PwC Australia and PwC's Indigenous Consulting 2019-2023 Elevate Reconciliation Action Plan Progress Report 2020







### 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 Turrbul and Jagera peoples in Brisbane, Larrakia peoples of Darwin, Ngunnawal peoples in Canberra, Wurundieri 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 Peoples<sub>1</sub> (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 2020. Please email us at socialimpact@au.pwc.com.

<sup>1</sup> 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

2020 was a year of unimaginable challenges for us all, testing our purpose and values, and disrupting our way of living and operating.

At PwC Australia, it's been incredibly pleasing to see that, despite such uncertainty, we've been able to make significant steps in our Reconciliation Action Plan (RAP). Our people have shown great energy and commitment, when it comes to creating and embracing opportunities to learn about and engage with First Nations communities and history. For us, focusing on reconciliation means working towards a more 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.

Our approach to reconciliation is informed by, inclusive of, and where appropriate, led by Aboriginal and Torres Strait Islander voices. Our PwC Indigenous Consulting (PIC) team continues to be a beacon for the industry under the leadership of co-CEOs Gavin Brown and Jodie Sizer. With their guidance, we have progressed against many of our RAP commitments. Since March 2019, we have doubled our Aboriginal and Torres Strait Islander workforce. We've supported the Towards Truth project, a collaboration between the Public Interest Advocacy Centre and the Indigenous Law Centre to provide practical, foundational support for the truth-telling process. And we're now excited to be the first and only jurisdiction in our PwC network to consider whether a client has a direct impact on First Nations communities as part of our client acceptance process. As a firm, we recognise we still have much more to do and will continue to embed 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.

Finally, we cannot do this alone. We're particularly grateful to Reconciliation Australia for their ongoing support and collaboration over the past year, and recognise their leadership on issues of national importance.

Tom Seymour CEO





The past year has been incredibly challenging - for our staff, for PIC and PwC, but also of course for our communities. Not only have our communities again demonstrated their resilience, but in many cases they took community wellbeing directly into their own hands and did an incredible job of protecting the health of our mobs, particularly our Elders. In some communities oral histories of the Spanish flu were passed down, and communities understood what needed to be done - with many Elders isolated for their own protection. Indigenous ways of knowing, being and doing continue to help us navigate the ever-changing and challenging environment; and to protect people and knowledge.

Against this backdrop we continue to do the work required to progress this same agenda - improving the lives of our communities. We do this in our work daily with clients, and through progressing our Elevate RAP commitments. Our team takes great pride in knowing our efforts directly benefit our communities, and that our RAP commitments directly drive employment outcomes and support for other Indigenous businesses. We are especially excited by the commitment to hire 100 Indigenous staff within PwC Australia - this for us demonstrates the real impact that RAPs can deliver - each of these jobs will change the lives of these new staff members, and each of their families.

This of course is but one of the many commitments made as part of our PIC/PwC RAP. In this past year COVID has caused unprecedented disruption to business, how we operate, and with that, a range of RAP activities, at the same time this has not dampened our commitment or enthusiasm, and our flagship work continues: Meereeng 50 (First Australians Procurement Accelerator) has progressed and is ready for scaling into different locations and sectors; The Constellation Project continues to develop innovative solutions for homelessness (including a First Nations-focused Aged Care village concept); the development of our collective Cultural Competency; and actively seeking ways to embed The Declaration of the Rights of Indigenous Peoples into our work, and into the worldview of our clients. This sits in addition to the annual MURRA Boost commitment for Indigenous entrepreneurs, which will continue.

There are a few commitments which are behind schedule (as noted on page 5), and we will step up our efforts to meet these targets. To this end we will bolster our RAP team with an additional staff member to increase our capacity to deliver. Positively there are also targets that have been exceeded.

With PIC now over seven years old, with more than 40 staff and with 60% Indigenous employment, we reflect on how far we have come since starting in October 2013 - the 1,000 projects across 700 communities, and the contribution we've been able to make. We are passionate about increasing our impact, to continuing our much-needed work, and challenging ourselves to deliver tangible outcomes through our reconciliation efforts.

