

# RECONCILIATION ACTION PLAN

December 2021 – June 2025





# 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 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. This is not intended to cause offense.

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# FOREWORD

At KPMG, we've long understood the inequality of opportunity and outcomes between Indigenous and non-Indigenous Australians must be addressed for our nation to achieve its full potential.



**ALISON KITCHEN**  
National Chairman  
KPMG Australia



**ANDREW YATES**  
Chief Executive Officer  
KPMG Australia

We also recognise reconciliation is a journey that must be approached step-by-step, demanding steadfastness and accountability. Our Reconciliation Action Plan (RAP) 2021–2025 notes the progress we have made and clearly lays out our plans to build upon these foundations. Pleasingly, as we cast forward, there is much progress from which we can draw inspiration.

Since becoming the first major professional services firm in Australia to launch a RAP, we have exceeded both our procurement and Indigenous employment targets. Our partnership with Jawun Indigenous Corporate Partnerships has seen 297 of our people on secondment, contributing over 67,000 pro bono hours to help build the capabilities of Indigenous organisations nationally. Since our last RAP we have welcomed our firm's second Indigenous Partner and first Indigenous Board member. We have introduced cultural and ceremonial leave and have also voiced our support for the Uluru Statement from the Heart.

This RAP contains a range of ambitious new targets.

We will expand our successful Indigenous business accelerator program to support the growth of small to medium Indigenous businesses across Australia. We will continue to support the growth of Indigenous businesses through procurement, including allocating at least three per cent of our procurement budget to Indigenous suppliers.

We intend to hire an additional 135 Aboriginal and Torres Strait Islander people over the lifecycle of the RAP and support our Indigenous employees to take on more management and senior level positions. It is also important that we ensure that Indigenous colleagues feel respected and valued, and are openly able to celebrate their full identity at work.

With this in mind we will develop a cultural safety plan, improving the cultural awareness and competency of our people, informed by research and the experiences of KPMG's Indigenous Network.

We will also take a new approach to Indigenous Suicide Prevention, partnering and working collaboratively with Indigenous community leaders on the issue and using KPMG skills and resources to help drive more successful outcomes.

Progressing constructively also means looking back honestly on areas where we can do better. A social audit conducted by Indigenous owned and run consultancy, Two Point Co, found the firm's retention rate among Indigenous employees falls short of our average rate. Tackling that challenge will require a range of efforts, and we are pleased our National Executive Committee has now made the Arrilla Digital Cultural Awareness learning module mandatory for all KPMG people. We know the RAP Taskforce will be vigilant in monitoring our progress over the lifespan of this new RAP.

We approach our renewed plan in challenging times. The COVID-19 pandemic has affected us all, but disproportionately our vulnerable communities, worsening inequality across society. It makes this moment particularly important for us all to step up decisively.

You can read more about what we've been doing and what we are committing to do in the pages of this report. You will find a combination of cultural, symbolic, and practical measures which, taken together, we believe will add up to purposeful advancement.



# LETTER FROM RECONCILIATION AUSTRALIA CEO



**KAREN MUNDINE**

Chief Executive Officer  
Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate KPMG on its formal commitment to reconciliation, as it implements its third Elevate Reconciliation Action Plan (RAP), its fifth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to formally contribute to the reconciliation movement. With over 3 million people working or studying in a RAP organisation, the potential for impact is greater than ever.

**SINCE JOINING THE ELEVATE RAP COMMUNITY IN 2013, KPMG HAS CONSISTENTLY RAISED THE STANDARD FOR WHAT LEADERSHIP AND BRAVERY LOOKS LIKE IN AN ORGANISATION COMMITTED TO RECONCILIATION.**

Over the course of its RAP journey, KPMG has become especially adept at leveraging its expertise and substantial sphere of influence to affect broader and substantive change at scale.

A prime example of the brave action characteristic of KPMG's reconciliation commitments is its approach to procurement. Understanding its uniquely placed role to drive Aboriginal and Torres Strait self-determination through economic empowerment, KPMG set and achieved ambitious procurement targets with First Nations businesses in its previous RAPs. However, to create broader change, it helped found the Business Council of Australia's Raising the Bar initiative, securing considerable resources and agency for Aboriginal and Torres Strait Islander businesses into the future.

By committing to grow the Indigenous Business Accelerator in this Elevate RAP, KPMG is continuing to embed and expand on this support of First Nations economic empowerment.

On its RAP journey so far, KPMG has consistently spoken up on and lent its resources to tackle the tougher issues affecting Aboriginal and Torres Strait Islander peoples. This has included advocating for the aspirations of the Uluru Statement from the Heart; providing pro bono support for the Maranguka Justice Reinvestment Project; as well as developing a guide for businesses on the UN Declaration on the Rights of Indigenous Peoples. This legacy of not shying away from the hard or controversial topics is continuing in this Elevate RAP, where KPMG is turning its focus to Aboriginal and Torres Strait Islander suicide prevention. Using its networks and resources, it plans to aid First Nations organisations and experts to help mitigate this crisis.

KPMG is transparent and rigorous in its approach to what it still needs to work on in its reconciliation outcomes. KPMG's Indigenous Network have bravely advocated for the need for stronger cultural safety, and likewise KPMG has acknowledged its challenges in implementing cultural awareness training. To rectify this issue, KPMG is developing a cultural safety framework and assessment tool, allowing it to assess and continuously improve its cultural safety. In keeping with its dedication to broader change, once this framework is established, KPMG will share its learnings with Reconciliation Australia and the RAP network.

Through the creation of this Elevate RAP, KPMG continues in its role as an exemplary and constructive leader in the ever-growing network of RAP partners. On behalf of Reconciliation Australia, I commend KPMG on this Elevate RAP and look forward to following its ongoing reconciliation journey.



# LETTER FROM THE KPMG INDIGENOUS NETWORK

Over the past decade, the number of Aboriginal and Torres Strait Islander people working at KPMG has grown from a handful of people to approximately 40 people across the firm.

All of us are different – diverse in our identifies, histories, countries, careers, specialties and backgrounds. The KPMG Indigenous Network (KIN) is a space for us all to come together, network, support each other and provide input into the direction of the firm’s reconciliation strategy.

In 2020 through the audit of the 2017–2020 RAP, we raised some concerns and made suggestions for the changes we would like to see happen in the firm. The progress made since shows us we were heard. We were invited to provide input into the KPMG submission on the Indigenous Voice Discussion Paper, the Indigenous Peoples Policy, and this Reconciliation Action Plan. In September 2021, KPMG made the Arrilla Digital Indigenous Cultural Awareness e-learning module mandatory for all staff, and implemented a new Cultural Leave Policy, so we have extra support to participate in family, community and cultural events. In November 2021, we also participated in our first KIN Conference, a virtual event held over several sessions focused on truth telling, networking and career development.

These may seem like small actions, but to us it makes all the difference. It signals that the firm is listening and taking practical steps to ensure that KPMG is an inclusive workplace for us, that values and appreciates our contribution. These changes didn’t happen by accident and it’s emboldened us for the future. We see this as progress and encourage KPMG to keep working towards making this a culturally safe workplace. We ask our colleagues to walk with us, to travel further down their own learning pathway and take action to demonstrate true allyship.

It can start with the little things. It can be as simple as learning what country you live on and about the people who live there; by saying hello and showing an interest in our histories and cultures; by acknowledging we’re all different and asking what you can do to help.

These little kindnesses stick inside us and we carry them with us throughout our careers. And all these little actions add up to create big change for the future.

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# ABOUT KPMG

## OUR STRUCTURE AND OPERATIONS

**KPMG AUSTRALIA IS PART OF A GLOBAL ORGANISATION OF INDEPENDENT PROFESSIONAL SERVICES FIRMS, SPANNING 146 COUNTRIES AND TERRITORIES. IN FY21, WE COLLECTIVELY EMPLOYED SOME 227,000 PEOPLE.**

KPMG Australia operates as a partnership and is a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

We provide professional services to organisations across a wide range of industry, government and civil society sectors. Our service areas are: Audit, Assurance & Risk Consulting; Deals, Tax, & Legal; Management Consulting; and our mid-market practice, KPMG Enterprise.

In Australia, we employ almost 10,000 people, approximately 40 of whom identify as Aboriginal and/or Torres Strait Islander. Our headquarters are split between Sydney and Melbourne, with offices in every state and territory capital within Australia, as well as regional offices in the Gold Coast, Newcastle, Parramatta, Penrith, Rhodes and Wollongong. KPMG Australia also operates offices in PNG and Fiji.



## OUR VALUES

Our people are key to empowering positive change with our clients and in our communities. At the core of KPMG's vibrant culture are a set of values that bring out the best in our people.

Our values are embedded in our [Global Code of Conduct](#). The code defines the standards of conduct we require of our people in KPMG member firms worldwide.

These values represent what we believe in and what is important to us as a firm. They are the foundation of everything we do and every action we take. Doing what is right and doing what matters is core to how we operate.

This values driven approach has guided the leadership of KPMG in expertly navigating the various challenges of 2020 and 2021.

It has guided us through the pandemic, helping us live our purpose as an organisation and lead with empathy.

We value [inclusion and diversity](#), fostering a positive and encouraging culture where everyone feels they belong. As a result, we attract passionate individuals who share a common purpose of Inspiring Confidence, Empowering Change for their clients and the communities in which they live and work.

### OUR KEY VALUES ARE:

## Integrity

We do what is right

## Excellence

We never stop learning and improving

## Courage

We think and act boldly

## Together

We respect each other and draw strength from our differences

## For Better

We do what matters



## KPMG IMPACT REPORT

In 2021 we launched our first [KPMG Australia Impact Report](#), detailing KPMG's activity to enhance accountability around financial, environmental, social, governance and community benchmarks.

The report represents a step change in transparency for our business, which is critical for building trust in our brand and our profession. It provides markers on how we are performing, what we have achieved, where we need to improve and where we want to be.

This report has been prepared in accordance with Global Reporting Initiative (GRI) Standards and the WEF IBC Stakeholder Capitalism Metrics. This gives our stakeholders the opportunity to compare our year-on-year performance.

It also accounts for our progress against our long-standing commitment to the UN Global Compact principles, while delivering against the United Nations Sustainable Development Goals (SDGs) relevant to us. We seek to provide a balanced report that notes where we are performing well, as well as where we are dissatisfied and want to do more.

## RESPECT FOR HUMAN RIGHTS

KPMG Australia is also deeply committed to respecting human rights. We are a founding member of the United Nations Global Compact Network Australia (UNGCNA). We expect high standards of human rights performance across our operations and supply chain. This commitment aligns with the [KPMG International Business and Human Rights Statement](#). KPMG Australia aims to always act with integrity and courage, and to foster an ethical culture where everyone embraces a sense of responsibility for doing the right thing the right way. Respecting human rights across all our business activities helps to uphold KPMG Australia's core values and achieve our vision of creating long term, sustainable value for society. Aligned with this commitment, we published our first [Modern Slavery Statement in FY20](#) and our second report for [FY21](#), detailing the actions to be taken to ensure there is no modern slavery in our operations and supply chain.

## IMPROVING RACIAL EQUITY

The tragic death of George Floyd in May 2020 and the Black Lives Matter protests that followed prompted us to challenge ourselves to renew our efforts to making a real and lasting difference towards improved racial equity within and outside of KPMG globally.

Across several months in 2020, More than 17,000 KPMG people across the world came together virtually in several sessions totalling over 72 hours to listen and learn from one another. Our people shared personal stories on the racial injustice they see or experience along with their ideas for a collective plan of action to drive meaningful change.



# CORPORATE CITIZENSHIP

Our Corporate Citizenship approach focuses our efforts on driving change for Indigenous Australia, Mental Health, Climate Action and Lifelong Learning. The founding principle is to leave no one behind.

