



KPMG Australia's Reconciliation Action Plan 2021-2025

Our Progress Report FY22

Published February 2023



Acknowledgement of Country

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

Vision

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

In this future, the cultures, histories, rights and voices of Aboriginal and Torres Strait Islander Peoples are heard, understood and respected.

Guided by our purpose to 'Inspire Confidence. Empower Change', we are committed to placing truth-telling, self-determination and cultural safety at the centre of our approach. We aspire to push ourselves further and be more courageous in our actions.

Australia's First Peoples follow customs and cultures that have thrived for over 60,000 years. 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.



About this report

This is the first annual report outlining the progress KPMG Australia (KPMG) has made against its 2021-2025 Elevate Reconciliation Action Plan (RAP). It covers the period since the RAP was launched on 10 December 2021 to 30 June 2022.

The report follows the framework in the RAP, which linked commitments to the three focus areas that guide the long-term strategic direction of the firm's reconciliation efforts: for our people; for Indigenous businesses; and for community. As an 'Elevate' RAP, each of these focus areas features a unique leadership project that takes our commitment to reconciliation to a new level and will guide the strategic direction of the firm's reconciliation efforts over the next 3-5 years. The RAP also included a set of overarching governance commitments, which are reported on here.

To demonstrate how KPMG aligns its work with local and international frameworks of best practice, this progress report outlines how each leadership project supports the Five Dimensions of Reconciliation that Reconciliation Australia uses to measure reconciliation and the socio-economic targets within the National Agreement on Closing the Gap. The report also includes case studies featuring some of the people and businesses who have been part of our reconciliation journey during FY22.



Foreword

Since launching our third Elevate RAP on 10 December 2021, International Human Rights Day, we have been making progress against our commitments and contributing back to community. We have continued to rise to the challenges of these uncertain times and are pleased to share an update on our actions during FY22.



ALISON KITCHEN
RAP Taskforce Chair
KPMG Australia Chairman



ANDREW YATES
Chief Executive Officer
KPMG Australia

Of the 119 commitments in our RAP, 24 were either achieved or exceeded during the financial year, and a further 46 commitments with interim deliverables are on track to be achieved. 39 commitments are not due yet, nine were partially met, and one was not achieved.

Our 2021-25 RAP was developed through an open consultation process involving the KPMG Indigenous Network and the RAP Taskforce. Through this process, we structured our RAP commitments around three focus areas: for our people; for Indigenous businesses; and for community. This report details the progress we have made in each focus area throughout the year, and against our RAP governance commitments.

A key achievement in our RAP journey occurred in September 2021, when the Arrilla Digital Cultural Awareness Training was made mandatory for people working at KPMG Australia. As of the end of FY22, 99.7 percent of people in the firm had completed this module, with overwhelmingly positive feedback from our colleagues.

This is only the first step in our plan to improve cultural safety at KPMG for the growing number of Aboriginal and Torres Strait Islander people working at the firm. On the topic of recruitment, we were pleased to welcome an additional 32 Indigenous people to the firm during FY22, and we are continuing to leverage our scholarships, mentoring and partnerships to smooth the pathway into and within KPMG.

KPMG's commitment to supporting Indigenous businesses reached a significant milestone this year, with our 300th secondee completing a Jawun placement. And our client-facing KPMG Indigenous Services has continued to deliver value, including through its work with the Yarpa Indigenous Employment Hub in Parramatta.

Following some of the challenges presented during COVID lockdowns, our procurement team has done a fantastic job this year by exceeding our target of 3 percent of KPMG's procurement budget with Indigenous businesses each year. The team also started working with over 20 new Indigenous businesses across the financial year.

Our RAP includes a commitment to supporting social reform and using our resources and networks to tackle some of the complex issues facing Indigenous communities. At the beginning of 2022, KPMG partnered with the Westerman Jilya Institute for Indigenous Mental Health to support a scholarship for an Indigenous person to study psychology. We have also taken action to support Constitutional reform by becoming official supporters of the From the Heart campaign, and the Uluru Dialogue at the UNSW Indigenous Law Centre.

We're proud of the progress the firm has made in these areas and many others. In this report, we also acknowledge areas where our progress needs to improve.

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



**Our RAP includes a
commitment to supporting
social reform and using
our resources and networks
to tackle some of the
complex issues facing
Indigenous communities**

Our progress at a glance

FY22 RAP milestones

27% Of the total pro bono budget was allocated to Indigenous engagements, exceeding our target of 25%.

3.3% Total procurement budget spent with Indigenous businesses, exceeding our target of 3%.

8 CareerTrackers Interns hosted in FY22, towards our goal of 30 across 2021-25.

INCREASED OUR NUMBER OF INDIGENOUS SUPPLIERS

32 Indigenous suppliers used
WITH
20 Being new suppliers this financial year

4 Businesses graduated from Yarpa Grow

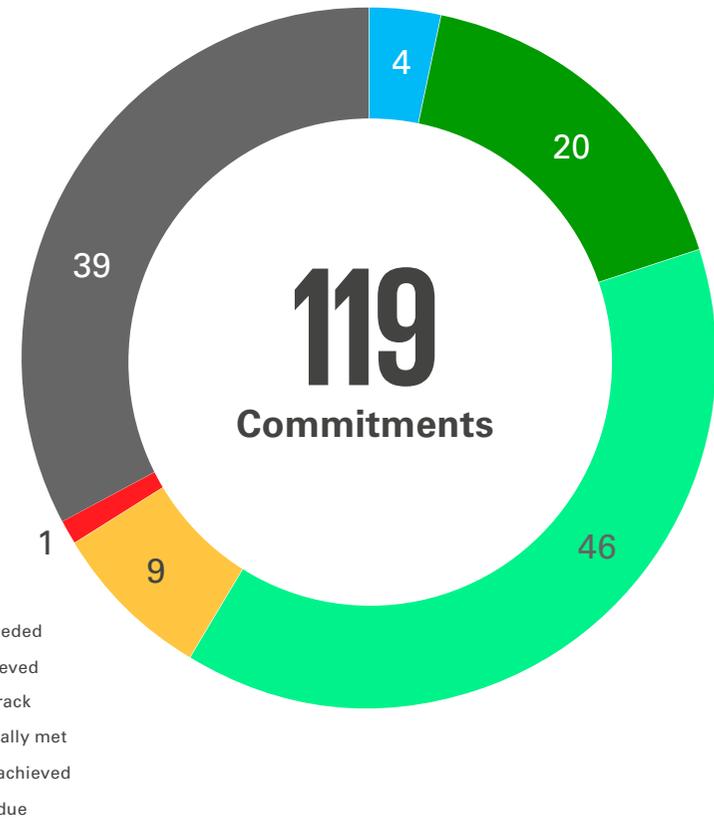
300TH Secondment through the Jawun program

