



KPMG Australia's Reconciliation Action Plan Progress Report 2024

1 July 2023 to 30 June 2024

KPMG Australia

Acknowledgement of Country

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

Vision

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

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

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

We believe we can achieve much more together than we can apart.

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

A note on language

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

We believe we can achieve much more together than we can apart.

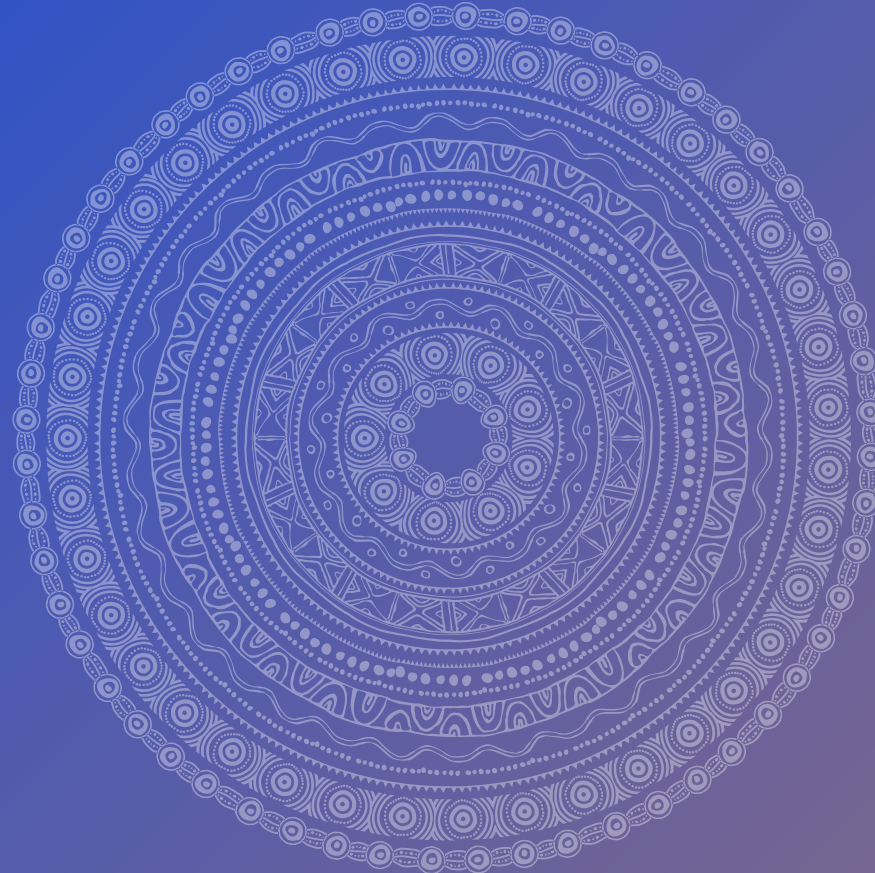
And through unity, we can create a nation that is truly compassionate, prosperous and fair.

RAP artwork

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

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

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



Desert



Rainforest



Torres Strait Islanders



Saltwater



Freshwater



Cultural Safety



Wellbeing

Contents

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

About this report

This is the third annual report outlining the progress KPMG Australia (KPMG) has made against its 2021–2025 Elevate Reconciliation Action Plan (RAP) commitments. It covers the period since the RAP was launched on 10 December 2021 to 30 June 2024.

The report follows the framework in our Reconciliation Action Plan, which links commitments to the three focus areas that guide the long-term strategic direction of the firm's reconciliation efforts: For our people; For Indigenous business; and For community. As an 'Elevate' RAP, each of these focus areas features a unique leadership project that takes our commitment to reconciliation to a new level and will continue to guide the strategic direction of the firm's reconciliation efforts over the next year. The RAP also includes 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 Reconciliation Australia's five *Dimensions of Reconciliation*, and the socio-economic targets within the National Agreement on Closing the Gap. This report also includes a series of case studies featuring some of the people, businesses and community organisations who have been part of our reconciliation journey during FY24.

Foreword

The past year was pivotal for Australia's collective reconciliation journey. While the Voice to Parliament referendum was not passed, it helped further raise awareness of the inequities that First Nations people and communities face. KPMG Australia remain as committed as ever to our support for the Uluru Statement from the Heart, to our reconciliation journey, and to our leadership role in working together with government, the private sector and First Nations leaders and communities to advance the necessary steps towards a reconciled nation.



MARTIN SHEPPARD
KPMG Australia Chairman
RAP Taskforce Chairman

We have made positive progress toward our reconciliation commitments this year. Of the 119 commitments in our RAP, 53 have either been achieved or exceeded during the RAP period, and a further 43 commitments with interim deliverables are on track to be achieved.