In closing we would like to acknowledge those who have provided us with the platform to start and build this world-first Indigenous business, and work with incredibly talented and driven individuals - our sincere respect to those People who gave so much in years gone by, such that we would enjoy this incredible opportunity.

Jodie Sizer and Gavin Brown Co-CEOs and Co-owners, 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 2020 and 29 February 2021.

Critical 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.

As we entered the second year of our Elevate RAP, we could not have foreseen the impact of the COVID-19 global pandemic on our communities, our firm and the world. The sudden shifts to our business resulting from working from home, closed borders, a firm restructure, and reduced working hours meant that if we didn't adapt our approach, we would be unable to meet - and possibly would go backwards on - many of our commitments. We implemented a disproportionate impact strategy in order to proactively mitigate these risks, allowing us to pivot and find new ways to make progress on many of our commitments that would have otherwise have stalled.

Our RAP received 'Elevate' endorsement from Reconciliation Australia in 2019 and has 48 measurement targets aligned to 11 commitments. Five targets have been 'exceeded', 32 have been 'achieved or on track', five are 'not on track' due to timing; and six are 'not yet due'. We expect to meet or exceed all targets within the life of our Elevate RAP.

As per last year, two of the targets 'not on track' are subject to external approval processes through the Anti Discrimination Board of NSW. Progress against each target is detailed on the following pages. Our annual First Nations networking event that brings together our First Nations staff and our senior leaders has also been delayed due to COVID-19 travel and gathering restrictions, and the value placed on in-person interactions.

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.

As we enter the third year of our RAP, the global pandemic is far from over and the full impact has yet to be seen. We recognise that Aboriginal and Torres Strait Islander communities led by The Aboriginal Community Controlled Health Sector (ACCHS) have been widely lauded for its success with managing the spread of COVID-19 in Indigenous communities - its approach has been said to be 'leading the way' in how to deal with the virus. Out of 28,000 COVID cases recorded in Australia, only 145 of those were Indigenous Australians - or 0.005%. We enter 2021 with cautious optimism, and look forward to continuing to work towards a reconciled Australia.

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



2020 has been a year of significant change, and has shown us the resilience and adaptability that is needed to pivot with the challenges that are thrown our way. So, I'm incredibly proud of the progress PwC Australia has made on our commitment to the Elevate RAP despite the disruption to the way we live and work. Societal issues are complex and require collective action to make headway. We're determined to work together towards reconciliation between Australians and all First Nations peoples, using PwC's Reconciliation Action Plan as a cornerstone to advancing this high-priority challenge."

#### **Rosalie Wilkie**

PwC Partner, Social Impact and NRGG Member.



# Highlights from 2020

We have doubled our Aboriginal and Torres Strait Islander workforce since March 2019.

A record number of our people have completed Cultural Awareness training.

We have an active MobConnect employee network, run and managed by our First Nations employees.

We have embedded voice and self determination into our Client Acceptance reforms.

We have had amazing engagement in all of our events.

We have exceeded our procurement target, despite the unexpected disruption of COVID-19.

# Increasing First Nations Cultural Awareness

During 2020, and despite COVID-19, PwC continued to enhance First Nations cultural awareness across the firm, to increase awareness and capability of all our people.

We continue to work with BlackCard, and helped them pivot their face-to-face workshops into an engaging and effective online workshop.

### Over **500** PwC decision makers have completed BlackCard training.

In particular, our online Partner sessions during COVID-19 have all been oversubscribed with 100+ Partners having turned up to each BlackCard-led workshop. This is an incredible turnout, with high engagement, deep impact for our business leaders has also meant we have far exceeded our RAP commitment.

This training provided the opportunity for our people to further solidify their cultural knowledge and capabilities and use this stronger understanding when working with Aboriginal and Torres Strait Islander peoples and communities. Partners consistently gave feedback on their ability to better understand our nation's shared history, and appreciated the unique challenges of our First Nations peoples post the workshops.