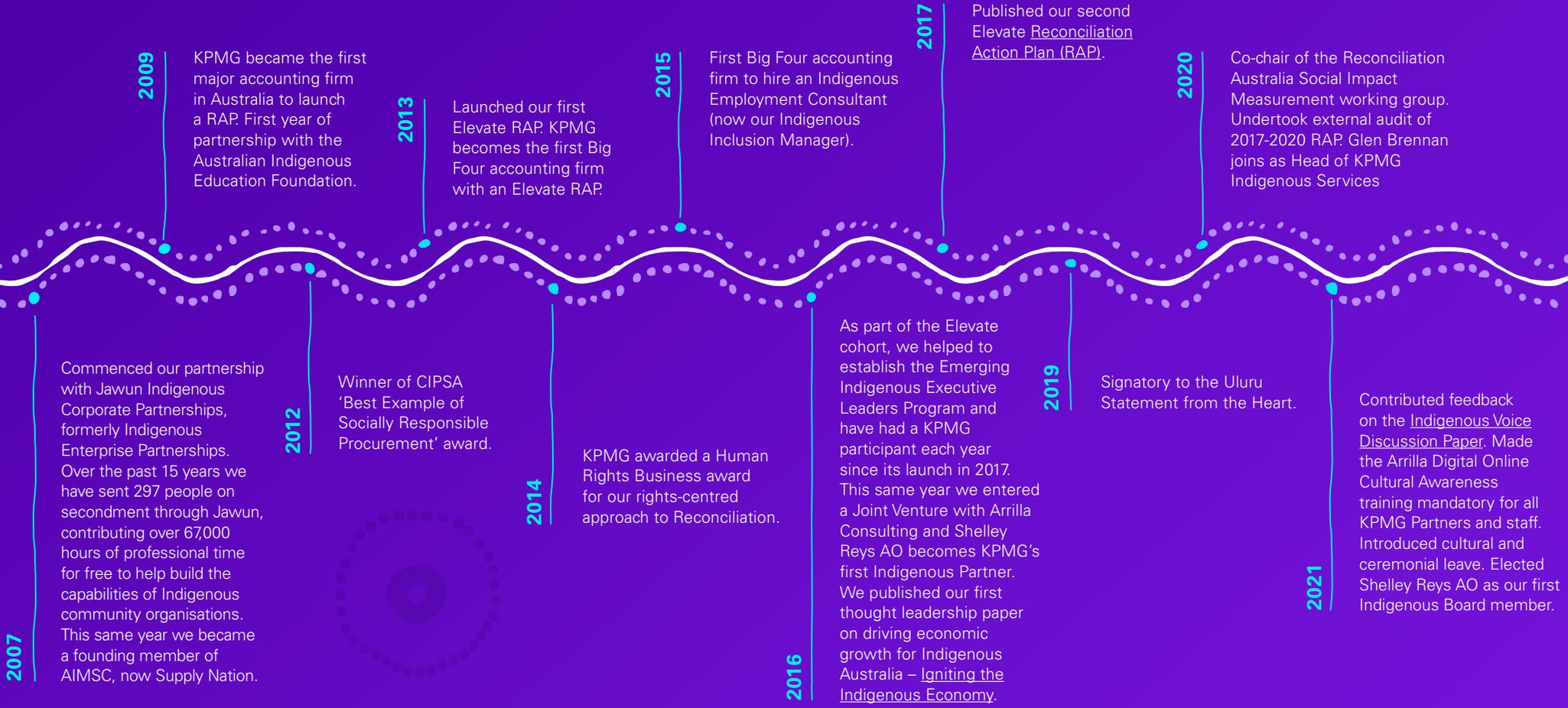
Underpinning our approach are the UN Sustainable Development Goals (SDG), a global blueprint to achieve a better and more sustainable future for people and planet. By following the SDG framework, business will prosper. When we acknowledge the interdependency of our world and bring everyone on the journey, we mitigate risk, open new markets and bring hope to future generations.

## KPMG'S RECONCILIATION JOURNEY

KPMG has been an active member of the RAP Network since our first RAP in 2009, and part of the Elevate cohort since 2013. We have been active participants at each RAP Elevate cohort conference and have had representation at many Learning Circles and Leadership Gatherings. KPMG Partners have also contributed to the governance of Reconciliation Australia at the highest level.



## SOME OF THE OTHER WAYS WE HAVE SHOWN LEADERSHIP IN RECONCILIATION TO DATE:





# RAP GOVERNANCE

## IN THIS SECTION

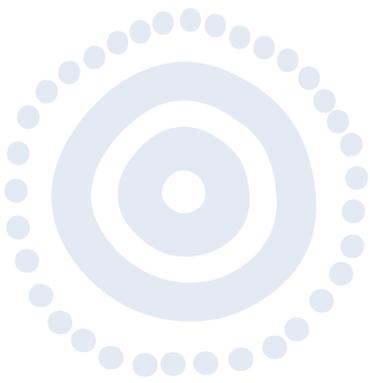
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# MEET KPMG'S RAP TASKFORCE

KPMG's RAP is overseen by the RAP Taskforce, which features leaders from different levels across the firm who hold key responsibilities for implementing the RAP commitments.



**ALISON KITCHEN**  
KPMG AUSTRALIA CHAIRMAN

Chair of the RAP Taskforce, Board representative



**DONNA O'NEILL**  
DIRECTOR, HEAD OF CORPORATE CITIZENSHIP

Oversee RAP development and implementation



**SHELLEE MURPHY-OATES**  
RECONCILIATION MANAGER (NYAMPA WAILWAN & DARKINJUNG WOMAN)

RAP Implementation and RAP Taskforce Secretariat



**PAUL HOWES**  
NATIONAL MANAGING PARTNER ENTERPRISE

National Executive Committee representative



**PAUL KTENAS**  
HEAD OF PROCUREMENT

Oversee Indigenous procurement targets



**JESSIKA LEMBRYK**  
MANAGER, PEOPLE & CHANGE (WIRADJURI WOMAN)

2020 EIELP participant and KPMG Indigenous Network representative



**SHELLEY REYS AO**  
CEO ARRILLA INDIGENOUS CONSULTING, KPMG PARTNER AND BOARD MEMBER (DJIRRIBUL WOMAN)

Cultural competency expert, Board representative



**JAMES COPSEY**  
DIRECTOR, GOVERNMENT & REGULATORY AFFAIRS

Government relations and policy



**JESSE SLOK**  
SENIOR CONSULTANT, RISK ASSURANCE (GAMILARAAY MAN)

2021 EIELP participant and KPMG Indigenous Network representative



**GLEN BRENNAN**  
PARTNER, HEAD OF KPMG INDIGENOUS SERVICES (GOMEROI MAN)

Indigenous sector insights



**HOLLY JOHNSON**  
INDIGENOUS INCLUSION MANAGER (GOORENG GOORENG WOMAN)

Manage Indigenous recruitment, employment and leadership development initiatives



**TRENT HEATH**  
ASSOCIATE DIRECTOR, SOURCING & PROCUREMENT ADVISORY (GAMILARAAY MAN)

2021 EIELP participant and KPMG Indigenous Network representative



**JAMES MABBOTT**  
PARTNER FOR KPMG FUTURES

Innovation insights



**KRISTIN SLIVA**  
PARTNER, CORPORATE AFFAIRS

Oversee internal and external RAP communications



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**In all KPMG's operations, including supply chain, we endeavour to respect the rights of Indigenous peoples to maintain and strengthen their own institutions, cultures and traditions, and to pursue their development in keeping with their needs and aspirations.**

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## KPMG INDIGENOUS NETWORK

**THE KPMG INDIGENOUS NETWORK (KIN) IS A GROUP OF APPROXIMATELY 40 PEOPLE IN TEAMS ACROSS THE FIRM WHO OPENLY IDENTIFY AS ABORIGINAL AND/OR TORRES STRAIT ISLANDER.**

The KIN was created to build relationships, provide avenues to raise concerns, and allow people to contribute to the development of the firm's reconciliation strategy.

KPMG respects privacy and does not disclose the membership of the KIN outside of the group without explicit permission from each individual. We also acknowledge there are other people at KPMG who are of Aboriginal or Torres Strait Islander descent who choose not to identify in the workplace. We acknowledge there can be additional pressures with identifying in the workplace and, as such, participation in the KIN is always an invitation and not an expectation.

## RAP CHAMPIONS

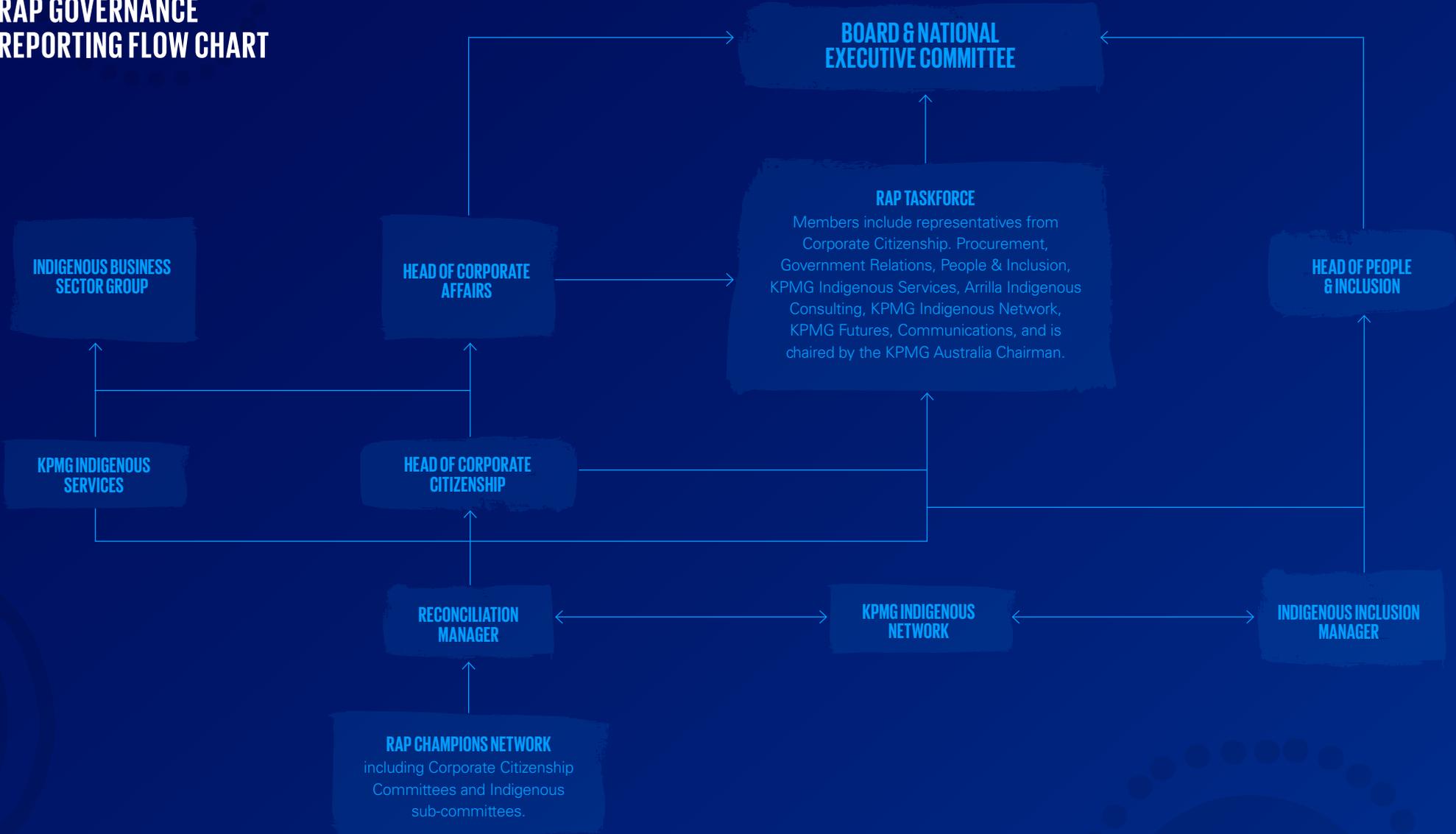
In addition to the Taskforce, we have a network of over 700 people across KPMG who sign up to the RAP Champions network.

