



PwC Australia & PwC's Indigenous Consulting

2019-2023 Elevate Reconciliation Action Plan

Progress Report 2019



**PwC's Indigenous
Consulting**





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 Elevate RAP Progress Report 2019. 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).

A message from our Managing Partner - People, Partnership and Culture

Reconciliation is fundamental to our firm's purpose; to build trust in society and solve important problems. We know we have an important role to play in realising a reconciled nation that values the knowledge, culture and heritage of Aboriginal and Torres Strait Islander peoples as a proud part of a shared national identity. We also recognise and celebrate the significant contributions and achievements made by Aboriginal and Torres Strait Islander peoples.

I'm so proud of the progress we've made against our commitments in our Elevate Reconciliation Action Plan (RAP) to date. In less than a year, we've exceeded seven targets, achieved 18 and I'm confident we'll deliver on all commitments within the life of our RAP.

I believe our success to date is largely due to our ability to unlock the potential and passion of our people. And importantly, our approach continues to be informed by, inclusive of, and where appropriate, led by Aboriginal and Torres Strait Islander voices.

I'm also incredibly proud of the achievements of PwC's Indigenous Consulting (PIC) who continue to go from strength to strength under the leadership of Co-CEO's, Gavin Brown and Jodie Sizer.

A personal highlight was hosting our inaugural First Nations Employee Networking Summit, which was designed to connect our Aboriginal and Torres Strait Islander employee network and foster strong internal relationships. It was a humbling experience to sit with our Aboriginal and Torres Strait Islander employees to unlearn and relearn our shared history, listen to their experiences and gain their perspectives on how PwC can contribute to reconciliation in Australia.

Helen Fazzino

Managing Partner - People, Partnership and Culture

At PwC, we support the Uluru Statement from the Heart including a First Nations Voice to Parliament enshrined in the Constitution. In the spirit of reconciliation, we look forward to continuing to work with and support Aboriginal and Torres Strait Islander peoples to actively promote voice and truth telling.

We're grateful to Reconciliation Australia for their ongoing support and recognise their leadership on issues of national importance. They have elevated important conversations on Uluru Statement from the Heart; Closing the Gap - Our Choices, Our Voices; Education; and Cultural Safety and Anti-Racism campaigns.

We began our reconciliation journey in 2010, and yet, we recognise we still have much more to do. As a firm, we'll continue to work on embedding a First Nations voice in everything we do, be bold in providing a platform for truth telling, and collaborate with other organisations leading the way in reconciliation. We'll continue to focus on being authentic and delivering on the true intent of our commitments in order to contribute to a reconciled Australia.

Reconciliation. It's time.



From left: Rosalie Wilkie, Kate George, Helen Fazzino and Melanie McLeod



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

PwC's Indigenous Consulting (PIC) is a separate member firm in the PwC global network which maintains a First Nations majority owned and staffed business. Our shared journey in creating and delivering on this joint RAP with PwC Australia is a demonstration of reconciliation itself. It's great to see how the RAP celebrates and values the genuine contributions of both PIC and PwC in improving the lives of our peoples.

We're delighted in the progress we're making on all RAP commitments. In particular, we're thrilled to announce the launch of the inaugural First Australians Procurement Accelerator Meereeng50 program. After six months of design and parameter setting, PIC worked alongside a number of academic, government and corporate partners to develop the program. Twelve exceptional Victorian First Nations businesses have begun their journey to learn from world-class culturally aware academics, hone their commercial skills and connect with key decision-makers to identify real opportunities. These businesses will also be supported by a range of Aboriginal entrepreneurs as mentors and PwC and PIC professionals as coaches. We look forward to sharing the growth and success stories of these 12 businesses in the following reports.

In 2019, PIC and PwC collaborated to roll out a tailored online cultural awareness training program to all PwC employees and partners in February 2020. In the two weeks post launch more than 1,500 PwC employees have completed the core module. PIC are extremely proud of this work and the impact it'll have in promoting awareness of Aboriginal and Torres Strait Islander cultures, knowledge and ways of doing.

At PIC, we support the Uluru Statement from the Heart, including a First Nations Voice to Parliament enshrined in the Constitution. In the spirit of reconciliation, we look forward to continuing to work with and support our peoples to actively promote voice and truth-telling.

