



PwC Australia and PwC's Indigenous Consulting

2019-2023 Elevate Reconciliation Action Plan

Progress Report 2021



PwC's Indigenous Consulting



RECONCILIATION
ACTION PLAN

ELEVATE



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 Kaurna peoples in Adelaide, the Turrbal and Jagera peoples in Brisbane, Larrakia peoples of Darwin, Ngunnawal peoples in Canberra, Wurundjeri peoples of the Kulin nation in Melbourne, 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.

Artwork

Our RAP artwork is "Elevating to New Heights" by Marrawuy Journeys.

Feedback

We welcome feedback on our Elevate RAP Progress Report 2021. 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 CEO of PwC

Our Reconciliation Action Plan (RAP) is key to our commitment to support real change in the lives of First Nations people – a commitment that is central to our firm's values and purpose. We have just completed year three of our four-year Elevate RAP, and are proud of the progress we've made during what was another year of COVID disruption and challenges.

We have continued to educate and engage our people in delivering on many of our promises, with 76% of our staff completing our additional cultural awareness training module and record numbers attending our National Reconciliation Week and Indigenous Business Month events.

Front of mind for me, however, is our commitments around employment because having employment options is critical to improving outcomes and opportunities, both for the individuals employed and for their families and communities. While we have made some headway in this area, our recent hiring of two First Nations people to lead our First Nations employment and retention strategy will enable us to recruit many more talented First Nations people and build a pipeline of candidates for leadership. Also in the employment space, our PwC's Indigenous Consulting (PIC) team has partnered with the Revolent Group, AIME and Salesforce to establish an Indigenous Tech Academy. The Academy aims to increase the representation of Indigenous Australians in the technology industry by employing young First Nations people and upskilling them in technology. The PIC team, under the leadership of CEO Gavin Brown, continue to support us in delivering on our RAP commitments as we work to support Aboriginal and Torres Strait Islander communities.

Finally, as Kim Cheater steps down as Chair of our governance committee, I would like to thank him for the passion and commitment he has brought to the role. Our governance structure is critical to our success as it ensures that the implementation of our RAP is informed by, and inclusive of, Aboriginal and Torres Strait Islander peoples' perspectives. We will announce Kim's replacement in the near future.

Tom Seymour
CEO



A message from our CEO of PwC's Indigenous Consulting



While we are proud of what we have been able to accomplish over our 8 plus years – 1,200+ projects across more than 700 communities – PIC and PwC continue to challenge ourselves to consider how we can make a greater impact. As the country's largest Indigenous Consulting business (now nearly 60 people and more than 50% Indigenous employment), PIC is proud of the work that we, and our alumni, have done to drive positive change for our communities.

This is also apparent as we mature with our RAP journey – we know that these standards are ever-increasing, and we want to do our utmost to continue to push ourselves. There is always more work to be done.

As PIC and PwC consider what more we can do – it has become clear to us that one of the key elements of our reconciliation efforts – practical reconciliation – is about really increasing and broadening the opportunities to build flourishing careers within both firms. These opportunities are open across the spectrum, from school leavers, trainees, graduates, to mid-career and experienced professionals.

Indeed, it is the calibre and depth of talent of our team that has enabled us to build to where we are today, and provide us with a platform for future growth.

This growth will enable us to significantly increase our impact – both directly in our work, and in support of local people and organisations. The authenticity of the PIC mission and people are central to this, and in the past year this has enabled us to grow from two to five Partners, including: Selwyn Button, Australia's first ever Indigenous Registrar of ORIC, former Assistant DG of Education in QLD, and former CEO of QAIHC; Norman Laing, accomplished Indigenous lawyer, decorated ex-serviceman and former Deputy CEO of the NSW Aboriginal Land Council; and Kate Healy - a new board member of the ILSC, a lawyer and highly experienced economic development professional with experience in both Aotearoa and Australia. And PIC's most experienced professional Kate George – someone who has been fighting for Indigenous rights since the original tent embassy, who with others helped awaken this country to the myth of Terra Nullius, and who was ANU's first female Aboriginal law graduate after having been removed from her family/people at the age of three.

Our business leaders and colleagues continue to be drawn to PIC, so long as we remain true-to-label: a business which privileges and enables Indigenous vision, leadership, and ways of knowing, being and doing. We believe the combination of this worldview, with PwC Australia's size, scale, and intellectual capital, represents a unique practical example of reconciliation.

And beyond this internal lens, our team actively seeks opportunities for us to drive value for our communities. By way of example, and something which we hope will become a part of future RAP discussions, we have recently established an Indigenous Tech Academy to provide paid training and guaranteed employment to Indigenous people interested in technology (being able to work On Country, and without any entry prerequisites).

As we continue to grow, PIC's ambition is to not only continue to do work that benefits Indigenous communities, but demonstrate what a values-led business incorporating Indigenous ways of knowing, doing, and being, can do across all manner of areas – from design and digital to systems change, to economic development, nation building, and beyond.