In addition to the workshops, uptake of the online cultural awareness modules, which were developed by PwC and PIC for all partners, staff and new starters, continues to increase.

# Over **91%** of our people have completed our bespoke cultural awareness training.

The positive feedback and participation levels have been unprecedented.



Both modules are excellent. I wasn't expecting to feel emotional or moved by them - but I am. I also wasn't expecting to feel particularly proud of the firm after viewing them - but I am.". **PwC Director** 

I just completed both modules and they are so fantastic..I learnt so much and that these were definitely the most engaging and thought-provoking e-learns I've done!" **PwC Manager** 

Just completed the modules - absolutely fantastic work everyone! They are incredibly engaging, a wonderful mix of visuals, videos, sounds, voices - and excellent leverage of the authoring tool too. Well done - I expect over time more and more people will be able to say that their cultural awareness has significantly increased as a result of these modules." **PwC Manager** 

# The Constellation Project First Nations stream in 2020

#### Relevant target: 4.02

PwC and PIC share a vision to end homelessness in Australia in a generation for everyone living in Australia, recognising Aboriginal and Torres Strait Islander peoples are over-represented in the homeless population. The Constellation Project approach of creating systems change through cross-sector collaboration was both tested and strengthened by the economic and social impacts of COVID-19. We are proud that The Constellation Project was recognised by Reconciliation Australia as an example of best practice within the Elevate RAP cohort.

The Constellation Project's 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.

In 2020. The First Nations lab team explored the opportunity to co-design a fit for purpose Elder Village on country, in consultation with local Traditional Owners/Elders and communities.

Highlights of the year included:

- Producing an Indigenous Population Exploration Package to allow a further data deep dive to assist with narrowing down potential locations for the Elder Village concept.
- Creating a financial feasibility tool which includes specifications of construction. operation costs and subsidies that can be altered. It also highlights key assumptions and limitations of the model.
- Partnering with The Fulcrum Agency who are subject matter experts and have assisted with construction cost calculations for the feasibility tool.
- Continued stakeholder engagement with potential sites/communities that may benefit from the tools we have created in order to further develop an Elder Village concept.

In 2021, we hope to share these tools to support a community to execute this vision.



We recognised The Constellation Project as an example of good practice in the Elevate RAP cohort because it clearly demonstrates an organisation utilising their national leadership to create systemic change. It is driven by a strong long term vision to end Aboriginal and Torres Strait Islander homelessness, but utilises practical approaches to achieve this vision. There is a clear understanding that such a large project requires cross-sector collaboration to be successful and the **Constellation Project ensures Aboriginal and Torres Strait** Islander voices are leading this work, which is critical to its ongoing success.

### **Karen Mundine**

**CEO** Reconciliation Australia

# Our disproportionate impact strategy to mitigate the effects of COVID-19

#### Relevant targets: 1.01-1.05, 2.01, 2.02

As PwC adapted to the challenges and opportunities presented by COVID-19, we recognised the need to develop a deliberate strategy in order to mitigate disproportionate impacts to our Aboriginal and Torres Strait Islander employees, suppliers, RAP stakeholders, and our Elevate RAP commitments. This has been a critical part of ensuring our continuing focus and commitment to reconciliation.

A number of areas were identified as critical to focus on: Graduate employment; Experienced hire recruitment; Employee Retention, Procurement, Cultural Awareness strategy, The Constellation Project, and Meereeng50.

Recommendations were made and adopted for each of these initiatives which were placed at risk by COVID-19 circumstances, successfully mitigating its impact and allowing for pivots in execution to allow progress to continue.

We are proud to share that the strategy was fully achieved as a result of proactive adjustments, including preventing direct impact on First Nations employees during the PwC restructure. Eight graduates were recruited above headcount, our procurement levels continue to improve, and our Cultural Awareness Training targets were exceeded despite being unable to deliver them face to face. In lieu of attendance at Garma, we made a donation of \$50,000 to National Aboriginal Community Controlled Health Organisation (NACCHO) to support their ongoing leadership within communities during the pandemic.



