



# KPMG Australia's Reconciliation Action Plan 2021-2025

Our FY23 Progress Report

Published in August 2023



# Acknowledgement of Country

KPMG acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay our respects to Elders past, present and emerging.

## Vision

At KPMG, we imagine a future where all Australians are united by our shared past, present, future and humanity. We are committed to making this future a reality.

In this future, the cultures, histories, rights and voices of Aboriginal and Torres Strait Islander Peoples are heard, understood and respected. Guided by our purpose to 'Inspire Confidence. Empower Change', we are committed to placing truth telling, self-determination and cultural safety at the centre of our approach. We aspire to push ourselves further and be more courageous in our actions.

Australia's First Peoples follow customs and cultures that have thrived since time immemorial. We believe this is central to our shared national identity and is something all people can celebrate. Our vision is that every Aboriginal and Torres Strait Islander person has equal opportunity to chart a future for themselves, their families, and communities.

We believe 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.

## A note on language

KPMG recognises, values, and respects the diversity of histories, cultures, countries, and languages that exists in Aboriginal and Torres Strait Islander communities. In this RAP Progress Report we use the terms 'Indigenous', 'First Peoples', and 'First Nations' interchangeably with 'Aboriginal and/or Torres Strait Islander peoples'. We acknowledge that the term 'Indigenous' does not reflect the full scope of diversity that exists within these communities. For brevity and consistency with other reports published by KPMG – and guidelines such as the United Nations Declaration on the Rights of Indigenous Peoples – we have chosen to use the word 'Indigenous' throughout this RAP Progress Report. This is not intended to cause offence.

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

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# RAP artwork

In 2013, KPMG commissioned Gilimbaa, a certified Indigenous creative agency, to design an artwork that reflects the diversity of Aboriginal and Torres Strait Islander peoples, cultures and connections to Country. This represents an overall message of 'Community'.

For this RAP we purposefully updated this design, to acknowledge our 15-year-long reconciliation journey and reflect the evolution of our RAPs over the years.

In this latest design, we have added two new elements to reflect the concepts of wellbeing and cultural safety. These elements sit at the heart of our work but also encompass everything we do.



Desert



Rainforest



Torres Strait Islanders



Saltwater



Freshwater



Cultural Safety



Wellbeing

# Contents






# About this report

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**This is the second annual report outlining the progress KPMG Australia (KPMG) has made against its 2021–2025 Elevate Reconciliation Action Plan (RAP) commitments. It covers the period since the RAP was launched on 10 December 2021 to 30 June 2023.**

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The report follows the framework in our Reconciliation Action Plan, which links commitments to the three focus areas that guide the long-term strategic direction of the firm's reconciliation efforts: For our people; For Indigenous business; and For community. As an 'Elevate' RAP, each of these focus areas features a unique leadership project that takes our commitment to reconciliation to a new level and will continue to guide the strategic direction of the firm's reconciliation efforts over the next two years. The RAP also includes a set of overarching governance commitments, which are reported against here.

To demonstrate how KPMG aligns its work with local and international frameworks of best practice, this progress report outlines how each leadership project supports Reconciliation Australia's five *Dimensions of Reconciliation*, and the socio-economic targets within the National Agreement on Closing the Gap. This report also includes a series of case studies featuring some of the people, businesses and community organisations who have been part of our reconciliation journey during FY23.



# Foreword

This is an important year in Australia's collective reconciliation journey. As we move closer to enshrining an Indigenous Voice in our Constitution, our individual efforts to ensure Aboriginal and Torres Strait Islander voices are heard, understood, and respected, have never been more important. In this report, we are proud to share our progress and learnings from FY23 as we continue to elevate our actions and deliver on the commitments in our 2021–2025 RAP.



**ALISON KITCHEN**  
RAP Taskforce Chair  
KPMG Australia Chairman



**ANDREW YATES**  
Chief Executive Officer  
KPMG Australia

In 2019, we publicly committed to supporting the Uluru Statement from the Heart. As a firm, we are now equally proud to support a 'yes' vote in the upcoming referendum. Our position is a natural progression of our reconciliation journey, and our leadership position as an 'Elevate' organisation.

Within the firm, we are also looking to ensure that the voices of Indigenous colleagues, clients and suppliers are heard. We're pleased to report that our cultural safety assessment is well underway, with initial findings provided to us in June, and the final report due in the first quarter of FY24. This will provide us with important information on how Indigenous colleagues, clients and suppliers feel about their interactions with KPMG, and how we can make improvements so that KPMG can become a more culturally safe environment. We look forward to sharing the learnings from this assessment with the broader RAP community.

We also received our results from the 2022 RAP Workplace Barometer Survey. Pleasingly, we are well placed amongst Late Stage RAP organisations when it comes to truth telling and appreciation of culture, however, there is still work to do in educating our people through face-to-face training, and opportunities to meet and spend time with Indigenous colleagues, clients and community members.

KPMG continues to grow the number of Aboriginal and Torres Strait Islander people who join our firm, and while we have achieved steady progress over the past year, we have not reached our FY23 target. To help address this, in early FY24 we will welcome a new position at the firm – a First Nations Inclusion Lead, with a dedicated focus on driving recruitment and engagement initiatives, as well as leading the implementation of the cultural safety work. This is a more senior role than similar positions we have had in the past and we are committed to improving our employment figures over the next two years.

Our procurement team has continued to excel with their progress, once again exceeding their target of spending 3 percent of their procurement budget with Indigenous businesses each year. We also have seen our Jawun secondment numbers return to their pre-Covid levels, and we are on track to achieve our annual commitment of 20 secondees per calendar year.

We're proud of the progress the firm has made across our many commitments. In this report, we also acknowledge areas where our progress needs to improve, and we will focus on these commitments during FY24 and FY25.

Thank you for taking the time to read this RAP Progress Report. We look forward to any feedback you may have.



# FY23 progress



*Michael Bohannon, a proud Kamilaroi man and an avid reader, is a Consultant in the Deals, Tax and Legal team and has been with KPMG since 2021.*





# Our FY23 progress at a glance

## FY23 RAP milestones

**25%** pro bono budget allocated to Indigenous engagements

**\$3.82m** total procurement budget spent with Indigenous businesses

**CAREERTRACKERS INTERNS HOSTED IN FY23, TOWARDS OUR TARGET OF 30 ACROSS 2021-2025**

**16**

**11**

businesses graduated through Yarpa Grow

**22** number of Jawun secondees

**100%** completion of Arrilla Digital Cultural Awareness Program

**19** Indigenous people hired in FY23

## COMMITMENTS TABLES LEGEND

Target exceeded by the deadline	Exceeded	●
Commitment is marked 'Achieved' if the commitment has been completed by 30 June 2023	Achieved	●
For commitments which have a final deadline beyond 30 June 2023 but have interim deliverables which have been met within this current reporting period. For example, hold RAP Taskforce meetings every quarter, deadline June 2025	On track	●
For commitments that haven't been met in full by the deadline, but where progress has been made towards completion. Further detail on status is provided in the comments column of the commitments table	Partially met	●
For commitments which have not been met at all within the timeframe	Not achieved	●
For commitments which have a future deadline	Not due	●