We look forward to continuing to work hard and making the most of the opportunities we are fortunate to have in front of us.

Gavin Brown

CEO, PwC's Indigenous Consulting

Our progress

This progress report outlines how we're tracking against our 2019-2023 Elevate RAP for the year between 1 March 2021 and 28 February 2022.

PwC and PIC working together on our joint RAP, led by our Senior leadership teams continues to ensure that the implementation of our RAP is informed by, and inclusive of, Aboriginal and Torres Strait Islander peoples' perspectives.

Due to ongoing COVID disruption in 2021, we pivoted to national virtual events, which enabled us to achieve greater audience and reach in our organisation. Our people engagement remained strong with over 1,200 people participating in our National Reconciliation Week event in June, and over 800 in our Indigenous Business month event in October, and an acceleration of new members to our Working Groups in 2022.

Our RAP received 'Elevate' endorsement from Reconciliation Australia in 2019 and has 48 measurement targets aligned to 11 commitments.

38 have been 'achieved or on track', **7** are 'not on track'; and **3** are 'not yet due'. We have requested an extension of our RAP, due to the impact of COVID on our employment, procurement and office based commitments.

Commitment 6.07 was not met in 2021, due to the cancellation of the Garma Festival. Commitments 1.02, 1.05, 2.01, 2.02, 2.03, and 10.08 are not on track, due to the business impact from COVID-19.

Due to our employment targets not being on track, we have taken steps to accelerate our efforts to increase the hiring of more First Nations peoples within PwC and PIC. PIC has established the Indigenous Tech Academy offering training and employment opportunities to First Nations people and we have welcomed two new team members to focus on First Nations employment and retention.

Our progress against each target is detailed on the following pages.

We define the status of our targets as follows:

- 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.

We continue to review our governance and working group structures, to ensure it remains relevant, aligned to our organisational ways of working, and that it enables us to focus on impact and outcomes for transforming our organisation and for First Nations people and communities.

As we enter the fourth year of our RAP, the global pandemic continues to impact our way of doing business and engaging with First Nations communities. We recognise the disproportionate impact that COVID has had on First Nations communities and we continue to emphasise our commitment to working safely in community including on The Constellation project, through our project with the Narrunga Nations and Point Pearce communities, and supporting local community organisations such as Southern Cultural Immersion with achieving their outcomes in community.

Rosalie Wilkie

Partner - Social Impact





Highlights from 2021

We launched our additional cultural awareness training module and had 76% of our staff complete it.

We have hired two new First Nations team members to lead our joint PwC and PIC First Nations employment and retention strategy.

PIC, Revolent Group and Salesforce, have established an Indigenous Tech Academy, which aims to increase the representation of First Nations people in the technology industry.

We are working with the Narrunga Nations and Point Pearce communities to conduct a project feasibility for the building of an elder village on country.

Our staff engagement remained strong and grew in 2021 with record numbers at our National Reconciliation Week and Indigenous Business Month events.

The Constellation Project First Nations stream in 2021

Associated Target: 4.02

PwC and PIC share a vision to end homelessness in Australia in a generation, recognising Aboriginal and Torres Strait Islander peoples are over-represented in the homeless population. The Constellation Project's (Constellation) First Nations stream has two main areas of focus as determined by the First Nations Leadership Team:

- Progressing the right solutions to better meet the needs of Aboriginal and Torres Strait Islander people who are homeless or in unsuitable housing.
- Advocating that any increase to housing supply is proportionate to the problem.

Constellation, PwC and PIC have supported this work since 2019 to define the opportunity for First Nations elder villages in Australia. This team developed a proof of concept for a First Nations elder village to provide culturally appropriate aged care that allows First Nations people to maintain connection to country and community as they age. In 2021, the team conducted 2 x co-design workshops in March and June and worked together with Narungga Nations leaders and community to define a vision, outcomes and design principles for an elder village for the community.

There is an opportunity to support Narungga Nations & Point Pearce communities to build an elder village on country. Our shared vision is to establish an elder village that will: provide sustainable, affordable and culturally safe living options for Elders; and create control, self-determination, economic and social innovation opportunities for the Narungga Community. This will allow elders to age in place and maintain cultural connections to country. We are currently working with PwC to secure funding to commence project feasibility for the elder village build and operations.



“This is about creating a space for our old people on country where they can have peace”

Co-design Participant

Southern Cultural Immersion Bringing their vision to life

Associated Target: 8.01

PwC and PIC have been working together to support the Living Kaurna Cultural Centre's (LKCC) strategic direction. LKCC sits within the Warriparinga Wetlands within the City of Marion in Adelaide. The Wetlands are an attractive open space used for recreation, education and to re-establish native plants and animals.

