."

Jay

Opportunities

Capacity building

In our 2011/12 Reconciliation Action Plan, we committed to using our existing capacity building model of providing access to the same services that we provide our clients at significantly discounted rates to work with Indigenous organisations. We use our skills and expertise to grow an organisation's capacity to deliver their strategic priorities. This approach has seen some great results, including the highlights below.

NSW ICC Strategic Plan 2013-2017

Private Clients' consulting team members have been working with the NSW ICC chair and board to develop their 5 year strategic plan. The team; Danielle Flanagan, Charmaine Zets and Alister Berkeley have worked to produce a plan in conjunction with the NSW ICC that articulates their future direction as the peak Indigenous industry body in NSW.

Australian Indigenous Governance Institute

PwC was commissioned by Reconciliation Australia to develop a business plan for the newly formed Australian Indigenous Governance Institute (AIGI). AIGI seeks to establish itself as a national centre of excellence to connect Indigenous Australians to world-class governance best practice and policy, and redefine the 'governance conversation' in Australia.

The team; Abraam Gregoriou, Natalie Siegel, Shannon Thompson and James Van Smeerdijk facilitated weekly forums with AIGI board members, allowing them to actively contribute to the development of the plan. The business plan will guide AIGI's progress over the next three years and be the main document used to obtain funding.

This close interaction with AIGI board members has exposed PwC project members to the realities faced by Indigenous communities and organisations, as well as potential opportunities for reform.

The Wurundjeri Tribe website

Through PwC's Capacity Building funding, PwC's Digital Change services have been building a website for the Wurundjeri Tribe. This will be a public facing site that will have a range of information about Wurundjeri, events they are involved in, services that they provide, as well as a members only area to share and distribute community only content. The site will be fully responsive (working on mobile, tablet, desktop) and will provide a public face to engage both Wurundjeri members and the general public.

Emmanuel Churchley, from the Digital Change team, has been working with members of the Wurundjeri Tribe to develop a solution that works for them. Once the site is complete, Emmanuel will be running a session for the elders and other community members on how to use it and maintain it.

South West Aboriginal Land & Sea Council

Staff in our Perth office have been working with the South West Aboriginal Land and Sea Council (SWALSC), the native title representative body of the Noongar people who are the Traditional Owners of the South West of Australia. SWALSC has been involved in coordinating negotiations with the State Government of WA for the successful Single Noongar Native Title Claim, as well as advancing Noongar culture, language, heritage and society.

In phase 1 of the project, the team; Shane Devitt, Carolyn Stroud, Iara Morris, Simon Avenell and Rob Liuzzi helped SWALSC to formulate a business case and budget for funding by the WA State government for the Gnalla Kaatitjin (our knowledge) Noongar Leadership Program for upcoming Noongar leaders and the preservation of Noongar oral history and culture.

Now in phase 2, we are helping SWALSC to establish a new business unit for the leadership program. This included developing an action plan and structural capital (such as strategic and business plans, risk management plan, charters for advisory groups etc) and mentoring the business unit leader.