## Our Elevate RAP commitments: progress at end of FY23







# For our people



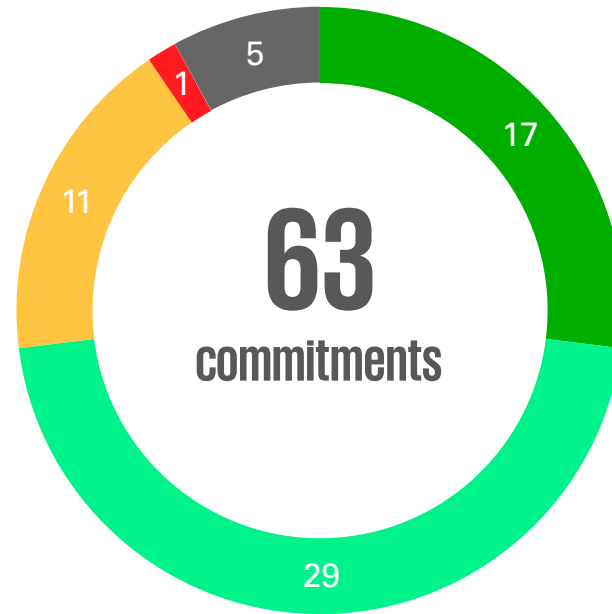
*Ellen Hume's Indigenous bloodline is from Ngawun/Wunumura country and she was born and raised in Brisbane. Ellen is a consultant in Operations Advisory and started in 2023 as part of our graduate program.*



# For our people

## Leadership project: Indigenous Cultural Safety Plan

KPMG is developing a Cultural Safety Plan, which includes an assessment of the level of cultural safety experienced by Aboriginal and Torres Strait Islander peoples working for our organisation. In collaboration with an external Indigenous consultancy, KPMG will map out strategic actions to implement to ensure KPMG is a culturally safe workplace.



- Achieved
- Not achieved
- On track
- Not due
- Partially met

The cultural safety framework and assessment tool will allow us to assess our maturity regarding safety and then enter a cycle of continuous improvement. Once the framework is established, we can share our learnings with Reconciliation Australia and the broader RAP network to provide advice and mentorship to other organisations. Preparatory actions were completed during FY22 and work on this leadership project formally commenced in January 2023 in collaboration with an Indigenous-owned consultancy.



## This leadership project contributes towards:

### CLOSING THE GAP OUTCOME

**15.** Aboriginal and Torres Strait Islander people maintain a distinctive cultural, spiritual, physical, and economic relationship with their land and waters.

**16.** Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.

### RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

**Race Relations.** Identifying how effective we are at educating our people on how to be actively anti-racist.

**Equality and Equity.** Ensuring there are equitable opportunities for Aboriginal and Torres Strait Islander peoples to work for and advance in their careers at KPMG, and ensuring cultural knowledge is appropriately respected and valued.

**Institutional Integrity.** Strengthening the governance and processes around our commitment to reconciliation.

## KPMG Cultural Safety Plan

### Associated RAP commitment: 1.1. to 1.17.

An external Indigenous consulting firm has been contracted by KPMG to develop a Cultural Safety Plan and measurement framework. The objective is to enhance the cultural awareness and competency of KPMG's workforce, ensuring that First Nations employees are respected and valued.

This significant endeavour was instigated following insights gained through our 2017–2020 RAP audit. The audit's results emphasised the necessity of prioritising the cultural safety of First Nations employees at the firm.

The approach to this project involved examining literature on both local and international best practices in cultural safety, and complementing this with a third-party led consultation process targeting key internal and external stakeholders. The goal is to understand their perspectives on cultural safety, their experiences working at or engaging with the firm, and their recommendations for the Cultural Safety Plan.

The desktop literature review and stakeholder consultations were completed by 30 June 2023, and the final plan is being tested and refined through ongoing collaboration with stakeholders to ensure its relevance and feasibility.

So far, the stakeholder consultations have highlighted several key themes. These include a strong focus on addressing the cultural load experienced by First Nations employees and identifying strategies to alleviate it. Additionally, the spiritual and mental wellbeing of First Nations employees emerged as an important aspect, as did the misrepresentation of the roles of Indigenous team members on key projects.

In conjunction with the Cultural Safety Plan, a report will be prepared to outline the findings from the stakeholder engagements. This report will provide insight into the impact on the cultural safety of First Nations KPMG employees, document the expressed needs of these employees, and outline the steps necessary for KPMG to foster a more culturally safe workplace for all employees. The final report is due in the first quarter of FY24.





## CASE STUDY: LEADERSHIP IN THE WEST KIMBERLEY

### Associated RAP commitment: 5.1

KPMG Victorian Chairman Carmel Mortell travelled to the West Kimberley in August 2022 as part of an executive trip with Jawun. Through Jawun, KPMG has been providing secondees to Indigenous organisations in the West Kimberley for more than 10 years.

Carmel visited the region with Jawun to meet the organisations KPMG people are seconded to. She met leaders from 15 Indigenous organisations, including the Kimberley Land Council.

‘What struck me the most was how concerned Indigenous Elders and leaders in the West Kimberley are about their youth,’ said Carmel.

**‘The Elders and leaders I met want equality for their youth. They want to see the gap in youth education and employment reduced. They want the same opportunities for Indigenous youth to attend school, university and get a job as the rest of Australia and personally I am not sure any of us should want anything different for our youth.’**

‘More than 55 percent of Aboriginal people in the West Kimberley are not in the workforce and only 19 percent achieve Year 12. The gap I witnessed in opportunity, health and life expectancy was confronting. This is not happening in a third world country; this is occurring here in Australia, the lucky country, and personally I was embarrassed and ashamed. I believe greater awareness and recognition of this Gap in Indigenous Equality is the first step.’

While we were there, the Kimberley Land Council held their AGM, and I was lucky enough to be one of the first non-members to be invited to the AGM in the Council’s 35-year history,’ she said.

The Kimberley Land Council was formed in 1978 by Kimberley Aboriginal people as a political land rights organisation. Today, it is the peak Indigenous body in the Kimberley region working with Aboriginal people to secure native title, conduct conservation and land management activities and develop cultural business enterprises.

‘The AGM combined mainstream western governance principles with Aboriginal traditions and culture, and it was amazing to see.’

‘There were about 300 people there, and we were the outsiders. The thing about Aboriginal communities is that there are many of them and they are diverse. They have cultural differences and speak in different languages, so there’s not one voice, and we saw that in action. They had the same purpose, but different ways of thinking and executing on their purpose.’

Carmel said that in meeting the organisations that Jawun works with, she met some amazing leaders.



**‘We witnessed the next generation of leaders emerging in the region, many of whom have completed Year 12, gone to university and then returned to the region to make a difference. They understand how to work with government and organisations and they’re hugely passionate about their communities. They were very impressive and gave me a lot of hope and inspiration.’**

But perhaps the biggest takeaway from the trip, said Carmel, was the power of listening, rather than doing.

‘We saw a lot of things that had been done for and to Aboriginal people in the West Kimberley, rather than with them. The people there said they would rather be listened to and heard, than told.’

‘When we asked Aboriginal people in the West Kimberley what we could do when we go back, they asked us to be an advocate for their Voice,’ said Carmel. ‘To me, the Voice is all about Aboriginal people being involved and consulted on decisions that affect them. That’s all they’re asking, and I can’t understand why we wouldn’t vote yes to make that happen.’