A highlight for the year was the completion of our Cultural Safety Assessment, and we are pleased to share the findings in this report. A Cultural Safety Framework has been co-designed with First Nations employees and an Assessment Tool created to support continuous improvement. We have also developed an action plan outlining the steps we will take to ensure KPMG is a culturally safe environment for First Nations employees, clients, and community partners.

Our Board and National Executive Committee are deeply committed to cultural safety and this year all members have pledged to attend face-to-face cultural safety training.

We look forward to sharing our learnings with the broader RAP community in the year ahead and to supporting others on their journey to creating culturally safe workplaces.

While we have made strides in our reconciliation commitments for our people, we also acknowledge areas where our progress needs to improve, particularly in recruiting First Nations people.

This year, we welcomed 10 new First Nations employees to KPMG, falling significantly short of our target to hire 41 people. While we will continue to advance our efforts in recruitment, our commitment to creating a culturally safe workplace will be a priority in the year ahead.

By improving the cultural competency of our workforce and fostering an environment where First Nations employees are respected and valued, we aim to become an employer of choice for First Nations talent.

We continue to recognise the potential of First Nations businesses and their role in increasing economic empowerment for First Nations people.

Our procurement team once again exceeded their target this year and we were pleased to advocate for Indigenous Procurement Policy reform by providing a response to the National Indigenous Australians Agency's discussion paper.

After co-designing the Yarpa Grow Indigenous Business Accelerator in 2020, our partnership with Yarpa Hub concluded in 2023. We are proud to have supported 27 businesses through this program and are pursuing new opportunities to support the growth of the Indigenous business sector in the year ahead.

Our support for the community remains at the heart of our reconciliation activities. This year we were pleased to exceed our pro bono target and have deepened our rich and enduring partnerships with Jawun, the GO Foundation, and the Australian Indigenous Education Foundation (AIEF), who we've been collaborating with to deliver impact for more than 15 years.

We would also like to thank Alison Kitchen for her contribution to reconciliation and the progress we have made on our reconciliation journey under her leadership as KPMG's National Chairman and Chair of the RAP Taskforce until August 2023.

During her six-year term, Alison was a strong advocate for developing an ambitious agenda to drive change for our people, for Indigenous business, and for the wider community.

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

FY24 progress

Our FY24 progress at a glance

31% pro bono budget allocated to support First Nations communities

\$3.74m total procurement budget spent with Indigenous businesses

NUMBER OF INDIGENOUS SUPPLIERS (INCLUDING SIX NEW SUPPLIERS IN FY24) **29**

NUMBER OF JAWUN SECONDEES **19**

NUMBER OF PARTNERS COMPLETED ARRILLA CULTURAL SAFETY TRAINING **57**

100% completion of Arrilla Digital Cultural Awareness Program

10 First Nations people hired in FY24



COMMITMENTS TABLES LEGEND

Target exceeded by the deadline.	Exceeded	●
Commitment is marked 'Achieved' if the commitment has been completed by 30 June 2024.	Achieved	●
For commitments which have a final deadline beyond 30 June 2024 but have interim deliverables which have been met within this current reporting period. For example, hold RAP Taskforce meetings every quarter, deadline June 2025.	On track	●
For commitments that haven't been met in full within the timeframe but where progress has been made towards completion. Further detail on status is provided in the comments column of the commitments table.	Partially met	●
For commitments which have not been met at all within the timeframe.	Not achieved	●
For commitments which have a future deadline.	Not due	●

For our people

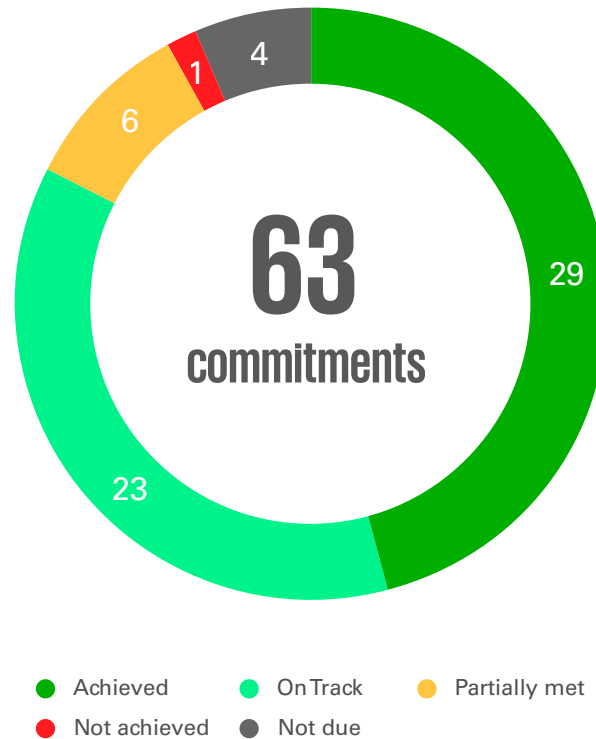


Sharlenee Peacock, a proud Wiradjuri woman and law graduate, is a Consultant in our Governance, Risk & Controls Advisory Team.