In the lead up to PwC's support, the Council had been holding discussions with representatives of the Kaurna Yerta Aboriginal Corporation (KYAC) for over three years regarding Kaurna, the Traditional Owners of Great Adelaide and Warriparinga, managing the LKCC, either independently or jointly with the Council.

In January of 2020 the Council asked KYAC to provide them with a proposal for its preferred management model for the LKCC site, including structural, operational, and financial aspects. PwC agreed to support the nominated Kaurna business, Southern Cultural Immersion (SCI), with pro-bono support to respond to the Council's proposal request and support the negotiations with the Council to transfer the management of the LKCC into Kaurna hands.

PwC supported SCI in developing a business plan and management model to take on operations of the LKCC. Our work involved:

- identifying structural, operational, and financial options for the management model.
- research and providing options for an appropriate management structure that SCI could implement, including benefits and weaknesses of each option provided
- research and determining potential services and operating activities for additional income sources into LKCC

We also supported SCI with the negotiations with the Council and the finalisation of the management agreement for the transfer of management from the Council to SCI which will be key to growing and developing the LKCC and SCI's involvement in it, going forward.



Left to Right: Corey Turner, Isaiah Turner, Nasyah Turner, Aaleya Turner, Kate Turner and Tobias Turner.

The management agreement was approved in June 2021 and SCI commenced management of the LKCC in August. Since this time SCI have successfully ran the LKCC from Warriparinga, sharing Kaurna culture and knowledge through tailored school programs, cultural awareness training and tours for Corporates, hosting exhibitions for local Aboriginal artists as well as being a venue for the 2022 Adelaide Fringe, including a very special performance from Archie Roach.

PwC's local RAP working group has a strong relationship with Kaurna and to be directly approached to support Kaurna to take over the management of the LKCC at Warriparinga shows the value that KYAC places in this relationship. Warriparinga is a special location for Kaurna people with the location culturally significant for the Tjilbruke creation story. We hope that the transfer of management is the start of the journey for allowing Kaurna to own this special place and share their culture with others.

Creating new career pathways

Associated Target: 2.01

Indigenous Tech Academy

PwC has sought to bridge educational inequality, and increase representation across the technology sector by creating the Indigenous Tech Academy, a collaboration between PIC, Revolent Group and AIME.

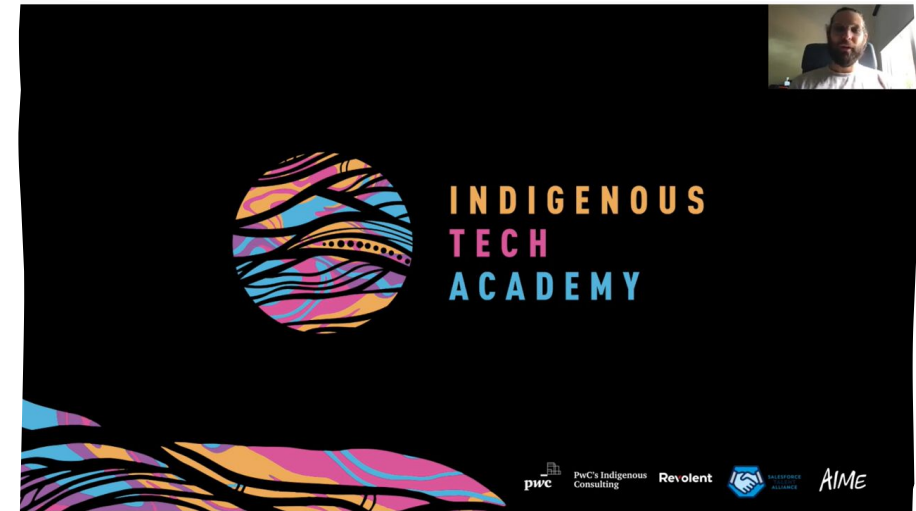
Exclusively designed for Aboriginal and Torres Strait Islander students it aims to increase the representation of First Nations people in the technology industry and create a meaningful, long-lasting change in the lives of Indigenous groups and their communities by realising futures through Indigenous knowledge.

This opportunity does not require previous experience or a degree and will enable school leavers to build work ready technology skills and get paid to train to become a salesforce certified professional.

The 12-month program commenced with its first set of students in February 2022. They receive a 10-week training block plus one year of practical experience where they will work as part of project teams to help solve real-world problems for our clients and enable them to make the most of their Salesforce platforms.

Participants will continue to have access to Revolent's career development program, training, mentoring and support throughout the program. Upon completion, participants will be offered full-time roles within PwC Australia and PwC's Indigenous Consulting. The virtual nature of the Indigenous Tech Academy ensures youth from all around the country can apply.

We at PwC and PIC believe that meaningful change happens when it is created by First Nations people, not for First Nations people. Our desire to create this firm reflects our belief in the rights of our communities to determine their own futures.