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**'During my time working with the KPMG team I was amazed at the scope of work they do. I was given so many amazing opportunities to work on a variety of projects with a range of really awesome people. Most of all, my time at KPMG showed me that I have a wealth of knowledge to share, and my confidence grew as a result of this amazing team and opportunity. I would recommend KPMG to any student looking to find their place in the corporate world. As scary as it can seem, KPMG managed to make my time exactly the opposite. It was the most rewarding experience.'**

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Associated RAP commitment: 6.9



*Kyiesha Faulkner joined KPMG in November 2022 as a CareerTrackers intern for the summer. CareerTrackers was founded in 2009 and helps connect Aboriginal and Torres Strait Islander University students with corporate partners across Australia for paid internships.*







## Commitments table: For our people

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>1. Develop a Cultural Safety Plan and measurement framework to improve the cultural awareness and competency of our people and ensure KPMG's Indigenous staff are respected and valued.</b>	1.1. Establish a Cultural Safety Panel consisting of external experts to consult on the development and implementation of the Cultural Safety Framework.	June 2022	Reconciliation Manager	Cultural safety experts have been identified. Consultation on the framework will commence in the second half of 2023.	● Partially met
	1.2. Research best practice cultural safety to gather learnings and insights.	June 2022		Research was conducted for the RAP application and several existing cultural capability frameworks have been reviewed. An external Indigenous consultancy has been contracted to perform a Cultural Safety Assessment on KPMG and has conducted research into best practice.	● Partially met
	1.3. Develop criteria for what best practice cultural safety in KPMG's workplace looks like, informed by research and consultation with key stakeholders such as the KPMG Indigenous Network, key clients, and the Cultural Safety Panel. These criteria form the Cultural Safety Framework.	December 2022		This will be informed by the cultural safety assessment report due in the first quarter of FY24.	● Partially met
	1.4. Develop a cultural safety maturity assessment tool to measure the level of cultural safety within KPMG.	March 2023		This will be informed by the cultural safety assessment report due in the first quarter of FY24.	● Partially met
	1.5. Develop an action plan based off key gaps identified in the assessment.	June 2023		This will be informed by the cultural safety assessment report due in the first quarter of FY24.	● Partially met
	1.6. Publish a Cultural Safety Performance report.	June 2024			● Not due
	1.7. Help at least one other RAP organisation to determine their own criteria for cultural safety and to conduct a maturity assessment.	December 2024			● Not due
	1.8. Present to the broader RAP network at key relevant milestones to share learnings and insights into the process and demonstrate how we can work with others in developing their own framework.	June 2025			● Not due
	1.9. Conduct an assessment on cultural learning needs to determine further opportunities for cultural learning, including recommendations for when face-to-face learnings are required.	June 2022			The cultural safety assessment work includes a cultural learnings needs assessment. The report is due in the first quarter of FY24.





ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	1.10. Develop a cultural learnings strategy that articulates how KPMG will strategically increase cultural capability across the organisation.	July 2022		Corporate Citizenship is working with the People & Inclusion team to identify partners for additional face-to-face training. A plan is in place to educate leaders across the firm.	● Partially met
	1.11. Consult external Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development, implementation and review of our cultural learning strategy.	July 2022		Clients and suppliers have been consulted through the cultural safety assessment.	● Partially met
	1.12. Build out a Cultural Competency Learning Pathway in KPMG's online learning system, called Degreed. This will include guidance for when, where and how to organise face-to-face training, if applicable.	December 2022		There is an Indigenous Inclusion learning pathway in Degreed. This needs to be regularly revised to remain up-to-date and to further clarify the pathway from awareness to competency to capability.	● Achieved
	1.13. Make the Arrilla Digital Indigenous Cultural Awareness Training mandatory for all staff and ensure 100% of KPMG employees have completed the training by end of FY22.	July 2022	CEO and National Executive Committee (NEC)	In September 2021, Arrilla Digital was assigned to all partners and staff as Mandatory Learning – this was endorsed by the NEC and Board. As of 1 July 2023, 100% of the firm's workforce have completed the training. This figure does not include contractors or those people who joined the firm in the four weeks prior to 1 July, as they have four weeks to complete any Mandatory Learning.	● Achieved
	1.14. Explore options to further expand or develop a new e-learning module to go beyond cultural awareness and focus more on cultural competency.	June 2025	Reconciliation Manager		● Not due
	1.15. Run face-to-face cultural awareness training for 140 KPMG partners by the end of the RAP.		Reconciliation Manager		● Not due
	1.16. Every person who holds responsibility for RAP commitments to have undergone face-to-face cultural competency training run by an Aboriginal and/or Torres Strait Islander provider.		Reconciliation Manager	Most RAP Taskforce members have completed face-to-face training. Those who have not will participate in the next available option.	● On track
	1.17. Ensure team members who are working on Indigenous client work have completed core components of the Cultural Competency Learning Pathway.	June 2025	Reconciliation Manager and Head of KPMG Indigenous Services	Client-facing staff have a reasonable degree of cultural competency. This will be strengthened following the cultural safety assessment recommendations.	● On track



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>2. Engage our people to build relationships to celebrate and promote positive race relations through our sphere of influence.</b>	2.1. Document a staff engagement strategy detailing how staff are engaged to drive reconciliation outcomes.	July 2022	Reconciliation Manager	A stakeholder engagement strategy has been developed which details how all stakeholders are communicated with.	<span style="color: green;">●</span> Achieved
	2.2. Provide ongoing education opportunities for senior leaders and managers on the effects of racism. Work with the Inclusion & Diversity team to ensure strategies are aligned.	June 2025		All directors and partners are required to complete Inclusion training.	<span style="color: green;">●</span> On track
	2.3. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.			KPMG leaders were featured in articles both internally and externally talking about key issues related to the RAP throughout the year.	<span style="color: green;">●</span> On track
	2.4. Engage the RAP Champions through bi-monthly newsletter updates.			The RAP Champions Network now receive regular updates via a dedicated channel on Yammer, our internal social network.	<span style="color: green;">●</span> On track
	2.5. Encourage people to join the Indigenous subcommittee of the Corporate Citizenship Committees in each state head office, to help organise events, communications, and engagement activities throughout the year.			Corporate Citizenship committee members volunteer to organise and support key events and dates of significance throughout the year.	<span style="color: green;">●</span> On track
	2.6. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners during KPMG’s annual volunteering day.	September 2022, 2023 and 2024		The volunteering will proceed in FY24.	<span style="color: red;">●</span> Not achieved
	2.7. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners throughout the year.	December 2022, 2023 and 2024		KPMG people have ongoing opportunities to volunteer through our partnerships with Jawun and the Australian Indigenous Education Foundation throughout the year, as well as contributing their time to Indigenous engagements through pro bono work.	<span style="color: green;">●</span> On track
	2.8. Educate our people on the history and importance of key dates of significance, such as: – Australia Day/Survival Day, January 26 – Apology Day, February 13 – Closing the Gap Day, third Thursday in March – 1967 Referendum, May 27 – Mabo Day, June 3 – UN International Day of Indigenous Peoples, August 9 – Human Rights Day, December 10	June 2025		Communications were published both internally and externally during the reporting period to raise awareness of key dates of significance.	<span style="color: green;">●</span> On track