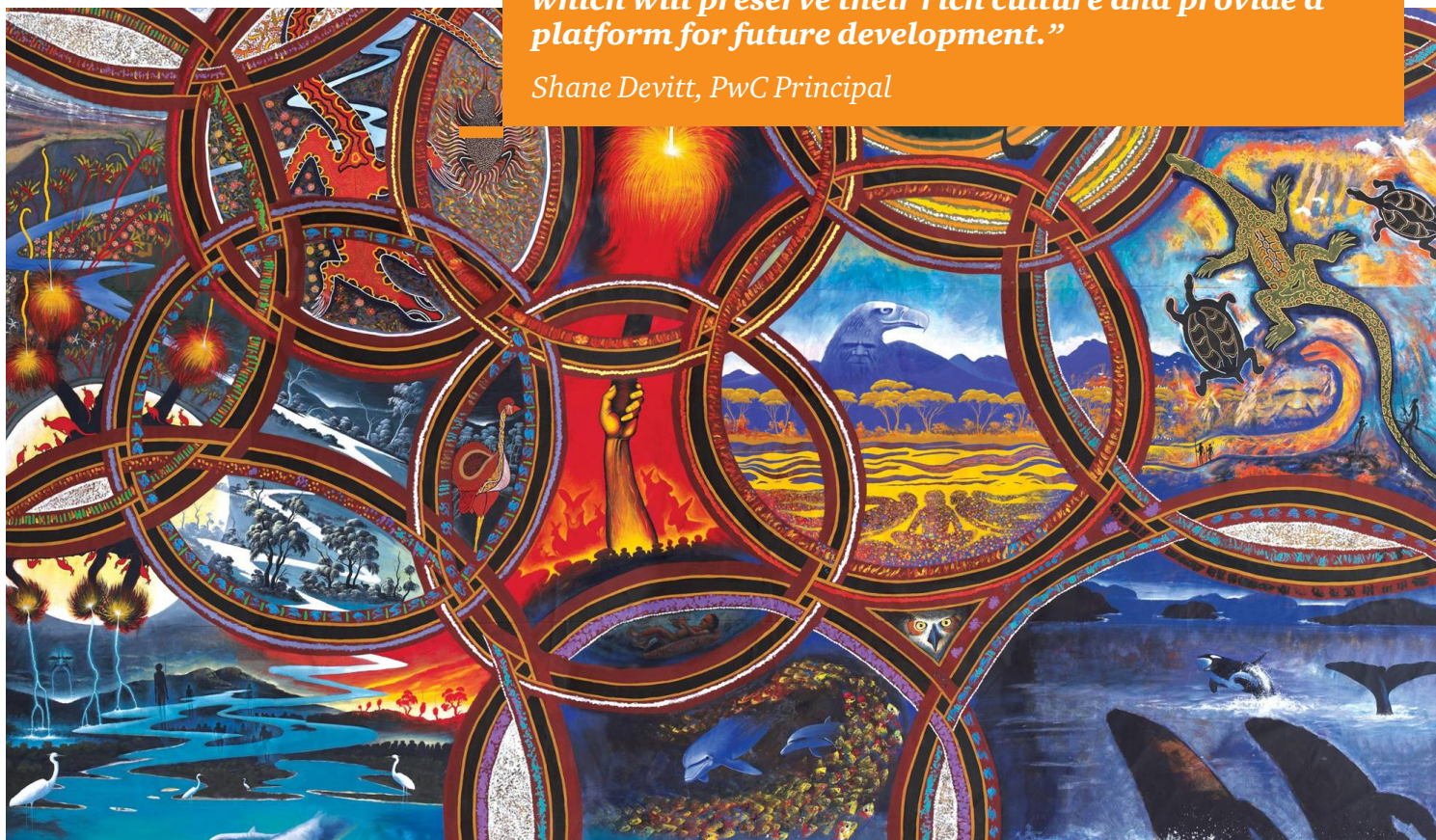
We're also helping SWALSC to develop the program itself – a set of nine tailored leadership programs designed to help the broader Noongar community maximise the benefits arising from the Native Title Settlement. The programs are designed to strengthen people's ability to lead, no matter what their role is. They range from cultural leadership, community leadership and emerging leadership, through to high-end corporate governance and management.

In August 2012, SWALSC received in-principle support for the leadership program design when it presented the business case to key WA Government Departments, who committed approximately \$750,000 in funding. Carol Innes from SWALSC said "...it was a very successful outcome and I acknowledge the professionalism and sound advice that you all contributed. It has been an absolute pleasure to work with you and I am glad that you were there to witness a historic "win" for Noongar people."

We value this opportunity to improve our understanding of challenges facing Aboriginal organisations.

"It has been a privilege to be involved in supporting the Noongar people in developing a successful leadership program 'Gnalla Kaatitjin (our knowledge) which will preserve their rich culture and provide a platform for future development."