For our people

Leadership project: Indigenous Cultural Safety Plan

In collaboration with an external Indigenous consultancy, a Cultural Safety Assessment has been completed to understand the level of cultural safety at KPMG as experienced by First Nations employees, clients, and suppliers. In response to the findings, our Cultural Safety Action Plan has been developed, mapping out strategic actions to implement to ensure KPMG is a culturally safe workplace. A Cultural Safety Framework has been co-designed with KPMG employees and an Assessment Tool has been developed to support the continuous improvement of cultural safety at KPMG.



The KPMG Indigenous Network (KIN) has been a critical stakeholder throughout this project with the aim being to enhance the cultural awareness and competency of KPMG’s workforce and ensure that First Nations employees are respected and valued.

In what was a difficult year for many First Nations people across the country, the KIN has been an important space for First Nations colleagues to come together, support each other, and provide input into the direction of the firm’s reconciliation approach.

In the lead-up to the referendum on a proposed Voice to Parliament, we expanded our wellbeing programs to provide greater support to KIN and partnered with a new Employee Assistance Program (EAP) to enable greater access to First Nations counsellors and clinicians who could provide culturally appropriate support.

Additionally, a series of yarning circles were hosted by KPMG’s First Nations Inclusion Lead – a new leadership position established in FY24 – and a special paid leave provision was added to the existing leave policy for First Nations employees. We also offered yarning circles to our active allies during this time.

This leadership project contributes towards:

CLOSING THE GAP OUTCOME

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

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

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

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

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

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

KPMG's Cultural Safety Performance

Associated RAP commitment: 1.1. to 1.17

KPMG contracted an external Indigenous consultancy to complete a Cultural Safety Assessment and co-design a Cultural Safety Framework with KPMG employees. The aim of this project was to enhance the cultural awareness and competency of KPMG's workforce and ensure that First Nations employees are respected and valued.

The approach to this assessment involved examining literature on local and international best practices in cultural safety and complementing this with a third-party-led consultation process that included internal First Nations and non-Indigenous leaders and employees, and external First Nations clients and suppliers. Key principles including truth-telling, Aboriginal-led approaches, co-design, and differentiation of racially based challenges informed this process.

Cultural safety extends beyond cultural awareness. It promotes an environment where individuals, especially those from First Nations communities, feel validated and empowered, acknowledging historical and ongoing impacts of colonisation and discrimination. Internal stakeholder consultations echoed this sentiment and contributed to defining cultural safety within KPMG.

Insights from stakeholder consultations

The stakeholder consultations focused on developing an understanding of key challenges relating to cultural safety at the firm. A cross-section of 28 stakeholders were engaged in the consultation process including KPMG Indigenous Network (KIN) representatives at various levels, non-Indigenous senior leaders, and First Nations clients and suppliers.

The internal stakeholder consultations highlighted several strengths and distinct challenges relating to cultural safety. The challenges have been categorised as follows.

- **Cultural load:** Expectation to be the sole source of cultural knowledge, educate others, and help coordinate First Nations events.
- **Commercial tensions:** Inclusion in proposals because of cultural identity not necessarily due to having relevant skills for the project.
- **Cultural awareness/competency:** Need for deeper and more specific cultural awareness and competency training particularly for specialist and people leader roles.
- **Casual racism:** Comments relating to identity and appearance, and avenues to raise grievances not always seen as culturally safe or effective in providing outcomes.

- **Resourcing:** Appropriate resourcing and grading of roles responsible for delivering RAP programs, and limited First Nations people in senior roles.
- **Promotion and communication:** Limited awareness of centralised resources available to employees and lack of a strategic communications plan to regularly promote reconciliation activities.

The assessment process also highlighted several key strengths in KPMG’s relationships and work in reconciliation:

- Strong relationships with First Nations clients and suppliers based on mutual respect and dedication to genuine outcomes for First Nations people.
- Diverse opportunities for roles across the firm.
- Strong sense of cultural safety and engagement in teams under the leadership of senior First Nations team members.
- KIN makes people feel connected and heard.
- KPMG’s commitment to ethical practices, relationships, and community engagement was highly regarded by external stakeholders.

The firm’s dedication to community engagement has fostered strong relationships with external partners, creating a positive impact that resonates beyond business transactions.

