

Elevate Reconciliation Action Plan

End of Elevate RAP Report March 2019 - December 2023

PwC Australia



About PwC Australia

At PwC Australia, we take a human-led, tech-powered approach, combining diverse perspectives, expertise and relationships with the right technology to solve problems and unlock opportunities.

We're part of a global network of firms spanning 149 countries with over 370,000 people and services that include artificial intelligence, assurance, digital transformation, deals, tax, consulting, cybersecurity and digital trust.

In Australia, our team is over 7,000 strong, with deep expertise in the industries critical to our nation including energy, utilities and resources, financial services, healthcare, education and consumer markets.

We're committed to diversity, inclusion, wellbeing and corporate sustainability. And we empower our people through upskilling, flexible working and pursuing their passions.

Transition to Yamagigu Consulting

As we present the culmination of our Elevate Reconciliation Action Plan (RAP), it is important to highlight that the achievements documented herein reflect the collaborative efforts of PwC Australia and Yamagigu Consulting Pty Limited (formerly known as PricewaterhouseCoopers Indigenous Consulting Pty Limited) (**PIC**) while PwC Australia retained its minority interest in PIC. Given that our Elevate RAP was a joint initiative, this report includes the combined milestones reached by both entities up to 31 December 2023.

During the period up to 31 December 2023, PIC was a specialist firm within PwC's global network that provided advice, developed strategies, and supported strategy execution to help realise the commercial and community potential of First Nations policies, programs, projects, organisations, and businesses. As a certified First Nations business, PIC was majority-owned, led, and staffed by First Nations professionals, passionately advocating for the rights of First Nations peoples to create and determine their own futures.

In August 2024, PwC Australia divested its 49% minority share in PIC, leading to the rebranding as Yamagigu Consulting. Yamagigu Consulting continues to be majority-owned, led, and staffed by First Nations professionals, maintaining its mission to empower First Nations communities.

While we highly value our long-standing relationship with PIC, and the impact the team has made in empowering First Nations communities, we fully support the steps the PIC leadership team is taking to ensure the continued success of the business, including protecting jobs, supporting clients and determining their own future.

As a firm, we remain committed to our focus on reconciliation and supporting First Nations peoples, with First Nations Prosperity one of our key impact areas.





Acknowledgement of Country and Traditional Owners

PwC Australia (PwC) and PwC's Indigenous Consulting (PIC) acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout Australia.

Our offices are located on the traditional lands of the Kurna peoples in Adelaide, the Turrbal and Jagera peoples in Brisbane, the Larrakia peoples of Darwin, the Ngunnawal and Ngambri peoples in Canberra, the Wurundjeri peoples of the Kulin nation in Melbourne, the Awabakal peoples in Newcastle, the Whadjuk peoples of the Noongar Nation in Perth, the 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 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.

PwC and PIC recognises the importance of engaging with Aboriginal and Torres Strait Islander peoples and communities, in alignment with the Declaration, together with PwC Australia's Human Rights Policy and PwC's Global Human Rights Statement.

¹ United Nations Declaration on the Rights of Indigenous Peoples, GA Resolution 61/295, UN Doc A/61/L.67 (2007).

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A message from PwC Australia's CEO

At PwC, we are committed to achieving reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians.

As we come to the end of our Elevate RAP, I am proud of the progress we have made toward reconciliation and our commitment to supporting First Nations businesses and communities, including:

- Embedding the importance of First Nations cultures, knowledges and connection to Country into the way we do business and build relationships with stakeholders.
- Delivering the First Nations Academy, providing professional development and cultural enrichment for First Nations employees across PIC and PwC.
- Supporting First Nations businesses and communities such as through sponsoring the Murra Boost awards and the Towards Truth project, an online platform to empower First Nations-led truth-telling.
- Having a strong leadership presence and volunteer cohort at the 2023 Garma Festival.
- Encouraging all staff to continue supporting First Nations businesses all year round.

Given the importance of the Aboriginal and Torres Strait Islander Voice to Parliament referendum, PwC hosted roadshows across all our national offices, inviting prominent First Nations peoples to inform and educate our staff on its purpose. This is in line with our support for the Uluru Statement from the Heart.

PwC Australia is making progress against its **Commitments to Change**, which will help us to realise our vision of building a leading culture, with ethics and integrity at our core. This work will complement the lessons we've learned and steps we've taken to embed our Elevate RAP, and help us develop future commitments, as a matter of priority.

We are committed to reconciliation and working together toward a more just and equitable future for all Australians.

Kevin Burrowes
CEO



Summary of outcomes against commitments

We achieved or partially achieved 42 of our 49 commitments. Full details are provided in the Performance Outcome section of this report.

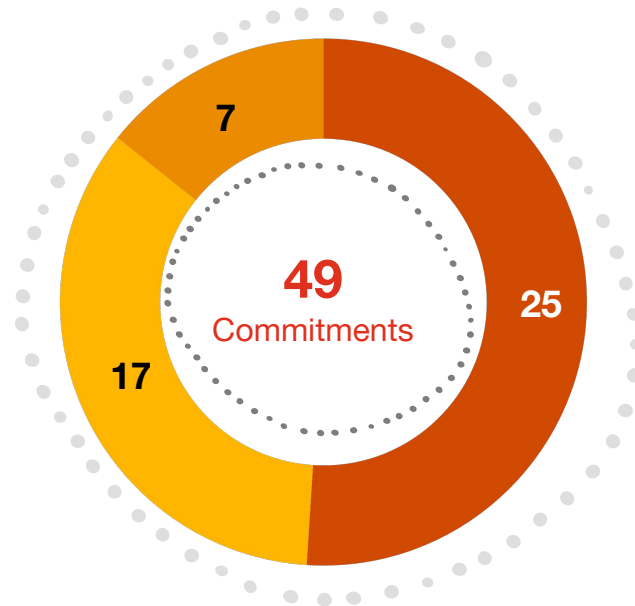
Tracking the progress of our commitments during the RAP period and highlighting case studies, provided an opportunity to celebrate our achievements, and also reflect on how we could utilise learnings to inform future actions.

Definition of our targets:

Achieved: We completed and met expectations for that target.

Partially achieved: We substantially delivered against the target, however did not meet the target in full.

Not achieved: We took action towards meeting the target during the RAP period, however actions taken were not considered substantially delivered.



We are proud of our achievements, highlights include:

Met our procurement target



Contestable spend with First Nations suppliers, which was beyond the target of 2.5%

Ran PwC's First Indigenous tech academy



First Nations students participated in a first of its kind Tech Academy. The PIC team, with the support of Salesforce, were instrumental in running the 2023 Indigenous Tech Academy (ITA)

Supported Murra Boost Award



Indigenous businesses were supported through the Murra Boost Award to grow and scale their business

Delivery of cultural awareness training for leaders



Partners completed face-to-face Aboriginal and Torres Strait Islander cultural awareness training delivered by BlackCard

Continuous executive presence at Garma Festival



PwC executive team members, partners and senior staff attended Garma Festivals over three events demonstrating senior leadership commitment, with an additional four volunteers in 2023



Summary of progress continued

Challenges in meeting commitments

Due to challenges throughout the RAP period, including the COVID-19 pandemic and the divestment of PwC's government business, the firm's ability to deliver on some of its RAP commitments was impacted. The pandemic hindered community engagement and in-person initiatives. Additionally, the divestment of the government business segment resulted in a reallocation of resources and restructuring within the firm, further impacting progress on certain RAP goals.

Continuous improvement initiatives

In November 2024, specified procedures were performed over a number of selected performance outcomes. These procedures were conducted by PwC Assurance specialists who were not involved in the management or delivery of the RAP. These procedures included testing the completeness and accuracy of the selected performance outcomes contained within this report. Matters identified during the completion of the procedures were remedied and updated in this final report.

An internal audit was also conducted mid-way through the Elevate RAP in 2022, and recommended governance and controls improvements to manage the RAP program of work, which will be actioned in the development of future commitments.