Gavin Brown, PIC, Tom Seymour, PwC, Kathryn van der Merwe, ANZ, and Rob Scott, Wesfarmers participating in an online event as part of Nation Reconciliation Week



No-one expected the challenges that 2020 would throw at us. However, I am immensely proud of the way our two firms responded and made Reconciliation an even greater priority. On many occasions during the year, I joined events where the deep passion and care for Reconciliation was evident in our leadership and in all our teams. Whilst we track specific commitments and actions in this progress report, the intangible that was clear to me over the past year is just how important Reconciliation is to us and how it is becoming a fundamental part of our organisational culture. This is the real measure of our progress and will drive our increased ambitions for 2021.

**Kim Cheater** PwC Partner and NRGG Co-Chair

# Our procurement initiatives

#### Relevant targets:1.01-1.05

PwC has committed to awarding at least 2.5% of our annual contestable spend to First Nations suppliers by March 2023.

In **FY20**, despite a slowdown in firm spending, we were able to exceed this target and proudly awarded **2.9%** of our contestable spend to First Nations suppliers.

COVID-19 has had a disproportionate impact on Aboriginal and Torres Strait Islander peoples and our procurement team looked for opportunities across the firm to mitigate the impact.

Measures that have helped us to exceed our target include:

- Driving spend with First Nations suppliers on IT equipment (eg, keyboards, mouses) needed to support our people to transition to remote working. In March 2020, this resulted in an increase of 46% compared to the monthly average pre-COVID.
- Unbundling large contracts with national service providers to provide new opportunities for First Nations businesses to access direct routes of supply.
- Adding at least one new First Nations catering supplier in all PwC offices as part of our return-to-office strategy.
- Facilitating introductions between First Nations suppliers and major PwC suppliers for independent business development opportunities.
- Holding business development sessions with First Nations businesses based in Victoria to mitigate the impact of an extended lockdown and resulting economic downturn.

We are also excited to have launched our First Nations Supplier Database that all PwC staff can access when organising an event or procuring products and services. Staff can now support us to achieve our target by using discretionary spend to purchase from our verified list of First Nations suppliers.



# Engaging our people despite COVID-19 restrictions

#### Relevant targets: 6.01-6.06

A core commitment of our RAP is to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences among our people. We have been heartened by the way our people have organised, championed and participated in events throughout the year - whether virtual or face to face.

A couple of highlight events:

- As part of our NAIDOC week celebrations, we had 64 PwC people (the largest corporate team) participate in the #RunSweatInspire Festival hosted by The Indigenous Marathon Foundation (IMF) and the National NAIDOC Committee to celebrate the resilience, strength and achievement of Aboriginal and Torres Strait Islander people.
- In May, we held a virtual event to celebrate National Reconciliation Week. This was streamed live to over 500 ANZ, Wesfarmers and PwC employees with Karen Mundine from Reconciliation Australia as host, and special guests including Uncle Archie Roach, Nick Paton from Red Room Poetry, Mundanara Bayles from BlackCard and Isaiah Dawe from ID Know Yourself.
- Aligned to our commitment to elevate First Nations peoples voices and create platforms for truth telling, PwC Australia's Chief Diversity & Inclusion Officer Julie McKay hosted a national conversation (via webcast) with special guest Rachel McLeod, the Aunty of Dunghutti man David Dungay, who lost his life while in custody in 2015. Through this conversation we started to unpack systemic racism in Australia and the impacts of this for Aboriginal people.

**Uncle Archie Roach and Gavin Brown** (PIC) appearing on the National Reconciliation Week webcast





We had such an awesome take up of event entrants across PwC Australia. I would say triples any other corporate engagement we have had with the #RunSweatInspire Festival to date! Thank you again so much guys – we love PwC and the engagement across your channels is a direct reflection of how awesome your staff base is – especially during these times.