Jodie Sizer and Gavin Brown
Co-CEOs and Co-owners, PwC's Indigenous Consulting
NRGG Co-Chairs

Achievements on our Reconciliation Journey

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

Hosted
18 people
engagement
events across
Australia

Doubled PwC's
Aboriginal and
Torres Strait Islander
workforce

166 staff and
partners completed
face-to-face cultural
awareness training
with BlackCard

Developed a
First Nations
Procurement
Pipeline and
Charter

Joined other
organisations
in **publicly**
supporting the
Uluru Statement
from the Heart

22 leaders attended
Garma where PwC and
Reconciliation Australia
co-facilitated a session
with corporate Australia
on the Uluru Statement
from the Heart

Hosted our
inaugural PwC First
Nations Employee
Networking Summit
on Gadigal Country

More than
500 staff and
partners viewed
The Australian
Dream screenings
in our offices

Launched
Meereng50
program in
Victoria

More than **1500 staff**
completed online
cultural awareness
training in the two
weeks post launch

Our progress

This progress report outlines how we're tracking against our 2019-2023 Elevate RAP for the year between 1 March 2019 and 29 February 2020.

Key to the success of our RAP is our governance structure which reflects our belief that reconciliation is a collective journey between Aboriginal and Torres Strait Islander peoples and all Australians. Our National Reconciliation Governance Group (NRGG) is jointly led by PwC and PIC senior leaders; and ensures that the implementation of our RAP is informed by, and inclusive of, Aboriginal and Torres Strait Islander peoples perspectives.

Our RAP received 'Elevate' endorsement from Reconciliation Australia in 2019 and has 48 measurement targets aligned to 11 commitments. Seven targets have been 'exceeded', 31 have been 'achieved or on track', five are 'not on track' due to timing; and five are 'not yet due'. We expect to meet or exceed all targets within the life of our Elevate RAP.

Two of the targets 'not on track' are subject to external approval processes through the Anti Discrimination Board of NSW. The delivery of one target has been impacted as we have significantly broadened the scope of the work.

Progress against each target is detailed on the following pages.

- **Exceeded:** when we've surpassed the requirements of a once-off or annual target, in a significant or meaningful way.
- **Achieved or on track:** when a once-off or annual target has been completed.
- **Not on track:** when we've missed achieving a target by the due date or the status of a target is behind our expectations.
- **Not yet due:** when a target is contingent on a future event and work is yet to commence.

As we enter the second year of our Elevate RAP - we do so in very different times, amidst COVID-19. PwC Australia and PIC remain committed to our RAP ambitions, however we also intend to be cautious over the next few months, as we recognise our Aboriginal and Torres Strait Islander stakeholders are particularly vulnerable, given the higher levels of chronic illness and poorer health. We will continue to work with our Aboriginal and Torres Strait Islander leaders, clients, communities, suppliers and advisory bodies to inform our new ways of working with communities at this time. We acknowledge it is critical that Aboriginal and Torres Strait Islander voices inform the health response to this global crisis.

We'll continue to track and report against our progress every year until the conclusion of our Elevate RAP in 2023.



Photo credit: Jodie Choolburra, Yirrinjula Dreaming



“

I'm incredibly proud of how our firm has accelerated it's efforts over the past 12 months to amplify the voices of Aboriginal and Torres Strait Islander peoples. As a personal supporter of the Uluru Statement from the Heart, I am excited to see how we've started to challenge ourselves to enact the intent of the statement including through elevating voice and truth telling within our firm.”

Tom Seymour
CEO-elect and NRGG Member

Highlights from 2019

We've joined a number of organisations in publicly declaring our support for the Uluru Statement from the Heart. We look forward to working with and supporting Aboriginal and Torres Strait Islander peoples to actively promote voice and truth telling. We'll do this by ensuring that work that disproportionately impacts Aboriginal and Torres Strait Islander peoples is informed by, and inclusive of, Aboriginal and Torres Strait Islander peoples views and perspectives. We've shared a few key highlights from how we've started to activate the Uluru Statement from the Heart below, and will continue to progress this through 2020 and beyond.



Relevant targets: 6.07 - exceeded; 9:04 - achieved / on track

With support from Reconciliation Australia, we designed and co-facilitated an interactive session for Elevate RAP organisations that attended Garma, to discuss how corporate Australia can move from symbolic support for the statement, to actively taking steps to achieve the objectives of the Uluru Statement from the Heart. We invited a number of prominent Aboriginal and Torres Strait Islander leaders to speak, including Pat Turner, Thomas Mayor and Nolan Hunter and were blown away when close to 100 people turned up to represent 43 different organisations, largely from the corporate sector. Members of our delegation co-facilitated a productive and engaging session, and one of our talented in-house artists produced visual scribes of the key reflections.