"This innovative program will take school leavers and provide them with training, mentoring and support (whilst being paid), and help them through a 12-month program to build work-ready technology skills. The virtual nature of the program ensures that youth from all around the country are able to apply."

Gavin Brown
CEO, PwC's Indigenous Consulting



IMAGI-NATION {University}



PwC, PIC and Salesforce have collaborated on another bold global concept with the Australian Indigenous Mentoring Experience (AIME) by developing a virtual university called IMAGI-NATION {University} for empowering marginalised communities around the world.

With a strong belief that positive change will be achieved through Indigenous empowerment, PIC enables meaningful transformation through Indigenous leadership, diverse and highly skilled teams, and a clear focus on outcomes for clients and communities.

The program is designed to create a digital space for students around the world to gain the skills necessary to manifest change in their own lives, and the communities they live in. It seeks to alleviate educational inequality amongst First Nations youth and provide educational opportunities and mentoring support to students across Australia, and the globe. In its first year almost 500 students from 52 countries were involved. With impressive engagement globally, in the first four months of the university being launched, students have managed to unlock over 2,100 badges with the majority ready to graduate.

PwC, PIC and Salesforce worked with AIME to design and establish the technology platform required to bring this vision to life, digitising 16 years of AIME's learnings in just three months, meeting the deadline of the 2021 academic year – which secured a gold Good Design Award for social impact in 2021.

It is about empowering people from all walks of life to join forces in helping alleviate inequity by leading their own social change projects. One stream of the program is focused on activating youth in marginalised communities to see that they can progress, apply for university, and to achieve their educational aspirations.

Ensuring AIME would have a viable solution to support students through the pandemic, aligned with school semesters, "we were presented with a 12-month project, in a three-month timeframe", says Gavin Brown, CEO, PwC's Indigenous Consulting. The team was absolutely committed to doing all that we could do to deliver the right project outcomes, a vehicle itself for delivering equal opportunity through education. It's this sense of confidence that PwC, PIC, Salesforce and AIME seek to instill in every student through the experience of IMAGI-NATION {University}. Living up to its name in every sense of the word, by turning dreams into reality where human meets digital. We're proud to say this engagement with PwC, PIC and Salesforce continues today.



"Imagination {University} is a bold global concept from the Australian Indigenous Mentoring Experience (AIME), which seeks to provide educational opportunities and mentoring support to marginalised youth across Australia, and the globe. It was a genuine collaborative effort that included the coming together of Aboriginal and non-Aboriginal team members to design, build and release the platform."

Ching Tan

Director, Digital and Innovation, PwC's Indigenous Consulting

MURRA Boost Initiative

Associated Target: 1.07

In association with 33Creative and the MURRA Indigenous Business Program at Melbourne Business School, PwC has collaborated again to award the **MURRA Boost Initiative** to support and help scale up the Indigenous economy and Indigenous Business Month.

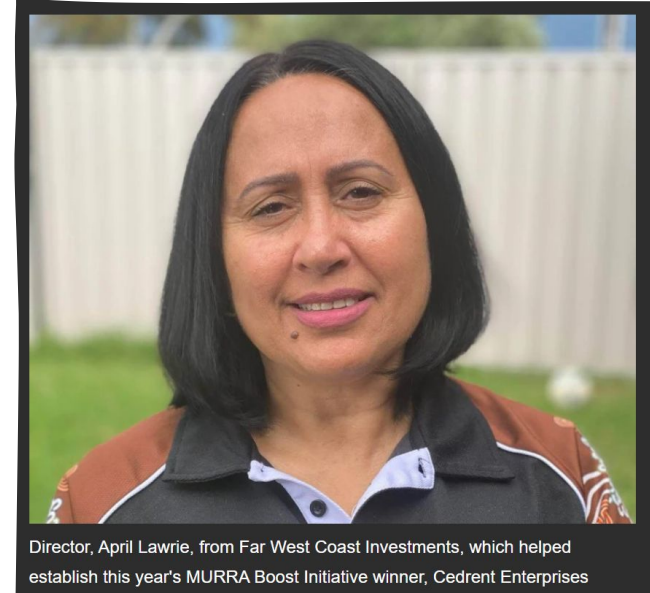
The purpose of this award is to support the growth of Indigenous businesses, towards the broader objective of advancing socio-economic opportunities for Aboriginal and Torres Strait Islander people, communities and businesses.

In its sixth year, the 2021 PwC MURRA Boost Initiative was awarded to Cedrent Enterprises, who received \$30,000 in-kind support from a specialist PwC team to help strengthen their business practices and build capacity for future growth.

Cedrent Enterprises was established with the support of the Far West Coast Aboriginal community in SA. They run a successful commercial operation as well as providing a valuable service to enable access to many regional and remote areas across SA and NT.

