



Reconciliation Action Plan

February 2017 to February 2020



kpmg.com/au/rap



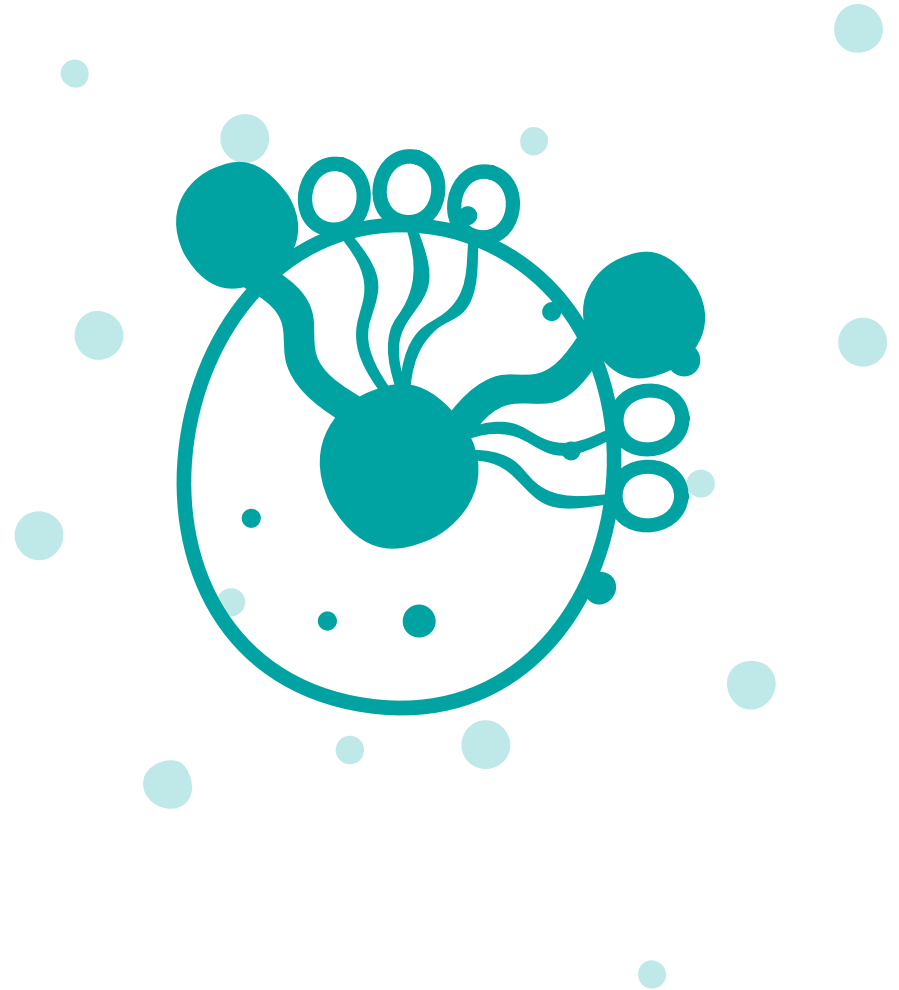
Acknowledgement

At KPMG Australia, we recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation.

We recognise that Aboriginal and Torres Strait Islander history and cultures are inseparable from Australia's collective history and culture and are something we can all be proud of and celebrate.

We acknowledge Elders past, present and emerging as the Traditional Custodians of the land on which we live and work.

We are proud that we live in the country with the world's oldest continuous living cultures, and we are playing our part to support Indigenous people to keep these cultures alive and vibrant.



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A message from our CEO and Chairman

Australia cannot reach its full potential until we address the inequality of opportunity and outcomes between Indigenous and non-Indigenous Australians.

KPMG's Reconciliation Action Plan (RAP) 2017-2020 shows our deep commitment to change and reflects our belief that our nation will be enriched by acknowledging, celebrating and preserving the unique and enduring cultures, languages and identities of the First Australians.

This RAP is a reflection of our decade long reconciliation journey – a journey of which we are immensely proud. We have forged deep relationships with our Indigenous partners, organisations and communities and learnt much about the history, rich culture and traditions of the First Australians. At times, we were confronted by the challenge and complexity involved in addressing Indigenous social and economic disadvantage. However, we are motivated by the resilience and uniqueness of Indigenous Australians.

We have seen the progress when businesses and communities work together. Through our focus on positive economic empowerment initiatives, we see Indigenous organisations and individuals grow and thrive. These social and economic benefits trickle through to communities; inspiring organisations and individuals to do more, strive for more, and grow in confidence as they determine and create their own futures.

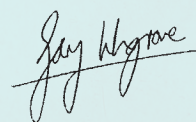
We are encouraged by our progress and are driven to do more.

The path to reconciliation is found through a combination of practical and symbolic measures. History talks to the power of symbolism in advancing real practical change and we will continue to support the Recognise Campaign.

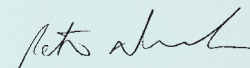
To truly reconcile as a nation, we must address the historical injustice of Indigenous dispossession.

This RAP is our commitment by all KPMG people, to our Indigenous partners to extend and deepen our relationship, and to the broader community. As we accelerate our efforts, we commit to regular and rigorous measurement and reporting on our progress. And we commit to working with our Indigenous partners to adjust and sharpen our focus on those dimensions of reconciliation where we can provide the most effective support.

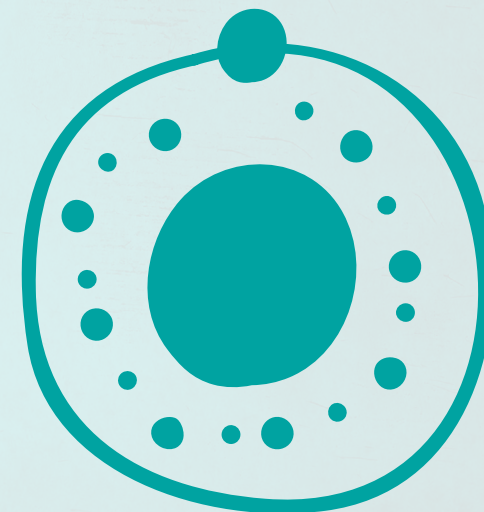
Driven by our purpose to 'Inspire Confidence and Empower Change', we look forward to executing this plan and are excited by the prospect of what we can achieve over the next 3 years together with our Indigenous partners, our KPMG Partners, our people and clients.



Gary Wingrove
KPMG Australia CEO



Peter Nash
KPMG Australia Chairman



A message from the Co-Leads of KPMG Arrilla Indigenous Services

The past decade has seen a seismic shift in corporate Australia's engagement with Indigenous Australia.

Many now agree that economic development alongside employment is key to creating better outcomes for Indigenous Australians. This comes with a strong caveat to success. Until our nation accepts and acknowledges our shared past, we will never truly achieve reconciliation.

KPMG Australia entered 2017 with a deep commitment to building the cultural competency of our own firm, and those of our clients and broader community. We put into action our belief that we will achieve more together, partnering with Arrilla Consulting to build the capability and capacity of Indigenous Australia, and the cultural competency of non-Indigenous Australia.

In recent years, increasing employment numbers was seen as the answer to economic development with job creation at the heart of many organisation's Indigenous strategies.

But if the relationship with Indigenous peoples is broken due to a lack of knowledge or interest, how can we successfully engage, employ or procure from Indigenous Australians, or work on projects with an Indigenous imperative?

Increasing our cultural competency is a vital part of reducing unconscious bias and racism. It allows us to understand diversity and breaks down the misconception that all Aboriginal and Torres Strait Islander people are the same.

This involves more than just an Acknowledgement of Country, an awareness of Australian history or the customs of our Indigenous Australians. We need to be personally challenged by questioning our values, beliefs and assumptions.

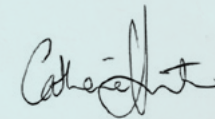
When we get this right, the outcome is a more effective, safe and collaborative workplace where risk and poor workplace behaviours are managed and where diverse points of view become part of the rich fabric we weave across our teams.

As we gain momentum and start to build success with our own Indigenous employment, the cultural capital we receive enriches our thinking, innovation and sense of history and place.

Business now has the opportunity to move away from viewing Aboriginal and Torres Strait Islander peoples as a philanthropic cause or a special initiative for the diversity team to manage. Now is the time to engage in a genuine partnership with the First Australians, where each contributes to realising its goals.

By growing our cultural competencies our organisations will thrive with the knowledge, skills and confidence to work more effectively with our Indigenous colleagues, customers, companies and communities.