The Constellation Project's First Nations Social Lab

Relevant targets: 4.02 - achieved / on track

PwC and PIC share a vision to end homelessness in a generation, recognising that Aboriginal and Torres Strait Islander peoples are over-represented amongst Australia's homeless population. Aboriginal and Torres Strait Islander Australians are 15 times more likely to be staying in improvised dwellings, tents or sleeping rough than any other Australian.

The Constellation Project is a growing group of organisations collaborating across sectors, founded by Australian Red Cross, Centre for Social Impact, Mission Australia and PwC Australia. Together they share a vision to end homelessness in a generation.

A First Nations Leadership Team (FNLT) has oversight of ensuring The Constellation Project:

- is informed by and inclusive of, Aboriginal and Torres Strait Islander perspectives,
- comprises representation from key Aboriginal and Torres Strait Islander leaders who are diverse in representation by cultural group, geography and gender, and
- has subject matter expertise in housing and homelessness.

The FNLT has committed to working with a local Aboriginal and/or Torres Strait Islander community to develop a co-designed, fit for purpose, Elder Village (Aged Care and/or Retirement) 'on country' for Aboriginal and Torres Strait Islander peoples who do not have access to safe and secure housing. 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 Islander peoples.



“

It's obvious that PwC takes enormous pride in what they do and it's been a real pleasure to work with the PwC team through my role on the First Nations Leadership Team and The Constellation Project Governance Group over the past 12 months. There's a real commitment to ensuring the work of The Constellation Project has a specific focus on improving access for Aboriginal and Torres Strait Islander peoples to safe, affordable and accessible housing - and that these solutions are led by Aboriginal and Torres Strait Islander voices.”

Ivan Simon,
Co-Chair, National Aboriginal and Torres Strait Islander Housing Authority

We started to build an engaged, supported community of staff at our inaugural First Nations Employee Networking Summit

Relevant targets: 3.01 - achieved / on track

In November 2019, we brought together 24 Aboriginal and Torres Strait Islander employees from PwC and PIC (including four graduates commencing in 2020) to participate in our inaugural First Nations Networking Summit on Gadigal Country. Hosted by Executive Board members Tom Seymour and Helen Fazzino and senior leaders across the firm, the Summit was a pioneering way to engage our people and accelerate our efforts to embed a First Nations Voice and truth-telling across the firm.

The purpose of the day was to build a supported community of Aboriginal and Torres Strait Islander staff, develop a vision for PwC as a future employer of choice and to explore how we can enact the intent of the Uluru Statement within our firm. Feedback from attendees was overwhelmingly positive: "I went into the Summit not knowing what to expect but excited to experience it, and it was honestly one of the most rewarding experiences of my life. It was incredibly empowering to be surrounded by other Aboriginal and Torres Strait Islander professionals and to hear their voices."

We're proud that 100% of the money spent on the Summit (excluding transport and accommodation) was with First Nations businesses.

The key recommendations from the Summit were presented to the NRGG in December 2019. Looking ahead, we'll be focussed on delivering the prioritised recommendations through our strategy and deepening the connections built between our Aboriginal and Torres Strait Islander staff and our firm's leadership.



“

I'm so impressed by the way that PwC brings diversity and inclusion to life across the firm. In particular, I really enjoyed attending the First Nations Networking Summit last year. It was an incredible opportunity to meet people from all over Australia and hear their stories and personal histories in a way that was open and inclusive.”

Greg O'Brien,
Kurna attendee at the First Nations
Networking Summit



We achieved a significant increase in people engagement at national events designed to celebrate our shared histories, cultures and achievements

Relevant targets: 10.02 - exceeded, 10.03 - exceeded

During 2019, we hosted 18 events across Australia to engage our people on reconciliation. This significantly exceeded our target to hold four events for NAIDOC Week and National Reconciliation Week; and two events for Indigenous Business Month. This is a practical example of how we're activating the intent of the Uluru Statement through voice and truth telling. In 2019 we:

- Released our Truth and Reconciliation leadership video to our people and the broader public to promote reconciliation.
- Held six events across our offices in recognition of National Reconciliation Week, including: truth telling keynotes by Elders, morning teas, panel discussions, participation in BlackCard training and a screening of Bruce Pascoe's TedX talk "A real history of Aboriginal Australians, the first agriculturalists".
- Supported our staff to attend and/or volunteer at 10 events across our offices to celebrate NAIDOC Week, including: a keynote speech on Voice, Treaty, Truth, a flag raising ceremony, a NAIDOC breakfast event and volunteer support at the National Aboriginal Sporting Chance Academy (NASCA) NAIDOC youth conference.
- Hosted over 500 staff at The Australian Dream screenings, supported by facilitated discussions, in our offices.