32 Indigenous people hired in FY22, exceeding our target for the year by over 50%

Commenced supporting a scholarship through the Westerman Jilya Institute for Indigenous Mental Health

99.7% Of our workforce completed Arrilla Digital Cultural Awareness Training

Our Elevate RAP commitments: Progress at end of FY22

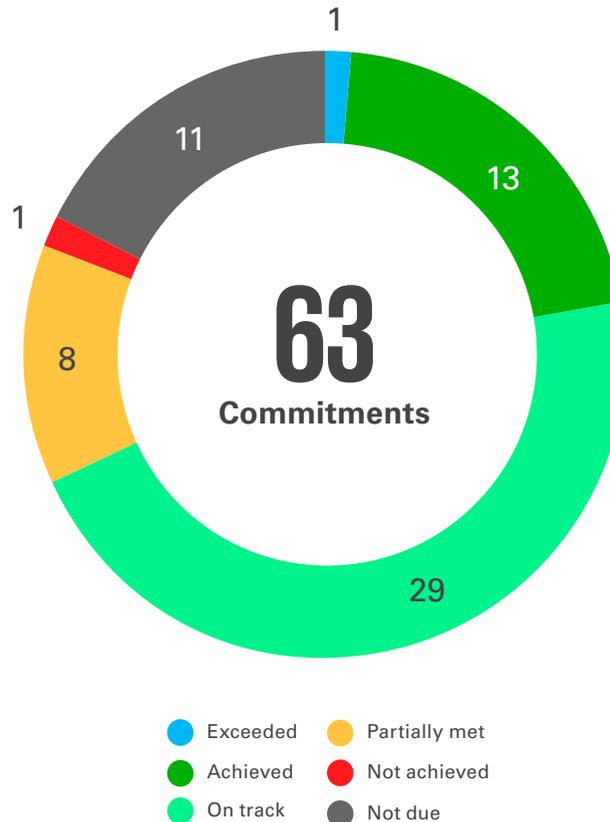




For our people

Leadership project: Indigenous Cultural Safety Plan

When KPMG launched our RAP at the end of 2021, there were approximately 40 Aboriginal and/or Torres Strait Islander people working for the firm in different office locations across Australia. The commitment outlined in our RAP is to hire an additional 135 Indigenous people across the FY21–25 period.



To ensure our teams and workplaces are safe places for Aboriginal and Torres Strait Islander peoples to participate in and grow, for the first time our RAP includes a commitment to address cultural safety within our organisation. We'll do this by developing a Cultural Safety Framework and assessment tool which will allow us to assess our maturity regarding safety and then enter a cycle of continuous improvement. Once the framework is established, we can share our learnings with Reconciliation Australia and the broader RAP network to provide advice and mentorship to other organisations. Preparatory actions have been completed during FY22 and work on this leadership project will formally commence in January 2023 in collaboration with Two Point Co, an Indigenous-owned consultancy.

For our people



**We have committed
to supporting
future Indigenous
leaders by hosting
30 CareerTrackers
interns by June 2025**



For our people

This leadership project contributes towards:

CLOSING THE GAP OUTCOMES

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

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

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

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

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

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

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.

Case study: CareerTrackers internships

Associated RAP commitment: 6.9.

CareerTrackers was founded in 2009 and helps connect Aboriginal and Torres Strait Islander University students with corporate partners across Australia for paid internships. The goal of the CareerTrackers Program is to see equal university graduation rates between Indigenous and non-Indigenous Australians. Students can undertake a 4 or 6-week internship through winter and a 12-week program across summer. Since our partnership with CareerTrackers began in 2019, KPMG has hosted over 16 interns.

In KPMG's RAP, we have committed to supporting future Indigenous leaders by hosting 30 CareerTrackers interns by June 2025. We are on track to meet this target, having hosted eight interns during FY22, and we will continue to welcome interns to the firm during FY23.



CareerTrackers intern Aaron Britten

Aaron Britten began his CareerTrackers internship at KPMG in winter 2021, and has shared a little of his story:

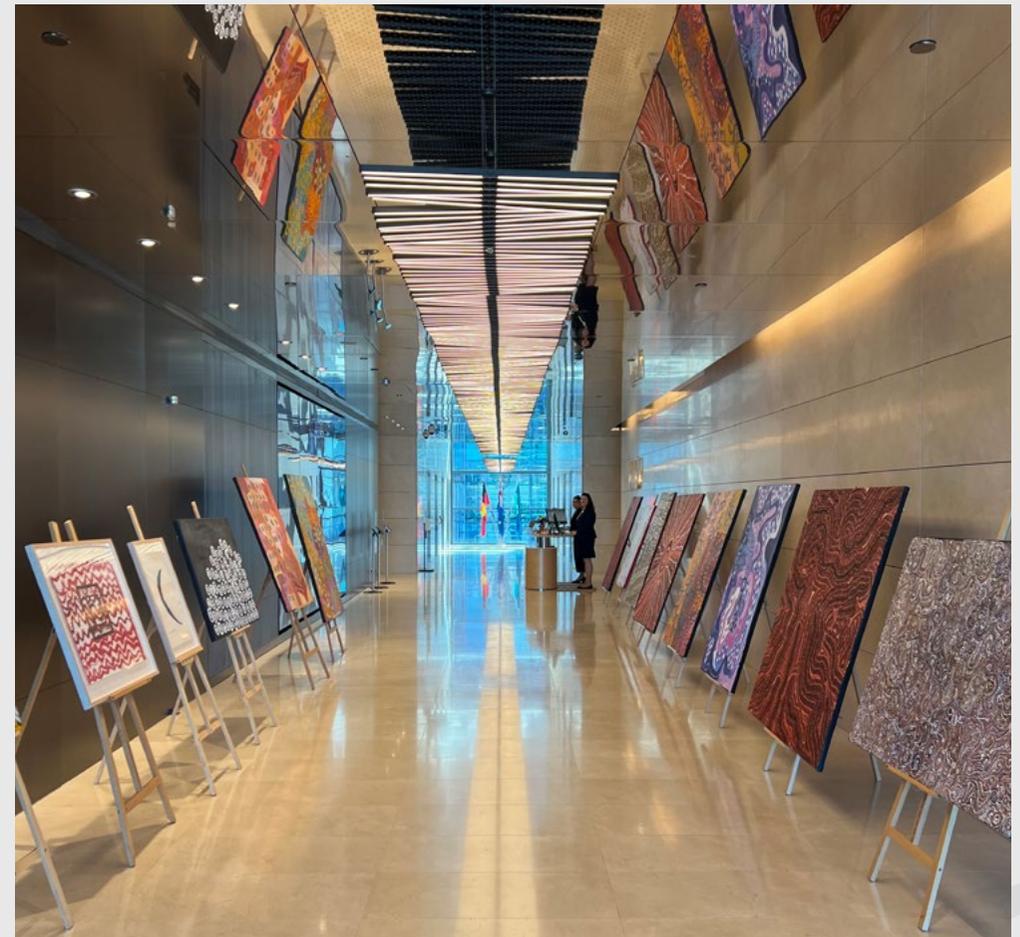
"Being a part of the KPMG Indigenous Network (KIN)

has been invaluable where I am always surrounded by support and advice so that I can perform to my best ability whilst working at KPMG. Having a KIN buddy by my side whilst working in Management Consulting has proved to be extremely effective where whenever I hit a roadblock or challenge. I always have support."

"I started at KPMG as a CareerTrackers Intern in the Transformational Program Management (TPM) team. For the 6-week program, KPMG had given me the ability to explore opportunities in industries such as Financial Services, Digital Health, and Government. My team in TPM had provided me with an insight of how to deliver sustainable results through assisting clients in executing transformative project portfolios to help drive their business strategy. This insight aided my aspiration to learn and develop myself into an effective and efficient consultant. Following the internship, I was lucky enough to be asked to stay on as a part-time vacationer whilst continuing my studies, where I have been delivering value to KPMG clients for the better part of 15 months now. This is an opportunity I am most grateful for and excites me for the future work I will continue to do at KPMG"

Commitments tables legend

ACTION	STATUS
Target exceeded by the deadline.	● Exceeded
Commitment is marked 'Achieved' if the commitment has been completed by 30 June 2022.	● Achieved
For commitments which have a final deadline beyond 30 June 2022 but have interim deliverables which have been met within this current reporting period. <i>For example, hold RAP Taskforce meetings every quarter, deadline June 2025.</i>	● On Track
For commitments that haven't been met in full by the deadline, but where progress has been made towards completion. Further detail on status is provided in the comments column of the commitments table.	● Partially met
For commitments which have not been met in part or at all within the timeframe.	● Not achieved
For commitments which have a future deadline.	● Not due



APY Art Centre Collective art exhibition held at KPMG Sydney office during National Reconciliation Week 2022



For our people

Commitments Table: For our People

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
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	1.1. Establish a Cultural Safety Panel consisting of external experts to consult on the development and implementation of the Cultural Safety Framework.	June 2022	Reconciliation Manager	Cultural safety experts have been identified. Consultation on the framework will commence in 2023.	● Partially met
	1.2. Research best practice cultural safety to gather learnings and insights.	June 2022		Research was conducted for the Elevate RAP application and several existing cultural capability frameworks were reviewed. The provider chosen for the cultural safety plan will build on this research.	● Partially met
	1.3. Develop criteria for what best practice cultural safety in KPMG's workplace looks like, informed by research and consultation with key stakeholders such as the KPMG Indigenous Network, key clients and the Cultural Safety Panel. These criteria form the Cultural Safety Framework.	December 2022		A draft framework has been started with input from the preliminary research conducted to create the business case for this leadership project.	● On Track
	1.4. Develop a cultural safety maturity assessment tool to measure the level of cultural safety within KPMG.	March 2023			● Not due
	1.5. Develop an action plan based off key gaps identified in the assessment.	June 2023			● Not due
	1.6. Publish a Cultural Safety Performance report.	June 2024			● Not due
	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			● Not due
	1.8. Present to the broader RAP network at key relevant milestones to share learnings and insights into the process and demonstrate how we can work with others in developing their own framework.	June 2025			● Not due