This network receives bi-monthly newsletters and notifications with updates on our achievements, resources, information on key dates of significance and suggestions for taking action for reconciliation.

Central to the RAP Champions network are our Corporate Citizenship Committees, which are groups of individuals around the country who help enact our national strategy at the local office level. Each committee has an Indigenous sub-committee which organises National Reconciliation Week and NAIDOC Week activities each year and helps promote key communications, surveys, and events.



# RAP GOVERNANCE REPORTING FLOW CHART





# INDIGENOUS PEOPLES POLICY

KPMG Australia is committed to respecting the rights of Indigenous peoples, in line with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

The UNDRIP and the related Australian Business Guide to its implementation recommends publishing an Indigenous Peoples Policy to strengthen governance and hold organisations accountable to their commitments.

KPMG's Indigenous Peoples Policy was launched in October 2021. It sets out the focus areas of KPMG Australia's strategy to recognise, protect and respect the rights of Aboriginal and Torres Strait Islander peoples, both within and outside of our organisation. In all KPMG's operations, including supply chain, we endeavour to respect the rights of Indigenous peoples to maintain and strengthen their own institutions, cultures and traditions, and to pursue their development in keeping with their needs and aspirations.



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# 2017 – 2020 ELEVATE RAP PERFORMANCE



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

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# RAP PERFORMANCE

In our 2017–2020 RAP we centred our reconciliation strategy around three focus areas aligned to the three RAP pillars: **Relationships, Respect** and **Opportunities**.

## THESE FOCUS AREAS WERE:

# 01

Supporting economic  
and social participation

# 02

Respecting and promoting the  
rights of Indigenous Australians

# 03

Fostering strong leadership  
for reconciliation

KPMG was also one of the first organisations to map our RAP commitments against local and international frameworks, in order to better communicate the impact we hoped to achieve. These frameworks included the UN Sustainable Development Goals, the Five Dimensions of Reconciliation and the articles of the United Nations Declaration on the Rights of Indigenous Peoples.

In July 2020 we contracted an Indigenous-owned and run consultancy, Two Point Co, to conduct an independent social audit of our RAP.

Two Point Co. took both a qualitative and quantitative approach to the audit, reviewing documentary evidence and confirming outcomes to determine if a commitment had been achieved or not.

Two Point Co conducted interviews with key internal and external RAP stakeholders, and facilitated focus groups with the KPMG Indigenous Network and the Corporate Citizenship Indigenous sub-committee members.



# RAP AUDIT RESULTS

## IN THIS SECTION

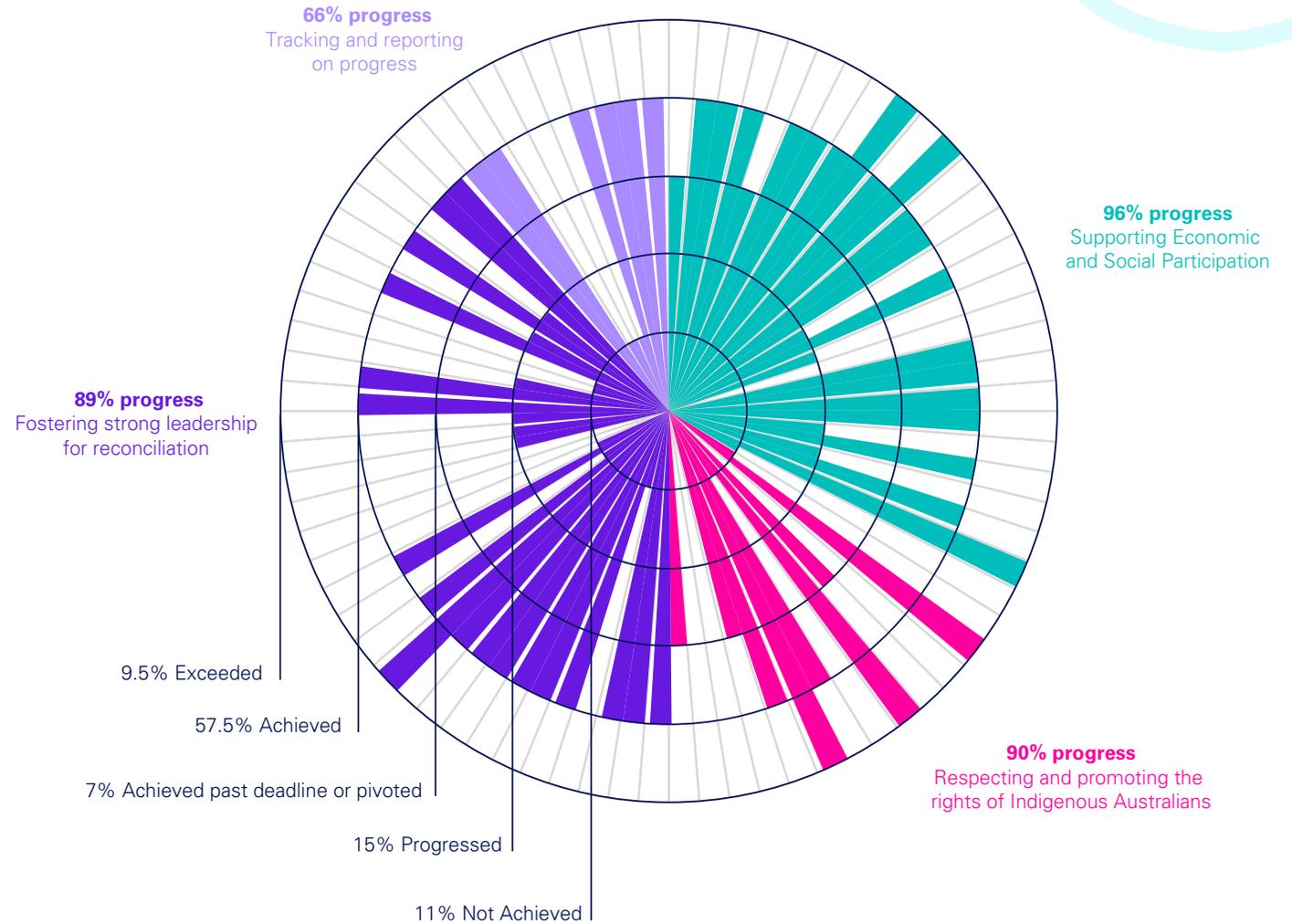
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# RAP AUDIT RESULTS

The audit found KPMG had exceeded, achieved or made progress against 89 per cent of the commitments made in the 2017 – 2020 Elevate RAP.





**EXCEEDED THE PROCUREMENT TARGET**

**\$6.6 M**

Spent across  
FY18–20

WITH

**27**

Indigenous  
Suppliers

**3.7%**

Total procurement budget spent with  
Indigenous business by end of FY20,  
exceeding our initial target of 2%.



**KPMG'S FIRST INDIGENOUS BUSINESS ACCELERATOR**

**20**

Indigenous businesses graduated through Yarpa  
Grow, KPMG's first Indigenous Accelerator program  
run with NSW Local Aboriginal Land Council and  
KPMG Indigenous Services.



**EXCEEDED THE PRO BONO SPEND TARGET**

**\$7M**

In pro bono work  
completed across FY18–20\*

WITH

**53**

Organisations



**EXCEEDED OUR INDIGENOUS EMPLOYMENT TARGET**

**55**

Indigenous people hired over  
the lifecycle of the 2017–2020 RAP.

Retention rate of Indigenous employees.  
We recognise that there is more we need  
to do to retain Indigenous talent.



\* Total pro bono value calculated at 100% charge out rates



# RAP IMPACT

We are proud of the significant progress made against our reconciliation strategy and the outcomes generated for our people, for Indigenous businesses and for the community:

For our People – while we’ve made strides in Indigenous employment in recent years, we recognise there is still more we could be doing to leverage our scholarships, mentoring and partnerships to smooth the pathway into and within KPMG.

For Indigenous businesses – KPMG has contributed to the growth of the Indigenous business sector by building our Indigenous supplier base, supporting Indigenous organisations through our pro bono contributions, and building capability through our partnership with Jawun. The establishment of KPMG Indigenous Services has also allowed more Indigenous businesses to benefit from our

core services and competencies. We will continue to build on this strength over the next RAP lifecycle.

For the community – we have built relationships and co-designed solutions with our clients and community partners. Our community partners report that working with KPMG opens many doors for them. We will continue to explore ways to deepen our partnerships over the next few years.



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**Cultural awareness and cultural safety are areas we want to improve. Our Indigenous Network has challenged us to do more to ensure cultural safety in their teams and across the leadership group.**

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# AREAS FOR IMPROVEMENT

We acknowledge that we did not meet all our targets. The main areas where we have fallen short centre around formalising policies, processes, and strategies. For example, some components of our Indigenous Inclusion Strategy had been implemented, but the strategy itself had not been formalised by the end of the RAP. Likewise, we had not followed through on our commitment to publish an Indigenous Peoples Policy. Both gaps have since been addressed, with KPMG's National Executive Committee signing off on the Indigenous Inclusion Strategy in August 2021 and our first Indigenous Peoples Policy being published in October 2021.

Cultural awareness and cultural safety are areas we want to improve. Our Indigenous Network has challenged us to do more to ensure cultural safety in their teams and across the leadership group. It is expected that by improving cultural safety, our retention of talented Indigenous staff will also improve.

As a starting point, we introduced the Arrilla Digital Indigenous Cultural Awareness e-learning module in 2017 and made this mandatory for all new starters. By the end of the RAP, 58 per cent of our workforce completed the training, but this still fell short of our target of 70 per cent.

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**IN SEPTEMBER 2021, KPMG'S NEW CEO, ANDREW YATES, AND THE NATIONAL EXECUTIVE COMMITTEE MADE THE DECISION FOR THIS TRAINING TO BE MANDATORY FOR ALL KPMG STAFF AND PARTNERS.**

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The whole firm was required to complete the online training by 30 September 2021. At the time of publishing this RAP, the completion rates had risen to 96 per cent. We are currently working to close the gap to reach 100 per cent.



# WORKPLACE RAP BAROMETER SURVERY RESULTS

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**We believe the more people  
are aware of the issues  
facing Indigenous peoples  
the more they agree racism  
is an issue in Australia.**

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# KEY FINDINGS

KPMG has participated in the Workplace RAP Barometer survey since 2014. In 2020, 332 KPMG people participated in the survey, which was the largest participation rate we have achieved to date.

## POSITIVE PERCEPTIONS OF INDIGENOUS PEOPLES AND CULTURES ARE INCREASING

**THERE IS AN UPWARD TREND AGAINST INDICATORS SUCH AS FEELING PRIDE FOR INDIGENOUS CULTURES, RECOGNISING INDIGENOUS PEOPLES AS THE FIRST AUSTRALIANS, AND VALUING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AS CENTRAL TO OUR NATIONAL IDENTITY.**

This indicates our activities have had a positive impact on people's knowledge and behaviours. For example, approximately 70 per cent of respondents reported that after participating in activities at KPMG – such as Cultural Awareness Training, giving an Acknowledgement of Country, or attending a National Reconciliation Week event – they felt more positive about Indigenous peoples and cultures, and it positively changed their behaviours.

This is encouraging and has spurred us to continue our regular activities and explore additional, more impactful opportunities for learning and engagement throughout this next RAP.

## THE WAY WE PERCEIVE RACISM IS EVOLVING

68 per cent of our people said they considered Australia to be a racist country, up from 50 per cent in 2014.

We believe the more people are aware of the issues facing Indigenous peoples the more they agree racism is an issue in Australia.