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	2.9. Provide a list of resources for our people to educate them on what good allyship looks like.	July 2022		During FY22, a section was added to the Indigenous Inclusion learning pathway in Degreed, KPMG’s online learning system, specifically sharing resources on allyships.	Achieved
	2.10. Provide conversation guides for our people on how to approach conversations about racism.	December 2022, 2023 and 2024		Conversation guides are shared in December each year with advice on how to talk to family and friends about racism over the end-of-year office closure period.	Achieved
	2.11. Hold at least one training session for our people per year on how to become an ally and be actively anti-racist.	December 2022, 2023 and 2024		The Belong Network hosted a guest speaker, Antoinette Lattouf, for a discussion about being actively anti-racist for the International Day for the Elimination of Racial Discrimination.	Achieved
	2.12. Share our people’s stories, thoughts and opinions on reconciliation related topics through our public blog (KPMG Newsroom) quarterly.	December 2022, 2023 and 2024		KPMG Newsroom featured several articles on Reconciliation. Stories need to be published more consistently on a quarterly basis.	Partially met
	2.13. Continuously improve HR policies and procedures concerned with anti-discrimination.	June 2025		KPMG’s Indigenous Peoples Policy has been updated to include specific reference to anti-discrimination.	On track
<b>3. Build relationships through celebrating National Reconciliation Week (NRW).</b>	3.1. Organise internal NRW events in each KPMG state head office and hold at least one organisation-wide NRW event each year.	June 2022, 2023, 2024 and 2025	Reconciliation Manager	There were local events in all nine KPMG state head offices in 2023, and a national webinar featuring the Aboriginal Languages Trust attended by approximately 700 people.	Achieved
	3.2. RAP Taskforce members to participate in at least one external NRW event and encourage others to also participate by promoting through their social media channels.			KPMG representatives attended several events throughout the week either in person or virtually.	Achieved
	3.3. Suggest at least one external community event that our people can participate in, in each city where there is a KPMG office to encourage and support staff and senior leaders to recognise and celebrate NRW.			An article promoting internal events included links to resources and the events register on the Reconciliation Australia website.	Achieved
	3.4. Register all our NRW events on Reconciliation Australia’s NRW website.			Events uploaded to the Reconciliation Australia website as private events.	Achieved
	3.5. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.			Article promoting internal events included links to resources and the events register on the Reconciliation Australia website.	Achieved





ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>4. Respect and uphold First Peoples' unique rights by observing cultural protocols.</b>	4.1. Create guidelines on respecting Indigenous Cultural Intellectual Property for all KPMG staff.	December 2021	Reconciliation Manager	KPMG's Indigenous Imagery Guidelines includes guidance on Indigenous Cultural Intellectual Property.	<span style="color: green;">●</span> Achieved
	4.2. Update the Acknowledgement of and Welcome to Country Guidelines as KPMG grows to new offices. Continue to expand Acknowledgement of Country resources, for example by developing additional video resources.	December 2022, 2023 and 2024		Details for KPMG's new Geelong office were added in September 2022.	<span style="color: green;">●</span> On track
	4.3. Include an Acknowledgement of Country on the KPMG Australia website.	June 2022		KPMG Australia's external website includes an Acknowledgement of Country in the copyright.	<span style="color: green;">●</span> Achieved
	4.4. Display Acknowledgment of Country on notification screens on each floor of our offices.	December 2021		Acknowledgement of Country is on rotation on internal screens.	<span style="color: green;">●</span> Achieved
	4.5. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025		It is standard practice at KPMG for presentations and national events to include an Acknowledgement of Country.	<span style="color: green;">●</span> On track
	4.6. Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025		The Acknowledgement of Country Guidelines are available to all staff. KPMG Partner Shelley Reys' TEDx Talk on how to deliver a meaningful Acknowledgement of Country is shared on a regular basis.	<span style="color: green;">●</span> On track
	4.7. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2025		It is standard practice at KPMG for presentations and national events to include an Acknowledgement of Country.	<span style="color: green;">●</span> On track
	4.8. Formally engage with the KIN through consultation meetings on upcoming programs or projects which affect them or are related to Indigenous focused initiatives.	June 2025	Reconciliation Manager and Indigenous Inclusion Manager	Monthly KPMG Indigenous Network (KIN) meetings take place, and ad hoc meetings are held when consultation is needed for specific projects.	<span style="color: green;">●</span> On track
	4.9. Ensure the contribution of the KIN in developing RAP strategies and initiatives is appropriately recognised and valued in end of year performance reviews.	June 2025		Feedback provided on request.	<span style="color: green;">●</span> On track



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	4.10. Hold informal networking for KIN to connect and share learnings and experiences.	June 2025	Indigenous Inclusion Manager	KIN catch-up meetings are held monthly.	● On track
	4.11. Implement firm-wide change to personal leave to allow for floating public holidays, to allow, for example, Indigenous colleagues to work on January 26 if they choose to and reallocate this leave to another date.	December 2021		As outlined in KPMG’s Cultural Leave Policy and KPMG <a href="#">Our Impact Plan 2023</a> .	● Achieved
	4.12. Provide an Indigenous cultural leave day specifically for Indigenous colleagues to use for significant cultural, family or community activities or events.	December 2021			● Achieved
<b>5. Engage KPMG’s leadership to champion reconciliation initiatives.</b>	5.1. All Board and NEC members to participate in at least one Jawun Executive Visit or equivalent event, as a cultural immersion experience.	June 2025	Head of Corporate Citizenship	57% of Board and NEC members have participated in a Jawun executive visit or equivalent event.	● On track
	5.2. Support Jawun’s Stories of Female Leadership (SOFL) program. Sponsor one Indigenous person per year to participate and send KPMG representatives to events.	June 2025		Two KPMG people participated in SOFL in 2023.	● On track
	5.3. Send three KPMG executives to the Garma Festival each year.	August 2022, 2023 and 2024		Five representatives from KPMG attended the Garma Festival in 2022, hosted by the Australian Indigenous Education Foundation.	● Achieved
	5.4. Encourage KPMG Partners to join the boards of Indigenous organisations by providing specific opportunities on our internal Board Connect platform, which promotes board opportunities to our people.	June 2025	KPMG Partners	Opportunities to join the boards of Indigenous organisations are shared via the internal KPMG Board Connect Program.	● On track
<b>6. Strengthen employment and professional development pathways for Aboriginal and Torres Strait Islander people to develop meaningful careers at KPMG.</b>	6.1. Hire 135 additional Aboriginal and Torres Strait Islander people over the life cycle of the RAP. New hires per financial year:  FY22 = 21 FY23 = 31 FY24 = 41 FY25 = 42	June 2025	Indigenous Inclusion Manager, National Executive Committee	In FY23, we achieved steady progress employing 19 Aboriginal and Torres Strait Islander individuals, however, we have not achieved our interim target. People & Inclusion (P&I) have established a new leadership position, a First Nations Inclusion Lead, with a dedicated focus to drive recruitment and engagement initiatives to strengthen representation of Aboriginal and Torres Strait Islander employees within the firm.	● Not achieved



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	6.2. Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy annually.	December 2022, 2023 and 2024	Indigenous Inclusion Manager	This strategy is reviewed on an ongoing basis at the RAP Taskforce meetings and at the executive level. Employee value proposition (EVP) and marketing materials will be created and rolled out, including our Graduate Attraction plan at the end of 2023.	● On track
	6.3. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2022, 2023 and 2024		Feedback from KIN members is collected on an ongoing basis and communicated to the RAP Taskforce and executives.	● On track
	6.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025		KPMG engages two Indigenous specific recruitment agencies and are in the process of procuring a further three agencies to increase reach to Aboriginal and Torres Strait Islander candidates.	● On track
	6.5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021		Work is underway in reviewing policies to remove barriers to Aboriginal and Torres Strait Islander workforce participation.	● Partially met
	6.6. Increase the retention rates of Aboriginal and Torres Strait Islander colleagues to work towards being on par with the firm-wide average.	June 2025		<p>In our refreshed FY25 Inclusion and Wellbeing strategy, a cultural safety and anti-racism action plan will be developed to enhance the recruitment and retention of Aboriginal and Torres Strait Islander employees within the firm.</p> <p>The newly appointed First Nations Inclusion Lead role will proactively work with managers and leaders to accelerate engagement of Aboriginal and Torres Strait Islander employees and enhance retention rates to align with the firm average.</p>	● On track
	6.7. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	June 2025		The newly appointed First Nations Inclusion Lead role will collaborate with key leaders and stakeholders across the firm to strengthen employment opportunities and professional growth for Aboriginal and Torres Strait Islander employees. This will enable employees to pursue meaningful career growth and receive the necessary support to advance into management and senior level roles.	● On track