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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	Reconciliation Manager	An independent external provider has been identified and work is due to commence in early 2023	● Partially met
	1.10. Develop a cultural learnings strategy that articulates how KPMG will strategically increase cultural capability across the organisation.	July 2022			● Partially met
	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			● Partially met
	1.12. Build out a Cultural Competency Learning Pathway in KPMG’s online learning system, called Degreed. This will include guidance for when, where and how to organise face-to-face training, if applicable.	December 2022		An Indigenous Inclusion learning pathway was added to Degreed by the end of FY22. This will need to be reviewed regularly to keep current and ensure a clear pathway from competency to capability is available.	● Achieved
	1.13. Make the Arrilla Digital Indigenous Cultural Awareness Training mandatory for all staff and ensure 100% of KPMG employees have completed the training by end of FY22.	June 2022	CEO and National Executive Committee	The NEC and Board approved the Arrilla Digital training to be mandatory in September 2021. As of July 2022, 99.7% of the firm has completed the training. This figure fluctuates slightly daily as new starters join the firm, however we consider this to be achieved for FY22.	● Achieved
	1.14. Explore options to further expand or develop a new e-learning module to go beyond cultural awareness and focus more on cultural competency.	June 2025	Reconciliation Manager		● Not due
	1.15. Run face-to-face cultural awareness training for 140 KPMG partners by the end of the RAP.				● Not due
	1.16. Every person who holds responsibility for RAP commitments to have undergone face-to-face cultural competency training run by an Aboriginal and/or Torres Strait Islander provider.			Most RAP Taskforce members have completed the face-to-face training.	● On Track

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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	Client facing staff have a reasonable degree of cultural competency. This will be strengthened following the cultural safety assessment recommendations.	On Track
2. Engage our people to build relationships to celebrate and promote positive race relations through our sphere of influence	2.1. Document a staff engagement strategy detailing how staff are engaged to drive reconciliation outcomes.	July 2022	Reconciliation Manager	Stakeholder engagement strategy has been documented but needs to be supplemented with a more detailed communications plan.	Partially met
	2.2. Provide ongoing education opportunities for senior leaders and managers on the effects of racism. Work with the Inclusion & Diversity team to ensure strategies are aligned.	June 2025		All Directors and Partners are required to complete Inclusion training.	On Track
	2.3. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.			KPMG leaders were featured in articles both internally and in external media talking about key issues related to the RAP throughout the year.	On Track
	2.4. Engage the RAP Champions through bi-monthly newsletter updates.			The RAP Champions network now receive regular updates via a dedicated channel on Yammer, our internal social network.	On Track
	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.			Corporate Citizenship committee members volunteer to organise and support key events and dates of significance throughout the year.	On Track
	2.6. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners during KPMG's annual volunteering days.	September 2022, 2023 and 2024			Not due
	2.7. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners throughout the year.	December 2022, 2023 and 2024		KPMG people have ongoing opportunities to volunteer through our partnerships with Jawun and the Australian Indigenous Education Foundation throughout the year as well as contributing their time to Indigenous engagements through pro bono work.	On Track

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	2.8. Educate our people on the history and importance of key dates of significance, such as: <ul style="list-style-type: none"> - 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	Reconciliation Manager	Communications were published internally and externally during the reporting period to raise awareness of key dates of significance.	 On Track
	2.9. Provide a list of resources for our people to educate them on what good allyship looks like.	July 2022		Before the end of FY22, a section was added to the Indigenous Inclusion learning pathway in Degreed, KPMG's online learning system, specifically sharing resources on allyships.	 Achieved
	2.10. Provide conversation guides for our people on how to approach conversations about racism.	December 2022, 2023 and 2024			 Not due
	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			 Not due
	2.12. Share our people's stories, thoughts and opinions on reconciliation related topics through our public blog (KPMG Newsroom) quarterly.	December 2022, 2023 and 2024		KPMG Newsroom featured several articles on Reconciliation during the reporting period.	 On Track
	2.13. Continuously improve HR policies and procedures concerned with anti-discrimination.	June 2025		KPMG's Indigenous Peoples Policy has been updated to include specific reference to anti-discrimination.	 On Track

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
3. Build relationships through celebrating National Reconciliation Week (NRW)	3.1. Organise internal NRW events in each KPMG state head office and hold at least one organisation wide NRW event each year.	June 2022, 2023, 2024 and 2025	Reconciliation Manager	There were local events in 8 KPMG offices and a national webinar which was recorded and shared with the firm.	Achieved
	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.			Representatives from the firm attended the Supply Nation Gala awards dinner.	Achieved
	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.			An article was published on our intranet which promoted internal events and included links to resources and the events register on the Reconciliation Australia website.	Achieved
	3.4. Register all our NRW events on Reconciliation Australia's NRW website.			This was not achieved due to an administrative oversight.	Not achieved
	3.5. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.			Article promoting internal events included links to resources and the events register on the Reconciliation Australia website.	Achieved
4. Respect and uphold First Peoples unique rights by observing cultural protocols	4.1. Create guidelines on respecting Indigenous Cultural Intellectual Property for all KPMG staff.	December 2021	Reconciliation Manager	KPMG's Indigenous Imagery Guidelines includes guidance on Indigenous Cultural Intellectual Property.	Achieved
	4.2. Update the Acknowledgement of and Welcome to Country Guidelines as KPMG grows to new offices. Continue to expand Acknowledgement of Country resources, for example by developing additional video resources.	December 2022, 2023 and 2024		Details for the Newcastle and Townsville offices were added in June 2022.	On Track
	4.3. Include an Acknowledgement of Country on the KPMG Australia website.	June 2022		KPMG Australia's external website was updated to include an Acknowledgement of Country in the copyright.	Achieved
	4.4. Display Acknowledgment of Country on notification screens on each floor of our offices.	December 2021		Acknowledgement of Country is on rotation on internal screens.	Achieved

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	4.5. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	Reconciliation Manager	It is standard practice at KPMG for presentations and national events to include an Acknowledgement of Country.	● On Track
	4.6. Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.			The Acknowledgement of Country Guidelines are available to all staff. Specific training on how to deliver a meaningful Acknowledgement of Country is planned for 2023.	● On Track
	4.7. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.			It is standard practice at KPMG for presentations and national events to include an Acknowledgement of Country.	● On Track
	4.8. Formally engage with the KIN through consultation meetings on upcoming programs or projects which affect them or are related to Indigenous focused initiatives.		Reconciliation Manager & Indigenous Inclusion Manager	There were 3 KIN consultation workshops held in 2022.	● On Track
	4.9. Ensure the contribution of the KIN in developing RAP strategies and initiatives is appropriately recognised and valued in end of year performance reviews.			Feedback was provided upon request.	● On Track
	4.10. Hold informal networking for KIN to connect and share learnings and experiences.		Indigenous Inclusion Manager	KIN catch up meetings are held monthly.	● On Track
	4.11. Implement firm-wide change to personal leave to allow for floating public holidays, to allow for example Indigenous colleagues to work on January 26 if they choose to and reallocate this leave to another date.		December 2021		In July 2021, KPMG introduced a cultural leave program to allow team members to take floating public holidays. At the same time, the firm introduced Indigenous Cultural and Ceremonial leave, with an additional day of paid leave every year for all KPMG Indigenous employees to participate in a significant cultural, ceremonial or community date or event.