This is a particularly important topic for us to continue to discuss and understand considering the elevated platform of the Black Lives Matter movement in recent years. In Australia, Aboriginal and Torres Strait Islander peoples continue to experience high levels of discrimination.

## SOME OF OUR PEOPLE STRONGLY DISAGREE WITH OUR RECONCILIATION EFFORTS

Consistently throughout the survey, there remains a small percentage of people whose responses indicate they do not support KPMG's reconciliation efforts. For example, three per cent of respondents disagree that Aboriginal and Torres Strait Islander peoples hold a unique place as the First Australians and do not think the firm should be hiring more Indigenous people.

While we do have a positive story to tell about changing perceptions, this minority view indicates there is still progress to be made.



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# SUPPORTING SELF-DETERMINATION THROUGH ECONOMIC DEVELOPMENT

## RAISING THE BAR WITH INDIGENOUS PROCUREMENT

Since setting firm procurement targets in 2017, the KPMG Procurement team increased direct procurement addressable spend with Indigenous suppliers from 1.7 per cent in 2017/18 to 3.7 per cent in 2019/20.

This was driven by the appointment of a number of Indigenous businesses on KPMG projects and programs. In fact, KPMG was the first professional services firm to appoint an Indigenous business as its preferred vendor in 2017.

*"The procurement team are tasked to explore all options to team with an Indigenous business where it makes commercial sense,"* said Paul Ktenas, KPMG Head of Procurement.

**"I HAVE DEFINITELY SEEN INDIGENOUS BUSINESSES BECOMING A LOT MORE COMPARABLE IN PRICE AND EQUAL - IF NOT BETTER - IN SERVICE QUALITY TO OTHER BUSINESSES OVER THE PAST TWO TO THREE YEARS. THIS MAKES CONVINCING INTERNAL STAKEHOLDERS OF THE CASE TO TRANSITION TO AN INDIGENOUS BUSINESS SO MUCH EASIER."**

Since first teaming with Indigenous businesses in 2013, KPMG has supported the growth of a number of small Indigenous business, with those businesses giving back to their communities. It is common for Indigenous businesses to employ Indigenous staff, whether it be through apprentices or professional hire.

Schiavello Ganbu, for example, is a proud Indigenous led business delivering employment opportunities and education pathways for Aboriginal and Torres Strait Islander peoples.

*"The partnership between Schiavello Ganbu and KPMG will strengthen our capacity and provide invaluable support in delivering positive and successful employment and education outcomes for Aboriginal and Torres Strait Islander peoples,"* said Daniel Grilli, Global Workplace Services National Manager Schiavello Ganbu .

In August 2019, KPMG Australia became a founding member of the Business Council of Australia [Raising the Bar](#) initiative, through which, over the next five years, committed members will collectively spend over \$3bn to boost Indigenous businesses, create new opportunities and deliver greater economic participation.

As part of this commitment KPMG committed to an Indigenous procurement target of three per cent of procurement influenceable spend with Indigenous business over a five-year period. KPMG exceeded this target in Year One.



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**“The KPMG Graduate Program allowed me to create connections not just with my team, but across Management Consulting and the broader business. As I continue to progress through the firm, these relationships have become more and more important.”**

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**JESSIKA LEMBRYK**

Wiradjuri woman, Manager,  
Management Consulting



# INDIGENOUS EMPLOYMENT

2021 has seen the launch and implementation of the KPMG Indigenous Employment and Retention Strategy.

The purpose of the strategy is to engage, support and recruit the brightest Indigenous talent into the firm, and to build the capability of Indigenous colleagues. This will ensure KPMG is taking proactive steps towards developing strong Indigenous leaders across the Corporate Sector, and within diverse Indigenous communities across the country.

The firm achieved the 2017–2020 RAP Indigenous hires target of 50, months ahead of schedule, and exceeded the target by five people. This is a great achievement and occurred in a fiercely competitive market for Indigenous talent. It also happened against the backdrop of COVID-19, which presented challenges like cost cutting and a pause on hiring.

The firm has decided to work towards a higher target in the next RAP. Working with the wider Talent Acquisition teams, and other relevant stakeholders within the People and Inclusion division, there has been further refinement of

recruitment processes to ensure more streamlined, supported and direct entry pathways into KPMG for Aboriginal and Torres Strait Islander candidates.

KPMG's goal is to hire 135 Aboriginal and Torres Strait Islander people. If successful in achieving this target as well as improving retention rates for Indigenous colleagues, there is the potential to double the Indigenous cohort at KPMG by the end of the RAP cycle (June 2025).

2021 also saw us reinvigorate our relationship with CareerTrackers, taking on 7 interns in our first pilot round. We will look to expand this relationship in the coming years.



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**“KPMG allows me to pursue multiple skills and interests. I get the opportunity to work with a variety of clients and help them through their unique challenges. I really enjoy that my day to day is never the same. Another factor is the culture and the people who I work with. I get to collaborate with different teams around the firm nationally and meet interesting and intelligent people.”**

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**BERNARD KELLY**

Nyikina man, Senior consultant,  
KPMG Indigenous Services, Enterprise



# 20 INDIGENOUS BUSINESSES

## YARPA GROW INDIGENOUS BUSINESS ACCELERATOR

After 10 weeks of intense training, 20 Indigenous businesses successfully graduated from the Yarpa Grow program.<sup>1</sup>



Yarpa Grow participants at the program's graduation ceremony at KPMG's Barangaroo office, October 2020

The **Yarpa Grow** program was developed by the Yarpa Indigenous Business and Employment hub, in collaboration with [KPMG Indigenous Services](#), for high performing Indigenous businesses who were looking to scale their operations.

Participating businesses were guided through a series of learning and assessment modules on business planning, supply chain readiness and sustainable growth and expansion pathways.

*"Through the Yarpa Grow journey I've learnt some really great skills that I can use to scale my business,"* said program participant and owner of Boomerang Technology, Lisa Roberts.

*"The guidance I was given was incredible and I'm looking forward to seeing where this takes me."*

The [Yarpa Hub](#) is a holistic support service for Indigenous businesses and jobseekers across NSW, developed by the New South Wales Aboriginal Land Council through the support of the Federal Government.

*"The success of this first intake of Yarpa Grow is a testament to the program participants and our partnership with KPMG Australia,"* said [NSW Aboriginal Land Council](#) Acting CEO, Yuseph Deen.

*"Their commitment to complete the program shows how Aboriginal businesses step up to the challenge when given the opportunity to succeed."*

A significant component of the program was the matching of the businesses with a [KPMG Australia](#) mentor with extensive experience in growing businesses.

*"To see the first intake of Indigenous entrepreneurs complete the Yarpa Grow program is a real achievement for them and their businesses,"* said KPMG Indigenous Services Lead Partner, Glen Brennan.

*"The KPMG Indigenous Services team is delighted to be involved in their journey and we look forward to continue to work with them in the future."*

Yarpa Hub Director, Westley Trist is looking forward to supporting more Indigenous businesses through further hub programs and services.

**THE COMPLETION OF OUR FIRST INTAKE OF YARPA GROW IS A SIGNIFICANT MILESTONE FOR THE YARPA HUB AND WE'RE THRILLED TO KNOW THAT OUR BUSINESSES WILL NOW HAVE THE SKILLS AND CAPABILITY TO EXPAND THEIR BUSINESS AND TAKE HOLD OF ANY OPPORTUNITIES THAT COME THEIR WAY.**

For more information on Yarpa Grow, head to [www.yarpa.com.au/yarpagrow](http://www.yarpa.com.au/yarpagrow)

Check out the stories of two of our Yarpa Grow participants in this story by the [Sydney Morning Herald](#).

<sup>1</sup> Yarpa Hub News, <https://yarpa.com.au/15-indigenous-businesses-graduate-in-indigenous-business-growth-program/>



# FOSTERING STRONG LEADERSHIP FOR RECONCILIATION

## PARTNERING WITH COMMUNITY TO CO-DESIGN INNOVATIVE SOLUTIONS<sup>2</sup>

KPMG and the La Perouse Aboriginal community connected through the Jawun Program in 2013.

Over the years, both parties have worked together on a range of projects with Aboriginal organisations that make up the La Perouse Aboriginal Community Alliance. The Alliance is the community governance body where all key Aboriginal organisations and service providers in the community come together. Through this body, community projects are coordinated and work that contributes to the Alliance's 20-year plan is managed.

KPMG has built relationships outside of the Jawun program and has worked directly with community organisations at La Perouse, and more recently supported the establishment of the Gujaga Foundation – the community cultural arm leading language, culture and research activities. Gujaga offers programs to local families at no cost and services to non-community members on a commercial basis.

It was during the La Perouse Aboriginal Community Alliance Planning Day in 2018 that the community identified Gujaga as a key priority. Consequently, KPMG identified that we could provide the support required pro bono to bring the concept to life.

After listening to the expressed needs of the community, KPMG worked with a top tier law firm to ensure the right model was established. The focus then turned to supporting the development of the Gujaga business plan over the following 12 months.

*"KPMG provided a lot of resources to our community that we don't have," said Ray Ingrey, Chair of the La Perouse Aboriginal Community Alliance.*

*"Our challenge is balancing the cultural side with our commercial side because it's quite unique and sometimes it's conflicting. KPMG has been great on the business side of things."*

Gujaga Foundation has been progressing the development of its products for the teaching of local Aboriginal language and culture in education. The foundation has also been providing cultural professional development for government and corporate organisations as part of its commercial offerings.

*"Whilst the primary driver of this work is economic benefit for our community, the social benefits of this program enable our families to remain in community, on country and connected with our kinship groups," Ray said.*

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**"KPMG CONTINUE TO HELP US GROW AND SUPPORT US. THEY DON'T JUST CUT US OFF AFTER A PROJECT IS DONE. THEY ARE ONE OF THE FIRST CORPORATES TO REALISE THAT THEY'RE A LOT MORE IMPACTFUL WHEN THEY WORK DIRECTLY WITH COMMUNITY RATHER THAN TRYING TO DO BROAD ABORIGINAL PROGRAMS."**

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<sup>2</sup> KPMG 2017-2020 Reconciliation Action plan Audit Report pg. 16



# KPMG'S JOURNEY WITH JAWUN

KPMG's fifteen-year long partnership with the Jawun secondment program has been successful in strengthening the capacity and capability of Indigenous organisations and leaders, and leveraging the expertise of KPMG people to support Indigenous-led projects and nation building. Jawun secondments give KPMG people the opportunity to learn firsthand about the unique challenges facing Indigenous Australia and apply their expertise to the solution.

## DURING OUR 15-YEAR PARTNERSHIP, KPMG HAS:

# 01

Provided approximately 67,000 hours of skilled volunteering time and expertise with Indigenous organisations and communities across the country – equating to one FTE working for over 37 years.