Imagine what's possible; a shared future that embraces respect, relationships and equal opportunities for all Australians. We will be so much the richer for taking this journey together.



Catherine Hunter
Co-Lead of KPMG Arrilla
Indigenous Services



Shelley Reys AO
Co-Lead of KPMG Arrilla
Indigenous Services

A message from the CEO of Reconciliation Australia

Reconciliation Australia congratulates KPMG on its past successes and ongoing commitment to advancing reconciliation, as it implements its second Elevate Reconciliation Action Plan (RAP).

Through this RAP, KPMG continues its journey as part of an elite group of organisations that have gone above and beyond 'business as usual'; to embedded reconciliation in the delivery of core business practices and decision-making at the highest level.

The RAP program inspires social change in workplaces across Australia, and economic and behavioural transformation with far-reaching positive impacts. By raising the bar of its RAP ambitions, KPMG is setting an example as a leader in reconciliation.

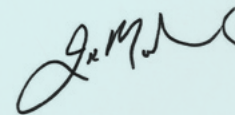
Throughout its reconciliation journey spanning 10 years, KPMG has maintained a strong track record of following through with its RAP commitments and building meaningful partnerships with Aboriginal and Torres Strait Islander peoples and communities. KPMG has made significant progress across the key pillars of reconciliation – relationships, respect and opportunities.

KPMG displays leadership skills by building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. An example of this is its work with the people of the Tiwi Islands, including Tiwi College. This collaborative effort has seen positive educational outcomes, including a rise in student numbers and attendance.

KPMG's work to establish and maintain cultural understanding in the workplace has seen them aim to develop an Indigenous People's Policy consistent with the KPMG Global Human Rights Statement, the Guiding Principles on Business and Human Rights and the United Nations Declaration on the Rights of Indigenous Peoples. This initiative will no doubt build on their achievements of promoting and implementing enhanced respect between non-Indigenous and Aboriginal and Torres Strait Islander employees and strengthen shared pride in the histories and cultures of First Peoples.

KPMG demonstrates its commitment to generating career pathways and training opportunities for First Australians; not only by increasing their own focus on Indigenous employment, but also through strengthening and growing the Indigenous business sector. All of Australia will benefit from igniting the Indigenous economy.

On behalf of Reconciliation Australia, I commend KPMG on its Elevate RAP and look forward to following its future achievements on their ongoing reconciliation journey.



Justin Mohamed
CEO Reconciliation Australia

“The RAP program inspires social change in workplaces across Australia, and economic and behavioural transformation with far-reaching positive impacts.”

Our vision for reconciliation

At KPMG, we imagine a future where all Australians are united by our shared past, present, future and humanity. Guided by our purpose to 'Inspire Confidence. Empower Change', KPMG is deeply committed to making this future a reality.

In this future, the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples are understood, recognised and respected.

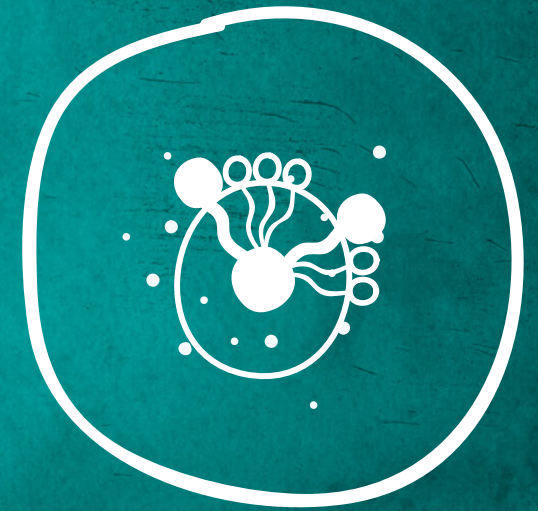
Indigenous people have the ability to follow customs and cultures that have thrived for over 50,000 years.

All Australians celebrate that this land and its First Peoples represent the oldest continuing cultures on the planet.

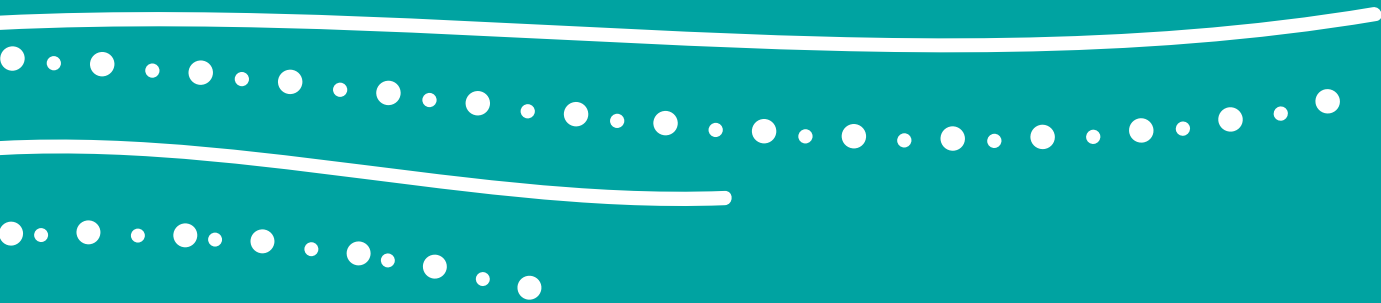
Our vision for every Indigenous Australian is to have equal opportunity to chart a future for themselves, their families and communities.

Reconciliation is a journey of life-long learning; we believe that we can achieve much more together than we can apart.

And through unity, we can create a nation that is truly compassionate, prosperous and fair.



We believe that our role is not to determine the future of Indigenous Australia but to support and partner with Indigenous communities so they can determine and create their own future.



About KPMG

KPMG is a global network of professional firms providing Audit, Tax and Advisory services to a wide range of industry, Government and not-for-profit sectors.

Our clients look to KPMG for insight, innovation, extensive professional capabilities and a consistent standard of service. We support them by helping to solve complex challenges, steer change, disrupt sectors and build sustainable, profitable growth.

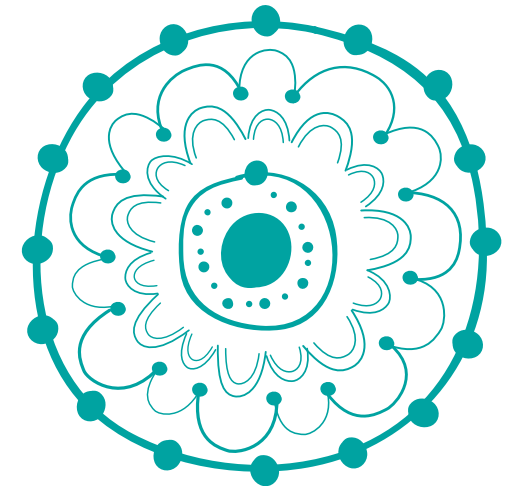
KPMG member firms employ more than 189,000 people in 152 countries. In Australia, we employ approximately 6,700 highly-skilled people in 13 offices around the country. This currently includes 33 Aboriginal and Torres Strait Islander employees.

All our people are united and inspired by a singular purpose: Inspire Confidence. Empower Change.

Together, we are working to enable positive, sustainable outcomes for our clients, communities and colleagues all over the world. This commitment resulted in KPMG being named the 'International Accounting Bulletin Sustainable Firm of the Year' for five years running from 2012 to 2016.

We take great pride in KPMG's global heritage, which dates back to the late 19th century. Throughout KPMG's history, our people have shown a deep commitment to human rights and values. From championing the admission of female chartered accountants in the mid-1920s, to certifying the election that saw Nelson Mandela become President of South Africa and being the first major accounting firm globally to introduce a values charter in the 1990s and the first to issue an international human rights statement in 2012.

This commitment continues today through one of our core values – committed to our communities. We contribute in a voluntary and pro-bono capacity to support the well-being of the communities in which we live and operate. Principal among these is the focus on reconciliation with Aboriginal and Torres Strait Islander peoples and communities outlined in this RAP.



Our Reconciliation Action Plan

KPMG's second Elevate Reconciliation Action Plan documents our most recent efforts in what is now a 10-year reconciliation journey. It also previews our future commitment to reconciliation by outlining the actions we plan to take over the period 2017-2020.

The development of this RAP gives us pause to consider what we have learnt and achieved and to plan our future actions for reconciliation. It guides us on the next steps of our journey.