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	6.8. Have two KIN members participate in the Emerging Indigenous Executive Leadership Program (EIELP) per year.	December 2023		KPMG has two people participating in EIELP in 2023.	● On track
	6.9. Host 30 CareerTrackers interns over the life of the RAP.	June 2025		Since KPMG commenced its partnership with CareerTrackers, we have hosted 16 interns. The firm has committed to supporting future Indigenous leaders by hosting 30 CareerTracker interns by June 2025. The firm is on track to meet this target having hosted eight interns during FY23, and it will continue to welcome interns to the firm during FY24.	● On track
	6.10. Offer work experience opportunities for every Indigenous tertiary scholarship recipient.	June 2025		Scholarship recipients are offered opportunities to work at KPMG, and in 2022, there was one scholarship recipient employed at the firm.	● On track
	6.11. Host a conference for the KPMG Indigenous Network every two years, with workshops and training for professional development such as business development, coaching and career advice sessions.	December 2021 and 2023		A KIN conference was held virtually across several dates in November and December in 2021. The next conference is scheduled for 2023.	● On track
	6.12. Provide an avenue for KIN members in leadership programs to participate in the RAP Taskforce, thereby building their relationships with top leaders within the firm and their impact on the direction of the RAP.	June 2025		Participants in the EIELP are invited to join the RAP Taskforce for the year they are in the program.	● On track





# For Indigenous business

*Trent Heath, a proud Gamilaraay man, is an Associate Director in our Consulting team and Morgan Bloodworth, a proud descendent of the Kamilaroi nation and experienced construction manager, is an Associate Director in the Infrastructure, Assets & Places team.*





# For Indigenous business

## Leadership project: Indigenous business accelerator

The KPMG Indigenous Services (KIS) team continues to grow and deliver value for our clients. The team works across various sectors on reconciliation and transformation initiatives which create sustainable social impact and prosperity for Indigenous peoples and communities. KIS continue to work with the Yarpa Indigenous Employment Hub in Western Sydney to deliver the Indigenous business accelerator program, Yarpa Grow.



- Exceeded
- Achieved
- Not achieved
- On track
- Not due

Under the leadership of KPMG Partner Glen Brennan, a Gomeroi man from Narrabri in northern New South Wales, KPMG Indigenous Services focuses on providing the firm’s suite of professional services to Indigenous businesses, enterprises and Traditional Owners.

In October 2022, 11 businesses owned by Aboriginal and/or Torres Strait Islander peoples graduated from the Yarpa Grow business accelerator program.





## This leadership project contributes towards:

### CLOSING THE GAP OUTCOME

**8:** Strong economic participation and development of Aboriginal and Torres Strait Islander peoples and communities.

### RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

**Race Relations.** Providing business mentors promotes positive two-way relationships built on trust and respect between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

**Equality and equity.** Aboriginal and Torres Strait Islander peoples participate equally and equitably in the economy.

**Institutional Integrity.** KPMG uses our core competencies to actively support Indigenous businesses.

## CASE STUDY: CLOSING THE GAP IN INDIGENOUS HEALTH

### Associated RAP commitment: 9.1

KPMG's Indigenous Services (KIS) team is helping Aboriginal Community Controlled Health Organisations (ACCHOs) across Australia to access funding to address the sector's deteriorating infrastructure.

This comes as part of the government's new approach to Closing the Gap for Indigenous Australians. The refreshed approach recognises that working in partnership with Indigenous communities and strengthening the Aboriginal community-controlled sector is vital to achieving better health and wellbeing outcomes for Indigenous Australians.

KIS has worked with 15 different ACCHOs during the first phase of the grant application process in the Major Capital Works Program, co-designed by the sector's national peak body organisation, NACCHO. If invited to apply by NACCHO, phase two of the process will see KIS working with these ACCHOs on a detailed grant application to access the funding they need.

Nicole Petrilli, KIS Director, said, 'Through this engagement, we have provided grant writing support to some of the most remote and disadvantaged communities in the country, where the importance of access to culturally safe health services can't be underestimated.'

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**'Almost 410,000 Aboriginal and Torres Strait Islander people access these services every year. So, addressing the sector's deteriorating infrastructure and expanding culturally safe healthcare services will help drive positive change to the lives of many.'**

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## CASE STUDY: REMOVING HURDLES FOR INDIGENOUS BUSINESSES AT THE BRISBANE OLYMPICS

### Associated RAP commitment: 9.1

With the 2032 Brisbane Summer Olympics and Paralympics (Brisbane 2032) less than a decade away, the private sector is playing an increasingly critical role in building major infrastructure projects, attracting talent and investment, and securing supply chains linked to the Sunshine State.

Given the volume of projects currently underway – or expected to begin – between now and the Brisbane 2032 opening ceremony, the Queensland Government is facing a sprint of its own and must procure goods and services from countless suppliers to deliver the games on budget and on time.

Alongside this procurement challenge, the state government also set itself a target to procure 3 percent of all goods and services from First Nations businesses, which it is yet to achieve.

Queensland's Department of State Development, Infrastructure, Local Government and Planning (DSDILGP – hereafter referred to as 'the department') oversees the economic development of the state by expanding businesses and growing industries, and it engaged KPMG to help it effectively secure more First Nations businesses in the lead-up to the Games.

Research from KPMG estimates the 2032 Olympics will deliver \$8.1 billion in direct economic benefits to the Queensland economy and create 91,600 jobs across the state over the next 20 years, highlighting the economic opportunities for First Nations and non-First Nations owned businesses.

The department recognised the opportunity for First Nations businesses to leverage the significant government spending over the next 10 years and saw the need to optimise its procurement and contract management services, removing the barrier to entry for smaller Indigenous suppliers.

Bernard Kelly, Manager in KPMG Indigenous Services (KIS) said, 'It's no secret that government tenders can often be complicated and often require a dedicated team to respond to the scope of work. This is where KIS comes in.'

After examining how the department currently engages new or existing suppliers, Bernard and his team considered where enhancements could be made to create better procurement and contract management changes with Indigenous businesses.

To strengthen cultural awareness within the department and help empower Indigenous businesses, the KIS team developed a First Nations Procurement Toolkit, which acts as a system to better engage Indigenous businesses and communities.

The toolkit is also used by the department to measure and compare value across the contract management lifecycle and can be scaled to other government departments, allowing more Indigenous firms to thrive across the state.