#### **Tim Rowe**

General Manager, Indigenous Marathon Foundation



# Embedding the UN Declaration on the Rights of Indigenous Peoples



United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP): Supporting and influencing Reconciliation Australia, our clients and our global network

#### **Relevant target: 9.01**

We have spent the last two years focused on understanding the gaps, devising and executing a strategy to operationalise the UNDRIP within our firm.

PIC developed the PwC First Nations' Human Rights: Gap Analysis Report, which included 29 recommendations across 13 pillars aimed to address the identified policy and practice gaps across the PwC firm.

One recommendation is a commitment to embed the principles of the UNDRIP within business contractual and decision making processes, where engagements may have a direct and adverse impact on, or may violate, Aboriginal and/or Torres Strait Islander peoples' rights and interests. To achieve the intent of this recommendation, we are exploring ways to embed Aboriginal and Torres Strait Islander peoples' unique rights within the firm through key policy and practices.

### PwC Australia is the first jurisdiction in the PwC network to incorporate these considerations into our formal Client Acceptance process.

We now consider whether a client has a direct impact on First Nations communities before accepting any client engagement.

Other ways we have started to embed the principles of the UNDRIP into our operations:

- RAP Working Groups: Establishing employee-led networks in all offices to champion and raise awareness of First Nations issues.
- PwC Sustainable Development Goals (SDG) Mapping Report: A comprehensive review of our firm's activities and policies against the SDGs. Particular First Nations Human Rights focus against SDGs #4, #5, #8, #10, #11, #13 and #16.
- Environmental Policy and Position: On the PwC website and in our strategy is a statement on our commitment to ensuring the unique perspectives, rights and experiences of Aboriginal and Torres Strait Islander peoples are duly considered in our response to environmental matters.
- Declaration Implementation Plan: A detailed roadmap of activities to embed the principles of the Declaration into our operations.

We are cognisant of our commitment to contribute towards industry thought leadership around embedding the UNDRIP within businesses and their operations.

PwC Australia was invited to present good practice at the PwC Global Energy, Utility & Resources Conference aligned to our Declaration Implementation Strategy to operationalise the principles within the UNDRIP.

### Advancing Aboriginal and Torres Strait Islander economic participation

RAP co	ommitment		Performance outcome (Mar 2019 – Feb 2020)	RA Pillar
1.01	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Achieved		
1.02	Develop and implement a growth plan with each of our Aboriginal and Torres Strait Islander suppliers.	On track	Our growth strategy was impacted by COVID-19 but is still on track as a result of our strategy to mitigate impact on procurement targets.	
1.03	PwC will achieve 2.5% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	On track	Prior to COVID-19, we were on track to exceed the 2.5% contestable spend target. Due to COVID-19 impacts, progress has been significantly impacted. As of June 2020, contestable spend opportunities reduced by 40%. Our RAP Impact Mitigation Strategy resulted in 56% of contestable projects in FY20 being awarded to a First Nations business, which resulted a total of 2.9% contestable spend in FY20.	© © ©
1.04	PIC will achieve 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by March 2023.	On track		<b>00</b>
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	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.	00
.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 2020, PwC was proud to be a major sponsor for Indigenous Business Month.	© @ ©
.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 October 2020, we awarded GWS Engineering and Construction \$30,000 in PwC support. GWS will receive mentoring and access to PwC skills and expertise.	90
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 2020, we hosted both in person and virtual events across various offices, based on COVID-19 restrictions in each location. Our Adelaide office held an in person Indigenous Business Month Showcase to leverage and promote local First Nations businesses, while our Canberra office held a virtual showcase of First Nations businesses. Across the country, businesses were shared and showcase on our digital channels, in addition to multiple features in our RAP newsletter.	00
1.09	All relevant procurement staff will be trained in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or other.	Achieved	Key procurement staff completed face-to-face cultural awareness training in August 2019. Furthermore, all procurement staff completed the online cultural awareness training in February 2020.	000