Shane Devitt, PwC Principal



Ngallak Koort Boodja Canvas 2006

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This image is used with permission from the South West Aboriginal Land & Sea Council in agreement with the Perth International Arts Festival

Key Indigenous projects delivered by PwC

Our commitment to Indigenous Australia sees us constantly exploring ways we can deepen our expertise and offerings in the Indigenous consulting area. Most recently we have focused our efforts on strengthening our Indigenous consulting capabilities. This has seen us recruit staff who are Indigenous or possess significant expertise in Indigenous consulting, and strengthen our relationships with a range of Indigenous associates. We currently employ seven staff who identify as Indigenous and have established working relationships with an extensive network of high-calibre Indigenous professionals, who we engage as subcontractors on relevant projects. Over the last 12 months our partnering arrangements have strengthened considerably and the Indigenous subcontractor network has expanded to provide national coverage.

The table below outlines some key projects we have worked on with our Indigenous subcontractor network, harnessing the power of our combined expertise to provide quality outcomes for clients:

Projects delivered in partnership between PwC and Indigenous subcontractors	
<i>Department of Planning and Community Development, Victoria</i>	<p><i>Victorian Aboriginal Economic Development Strategy</i></p> <p>We advised the department on strategy, resources and tools to leverage the private sector in the development of the Victorian Aboriginal Economic Development Strategy. We advised a model of building on existing strengths.</p>
<i>Major Mining company</i>	<p><i>Review of Funded Indigenous Children's Services in the East Pilbara</i></p> <p>In 2013, we reviewed a suite of funded children's services and health promotions programs in the Indigenous communities of the Pilbara, on behalf of a multi-national mining company.</p>
<i>Institute of Public Administration Australia (IPAA)</i>	<p><i>Beyond Attraction and Retention: Indigenous Career Advancement in the Public Sector</i></p> <p>We completed research on the relationship between education, professional development and career advancement of Indigenous employees in the Victorian Public Sector. Our findings were warmly welcomed by senior public servants and our report was released publicly at an event hosted by IPAA.</p>
<i>Department of Business and Innovation, Victoria</i>	<p><i>Indigenous Enterprise Improvement Initiative</i></p> <p>We recently completed a scoping study for the Victorian Department of Business and Innovation for strategic design of the Indigenous Enterprise Improvement initiative. The study will recommend a best practice Indigenous business training delivery model based on extensive research, stakeholder engagement and consultation with a diverse range of Indigenous businesses.</p>
<i>Commonwealth Department of Education Employment and Workplace Relations (DEEWR) and Families Housing Community Services and Indigenous Affairs (FaHCSIA)</i>	<p><i>Remote Jobs & Communities Program (RJCP) – Stages 2 & 3</i></p> <p>We were engaged by FaHCSIA to assist with Stage 2 of the RJCP and are currently engaged by DEEWR to assist with Stage 3 of the program. This work has included providing capacity strengthening support in three regions in the Northern Territory, to support the implementation of the new RJCP.</p>
<i>Department of Education Employment and Workplace Relations (DEEWR)</i>	<p><i>Budget Based Funding (BBF) Program for Early Childhood Education and Care Program in Regional, Remote and Indigenous Communities</i></p> <p>We assisted DEEWR with a comprehensive review of the BBF program – a program that funds early childhood education and care programs (long day care, play groups, crèches, other child and family programs) for Indigenous children and families. For locations in which services are unlikely to be adequately provided in the absence of direct funding (such as remote locations).</p>

Projects delivered in partnership between PwC and Indigenous subcontractors

<p>Department of Education, Employment and Workplace Relations (DEEWR)</p>	<p><i>Murri Girls Into Art</i></p> <p>We worked closely with Indigenous women with a disability from the Woorabinda community in north Queensland to develop their own art co-operative and business plan. PwC committed to long-term mentoring and capacity building with the Woorabinda group.</p>
<p>National Rugby League</p>	<p><i>Independent Performance Audit of the NRL's Reconciliation Action Plan</i></p> <p>PwC is currently conducting an independent performance audit of the NRL's Reconciliation Action Plan. We are drawing on our experience in designing and implementing reconciliation and cultural inclusion plans across Government, NGO's and the Private Sector, to assess the impact of the NRL's Plan.</p>