# 02

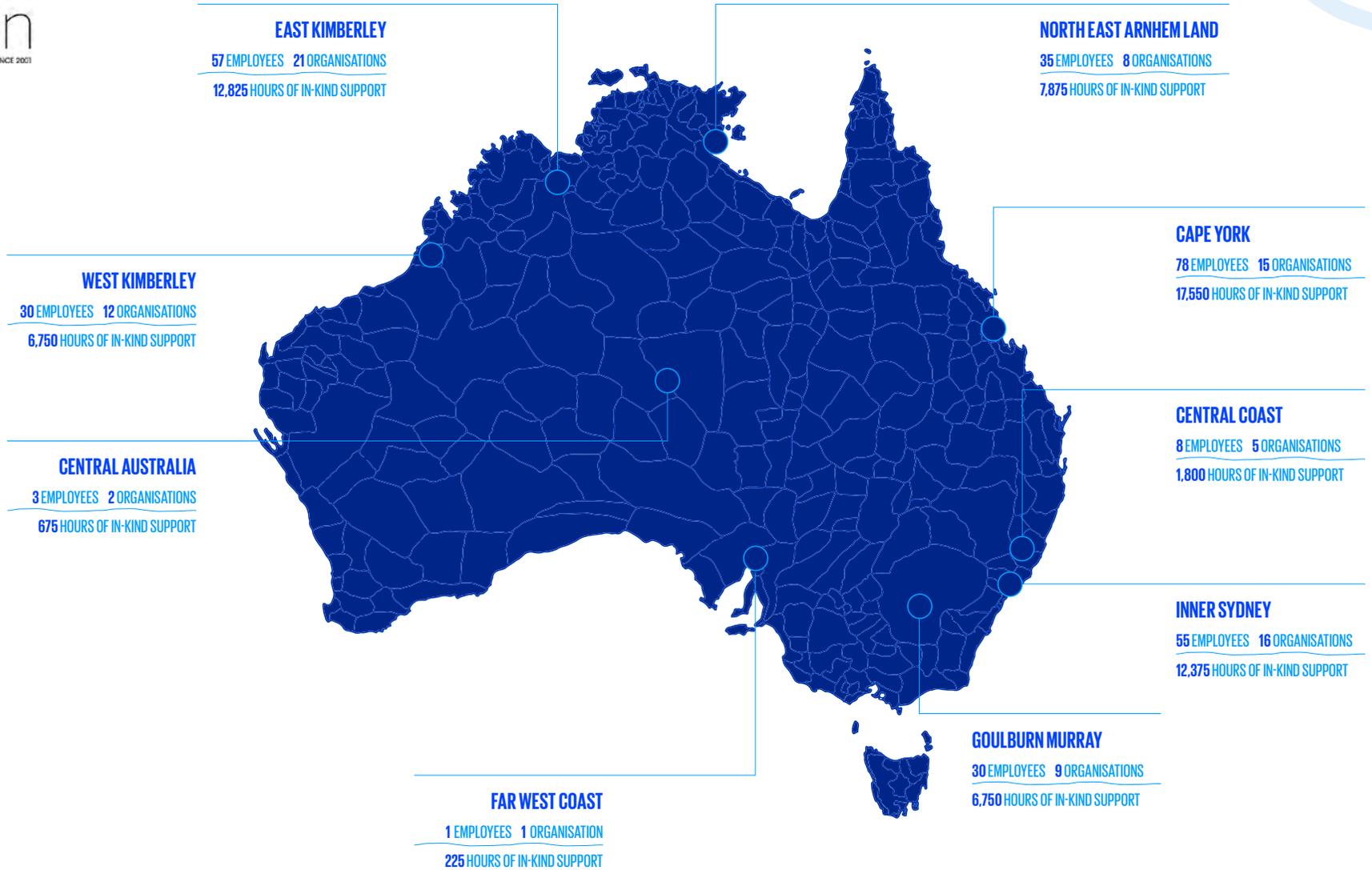
297 KPMG people have undertaken secondments through Jawun, with an ongoing commitment to provide 20 of our people on Jawun secondments per year.

# 03

In 2020 KPMG signed a five-year MOU with Jawun, a sign of the trust we've established in the partnership.

# 04

In 2021 KPMG was amongst one of the first partners to become a Catalyse Partner providing the greatest level of impact to enable community aspirations.





# PROMOTING THE RIGHTS OF AUSTRALIA'S FIRST PEOPLES

## MARANGUKA JUSTICE REINVESTMENT PROJECT

In 2013, Bourke became the first major pilot site in Australia to adapt and implement an Aboriginal-led, place-based model of justice reinvestment, called the Maranguka Justice Reinvestment Project.<sup>3</sup> KPMG was engaged pro bono by the Maranguka Justice Reinvestment Project and Just Reinvest NSW to undertake an impact assessment of the changes in Bourke.

Bourke is situated on the Darling River and the traditional boundary area for the Ngemba, Murrawarri, Budgiti and Barkinji Tribal Groups. There are 2,634 people living in the Bourke Shire of which 829 are Aboriginal and Torres Strait Islander. This is approximately 31.5 per cent, compared to 2.9 per cent across NSW. Maranguka means 'caring for others' in the local Ngemba language.

The Bourke community has long been concerned about the number of Aboriginal families experiencing high levels of social disadvantage and crime.

*"Kids were being taken away. Too many of my community were being locked up. Families were being shattered, again and again,"* said local Alistair Ferguson who is now overseeing the Justice Reinvestment project in Bourke.

*"And this was happening despite the huge amount of money government was channelling through a large number of service organisations in this town."*

The first stage of the Justice Reinvestment project focused on building trust between community and service providers, identifying community priorities and circuit breakers, and data collection.

KPMG's report, published in November 2018, outlined the findings of the impact assessment into the changes in Bourke across 2017, corresponding to the operation of the Maranguka Justice Reinvestment Project. The report's findings estimate the change in Bourke resulted in a gross impact of \$3.1 million (with operation costs of \$0.6 million). Of this, approximately two thirds relate to impact to the justice system and one third to broader economic impact.

These findings indicate impacts approximately five times greater than the operational costs of 2017, excluding in-kind contributions. Should Bourke have sustained just half of the results achieved in 2017, an additional gross impact of \$7 million over the next five years is anticipated to be delivered.

This was the first time a Justice Reinvestment model of this kind has been implemented nationally. As a result, Just Reinvest NSW has now been approached by 15 NSW communities to provide support in developing their own justice reinvestment models.

The local community has been working in partnership with local service providers on implementing several cross-sector initiatives to make the community safer.

<sup>3</sup> Sources: [Reinvest NSW's website](#); and article published in the [Guardian](#)



# IMPLEMENTING THE UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES

In November 2020 KPMG released *The Australian Business Guide for Implementing the UN Declaration on the Rights of Indigenous Peoples*, developed in conjunction with the Global Compact Network Australia and the University of Technology Sydney (UTS).<sup>4</sup>

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is an international legal framework for how organisations can best engage in ways that respect, protect and promote the rights of Indigenous Peoples. At its basis, the Declaration provides a risk management framework for organisations to engage in business with First Nations Peoples. But when adopted and embraced fully, it can be so much more.

The purpose of the guide is to provide practical guidance for business to understand, respect, support and embed the rights of Indigenous Australians into business practices. It draws upon the [2013 United Nations \(UN\) Global Compact International Business Reference Guide](#), and is tailored specifically for businesses operating in Australia and embedding a rights-based approach as it relates to Indigenous Australians.

KPMG has already been working to fulfil a number of these recommendations, with a view to further strengthen our commitment through formalising our Indigenous Peoples Policy in 2021.

## THE GUIDE RECOMMENDS SIX FUNDAMENTAL ACTIONS FOR BUSINESSES TO ADDRESS:

1

Adopt and implement a clear statement of policy addressing Indigenous peoples' rights and committing the business to respect Indigenous peoples' rights.

2

Conduct human rights due diligence to assess actual or potential adverse impacts on Indigenous peoples' rights, integrate findings and take action, track and communicate externally on performance.

3

Consult in good faith with Indigenous peoples in relation to all matters that may affect them or their rights.

4

Commit to obtain (and maintain) the Free, Prior and Informed Consent (FPIC) of Indigenous peoples for projects that affect their rights, in line with the spirit of the Declaration.

5

Establish or cooperate with an effective and culturally appropriate grievance mechanism.

6

Provide for or cooperate in remediation for any adverse impacts on Indigenous peoples' rights which the business identifies it has caused or contributed to.

<sup>4</sup> Sources: KPMG Insights – [click here](#)



# KPMG'S SUPPORT FOR CONSTITUTIONAL REFORM

KPMG is committed to meeting the requirements of all our stakeholders – not only the organisations we audit and advise, but also employees, governments, regulators and the wider community.

KPMG formally supported the Response to the Uluru Statement along with 13 other organisations in Australia in 2019. At the time we acknowledged the proposal for Constitutional change to include Indigenous Australians in our founding document was a critical step for our nation.

In March 2021, we again had the opportunity to reiterate our support for Constitutional reform through our feedback submission on the Indigenous Voice Discussion Paper. We again urged the Australian Government to consider Constitutional change with renewed urgency and commitment.

KPMG recognises that, to ensure any referendum is successful and to avoid further political fatigue within Indigenous communities, the referendum should only be held once the model for the Voice is finalised in a manner acceptable to Indigenous stakeholders, and sufficient public education has occurred to ensure a 'yes' vote.

Constitutional recognition of Indigenous Australians is not just a symbolic act of reconciliation, it's a practical action resulting in a path where we can walk together, make decisions together and deliver solutions together.

Read the 13 feedback points provided through the paper [here](#).



# RAP 2021 – 2025 LEADERSHIP PROJECTS & COMMITMENTS

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# RAP LEADERSHIP PROJECT DEVELOPMENT PROCESS

In August 2020, KPMG began a consultation process with its key RAP stakeholder groups to determine what the next leadership project should be for the firm.

The stakeholder groups consulted were:

#### **The KPMG Indigenous Network (KIN)**

A group of approx. 40 people working across KPMG who identify as Aboriginal and/or Torres Strait Islander.

#### **RAP Taskforce**

Chaired by KPMG's Chairman, Alison Kitchen, and consists of key senior individuals across the firm who hold responsibilities under the RAP in areas such as client engagement, employment, procurement, government relations, marketing, innovation, education and training and staff engagement.

In these workshops, it was proposed that the refreshed Closing the Gap targets be used as a framework to guide the long term strategic direction of the firm's reconciliation efforts.

By doing this the intention is to be able to:

- Build on our existing knowledge and strengths.
- Form partnerships both internally and externally to ensure we are not siloed in our approach.
- Demonstrate how we are generating collective impact.

Each stakeholder was asked to vote on which target they felt the firm should focus on when developing its leadership project.

The target that received the highest number of votes was:

#### **Target 14**

Aboriginal and Torres Strait Islander peoples enjoy high levels of social and emotional wellbeing. The key target is to achieve: significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander peoples towards zero.

In addition, the RAP audit results, consultations with KIN members and the Barometer survey all revealed that cultural safety is an area of particular concern.

KPMG's previous leadership project in the 2017–2020 RAP was to develop an Indigenous business incubator program, the first pilot took place in October 2020.



To capture the significance of all of this work and their extension beyond business as usual, KPMG has put forward three leadership projects under the following framework:

01

**FOR OUR PEOPLE:****Indigenous Cultural Safety Plan**

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. This will be informed by research, the opinions and experiences of KPMG's Indigenous Network and select external partners.

02

**FOR INDIGENOUS BUSINESSES:****Indigenous business accelerator**

Expand the Indigenous Business Accelerator program nationally, contributing to the growth of the Indigenous business sector and contributing to increased economic empowerment for Indigenous peoples.

03

**FOR THE COMMUNITY:****Collaborative approach to Indigenous Suicide Prevention**

Use KPMG's networks, resources and relationships to identify the right partners to work collaboratively with to develop an approach to Indigenous Suicide Prevention.



# FOR OUR PEOPLE

## INDIGENOUS CULTURAL SAFETY PLAN

Cultural safety in the workplace is a known issue across many organisations in corporate Australia.

### BACKGROUND

The recent Diversity Council of Australia Gari Yala report<sup>5</sup> shines a light on some of the key issues Indigenous people experience in the workplace, such as identity strain, feeling excluded or experiencing racism. Many of these sentiments were expressed by the KPMG Indigenous Network (KIN) through the focus groups run as part of the RAP audit.

Currently there are approximately 40 Aboriginal and/or Torres Strait Islander people working for KPMG in different office locations across Australia. The intention in this RAP is to hire an additional 135 Indigenous people across the FY21–25 period.