Bernard added:

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**'There's so much in this engagement that other departments and organisations could apply to themselves. The impact of allowing First Nations businesses to get their foot in the door would be huge. For some First Nations businesses, one government tender could be life-changing. The flow-on effect of a successful First Nations business in our communities through job creation is something to really be excited about.'**

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## Commitments table: For Indigenous business

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>7. Expand the Indigenous business accelerator program to support the growth of small to medium Indigenous businesses across Australia.</b>	7.1. Launch an Indigenous business capability building program in at least three different communities across Australia.	December 2024	Lead for KPMG Indigenous Services	The Yarpa Grow program round 3 commenced during the reporting period. Plans are underway for continuing the program in 2023 and beyond, in addition to extending its reach into regional New South Wales. Yarpa Grow round 3 was completed online and the graduation held in person. This allowed the businesses to participate remotely from across New South Wales.	● On track
	7.2. Support at least 10 Indigenous businesses through the capability building program annually (30 in total).	December 2022, 2023 and 2024		Eleven businesses graduated in October 2022.	● On track
	7.3. Each participant will receive one-on-one business mentorship from KPMG.	December 2022, 2023 and 2024		All participants in Yarpa Grow round 3 received one-on-one business mentorship from KPMG.	● On track
	7.4. Partner with a university to award a micro-credential to businesses that go through the accelerator program.	December 2022		In consultation with stakeholders, it was decided not to progress this initiative to protect the IP of the investors in the Indigenous business accelerator.	● Not achieved



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>8. Continue to support the growth of Indigenous businesses through procurement.</b>	8.1. Allocate at least 3% of KPMG's procurement budget to Indigenous businesses each year.	June 2022, 2023, 2024 and 2025	Head of Procurement	3.82% of Procurement budget allocated to Indigenous businesses in FY23.	● Exceeded
	8.2. Renew Supply Nation membership annually.	December 2022, 2023 and 2024		● Achieved	
	8.3. Establish, increase or maintain commercial relationships with at least 15 Aboriginal and/or Torres Strait Islander businesses annually.	June 2022, 2023, 2024 and 2025		KPMG worked with 43 Indigenous suppliers in FY23, 18 of which were new suppliers this financial year.	● Exceeded
	8.4. Annually review and implement the Aboriginal and Torres Strait Islander procurement strategy.	December 2021, 2022, 2023 and 2024		Procurement strategy reviewed every February.	● Achieved
	8.5. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025		● Not due	
	8.6. Encourage our people to support small Indigenous businesses through Indigenous Business Month and other activities.	October 2022, 2023 and 2024	Lead for KPMG Indigenous Services and Reconciliation Manager	Indigenous Business Month promoted internally through Yammer. Yarpa Grow's Graduation was also held during Indigenous business month.	● Achieved
	8.7. Promote campaigns and initiatives run by partners, such as Supply Connect and the BCA's Raise the Bar Initiative.	June 2025	Head of Procurement	● Not due	
<b>9. Make KPMG's core services more accessible to Indigenous businesses, communities and organisations.</b>	9.1. Grow the number of Indigenous organisations accessing KPMG's products and services by 150.	June 2025	Lead Partner for KPMG Indigenous Services		● Not due
	9.2. Run at least one business accelerator program annually, in partnership with local Indigenous partners.	December 2022, 2023 and 2024		Yarpa Grow round 3 was completed in October 2022. Plans are underway for continuing the program in 2023 and beyond.	● Achieved





**In October 2022, 11 businesses owned by Aboriginal and/or Torres Strait Islander peoples graduated from the Yarpa Grow business accelerator program.**





# For community



*Sharlenee Peacock, a proud Wiradjuri woman and law graduate, is a graduate in the Governance, Risk & Controls Advisory Team since 2023.*

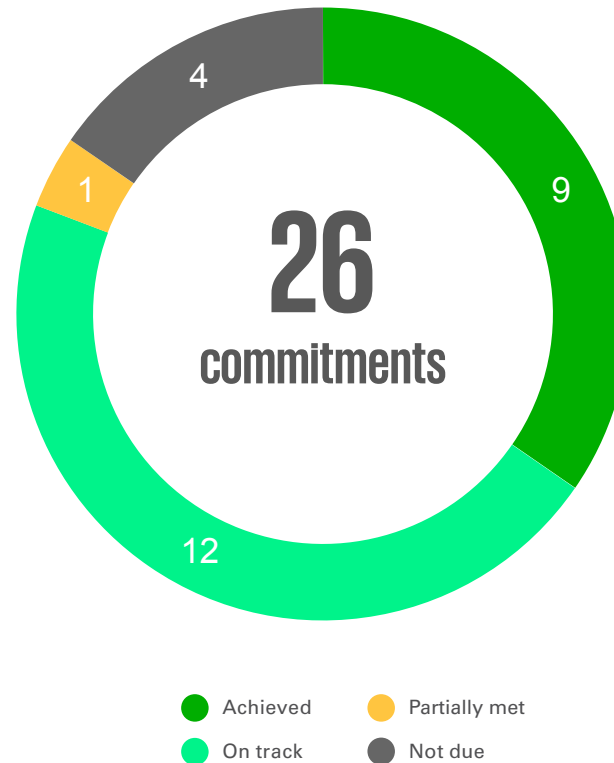




# For community

## Leadership project: Collaborative approach to Indigenous suicide prevention

In this leadership project, our aim is to use our resources and networks with specialist organisations to help develop an approach to Indigenous suicide reduction. We have formed new partnerships with community-centred and Indigenous-led organisations focusing on mental health, so that the voices of Indigenous communities are at the heart of our approach to this issue.



Through our sponsorship of the Indigenous Suicide Prevention Forum in 2022 and 2023, we have learned about some of the many issues facing Aboriginal community-controlled health organisations. Consistent funding is always a significant issue that community organisations face, and the grant application process is reportedly tricky to navigate. Organisations are struggling to collect consistent and clear data to prove that their programs are effective. From these learnings, KPMG has identified it can assist with the data collection, evaluation and reporting processes, to help elevate the voices of those organisations doing work on the ground. We will be focusing on this in FY24.





## This leadership project contributes towards:

### CLOSING THE GAP OUTCOME

**14:** Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing.

### RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

**Race Relations.** Building positive two-way relationships based on trust and respect and demonstrate active listening and a genuine intention of collaboration.

**Equality and equity.** Poor mental wellbeing can be a barrier to participation and to enjoyment of life. It is hoped that by improving mental wellbeing, Aboriginal and Torres Strait Islander peoples are more fully able to achieve self-determination.

**Institutional Integrity.** Using our platform and reputation as KPMG to actively support community-led solutions demonstrates good practice stakeholder engagement, collaboration and partnership development in the corporate sector.

## CASE STUDY: BLACK RAINBOW STATUS REPORT

### Associated RAP commitment: 6.9

Black Rainbow is a national volunteer Aboriginal and Torres Strait Islander Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Sistergirl and Brotherboy (LGBTIQ+SB) social enterprise pursuing positive health and wellbeing for Aboriginal and Torres Strait Islander LGBTIQ+SB peoples. These First Nations peoples are the unique voices of the Black Rainbow community and are as vibrant and diverse as the people and communities themselves. Recognition of this uniqueness has lagged behind in Australia's health system, policy, and funding.

Time and time again, research has shown that First Nations LGBTIQ+SB people are exposed to compounding racist, homophobic and/or transphobic discrimination. The intergenerational trauma caused by historical and ongoing dispossession also acts as an additional barrier to equitable access to key life opportunities, impacting the health and wellbeing of many community members. This is unacceptable in a fair and equitable society.