We have a long history of undertaking engagements for Indigenous clients and on Indigenous-specific services delivered by governments and non-Indigenous entities. We have delivered hundreds of Indigenous projects that have spanned all areas of Australia, they have included major reviews, internal audits, due diligence, capacity building, facilitation, implementation support, governance, mentoring, thought leadership, cost-benefit analysis and training. The table below contains a brief overview of some key Indigenous projects we have recently delivered:

Key Indigenous Projects delivered by PwC

<p>Australian Indigenous Governance Institute (AIGI)</p>	<p><i>AIGI Business Plan</i></p> <p>In partnership with Reconciliation Australia, PwC worked with the AIGI to develop their Business Plan. The Business Plan focuses on the establishment and initial operation of AIGI, which is aimed at providing a centre of knowledge and excellence in governance.</p>
<p>South West Aboriginal Land and Sea Council (SWALSC)</p>	<p><i>Strategy and Business Plan development</i></p> <p>PwC was engaged by SWALSC to assist in the development of the strategy and business plan for the Gnalla Kaatitjin (our knowledge) Noongar Leadership Program.</p>
<p>Health Workforce Australia</p>	<p><i>Strengthening the health workforce in delivering care to the Indigenous population</i></p> <p>PwC was commissioned to identify how the Indigenous Health Worker workforce can be strengthened to deliver care in response to the known burden and distribution of disease in the Indigenous population.</p>
<p>Department of Families, Housing, Community Services and Indigenous Affairs Australia (FaHCSIA)</p>	<p><i>Community Housing and Infrastructure Program (CHIP)</i></p> <p>PwC conducted a program review. The recommendations from the PwC review to improve services to remote communities with the greatest need and increase access to mainstream services were endorsed by the Government.</p>
<p>Department of Finance and Deregulation (DoFD)</p>	<p><i>Evaluation of the primary healthcare funding (PHCF) to Aboriginal and Torres Strait Islander Health Service (ATSIHs)</i></p> <p>The evaluation assessed the efficiency of the Department's management of the PHCF program, program service delivery and the Department's processes for assessing how PHCF influences health outcomes for Indigenous Australians.</p>
<p>Department of Education Employment and Workplace Relations (DEEWR)</p>	<p><i>Innovative Strategies for Small and Remote Schools</i></p> <p>PwC completed a national review to identify and promote models of best practice in improving educational outcomes in small and remote schools.</p>

Key Indigenous Projects delivered by PwC	
Wirrpanda Foundation	<p>Governance Capability Building</p> <p>In 2012 PwC prepared a gap analysis of Wirrpanda Foundation governance framework. We then developed a set of evidence based and best practice policies and charters that has been adopted by the Foundation.</p>
Northern Territory Department of Health	<p>Miwatj Health Aboriginal Corporation</p> <p>PwC was contracted to work alongside the Miwatj Health Aboriginal Corporation in East Arnhem using a capacity development approach as part of the primary health care regionalisation process. We have also supported the organisation to develop a business plan and undertake a financial analysis in relation to the transition of the Yirrkala Health Clinic from the Northern Territory Government Department of Health.</p>
Kimberley Land Council	<p>Planning and Coordination Workshop</p> <p>PwC worked closely with key senior staff of the Kimberley Land Council ensuring sound planning and coordination as the Council continues to grow.</p>
Department of Education Employment and Workplace Relations (DEEWR)	<p>Economic Development Plan for Mornington Island</p> <p>PwC provided an assessment and report on economic development on Mornington Island. The study focused on identifying achievable, small-scale opportunities that will help to provide the foundations for sustainable economic activity in the long term.</p>
Northern Territory Medicare Local	<p>Transitional Management Support</p> <p>PwC supported the General Practice Network NT with transition management services in the creation of the NT Medicare Local. The work included assisting with change management and supporting the management team with a range of strategic and business tasks to facilitate the wind up of one organisation and Board and the creation of a new organisation and Board.</p>
Office of Aboriginal and Torres Strait Islander Health (OATSIH)	<p>Final Regionalisation Proposal (FRP) for the West Arnhem Health Service Delivery Area</p> <p>PwC worked with the newly constituted Red Lily Health Board to develop three key components of the FRP for the West Health Service Delivery Area (HSDA). This is being used to support the Board becoming the regional community controlled provider of primary health care services in the West Arnhem HSDA.</p>
Department of Education Employment and Workplace Relations (DEEWR)	<p>Review of Australian Indigenous Minority Supplier Council</p> <p>In 2011 PwC conducted a post implementation review of the Australian Indigenous Minority Supplier Council (AIMSC), now known as Supply Nation.</p>
Commonwealth Department of Health and Ageing (DoHA)	<p>Mental Health Services in Rural and Remote Areas Evaluation</p> <p>PwC undertook a national evaluation of the Mental Health Rural and Remote Services Program. The final data analysis and evaluation report informed the future of mental health services in rural and remote Australia.</p>
NSW Ministry of Health	<p>Chronic Care for Indigenous People</p> <p>PwC was commissioned to conduct a clinical services redesign project which focused on improving the access to health services for Indigenous people with chronic conditions across New South Wales.</p>