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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	Indigenous Inclusion Manager	See comments for commitment 4.11.	Achieved
5. Engage KPMG’s leadership to champion reconciliation initiatives	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	48% of Board and NEC members have participated in Jawun executive visits as of June 2022.	On Track
	5.2. Support Jawun’s Stories of Female Leadership program. Sponsor 1 Indigenous person per year to participate and send KPMG representatives to events.			2 KPMG people participated in the SOFL program in October 2021.	On Track
	5.3. Send three KPMG executives to Garma Festival each year.	August 2022, 2023 and 2024			Not due
	5.4. Encourage KPMG Partners to join the Boards of Indigenous organisations by providing specific opportunities on our internal Board Connect platform, which promotes board opportunities to our people.	June 2025	KPMG Partners	The KPMG Board Connect program has been developed, and it is intended that more opportunities at Indigenous organisations will be sourced.	On Track
6. Strengthen employment and professional development pathways for Aboriginal and Torres Strait Islander people to develop meaningful careers at KPMG	6.1. Hire 135 additional Aboriginal and Torres Strait Islander people over the lifecycle of the RAP. New hires per financial year: <ul style="list-style-type: none"> – FY22=21 – FY23=31 – FY24=41 – FY25=42 	June 2025	Indigenous Inclusion Manager, National Executive Committee	KPMG exceeded the hire target for FY22 by onboarding 32 new starters.	Exceeded

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	6.2. Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy annually.	December 2022, 2023 and 2024	Indigenous Inclusion Manager	This strategy is reviewed on an ongoing basis at the RAP Taskforce meetings and at the executive level.	● On Track
	6.3. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.			Feedback from KIN members is collected on an ongoing basis and communicated to the RAP Taskforce and executives.	● On Track
	6.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025		KPMG is currently in the process of engaging three Indigenous specific recruitment agencies on top of the two we are currently working with.	● On Track
	6.5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021		This is currently an informal process and needs to be further documented.	● Partially met
	6.6. Increase the retention rates of Aboriginal and Torres Strait Islander colleagues to work towards being on par with the firm-wide average.	June 2025		Retention rates are above firm-wide average as of July 2022.	● On Track
	6.7. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.			Representation at Manager and above levels has remained consistent throughout 2022.	● On Track
	6.8. Have 2 KIN members participate in the Emerging Indigenous Executive Leadership Program per year.	December 2023		KPMG had 2 participants in the program in 2021 and 1 participant in 2022.	● Partially met
	6.9. Host 30 CareerTrackers interns over the life of the RAP.	June 2025		KPMG hosted 8 CareerTrackers interns during FY22.	● On Track
	6.10. Offer work experience opportunities for every Indigenous tertiary scholarship recipient.			Opportunities are provided to scholarship recipients who want to work at KPMG and there was one scholarship recipient working at KPMG in 2022.	● On Track

For our people



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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	Indigenous Inclusion Manager	A KIN conference was held virtually across several dates in November and December in 2021. The next conference is scheduled for 2023.	 Achieved
	6.12. Provide an avenue for KIN members in leadership programs to participate in the RAP Taskforce, thereby building their relationships with top leaders within the firm and their impact on the direction of the RAP.			A KIN conference was held virtually across several dates in November and December in 2021. The next conference is scheduled for 2023.	 On Track



For Indigenous businesses

Leadership project: Indigenous Business Accelerator

Our Leadership project here aims to expand the Indigenous Business Accelerator program nationally, contributing to the growth of the Indigenous business sector and to increased economic empowerment for Indigenous peoples.



● Exceeded ● On track
● Achieved ● Not due

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. 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, a collaboration between KPMG and Yarpa Hub, 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 strong economic participation and development of Aboriginal and Torres Strait Islander peoples and communities.



**Accelerator programs
...can help Indigenous
businesses reach
their potential by
building capability
and confidence to
successfully scale
up their operations**



This leadership project contributes towards:

CLOSING THE GAP OUTCOMES

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

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

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

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

Institutional Integrity. Aboriginal and Torres Strait Islander peoples participate equally and equitably in the economy.

Case study: Strengthening remote Indigenous communities through the power of food and education

Associated RAP commitments: 9.1, 11.1.

Our client-facing practice, KPMG Indigenous Services (KIS), is working with the Indigenous Futures Foundation (Indigenous Futures) to scale its impact in addressing food insecurity for remote, rural and regional Indigenous communities.

Indigenous Futures' mission is to end the food crisis experienced by many Indigenous communities. To do this, the foundation uses a circular economy model, using perishable food donated by major food retailers and local restaurants, to prepare and distribute healthy meals to Indigenous communities where access to nutritious food is sparse or cost prohibitive. The family-run organisation has partnered with FareShare, the largest charity-run kitchen in Australia, which provides access to their facilities for meal preparation, and is supported by community volunteers and corporate volunteers to help prepare nutritious meals at scale. Last year, the foundation distributed over 100,000 meals to Indigenous communities.

Proud Kuku Yalanji man and Founder of Indigenous Futures Levi-Joel Tamou says:

“There is a food crisis in our country. Many families experience inter-generational poverty and often go without food, leading to hunger, anxiety, poor health, including under-nutrition, obesity and disease. We dream of a future where First Nations people live longer and healthier lives that are filled with joy.”