In releasing this RAP, we wish to acknowledge the support of a number of people

Members of our Reconciliation Advisory Council, which is responsible for overseeing, and championing, reconciliation across KPMG. This group meets quarterly to review all reconciliation activities and progress

Our Reconciliation Action Plan Champions Network

Our Reconciliation Action Plan Partners

Aboriginal and Torres Strait Islander members of our Reconciliation Advisory Council

Mick Gooda, (former member) Aboriginal and Torres Strait Islander Human Rights Commissioner, 2010-2016

Shellee Murphy-Oates, Senior Co-ordinator Corporate Citizenship, KPMG

Andrew Olsen, Indigenous Employment Consultant, KPMG

Other KPMG members of our Reconciliation Advisory Council

Peter Nash, National Chairman, (Chair)

Susan Ferrier, National Managing Partner, People Performance & Culture

Catherine Hunter, Partner, Corporate Citizenship

Ashley Miller, Partner, Enterprise, (Adelaide)

Bill Allen, Partner, Advisory, (Brisbane)

Tony Hof, Partner, Advisory, (Canberra)

Shane Thornton, Senior Manager, Enterprise, (Darwin)

Penny Armitage, Partner, Advisory, (Melbourne)

Christa Gordon, Partner, Advisory, (Canberra)

Gary Smith, State Chairman, (Western Australia)

Our Reconciliation Action Plan (continued)

Our Reconciliation Action Plan Champions Network

We are proud of this group of more than 700 KPMG employees who have participated in KPMG's reconciliation programs, including Jawun secondments. This group is a vital part of our efforts to support reconciliation, as they play a significant role in engaging employees at a grassroots level.

As a result of their past experience, Network members are keen to offer their support and ready to communicate our reconciliation actions and achievements.

Our national partners

Our community partnerships bring people from across Australia together to share their unique knowledge, perspectives and expertise.

In doing so, they ensure the most positive outcomes possible for Aboriginal and Torres Strait Islander peoples and communities.

Our pro-bono clients

We are also proud to acknowledge the vital work of our pro-bono clients in helping to bring reconciliation closer for all Australians.



KPMG would like to acknowledge Reconciliation Australia for their leadership of the Reconciliation Action Plan program.

National Reconciliation Partners



Reconciliation pro-bono clients

Australian Indigenous Education Foundation
 Australian Indigenous Mentoring Experience
 Babana Aboriginal Men's Group
 Bangarra Dance Theatre
 Big River Impact Investments
 Dumbartung Aboriginal Corporation
 First Australians Chamber of Commerce and Industry
 Inala Wangarra
 Jawun Indigenous Corporate Partnerships
 Kaiela Institute
 Kimberley Land Council
 Kimberley Foundation
 National Centre of Indigenous Excellence
 Northern Territory Indigenous Business Network
 New South Wales Reconciliation Council
 Red Dust Role Models
 Redfern All Blacks Football Club
 Rumbalara Aboriginal Co-Operative
 Kauwi Yerlo Fresh Water
 Show me the Way
 Souths Cares
 Stronger Smarter Institute
 Supply Nation
 The Goodes O'Loughlin Foundation
 The Hive Mount Druitt
 Tiwi Islands College
 Tiwi Islands Local Aboriginal Land Council
 Tribal Warrior Association

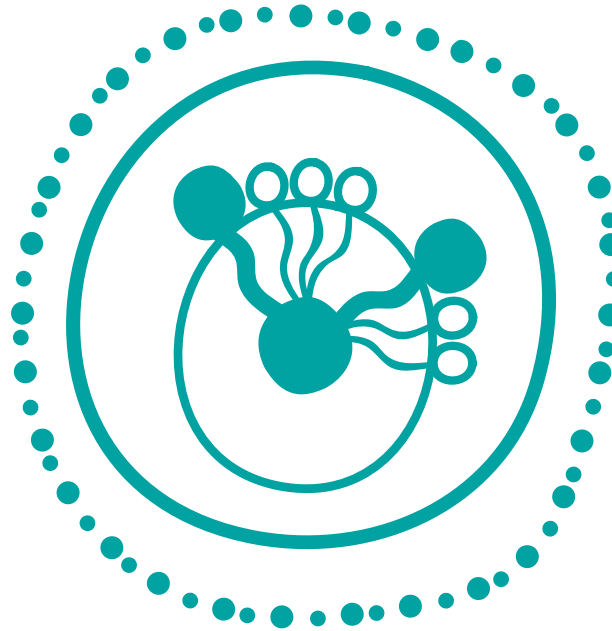
Along the way

KPMG has been inspired, proud and moved by our experience since releasing our last RAP. We are:

- Inspired by the potential of what we can achieve together.
- Proud of the many achievements of our people and partners.
- Moved by the generosity and spirit shown by the communities and partners we work with.

“The Jawun secondment enabled me to have a broader perspective on everything I do. I learned a lot about the Yolngu and the challenges they face in effecting change in their communities and organisations. I would definitely encourage those interested to apply for the program.”

Lhamo Tenzin, (KPMG Advisory) Regional Leadership Program, North East Arnhem Land, 2016



KPMG places its 200th Jawun secondee

In 2015, KPMG achieved a proud milestone in its partnership with Jawun: the placement of our 200th Jawun secondee.

Since the first secondment in 2007, KPMG's relationship with Jawun has resulted in our people dedicating an estimated 60,000 hours of their time. This is equivalent to the provision of one full-time employee for more than 30 years.

Like all Jawun secondments, the projects undertaken across Australia by KPMG have impacted the lives of many people and led to many inspiring stories.

Stories like KPMG's support through Jawun for the Gumatj Corporation in North East Arnhem Land.

In 2015, KPMG's Rachel Yang was seconded to Gumatj Corporation to help the CEO, Klaus Helms, develop a business plan to establish a small-scale bauxite mine and training centre to be operated by the Traditional Owners of the land.

The objective was to allow the Traditional Owners (Yolngu) to mine bauxite rich satellite bodies and leverage existing distribution networks to generate revenue, as well as train Yolngu people in mining and allied industries to provide local, long-term employment opportunities.

The business plan resulted in project funding being approved, and in 2016, the Northern Land Council announced that the mine had been given the green light – a significant milestone for Gumatj Corporation. Under the agreement, the operators, Gulkula Mining Ltd. (part of Gumatj Corporation), also became the Traditional Owners of the land to be mined – a world first.

FY14-16 RAP Performance

Focus areas:

- Supporting economic and social development
- Recognising and promoting the rights of indigenous Australians
- Inspiring leadership for reconciliation

RAP highlights:

Recruitment

20 Indigenous employees¹ at KPMG who identify as being of either Aboriginal and Torres Strait Islander origin (since 2013).

Award

Human Rights Business Award awarded in 2014 by the Australian Human Rights Commission.

Procurement

\$315,782 worth of goods and services procured from Indigenous suppliers.

Training

164 KPMG people trained through cultural awareness training sessions.

RAP contribution:



Pro bono for Indigenous organisations²

12,076 hours
\$6.5 million



Jawun³

74 KPMG people seconded
14,850 secondment hours
\$6,918,831 in-kind support



AIEF Mentoring

1,260 hours
54 KPMG people volunteering as mentors and tutors



AIME Mentoring⁴

21 hours
3 KPMG people commenced in 2016

¹ These numbers are Indigenous employees who have self-identified.

² Figures are based on 100 percent charge out rates.

³ Where placements have crossed financial years, they are counted as part of the financial year they started in.

⁴ Figures used are based on calendar year reporting.

Reconciliation milestones



The approach we have taken

KPMG is continually refining and evolving our approach to reconciliation. This is based on our growing understanding of the most effective and impactful ways we can collaborate with Aboriginal and Torres Strait Islander peoples and their communities.

We centre our approach around three focus areas aligned to the three elements of reconciliation: Relationships, Respect and Opportunities. These areas ensure that everything we do achieves clearly defined goals. They also reflect our underlying purpose – to Inspire Confidence and Empower Change.

Tracking progress and reporting

Our work in these areas is monitored by tracking progress and reporting. This process ensures we have fulfilled the commitments we've made as part of the RAP. It consists of:

- Reporting RAP achievements, challenges and learnings internally and externally.
- Reporting RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.
- Reviewing, refreshing and updating the RAP.

Supporting economic and social participation



Relationships



Respect



Opportunities

Helping to create strong economic and social outcomes is the foundation of both our organisation and our purpose.

Our priorities:

- Support capability building initiatives for Aboriginal and Torres Strait Islander organisations.
- Develop pathways from education to employment and economic participation.