April Lawrie, Director, Far West Coast Investment says “Cedrent Enterprises, with the help of the Far West Coast Aboriginal Corporation and Far West Coast Investments has empowered the Indigenous economy by growing our Enterprise Rent-A-Car franchise throughout Australia, helping us to involve more Aboriginal communities and help us provide more opportunities for our mob. The profits generated from the franchise also go towards helping our Far West Coast youth with education programs and scholarships to help grow our future leaders.”

PwC is pleased to be part of contributing to the next stage of Cedrent’s growth journey.



“PwC is extremely pleased to continue our support for Indigenous Business Month through the MURRA Boost Initiative. We have been privileged to work with many great Indigenous businesses over the 6 years of this award – and see them thrive and grow. The quality of the applicants this year was extremely high – and this continues to demonstrate the growth and diversity of Indigenous businesses and their ambitions to grow and have a significant impact.”

Tom Seymour
CEO, PwC Australia

Meereeng50 Update

PIC and PwC worked together with University of Melbourne and Kinaway to deliver a pilot program in Victoria to incubate 15 Aboriginal and Torres Strait Islander businesses in a program designed to fast track their growth and support buyer success. The program - Meereeng50 (or M50) - was in response to a mutual desire for corporate organisations and Indigenous businesses to work together and identify opportunities for growing the Indigenous business sector and to create a network of champions to advocate more broadly for the sector.

The pilot was delivered in Victoria over 18 months between February 2020 and July 2021.

COVID19 undoubtedly impacted the program - both in terms of the mode of delivery, with the program moving from face to face to largely online, and in terms of the program's ability to change corporate procurement practices or scale up Indigenous businesses.

With the pilot now complete, we have commenced a review and evaluation to capture learnings and outcomes, and inform next steps. The insights gained will be used moving forward to inform our own engagement with Indigenous businesses, and will also be useful in developing future support for our clients and the market more broadly.

Key insights to date are:

- Commitment to building and maintaining relationships with key personnel across the corporate organisation is key to success, and reduces the 'key person' risk if relationships are held with one or few individuals. The corporates that were most engaged had dedicated Indigenous procurement specialists with hard accountabilities, access to key product managers and a willingness to develop relationships and 'go the extra mile' - this would be a key recommendation for any corporate who was looking to increase their Indigenous spend.
- It is important to understand the ambition of the Indigenous businesses, and to spend time 1:1 to understand where they are at, what the key issues are that are holding them back, and their growth ambitions. This time is required to develop relationships, and this needs to be done with multiple people within the corporates to get broader buy-in and access to business insights.
- Alignment between the goods and services offered by the Indigenous business, with the business needs and buying patterns of the corporate is key. This will ensure a value match, and form the basis for the ongoing relationship that's mutually beneficial.

The positives to come from the program were the strength of the relationships formed amongst the M50 Indigenous business cohort, and how resilient they proved to be over the last 2 years with all businesses still operating (in some form or another), many having grown and expanded their offerings and being recognised (through Kinaway awards and other mechanisms) for their achievements.

The initial program review findings indicate that the Meereeng50 procurement accelerator model would likely not meet the systemic longer term changes we were planning to achieve, and we are not planning to continue to deliver or broaden the scope of the model.



























"While Meereeng50 did not meet all of its target outcomes, we are pleased to know that through the delivery of this pilot we've made a small contribution to the ongoing successes of some really great Victorian Aboriginal businesses, as well as the sector's understanding of what it takes to make significant changes to corporate procurement practices."

Kate Healy
PIC Partner, Victoria

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 2021 – Feb 2022)	RA Pillar
1.01	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Achieved	In June 2019, we developed and implemented an Aboriginal and Torres Strait Islander Procurement strategy. Since then, our procurement needs have changed significantly due to COVID, and we plan to reorient our expenditure opportunities with First Nations suppliers to meet our business needs. See update on commitment 1.02 below.	  
1.02	Develop and implement a growth plan with each of our Aboriginal and Torres Strait Islander suppliers.	Not on track	In 2021, PwC was a corporate participant in the Meereeng 50 program, a collaborative project led by Kinaway, PIC and the University of Melbourne to deliver a unique opportunity for Victorian Aboriginal and Torres Strait Islander business owners to accelerate the growth of their businesses. PwC aims to use its findings and experience from the Meereeng 50 program to develop a growth plan with its First Nations suppliers nationally as well as work with its other suppliers to adopt similar growth plans in connection with PwC's strategic tier 2 supply chain.	  
1.03	PwC will achieve 2.5% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	On track	In FY21, PwC awarded 3.9% of its contestable spend to Aboriginal and/or Torres Strait Islander suppliers across HR Services, Facilities Management and ICT categories.	  
1.04	PIC will achieve 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	On track	PIC has calculated an 8.6% contestable spend with Aboriginal and/or Torres Strait Islander suppliers over the past year. During the period, \$112k was spent on five separate Aboriginal and/or Torres Strait Islander businesses.	  
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 and Travel) to encourage they have their own RAP by 2023.	On track	In 2021, PwC commenced a review of its top suppliers by spend in connection with diversity in its supply chain. Whilst 20% of those suppliers have active RAPs, another 13% previously maintained RAPs but ceased or suspended their RAPs between 2020 and 2021. PwC will continue to encourage its top suppliers to implement and maintain RAPs as well as seek to include diversity in their supply chains with a focus on Aboriginal and/or Torres Strait Islander businesses, amongst others.	  
1.06	In conjunction with the MURRA Indigenous Business Master Class program, PwC agrees to be a sponsor of Indigenous Business Month (October) contributing \$20,000 per annum towards the administration and management of Indigenous Business Month.	Achieved	In October 2021, PwC was proud to be a major sponsor for Indigenous Business Month - Powering the Indigenous Economy.	  
1.07	As part of the 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.	Achieved	In November 2021, we awarded Cedrent Enterprises \$30,000 in PwC support.	  
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.	Achieved	In October 2021, we hosted a national live webcast that showcased three Indigenous business owners and their stories and learnings. We encouraged our people to support Indigenous owned businesses through a video collaboration with online platform WelcometoCountry.com.au. The Canberra Office Working Group also hosted a local virtual event with ACT government, focusing on how to support Canberra First Nations businesses. Across the country, businesses were shared and showcased on our digital channels, including how people can verify an Indigenous business.	  