According to Dr Megan Ferguson, Senior Lecturer at the University of Queensland's School of Public Health, growing poverty and high food costs are the key causes of food insecurity for 31% of Aboriginal and Torres Strait Islander people living in remote communities.

“But this is a highly conservative estimate, given research suggests this could be as high as 62%.”



KPMG Indigenous Services is currently working in a pro bono capacity with Indigenous Futures to develop their ESG strategy which aims to secure long term partnerships with corporates with an alignment in values and ESG focus.

The team is also helping them to secure government funding to develop a culturally engaging training program in the food, tourism, hospitality, events and hotel management industries that will lead to formal certifications and meaningful employment pathways for Indigenous Australians.

Nicole Petrilli, Director KIS team, says:

“The Indigenous Futures model proves what’s possible when innovation, cross-sector collaboration and passion are combined to address social inequity in our community.”



“Working towards better outcomes for Indigenous Australians is at the heart of the work we do in KIS. As ESG investments are increasingly becoming a top priority for CEOs and is a key focus area in our refreshed firm strategy, we feel privileged to connect Indigenous Futures to our client networks and to use our skills and expertise to amplify the positive impact they are having on many Indigenous Australians’ lives.”

NICOLE PETRILLI
Director, KPMG Indigenous Services



Commitments Table: For Indigenous Businesses

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
7. Expand the Indigenous business accelerator program to support the growth of small to medium Indigenous businesses across Australia	7.1. Launch an Indigenous business capability building program in at least 3 different communities across Australia.	December 2024	Lead for KPMG Indigenous Services	The Yarpa Grow program round 3 commenced during the reporting period. Plans are underway for continuing the program in 2023 and beyond, in addition to extending its reach into regional NSW.	● On Track
	7.2. Support at least 10 Indigenous businesses through the capability building program annually (30 in total).	December 2022, 2023 and 2024			● Not due
	7.3. Each participant will receive one on one business mentorship from KPMG.				● Not due
	7.4. Partner with a university to award a micro-credential to businesses that go through the accelerator program.	December 2022		Not due yet, discussions have commenced with a university about this partnership.	● Not due
8. Expand the Indigenous business accelerator program to support the growth of small to medium Indigenous businesses across Australia	8.1. Allocate at least 3% of KPMG's procurement budget to Indigenous businesses each year.	June 2022, 2023, 2024 and 2025	Head of Procurement	3.22% of Procurement budget allocated to Indigenous businesses in FY22.	● Exceeded
	8.2. Renew Supply Nation membership annually.	December 2022, 2023 and 2024			● Not due
	8.3. Establish, increase or maintain commercial relationships with at least 15 Aboriginal and/ or Torres Strait Islander businesses annually.	June 2022, 2023, 2024 and 2025		KPMG worked with 32 Indigenous suppliers in FY22, 20 of which were new suppliers this financial year.	● Exceeded
	8.4. Annually review and implement the Aboriginal and Torres Strait Islander procurement strategy.	December 2021, 2022, 2023 and 2024		Procurement strategy reviewed every February.	● Achieved
	8.5. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025			● Not due

For Indigenous businesses



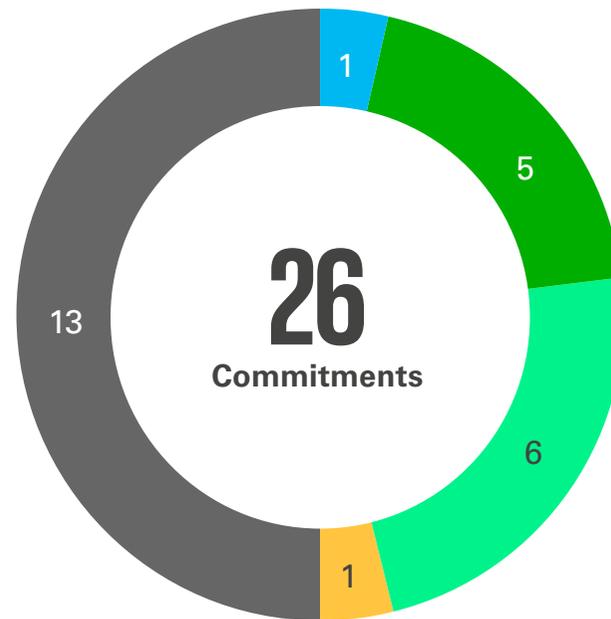
ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	8.6. Encourage our people to support small Indigenous businesses through Indigenous Business Month and other activities.	October 2022, 2023 and 2024	Lead for KPMG Indigenous Services & Reconciliation Manager	Indigenous Business Month promoted internally through Yammer.	● Not due
	8.7. Promote campaigns and initiatives run by partners, such as Supply Connect & the BCA's Raise the Bar Initiative.	June 2025	Head of Procurement		● On Track
9. Make KPMG's core services more accessible to Indigenous businesses, communities and organisations	9.1. Grow the number of Indigenous organisations accessing KPMG's products and services by 150.	June 2025	Lead Partner for KPMG Indigenous Services		● Not due
	9.2. Run at least one business accelerator program annually, in partnership with local Indigenous partners.	December 2022, 2023 and 2024		The Yarpa Grow program is continuing in Western Sydney.	● Not due



For community

Leadership project: Collaborative approach to Indigenous Suicide Prevention

In this leadership project our focus is 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 we aim to partner with organisations that put the voices of Indigenous communities affected at the heart of addressing this issue.



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

At the end of this RAP, we hope to have a clear understanding of the ongoing role KPMG can play in supporting suicide prevention within Indigenous communities, with tangible programs in place to address the outcomes outlined under Closing the Gap Target 14: Aboriginal and Torres Strait Islander peoples enjoy high levels of social and emotional wellbeing.

This presents an opportunity for KPMG to contribute our resources and core capabilities in a unique way to help address a complex and dire issue facing Aboriginal and Torres Strait Islander communities.