Respecting and promoting the rights of Indigenous Australians



Respect



Opportunities

For over a century, human rights have been core to KPMG's values, operations and to what makes us different. As a global signatory to the UN Global Compact and the first corporate to sign an Accord with the National Congress of Australia's First Peoples, our focus in Australia is the protection, promotion and enhancement of Aboriginal and Torres Strait Islander peoples' rights.

Our priorities:

- Demonstrate how businesses can take action to respect and promote Indigenous peoples' rights.
- Contribute our voice to national conversations on First Peoples' Rights.
- Show respect for Aboriginal and Torres Strait Islander cultures and traditions.
- Promote an inclusive and diverse culture.

Fostering strong leadership for reconciliation



Respect



Opportunities

Leadership underpins everything we do. We aim to inspire our people to be strong leaders within KPMG, in the way they work with clients and in their relationships with, and contribution to, their community.

Our priorities:

- Inspire leadership at all levels.
- Engage and empower Indigenous employees.
- Encourage all KPMG people to contribute towards reconciliation.
- Promote reconciliation across our business and sector.

The approach we have taken (continued)

CASE STUDY: Supporting economic and social participation



Relationships



Respect



Opportunities

Fostering change in the Tiwi Islands

Enabling good governance and education to help the people of the Tiwi Islands take control of their future.

Consistent with our focus on *supporting economic and social participation*, KPMG has been working with the Tiwi Islander people to build sustainable communities by strengthening governance and education.

In many conversations about the economic future of Tiwi, governance skills were consistently identified as a skill gap by Tiwi Directors. In response, a tailored governance training solution was created. This solution was designed in collaboration with course participants to create meaningful cultural links with western governance concepts through local stories, symbols and language.

This course, which is now accredited by the University of Melbourne for non-award certification, has enabled participants to embed governance processes, be more innovative and to conduct their business to be sustainable, profitable and fulfilling for the local economy.

KPMG has also been working closely with Tiwi College. At the time KPMG became involved, Tiwi College had capacity for 56 students, but was experiencing challenges in maintaining attendance targets. KPMG worked with the Tiwi Education Board to review operations and develop strategic and operational plans. This resulted in the expansion of infrastructure and staffing together with a plan to engage students and the wider community in College activities.

The college now has 85 students and a 70-80 percent attendance rate. Positions are in high demand and the standards being achieved by students are helping them join the workforce or, in some cases, pursue a university education.

“The Tiwi College is our own secondary school that we own and we run, because we know that the Tiwi people need to take control of their lives through education.”

.....
Brian Clancy, Acting CEO,
Tiwi Land Council

“We’ve got a good relationship with KPMG because they show us how to run a business and how to do it properly.”

.....
Gibson Farmer Illortaminni
Chairman, Tiwi Land Council

“Having access to corporate skills to assist with Empowered Communities has helped us to build stronger foundations in leadership to collaborate among the Aboriginal organisations and also helped in identifying areas of focus.”

Paul Briggs, Chairman, the Kaiela Institute



The approach we have taken (continued)

CASE STUDY: Respecting and promoting the rights of Indigenous Australians



Respect



Opportunities

Recognising the First Australians at KPMG

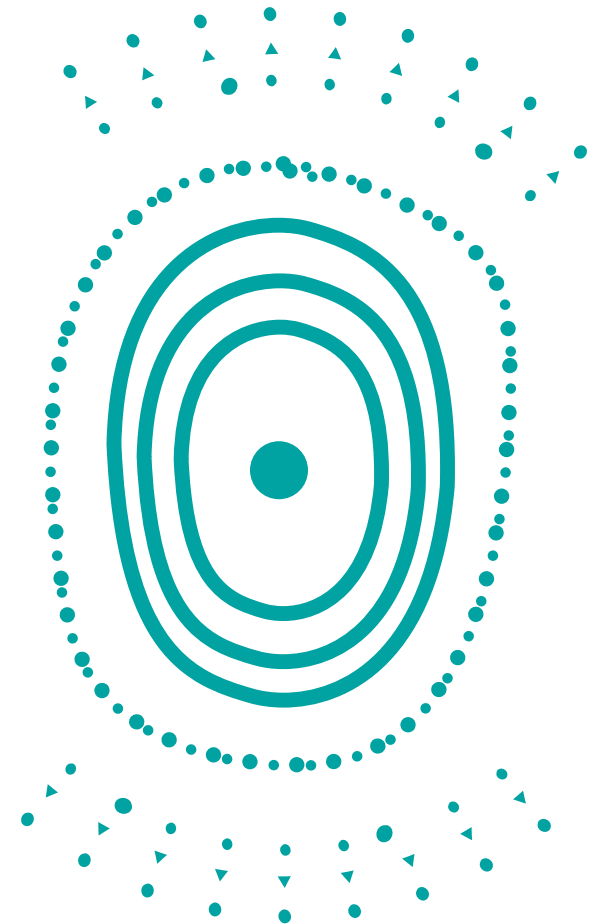
Embedding Aboriginal and Torres Strait Islander cultures and protocols across our business in a simple, but tangible way.

KPMG takes a human rights-based approach to our reconciliation efforts. This is enshrined in our focus area of *respecting and promoting the rights of Indigenous Australians*. KPMG aims to properly acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians, not just through events but by incorporating Aboriginal and Torres Strait Islander themes throughout our offices.

We have named a growing number of our meeting rooms after Aboriginal and Torres Strait Islander words, places, and important historical figures. This also provides an opportunity, through digital signage in each room, to engage our people and clients in Aboriginal and Torres Strait Islander cultures and heritage.

Consistent with the United Nations Declaration on the Rights of Indigenous Peoples, we recognise and respect Indigenous peoples' rights to maintain, control, protect and develop their cultural heritage, including oral traditions.

For each meeting room name, we sought to consult with local Aboriginal and Torres Strait Islander community groups on the appropriateness and meaning of each word, and obtain the free, prior and informed consent to use these names. In collaboration with Terri Janke and Company, an Indigenous legal and consultancy firm, KPMG has consulted with Aboriginal and Torres Strait Islander community groups and families to confirm meeting room names in Adelaide, Sydney and Melbourne, with other office locations currently under consultation.



The approach we have taken (continued)

CASE STUDY: Fostering strong leadership for reconciliation



Respect



Opportunities

Empowered Communities

Our Jawun secondees are actively working with the Empowered Communities Group and the Yorta Yorta people of the Goulburn Murray region.

Since 2014, KPMG has provided support to the Kaiela Institute: the peak body for developing and implementing Empowered Communities in the Goulburn Murray region. Our support includes placing two to three secondees for 3-month periods each, every year.

These secondees, who are part of more than \$2 million in-kind support provided to the Yorta Yorta community, have been able to add value to the Kaiela Institute by:

- Improving stakeholder engagement by mapping relevant stakeholders, inviting organisations to engage with the group and developing workshops.
- Supporting the research through a relationship between Kaiela Institute and the University of Melbourne.
- Facilitating workshops where leaders could determine the ideal governance structure and operating model for Empowered Communities. This led to the successful production of a Regional Chapter.
- Contributing time and research skills to the [Empowered Communities: Empowered Peoples Design Report](#), submitted to Government in March 2015.

As well as creating positive outcomes for Aboriginal and Torres Strait Islander communities, our people report a wide range of benefits stemming from participation in Jawun projects. These include:

- The chance to shift and broaden their view of the world and apply the skills they use every day to help improve communities.
- The chance to develop their personal capabilities, leadership skills and camaraderie within their teams.
- Valuing and developing an organisational culture that understands, values and respects Aboriginal and Torres Strait Islander peoples. This is increasingly important to both our current employees and new hires.

Every KPMG employee participating in a Jawun secondment plays an important role in building a stronger culture across KPMG. They do this through:

- Collaboration with other KPMG employees and departments to achieve the goals of their Jawun project.
- Team presentations that cover their experience, achievements and learnings.
- Case study articles distributed through the KPMG Intranet, the external KPMG Newsroom and other channels including social media.
- Membership in the KPMG Reconciliation Action Plan Champions Network.

The challenges we have faced

Employment opportunities

The roles within professional services firms generally require tertiary education. The challenges we have faced in employing Aboriginal and Torres Strait Islander peoples reflect the education gap that still exists in Australia today. There are currently more than 30,000 Indigenous university graduates who can be found in nearly all professions and occupations, with the great majority residing and working in major cities and towns. However, Indigenous students are, on average, half as likely to complete higher education compared to other students.