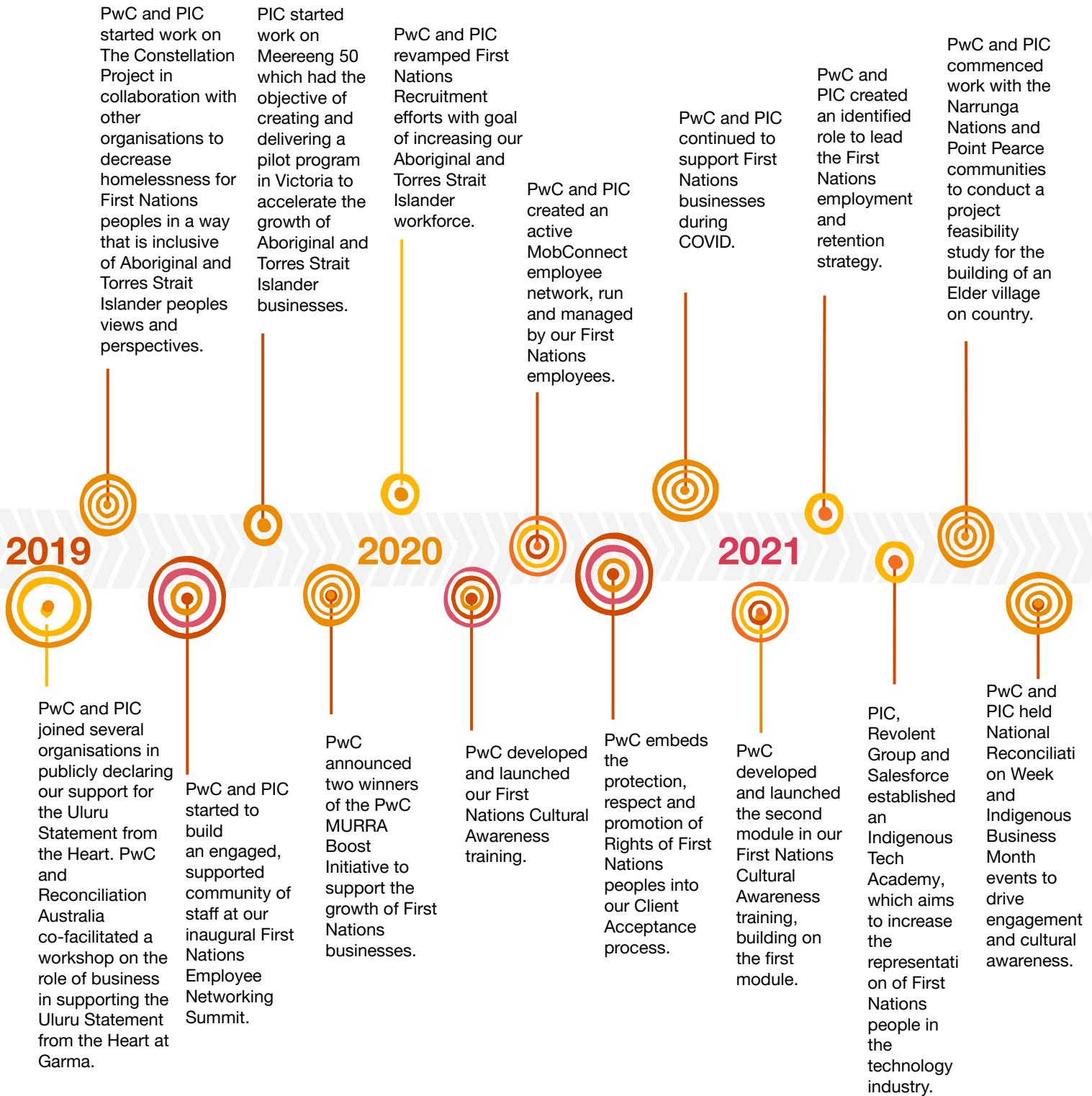
Learnings include the importance of embedding First Nations voices into governance, a strong evidence collection and maintenance process, and clear definitions for each RAP commitment, including the outcomes being sought.

Key challenges

- **Indigenous business sector development:** Despite the success of the M50 program it did not deliver all of the outcomes that were sought, however the program delivered a number of learnings. Due to PwC organisational changes the learnings paper was not published.
- **Office renaming** was completed in Adelaide, Perth and Melbourne. Sydney and Brisbane are still working to develop local relationships and we no longer have a Canberra office.
- **First Nations employment** was impacted by COVID and organisational changes, resulting in PwC not meeting its employment target of hiring 100 First Nations staff and 1.5% of campus recruitment. We delivered a number of other employment initiatives including the Indigenous Tech Academy and the First Nations Academy.
- **Cultural awareness training** was assigned to PwC staff, achieving a 70% completion rate, which fell short of our 100% target. This shortfall was due a system error that didn't allocate training to a cohort of individuals and the duration of onboarding processes for completing training.
- **First Nations practice guide:** We did not launch the practice guide, as the scope was re-assessed based on feedback from the business about what guidance was needed. This is being rescoped to incorporate a Human Rights based approach.

We are proud of our achievements to date, and our challenges have offered learnings to incorporate into future commitments. We remain committed to reconciliation and fostering a more inclusive and equitable society.

Highlights from our Elevate RAP journey



Highlights continued...

2022

PwC launched our First Nations Cultural Leave policy to enable our First Nations team members to connect to community and maintain and practise culture.

PwC continued to roll out BlackCard First Nations cultural capability workshops, attended by over 1,200 partners and staff.

During National Reconciliation Week (NRW) in 2022 approximately 1250 attendees joined our live webcast event about what it means to be brave and make change.

We launched products from First Nations business Warndu in our Sydney, Brisbane and Melbourne cafes, and helped staff support First Nations businesses for gifts, catering, flowers, on-country experiences and more.

PwC sponsored and supported the Towards Truth project through a collaboration with PIC, helping design an online platform to empower First Nations-led truth-telling as called for by the Uluru Statement from the Heart.

2023

Leadership from PwC and PIC attended the Garma Festival to explore how we can further contribute to First Nations economic and community empowerment. For the first time, PwC and PIC sent a delegation of our people to volunteer at the festival.

First Nations culture, knowledge and connection to country was embedded into our Partner Ignite partner conference and PwC's Signature Experience 'The Outside' event. At The Outside, people connected to Wonnarua Country; immersed themselves in traditional song, dance and ceremony; engaged in deep learning with Elders; and participated in workshops on cosmology and traditional approaches to mindfulness.

The 2023 PwC Murra Boost Award was awarded to Indigenous Business "Healthy Dreaming", a 100% Aboriginal owned Port Augusta business providing disability care and co-ordination services to the local community. They were granted \$30,000 of PwC skills and expertise to help enable their future growth, and we look forward to supporting their business growth journey.

PIC welcomed First Nations interns as part of our Indigenous Tech Academy.

Approximately 1350 PwC and PIC people registered for this event. Many of whom connected in person across our offices and virtually to celebrate the 2023 National Reconciliation Week theme 'Be a Voice for Generations'.

PwC First Nations workforce nearly doubled since the commencement of the RAP.

PIC and PwC ran National Voice Roadshows with prominent First Nations speakers and allies to ensure we helped inform and educate our people ahead of The Voice to Parliament referendum.



CASE STUDY:

Constellation Project First Nations Leadership



The Constellation Project was founded in 2018 by a group of organisations (including PwC) with their mission to end homelessness in a generation through collaborating across sectors and developing smart solutions. PwC and PIC proudly provided technical expertise to the project in areas such as data and financial modelling, design, facilitation, and communications.

Aboriginal and Torres Strait Islander peoples are disproportionately represented among those at risk of, or experiencing homelessness.

As such, The Constellation Project team engaged First Nations subject matter experts who participated in the strategy design process and recommended the formation of the First Nations Leadership Team (FNLT), to advise and guide the project on how to deliver on self-determination in homelessness solutions - with one member dedicated to providing oversight of all project work to ensure a strengths based approach.

The First Nations Leadership Group directed attention in three areas, which PwC and PIC proudly supported:



Formation of a national Aboriginal and Torres Strait Islander housing peak body

In November 2022, PwC hosted the launch and conference of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) in Canberra, with Minister Linda Burney and Minister Julia Collins attending formalities, and over 70 delegates from all states and territories representing First Nations housing. This was the culmination of several years of work with the co-founders to establish a national voice for First Nations housing.



Supporting a community led model for ageing on country through an Elder Village

PwC provided feasibility funding for Narrunga Nations to co-design a fit-for-purpose Elder Village on country. Working with community Elders and leaders in a series of co-design workshops, PwC and PIC enabled the community to develop a vision for sustainable, affordable, and culturally safe living options for Elders.



Enabling young First Nations people to navigate their own journeys and avoid homelessness when exiting out of home care or the youth justice system

Young people with lived experience of the care and youth justice system led the development of a model to enable those leaving care to access services and support. PwC and PIC supported with design sessions for the model and project management. Based in South Australia, the project engaged key public sector and First Nations leaders and informed potential new approaches, specifically through the publication of a report written and produced by young people who have experienced or been at risk of homelessness.

CASE STUDY:

Support for launching NATSIHA, a National Aboriginal and Torres Strait Islander Housing peak body

From 2019, PwC and PIC (through the work of the Constellation Project) supported the establishment of a new national housing peak body for Aboriginal and Torres Strait Islander housing: the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA).