We ensure that event and engagement planning is informed by, and inclusive of, the views and perspectives of Aboriginal and Torres Strait Islander peoples. Where content may be sensitive, our staff can access i-CARE, an employee assistance program dedicated to providing culturally informed and appropriate care to our Aboriginal and Torres Strait Islander employees and their families.



“

I knew when we launched that our RAP was ambitious, so it's been incredible to see we've already exceeded nine of our commitments. I'm really proud of the way we've been able to engage so many of our people on our reconciliation journey through a number of thought-provoking and culturally-informed events and activities.”

Rosalie Wilkie,
PwC Partner, Social Impact and
NRRG Member



Shane Hamilton and Gavin Brown address clients and procurement staff on Indigenous Ingenuity

Meereeng50 First Nations Procurement Accelerator

The objective of Meereeng50 (M50) is to create and deliver a pilot program in Victoria to accelerate the growth of Aboriginal and Torres Strait Islander businesses. After six months of program design and parameter setting, PIC worked alongside the University of Melbourne, Kinaway (the Victorian Aboriginal Chamber of Commerce), Indigenous Business Australia, the Victorian Government (DEDJTR), as well as corporate supporters and procurement partners including PwC, Lendlease, NAB, Telstra and Australia Post to develop the pilot program.

From 30 applications, 20 Victorian Aboriginal business owners were interviewed and 12 businesses were selected to form the inaugural Meereeng50 cohort. Working across a variety of industries including marketing, catering and events, legal services, plant propagation and landscaping and facilities management, each business is eager to make the most of market opportunities where procurement from Aboriginal business is being prioritised.

The 12 Victorian Aboriginal businesses, will now begin their journey to:

- learn from world-class, culturally aware academics and hone their commercial skills;
- connect with key decision makers within our corporate collaborators (National Australia Bank, Telstra, Australia Post, Lendlease, PwC and University of Melbourne) and identify real opportunities to work together; and
- benefit from the life-experience and knowledge of, and be supported by, a range of Aboriginal entrepreneurs (as mentors) and PwC and PIC professionals (as coaches).



“

M50 was born from many conversations across the Melbourne business community. M50 will significantly increase procurement opportunities for 12 Aboriginal businesses in Victoria, which we are thrilled about.”

Marianne Hynes,
PIC Chief Operating Officer
and NRGG Member



We announced two winners of the PwC MURRA Boost Initiative to support the growth of First Nations businesses

Relevant targets: 1.07 - exceeded

The PwC MURRA Boost Initiative is a partnership between PwC and the MURRA alumni of the Melbourne Business School, whereby PwC provides \$30,000 in skills and expertise to support a First Nations business to allow for future growth. Entries for the 2019 MURRA Boost Initiative were so impressive that we decided to support two winners, significantly exceeding our original commitment. The winners are determined by a panel which includes PwC NRGG Co-Chair and Partner, Kim Cheater and Professor Michelle Evans, Associate Professor in Leadership, University of Melbourne are as follows:

Kylie-Lee Bradford from Kakadu Tiny Tots, a wholly Australian owned company, that creates authentic Aboriginal clothing, accessories and artwork. All of their designs originate and are uniquely handcrafted in remote Aboriginal communities in the Northern Territory; and

Mundanara Bayles from Australian BlackCard, one of PwC's national cultural capability training providers: "I'm thrilled to have the support of PwC to enable us to accelerate the growth of BlackCard and expand our impact across corporate Australia. The opportunity to access PwC's resources and networks is invaluable. The PwC team has been fantastic to work with so far and I'm excited to continue our partnership."

We're currently working with each organisation to scope out how they can best leverage PwC skills and expertise in 2020.



“




























It's been an exciting 12 months since our Elevate RAP launch. My personal highlights have been the growth in our First Nations employees and having them come together in a networking summit as well as the huge impact we are having on Aboriginal and Torres Strait Islander businesses through our procurement activities, the BOOST initiative and Meereeng50. Most significantly, I am inspired by the way so many of our people have engaged in both the challenges and opportunities for Reconciliation.”