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 2021 – Feb 2022)	RA Pillar
1.09	All relevant procurement staff will be trained in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or other.	Achieved	In 2021, PwC's Procurement team represented the firm in the Meereeng 50 program and is using its findings to develop an Aboriginal and Torres Strait Islander supplier engagement guide for buyers within the firm. Additionally, the Procurement team also implemented a First Nations Business Register and related guidance to educate and inform internal buyers about Aboriginal and Torres Strait Islander business offerings available via Supply Nation and other bodies. PwC's First Nations Procurement leader also attended Supply Nation's First Step training series and will make the training available to the broader Procurement team in 2022.	

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
















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.	Not on track	We developed our first joint First Nations employment strategy for PwC and PIC. The strategy focuses on the holistic experience of employment, including recruitment, onboarding, and career development. We will continue to improve our current recruitment pathways, build new pathways to onboard First Nations candidates and focus on cultural safety and experience. We have hired two new team members to lead the strategy, track progress and outcomes and support our First Nations people throughout their journey.	
2.02	PIC will maintain a minimum of 60% Aboriginal and Torres Strait Islander employment across the business.	Not on track	Aboriginal and Torres Strait Islander employment at PIC has always been at or above 50%. Since the last progress report this has slipped below 60%. As at 28 February it was 54%. We have hired a First Nations Talent Manager in order to drive our talent acquisition and retention strategy.	
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 peoples into entry level roles, including where some development may be required, within a reasonable period of time.	Not on track	Our special recruitment policy is currently being reconsidered, in light of our First Nations employment strategy and future vision. We are working towards an updated special recruitment policy in 2022.	

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.	Achieved	Our First Nations Networking Summit was held virtually in November 2021, and attended by 39 of our people from PwC and PIC, including 8 Partners from our senior leadership team.	
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 Opportunity  Respect  Relationships

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 people.				
RAP commitment		Performance outcome (Mar 2021 – Feb 2022)	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.	Achieved	The First Nations Leadership group has grown over the past three years and supported the establishment of NATSIHA. The current work includes collaboration with the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) as part of the coalition of peaks to assist in driving the development and delivery of the Sector Strengthening Plan for the community controlled housing sector.	  
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.	Achieved	In 2021, Constellation and PwC/PIC approached community leaders from Narungga Nations in SA to confirm their interest in working with The Constellation Project. We then facilitated workshops with community leaders to further define and understand the needs and desires of the Narungga community for an elder village and to produce a high level requirements and design document. In 2022, the PwC Foundation is providing funding for the feasibility phase of the project which will be completed later this year.	  
4.03	Sponsor the World Indigenous Housing Conference in 2019 to assist in promoting the conversation globally on Indigenous Peoples rights	Not on track	We offered sponsorship support to The World Indigenous Housing Conference which was due to be held in May 2019. The benefits of this sponsorship were due to be realised in 2021, due to the deferral of the conference, however this was then cancelled due to COVID.	  
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.	Not yet due	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.	On track	In 2021, a number of our PwC and PIC staff participated pro bono in The Constellation Project, including conducting co-design workshops in March and June with Narungga Nations leaders and community, working together to define a vision, outcomes and design principles for an elder village for the community.	  