This is a significant issue, not just for professional services firms, such as KPMG, but for the nation. Education is a critical pathway to employment and self-determination.

KPMG has invested to encourage greater Aboriginal and Torres Strait Islander participation in its workforce. The steps we have taken include:

- The 2015 appointment of an Indigenous Employment Consultant. This full-time role is dedicated to identifying, recruiting and most importantly, supporting Aboriginal and Torres Strait Islander employees. This is a first among the major accounting firms. Since the appointment of this consultant, the number of Aboriginal and Torres Strait Islander employees at KPMG has risen from six to 33, including nine vacationers.
- Working with universities to develop employment pathways for Indigenous students in many, diverse areas of study.
- The establishment of a KPMG Indigenous Employee Network.
- Participation in the Indigenous Accountants Initiative.

KPMG is also working with a range of partners and communities to improve educational outcomes for Aboriginal and Torres Strait Islander peoples. This includes supporting part-time traineeships for Tiwi College and support for the Australian Indigenous Education Foundation (AIEF) and the Australian Indigenous Mentoring Experience (AIME). We are proud to support the exceptional achievements of these organisations.

Indigenous students are, on average, half as likely to complete higher education compared to other students.

.....

The challenges we have faced (continued)

Cultural awareness and engagement

Continuing to strengthen the cultural awareness of our people also remains an ongoing challenge. While we strongly encourage employee engagement, we are constantly striving for higher levels of participation.

The [2016 Reconciliation Australia Workplace RAP Barometer](#) highlights both the progress we've made and the work we need to do to continue the reconciliation journey for our people.

These results highlight that:

- Aboriginal and Torres Strait Islander engagement matters to our people and they are keen to be more engaged.
- Cultural awareness training is an area where KPMG can improve significantly. Following the findings from the [State of Reconciliation report](#), KPMG acknowledges the crucial nature of historical acceptance in achieving reconciliation. This fact has been a key driver of KPMG's investment in Arrilla and its digital workplace cultural competency tool, for our own people, our clients and for the nation. Through our partnership with Arrilla, we aim to make training readily available to all current and new employees.

Workplace RAP Barometer results

KPMG employees have a very high and growing regard for Aboriginal and Torres Strait Islander peoples and culture

2016	2014	All RAP
81%	75%	77%

Feel proud of our Aboriginal and Torres Strait Islander cultures

2016	2014	All RAP
68%	60%	54%

Believe Aboriginal and Torres Strait Islander peoples hold a unique place as the First Australians

More KPMG employees recognise the importance of Aboriginal and Torres Strait Islander peoples and culture

2016	2014	All RAP
87%	75%	76%

Believe that the relationship between Aboriginal and Torres Strait Islander peoples and other Australians is very important for Australia as a nation

2016	2014	All RAP
65%	50%	54%

Strongly agree that Aboriginal and Torres Strait Islander cultures are important to Australia's identity as a nation

Participation in our reconciliation activities is strong

2016	2014	All RAP
87%	82%	85%

Have participated in at least one KPMG reconciliation activity

2016	2014	All RAP
54%	30%	48%

Attended an event to celebrate National Reconciliation Week or NAIDOC week

2016	2014	All RAP
43%	30%	62%

Received cultural awareness training organised by KPMG

The lessons we have learned

It is impossible to quantify how much has been learnt from our reconciliation journey. This particularly applies to the transformative life lessons gained by the many of us who have participated in KPMG's broad range of Aboriginal and Torres Strait Islander cultural activities and corporate citizenship initiatives.

As an organisation, this journey has taught us four principal lessons:

1. The power of working together

No organisation, including KPMG, has all the answers or capabilities. Through partnerships, however, we can collaborate with like-minded, complementary-skilled organisations to deliver genuine change.

2. Be flexible

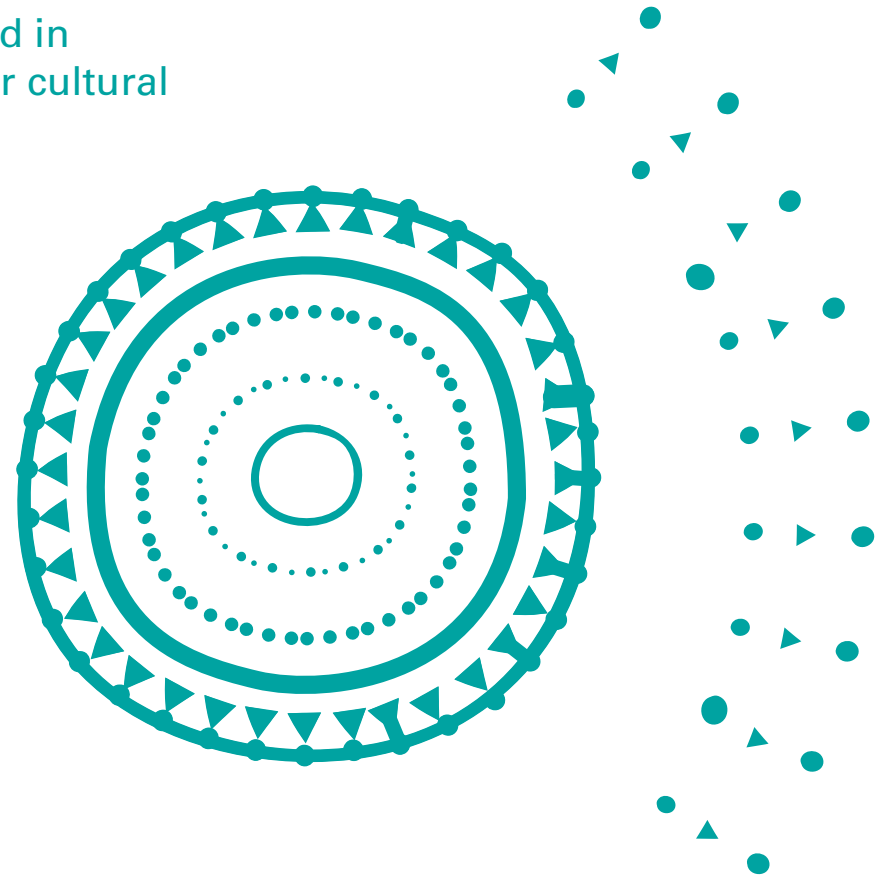
Our work with Aboriginal and Torres Strait Islander peoples involves working with all sectors of society: from small organisations to large corporates to Government and from people in major cities to people in remote communities. We are learning to be mindful of the different needs and cultures of our partners and to be flexible in the way we work together.

3. Take the time to get it right

The challenges faced by Aboriginal and Torres Strait Islander people are long-entrenched. Similarly, the opportunities we envision will take time to deliver. KPMG has now been on its reconciliation journey for more than 10 years. We remain firmly committed to maintaining and building on this commitment into the future.

4. A whole-of-KPMG approach

By combining our reconciliation vision with our client service teams, we create a more powerful and compelling offering to achieve change. This is reflected in the establishment of KPMG Arrilla Indigenous Services.



Advancing KPMG's 10-year commitment to reconciliation

In late 2016, KPMG Australia was proud to announce three important, new initiatives dedicated to reconciliation and empowerment of Aboriginal and Torres Strait Islander peoples, communities and businesses.

1. A stronger commitment to thought leadership, commencing with the launch of a new collaborative discussion paper: *Collaborative Ideas for Igniting the Indigenous Economy*.
2. An investment in, and partnership with, Arrilla – one of Australia's leading providers of cultural competency training for the workplace and reconciliation.
3. The creation of a new service offering that co-ordinates a whole-of-KPMG approach to the advancement of Aboriginal and Torres Strait Islander cultures and prosperity.

These announcements represent the most significant step forward in the history of KPMG's 10-year commitment to reconciliation.

Advancing KPMG's 10-year commitment to reconciliation (continued)

Igniting the Indigenous Economy

In October 2016, KPMG Australia released the discussion paper: [Collaborative ideas for Igniting the Indigenous Economy](#).

This paper seeks to contribute new ideas to the ongoing discussion about Aboriginal and Torres Strait Islander economic development. The paper has already been successful in prompting a growing number of discussions between KPMG and leaders within Government, industry and the community. This momentum will be maintained through a range of activities that are designed to help implement the paper's recommendations and remove barriers to Aboriginal and Torres Strait Islander economic engagement.

The recommendations made in this paper cover seven key themes:

1. Economic advancement of Indigenous Australians.
2. The rise of Indigenous entrepreneurs.
3. Tax reform can boost the Indigenous economy.
4. Unlocking the economic potential of the Indigenous Estate.
5. Indigenous millennials and education.
6. Superannuation: breaking down the barriers to Indigenous Australia.
7. Empowering Indigenous communities.