Kim Cheater,
PwC Partner and NRGG Co-Chair








Advancing Aboriginal and Torres Strait Islander economic participation

1. Continue to actively support the growth and development of the Aboriginal and Torres Strait Islander business sector in Australia.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
1.01	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	✓	We developed and implemented a First Nations Procurement Strategy in June 2019. As per the strategy, in December 2019 PwC launched our First Nations Procurement Pipeline strategy, which was endorsed by PwC's Chief Operations Officer.	  
1.02	Develop and implement a growth plan with each of our Aboriginal and Torres Strait Islander suppliers.	✓	Planning has commenced and we are focussed on growing our First Nations supplier network in areas including: legal services, event venues, cleaning and relocation services. Implementation of our growth plan will commence in early 2020.	  
1.03	PwC will achieve 2.5% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	✓	As of February 2019, PwC was on track to exceed our contestable spend target in FY20. However, our ability to achieve this has been impacted by COVID-19. We're working with our First Nations suppliers to mitigate disproportionate impacts to their businesses and identify new supply chains aligned to our COVID-19 response.	  
1.04	PIC will achieve 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	✓		  
1.05	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 they have their own RAP by 2023.	●	We will engage with all of our top suppliers to encourage them to have their own RAP by the conclusion of our RAP in 2023.	  
1.06	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.	✓	In October 2019, PwC was proud to be a major sponsor of Indigenous Business Month.	  
1.07	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.	✓✓	In October 2019, we exceeded our commitment to sponsor the MURRA Boost Initiative by awarding two First Nations businesses \$30,000 each in PwC support. The recipients, Kakadu Tiny Tots and BlackCard, will receive mentoring and access to PwC skills and expertise to enhance their business capability and support their growth.	  
1.08	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.	✓	In October 2019, we hosted panel and client networking events in our Sydney and Adelaide offices to celebrate Indigenous Business Month. Proudly, 100% of our spend for both events were with First Nations businesses.	  
1.09	All relevant procurement staff will be trained in contracting with Aboriginal and Torres Strait Islander businesses through Supply Nation or other.	✓	Key procurement staff completed face-to-face cultural awareness training in August 2019 via The Australian BlackCard. Furthermore, 100% of procurement staff completed PwC's online cultural awareness training in February 2020.	  

2. Increasing the diversity of our workforce

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
2.01	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 peoples by 2023. 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.	✓	We have developed an Aboriginal and Torres Strait Islander employment and retention strategy. In 2019, we doubled our Aboriginal and Torres Strait Islander workforce and achieved our target of 15 new Aboriginal and Torres Strait Islander recruits into our firm. This includes nine graduate roles; five have commenced and four people will commence in our March 2020 intake.	
2.02	PIC will maintain a minimum of 60% Aboriginal and Torres Strait Islander employment across the business.	✓	61% of PIC's employees are Aboriginal and/or Torres Strait Islander peoples.	
2.03	PwC and PIC will implement a policy that facilitates special recruitment measures under section 8(1) of the Racial Discrimination Act 1975 (Cth) 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.	✗	Our special recruitment measures policy has been drafted and was lodged with the NSW Anti Discrimination Board in January 2020. Although we had anticipated to achieve this target by June 2019, the delay in our submission was due to our decision to consult more broadly to inform policy reform across the firm. This policy will be implemented in 2020 subject to the exemption being secured.	
3. Supporting pathways into meaningful careers				
3.01	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.	✓	In November 2019, 24 Aboriginal and Torres Strait Islander peoples from across PwC and PIC participated in our inaugural PwC Australia First Nations Employee Networking Summit on Gadigal Country. The event was hosted by senior leaders (including members of our Executive Board) and we received overwhelmingly positive feedback from attendees.	 















“

In March 2019, when PwC committed to employing 100 Aboriginal and Torres Strait Islander peoples over the term of this RAP I thought - wow, this is a truly tangible outcome. And knowing how this can change the lives of those people, their families and communities, was one of the proudest moments of my life. Twelve months on, with PwC doubling its Aboriginal and Torres Strait Islander workforce and on track to achieve 100 recruits, it really is something we can all celebrate.”




Gavin Brown,
PIC Co-CEO and Co-owner, NRG Co-Chair

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

4. Ensure The Constellation Project is informed by Aboriginal and Torres Strait Islander peoples.






RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
4.01	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.	✓	We partnered with NCAFP on the Constellation Project until NCAFP's closure in June 2019. We've continued to ensure appropriate leadership and oversight from Aboriginal and Torres Strait Islander peoples on the Constellation Project by developing a First Nations Leadership Team, which includes both co-Chairs of the National Aboriginal and Torres Strait Islander Housing Authority and other geographically, gender and culturally diverse Aboriginal and Torres Strait Islander leaders with subject matter expertise in housing and homelessness.	  
4.02	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.	✓	We established a First Nations Social Lab through the Constellation Project which is focussed on developing a model for a co-designed, fit for purpose, Elder Village (Aged Care or Retirement Facility) on country for Aboriginal and Torres Strait Islander peoples. The timing for these consultations with Aboriginal and Torres Strait Islander communities has been deferred in response to COVID-19.	  
4.03	Sponsor the World Indigenous Housing Conference in 2019 to assist in promoting the conversation globally on Indigenous Peoples rights	✓	We provided sponsorship support to the World Indigenous Housing Conference valued at \$100,000 in addition to pro bono support, which was due to be held in May 2019. The benefits of this sponsorship will be realised in 2021 due to the deferral of the Conference.	  
4.04	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.	●	This target is due to be completed in 2023.	  