However, we're aware of the risk of placing Aboriginal and Torres Strait Islander peoples in teams where they may be subjected to inappropriate, ignorant or racist comments. This has a significant impact on psychological safety, not only in being expected to act as historical and cultural educators for colleagues, but also to openly celebrating their full identity at work. This was driven home by one statement from a KPMG staff member:

**I AM OPENLY ABLE TO CELEBRATE OTHER ASPECTS OF MY IDENTIFY AT WORK, AS A PROUD GAY MAN I FEEL COMPLETELY ACCEPTED BY MY TEAM, BUT AS AN INDIGENOUS MAN I AM STILL VERY MUCH IN THE CLOSET.**

This could be impacting on our people's desire to continue working at the firm. In 2020, the turnover rate for Indigenous staff was higher than the firm average.

From discussions with other RAP organisations, we have learned there are only a handful of organisations that are starting to address cultural safety in the workplace. There is therefore a lack of tools and resources specifically for corporates – a gap which KPMG is uniquely placed to address.

Drawing on the cultural competency expertise of the KPMG Indigenous Services team and taking learnings from our partnership with Arrilla Indigenous Consulting, we can provide advice to our clients on cultural safety in their workplaces. To do this with credibility, however, we must ensure we are also addressing cultural safety within our own organisation. Once the framework is established, we can share our learnings with Reconciliation Australia and the boarder RAP network to provide advice and mentorship to other organisations.

By focusing on cultural safety, we hope that in the first instance it will foster a greater sense of trust from Aboriginal and Torres Strait Islander peoples working at KPMG and the community clients we work with. We hope that by involving them in the process and adopting a transparent approach to developing the framework, that they can see we are genuinely trying to take action to ensure our teams and workplaces are safe places for Aboriginal and Torres Strait Islander peoples to participate in and enjoy.

<sup>5</sup> "Gari Yala (Speak the Truth): Centring the experience of Aboriginal and/or Torres Strait Islander Australians at work", Diversity Council of Australia, <https://www.dca.org.au/research/project/gari-yala-speak-truth-centring-experiences-aboriginal-and-or-torres-strait-islander>



## BY THE END OF THE RAP, WE AIM TO MAKE KPMG:

- an employer of choice for Aboriginal and Torres Strait Islander peoples
- the preferred service provider for Indigenous businesses and clients
- a highly sought-after partner for Aboriginal and Torres Strait Islander community organisations

However, this important work won't finish when this RAP expires. Ultimately, we aim to pave the way for corporate Australia to end racism by demonstrating how this can be achieved at an organisation wide level.

This multifaceted project will demonstrate how we are advancing against all five Dimensions for Reconciliation in the following ways:

### 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.

### Historical Acceptance

Showing us what we should be doing to further educate our people on Indigenous culture and history.

### Unity

Showing us how we can further the culture of collaboration and inclusion at KPMG.

## DEFINING CULTURAL SAFETY

The Victorian Public Sector Commission defines cultural safety as:

**“AN ENVIRONMENT FOR ABORIGINAL PEOPLE, WHERE THERE IS NO ASSAULT, CHALLENGE OR DENIAL OF THEIR IDENTITY AND EXPERIENCE. CULTURAL SAFETY IS ABOUT INDIVIDUALS, ORGANISATIONS AND SYSTEMS BEING AWARE OF THE IMPACT OF THEIR OWN CULTURE AND CULTURAL VALUES ON ABORIGINAL PEOPLE, WHILE CREATING AND MAINTAINING AN ENVIRONMENT WHERE ALL PEOPLE ARE TREATED IN A CULTURALLY RESPECTFUL MANNER”<sup>6</sup>**

The right to enjoy and benefit from culture is contained in article 27 of the International Covenant on Civil and Political Rights (ICCPR) and article 15 of the International Covenant on Economic, Social and Cultural Rights (ICESCR).

<sup>6</sup> Barring Djinang Aboriginal Cultural Capability Toolkit; Victorian Public Sector Commission, <https://vpssc.vic.gov.au/html-resources/aboriginal-cultural-capability-toolkit/aboriginal-cultural-capability/>



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**Cultural awareness and competency are at the heart of achieving cultural safety, but only our Indigenous colleagues, community partners and clients can say when we have achieved it.**

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This means that we need to consult with the KIN, our clients, RAP partners and external experts throughout the development of the Cultural Safety Framework, so that they can self-determine what the criteria for safety is for them. Once we have set the criteria for what cultural safety will look like in our organisation, we can start to measure ourselves against the framework and identify areas for improvement. Developing a Cultural Safety Framework and assessment tool will allow us to assess our maturity in regard to safety and then enter into a cycle of continuous improvement.

KPMG's proposed Cultural Safety Framework is based on the Commonwealth Public Sector's Aboriginal and Torres Strait Islander Cultural Capability Framework model, which centres on three main concepts: Knowing, Doing and Being. Cultural Capability is not something obtained at a single end point, but rather a cycle of continuous learning across these three areas. We propose to follow and adapt this framework to show how an organisation can progress in its maturity when trying to ensure cultural safety.

**BY ENSURING OUR PEOPLE AND OUR ORGANISATION DISPLAY THE KEY ATTRIBUTES OF CULTURAL CAPABILITY, WE CAN MOVE FURTHER TOWARDS BEING A CULTURALLY SAFE WORKPLACE.**

There are also three main facets of KPMG's business which need to be focused on in order to demonstrate cultural safety:

# 01

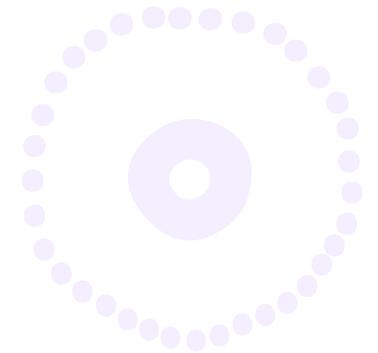
**Removing institutional barriers, ensuring proper governance and displaying organisational leadership in the way KPMG functions as a business.**

# 02

**Supporting Aboriginal and Torres Strait Islander employees to enjoy a successful career at KPMG.**

# 03

**Ensuring all KPMG people have the opportunity to build their knowledge and competency to contribute towards reconciliation.**





## FOR OUR PEOPLE: COMMITMENTS TABLES

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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
	1.2. Research best practice cultural safety to gather learnings and insights.	June 2022	
	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	
	1.4. Develop a cultural safety maturity assessment tool to measure the level of cultural safety within KPMG.	March 2023	
	1.5. Develop an action plan based off key gaps identified in the assessment.	June 2023	
	1.6. Publish a Cultural Safety Performance report.	June 2024	
	1.7. Help at least 1 other RAP organisation to determine their own criteria for cultural safety and to conduct a maturity assessment.	December 2024	
	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	
	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	
	1.10. Develop a cultural learnings strategy that articulates how KPMG will strategically increase cultural capability across the organisation.	July 2022	
	1.11. Consult external Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development, implementation and review of our cultural learning strategy.	July 2022	
	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	
	1.13. Make the Arrilla Digital Indigenous Cultural Awareness Training mandatory for all staff and ensure 100 per cent of KPMG employees have completed the training by end of FY22.	July 2022	CEO and National Executive Committee
	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
	1.15. Run face-to-face cultural awareness training for 140 KPMG partners by the end of the RAP	June 2025	Reconciliation Manager
	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.	December 2022	Reconciliation Manager
	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 & Head of KPMG Indigenous Services



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<p><b>2. Engage our people to build relationships to celebrate and promote positive race relations through our sphere of influence.</b></p>	2.1. Document a staff engagement strategy detailing how staff are engaged to drive reconciliation outcomes.	July 2022	Reconciliation Manager
	2.2. Provide ongoing education opportunities for senior leaders and managers on the effects of racism. Work with the Inclusion & Diversity teams to ensure strategies are aligned.	June 2025	
	2.3. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2025	
	2.4. Engage the RAP Champions through bi-monthly newsletter updates.	June 2025	
	2.5. Encourage people to join the Indigenous sub-committee of the Corporate Citizenship Committees in each state head office, to help organise events, communications, and engagement activities throughout the year.	June 2025	
	2.6. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners during KPMG’s annual volunteering day.	September 2022, 2023 & 2024	
	2.7. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners throughout the year.	December 2022, 2023 & 2024	
	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	
	2.9. Provide a list of resources for our people to educate them on what good allyship looks like.	December 2022	
	2.10. Provide conversation guides for our people on how to approach conversations about racism.	December 2022, 2023 and 2024	
	2.11. Hold at least 1 training session for our people per year on how to become an ally and be actively anti-racist.	December 2022, 2023 and 2024	
	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	
	2.13. Continuously improve HR policies and procedures concerned with anti-discrimination.	June 2025	Head of Inclusion and Diversity



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<b>3. Build relationships through celebrating National Reconciliation Week (NRW).</b>	3.1. Organise internal National Reconciliation Week (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
	3.2. RAP Taskforce members to participate in at least 1 external NRW event and encourage others to also participate by promoting through their social media channels.		
	3.3. Suggest at least 1 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.		
	3.4. Register all our NRW events on Reconciliation Australia’s NRW website.		
	3.5. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.		



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<p><b>4 Respect and uphold First Peoples unique rights by observing cultural protocols.</b></p>	4.1. Create guidelines on respecting Indigenous Cultural Intellectual Property for all KPMG staff.	December 2021	Reconciliation Manager
	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	
	4.3. Include an Acknowledgement of Country on the KPMG Australia website.	June 2022	
	4.4. Display Acknowledgment of Country on notification screens on each floor of our offices.	December 2021	
	4.5. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	
	4.6. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	
	4.7. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2025	
	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 & Indigenous Inclusion Manager
	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	
	4.10. Hold informal networking for KIN to connect and share learnings and experiences.	June 2025	Indigenous Inclusion Manager
	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	
	4.12. Provide an Indigenous cultural leave day specifically for Indigenous colleagues to use for significant cultural, family or community activities of events.	December 2021	



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<b>5. Engage KPMG’s leadership to champion reconciliation initiatives.</b>	5.1. All Board & NEC members to participate in at least 1 Jawun Executive Visit or equivalent event, as a cultural immersion experience.	June 2025	Head of Corporate Citizenship
	5.2. Support Jawun’s Stories of Female Leadership program. Sponsor 1 Indigenous person per year to participate and send KPMG representatives to events.	June 2025	
	5.3. Send three KPMG executives to Garma Festival each year.	August 2022, 2023 and 2024	
	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	



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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 lifecycle of the RAP. New hires per financial year: FY22 = 21 FY23 = 31 FY24 = 41 FY25 = 42	June 2025	Indigenous Inclusion Manager, National Executive Committee
	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
	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	
	6.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	
	6.5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021	
	6.6. Increase the retention rates of Aboriginal and Torres Strait Islander colleagues towards being on par with the firm-wide average.	June 2025	
	6.7. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	June 2025	
	6.8. Have 2 KIN members participate in the Emerging Indigenous Executive Leadership Program per year.	December 2023	
	6.9. Host 30 CareerTrackers interns over the life of the RAP.	June 2025	
	6.10. Offer work experience opportunities for every Indigenous tertiary scholarship recipient.	June 2025	
	6.11. Host a conference for the KPMG Indigenous Network every 2 years, with workshops and training for professional development such as business development, coaching and career advice sessions.	December 2021, and 2023	
	6.12. Provide an avenue for KIN members in leadership programs to participate in the RAP Taskforce, thereby building their relationships with senior leaders within the firm and their impact on the direction of the RAP.	June 2025	



# FOR INDIGENOUS BUSINESSES

## INDIGENOUS BUSINESS ACCELERATOR

### BACKGROUND

In the past, Aboriginal and Torres Strait Islander peoples have been excluded from the mainstream economy. As a result of colonialism, Aboriginal and Torres Strait Islander peoples have been separated from their land and culture and exposed to racism and social exclusion. The impact of this has led to economic marginalisation and low intergenerational wealth, along with lower levels of education, employment and health outcomes. Despite this, Aboriginal and Torres Strait Islander peoples show profound resilience and cultural strength, often choosing business as a vehicle for self-determination to achieve better social and economic outcomes.