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

RAP co	ommitment		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.	On track	While PwC had a recruitment freeze due to COVID-19, our mitigating disproportionate impact strategy ensured that we managed to hold our position during 2020 and not lose any roles. We have allocated responsibility to each of our business divisions to meet recruitment targets in 2021.	Ø
2.02	PIC will maintain a minimum of 60% Aboriginal and Torres Strait Islander employment across the business.	On track	64% of PIC's employees are Aboriginal and/or Torres Strait Islander peoples.	<b>(2)</b>
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 has been drafted and was lodged with the NSW Anti Discrimination Board in December 2019. 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 change across the firm. We intend to implemented this policy in 2021 subject to the exemption being secured.	Ø
3. Sup	porting 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.	Not on track	Our First Nations Networking Summit was scheduled for November 2020 but was delayed, as MobConnect and leadership both shared preferences for face to face events. Due to COVID-19, this was not possible in 2020. We intend to reschedule to May 2021, subject to restrictions.	00

### 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 co	mmitment		Performance outcome (Mar 2019 – Feb 2020)	RA Pill	ar	
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	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 Group, which includes both co-Chairs of the National Aboriginal and Torres Strait Islander Housing Authority and other geographically, gender and culturally diverse Aboriginal leaders with subject matter expertise in housing and homelessness.	0	<b>③</b>	
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 2020, we identified potential communities with a high need for culturally appropriate Aged Care facilities and engaged a First Nations consultant to approach these communities. One community is more progressed in the development cycle and it would not be mutually beneficial to partner. A second identified community located in SA is being approached in 2021.	0		
4.03	Sponsor the World Indigenous Housing Conference in 2019 to assist in promoting the conversation globally on Indigenous Peoples rights	Not yet due	We offered sponsorship support to the The World Indigenous Housing Conference, which was due to be held in May 2019. The benefits of this sponsorship are due to be realised in 2021 due to the deferral of the Conference.	0		
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.	0	<b>@</b>	
5. Enab homeles		inity events a	nd activities that raise funds and awareness for all Australians experiencing – or at risk of -			
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.	Achieved	In 2020, 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. One highlight was participation as mentors in the ABCN Indigenous mentoring program. ABCN is working with the NSW DoE on a pilot to deliver two specially adapted digital GOALs programs for Year 9 Indigenous students at Mount Austin High School in Wagga Wagga. While we had a decrease in overall volunteering participation across the board as a result of COVID-19 impacts, we are on track to meet our target by March 2023.	0	<b>@</b>	