In February 2023, Black Rainbow in conjunction with KPMG launched the pro bono statUS report, profiling the voices of First Nations LGBTIQ+SB people and providing a case for self-determination of policy and services. The report contains an Action Plan, aimed at government, the service industry, and the First Nations health sector, that will drive urgently needed change to improve the health and wellbeing of First Nations LGBTIQ+SB people. Action at all levels is needed to improve governance, service delivery, evaluation, and monitoring for First Nations LGBTIQ+SB people.

Dameyon Bonson, founder of Black Rainbow, said:

**'Our collaboration on this report and action plan strives to elevate the voices of our community as the leaders for self-determination and change. All of our commitment to learning, development and embedding First Nations LGBTIQ+SB people in governance and research will ensure we create a future that our community aspires to.'**



The Black Rainbow report can be accessed at: [KPMG Status Report – Black Rainbow](#)



## Commitments table: For community

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>10. Take a collaborative approach to Indigenous Suicide Prevention.</b>	10.1. Use KPMG's networks, resources and relationships to identify the right partners to work collaboratively with, focusing on Indigenous community led partnerships.	March 2022	Head of Corporate Citizenship and Reconciliation Manager	KPMG supported grassroots organisation, Black Rainbow, in developing and launching a pro bono report on improvements to health care for Aboriginal and Torres Strait Islander LGBTQIA+SB peoples. The pro bono report, 'statUS', was launched in February 2023. KPMG also sponsored the Indigenous Suicide Prevention Forum in 2023 and renewed our annual scholarship with The Westerman Jilya Institute for Indigenous Mental Health.	Achieved
	10.2. Host a symposium with mental health focused organisations to identify potential areas for collaboration.	October 2022		KPMG has worked with Black Rainbow to develop the 'statUS' report, with a view to invite other mental health organisations for a discussion on next steps.	Partially met
	10.3. In partnership with at least one community organisation or peak body, publish a thought leadership piece identifying key risk factors and recommendations for potential solutions.	December 2022		The Black Rainbow 'statUS' report was launched in February 2023, which provides recommendations and actions to strengthen policies around Indigenous LGBTQIA+SB health.	Achieved
	10.4. Help to implement at least one recommendation from the above report.	December 2023			Not due
	10.5. Identify three new partnerships focused on suicide prevention within Indigenous communities, and use KPMG skills and resources to enable them to drive more successful outcomes.	June 2025		In 2022 KPMG began supporting an annual scholarship through The Westerman Jilya Institute. KPMG has also supported Black Rainbow and the Indigenous Suicide Prevention Forum.	On track





ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>11. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	11.1. Allocate 25% of KPMG's pro bono budget to Indigenous engagements per FY.	June 2022, 2023, 2024 and 2025	Head of Corporate Citizenship	KPMG has met the target to allocate 25% of the pro bono budget to support Indigenous communities.	<span style="color: green;">●</span> Achieved
	11.2. Establish at least four formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2025		Organisations supported under the RAP include Jawun, AIEF, GO Foundation, The Westerman Jilya Institute for Indigenous Mental Health, and Black Rainbow.	<span style="color: green;">●</span> On track
	11.3. Publish at least six case studies demonstrating the social impact of this contribution on the KPMG website.	June 2025		Case studies are included in this progress report as well as on the KPMG Newsroom and website.	<span style="color: green;">●</span> On track
	11.4. Continue our partnership with Jawun Indigenous Corporate Partnerships by providing 20 secondees per calendar year.	December 2025		Eleven people have participated in a secondment in the first half of 2023 and we are on track to hit our target for this calendar year.	<span style="color: green;">●</span> On track
	11.5. Connect Jawun alumni to the alumni engagement program, Milbiwi, so they can continue to volunteer on an ongoing basis.	December 2025		All secondees are automatically added to Milbiwi, Jawun's alumni network, which aims to help past secondees stay connected and provide opportunities to assist with ad hoc pieces of work.	<span style="color: green;">●</span> On track
	11.6. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2023	Reconciliation Manager	KPMG has annual review meetings with Jawun and Jilya to discuss the partnership. Consultations with AIEF are held on a quarterly basis. All other partnerships are reviewed on an as needs basis.	<span style="color: green;">●</span> On track
	11.7. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.			A stakeholder engagement strategy has been developed which details how all stakeholders are communicated with.	<span style="color: green;">●</span> Achieved



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>12. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	12.1. Review HR policies annually and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022, 2023 and 2024	Reconciliation Manager	An additional cultural leave day was added to the leave policy in September 2021, to allow for Aboriginal and Torres Strait Islander staff to engage in events such as NAIDOC. This has been promoted consistently to raise awareness and encourage staff to participate in cultural events.	Achieved
	12.2. RAP Taskforce to participate in an external NAIDOC Week event.	July 2022, 2023 and 2024		RAP Taskforce members and other KPMG stakeholders attend the NAIDOC Ball each year. Other RAP Taskforce members are encouraged to attend external events in their hometowns.	Achieved
	12.3. Support all staff to participate in at least one local NAIDOC Week event in each city with KPMG state head offices: Sydney, Melbourne, Adelaide, Canberra, Perth, Brisbane, Hobart and Darwin.			NAIDOC week events were promoted internally, and all staff were encouraged to participate.	Achieved
	12.4. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.			RAP Taskforce members and other KPMG stakeholders attended the NAIDOC Ball in July 2022.	Achieved
<b>13. Use KPMG's platform to support social reform and share learnings between organisations.</b>	13.1. Continue to advocate for constitutional reform by publicly reiterating our support for the Uluru Statement from the Heart and educating our people internally to build awareness of the campaign.	26 May 2022, 2023, 2024 and 2025	Head of Corporate Citizenship	KPMG has publicly supported constitutional recognition and a 'yes' vote in The Voice Referendum.	Achieved
	13.2. Assess additional social reform campaigns KPMG can support as they arise, and contribute our voice when aligned with our RAP commitments.	December 2023	Head of Corporate Citizenship		Not due
	13.3. Develop a process for providing feedback submissions on government policy that relate to Indigenous issues.	December 2023	Director, Government & Regulatory Affairs		Not due



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>14. Support access to education opportunities for Indigenous students.</b>	14.1.Run a fundraising campaign for Indigenous Literacy Day.	September 2022, 2023 and 2024	Reconciliation Manager	Indigenous Literacy Day is promoted internally each September through Yammer.	On track
	14.2.Fund two secondary scholarships with the Australian Indigenous Education Foundation per year.	December 2023	Head of Corporate Citizenship	The AIEF scholarships are renewed annually.	On track
	14.3.Fund a three-year scholarship with the Australian Business Community Network for an Indigenous student.	December 2023			On track
	14.4.Work with university partners to award or renew four tertiary scholarships per calendar year.	December 2024	Indigenous Inclusion Manager	KPMG will continue to explore university partners to award or renew four tertiary scholarships per calendar year. This includes the KPMG Indigenous Scholarship at University of Technology Sydney (UTS), University of Newcastle Scholarship and University of Griffith.	On track
<b>15. Continue to advocate for Reconciliation Australia and the RAP program.</b>	15.1.Give at least one presentation to share learnings with RAP Working Groups in other organisations every quarter.	December 2023	Reconciliation Manager	KPMG’s Reconciliation Manager presents regularly to clients and other organisations to share learnings and participated in the Elevate cohort meetings.	On track
	15.2.Continue to mentor and support new organisations to develop and implement RAPs, aiming to help one organisation quarterly.				On track
	15.3.Participate actively in the Elevate cohort and in quarterly RAP leadership gatherings.				On track





# Governance



# Governance

KPMG’s RAP is overseen by our RAP Taskforce. The Taskforce is chaired by the KPMG National Chairman and consists of leaders from different areas of the business who hold key responsibilities for delivering on RAP commitments, as well as members from the KPMG Indigenous Network (KIN).