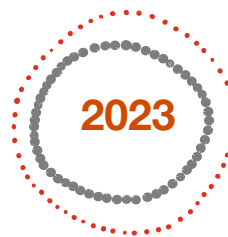


PwC supported the event planning for the World Indigenous Housing Conference that was to be hosted in Australia in 2021. These conversations generated the early work in exploring and planning for a national peak housing body.



PwC and PIC worked with NATSIHA to plan and design a series of events to launch the first National Housing peak for Aboriginal and Torres Strait Islander peoples in Australia, NATSIHA.

PwC and PIC hosted the launch of NATSIHA, attended by Minister Linda Burney and Minister Julie Collins. This two-day event saw 70 delegates from Aboriginal Housing organisations from across Australia come together in Canberra. We also supported NATSIHA in their new office opening in Kogarah (on 23 May).



PwC and PIC supported NATSIHA in hosting the first of a series of national industry roundtables to shape the conversation about First Nations housing at a time when housing and First Nations outcomes are two of the most pressing issues for Australia.



CASE STUDY:

First Nations Networking Summit

On 1 February 2023, around 50 First Nations employees from PwC and PIC gathered on Gadigal Country for our First Nations Networking Summit. They were joined by seniors leaders from the firm, including the CEOs of PwC and PIC at the time, as well as selected PwC/PIC Partners.

Hosted at the National Centre of Indigenous Excellence in Redfern, the Summit provided a space for those First Nations Employees to connect to: Country, Place, Community, our RAP, our leadership and, most importantly, each other.

The feedback received was overwhelmingly positive, with attendees commenting that they enjoying connecting with each other and being in the same room together. A scribe captured key elements of the day (pictured).

Key themes from the day included:

- The importance of sharing our story
- Come together and connect to people and place
- Building change through success
- Taking every chance you can to learn about culture.



CASE STUDY:

First Nations Academy

In FY23 PwC and PIC ran a First Nations Academy to enable First Nations employees to build their skills and grow their careers.

Supporting First Nations employees to enhance their networks, skills and knowledge was an integral part of the First Nations Academy, and in April 2023 we provided participants with mentoring and coaching supports. We connected Associates and Senior Associates from PwC and PIC with Directors and Partners as Mentors to develop their skills during the early stages of their career. For Managers and Senior Managers, we partnered with a professional coaching service to provide access to professional coaches to support their goals as leaders or future leaders.

In partnership with Traditional Custodians and local community organisations, we provided opportunities for our people to participate in Cultural Immersion activities. Delivered locally in each office, these immersive experiences enhanced our people's connections with the community and Country in which they work and live.

CASE STUDY:

Cultural Immersions

In 2023 we provided First Nations and non-First Nations employees the opportunity to participate in cultural immersion activities. Delivered locally in each office location, these immersive cultural experiences enhance the connection to Country in which we work and live. They also provide an opportunity for First Nations employees to strengthen their connections with each other.

The following immersions took place in 2023:

- Naarm (Melbourne): Cultural Walk with Caroline Martin, Senior Custodian of Boonwurrung Country, Yalukit Marnang, held in August 2023.
- Canberra: Cultural Walk with Ngunnawal man Tyrone Bell, held in August 2023.
- Sydney: Sunrise Ceremony with Aunty Margaret Campbell, Dunghutti, in October 2023, where Aunty Margret guided the group into a geometric formation specific to the Dreamtime. There was a welcome to grandfather sun as it rose over the Harbour. The group learned about Aboriginal people's saltwater heritage within Sydney Harbour, their land and water use, and their spiritual connection to the adjoining waterways and foreshores.
- Boorloo (Perth): Cultural Immersion at Dandjoo Darbalung, St Catherine's College, where we offered the opportunity for PwC and PIC team members to engage with First Nations University Students of the Dandjoo Darbalung Program at Saint Catherine's College, University of WA. Four students from Dandjoo Darbalung took our staff on a journey sharing their stories while participating in an activity. There was also a fireside yarn where everyone went to a Yarning Circle to sit around a fire and connect with more students to share information about PwC and PIC.





CASE STUDY:

Meereeng 50 Impact Report



First Australians Procurement Accelerator

Meereeng 50 (M50) is a pilot program in Victoria to accelerate the growth of Aboriginal and Torres Strait Islander businesses in that state.

To develop the pilot program, PwC and PIC worked alongside the University of Melbourne, Kinaway (the Victorian Aboriginal Chamber of Commerce), Indigenous Business Australia and the Victorian Government (DEDJTR), as well as corporate supporters and procurement partners including Lendlease, NAB, Telstra and Australia Post.

PIC undertook a mini-evaluation of the M50 program in early 2022 to ascertain the effectiveness of the pilot program.

Our mini-evaluation of the M50 program found all of the First Nations businesses (Vendors) continued to trade and a number of them have grown their businesses.

In addition, since FY19, 83% of the corporate partners (Buyers) have increased the value of products and services they purchase from First Nations businesses.

That said, while the M50 program did not deliver all of the outcomes that were sought, this was mostly due to the impact of COVID-19 and lockdowns. The lack of opportunity to engage face-to-face and make meaningful connections was a significant hurdle to building ongoing relationships between Vendors and Buyers. Time and space for genuine inquiry and developing an understanding of each other as people, as well as the needs and aspirations of each business, is a critical foundation for enduring relationships.

PwC and PIC have taken these learnings and woven them into numerous projects with large Australian corporates who are looking to work more effectively with First Nations suppliers.

Key learnings included:



The support provided through M50 was invaluable to many of the businesses and there was likely to have been some strengthening of general business skills through the formal learning component of the program. This included individual business coaches and mentors to each of the Vendors, which allowed business owners to apply their learnings in a supported environment.



M50 likely elevated the importance for Buyers to be more deliberate about their engagement with First Nations businesses - noting increased spending with First Nations businesses is unlikely to occur without concerted effort and a willingness to 'do things differently'.



M50 was effective in establishing and strengthening relationships within the First Nations business ecosystem.



CASE STUDY:

First Nations Cultural Leave



The policy is an acknowledgement of our strength as First Nations People. When we are connected to our mobs, culture, language and country, we are stronger, we know our responsibilities, and we give back to our community.

Daniella Dickson
Reconciliation Director

PwC and PIC launched our new First Nations Cultural Leave policy in June 2022. The policy entitles employees who identify as Aboriginal and/or Torres Strait Islander up to two days of paid leave and up to five days of unpaid leave each year to connect to community and maintain, develop and practise culture.

The policy applies to full or part-time PwC and PIC employees who identify as Aboriginal and/or Torres Strait Islander - with no minimum service eligibility period. This policy works in conjunction with our Compassionate Leave policy in regard to funerals and Sorry Business. As a key commitment of the joint Elevate Reconciliation Action Plan between PwC and PIC, this policy is a demonstration of our strong commitment to reconciliation and reflective of the steps needed to redress the history of our nation - including underrepresentation of First Nations peoples in our firm. It recognises and supports our First Nations peoples to continue to have a rich knowledge and understanding of their culture and to maintain a strong connection to family, kinship and community.

Supporting First Nations peoples to participate in the cultural traditions and practices that are unique to their culture, pursuant to Article 5 of the United Nations Declaration on the Rights of Indigenous Peoples, is a key part of reconciliation. Our new policy recognises the importance of our First Nations peoples speaking with confidence on First Nations issues and being respected in the communities in which they work. It also respects the rich knowledge and understanding of the culture of our First Nations peoples by supporting them to:

- participate in important community decision making processes, including determinations over land and water rights
- promote their rights to self-determination to enable our First Nations employees to observe, celebrate and commemorate dates of significance to their communities
- practise and/or restore culture and language
- observe dates that commemorate colonial massacres that have occurred and are mourned by First Nations peoples
- empower our First Nations employees who are members of the Stolen Generations and their descendants, to reconnect with family, community and culture.

CASE STUDY:

Garma 2023 leadership attendance

Each year, the Garma Festival is hosted by the Yothu Yindi Foundation at Gulkula on Gumatj Country in remote northeast Arnhem Land, Northern Territory. This four-day celebration is Australia's premier First Nations event and is a celebration of Yolngu life, culture, art and ceremony, with traditional miny'tji (art), story-telling, manikay (song) and bunggul (dance). Garma was attended by business leaders, local, national and international political leaders, cultural and community leaders, academics and journalists to discuss pressing issues affecting First Nations peoples.

12 PwC and PIC executive team members attended the Garma Festival, demonstrating senior leadership commitment to Reconciliation as well as deepening their own cultural awareness.



Yo manymak - mandaang guwu - thank you to the Yolngu for their generous invitation to experience their beautiful Country and culture. There are so many things for which I am grateful about this opportunity:

the space to reconnect, re-energise and ground myself in what is a challenging year for First Nations mob in this country with the Voice referendum.