The success of Indigenous business is a core driver of economic independence for Aboriginal and Torres Strait Islander peoples. It has a multitude of positive flow-on effects for community, families and individuals. Indigenous businesses employ Indigenous people at 60 times the rate of other businesses. They reinvest revenues in their communities and strengthen their Indigenous employees' connection to culture. Indigenous businesses are growing in number and size across Australia. The most recent Census showed the number of Indigenous businesses was growing 30 times faster than non-Indigenous businesses.

However, many of these businesses are still small to medium enterprises and cannot yet meet the growing demand from government and corporates to fulfil large contracts. Accelerator programs such as Yarpa Grow can help Indigenous businesses reach their potential, by building capability and confidence to successfully scale up their operations. Business mentorship and relationship building through accelerator programs also helps to connect Indigenous businesses to the growing pipeline of procurement opportunities. In the short term this project aims to upscale Indigenous businesses and create more jobs for Aboriginal and Torres Strait Islander peoples. In the long term it contributes to Closing the Gap target 8: Strong economic participation and development of Aboriginal and Torres Strait Islander peoples and communities.



## KPMG'S CONTRIBUTION TO INDIGENOUS BUSINESS SO FAR

KPMG has recognised the potential of Indigenous businesses from the beginning of our reconciliation journey. As a Founding Member of Supply Nation (then AIMSC) we have been committed to socially diverse procurement for a long time. We are the first professional services firm to appoint an Indigenous business as our preferred vendor and exceeded our commitment of a 2 per cent procurement spend with Indigenous suppliers by 2020 – achieving 3.7 per cent instead.

We have also contributed to furthering the national conversation on Indigenous business through our 2016 publication [Igniting the Indigenous Economy](#). This publication brought together prominent Indigenous thinkers and KPMG specialists to provide tangible recommendations focused on economic development.

Following this report, we included some of the recommendations as a commitment in our 2017–2020 'Elevate' RAP, such as:

- Establish KPMG Indigenous Services as a specialist business to help Indigenous enterprises grow.
- Create an Indigenous business incubator initiative.

## KPMG INDIGENOUS SERVICES

In 2020 we launched KPMG Indigenous Services (KIS) to meet a growing demand for professional services from the 10,000-plus Indigenous enterprises across Australia. Led by Gomeri man Glen Brennan, KIS is focused on providing the firm's suite of professional services to Indigenous businesses, enterprises and Traditional Owners in a culturally competent way. This service offering, and the investment we have made in helping to grow the Indigenous economy to date, means KPMG is uniquely placed to aid small to medium Indigenous businesses grow their capabilities to meet large contracts and thrive in competitive markets.



## EXPANDING THE INDIGENOUS BUSINESS ACCELERATOR PROGRAM

A key pillar for the refreshed Australian Government's Indigenous Business Sector Strategy is Yarpa Hub – the first of a network of Indigenous business hubs that will provide business advice, support and connections. Yarpa Hub has showcased and built on existing Indigenous business success, connecting with industry in the Western Sydney City ecosystem to ensure Aboriginal businesses are included in the pipeline of opportunities.

In 2020, KIS had the opportunity to work with the Yarpa Hub to design and deliver a tailored business growth program, Yarpa Grow. The program is tailored to meet the needs of Indigenous businesses and aims to build capability to successfully connect them with the pipeline of procurement opportunity in Western Sydney.

The program successfully launched in July 2020 and over the course of three months, the first round of 16 Indigenous owned and run businesses participated in online and face-to-face courses to increase knowledge and capabilities around topics such as business planning, business fundamentals, supply chain readiness, IT, governance and risk management.

Participants were connected with a KPMG business mentor with extensive experience in their industry, who supported them by giving advice and direct connections to key contacts within their field to build opportunities after the Yarpa program.

KIS will continue to work with the Yarpa Hub on this initiative and, building on the learnings from their collaboration, explore other partnerships we can establish with likeminded organisations to bring similar programs to Indigenous businesses across Australia. Currently KIS are looking to develop similar programs in Hobart, Canberra, and Darwin. They are also in discussions with a university for graduates of the accelerator programs to receive a micro-credential in business, to officially recognise the educational outcomes achieved through participating in the program.

By expanding this initiative, we aim to demonstrate our contribution to furthering the following 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.



## FOR INDIGENOUS BUSINESSES: COMMITMENTS TABLES

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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 3 different communities across Australia.	December 2024	Lead for KPMG Indigenous Services
	7.2. Support at least 10 Indigenous businesses through the capability building program annually (30 in total).	December 2022, 2023 and 2024	
	7.3. Each participant will receive one on one business mentorship from KPMG.	December 2022, 2023 and 2024	
	7.4. Partner with a university to award a micro-credential to businesses that go through the accelerator program.	December 2022	
<b>8. Continue to support the growth of Indigenous businesses through procurement.</b>	8.1 Allocate at least 3 per cent of KPMG's procurement budget to Indigenous businesses each year.	June 2022, 2023, 2024 & 2025	Head of Procurement
	8.2 Renew Supply Nation membership annually.	December 2022, 2023 and 2024	
	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	
	8.4 Annually review and implement the Aboriginal and Torres Strait Islander procurement strategy.	December 2021, 2022, 2023 and 2024	
	8.5 Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025	
	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 & Reconciliation Manager
	8.7 Promote campaigns and initiatives run by partners, such as Supply Connect and the BCAs Raise the Bar Initiative.	June 2025	Head of Procurement



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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
	9.2. Run at least one business accelerator program annually, in partnership with local Indigenous partners.	December 2022, 2023 & 2024	



# FOR COMMUNITY

## COLLABORATIVE APPROACH TO INDIGENOUS SUICIDE PREVENTION

### BACKGROUND

One of the key recommendations from the Two Point Co audit of KPMG's 2017–2020 RAP was to:

*“Identify one of the refreshed Closing the Gap targets to contribute to and investigate supporting the relevant peak organisation/s in their planning, budgeting, risk management and project management to deliver the work required to meet the target.”*

Following this recommendation, stakeholder consultation workshops were run with the KPMG Indigenous Network and the RAP Taskforce over the period of September–October 2020, in which participants were asked to vote on which target they felt the firm should focus on to develop its leadership project. The resulting target selected was:

#### Target 14

Aboriginal and Torres Strait Islander peoples enjoy high levels of social and emotional wellbeing

The key underlying outcome behind this is to achieve *“significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.”*

This aligns closely with Corporate Citizenship's existing strategy, as mental health is a key focus area for the firm. Internally, KPMG's People and Inclusion team lead the mental health strategy for our people, which has been important especially throughout 2020 and 2021, with the impacts of COVID-19 leading to an increase in use of our Employee Assistance Program. Externally, Corporate Citizenship leads the firm's community focused strategy, with the purpose to: “work with organisations to create mentally healthy workplaces and change the narrative around mental health and suicide.” Similar to our RAP Taskforce, there is a Mental Health Taskforce comprised of professionals who work in the mental health space across the firm, Inclusion and Diversity and for our clients. KPMG has already contributed to thought leadership in this area. In 2019, KPMG worked in a pro bono capacity with Suicide Prevention Australia to assist in the development of a paper titled [Turning Points: Imagine a World without Suicide](#), which examines the emerging trends in housing, finance, employment and relationships that are likely to have an effect on Australians, and explore opportunities for realising a world without suicide.



While the report acknowledges Aboriginal and Torres Strait Islander peoples and LGBTQIA+ communities as being high risk to experience suicide and its impacts, it does not explore the specific risk factors unique to these groups which lead to mental ill health. Further to this, a report by Black Rainbow (a national Aboriginal and Torres Strait Islander Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Sistergirl and Brotherboy organisation) for World Suicide Prevention Day provides an analysis of the existing research which intersects Indigenous and LGBTQIA+ mental wellbeing and concludes that there is a glaring gap in strategies to help these specific demographics, despite being at the highest risk of suicidality of any population in Australia .

It is proposed that KPMG's leadership project will focus on using our resources and networks to engage with key organisations to help develop an approach to Indigenous suicide reduction. We recognise this project needs to be community focused and Indigenous led, so will aim to partner with organisations that put the voices of Indigenous communities affected at the heart of addressing this issue.

As this issue is so complex, our first step will be to gather Indigenous leaders and experts from First Nations led mental health and suicide prevention organisations to publish a thought leadership paper with ideas for consideration by government and business. While KPMG has a plethora of mental health experts, we know it is not our place to come up with solutions, but rather to listen, learn and use our influence to elevate voices which could benefit from our support. We aim to explore how we can support key partners with community led solutions which we can help to activate.

At the end of this RAP, we hope to have a clear understanding of the ongoing role KPMG can play in addressing suicide prevention within Indigenous communities, with tangible programs in place to address the outcomes outlined under Closing the Gap Target 14. This presents an opportunity for KPMG to contribute our resources and core capabilities in a unique way to help address a complex, impactful and dire issue that Aboriginal and Torres Strait Islander peoples face.

By taking a collaborative approach to Indigenous suicide prevention, we aim to demonstrate our contribution to furthering the following Dimensions of Reconciliation:

#### **Race relations**

Building positive two-way relationships build 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.



## FOR OUR COMMUNITY: COMMITMENTS TABLES

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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
	10.2. Host a symposium with mental health focused organisations to identify potential areas for collaboration.	October 2022	
	10.3. In partnership with at least 1 community organisation or peak body, publish a thought leadership piece identifying key risk factors and recommendations for potential solutions.	December 2022	
	10.4. Help to implement at least 1 recommendation from the above report.	December 2023	
	10.5. Identify 3 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	
<b>11. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	11.1. Allocate 25 per cent of KPMG's pro bono budget to Indigenous engagements per FY.	June 2022, 2023, 2024 and 2025	Head of Corporate Citizenship
	11.2. Establish at least 4 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2025	
	11.3. Publish at least 6 case studies demonstrating the social impact of this contribution on the KPMG website.	June 2025	
	11.4. Continue our partnership with Jawun Indigenous Corporate Partnerships by providing 20 secondees per calendar year.	December 2025	
	11.5. Connect Jawun alumni to the alumni engagement program, Milbiwi, so they can continue to volunteer on an ongoing basis.	December 2025	
	11.6. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2023	Reconciliation Manager
	11.7. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.		



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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	Head of Inclusion and Diversity
	12.2. RAP Taskforce to participate in an external NAIDOC Week event.	July 2022, 2023 and 2024	Reconciliation Manager
	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.		
	12.4. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least 1 external NAIDOC Week events each year.		
<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
	13.2. Assess additional social reform campaigns KPMG can support as they arise, and contribute our voice when aligned with our RAP commitments.	June 2025	Head of Corporate Citizenship
	13.3. Develop a process for providing feedback submissions on government policy that relate to Indigenous issues.	December 2023	Director, Government & Regulatory Affairs
<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
	14.2. Fund 2 tertiary scholarships with the Australian Indigenous Education Foundation per year.		
	14.3. Fund a 3-year scholarship with the Australian Business Community Network for an Indigenous student.	June 2025	Head of Corporate Citizenship
	14.4. Work with university partners to award or renew 4 tertiary scholarships per calendar year.		