Key Indigenous Projects delivered by PwC	
Commonwealth Department of Health and Ageing (DoHA)	<p><i>Barkly Capacity Development Project</i></p> <p>PwC was engaged to undertake an assessment of the Anyinginyi Health Aboriginal Corporation (AHAC) to review their current capacity and make recommendations about the organisations capacity and potential pathways.</p>
National Indigenous Health Equality Council	<p><i>Indigenous Youth Health and Wellbeing Roundtable</i></p> <p>PwC was engaged to conduct the first Indigenous Youth Health and Wellbeing Roundtable. This Roundtable, aimed to facilitate the development and outline possible directions in ensuring the health and wellbeing of Indigenous youth into the future.</p>
Townsville Aboriginal and Torres Strait Islander Cultural Centre	<p><i>Business Planning Services</i></p> <p>PwC was involved in the provision of business planning services to The Cultural Centre in Townsville. The project involved delivery of a 5 year business plan for The Cultural Centre.</p>
North Queensland Regional Indigenous Housing Ltd	<p><i>Community Development Employment Program (CDEP) review services</i></p> <p>PwC conducted a performance review of 25 CDEP, Housing and Cultural organisations in the Northern Region for ATSIC along with a review of CDEP organisation on Palm Island and other CDEP satellite bodies.</p>
Indigenous Business Australia	<p><i>Indigenous Business Australia Franchise Pilot</i></p> <p>PwC is currently working alongside Indigenous Business Australia (IBA) to undertake an Indigenous business franchise pilot. We are assisting IBA to find a suitable Indigenous candidate and to become a franchisee, and matching them with an interested franchisor.</p>
National Aboriginal Community Controlled Health Organisation (NACCHO)	<p><i>NACCHO Funding Submission</i></p> <p>PwC was recently directly appointed by NACCHO to prepare a submission on their behalf to a funding model review being commissioned by the Office for Aboriginal and Torres Strait Islander Health. This relationship led to the development of a skilled volunteering opportunity.</p>

Research into Indigenous career advancement in the public sector

The Institute of Public Administration Australia (IPAA) is influential across all levels of Government in Victoria, and recently launched a Reconciliation Action Plan signalling its commitment to supporting career advancement for Indigenous public sector employees. Given our shared focus on providing meaningful career advancement opportunities to Indigenous employees, we were thrilled to partner with IPAA.

In partnership with IPAA, we conducted research examining the links between professional development and career advancement for Indigenous employees in the Victorian public sector. The purpose of the project was to create recommendations for IPAA and its member organisations, aimed at increasing Indigenous employment and career advancement in the sector.

The report, *Beyond attraction and retention: Indigenous career advancement in the public sector*, has been launched in Victoria with an aim to launch in other sites nationally in FY14.

www.pwc.com.au

Beyond attraction and retention: *Indigenous career advancement in the public sector*

Institute of Public Administration Australia - Victoria

March 2013



“Beyond Attraction and Retention has highlighted a number of new and significant issues for us to consider for the meaningful career advancement of Indigenous employees.