### 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, **RA** Pillar **RAP** commitment Performance outcome (Mar 2019 – Feb 2020) 6.01 Develop a cultural awareness strategy for our Achieved We have developed a cultural awareness strategy for our staff and partners. Core elements of our staff which defines continuous cultural learning strategy include: launching online cultural awareness training, delivering face-to-face training for key roles, and sending delegations of staff to events such as Garma when possible. 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). 6.02 Every new employee or contractor to PwC and On 13 February 2020, PwC launched a new online cultural awareness training module that all new Exceeded PIC, as part of their mandatory induction, will do employees are required to complete as part of their firm induction. We're on track to achieve our target  $\bigcirc$ online cultural awareness training (developed in ahead of schedule. consultation with Aboriginal and Torres Strait Islander people and organisations) 6.03 All current employees will undertake online cultural On 13 February 2020, PwC launched a new online cultural awareness training module that all current Exceeded awareness training by 2023. employees were required to complete. Over 91% of people have already completed the module, and we're on track to achieve our target ahead of schedule. 6 04 All PIC staff to complete Core Cultural Learning: Achieved All PIC staff have completed the Core Cultural Learning course.  $\bigcirc$ Aboriginal and Torres Strait Islander Australia Foundation Course (10 x 1 hour modules) 6.05 Every Partner (~650) of PwC/PIC will attend Our partnership with Blackcard continued successfully in 2020, with Blackcard pivoting to convert their Exceeded face-to-face Aboriginal and Torres Strait Islander cultural capability training to online in response to COVID-19 restrictions. Over 280 partners completed  $\bigcirc$ cultural awareness training delivered by an this training in 2020. We are on track to continue to deliver this training to the remainder of the Aboriginal and/or Torres Strait Islander organisation. Partnership by the conclusion of our RAP in 2023. 6 06 Every Team Leader of an Aboriginal and/or Torres Exceeded Our partnership with Blackcard continued successfully in 2020, with Blackcard pivoting to convert their cultural capability training to online in response to COVID-19 restrictions. We are on track to continue to Strait Islander employee, every member of a RAP Working Group and the leaders of Human deliver this training to the remainder of the roles in scope by the conclusion of our RAP in 2023. 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. 6.07 PwC will have at least two members of its Senior Not yet due PwC and PIC supported a delegation of 22 staff and partners to attend Garma in August 2019. Due to Leadership Team and PIC will have one staff COVID-19, the 2020 Garma Festival was cancelled. Attendance will be supported again in August 2021.  $\bigcirc$ member attend the Garma Festival (or equivalent) each year and share their experiences. 6.08 Implement an Aboriginal and Torres Strait Islander Not on track Our Cultural Leave Policy has been drafted and was lodged with the NSW Anti Discrimination Board in paid Cultural Leave Policy. December 2019. 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 change across the firm. We intend to implemented this policy in 2021 subject to the exemption being secured. 6 0 9 Opportunity for all PwC Indigenous Consulting client Opportunities for staff to work with Aboriginal and Torres Strait Islander communities are regularly On track services staff to work in Aboriginal and Torres Strait identified as part of staff individual development plans, in consultation with our resource managers and Islander communities leadership. Due to COVID-19, face to face activity in communities is on hold.

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

RAP co	mmitment		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.	On track	In addition to all face to face events, we now include an Acknowledgement of Country at all large scale virtual events, such as Firmwide Webcasts. Guidance on how to perform an Acknowledgement of Country is available on our intranet and in the 'event management' style guide.	0
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.	Not on track	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 broadening the scope of the work. This has been placed on hold due to COVID-19 and associated business pressures.	Ø
8. PwC	and PIC will leverage our skills and expertise to have	e an impact on s	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	We are currently working with the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) on a review of the state and stock of Aboriginal Housing in Australia. This was identified by NATSIHA to be of significant strategic importance to the organisation and community.	©



I'm proud of the steps PwC has taken this year in undertaking a process of truth-telling about our nation's shared history and hearing stories previously not told of historical triumphs of First Nations peoples. The strong interest by our people to take up cultural awareness training and listen to First Nations voices describe systemic racism and injustice in Australia including Aboriginal deaths in custody - demonstrates the increasing curiosity by all Australians to learn and reconcile. These are important steps to work towards a future for First Nations peoples based on self-determination and mutual respect.

#### Julie McKay

Chief Diversity and Inclusion Officer and NRGG Member



### 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 c	ommitment		Performance outcome (Mar 2019 – Feb 2020)	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</i> <i>Declaration on the Rights of Indigenous Peoples</i> <i>within the PwC Australia's Human Rights Policy</i> <i>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	90% of our Implementation Strategy to embed and give effect to the UNDRIP at PwC has been implemented. To achieve the intent of this recommendation, we have embedded Aboriginal and Torres Strait Islander peoples' unique rights into PwC Australia Client Acceptance Process; Human Rights Impact Assessment; and Third Party Code of Conduct. We have been invited to co-lead the National Declaration working group through Reconciliation Australia. We have also presented on our successes at the PwC Global EUR conference.	©
9.02	PIC contribute towards industry thought leadership around embedding the <i>United</i> <i>Nations Declaration on the Rights of Indigenous</i> <i>Peoples</i> within businesses and their operations.	On track		
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</i> <i>Nations Declaration on the Rights of Indigenous</i> <i>Peoples</i> within businesses and their operations	Not yet due		00
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 (USH). Internal communications on our role in supporting the USH continues on a regular basis, including via a monthly newsletter to key stakeholders and articles in our firmwide channels. We are supporting the Toward Truth project, a collaboration between Public Interest Advocacy Centre and the Indigenous Law Centre which will provide practical, foundational support for the truth-telling process called for in the USH.	