Through story, song, dance and speech the Yolngu reminded us that this country is built on an ancient, powerful foundation, one that continues to enrich the lives of all Australians. But, in the words of Uncle Djawa Yunupingu, it is a nation that is 'not complete'. It is a nation that does not recognise the sovereignty, the rights and value of First Nations peoples in this country. Uncle Djawa described The Voice as the gift his brother, the late Yunupingu, had sought to give the nation. He said 'it will be the Land, sea, stars and ancestors that get a voice'.

We were reminded that First Nations mob in this country do not seek division - we never have. We seek a path forward, together, to build a nation that we will proudly bequeath to our children. And along the way, learn more from each other, just like the many non-Indigenous people who excitedly joined the Yolngu clans in the *bunggul* each evening at Garma.

My Garma experience gave me pause to reflect on the debate surrounding The Voice, which has become more about politicking and less about its true intent, and that is one of inclusion. We've covered all of the facts and rehashed academic arguments, but we've missed the humanity in all of the discourse. In my language, Wiradyuri, our paths are guided by our philosophy of *yindyamarra*, of going slowly, listening deeply, giving honour, taking responsibility, and living through and with respect. If we could consider the ask through this lens, perhaps the answer may become more clear.

Finally, I will share what is probably my favourite quote from Garma. 'Yes' campaigner and Guugu-Yimithirr lawyer, Noel Pearson, said that through The Voice 'we're going to add a little bit of soul to our founding document'. Because, hey, who can deny the constitution needs a little bit more soul?

Amara Barnes

Director at PwC's Indigenous Consulting

Quote provided August 2023 upon completion of Garma experience

CASE STUDY:

Garma 2023 volunteering

In 2023, for the first time, PwC and PIC sent a delegation of volunteers to the Garma Festival. They supported with the setup, operations and decommissioning of the festival.



At Garma I was part of generous conversations with First Nations Elders, unpacking what the Voice could mean for them. I was able to understand being an ally is going to be an important role for me come referendum day; in fact, everyone has a critical role to play in educating ourselves and each other.

Ashleigh Allen
Manager, PwC

Quote provided August 2023 upon completion of Garma experience



CASE STUDY:

Garma volunteering 2023 (continued)



My experience at Garma in 2023 was truly unforgettable. Not only did I meet some amazing people, got to explore a beautiful part of Australia, but I also learned so much about Yolngu culture and country. My time at Garma highlighted the importance of using my voice as an ally and to have open and respectful conversations with family and friends and to get informed about the upcoming referendum. I will carry these memories and learnings with me forever, and would highly recommend Garma to anyone who is interested.

Imann-jana Potgieter

Senior Associate, PwC's Indigenous Consulting

Quote provided August 2023 upon completion of Garma experience



I was honoured to attend Garma 2023 and very grateful to PwC for providing this experience. On the first day I was allocated into the "harvesting" team where we went out on Country - with the permission of the Traditional Owners - to chop down select saplings, drag them out of the forest, clean them up and turn them into giant picture frames and flag poles. We chopped down in excess of 300 on the first day (and more on the second and third!). It was hot and dirty work - we all got covered in red bauxite dust - but absolutely exhilarating. We used the smaller saplings to create a beautiful cultural tent (which was certified as storm proof by engineers!) where, among other events, Paul Kelly hosted an impromptu gig with some other local musicians. Another highlight was attending a women-only spiritual healing event under the stars. The whole experience, from set up, bump out, and meeting other volleys from Amazon, Origin Energy, Virgin and a bunch of individuals, was life changing. If you ever get the chance, do it!

Claudia Pitts

Director at PwC's Indigenous Consulting

Quote provided August 2023 upon completion of Garma experience



The Garma festival was an important opportunity for me to build cultural competency as a legal professional, especially in the year of the referendum where lawyers have an important role in informing public discussion. I believe all lawyers have a professional responsibility to learn more about First Nations cultures in improving systemic issues in the Australian legal justice system.

Bella Ridout

Senior Associate, PwC

Quote provided August 2023 upon completion of Garma experience

CASE STUDY:

Garma volunteering 2023 (continued)



Through my involvement with the Garma festival, I have gained valuable experiences and insights into the ancient First Nations trade routes that were a central part of life for First Nations peoples prior to the British settlement of Australia. I learned about the historic Makassar-Yolngu relationship between Indonesian fishermen and First Nations peoples, which has been in existence for centuries. As an international student from Indonesia, I got involved with the Garma festival four years ago to continue learning about First Nations cultures, particularly after reading about the Makassar-Yolngu relationship from a news article. My experience at Garma has been eye-opening, and I am grateful for the opportunity to learn more about the rich history and culture of Australia's First Nations peoples.

Jason Rumengan
Assurance Associate, PwC

Quote provided August 2023 upon completion of Garma experience



Volunteering Garma provided me with the opportunity to learn intriguing historical facts about our country. For instance, I discovered that Europeans were not the first point of contact for First Nations peoples in Australia. Instead, Yolngu had been engaging in complex trading systems with the Macassans from Sulawesi, Indonesia for many thousands of years before Europeans arrived. I also learned that Yolngu landowners have NASA space facilities on their land, which they were consulted about under the Aboriginal Land Rights Act of 1976, and that Yolngu helped build the Arnhem Space Centre. This information is not commonly known, and my experience at Garma changed my perspective on how many truths we know about this country's past.

Letay Silveira
Consulting Associate, PwC

Quote provided August 2023 upon completion of Garma experience



I was touched on how empowering this festival was in the lead up to the national Voice Referendum. It was an absolute honour to be welcomed onto the Yolngu Country by the Traditional Owners. Being able to work with the Indigenous Rangers who care for the natural environment and to learn and read the landscape for changes in weather and seasons. Sitting with the Aunties and making bush tea on the open fire. Listening to Dreaming stories that are written in the stars by our First Astronomers. I will also never forget the friendships I've formed with the other volunteers, who also travelled from across the country to attend the festival and to listen and learn from First Nations peoples.

Christian Lee
Manager at PwC's Indigenous Consulting

Quote provided August 2023 upon completion of Garma experience



CASE STUDY:

Indigenous Tech Academy

The PwC Indigenous Consulting (PIC) team, with the support of Salesforce, were instrumental in running the 2023 Indigenous Tech Academy (ITA). The initiative was a first of its kind, providing eight students with the opportunity to participate in a 12-month program to build work-ready tech skills and Salesforce platform knowledge.

The program was a huge success, with some of the participants now in full-time roles at the firm. The program has given people who may not have attended university the opportunity to start a career in a professional services firm.



The world of tech has always interested me and there are a very small number of First Nations people in tech. If you look at First Nations communities, particularly in regional areas (e.g. the outback, Cairns, Alice Springs), the gap around tech knowledge is big, especially the pathways into tech. In addition, in these regional areas it is really difficult to get access to further education such as university. Many First Nations people carry a lot of trauma and this can mean you put your education on hold.

The Indigenous Tech Academy program was both a learning experience and a time for reflection - having the opportunity to be able to step outside of my comfort zone, take on a new challenge and put myself first. I have always been one to put others' needs before my own which has ultimately left me wondering what I actually want in life. This opportunity made me reevaluate my educational status and made me think 'wow, I'm in my mid-thirties, learning new skills and it's pretty amazing.'

Ultimately, the program gave me the opportunity to see a clear pathway for my career and the leadership role I ultimately want to attain. Although I found the tech element of the program quite easy, I was able to challenge myself in other ways, learning other life skills and growing within myself and my career. At its core, community is what keeps the program going - I still catch up with everyone I did the program with.

Programs like the Indigenous Tech Academy provide such an amazing opportunity to First Nations peoples, guiding them down a different path and opening doors that otherwise may not have been opened.

Tara Jackson-Goraya

Former Associate at PwC's Indigenous Consulting



CASE STUDY:

Voice to Parliament - thought leadership

In February 2023, PIC prepared public thought leadership document titled [Who is speaking? Who is listening? Voice architecture and operational considerations: Voice as a vehicle for practical community outcomes.](#)

PIC was asked by Uphold & Recognise to provide a view on the link between the Voice proposal and the delivery of tangible local outcomes for First Nations communities.

This paper was developed to contribute to the discourse around constitutional recognition in the form of a Voice for Aboriginal and Torres Strait Islander Peoples in Australia's Constitution.



CASE STUDY:

Voice to Parliament - getting informed

In 2023 PwC's Indigenous Consulting (PIC) and PwC Australia supported an Aboriginal and Torres Strait Islander Voice to Parliament. We believe that a Voice can genuinely deliver practical local, regional and national outcomes. Our work across the country for almost a decade - across remote, regional and urban communities - provides us with a significant body of work on which to form this view.

In the lead up to the 2023 referendum, our colleagues across PwC and PIC helped inform and educate those seeking to understand the connection between the concept of a Voice and practical community outcomes.