The 21 key recommendations will absolutely contribute towards strengthening career development under the Department of Justice’s own Indigenous employment strategy, and help focus our ongoing efforts to build a culturally inclusive and supportive workplace for all Indigenous staff.”

Gavin Somers
Koori Employment Team, Department of Justice

Volunteering

Volunteering and sharing our expertise with Indigenous students

In 2012 we increased our focus on skilled volunteering with Indigenous students and businesses. Examples include:

Six PwC people from our Sydney office have volunteered to read with Indigenous students at Gawura School.

Two PwC staff from Newcastle assisted the NSW Indigenous Chamber of Commerce with administrative work, and Michelle Le Roux from Sydney assisted with tax status considerations.

Four Melbourne staff ran business skills workshops for members of Kinaway, the Victorian Aboriginal Chamber of Commerce.

Melbourne staff Erin Birch and Tom Craven facilitated a planning session for the City of Yarra's Aboriginal Support Network.

Private Clients' Melbourne staff facilitated stakeholder sessions and have produced a financial manual for VACCHO, the Victorian Aboriginal Community Controlled Health Organisation.

Melbourne Partner Paul O'Brien gave a two hour presentation on tax and business issues for small business to the Murra Business Program at Melbourne Business School.

RAP3 Commitments



Relationships

We care about building great relationships – within PwC, with our clients and in society. The sort where we appreciate and respect others, celebrate the good times together and support others through the hard times. We always have others' backs – and care about our clients and giving back to society.

Action	Responsibility	Measurable Target	Timeline
RAP Working Group continues to actively monitor RAP development including whether actions are being implemented, and progress is being tracked and reported.	RAP Working Group	Bi-monthly meetings held to monitor progress on the actions in our Reconciliation Action Plan. Local RAP Working Group meetings held regularly to create and implement local activity. Establish Indigenous advisory group to incorporate expertise into RAP Working Group. External advisors attend regular RAP meetings and provide feedback as agreed.	Report back July 2015 Indigenous Advisory group established by end of 2014
Deepen existing relationships with local Indigenous communities where our offices are located.	RAP Champions	Indigenous communities are consulted where appropriate on cultural matters, such as our RAP and cultural competence training and invited to cultural awareness events.	Report back July 2015
Support national and local external campaigns and events that raise awareness and promote reconciliation.	RAP Working Group and RAP Champions	Host or participate in at least one awareness or reconciliation event in each 8 office locations per year. Suggested campaigns and events include (but aren't limited to) National Reconciliation Week, National Referendum (Recognise Campaign), Close the Gap Day, and other national or local events as they come to light.	8 events or activities per year
Design and implement an internal Indigenous and PwC staff employee networking/mentoring program.	RAP Working Group, Human Capital and Corporate Responsibility	Indigenous and interested PwC staff are invited to participate in a fully developed program.	Complete and report back July 2015
Deepen existing relationships with and create skills transfer opportunities for our alliance partners and develop flexible relationships with other key stakeholders and organisations.	RAP Working Group	Deliver a minimum of two business skills workshops per year.	2 workshops per year
Invite Indigenous businesses to participate in networking opportunities.	RAP Champions	Each office to invite local community members to a minimum of two networking events per annum.	16 events per year



We embrace and value all our differences because we understand that is how we have the biggest impact. We work together. We use our different points of view, backgrounds and experiences to create better outcomes.

Action	Responsibility	Measurable Target	Timeline
Encourage use of relevant protocols and invite Elders to perform 'Welcome to Country' at launch of major RAP events and 'Acknowledgement of Country' at formal PwC events.	Corporate Responsibility Team and RAP Champions	Welcome to Country performed at launch of the RAP and major PwC events. Elders invited to four events per year. All PwC Partners to be routinely performing Acknowledgement of Country at formal PwC events.	Report back July 2015
Increase cultural competence of partners and staff. Formal cultural awareness training developed for staff who will work directly with PIC and built into L&D program. Increase awareness of PwC people through attendance at cultural competence training, significant cultural events/ tours or meeting with local Indigenous elders.	RAP Working Group	Training provided to 50 staff . 5 % of our people participated in an activity.	Implement and report back by July 2015
Celebrate and support NAIDOC week.	RAP Working Group and RAP Champions	Support staff who wish to attend local community events during NAIDOC week.	Report back July 2015
Continually update RAP information for new starters.	RAP Working Group	RAP information is presented as part of all new starter inductions.	New starter information reviewed and updated by July 2014