The discussion paper represents KPMG's growing focus on Indigenous thought leadership. It also contributes to all three of our reconciliation focus areas:

- It **supports economic and social participation** by inspiring discussion about important ways in which Aboriginal and Torres Strait Islander peoples can achieve their economic and social potential.
- It **respects and promotes the rights of the First Australians** by providing many ideas for improving Indigenous human rights and opportunities for self-determination.
- The paper **fosters leadership for reconciliation** by inviting collaboration between Aboriginal and Torres Strait Islander leaders and KPMG experts.

Advancing KPMG's 10-year commitment to reconciliation (continued)

KPMG partnership with Arrilla

In November 2016, KPMG announced a partnership with Arrilla Indigenous Consultants and Services, a leading firm serving the reconciliation and Aboriginal and Torres Strait Islander sector for 22 years. Arrilla is a provider of cultural competency training services and its Principal, Shelley Reys AO, has over 20 years' experience in leading the reconciliation agenda across the nation.

This exciting collaboration was announced with the release of two new offerings:

1. KPMG Arrilla Indigenous Services

KPMG Arrilla Indigenous Services builds on KPMG's 10-year commitment to reconciliation, and connects with Arrilla's expertise in delivering high quality consulting services in the Indigenous arena. It brings together the corporate and public sectors with Aboriginal and Torres Strait Islander expertise across Australia, delivering value and workable solutions for non-Indigenous organisations who wish to make a genuine impact in the Indigenous space, including procurement, cultural competency and sustainable enterprise opportunities.

KPMG Arrilla Indigenous Services will achieve this by focusing the full breadth of KPMG's Tax, Audit, Advisory and Enterprise services on:

- Building the **cultural competency** of every Australian, particularly across the Australian workforce.
- Helping **Indigenous businesses and organisations** thrive, employ and reach their full potential.
- **Shaping the thinking** and bringing organisations together.

Our aim is to connect KPMG experts with both Indigenous and non-Indigenous organisations to help build Australia's economic, social and cultural capital.

KPMG Arrilla Indigenous Services is guided by three critical principals:

The first brings together our vision for Indigenous social and economic development and the same purpose lived by 174,000 KPMG employees all over the world:

- At KPMG, we imagine a future where all Australians are united by our shared past, present, future and humanity. Guided by our purpose 'Inspire Confidence. Empower Change', KPMG is deeply committed to making this future a reality.

The second is our commitment to Indigenous human rights and self-determination:

- Consistent with the United Nations Declaration on the Rights of Indigenous Peoples, we recognise and respect Indigenous peoples' rights to maintain, control, protect and develop their cultural heritage, including oral traditions.

The third is our approach to Indigenous partnerships:

- Consistent with our long history of Indigenous partnerships and our new focus on investment, KPMG will only provide services that support, rather than compete with, Australia's Indigenous services sector.

Advancing KPMG's 10-year commitment to reconciliation (continued)

2. Arrilla Consulting

Arrilla Consulting is a majority Indigenous-owned joint venture; a collaboration between Shelley Reys AO and KPMG Australia. It features online Indigenous Cultural Competency training, designed to empower the user – particularly staff in organisations – to gain knowledge, skills and confidence to work more effectively with Aboriginal and Torres Strait Islander colleagues, customers, companies and communities, or while working on Indigenous projects or strategies.

KPMG plans to reinvest a portion of profits into a range of initiatives, including an Indigenous Business Incubator. The establishment of the Incubator is a key point of difference and consistent with Arrilla's social purpose and KPMG Australia's decade-long investment in building the capability of Aboriginal and Torres Strait Islander-owned businesses.

This partnership highlights three significant points of focus for KPMG Australia:

1. The importance of developing **culturally competent teams and workplaces**.
2. KPMG's commitment to **Indigenous investment** as a vehicle for achieving our reconciliation vision.
3. KPMG's desire to create **Indigenous employment opportunities** internally, and to support others in their pursuit of Indigenous employment and confident engagement.

“Even with the cultural awareness training, books, documentaries and TV debates, being immersed and witnessing the challenges facing the Arranthe, Anangu and Pintupi people of central Australia was an incredible way to learn.”

David Broughton, (KPMG People Performance and Culture), NPY Lands, Alice Springs, 2016

KPMG undertakes commercial engagements each year with Indigenous organisations and communities. In many instances, this work is transformative, and leads to significant positive impacts. It involves a close alignment between our RAP commitments and commercial offerings to deliver real change. Examples include:

The Jawun Evaluation Report

A significant impact evaluation report for Jawun, looking at the impact of Jawun on Indigenous partners and communities as well as corporate and government partners. The report incorporated a rigorous analysis involving surveys, data collection and close to w90 consultations with key stakeholders and external observers. The results were unquestionable and offered strong insights into successful cross sector partnerships and Indigenous capacity building.

Indigenous Defence Consortium

The Indigenous Defence Consortium (IDC) is a national organisation that provides a range of direct and indirect procurement services to support large Defence and nation building infrastructure projects. It does this via more than 50 consortium partners, all of whom are Indigenous owned businesses.

In March 2017, KPMG Australia signed a Memorandum of Understanding with IDC, forming a strategic partnership to achieve both organisations' objective to help grow and build the capability and capacity of the Indigenous business sector.

The collaboration brings together the unique skills of both organisations, along with KPMG's deep client relationship with Defence, to share knowledge, networks and expertise, resulting in key solutions and tangible outcomes that are valued by all parties.

The Aboriginal Housing Company

Building on pro-bono support provided to the Aboriginal Housing Company (AHC) in the past, KPMG is now working with the AHC to develop a Value For Money framework in order to assess a significant development project for the company. AHC has engaged KPMG to look at both short and long term objectives, assess the feasibility of the development project and model the return on investment into the future.

“Working in a small Indigenous organisation stretched my comfort zone and required a resilient approach to work. It generated a greater understanding of the difficulties of working in an often dysfunctional community with highly-motivated people who are seeking tangible outcomes for Australia’s First People, setting egos aside in favour of empowering Indigenous employees and outcomes.”

Rebecca Nibaldi, (KPMG Advisory) West Kimberley,
MDWg Language Centre, 2014



Supporting economic and social participation

Support the increased social and economic participation of Indigenous Australians

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility	
		2017	2018	2019		
Support capability building initiatives for Aboriginal and Torres Strait Islander organisations						
1	Develop a bespoke program to build the capability of the Indigenous small and medium-sized enterprise sector via tailored programs aligned with current KPMG Innovate offerings.	Launch KPMG THRIVE program.	●	●		Head of KPMG Innovate and Co-Leads of KPMG Arrilla Indigenous Services
2	Work with KPMG's expanding Innovation and Digital Services offerings to explore opportunities to develop an Indigenous Business Incubator initiative.	Establish a Business Incubator program to develop capabilities of Indigenous start-ups.	●	●	●	Head of KPMG Innovate and Co-Leads of KPMG Arrilla Indigenous Services
		Invest in the capability of an existing Indigenous entrepreneur to scale their business.		●	●	
		Research opportunities to scale the incubator nationally.	●	●		
3	Establish KPMG Arrilla Indigenous Services as a business that reflects our commitments to reconciliation and human rights.	Develop a core team of KPMG individuals that are culturally competent and have capabilities specific to the Indigenous sector.	●			Co-leads of KPMG Arrilla Indigenous Services
		Market team to Indigenous clients.	●			
4	Share industry specific expertise with Aboriginal and Torres Strait Islander businesses to enhance delivery capability.	Provide pro-bono support to First Australians Chamber of Commerce and Industry (FACCI) and Supply Nation.	●	●	●	Head of Corporate Citizenship