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 2021 – Feb 2022)	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).	Achieved	We are delivering on our cultural awareness strategy for our staff and partners. Core elements delivered include: launching our second online cultural awareness training, and offering further virtual training through BlackCard for our staff and Partners.	
6.02	Every new employee or contractor to PwC and PIC, as part of their mandatory induction, will do online cultural awareness training (developed in consultation with Aboriginal and Torres Strait Islander people and organisations)	On track	In July 2021, PwC launched our second cultural awareness training module that all new employees are required to complete as part of their firm induction. There was 77% (as at 28 February 2022) of employees who completed the additional cultural awareness module since the launch of the module in July 2021 (as at 28 February 2022).	
6.03	All current employees will undertake online cultural awareness training by 2023.	On track	In February 2020, PwC launched our online cultural awareness training module that all current employees are required to complete. 94% (as at 28 February 2022) of employees have completed the online cultural awareness training. In July 2021, PwC launched our second cultural awareness training module that all current employees were required to complete - with 77% of employees completing the additional cultural awareness module as at 28 February 2022..	
6.04	All PIC staff to complete Core Cultural Learning: Aboriginal and Torres Strait Islander Australia Foundation Course (10 x 1 hour modules)	On track	Between March 2021 and February 2022, 97.6% of all new hires completed the first online cultural awareness training module. All PIC staff have completed the Core Cultural Learning Course. PIC's newer staff members (five) are progressing through the modules within a six month timeframe of commencing.	
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.	On track	PwC has trained 71% of Partners in the face to face Aboriginal and Torres Strait Islander cultural awareness training delivered by Aboriginal and/or Torres Strait Islander organisation - BlackCard (as at 28 February 2022).	
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.	On track	PwC has trained 16.5% of all team leaders in the BlackCard cultural awareness training. Comparatively, 31.9% of team leaders who manage a First Nations employee have completed the BlackCard cultural awareness training.	

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 2021 – Feb 2022)	RA Pillar
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.	Not on track	Due to COVID-19, the 2020 Garma Festival was cancelled. Attendance will be supported again in August 2022.	
6.08	Implement an Aboriginal and Torres Strait Islander paid Cultural Leave Policy.	On track	We obtained an exemption order from the NSW Anti-Discrimination Board for our cultural leave policy, and we are now working towards the launch of our cultural leave policy in mid 2022 for PwC and PIC.	
6.09	Opportunity for all PwC Indigenous Consulting client services staff to work in Aboriginal and Torres Strait Islander communities.	On track	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. Over the last two years, due to COVID-19, many face-to-face consultations in community have not taken place. As communities are starting to reopen, and travel becomes more accessible, consultations will return to face-to-face, when appropriate.	



Opportunity





Respect




Relationships

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







RAP commitment		Performance outcome (Mar 2021 – Feb 2022)		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.	On track	We have updated our guidance for conducting Acknowledgements of Country and Welcomes to Country in a virtual environment. All our large scale virtual and in person events have a Welcome to country or an Acknowledgement of country, along with our RAP events, and firm firmwide webcasts.	
7.02	Develop a Practice Guide to provide consistent messaging to our people in regards to how people do business to the highest of quality and respect, when working in Aboriginal and Torres Strait Islander communities and with Aboriginal and Torres Strait Islander people. That this include State specific engagement protocols for staff, communication protocols and cultural knowledge protocols.	On track	The cultural practice guide is now in draft after broadening the scope of this commitment. We expect to complete and launch the guide later in 2022.	

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.	On track	<p>PwC and PIC have been working to support Southern Cultural Immersion (SCI) in developing a business plan and management model to take on operations of the Living Kurna Cultural Centre (LKCC). We also supported SCI with the negotiations with the Council and the finalisation of the management agreement for the transfer of management from the Council to SCI.</p> <p>In June 2021, the management agreement was approved and SCI commenced management of the LKCC in August. Since this time SCI have successfully ran the LKCC from Warriparinga, sharing Kurna culture and knowledge through tailored school programs, cultural awareness training and tours for Corporates, hosting exhibitions for local Aboriginal artists as well as being a venue for the 2022 Adelaide Fringe, including a very special performance from Archie Roach.</p>	
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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 people and communities underpinned by the United Nations Declaration on the Rights of Indigenous Peoples.