As we progressed towards the referendum, it was a great opportunity for us to demonstrate respect and inclusion for all of our colleagues and their differing views, including within First Nations communities, and to listen respectfully to each other.

We hosted six employee events at our offices around the country with prominent First Nations speakers to ensure our staff were informed and educated in the lead up to the vote.

External speakers who we were honoured to have hosted:

Ngunnawal and Ngambri Country (Canberra) Office - **Aunty Pat Anderson**

Meanjin (Brisbane) Office - **Dr Jackie Huggins**

Tarndanya (Adelaide) Office - **Dale Agius**

Boorloo (Perth) Office - **Jesse Fleay and Emily Knowles**

Naarm (Melbourne) Office - **Imogen Whittaker**

Gadigal Country (Sydney) Office - **Rachel Perkins**



CASE STUDY:

Murra Boost 2023 & the IYORIA project

For the past seven years, PwC and PIC have supported the MURRA boost initiative. In lieu of MURRA Boost in 2023 (which paused that year) and as part of our Indigenous Business Month celebrations, PwC and PIC supported the IYORIA Aboriginal Elders Belonging Estate project through their 'For our Elders' fundraiser luncheon. This involved supporting a select number of staff and clients, as well as community members and Elders, to attend the event so they could learn more about the vision for the project and its development.

The project is about changing the narrative and improving the life expectancy, and quality of life, of Aboriginal Australians by reconnecting Elders back to their lifeblood. The proposed location of the project is on Wangal Country and will be designed for Elders to rebuild connections to their traditions and the Land.



As a Palawa man, I know the importance of looking after Country and our Elders. Despite the dispossession we have faced, despite the fact we have been told not to speak our languages or practice our cultures, our Elders have stayed strong and resilient. That is why I support, and Australia needs, the IYORIA Belonging Estate; it will provide a safe and dignified place for our Elders to live, heal and continue our cultures.

Tim Sculthorpe

Former PIC Senior Manager - On the importance of projects such as the IYORIA Aboriginal Elders Belonging Estate



CASE STUDY:

National Reconciliation Week 2023

PwC held a special event in Narm (Melbourne) for National Reconciliation Week (NRW) with the theme **'Be a Voice for Generations'**.

Our speakers were:

- Cathy Freeman, a Kuku Yalanji and Birri Gubba woman, an Olympic gold medallist and one of Australia's most admired and respected athletes.
- Aunty Geraldine Atkinson, a proud Bangerang/Wiradjuri woman and Co-Chair of the First Peoples' Assembly of Victoria, who has been instrumental in driving government and policy reform in Aboriginal education.
- Leila Gurruwiwi, a Yolngu woman of the Galpu Clan from Northeast Arnhem land and a cultural awareness advocate and mentor who has combined a successful media career with community pursuits.
- Gavin Brown, a Wiradjuri man; CEO, co-founder and co-owner of PwC's Indigenous Consulting (PIC); and a trusted adviser to the public and private sector as well as Indigenous groups throughout Australia.
- Olli Wynyard Gonfond, a Koorie man working with PwC's Indigenous Consulting (PIC) and a passionate service designer who seeks to create impactful experiences with Aboriginal and Torres Strait Islander peoples across Australia.
- Suji Kanagalingam, the Managing Partner for PwC Melbourne who has a wealth of experience in Digital Transformation and is on the Advisory Board of the Young & Resilient Institute at Western Sydney University.



CASE STUDY:

National Reconciliation Week 2023 (continued)

The event started with a yidaki performance by Gamillaroi man Ben Moodie and a Welcome to Country by Wurundjeri Elder Uncle Tony Garvey. There was a fireside chat with Cathy Freeman, moderated by Leila Gurruwiwi, on her athletic career and life followed by a panel discussion, moderated by Suji Kanagalingam, on the Aboriginal and Torres Strait Islander Voice to Parliament.

To close the panel, each of the panellists was asked what message they wanted our in-person and virtual audience to take away as they thought about their vote on the Voice Referendum occurring later that year.

The speakers at the event:

- emphasised the importance of empathy towards the cultural burden that Aboriginal and Torres Strait Islander peoples have endured, encouraging attendees to engage in meaningful conversations and educate themselves and others in a respectful and inclusive manner
- stressed that the majority of First Nations peoples support the Voice, Truth and Treaty, and it is essential to understand the truth about Australia's past to move forward in a positive and constructive way
- urged attendees to approach these issues from a place of compassion and empathy, encouraging them to take a closer look at the suffering of First Nations peoples as statistics show the need for positive action.

The event was our biggest NRW to date with over 1300 staff registered and approximately 500 people gathering in person across our offices nationally for the live event or at viewing parties. We were proud to have supported local First Nations businesses for all catering and door prizes across all our events. Overall it was very well received and an absolute celebration of First Nations excellence.



By leaning into a heart space of compassion, we can work towards creating a more equitable and just society for all.

Cathy Freeman
Kuku Yalanji and Birri Gubba woman & former Australian Olympian








Performance outcomes
against RAP commitments





COMMITMENT:

Advancing Aboriginal and Torres Strait Islander economic participation
















| Measurement Target | | Performance outcome | |
|--|---|---------------------|---|
| 1. Continue to actively support the growth and development of the Aboriginal and Torres Strait Islander business sector in Australia. | | | |
| 1.01 | Update our existing First Nations procurement strategy, to align our business needs to the Indigenous Business sector post COVID. | Achieved | <p>In 2022, PwC reviewed its First Nations procurement strategy to identify opportunities to engage with First Nations suppliers. As part of PwC's 2023 strategy, PwC is continuing to identify opportunities for the business to consider engagements with First Nations suppliers for their business needs via Supply Nation and other bodies. To further help inform internal buyers about Aboriginal and Torres Strait Islander business offerings, PwC will review and update (as required) the First Nations Business Register. PwC's Procurement Policy has been updated (from March 2024) to include First Nations businesses to be considered as part of any new and existing supplier engagements required by the firm. PwC Procurement Hub (an internal PwC site) has also been updated to provide details for internal buyers to make informed decisions. In FY24, the strategy has been refreshed with a particular focus on supplier diversity and reconciliation as one of the four core pillars. In line with this strategy, the Procurement team will continue to provide support and guidance to the business to consider First Nations businesses as part of their purchasing decisions.</p>  |
| 1.02 | Develop and pilot a First Nations supplier engagement program to support our Aboriginal and Torres Strait Islander suppliers to grow their businesses. | Not achieved | <p>In 2023, PwC was planning to develop and pilot a First Nations supplier engagement program to support Aboriginal and Torres Strait Islander suppliers to grow their business. A project plan for the program was developed with the support, input and participation of SMEs. Due to business changes we decided not to further develop this program.</p>  |
| 1.03 | PwC will achieve 2.5% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by December 2023 . | Achieved | <p>In FY23, PwC's procurement team met its target of allocating 2.5% of contestable spend to Aboriginal and/or Torres Strait Islander suppliers, reaching 4.5% by the financial year ending June 30. In FY24, the procurement team is continuing to focus on supplier diversity, including identifying opportunities for First Nations businesses within PwC's supply chain.</p>  |
| 1.04 | PIC will achieve 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers by December 2023 . | Achieved | <p>PIC exceeded its target commitment of achieving 3% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers. In FY21, PIC achieved 8.6% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers, which increased in FY23 to 11.4% of contestable spend with Aboriginal and/or Torres Strait Islander suppliers.</p>  |
| 1.05 | We will actively engage with all of our top Australian suppliers by spend in each category that the procurement team manage (IT, Facilities, Human Resources, Marketing, Information Services, Office Services & Travel) to encourage them to have their own RAP by 2023. | Partially achieved | <p>During the RAP period, up to FY23, the procurement team engaged with a number of PwC's top Australian suppliers, by conducting interviews and a questionnaire which included questions around the supplier's approach to Reconciliation and First Nations business engagement, including whether they had a RAP in place or in development. As at December 2023, 46% of our top 30 suppliers had their own RAP commitments, were waiting for their RAP to be endorsed by Reconciliation Australia or were currently in the process of developing a RAP.</p>  |

Reconciliation Australia pillar alignment:  Opportunity  Respect  Relationships



COMMITMENT:

Advancing Aboriginal and Torres Strait Islander economic participation (continued)





| Measurement Target | | Performance outcome | |
|--|--|---------------------|--|
| 1. Continue to actively support the growth and development of the Aboriginal and Torres Strait Islander business sector in Australia. | | | |
| 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 | PwC was proud to be a major sponsor and consistently contributed \$20,000 for Indigenous Business Month every year (this increased to \$25,000 in October 2022). IN 2023, the MURRA Boost award program did not run so PwC and PIC supported the IYORIA Aboriginal Elders Belonging Estate. |
| | | |    |
| 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 | Throughout our Elevate RAP, PwC and PIC have been proud to sponsor and provide the PwC MURRA Boost initiative. The winners of the award over this period were: Kakadu Tiny Tots and BlackCard (2019), GWS Engineering and Construction (2020), Cedrent Enterprises (2021), and Healthy Dreaming (2022). |
| | | |    |
| 1.08 | PwC and PIC will host two events with our clients throughout Australia, as part of Indigenous Business Month, to highlight Indigenous business success, learnings and opportunities. | Partially achieved | PwC and PIC have consistently celebrated Indigenous Business Month (IBM), sharing information with our people and clients. In October 2022, PwC and PIC supported IBM through a firmwide webcast, RAP events in Brisbane and Perth, firmwide communications, and a partnership with Warndu to sell their products in our PwC Sydney, Melbourne and Brisbane offices. In October 2023, PwC and PIC celebrated IBM through a communications campaign, network posts, and a landing page with a list of First Nations businesses and further informative links. |
| | | |    |
| 1.09 | All relevant procurement staff will be trained in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or other. | Partially achieved | In April 2023 PwC’s procurement team completed BlackCard training. As at December 2023, 87% of the Procurement team had completed the training. |
| | | |    |
| 1.10 | PIC will share learnings from the Meereeng 50 business accelerator pilot with the corporate sector, and the First Nations business sector nationally, including publishing a thought leadership piece on engaging with Indigenous businesses. | Not achieved | In late 2021, PIC surveyed Meereeng 50 participants to understand the impact of the program on their businesses and organisations. On the whole, respondents (both First Nations businesses and corporates) recognised benefits in the program but also provided valuable feedback in relation to what additional steps are necessary to maximise impact. Given the impact of several organisational changes PIC will not be publishing a paper. |
| | | |    |

Reconciliation Australia pillar alignment:  Opportunity  Respect  Relationships



COMMITMENT:

Advancing Aboriginal and Torres Strait Islander economic participation (continued)







| Measurement Target | | Performance outcome | |
|---|---|---------------------|---|
| 2. Increasing the diversity of our workforce | | | |
| 2.01 | <p>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.</p> <p>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.</p> | Not achieved | <p>A review in 2021 identified that while there was an increase in First Nations hires, we were not on track to achieve the desired outcomes of 100 new hires and 1.5% of our Campus Recruitment.</p> <p>In February 2022 a joint First Nations Career Strategy between PwC and PIC was developed. To aid the implementation of the First Nations Careers Strategy two new positions were created: A First Nations Talent Senior Manager PwC (filled in February 2022) and First Nations Talent Manager PIC (filled in January 2023).</p> <p>In July 2022 we launched our Internships for First Nations Students. Our internships provided an opportunity for First Nations Students from various fields of study to gain experience with PwC and PIC during their summer break. Five First Nations students joined us across the nation, with three gaining ongoing positions.</p> <p>In February 2023, PwC's ran a First Nations Academy. The First Nations Academy saw 34 employees participate in local cultural immersions in Brisbane, Melbourne, Adelaide, Perth and Sydney. 10 First Nations employees engaged with a Professional Coach.</p> <p>Cumulative new hires for the calendar years were; 5 in December 2019, 10 in December 2020, 19 in December 2021, 24 in December 2022, and 33 in December 2023. Over the RAP period, First Nations peoples made up 0.7% of campus hires.</p> |
|  | | | |
| 2.02 | <p>PIC will maintain a minimum of 60% Aboriginal and Torres Strait Islander employment across the business.</p> | Partially achieved | <p>Aboriginal and Torres Strait Islander employment has always been 50% or more. At February 2024 it was 58%.</p> |
|  | | | |
| 3. Supporting pathways into meaningful careers | | | |
| 3.01 | <p>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.</p> | Partially achieved | <p>PwC and PIC co-hosted 3 First Nations Networking Summits during the term of this RAP.</p> <p>The most recent one was hosted on 1 February 2023, with 45 First Nations employees from PwC and PIC gathering on Gadigal Country with the PwC and PIC CEOs and senior leaders.</p> <p>The event was hosted by the National Centre Indigenous Excellence (NCIE) in Redfern, and provided a space for attendees to Connect to Country, Place and Community, plus the opportunity to contribute to our next steps regarding reconciliation and supporting First Nations Peoples and communities.</p> |
|   | | | |

Reconciliation Australia pillar alignment:  Opportunity  Respect  Relationships



COMMITMENT:







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

| Measurement Target | | Performance outcome | |
|--|--|---------------------|---|
| 4. Ensure The Constellation Project is informed by Aboriginal and Torres Strait Islander people. | | | |
| 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 (FN) Leadership group has grown over the past years and supported the establishment of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA). The current work includes collaboration with 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 and the Housing Policy Partnership, and seeking specialist advice for projects from members of the FN Leadership group.  |
| 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 & Torres Strait Islander peoples. | Achieved | In 2021, The Constellation Project, PwC and PIC approached community leaders from Narungga Nations in South Australia to confirm their interest in working with the 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 provided funding for the feasibility phase of the project. A final community consultation process was agreed to formally endorse the location for the Elder village.  |
| 4.03 | Sponsor the World Indigenous Housing Conference in 2019 to assist in promoting the conversation globally on Indigenous Peoples' rights. | Partially achieved | We supported the delivery of a series of engagements with the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) to deliver their national launch (PwC Canberra November 22) attended by Minister Linda Burney and Minister Julie Collins; to support the new office opening in Kogarah (May 23); to develop a brand & media strategy; and to deliver the first of a series of national industry roundtables (December 2023, which will run through 2024) to shape the conversation about First Nations housing at a time when housing and First Nations outcomes are two of the most pressing issues for Australia.  |
| 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 achieved | The 2023 World Indigenous Housing Conference was postponed and a new date is yet to be announced. Various case studies from our work on the current RAP including the Elder village feasibility with Narungga Nations and the support of NATSIHA are potential presentation topics. In the interim there was work undertaken at a national level where a PwC team member hosted a Learning Session at AAEH Zero Homelessness Summit in October 2022.  |
| 4.05 | PwC and PIC will share our learnings and approach to developing the model for a First Nations Elder village as a national model for Elders aging on Country. Learnings will be shared with the housing sector, including at the World Indigenous Housing Conference, and developing a thought leadership paper that outlines a way forward for the development of culturally appropriate housing for First Nations elders to age on Country. | Not achieved | PwC is participating in national industry roundtables on First Nations housing outcomes which will provide opportunities to share our learnings and approach to working with Narungga Nations on their strategic goal of developing an Elder Village. A brief review of the work to date surrounding the First Nations Elder village is complete, with development of a thought leadership paper for presentation at a future roundtable that will include reflections on the role of the private sector in working with First Nations communities to achieve their strategic goals.  |
| 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. | Achieved | In 2022, PwC and PIC staff participated pro-bono work for The Constellation Project. Additionally, PwC provided contributions through the PwC Foundation 4x25 Community Grants program to organisations focused on addressing First Nations homelessness. By the end of 2023, our people volunteered over 7,500 Social Impact hours (or equivalent dollar contributions) to these organisations and services (including NATSIHA and Narungga Nations).  |



COMMITMENT:

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

| Measurement Target | | Performance outcome | |
|---|--|---------------------|--|
| 6. Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences. | | | |
| 6.01 | Develop a new 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). This commitment is to develop a new strategy during the interim RAP period by December 2023 . | Partially achieved | We delivered on our cultural awareness strategy for our PwC staff and partners. Core elements delivered include: launching our second online cultural awareness training and making both the first and second First Nations Cultural training modules required for all people in the firm. We also delivered virtual face-to-face 3 hour workshops through BlackCard for our staff and 90 minute workshop for Partners. We organised Voice to Parliament National roadshows to educate our firm, provided Acknowledgement of Country masterclasses for our people, refreshed our Acknowledgment of Country protocols, profiled people who took up our First Nations Cultural Leave policy, and ran Cultural Immersions through the First Nations Academy.  |
| 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). | Partially achieved | PwC's Cultural awareness training - core module is assigned to all new PwC Staff at the beginning of employment, with the additional module assigned 3 months later. Refer 6.03 for the percentage of PwC employees (including new starters) who have completed the modules. PIC has a mandatory 10 hour Cultural Awareness training for all new starters with PIC.  |
| 6.03 | All current employees will undertake online cultural awareness training by 2023. In addition, all current employees will undertake our additional online cultural awareness training by December 2023 . | Partially achieved | In February 2020, PwC launched our online First Nations cultural awareness training, followed by a second module in July 2021. As of December 31, 2023, 70% of employees completed the core module and 55% the additional one. Training completion rates are influenced by the duration of onboarding processes and the allocated time for completing assigned training. Completion rates in 2023, were impacted by a change in the basis of preparation from prior years, and a system error that didn't allocate training to a cohort of individuals when they were onboarded. All affected employees have now been assigned the modules for completion.  |
| 6.04 | All PIC staff to complete Core Cultural Learning: Aboriginal and Torres Strait Islander Australia Foundation Course (10 x 1 hour modules). | Partially achieved | By December 2023, only three staff had not completely finished the core Cultural Learning Modules, but their training is well underway and the intention is they will have completed them by FY24 end.  |
| 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. | Partially achieved | By December 2023, we had 731 active partners within the firm. Of this cohort, 94% of Partners completed the face-to-face Aboriginal and Torres Strait Islander cultural awareness training delivered by BlackCard, with 4% registered for sessions offered in 2024 (with this increasing as we offer more workshops). Over the past couple of years, PwC ran a total of 27 Partner sessions and will continue to provide BlackCard workshops to our staff and partners, with five partner sessions already lined up for 2024. Every Partner in PIC has also completed their own 10 hour face-to-face training within PIC.  |
| 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. | Partially achieved | At the end of December 2023, 79% of our key cohort completed BlackCard Workshops, with 4% registered for an upcoming 2024 session. Our final BlackCard completion rates are: <ul style="list-style-type: none"> ● 82% of Team Leaders of First Nations employees ● 83% of RAP Office working group members ● 87% of Procurement team ● 65% of Leaders of Human Resources PwC ran a total of 32 staff sessions and will continue to provide BlackCard workshops.  |



COMMITMENT:

Developing and maintaining Cultural Fitness and respecting and promoting the rights of Aboriginal and Torres Strait Islander peoples (continued)

| Measurement Target | | Performance outcome | |
|---|--|---------------------|---|
| 6. Continue to ensure there is a shared understanding and value of Aboriginal and Torres Strait Islander cultures, rights and experiences. | | | |
| 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. | Partially achieved | <p>Throughout the timeframe of our Elevate RAP we've had a continuous leadership presence at the Garma festival.</p> <p>2019: PwC supported a delegation of 17 PwC staff and partners to attend; we also hosted the Managing Director of BlackCard in our delegation.</p> <p>2020-21: Garma was cancelled due to COVID-19.</p> <p>2022: 6 PwC executive team members attended Garma.</p> <p>2023: 5 PwC executive team members attended the Garma Festival as well as 4 volunteers.</p> |
| | | | |
| 6.08 | Implement an Aboriginal and Torres Strait Islander paid Cultural Leave Policy. | Achieved | In June 2022, PwC and PIC launched our First Nations cultural leave policy which applies to all full and part-time employees who identify as Aboriginal and/or Torres Strait Islander, with no minimum service eligibility period. |
| | | | |
| 6.09 | Opportunity for all PwC Indigenous Consulting client services staff to work in Aboriginal and Torres Strait Islander communities. | Achieved | Each year, PIC staff identify, as part of their individual development plans, taking on opportunities to work with Aboriginal and Torres Strait Islander communities. These opportunities are recorded and managed through our leadership team as well as PIC's resource manager. |
| | | | |
| 7. Use protocols for Acknowledgement of Country and Welcome to Country ceremonies. | | | |
| 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. | Partially achieved | Large scale events, including our RAP events, 'The Outside' (our immersive learning program for PwC team members held on Wonnarua Country), PwC's Global Shine (LGBTIQ+) Summit on Gadigal Country, the Partner conference (held for all PwC and PIC Partners on Palawa Country) and some of our larger client events (e.g. the Federal Budget Insights event) had a Welcome to Country performed by Traditional Owners. For these and other events, we sometimes also worked with local artists to incorporate dance and ceremony into the Welcome to Country. The RAP team provided ongoing advice and support to the business regarding performing meaningful Acknowledgements of Country and we are weaving these protocols into everyday practice. |
| | | | |
| 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 achieved | PwC and PIC continued to develop cultural awareness resources, information, supports and Practice Guides. The scope of the cultural practice guide was reviewed again to take on extra feedback from the business. |
| | | | |

Reconciliation Australia pillar alignment: Opportunity Respect Relationships



COMMITMENT:

Developing and maintaining Cultural Fitness and respecting and promoting the rights of Aboriginal and Torres Strait Islander peoples (continued)

Measurement Target | Performance outcome

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. | <p>Achieved 2019: PwC and PIC worked with the Yothu Yindi Foundation (YYF) as part of our principal sponsorship of Garma that year. PwC developed a report for YYF that captured the proceedings from the Garma Education Forum.</p> <p>2020: PwC and PIC worked 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.</p> <p>2021: PwC and PIC supported Southern Cultural Immersion (SCI) in developing a business plan and management model to take on operations of the Living Kaurua 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. 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 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.</p> <p>2022/2023: PwC and PIC sponsored the Wiyi Yani U Thangani (Women's Voices) project, led by Commissioner June Oscar AO, in partnership with the National Indigenous Australians Agency. It was the first ever national gathering of its kind. PwC and PIC supported Garma by providing a pro-bono delegation of volunteers to support the stand up, running and decommissioning of the festival, installation and activities.</p> |
|---|---|



A Reconciliation Action Plan is a powerful program of work for corporations to take responsibility and contribute to the ongoing journey of healing and unity with Aboriginal and Torres Strait Islander peoples and the wider Australian community. We are proud of the progress we have made in this RAP, but there is more to do in our next.

At PwC, we know reconciliation requires ongoing commitment and action. Working together as a firm to promote the principle of Aboriginal and Torres Strait Islander self-determination will support our aspiration to create a more just and equitable society for all. And a society where we respect, value and champion the cultural diversity of our Aboriginal and Torres Strait Islander peoples as a proud part of our nation's collective identity.

Andrew Tran
Director of Diversity and Inclusion



COMMITMENT:

United Nations Declaration on the Rights of Indigenous Peoples





| Measurement Target | Performance outcome |
|--|--|
| 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. | |
| 9.01 PwC Australia and PIC will work in partnership to develop a firmwide 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</i> within PwC Australia's <i>Human Rights Policy</i> and PwC's <i>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. | Partially achieved Our implementation strategy to embed practical business actions aligned to the UNDRIP was completed. We continue to embed and give effect to the UN Declaration into our business processes, which is an ongoing project, and we will continue to look for ways to collaborate with international colleagues on Indigenous human rights. |
| | |
| 9.02 PIC contributes towards industry thought leadership around embedding the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> within businesses and their operations. | Achieved As an Elevate RAP partner, PwC/PIC have continued 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. We continue to be involved in events and publish thought leadership articles and reports which emphasise the importance for businesses to leverage their efforts in reconciliation to respect Indigenous peoples' rights, including across the ESG priorities for businesses. |
| | |
| 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 | Partially achieved As an Elevate RAP partner, PwC/PIC have continued to engage with Reconciliation Australia on the topic of Indigenous rights and reconciliation. PwC and PIC were members of the community of practice convened by RA working to embed UNDRIP into the RAP framework. |
| | |
| 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 Voice to Parliament Referendum, including at firmwide webcasts and other communications. PIC and PwC organised six internal grassroots-led roadshows across our offices with key local First Nations speakers in each location to educate and inform our staff. An internal landing page was created to capture the key information of each event. PIC also created a thought leadership document on The Voice which was distributed at events and online for staff and the public to read. We also continued to work with the Public Interest Advocacy Centre and the Towards Truth project in 2022 by providing pro bono assistance in the development of the truth telling website. | Achieved We have continued to demonstrate our support for the Uluru Statement from the Heart and inform our people on the Voice to Parliament Referendum, including at firmwide webcasts and other communications. PIC and PwC organised six internal grassroots-led roadshows across our offices with key local First Nations speakers in each location to educate and inform our staff. An internal landing page was created to capture the key information of each event. PIC also created a thought leadership document on The Voice which was distributed at events and online for staff and the public to read. We also continued to work with the Public Interest Advocacy Centre and the Towards Truth project in 2022 by providing pro bono assistance in the development of the truth telling website. |
| | |

Reconciliation Australia pillar alignment: Opportunity Respect Relationships



COMMITMENT:

Building strong strategic relationships with Aboriginal and Torres Strait Islander peoples










| Measurement Target | Performance outcome |
|---|--|
| 10. Engaging our people to strengthen and build new relationships with Aboriginal and Torres Strait Islander communities. | |
| 10.01 We will have an Office Reconciliation Working Group in each major office in Australia comprising staff from both PwC and PIC. | <p>Achieved Our local Office Working Groups (OWG) continued to meet regularly to work on local RAP initiatives and events, including the office renaming projects. We also held six-weekly Co-Chair meetings to discuss national initiatives. In May 2022, we introduced a quarterly "All Hands" meeting for all local OWG members to come together in a national virtual call so they can network, share ideas, cross-collaborate and plan for activities, including their role in educating colleagues about the Voice to Parliament referendum.</p>  |
| 10.02 PwC staff will participate in, volunteer at 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. | <p>Achieved Throughout our Elevate RAP, PwC and PIC have celebrated NRW (even during COVID we were able to celebrate virtually together).</p> <p>Most recently, in May 2023 in Naarm, PwC celebrated NRW in our newly named 'Tanderrum' space, which is a local First Nations word meaning 'the ceremony of bringing groups of the Kulin Nation together'. We hosted a firmwide webcast with the following guests (alongside senior PwC and PIC partners): Wurundjeri Elder, Uncle Tony Garvey; Australian Icon and Olympic Champion, Cathy Freeman; media commentator, cultural awareness advocate and mentor, Leila Gurruwiwi; Co-Chair of the First Peoples' Assembly of Victoria, Aunty Geraldine Atkinson; and Cultural Ambassador & Yidaki player, Ben Moodie.</p> <p>Along with the main event there were seven viewing parties across the country where our people dialled in or hosted events that celebrated NRW. We had 500 staff across the country connecting in person and many more who connected online to celebrate. It was our biggest NRW celebration to date.</p>  |
| 10.03 PwC staff will participate in, volunteer at 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. | <p>Achieved PwC and PIC have consistently celebrated NAIDOC through our Reconciliation employee network, with an additional focus on engaging in local events across our offices nationally.</p> <p>In 2023 we celebrated NAIDOC week across five of our office sites.</p> <ul style="list-style-type: none"> • Boorloo (Perth) - attended NAIDOC Week Performance by Yirra Yaakin. • Tarndanya (Adelaide) - held a vibrant painting workshop conducted by renowned artist Jay Milera. Jay is a First Nation Narungga, Kurna, Adnyamathanha and Wirangu contemporary Visual artist this was followed by fireside chat by local Peramangk woman Courtney Hunter-Hebberman • Ngunnawal and Ngambri Country (Canberra) - held a lunch and learn with PIC Independent Board Chair and CEO of Indigenous Allied Health Australia (IAHA), Donna Murray. • Naarm (Melbourne) - organised an inner city walking tour with Wurundjeri Woi Wurrung Elder, Uncle Bill Nicholson Jnr, and held a screening of The Last Daughter. • Gadigal Country (Sydney) - had the privilege of being joined by Gamilaroi Elder Aunty Beryl and Djunghutti Djirinjah Elder Aunty Margaret, who shared their heartfelt insights on the IYORIA Aboriginal Elders Belonging Estate.  |
| 10.04 Register our NRW events via Reconciliation Australia's NRW website. | <p>Achieved All of our NRW events were registered on the National Reconciliation Week website.</p>  |

Reconciliation Australia pillar alignment:  Opportunity  Respect  Relationships



COMMITMENT:

Building strong strategic relationships with Aboriginal and Torres Strait Islander peoples (continued)

| Measurement Target | Performance outcome |
|---|---|
| 10. Engaging our people to strengthen and build new relationships with Aboriginal and Torres Strait Islander communities. | |
| 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 Over the span of our Elevate RAP we established or maintained formal partnerships with many First Nations organisations, including BlackCard, MURRA Boost, the Yothu Yindi Foundation (YYF), Koori Heritage Trust, the National Aboriginal and Torres Strait Islander Housing Authority (NATSIHA), Welcome to Country, Southern Cultural Immersion, Wirra Hub, IYORIA Aboriginal Elders Belonging Estate and Traditional Owner organisations around the country. We also encourage the firm to engage with First Nations suppliers for our events (e.g. catering, decor and door prizes). On days of significance we share communications with the firm and encourage our people and partners to support First Nations charities and businesses. |
|    | |
| 10.06 Communicating and celebrating achievements relating to our RAP commitments. | Achieved We have consistently shared updates with all people highlighting achievements for the year in the Reconciliation space. We also share regular communications through multiple channels including to all staff, to our Office Working Group members, to the Reconciliation Network page and also around events and dates of significance. |
|    | |
| 10.07 Encouraging all staff to complete Reconciliation Barometer surveys for Reconciliation Australia. We aim to have a year-on-year increase for staff who complete the survey annually. | Achieved In February 2022, PwC participated in the Reconciliation Australia leadership survey being piloted by Reconciliation Australia. We encouraged all of our staff to participate, and we have been utilising the results as a key input into reconciliation actions and strategies. Reconciliation Australia gave us an exemption from participating in the 2022 Workplace Barometer Survey due to our participation in the Leadership survey earlier in 2022. |
|    | |
| 10.08 Work with Aboriginal and Torres Strait Islander Traditional Owners to seek permissions for designated office areas to be named after significant Aboriginal and Torres Strait Islander locations in our Sydney, Melbourne, Perth, Brisbane, Canberra and Adelaide office locations. | Partially achieved Our Tarndanya (Adelaide) office engaged with Kurna Warra Karrpanthi for the PwC Room Renaming project and announced the renaming of the Taunthi Trruku room to the broader PwC Adelaide office, additionally they worked with Ochre Dawn Creative Industries to redesign the reception wall on the client floor with an image of the Kurna landscape with and Acknowledgement of Country and a Kurna shield in February 2022. The Naarm (Melbourne) office completed their room renaming and hosted an event in April 2023 to educate our people and Partners on Wurundjeri Country of the Kulin Nation whose lands our office is on. Our Boorloo (Perth) office renaming was completed in November 2023. The Meanjin (Brisbane) office are in the process of building a relationship with two Traditional Owner Group and our Gadigal (Sydney) office will be doing a full consultation project to engage meaningfully with Traditional Owners in that area. |
|    | |

Reconciliation Australia pillar alignment:  Opportunity  Respect  Relationships



COMMITMENT:

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

| Measurement Target | | Performance outcome | |
|---|---|---------------------|--|
| 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. | Achieved | During the period of this RAP, PwC and PIC have always completed the The RAP Impact Measurement Questionnaire and submitted to Reconciliation Australia |
| 11.02 | Provide a progress report to Reconciliation Australia in 2020 and at completion (2023). | Achieved | We have provided a yearly RAP Progress Report each year since the commencement of our RAP, (noting our FY22 progress report formed part of the end of RAP reporting as agreed with Reconciliation Australia). This report and all prior reports are available on pwc.com.au. |
| 11.03 | Perform assurance procedures at the conclusion of the RAP and share report with Reconciliation Australia. | Achieved | In November 2024, specified procedures were performed over a number of selected performance outcomes. These procedures were conducted by PwC Assurance specialists who were not involved in the management or delivery of the RAP. These procedures included testing the completeness and accuracy of the selected performance outcomes contained within this report. Matters identified during the completion of the procedures were remedied and updated in this final report. |
| 11.04 | Publically report against our RAP commitments annually, outlining achievements, challenges and learnings. | Achieved | We have provided a yearly RAP Progress Report each year since the commencement of our RAP (noting our FY22 progress report formed part of the end of RAP reporting as agreed with Reconciliation Australia). 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 | We shared our RAP annual progress report with all staff via our internal firmwide (One Firm News) communications channel. |
| 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 achieved | <p>Annually, inline with all other PwC network territory firms, PwC Australia conducts an employee engagement survey (called Mojo). This internal survey is completed by all partners and staff who have been at the firm for more than six months. The survey provides us an opportunity to measure our employee engagement, including specifically for our PwC's Aboriginal and Torres Strait Islander partners and employees, as disclosed in the HR information system. Privacy does not allow the detailed results to be shared outside of PwC.</p> <p>This engagement survey in addition to PwC participating in the Reconciliation Australia Workplace Barometer Survey and Leadership Survey over the course of the RAP, which we encouraged all of our staff to participate in.</p> |

Reconciliation Australia pillar alignment: Opportunity Respect Relationships

Walking together towards reconciliation and First Nations impact

At PwC Australia, we are proud of our strong history of promoting reconciliation and reducing inequality experienced by Aboriginal and Torres Strait Islander peoples. Our commitment to this is reflected in our various Reconciliation Action Plans (RAPs), including our first RAP from 2010 and this Elevate RAP, our fourth RAP, which we have successfully completed.

We will continue to build on the progress and commitments made in our previous RAPs, which remain part of our business as usual.

Reconciliation demands continuous commitment and action. We are dedicated to promoting the principle of Aboriginal and Torres Strait Islander self-determination and contributing to purposeful and sustained outcomes for First Nations communities. Our efforts are aligned with the United Nations Declaration on the Rights of Indigenous Peoples.

There is still much work to be done. Reconciliation and First Nations impact are integral to our strategic priorities, and we will keep working to create a more just and equitable society for all Australians.





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