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility				
		2017	2018	2019					
5	Increase procurement from Aboriginal and Torres Strait Islander businesses.	Develop commercial relationships with an additional eight Indigenous suppliers across the firm.	●	●	●	Head of Procurement			
	Spend 2% of procurement budget with Indigenous businesses by 2020.	●	●	●	1.2% of total procurement spend		1.5% of total procurement spend	2% of total procurement spend	
6	Review and enhance internal policies to support Indigenous businesses to more closely reflect the Federal Government's Indigenous Procurement Policy.	Implement changes to KPMG's Supplier Code of Conduct and Supplier Questionnaire to assess supplier commitments to reconciliation and to continue monitoring supplier diversity.	●			Chief Operations Officer and Head of Procurement			
7	Enhance pro-bono support for Aboriginal and Torres Strait Islander businesses, non-profit organisations and communities.	Allocate 20% (approx. \$1 million) of pro-bono budget to Indigenous organisations per financial year.	●	●	●	Head of Corporate Citizenship			
	Increase engagement with Indigenous pro-bono clients to deepen commitments, further our support and promote relationship building across the firm.	●	●						
8	Continue partnership with Jawun Indigenous Corporate Partnerships to support organisations and businesses in Indigenous communities.	Refresh partnership with Jawun every 3 years.		●	●	Head of Corporate Citizenship			
	60 KPMG secondees to complete projects across Inner Sydney, East and West Kimberleys, North East Arnhem Land and Cape York regions.	●	●	●	20 secondees		20 secondees	20 secondees	
	Publish 15 case studies on Jawun secondees' experiences through the KPMG intranet, KPMG Newsroom and/or Jawun website.	●	●	●	5 case studies		5 case studies	5 case studies	Partner in Charge of Policy, Programs and Evaluations and Head of Corporate Citizenship
	Target senior KPMG executives to participate in Jawun executive visits.	●	●	●	4 participants		4 participants	4 participants	
	Six KPMG secondees to complete 3-month secondments with Empowered Communities in the Goulburn Murray Region.	●	●	●	2 secondees		2 secondees	2 secondees	

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
9 Support Reconciliation Australia in their work.	Support the Indigenous Governance Awards program and offer our services as a mentoring organisation to award recipients biennially.	●		●	Co-leads of KPMG Arrilla Indigenous Services and Head of Corporate Citizenship
	Partner with Reconciliation Australia through our online Indigenous Cultural Awareness Training and share the lessons of changing attitudes and actions in the workplace.	●	●		
	Sponsor or host one key Reconciliation Australia event per year.	●	●	●	
Develop pathways from education to employment and economic participation					
10 Continue to provide support for Aboriginal and Torres Strait Islander students who are participating in secondary and tertiary studies.	Support six secondary school scholarships through the AIEF.	● 2 scholarships	● 2 scholarships	● 2 scholarships	Head of Corporate Citizenship
	Fulfil all requests for our people to volunteer as mentors and/or tutors for Aboriginal and Torres Strait Islander secondary students through partnerships with AIEF, AIME and the Podmore Foundation.	●	●	●	
	Support one 3-year scholarship for an Indigenous student through the Australian Business and Community Network.	● Scholarship year 1	● Scholarship year 2	● Scholarship year 3	
	Provide scholarships to a minimum of six people attending tertiary institutions.			●	Head of Talent Acquisition and Indigenous Employment Consultant
	Provide professional development opportunities for each tertiary scholarship recipient, such as work experience and mentoring.			●	
11 Strengthen employment pathways for Aboriginal and Torres Strait Islander people to develop meaningful careers as part of KPMG's workforce.	Hire 50 Aboriginal and Torres Strait Islander people by the end of 2020.	● 10 new hires	● 14 new hires	● 14 new hires	Head of Talent Acquisition and Indigenous Employment Consultant
	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.	●	●	●	

Respecting and promoting the rights of Indigenous Australians

Respect and promote the rights of Aboriginal and Torres Strait Islander people

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
Demonstrate how businesses can take action to respect and promote Indigenous Peoples' rights					
12	Demonstrate and embed best practice in engaging with Indigenous peoples, informed by universally agreed Human Rights frameworks.	●	●		Head of Corporate Citizenship
	Develop an Indigenous Peoples' Policy for KPMG Australia consistent with the KPMG Global Human Rights Statement, the Guiding Principles on Business and Human Rights and the United Nations Declaration on the Rights of Indigenous Peoples.				
	Consult with Aboriginal and Torres Strait Islander communities to seek permissions for meeting rooms to be named after Indigenous places, people and words in Perth, Brisbane and Canberra.	●	●	●	
Contribute our voice to national conversations on First Peoples' rights					
13	Provide ongoing support for the Recognise Campaign.	●	●	●	Head of Corporate Citizenship
	Support the Journey to Recognition by hosting events when the campaign reaches locations with KPMG offices.	1 event	1 event	1 event	
	Continue to educate staff on the campaign for Constitutional Recognition of Australia's First Peoples through communications, including through the internal RAP Champions Newsletters and external KPMG Newsroom articles.	●	●	●	
		2 articles	2 articles	2 articles	

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility	
		2017	2018	2019		
Show respect for Aboriginal and Torres Strait Islander cultures and traditions						
14	Celebrate Indigenous cultures and provide opportunities to share this with our clients.	Host one Indigenous art exhibition each year to share these unique cultures with our people and clients, and to help Indigenous artists share their stories with a broader audience.	● 1 exhibition	● 1 exhibition	● 1 exhibition	Head of Corporate Citizenship
15	Celebrate Aboriginal and Torres Strait Islander cultures and traditions.	Invite a local Traditional Owner to provide a Welcome to Country at 36 significant events.	● 12 events	● 12 events	● 12 events	Head of Corporate Citizenship
		Promote and encourage our people to participate in internal and external NAIDOC Week celebrations.	●	●	●	
16	Create a culturally safe workplace for Aboriginal and Torres Strait Islander employees.	Display Aboriginal and Torres Strait Islander flags in each of the six state head offices.	●			Head of Corporate Citizenship
		Acknowledgement of Country to be displayed within each of all six KPMG state head offices.	●			
17	Support the 'No More' Indigenous network working group to develop safe communities for Aboriginal and Torres Strait Islander women and children.	Providing facilities to working groups upon request.	●	●	●	Head of Corporate Citizenship
		Host a regular national telephone conference to bring together key Indigenous leaders, organisation and government stakeholders regarding the development of new, innovative and community driven solutions to domestic violence in Indigenous communities.	●	●	●	
		Conduct research on creating safer communities for Indigenous women and children to share with peak bodies and government departments to better inform policy and decision making.	●	●	●	
		Use our networks to make introductions and influence key stakeholders where appropriate.	●	●	●	

Fostering strong leadership for reconciliation

Fostering strong leadership for reconciliation among our people, partners, clients and communities

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
Inspire strong leadership at all levels					
18	Raise awareness of and propose solutions to national issues facing Indigenous Australia.	●	●		Head of Corporate Citizenship
	Collaborate with government agencies to discuss recommendations of the report.	●	●		
	Work with at least two clients to implement recommendations.	●			
19	Ensure responsibility to action RAP initiatives is distributed throughout the firm.	●			National Executive Committee and Reconciliation Advisory Council
Engage and empower Indigenous employees					
20	Ensure Aboriginal and Torres Strait Islander people working at KPMG have a platform to collaborate.	● 4 meetings	● 4 meetings	● 4 meetings	Head of Talent Acquisition and Indigenous Employment Consultant
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	●	●	●	

● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
21 Provide professional development opportunities for Indigenous people working at KPMG.	Encourage and support Aboriginal and Torres Strait Islander employees to take on management and senior positions through KPMG career development channels.	●			Head of Talent Acquisition, Head of Organisational Effectiveness and Indigenous Employment Consultant
	Support Aboriginal and Torres Strait Islander employees to undertake management and professional training courses (internal or external) to contribute to their professional development.	●	●	●	
	Actively identify junior talent for accelerated development opportunities.	●	●	●	
	Identify one person per year to participate in the Emerging Indigenous Executive Leaders Program.	●	●	●	
		1 pilot participant	1 participant	1 participant	
Encourage all KPMG people to contribute towards reconciliation					
22 Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander employees and other employees and to build relationships with the local community.	Organise at least six internal NRW events each year across Sydney, Melbourne, Adelaide, Perth, Brisbane and Canberra.	●	●	●	Reconciliation Advisory Council
	Sponsor the Western Australia Department of Aboriginal Affairs NRW street banners in Perth each year.	●	●	●	
	Register all our NRW events via Reconciliation Australia's NRW website.	●	●	●	
	Encourage and support our people to participate in at least one external event to recognise and celebrate NRW.	●	●	●	
		6 events	6 events	6 events	