RAP commitment		Performance outcome (Mar 2021 – Feb 2022)	RA Pillar
9.01	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. PwC Australia and PIC will undertake a review of our Firm's policies and develop a strategy that will embed and give effect to the <i>United Nations Declaration on the Rights of Indigenous Peoples within the PwC Australia's Human Rights Policy and PwC's Global Human Rights Statement</i> . Determine how PIC and PwC Australia can provide advice and demonstrate leadership at a national and global level on Indigenous human rights.	Achieved Our implementation strategy action plan to embed practical business actions aligned to the UNDRIP has been completed. Where there were ongoing implementation monitoring and improvement activities, we assigned responsibility to the PwC Human Rights Group and the Reconciliation Governance Group.	 
9.02	PIC contribute towards industry thought leadership around embedding the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> within businesses and their operations.	Achieved PwC sponsored and co-facilitated a session at the UN Association of Australia (UNAA) Sustainable Partnerships Conference on 'Driving sustainable reconciliation efforts through an Indigenous rights lens'. As an Elevate RAP partner, PwC and PIC will continue to share and engage organisations around the importance of embedding the UN Declaration within business operations and applying a rights based approach to engaging with First Nations Peoples.	 
9.03	PIC to work in partnership with Reconciliation Australia, to consider the best approach to utilise the RAP framework to embed the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> within businesses and their operations	On track PwC were key partners in Reconciliation Australia's UNDRIP Working Group to provide collective cross-industry action and promotion on the UNDRIP. We understand that Reconciliation Australia will continue to engage RAP partners around the UNDRIP ongoing as needed.	 
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.	On track As a firm, we've publicly declared our support for the Uluru Statement from the Heart. As part of our commitment to truth telling and the Uluru Statement, PwC is sponsoring and supporting the Towards Truth project, through collaborating with PIC. Towards Truth is an upcoming platform that aims to empower First Nations-led truth-telling as called for by the Uluru Statement from the Heart, and is a collaboration between the Indigenous Law Centre at UNSW and the Public Interest Advocacy Centre. We are excited to be supporting this project, and contributing to the design of the platform, which launches later this year.	 







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 2021 – Feb 2022)	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.	On track	We have Reconciliation Working Groups in each of our six major offices (Adelaide, Brisbane, Canberra, Melbourne, Perth and Sydney). Each group meets a minimum of four times a year to drive RAP activities in their local offices. In 2020, membership was impacted by COVID-19 pressures and the firm restructure. A membership drive to reinvigorate the groups in each office, led to acceleration of members in 2021.	  
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.	On track	On 2 June 2021, we held a national virtual event to celebrate National Reconciliation Week. This was streamed live to over 1,200 PwC and PIC staff and community contacts, with over 200 of those viewing from events held in our Sydney, Adelaide, Perth, and Brisbane offices. The event was hosted by our CEO Tom Seymour and Executive Board member Matt Graham, with guests Anita Heiss, Phillip Orcher, and Amber Roberts. Our event was registered on the National Reconciliation Week website.	  
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.	On track	We were planning a series of NAIDOC week events around the country, including ways to get involved at home, at work, and virtually. However COVID interrupted in person events around the country. We encouraged our staff to participate in the Clothing The Gap Heal Country walk, and a number of virtual events, which many of our RAP committee members took part in. NAIDOC resources and stories were also shared across our channels.	  
10.04	Register our NRW events via Reconciliation Australia's NRW website.	On track	Our NRW event for 2021 was registered on the National Reconciliation Week website.	  
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).	Achieved	We have maintained and developed new relationships with a number of Aboriginal and Torres Strait Islander organisations and enterprises, including Welcome to Country, Southern Cultural Immersion, Wirra Hub, and traditional owner organisations around the country.	  
10.06	Communicating and celebrating achievements relating to our RAP commitments.	On track	Internal communications on our RAP progress continues on a regular basis, including via our Reconciliation Google Currents page, and our firmwide news channels.	  



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

RAP commitment		Performance outcome (Mar 2021 – Feb 2022)		RA Pillar
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.	On track	The most recent Barometer Survey was undertaken in November 2020. In February 2022, PwC participated in the Reconciliation Australia leadership survey being piloted by Reconciliation Australia. We encouraged all our staff to participate, and we will utilise the results as a key input into future reconciliation actions and directions.	  
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 and Adelaide office locations.	Not on track	The achievement of this commitment has continued to be impacted by COVID-19, which has made it challenging to engage with Traditional Owners in communities. In addition, our people were working from home for the majority of 2021, reducing the focus on office specific initiatives. Notwithstanding this, we have made the following progress: Our Adelaide office has renamed their spaces, including all rooms/spaces in the new Adelaide Skilled Services Hub. Our Melbourne office has agreed local room names in language with the Traditional Owners. Our Sydney, Brisbane Canberra and Perth offices have commenced discussions and planning around renaming in language.	  

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

11.01	Provide the Measurement Questionnaire to Reconciliation Australia.	On track	The RAP Impact Measurement Questionnaire was submitted in September 2021.	
11.02	Provide a progress report to Reconciliation Australia in 2020 and at completion (2023).	Achieved	We have provided a yearly RAP Progress Report since the commencement of our RAP. This report, all prior reports 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.	Not yet due	Assurance procedures will be performed at the conclusion of our RAP.	
11.04	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	On track	We have provided a yearly RAP Progress Report since the commencement of our RAP. This report, all prior reports and our full Elevate RAP, are available on pwc.com.au.	
11.05	Report RAP progress to all staff and senior leaders annually.	Achieved	Internal reporting on our RAP progress continues, including to our people and partners via internal communication channels.	
11.06	We will identify staff engagement with reconciliation 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.	Not yet due	Insights on staff engagement with reconciliation will be provided to Reconciliation Australia at the conclusion of our RAP.	

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