● Achieved    ● Not due  
● On track

This is KPMG’s second annual RAP Progress Report, marking progress in our efforts to strengthen the governance approach that underpins the RAP. The process for tracking, measuring, and reporting against RAP commitments is now consistent and clear, and we have made positive progress against our commitments, with more being listed as ‘Achieved’ and ‘On track’. Although we have not achieved all we set out to, we feel confident that we are moving in a positive direction.



# KPMG's RAP Workplace Barometer Survey findings

## Associated RAP commitment: 17.4

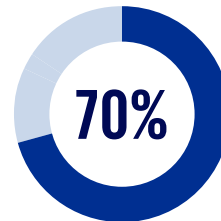
The Workplace RAP Barometer Survey is conducted by Polity Australia Research & Consulting on behalf of Reconciliation Australia. The research was conducted between July and September 2022. KPMG results are benchmarked against Late Stage RAP organisations, which is defined as one who has a RAP at Stretch or Elevate levels, plus some advanced Innovate organisations. This helps us to gauge how effective KPMG's reconciliation efforts are in changing the perspectives of our people, and where we may need to improve.

## Key findings

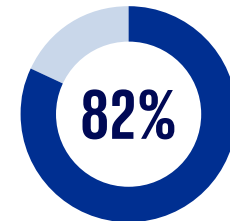
### Truth telling is important to achieving reconciliation

There is a strong belief at KPMG that truth telling is very important, the wrongs of the past must be rectified, and that racism exists in our community today. This indicates to us that our efforts to educate people about Australia's true history are having a positive impact, and that events and training are achieving the desired outcomes.

KPMG has a very high participation rate in training compared to other Late Stage RAP organisations. However, other organisations provide a significantly higher proportion of face-to-face training. While the survey results tell us that the online format does not diminish reported effectiveness or enjoyment, KPMG people have lower than benchmark confidence in their own knowledge levels. This could suggest a culture that recognises it has more to learn, but it also tells us we need to increase our efforts to provide face-to-face training.



**agree KPMG has a very visible strong stance against racism internally, at work.**



**say it is very important to undertake truth-telling processes, to acknowledge the past.**





### Appreciation for culture is strong

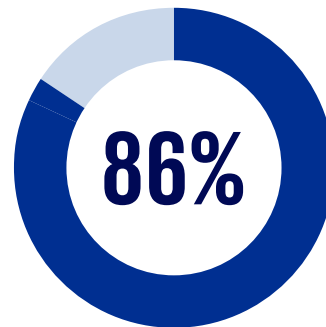
The survey results indicate to us that appreciation for Aboriginal and Torres Strait Islander culture is strong, and our people recognise the unique place and value this culture has in our national identity. The great majority of our people have been present at events with a Welcome to or Acknowledgement of Country and have felt positive and comfortable with this practice. There is also greater awareness of First Nations people working at KPMG, and a stronger than benchmark sense of preparedness at KPMG for work-related interactions with First Nations peoples. We also believe that the firm would benefit from having more First Nations people in positions of leadership, and that this would provide improved workplace culture, staff wellbeing, stronger talent acquisition and retention and improved economic performance.

### Areas for improvement

While there is improved awareness of Aboriginal and Torres Strait Islander people joining the firm, our people reported that they were not aware of any recruitment or employment strategies, or how effective these strategies are being in achieving their goals. Our people have also reported lower than average engagement with First Nations peoples, both at work and in the community. There is more that we can do to encourage our people to engage with First Nations peoples directly.

We're aware that this survey does not provide a specific First Nations perspective at KPMG and are progressing the cultural safety assessment to help identify the Indigenous-specific experience at the firm.

As in every Barometer Survey KPMG has participated in, there are still a small number of people who disagree with our efforts towards reconciliation. But we are concentrating our efforts on those who want to learn more, who display good allyship, and take encouragement from the improvements reported in the survey year on year.



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**say relationship between First Nations people and other Australians is very important for Australia as a nation.**

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## Commitments table: Governance

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>16. Strengthen governance system supporting the RAP to ensure responsibility and accountability is further embedded in the firm.</b>	16.1. Annual review of the firm's Indigenous Peoples Policy, to hold the firm accountable to key RAP commitments outside of the RAP timeline.	September 2022, 2023 and 2024	KPMG Chairman	Policy revision approved in September 2022.	● On track
	16.2. Review the Indigenous Peoples Policy to specifically reference anti-discrimination.	September 2022		Policy revision approved in September 2022.	● Achieved
	16.3. Document internal strategies and procedures to guide implementation of the commitments in the Indigenous Peoples Policy.	December 2025	Reconciliation Manager		● Not due
	16.4. Embed key RAP actions in performance expectations of senior leaders and all staff.			Targets are set in partner scorecards. Arrilla Digital Indigenous Cultural Awareness Training is mandatory for all staff.	● Achieved
	16.5. RAP Taskforce to meet once every quarter.	June 2025	KPMG Chairman		● On track
	16.6. Maintain Aboriginal and Torres Strait Islander representation on the RAP Taskforce.			Several members of the RAP Taskforce are Indigenous. In addition, the KPMG EIELP participants are invited to participate in the RAP Taskforce for the year.	● On track
	16.7. Maintain an internal RAP Champion from senior management.			The KPMG Australia Chairman chairs the RAP Taskforce, and there is also a KPMG Board member and National Executive Committee (NEC) member on the RAP Taskforce.	● On track
	16.8. KPMG National Executive Committee (NEC) to review progress against commitments and responsibilities quarterly and act where required.	June 2025	National Executive Committee	Monthly reports are provided to the National Executive Committee (NEC) that incorporate key reconciliation metrics and highlight any matters of potential concern.	● On track
	16.9. KPMG Board to be updated on key RAP achievements and campaigns quarterly.	June 2025	Head of Corporate Citizenship	Monthly reports are provided to the Board that incorporate key reconciliation metrics and highlight any matters of potential concern.	● On track
	16.10. Review RAP Taskforce Terms of Reference annually.	December 2022, 2023, and 2024	Reconciliation Manager	Reviewed and updated during FY23.	● Achieved



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
<b>17. Track, manage and report on progress.</b>	17.1. Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2022	Reconciliation Manager	Achieved through this progress report.	Achieved
	17.2. Report RAP progress to all KPMG Partners and staff quarterly.	June 2025		RAP progress is communicated through Brekky News articles and on Yammer. This is not a formal process and efforts will be made to improve consistency.	On track
	17.3. Communicate annual progress reports on the KPMG website at the end of each FY.	September 2022, 2023, and 2024			On track
	17.4. Participate in the biennial Workplace RAP Barometer Survey.	May 2022 & 2024		Results of the 2022 Barometer Survey are included in this report.	Achieved
	17.5. Participate in the annual RAP Impact Measurement Reporting.	September 2022, 2023 & 2024			Achieved
	17.6. Conduct an external audit on the RAP at the conclusion of FY24.	July 2025			Not due
	17.7. Continue our reconciliation journey by developing our next RAP in 2025–26.	January 2025			Not due





**The survey results indicate to us that appreciation for Aboriginal and Torres Strait Islander culture is strong, and our people recognise the unique place and value this culture has in our national identity.**

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