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<b>15. Continue to advocate for Reconciliation Australia and the RAP program.</b>	15.1. Give at least 1 presentation to share learnings with RAP Working Groups in other organisations every quarter.	June 2025	Reconciliation Manager
	15.2. Continue to mentor and support new organisations to develop and implement RAPs, aiming to help 1 organisation quarterly.		
	15.3. Participate actively in the Elevate cohort and in quarterly RAP leadership gatherings.		
<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
	16.2. Review the Indigenous Peoples Policy to specifically reference anti-discrimination.	September 2022	Reconciliation Manager
	16.3. Document internal strategies and procedures to guide implementation of the commitments in the Indigenous Peoples Policy.	June 2025	
	16.4. Embed key RAP actions in performance expectations of senior leaders and all staff.		
	16.5. RAP Taskforce to meet once every quarter.	June 2025	KPMG Chairman
	16.6. Maintain Aboriginal and Torres Strait Islander representation on the RAP Taskforce.		
	16.7. Maintain an internal RAP Champion from senior management.		
	16.8. KPMG National Executive Committee to review progress against commitments and responsibilities quarterly and take action where required.	June 2025	National Executive Committee
	16.9. KPMG Board to be updated on key RAP achievements and campaigns quarterly.	June 2025	Head of Corporate Citizenship
	16.10. Review RAP Taskforce Terms of Reference annually.	December 2022, 2023 and 2024	Reconciliation Manager



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
<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
	17.2. Report RAP progress to all KPMG Partners and staff quarterly.	June 2025	
	17.3. Communicate annual progress reports on the KPMG website at the end of each FY.	September 2022, 2023 and 2024	
	17.4. Participate in the biennial Workplace RAP Barometer Survey.	May 2022 and 2024	
	17.5. Participate in annual RAP Impact Measurement Reporting.	September 2022, 2023 and 2024	
	17.6. Conduct an external audit on the RAP at the conclusion of FY24.	July 2025	
	17.7. Continue our reconciliation journey by developing our next RAP in 2025–26.	January 2025	



# RAP IMPACT MAPPING

KPMG aligns its work with local and international frameworks of best practice, to ensure our commitments are creating positive collective impact.

RELATIONSHIPS, OPPORTUNITIES, RESPECT AND GOVERNANCE	5 DIMENSIONS OF RECONCILIATION	UNDRIP ARTICLES	SDGS	CLOSING THE GAP TARGETS
<p><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></p> 	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Equality and Equity</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	<p>Articles 1, 2, 8, 12, 13, 14, 15, 18, 19, 20, 31</p>	<p>●</p>	<p>Outcome areas:</p> <p><b>15:</b> People maintain a distinctive cultural, spiritual, physical, and economic relationship with their land and waters.</p> <p><b>16:</b> Cultures and languages are strong supported and flourishing.</p>
<p><b>2. Engage our people to build relationships to celebrate and promote positive race relations through our sphere of influence.</b></p> 	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Equality and Equity</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	<p>Articles 2, 15, 17, 31</p>		<p>Outcome areas:</p> <p><b>16:</b> Cultures and languages are strong supported and flourishing.</p>
<p><b>3. Build relationships through celebrating National Reconciliation Week (NRW).</b></p> 	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	<p>Articles 13, 15, 31</p>		<p>Outcome areas:</p> <p><b>16:</b> Cultures and languages are strong supported and flourishing.</p>

## Key

### RAP PILLARS

The framework for how RAP commitments are structured and measured against.



Respect



Relationships



Opportunities



Governance

### 5 DIMENSIONS OF RECONCILIATION

Integral and interrelated dimensions that Reconciliation Australia use to measure reconciliation.

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

### UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES (UNDRIP) ARTICLES

Set out the expectations of states and businesses to recognise Indigenous peoples' individual and collective rights.

### SUSTAINABLE DEVELOPMENT GOALS

A collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all" by 2030.



### CLOSING THE GAP TARGETS

17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people.



RELATIONSHIPS, OPPORTUNITIES, RESPECT AND GOVERNANCE	5 DIMENSIONS OF RECONCILIATION	UNDRIP ARTICLES	SDGS	CLOSING THE GAP TARGETS
<b>4. Respect and uphold First Peoples unique rights by observing cultural protocols.</b>				
	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Equality and Equity</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	Articles 1, 2, 3, 4, 5, 9, 11, 12, 13, 14, 15, 17, 18, 19, 23, 31, 33, 34, 34		<p>Outcome areas:</p> <p><b>15:</b> People maintain a distinctive cultural, spiritual, physical, and economic relationship with their land and waters.</p> <p><b>16:</b> Cultures and languages are strong supported and flourishing.</p> <p><b>17:</b> People have access to information and services enabling participation and informed decision-making regarding their own lives.</p>
<b>5. Engage KPMG’s leadership to champion reconciliation initiatives.</b>				
	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Institutional Integrity</li> </ul>			<p>Outcome areas:</p> <p><b>16:</b> Cultures and languages are strong supported and flourishing.</p>
<b>6. Strengthen employment and professional development pathways for Aboriginal and Torres Strait Islander people to develop meaningful careers at KPMG.</b>				
	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Articles 3, 11, 15, 18, 19, 21		<p>Outcome areas:</p> <p><b>8:</b> Strong economic participation and development of people and their communities.</p>

**Key**

**RAP PILLARS**

The framework for how RAP commitments are structured and measured against.



Respect



Relationships



Opportunities



Governance

**5 DIMENSIONS OF RECONCILIATION**

Integral and interrelated dimensions that Reconciliation Australia use to measure reconciliation.

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

**UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES (UNDRIP) ARTICLES**

Set out the expectations of states and businesses to recognise Indigenous peoples’ individual and collective rights.

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A collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all” by 2030.



**CLOSING THE GAP TARGETS**

17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people.



RELATIONSHIPS, OPPORTUNITIES, RESPECT AND GOVERNANCE	5 DIMENSIONS OF RECONCILIATION	UNDRIP ARTICLES	SDGS	CLOSING THE GAP TARGETS
<b>7. Expand the Indigenous business accelerator program to support the growth of small to medium Indigenous businesses across Australia.</b>	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Article 3, 21, 23	● ●	Outcome areas: <b>8:</b> Strong economic participation and development of people and their communities.
<b>8. Continue to support the growth of Indigenous businesses through procurement.</b>	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Articles 3, 21	● ●	Outcome areas: <b>8:</b> Strong economic participation and development of people and their communities.
<b>9. Make KPMG’s core services more accessible to Indigenous businesses, communities and organisations.</b>	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Article 3, 21, 39	● ●	Outcome areas: <b>8:</b> Strong economic participation and development of people and their communities.
<b>10. Take a collaborative approach to Indigenous Suicide Prevention.</b>	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Articles 4, 7, 18, 19, 24	●	Outcome areas: <b>14:</b> People enjoy high levels of social and emotional wellbeing.

**Key**

**RAP PILLARS**

The framework for how RAP commitments are structured and measured against.



**5 DIMENSIONS OF RECONCILIATION**

Integral and interrelated dimensions that Reconciliation Australia use to measure reconciliation.

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

**UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES (UNDRIP) ARTICLES**

Set out the expectations of states and businesses to recognise Indigenous peoples’ individual and collective rights.

**SUSTAINABLE DEVELOPMENT GOALS**

A collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all” by 2030.



**CLOSING THE GAP TARGETS**

17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people.



RELATIONSHIPS, OPPORTUNITIES, RESPECT AND GOVERNANCE	5 DIMENSIONS OF RECONCILIATION	UNDRIP ARTICLES	SDGS	CLOSING THE GAP TARGETS
<b>11. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Articles 3, 4, 12, 13, 18, 19, 31, 39	● ●	Outcome areas:  <b>8:</b> Strong economic participation and development of people and their communities.
<b>12. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	Articles 2, 3, 8, 9, 11, 12, 13, 15, 31		Outcome areas:  <b>16:</b> Cultures and languages are strong supported and flourishing.
<b>13. Use KPMG’s platform to support social reform and share learnings between organisations.</b>	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Institutional Integrity</li> <li>Unity</li> <li>Historical Acceptance</li> </ul>	Articles 2, 3, 4, 5, 13, 18, 19, 21, 23, 27, 31, 33, 34, 35, 36, 37	● ●	
<b>14. Support access to education opportunities for Indigenous students.</b>	<ul style="list-style-type: none"> <li>Equality and Equity</li> <li>Institutional Integrity</li> </ul>	Articles 3, 14, 21	●	Outcome areas:  <b>5:</b> Students achieve their full learning potential.  <b>6:</b> Students reach their full potential through further education pathways.  <b>7:</b> Youth are engaged in employment and education.

**Key**

**RAP PILLARS**

The framework for how RAP commitments are structured and measured against.



Respect



Relationships



Opportunities



Governance

**5 DIMENSIONS OF RECONCILIATION**

Integral and interrelated dimensions that Reconciliation Australia use to measure reconciliation.

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

**UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES (UNDRIP) ARTICLES**

Set out the expectations of states and businesses to recognise Indigenous peoples’ individual and collective rights.

**SUSTAINABLE DEVELOPMENT GOALS**

A collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all” by 2030.



**CLOSING THE GAP TARGETS**

17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people.



RELATIONSHIPS, OPPORTUNITIES, RESPECT AND GOVERNANCE	5 DIMENSIONS OF RECONCILIATION	UNDRIP ARTICLES	SDGS	CLOSING THE GAP TARGETS
<b>15. Continue to advocate for Reconciliation Australia and the RAP program.</b>	<ul style="list-style-type: none"> <li>Race Relations</li> <li>Institutional Integrity</li> <li>Unity</li> </ul>			
<b>16. Strengthen governance system supporting the RAP to ensure responsibility and accountability is further embedded in the firm.</b>	<ul style="list-style-type: none"> <li>Institutional Integrity</li> </ul>		●	
<b>17. Track, manage and report on progress.</b>	<ul style="list-style-type: none"> <li>Institutional Integrity</li> </ul>		●	

**Key**

**RAP PILLARS**

The framework for how RAP commitments are structured and measured against.



Respect



Relationships



Opportunities



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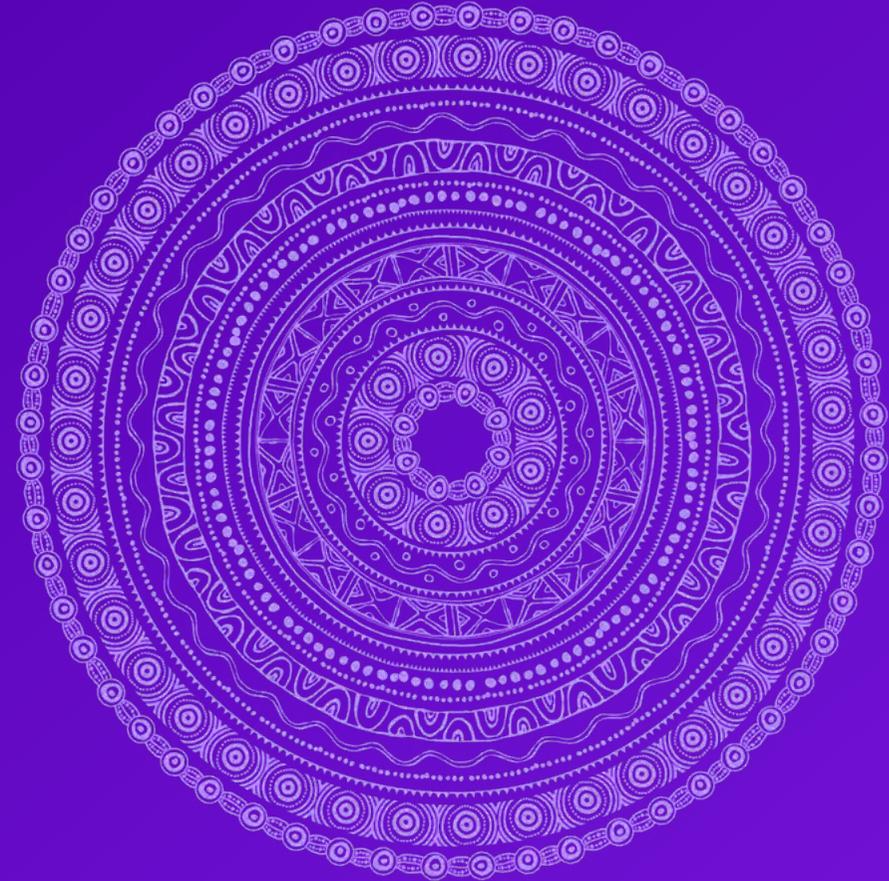


# RAP ARTWORK

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**

# Contact us

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December 2021. 790812280FIRM