**Our focus is on using
our resources and
networks to engage
with key organisations
to help develop an
approach to Indigenous
suicide reduction**



This leadership project contributes towards:

CLOSING THE GAP OUTCOMES

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

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

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

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

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

Case study: The Westerman Jilya Institute Indigenous Psychology Scholarship

Associated RAP commitments: 10.1, 10.5.

The Westerman Jilya Institute for Indigenous Mental Health, ("Jilya") is an Aboriginal Community Controlled not-for-profit organisation, registered as a charity with the ACNC (Australian Charities and Not-for-profits Commission).



Dr Tracy Westerman

Jilya was created in response to the 13 deaths of Aboriginal young people in the Kimberley, the subject of the 2019 Fogliani Coronial Inquiry.

These deaths, and the continuing deaths of Aboriginal people by suicide, compelled Dr Tracy Westerman AM to act and do something to support improved access to culturally and clinically complex mental health services which could provide measurable outcomes for high-risk communities.

Jilya hope to achieve this through leading the development of culturally and clinically informed mental health and suicide prevention responses and increasing the number of Indigenous Psychologists working in Australia, in our highest risk regional and remote communities.

Jilya's research, partnerships, program development and implementation will directly address the critical mental health needs of high-risk Indigenous people.

In 2022 KPMG began supporting an annual scholarship through Jilya, as part of our commitment to addressing the social and emotional wellbeing of Aboriginal and Torres Strait Islander people in Australia.

2022 Scholarship Recipient: James Hill

My name is James Hill, I'm a Ngarrindjeri man, and I was born and raised on Noongar Whadjuk Country.



Scholarship recipient James Hill

My goal is to become a clinical psychologist and mental health researcher with youth populations, including Indigenous youth. I champion lived experience as a powerful tool in conducting authentic and meaningful research that gets at the problems that need to be solved the most. This means research for Indigenous people, by Indigenous people.

A career in psychology is my avenue for advocacy. This includes advocacy for better care for our mob, increased cultural competency in the mental health field, and my future clients. As an Indigenous psychologist I would be uniquely positioned to stand up for our mob and our wellbeing.

It is a privilege to have the mentorship of Dr Tracy Westerman, and an incredible advantage going into my chosen career. And having the financial support of the Jilya scholarship means I can comfortably focus on my studies.



Case study: KPMG's 300th Jawun Secondee

Associated RAP commitment: 11.4.

KPMG's 15-year partnership with Jawun 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 first-hand about the unique challenges facing Indigenous Australia while being immersed in the oldest continuous living culture on Earth.

In 2022, KPMG celebrated our 300th person experiencing a secondment through Jawun. Amy Mao, a Manager in HR Advisory, was placed on a project for Gumatj Corporation in Nhulunbuy, North East Arnhem Land.



Gumatj Corporation was established in 2007 with the aim to achieve economic independence for the Yolnu people through employment in a variety of businesses including a sawmill and workshop, mechanic, cattle farm and abattoir, grounds keeping, waste management and a community shop, café, and nursery.

In 2017, Gumatj started Australia's first Indigenous mine and an associated regional training centre. Amy worked to review all HR policies and procedures and implement a HR strategy. She spent time understanding the business and its challenges, visiting its different work sites and listening to both the Indigenous and non-Indigenous employees.

In addition to helping the organisation to grow, the experience also had a profound personal impact. Amy reflects that: "Jawun has given me a deep appreciation and curiosity for our First Nations people and a greater awareness of their challenges and reality."

Read Amy's full reflections on her journey [here](#).

Jawun secondments give KPMG people the opportunity to learn first-hand about the unique challenges facing Indigenous Australia while being immersed in the oldest continuous living culture on Earth.



Commitments Table: For community

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
10. Take a collaborative approach to Indigenous Suicide Prevention	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 & Reconciliation Manager	New organisations supported in 2022 include: The Westerman Jilya Institute, Indigenous Suicide Prevention Forum, From the Heart, and UNSW Indigenous Law Centre.	● Achieved
	10.2. Host a symposium with mental health focused organisations to identify potential areas for collaboration.	October 2022		● Not due	
	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		A report is scheduled to be launched in 2023.	● Not due
	10.4. Help to implement at least 1 recommendation from the above report.	December 2023		● Not due	
	10.5. Identify 3 new partnerships focused on suicide prevention within Indigenous communities, and use KPMG skills and resources to enable them to driver more successful outcomes.	June 2025		In 2022 KPMG began supporting an annual scholarship through the Westerman Jilya Institute.	● On Track
11. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	11.1. Allocate 25% of KPMG's pro bono budget to Indigenous engagements per FY.	June 2022, 2023, 2024 and 2025	Head of Corporate Citizenship	27% of the pro bono budget invested in supporting Indigenous communities in FY22.	● Exceeded
	11.2. Establish at least 4 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2025		● On Track	
	11.3. Publish at least 6 case studies demonstrating the social impact of this contribution on the KPMG website.	June 2025		● Not due	



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	11.4. Continue our partnership with Jawun Indigenous Corporate Partnerships by providing 20 secondees per calendar year.	December 2025	Head of Corporate Citizenship	KPMG sent 14 people on secondment through Jawun in 2022. Due to travel restrictions and ongoing effects of COVID19 at the beginning of the year, the FY22 component of this target was unable to be fully met.	Partially met
	11.5. Connect Jawun alumni to the alumni engagement program, Milbiwi, so they can continue to volunteer on an ongoing basis.	December 2025		All secondees are automatically added to Milbiwi, Jawun’s Alumni network, which aims to help past secondees stay connected and provide opportunities to assist with ad hoc piece of work.	On Track
	11.6. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2023	Reconciliation Manager		Not due
	11.7. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.				Not due
12. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	12.1. Review HR policies annually and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022, 2023 and 2024	Reconciliation Manager	An additional cultural leave day was added to the leave policy in September 2021, to allow for Aboriginal and Torres Strait Islander staff to engage in events such as NAIDOC. This has been promoted consistently to raise awareness and encourage staff to participate in cultural events.	Achieved
	12.2. RAP Taskforce to participate in an external NAIDOC Week event.				Not due
	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.			As of the end of FY22, plans were underway for several NAIDOC week events across KPMG offices.	Not due
	12.4. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least 1 external NAIDOC Week events each year.				Not due