5. 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.





5.01	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.	✓	In 2019, a number of staff participated in skilled volunteering, pro/low bono engagements and the Constellation Project Social Labs, and we have provided financial contributions to organisations that are focussed on addressing homelessness for Aboriginal and Torres Strait Islander peoples. We are on track to meet this target by March 2023.	  
------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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




6. Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
6.01	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).	✓	We have developed a cultural awareness strategy for our staff and partners. Core elements of our strategy include: launching online cultural awareness training, extensive online 'self-study' resources in the firmwide Diversity and Inclusion Hub, delivering face-to-face training for key roles, and sending delegations of staff to events such as Garma.	
6.02	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 peoples and organisations).	✓	On 13 February 2020, PwC and PIC launched a new online cultural awareness training module that all new employees are required to complete as part of their firm induction. We're on track to achieve this target ahead of schedule.	
6.03	All current employees will undertake online cultural awareness training by 2023.	✓✓	On 13 February 2020, PwC launched a new tailored online cultural awareness training module that was co-designed between PIC and PwC specifically for our firm. Two weeks post launch over 1520 people have already completed the module. We're on track for all employees to complete the training well ahead of schedule. We have also developed and launched a second online module, which is available for anyone who wants to learn more - particularly Team Leaders and key staff - and it is anticipated it will become a mandatory module in 2021/2022 for our people. This is aligned to our commitment to continue to build the cultural fitness of our people and firm. Our approach has received incredibly positive feedback from our employees to date.	
6.04	All PIC staff to complete Core Cultural Learning: Aboriginal and Torres Strait Islander Australia Foundation Course (10 x 1 hour modules).	✗	54 PIC staff have now completed the Core training. In addition, three new PIC staff are currently completing the training. Note: new staff have six months to complete the training. Two PIC staff are overdue in completing the training but we are actively following up.	
6.05	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.	✓✓	In 2019, we partnered with The Australian Blackcard, a 100% Aboriginal owned and operated business, to deliver face-to-face cultural capability training to our Partners. As of February 2020, 104 Partners have completed this training and we will continue to deliver face-to-face training to the remainder of the Partnership, and are track to meet this commitment well ahead of the conclusion of our RAP in 2023. We acknowledge that cultural competency is a continuum and we will review our cultural awareness strategy and the learning needs of our partnership annually.	

6. Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
6.06	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.	✓✓	In 2019, we partnered with The Australian Blackcard, a 100% Aboriginal owned and operated business to deliver face-to-face cultural capability training to key staff. As of February 2020, 77 key staff (including Social Impact and Diversity and Inclusion team members, Team Leaders, RAP working group members and Human Resources leads) have completed this training and we are on track to meet this commitment well ahead of the conclusion of our RAP in 2023. We acknowledge that cultural competency is a continuum and we will review our cultural awareness strategy and the learning needs of our staff annually.	
6.07	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.	✓✓	PwC and PIC supported a delegation of 22 staff and partners to attend Garma in August 2019. We also hosted the Managing Director of BlackCard in our delegation. At Garma, PwC co-facilitated a session with Reconciliation Australia, attended by over 100 people from 43 organisations, to discuss how corporate Australia can actively support the objectives of the Uluru Statement from the Heart. A number of PwC members of the delegation shared their thoughts and experiences at Garma via our internal firmwide communication channels.	
6.08	Implement an Aboriginal and Torres Strait Islander paid Cultural Leave Policy.	✗	Our Cultural Leave Policy has been drafted, agreed internally by PwC and was lodged with the Anti Discrimination Board of NSW in January 2020. Although we had anticipated to achieve this target by June 2019, the delay in our submission was due to our decision to consult more broadly before implementing policy reform across the firm. This policy will be implemented in 2020 subject to the exemption being secured.	
6.09	Opportunity for all PwC Indigenous Consulting client services staff to work in Aboriginal and Torres Strait Islander communities.	✓	Opportunities for staff to work with Aboriginal and Torres Strait Islander communities are regularly identified as part of staff individual development plans, in consultation with our resource managers and leadership.	