### Building strong strategic relationships with Aboriginal and Torres Strait Islander peoples

10.	Engaging our people to strengthen and build new re	lationships w	vith Aboriginal and Torres Strait Islander communities.	
RAP co	mmitment		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.	Achieved	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 2020, membership was impacted by COVID19 pressures and the firm restructure. A membership drive will take place in 2021 to reinvigorate the groups.	000
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.	Exceeded	On 28 May 2020, we held a virtual event to celebrate National Reconciliation Week. This was streamed live to over 500 ANZ, Wesfarmers and PwC employees with Karen Mundine as host and special guests from Uncle Archie Roach, Nick Paton from Red Room Poetry, Mundanara Bayles from BlackCard and Isaiah Dawe from ID Know Yourself. Our event was registered on the National Reconciliation Week website. Due to COVID-19, working face to face with communities and respecting relationships was rendered difficult without compromising the safety of the communities.	99
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	This was successful despite the limitations of COVID-19, with participation taking place virtually where necessary. We had record participation in the NAIDOC virtual IMF run; NAIDOC videos were shared across our channels; resources and events from National Reconciliation Week were shared and participated in; and local working groups undertook location specific activities e.g. Canberra cooked a dessert with native ingredients and shared images and recipes on our internal channels.	000
10.04	Register our NRW events via Reconciliation Australia's NRW website.	On track	On 28 May 2020, we held a virtual event to celebrate National Reconciliation Week. This was streamed live to over 500 ANZ, Wesfarmers and PwC employees with Karen Mundine as host and special guests from Uncle Archie Roach, Nick Paton from Red Room Poetry, Mundanara Bayles from BlackCard and Isaiah Dawe from ID Know Yourself. Our event was registered on the National Reconciliation Week website.	000
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	Number of formal relationships - 8 Number of informal relationships - 12 Formal relationships refer to relationships that have been formalised with a contract or memorandum of understanding.	000
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 a monthly newsletter to key stakeholders and articles in our firmwide channels.	$\bigcirc \bigcirc \bigcirc \bigcirc$



10.	Engaging our people to strengthen and build new re	elationships w	ith Aboriginal and Torres Strait Islander communities.	
RAP co	mmitment		Performance outcome (Mar 2019 – Feb 2020)	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 Reconciliation Barometer survey was undertaken in November 2020 - later then planned due to COVID19 related restructures. The results will be used as a benchmark for future years. At PwC we widely agree that Aboriginal and Torres Strait Islander people hold a unique and important place in our nation's identity, with 72% of respondents "strongly agreeing" with this statement.	000
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 was impacted by COVID-19, which made it hard to engage with Traditional Owners in communities. In addition, our people were working from home for the majority of 2020, reducing the focus on office specific initiatives. Due to the need to focus on mitigating disproportionate impacts of COVID-19, this was deprioritised and will be recommenced when staff are back in the offices on a more regular basis in 2021.	000
11.	Ensure accountability and transparency through re	porting RAP a	chievements, challenges and learnings both internally and externally.	
11.01	Provide the Measurement Questionnaire to Reconciliation Australia.	On track	RAP Impact Measurement Questionnaire submitted in September 2020.	
11.02	Provide a progress report to Reconciliation Australia in 2020 and at completion (2023).	Achieved	RAP Progress Report completed in March 2021. 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.	Not yet due	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.	On track	RAP Progress Report completed in March 2021. 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.	Achieved	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 December 2020.	
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 by the conclusion of our RAP in 2023.	

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