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
13. Use KPMG’s platform to support social reform and share learnings between organisations	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	Leeonee Thompson, Senior Consultant for KPMG Indigenous Services, published an article on the KPMG Newsroom on Sorry Day about her involvement in the Uluru Dialogues. Read the article here.	Achieved
	13.2. Assess additional social reform campaigns KPMG can support as they arise, and contribute our voice when aligned with our RAP commitments.	December 2023		Conversations about support for several additional campaigns have commenced with the RAP Taskforce.	Not due
	13.3. Develop a process for providing feedback submissions on government policy that relate to Indigenous issues.		Director, Government & Regulatory Affairs		Not due
14. Support access to education opportunities for Indigenous students	14.1. Run a fundraising campaign for Indigenous Literacy Day.	September 2022, 2023 and 2024	Reconciliation Manager	As of the end of FY22, planning had commenced for activities to mark Indigenous Literacy Day.	Not due
	14.2. Fund 2 Secondary scholarships with the Australian Indigenous Education Foundation per year.	December 2023	Head of Corporate Citizenship	Annual contributions to the Australian Indigenous Education Foundation are made at the end of each calendar year. This was achieved for FY22.	Achieved
	14.3. Fund a 3-year scholarship with the Australian Business Community Network for an Indigenous student.				Not due
	14.4. Work with university partners to award or renew 4 tertiary scholarships per calendar year.	December 2024	Indigenous Inclusion Manager	Scholarships have been renewed for two students at Griffith University, and one student at University of Technology Sydney and University of Newcastle. The Westerman Jilya Scholarship was awarded at University of Western Australia.	Achieved



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
15. Continue to advocate for Reconciliation Australia and the RAP program	15.1. Give at least 1 presentation to share learnings with RAP Working Groups in other organisations every quarter.	December 2023	Reconciliation Manager	KPMG’s Reconciliation Manager presents regularly to clients and other organisations to share learnings.	 On Track
	15.2. Continue to mentor and support new organisations to develop and implement RAPs, aiming to help 1 organisation quarterly.			KPMG’s Reconciliation Manager presents regularly to clients and other organisations to share learnings.	 On Track
	15.3. Participate actively in the Elevate cohort and in quarterly RAP leadership gatherings.			KPMG’s Reconciliation Manager participates in the quarterly RAP Leadership Gatherings.	 On Track



Governance

KPMG’s RAP is overseen by the RAP Taskforce, which is Chaired by the firm’s National Chairman and features leaders from different areas across the firm who hold key responsibilities for implementing the RAP commitments.



The RAP Taskforce includes representatives from the KPMG Indigenous Network (KIN), a group of approximately 40 people from 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.

In addition to the Taskforce, a network of over 700 people across KPMG have signed up to the RAP Champions network. This network receives updates on our achievements, resources, information on key dates of significant and suggestions for acting for reconciliation.



**Over 700 people across
KPMG have signed up to the
RAP Champions network**



Commitments Table: Governance

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
16. Strengthen governance system supporting the RAP to ensure responsibility and accountability is further embedded in the firm	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		● On Track
	16.2. Review the Indigenous Peoples Policy to specifically reference anti-discrimination.	September 2022			● On Track
	16.3. Document internal strategies and procedures to guide implementation of the commitments in the Indigenous People Policy.	December 2025	Reconciliation Manager		● Not due
	16.4. Embed key RAP actions in performance expectations of senior leaders and all staff.			Targets are set in Partner score cards and progress against is reviewed continually.	● Achieved
	16.5. RAP Taskforce to meet once every quarter.	June 2025	KPMG Chairman		● On Track
	16.6. Maintain Aboriginal and Torres Strait Islander representation on the RAP Taskforce.			Several members of the RAP Taskforce are Indigenous. In addition, the EIELP participants are invited to participate in the RAP Taskforce for the year.	● On Track
	16.7. Maintain an internal RAP Champion from senior management.			The KPMG Australia Chairman Chairs the RAP Taskforce, and there is also a KPMG Board member and National Executive Committee member on the RAP Taskforce.	● On Track
	16.8. KPMG National Executive Committee to review progress against commitments and responsibilities quarterly and act where required.			National Executive Committee	The RAP Dashboard was approved by the RAP Taskforce in June and quarterly updates are provided to senior leadership groups.



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	16.9. KPMG Board to be updated on key RAP achievements and campaigns quarterly.	June 2025	Head of Corporate Citizenship	The RAP Dashboard was approved by the RAP Taskforce in June and quarterly updates are provided to senior leadership groups.	 On Track
	16.10. Review RAP Taskforce Terms of Reference annually.	December 2022, 2023, and 2024	Reconciliation Manager		 Not due
17. Track, manage and report on progress	17.1. Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2022	Reconciliation Manager		 Not due
	17.2. Report RAP progress to all KPMG Partners and staff quarterly.	June 2025			 On Track
	17.3. Communicate annual progress reports on the KPMG website at the end of each FY.	September 2022, 2023 and 2024			 Not due
	17.4. Participate in the biennial Workplace RAP Barometer Survey.	May 2022 and 2024		This survey is conducted across August and September on a biennial basis. KPMG has participated in these surveys since 2014 and will continue to do so.	 On Track
	17.5. Participate in the annual RAP Impact Measurement Reporting.	September 2022, 2023 & 2024			 Not due
	17.6. Conduct an external audit on the RAP at the conclusion of FY24.	July 2025			 Not due
	17.7. Continue our reconciliation journey by developing our next RAP in 2025-26.	January 2025			 Not due

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