7. Use protocols for Acknowledgement of Country and Welcome to Country ceremonies

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
7.01	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.	✓	We continue to include a Welcome to Country and/or Acknowledgement of Country (AoC) at major internal events (for the first time in 2019, this includes our firm's signature client event series - The Federal Budget insights events). Guidance on how to perform an AoC is available to staff on our intranet, our online training and in our 'event management' guide. In 2019, our Adelaide and Canberra offices hosted sessions on how to perform an AoC in language with local Traditional Owners.	
7.02	PIC to 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. This includes State specific engagement protocols for staff, communication protocols and cultural knowledge protocols.	✗	Work has commenced on the development of appropriate Practice Guides, which will be informed as part of PIC's Cultural Intelligence project. Although we had anticipated to achieve this target by June 2019, the delay in the development of Practice Guides was due to significantly broadening the scope of the work.	
8. PwC and PIC will leverage our skills and expertise to have an impact on social issues.				
8.01	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.	✓	PwC and PIC are working with the Yothu Yindi Foundation (YYF). In August 2019, as part of PwC and PIC's principal sponsorship of Garma 2019, PwC developed a report for YYF that captured the proceedings from the Garma Education Forum. This report is intended to inform our pro bono work for YYF which concludes 30 June 2020.	











“

There's been a lot to be proud of over the past 12 months, but for me, the opportunity to co-lead the development of PwC's Cultural Awareness program has been a personal highlight. There is an incredible depth of personal responsibility that goes with a project like this and I'm really proud of the way we have developed a program to ensure we provide the tools to our people - to reset the narrative; so they can truly appreciate the truth of our shared history and the many significant achievements made by Aboriginal and Torres Strait Islander peoples.”

Georgina Richters,
PIC Queensland State Lead





United Nations Declaration on the Rights of Indigenous Peoples

9. In partnership, PwC and PIC will continue to demonstrate leadership and embed best practice in engaging with Aboriginal and Torres Strait Islander peoples and communities underpinned by the United Nations Declaration on the Rights of Indigenous Peoples.





RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
9.01	<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 United Nations Declaration on the Rights of Indigenous Peoples within the PwC Australia's Human Rights Policy and PwC's Global Human Rights Statement.</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>	✓	<p>The policy and operational review was completed in September 2019 and in November 2019, the Declaration Implementation Strategy was approved by the NRGG.</p> <p>Implementation against the strategy has commenced with consultation with relevant business leads to operationalise.</p>	 
9.02	PIC contributes towards industry thought leadership around embedding the United Nations Declaration on the Rights of Indigenous Peoples within businesses and their operations.	✓	Work on the development of thought leadership has commenced. PwC and PIC will co-facilitate a session at the UNAA Sustainable Partnerships Forum which will focus on how approaching RAPs from a human rights perspective can accelerate genuine, mutually beneficial and enduring partnerships	 
9.03	PIC to work in partnership with Reconciliation Australia, to consider the best approach to utilise the RAP framework to embed the United Nations Declaration on the Rights of Indigenous Peoples within businesses and their operations.	●	Work on our approach to embed the United Nations Declaration on the Rights of Indigenous Peoples is due to commence from July 2020.	 
9.04	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.	✓	Both PwC and PIC have publicly declared our support for the Uluru Statement from the Heart. At Garma in August 2019, PwC co-facilitated a workshop with over 100 people on how corporate Australia can take active steps towards achieving the objectives of the Uluru Statement. Internal communications on our role in supporting the Uluru Statement continues on a regular basis, including via a monthly newsletter to key stakeholders and articles in our firmwide channels and will comprise a component of our Client Lead Partner Masterclass in 2020.	 

Building strong strategic relationships with Aboriginal and Torres Strait Islander peoples