● Scope ● Implement ● Achieved

Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
23 Empower all employees to demonstrate respect for Aboriginal and Torres Strait Islander peoples by embedding cultural protocols into the standard operations of our business.	Develop an Aboriginal and Torres Strait Islander Community Engagement FAQs for all employees to access.	●			Head of Corporate Citizenship
	Encourage staff to include an Acknowledgement of Country at the commencement of key internal meetings by distributing 'How to Acknowledge Country' lanyard cards to all of our people once every 2 years.		●		
	Distribute 'How to Acknowledge Country' lanyard cards to all new staff during induction.	●			
	Update internal protocol document for Welcome to Country and Acknowledgement of Country annually.	●	●	●	
	Update Indigenous proposals support materials and distribute to all staff for inclusion in proposals and sharing with clients.	●	●	●	
	Grow KPMG's internal RAP Champions Network from 700 to 1500 members.	●	●	●	
	Use RAP Champions network to promote opportunities for staff to take action and participate in Indigenous events internally and externally.	●	●	●	
	Encourage staff and senior leadership to provide an Acknowledgement of Country at all public events.	●	●		

● Scope ● Implement ● Achieved































































Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
24 Provide meaningful cultural learning opportunities for staff and leadership.	Establish Online Indigenous Cultural Awareness Training as an obligatory part of induction activities for all new starters, leadership groups and participants in key leadership programs.	●	●		Head of Talent Acquisition, Head of Organisational Effectiveness and Head of Corporate Citizenship
	Make Online Indigenous Cultural Awareness Training available for all staff and aim for 70% of all staff to have completed the Online Indigenous Cultural Awareness Training by 2020.	● 20% workforce trained	● 40% workforce trained	● 70% workforce trained	
	Hold one face-to-face Indigenous Cultural Awareness Training session in each major office a year, targeting National Executive Committee, Board, Reconciliation Advisory Council and State Corporate Citizenship Committee members.	● 6 sessions	● 6 sessions	● 6 sessions	
	KPMG to host a group of senior people at Garma festival each year.	● 5 attendees	● 5 attendees	● 5 attendees	
Promote reconciliation across our business and sector					
25 Raise internal and external awareness of our RAP.	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	●			Head of Corporate Citizenship
	Promote reconciliation through ongoing active engagement with all stakeholders.	●	●	●	
	Develop and implement a strategy to engage all staff in reconciliation.	●			
	Encourage external stakeholders to develop a RAP.	●	●	●	
	Participate in the Barangaroo South Community Precinct Partnership group to collaborate on joint reconciliation activities.	●	●	●	

Tracking and reporting on progress

● Scope ● Implement ● Achieved






Commitments	Performance target	Timing			Responsibility
		2017	2018	2019	
Promote positive stories on reconciliation activities					
26 Report RAP achievements, challenges and learnings internally and externally.	Develop and implement systems and capabilities to track, measure and report on RAP activities.	●	●	●	Head of Corporate Citizenship and Reconciliation Advisory Council
	Communicate quarterly updates on RAP progress to all staff.	●	●	●	
	Establish a standing item to discuss RAP bi-annually at National Executive Committee and Board meetings.	●			
	Report progress to Reconciliation Australia and conduct limited assurance audit annually.	●	●	●	
	Publically report our RAP achievements, challenges and learnings through KPMG Australia website.	●	●		
27 Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	●	●	●	Head of Corporate Citizenship
	Participate in the biennial RAP Barometer.		●		
28 Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.			●	Head of Corporate Citizenship
	Send draft RAP to Reconciliation Australia for feedback and formal endorsement.			●	

Alignment with local and international frameworks







Commitment	RA dimensions	SDG	UNDRIP Articles
1	 	 	Article 21
2	 	 	Article 21
3			
4	 	 	Articles 4, 20, 21, 23
5	 	 	Articles 4, 21
6	 	 	Article 21
7	 	 	Article 4
8	  	 	Articles 3, 4, 15, 20, 21, 23
9	    	 	Article 15
10	 	 	Articles 14, 21
11	 	 	Article 21
12	    		Articles 11, 13, 15, 19, 31
13	    		Article 2
14	  		Articles 11, 15

Keys

Reconciliation Australia's five dimensions for reconciliation

-  Unity
-  Equality & Equity
-  Race Relations
-  Institutional Integrity
-  Historical Acceptance















































Sustainable Development Goals

-  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
-  Achieve gender equality and empower women and girls
-  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
-  Reduce inequality within and among countries
-  Make cities and human settlements inclusive, safe, resilient and sustainable
-  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)






Articles 2, 3, 4, 7, 11, 13, 14, 15, 19, 20, 21, 23, 31

Alignment with local and international frameworks (continued)







Commitment	RA dimensions	SDG	UNDRIP Articles
15	  		Articles 11, 15, 31
16	  	 	Articles 13, 15
17		  	Articles 7, 22
18	 		Article 15
19			
20	 		Articles 3, 19
21	 	 	Article 21
22	   		Article 15
23	   		Article 15
24	   		Article 15
25	  		Article 15
26			
27			
28			

Keys

Reconciliation Australia's five dimensions for reconciliation

-  Unity
-  Equality & Equity
-  Race Relations
-  Institutional Integrity
-  Historical Acceptance

Sustainable Development Goals

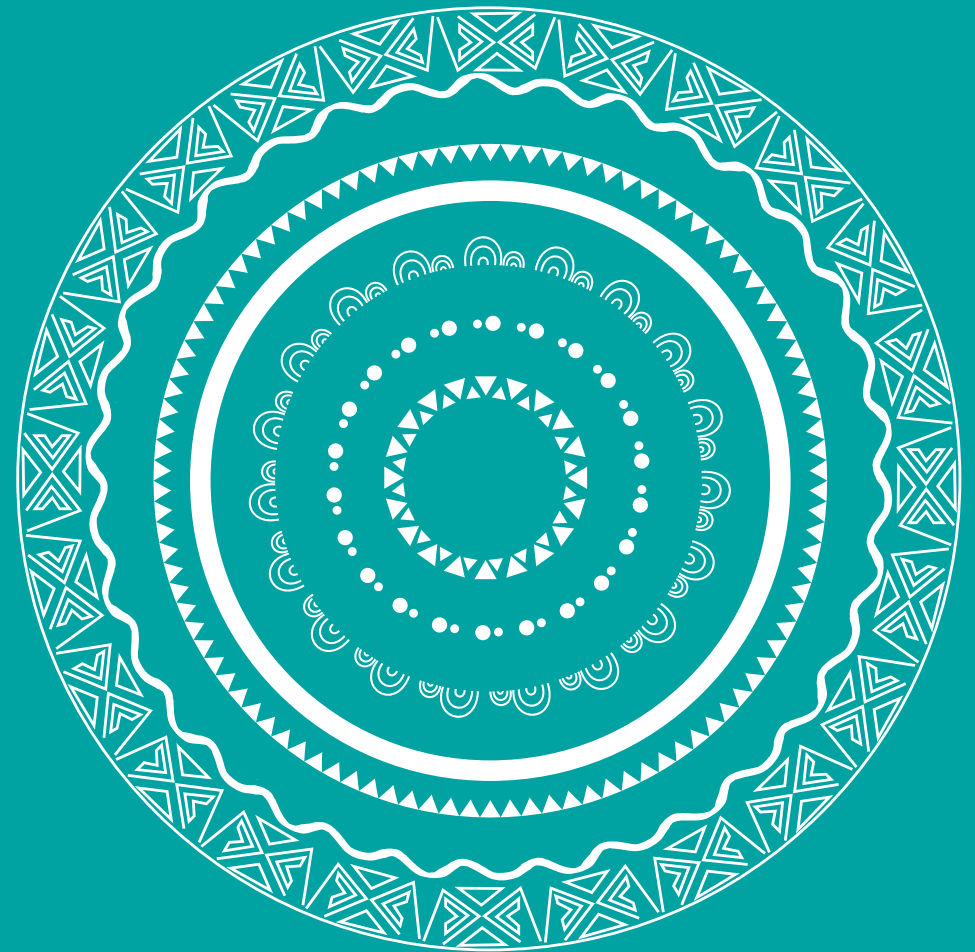
-  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
-  Achieve gender equality and empower women and girls
-  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
-  Reduce inequality within and among countries
-  Make cities and human settlements inclusive, safe, resilient and sustainable
-  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Articles 2, 3, 4, 7, 11, 13, 14, 15, 19, 20, 21, 23, 31

In 2013, we commissioned Gilimbaa, a certified Indigenous creative agency, to design an artwork that reflects the diversity of Aboriginal and Torres Strait Islander cultures and KPMG's commitment to reconciliation.

We have once again partnered with Gilimbaa, and the visual elements we have used throughout this document expand on the original artwork to create a visual narrative of our reconciliation journey.



Desert



Salt-water



Fresh-water



Rainforest



Torres Strait Islands





Contact us

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