We value all opportunities to learn and grow. Just as we have a lot to learn about Indigenous culture, we have a lot to offer in terms of our business experience. We aim to work with Indigenous communities to share that experience, transfer our skills and provide exposure to our networks to help increase Indigenous economic participation through our own recruitment and procurement.

Action	Responsibility	Measurable Target	Timeline
PwC's Indigenous Consulting as key platform for reconciliation approach. Provide quality advice to government, business and communities that makes a difference for Indigenous people.	Corporate Responsibility team, RAP Working Group and PIC	PIC/PwC collaborate on one thought leadership project per year. Increase PwC/PIC Indigenous employment. Increase PwC/PIC Indigenous suppliers. Increase PwC partner and staff awareness of Indigenous culture and issues through PIC and PwC working together on joint projects.	Launch by October 2013
Create an enhanced mentoring program based on previous feedback from Kinaway mentors.	Corporate Responsibility and RAP Working Group	Enhanced formal mentoring program created.	Report back July 2015

Action	Responsibility	Measurable Target	Timeline
Provide mentoring opportunities to Indigenous businesses, local community members and alliance partners.	RAP Working Group and RAP Champions	A minimum of 10 Indigenous businesses or community members to participate in the mentor program per year.	From 1 July 2014
Continue to explore opportunities to increase Indigenous recruitment at PwC.	Human Capital and Corporate Responsibility	Employment offered to 10 graduate or vacationer students and 20 lateral hires.	Report back July 2015
Undertake a capacity building project for each alliance partner. Explore opportunities with other organisations as appropriate.	RAP Working Group	Capacity building projects delivered in collaboration with our alliance partners. One project per alliance partner per financial year.	Report back July 2015
Undertake a skilled volunteering project for each alliance partner. Explore opportunities with other organisations as appropriate.	RAP Working Group	Skilled volunteering projects delivered in collaboration with our alliance partners. One project per alliance partner per financial year.	Report back July 2015
Develop thought leadership where relevant opportunities arise, in collaboration with multiple Indigenous stakeholders.	RAP Working Group	Thought leadership developed and delivered.	One piece of thought leadership per year.
Commit to procure from Indigenous businesses and contractors.	RAP Working Group and Procurement	\$60,000 commitment.	Reach commitment per financial year and report back July 2015

Tracking Progress and Reporting

Action	Responsibility	Measurable Target and Timeline
Publish RAP on PwC website and on Reconciliation Australia's website.	RAP Working Group and Corporate Responsibility team	The Reconciliation Action Plan is easily accessible online
Review this two-year plan annually to ensure we are on track, and add new objectives if required.	RAP Working Group and Corporate Responsibility team	Review in mid 2014 and produce revised RAP in mid 2015
Report back on progress to Reconciliation Australia.	RAP Working Group and Corporate Responsibility team	The RAP Impact Measurement Questionnaire will be completed and submitted to Reconciliation Australia annually
Support RAP impact measurement.	Corporate Responsibility team	Participate in the 2014 RAP Barometer survey.
Provide regular updates to the firm's leaders about progress against the actions outlined in the RAP.	RAP Working Group	Discussion with PwC's relevant Executive Board member/s every six months
Continue to provide information about RAP progress on PwC Corporate Responsibility intranet, which all staff can access.	Corporate Responsibility team	Publish annual updates on PwC Corporate Responsibility intranet
Work with Reconciliation Australia and PIC to develop an Elevate RAP for PwC.	Corporate Responsibility team	Begin planning early 2014

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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 about our Reconciliation Action Plan to
pwcmail@au.pwc.com

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Please see www.pwc.com/structure for further details.

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