10. Engaging our people to strengthen and build new relationships with Aboriginal and Torres Strait Islander communities.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
10.01	We will have an Office Reconciliation Working Group in each major office in Australia comprising staff from both PwC and PIC.	✓	We have established Reconciliation Working Groups in each of our six major offices (Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney). Each group is co-chaired by a PwC and PIC representative and meets a minimum of four times a year to drive RAP activities in their local office. In 2019, these working groups executed a total of 18 events to promote inclusivity and reconciliation within PwC. One of our events - the advance screenings of The Australian Dream at PwC offices; engaged more than 500 of our people and our Melbourne event was hosted by PwC Executive Board member and Managing Partner of People and Culture.	
10.02	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.	✓✓	In 2019, staff attended six events across our offices to celebrate National Reconciliation Week. Highlights include: truth telling keynotes by Elders, morning teas, panel discussions, participation in BlackCard training and a screening of Bruce Pascoe's TedX talk "A real history of Aboriginal Australians, the first agriculturalists".	
10.03	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.	✓✓	In 2019, staff attended and/or volunteered at 10 events across our Adelaide, Brisbane, Melbourne and Sydney offices to support NAIDOC Week. Highlights include: a keynote speech on Voice, Treaty, Truth, a flag raising ceremony, a NAIDOC breakfast event and volunteer support at the National Aboriginal Sporting Chance Academy (NASCA) NAIDOC youth conference.	
10.04	Register our NRW events via Reconciliation Australia's NRW website.	✓	In June 2019, our internal events were registered on Reconciliation Australia's website and in addition, our staff also participated in, or volunteered at external events including The Long Walk, Dreamtime at the G, Chartered Accountants Panel Discussion: Importance of Reconciliation (as part of their Diversity Series) and Reconciliation SA's Reconciliation Breakfast.	

10. Engaging our people to strengthen and build new relationships with Aboriginal and Torres Strait Islander communities.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
10.05	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).	✓	<p>We have established or maintained formal partnerships with 11 First Nations organisations, including The Australian BlackCard, MURRA Boost, the Yothu Yindi Foundation (YYF), Koori Heritage Trust and the National Aboriginal and Torres Strait Islander Housing Authority (NATSIHA).</p> <p>PwC is supporting the event planning for the World Indigenous Housing Conference, that will be hosted in Australia in 2021. In addition, both co-chairs of NATSIHA provide leadership to the Constellation Project's First Nations Social Lab, which is focussed on developing a model for a co-designed, fit for purpose, Aged Care or Retirement Facility on country for Aboriginal and Torres Strait Islander peoples who do not have access to safe and secure housing.</p>	
10.06	Communicating and celebrating achievements relating to our RAP commitments.	✓	Internal communications on our RAP progress continues on a regular basis, including via a monthly newsletter to key stakeholders and articles in our firmwide channels.	
10.07	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.	✓	Planning has commenced for staff to complete a Reconciliation Barometer survey in 2020.	
10.08	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.	✗	Planning has commenced and we are focused on conducting appropriate consultation with Traditional Owners. The timing for these consultations with Aboriginal and Torres Strait Islander communities has been deferred in response to COVID-19.	



“

It's been a really rewarding experience coming into PwC to lead the firm's reconciliation efforts. There is an authenticity to the way our leadership embraces our commitment to reconciliation.”

Erin Woolford

PwC Senior Manager, Reconciliation and NRRG Member

✓✓ Exceeded ✓ Achieved or on track ✗ Not on track ● Not yet due

11. Ensure accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

RAP commitment		Performance outcome (Mar 2019 - Feb 2020)		RA Pillar
11.01	Provide the Measurement Questionnaire to Reconciliation Australia.	✓	We submitted our RAP Impact Measurement Questionnaire in September 2019.	
11.02	Provide a progress report to Reconciliation Australia in 2020 and at completion (2023).	✓	RAP Progress Report completed in March 2020. This report, and our full Elevate RAP, are available on pwc.com.au .	
11.03	Perform assurance procedures at the conclusion of the RAP and share report with Reconciliation Australia	●	Assurance procedures will be performed at the conclusion of our RAP in 2023.	
11.04	Publically report against our RAP commitments annually, outlining achievements, challenges and learnings.	✓	RAP Progress Report completed in March 2020. This report, and our full Elevate RAP, are available on pwc.com.au .	
11.05	Report RAP progress to all staff and senior leaders annually.	✓	Internal reporting on our RAP progress continues on a regular basis, including to all staff and partners via our Social Impact Year in Review in September 2019.	
11.06	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.	●	Insights on staff engagement with reconciliation will be provided to Reconciliation Australia by the conclusion of our RAP in 2023.	



“

“I have been heartened by the curiosity of our people to learn about First Nations cultures and our nation's shared history. If we could instill that sense of curiosity into every Australian, I believe we'll move closer towards a truly reconciled Australia.”

Julie McKay,
PwC Partner, Chief Diversity and Inclusion Officer and NRRG Member

www.pwc.com.au

© 2020 PricewaterhouseCoopers Indigenous Consulting Pty Limited (PIC). All rights reserved.

PwC refers to PricewaterhouseCoopers Consulting (Australia) Pty Limited, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.

This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors. Liability limited by a scheme approved under Professional Standards Legislation.

WLT127076197