During the stakeholder engagement process, KPMG employees, clients, and suppliers were asked to reflect on what cultural safety means to them. The following reflections were shared during these discussions:

- ‘Leaders who self-educate – that equals cultural safety’.
- ‘Cultural safety is self-determination’.
- ‘The voices of those who are the beneficiaries of programs and policies are sought and reflected in their development’.
- ‘Cultural safety means everyone feels safe to come to work, to supply to us, are accepted as equals and peers’.

Cultural Safety Framework

KPMG’s Cultural Safety Framework outlines the ways in which the firm will continuously improve the environments in which First Nations employees work.

The framework was co-designed with KPMG employees and is aligned with KPMG Values to ensure that it is bespoke to the firm. It is informed by the lived experiences of current and previous First Nations employees, and is actionable, achievable, and sustainable.

The following six domains form the basis of culturally safe workplaces, and are included in the Assessment Tool:

1. Meaningful First Nations careers
2. Cultural awareness/competency
3. Authentic community engagement
4. Culturally affirming workplaces
5. Social and emotional wellbeing
6. Monitoring, measurement, and evaluation

Cultural Safety Action Plan

A Cultural Safety Action Plan was developed in FY24 to address the key challenges highlighted through the stakeholder consultations and implementation has commenced.

A cultural learning strategy is in development which will be implemented in 2025, focusing on areas including anti-racism, authentic community engagement, and cultural immersion. This will include expanding our Cultural Safety Training for Partners and providing bespoke training for people leaders to improve cultural awareness/competency and continue to improve cultural capability across our workforce.

In FY25, we will also launch the 'Allies in Equity' program which has been co-designed with our employee-led networks. The Allies in Equity program will educate, support, and empower our people to understand active allyship and take action. The program will further equip our people leaders with the mindset and tools to be active allies across our firm. This will drive an ethical and inclusive speak up culture and distribute accountability to reduce the cultural load experienced by First Nations employees.

Work has commenced on a skills matrix for First Nations employees to enable more strategic alignment of skills and experience to engagement opportunities. This will be further supported by the development of a process for KPMG partners to engage with First Nations employees in a culturally appropriate way on projects that require Indigenous representation.

A firm-wide communications strategy is in place for FY25 and a centralised Reconciliation Hub is accessible to all partners and employees on KPMG's intranet. This hub hosts key information and resources such as Acknowledgement of and Welcome to Country guidelines, learning pathways, information about KPMG's partnerships and programs, updates on our RAP progress, a calendar of reconciliation activities, and links to relevant policies and contacts including grievance mechanisms and appropriate reporting processes.

Stakeholder consultations highlighted that there are limited First Nations people in senior leadership roles across the firm. Our First Nations Inclusion and Engagement Action Plan launched in FY24 sets out objectives to address this, focusing on the development of First Nations employees by increasing one-on-one engagement to understand and support their career development goals and explore potential First Nations leadership pathways.

Additionally, it was noted that the roles responsible for delivering on core RAP programs, specifically the First Nations Inclusion Manager and Reconciliation Manager roles, were graded too low. Both roles have since been re-graded to Senior Manager positions and a review is underway to determine whether additional support roles are required to enable the successful delivery of KPMG's RAP commitments.

Cultural Safety Assessment Tool

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

The Cultural Safety Assessment Tool was designed to facilitate regular and comprehensive assessments of our performance across the six domains of our Cultural Safety Framework.

Assessments will be undertaken at regular intervals, through engaging with First Nations team members, clients, and leaders who have direct interactions with First Nations people and communities.

The findings from these assessments will be compiled and analysed to identify trends, strengths, and ongoing opportunities for improvement. Based on the results, the RAP Taskforce will work collaboratively with appropriate teams to progress action plans and strategies to enhance First Nations Cultural Safety.

This will support the continuous improvement of cultural safety at KPMG, enabling us to proactively identify and address cultural sensitivities, biases, and barriers that may arise in our interactions and operations. By undertaking regular self-assessments, we aim to ensure the firm is a safe, supportive, and transparent professional environment for First Nations employees.

CASE STUDY: INDIGENOUS LEADERSHIP PROGRAM CREATING CHAMPIONS OF CHANGE

Associated RAP commitment: 6.8

The UNSW Executive Indigenous Leaders Program (EILP) aims to support the development of Indigenous leaders by equipping them with the skills, knowledge and networks to amplify their impact in their organisations and communities.

Ruby Sellings, a proud Gunaikurnai woman, graduated from the EILP in November 2023. She was a Senior Consultant in KPMG's Policy, Economic and Public Impact (PEPI) team and has recently been promoted to Manager.

Upon graduating, Ruby received a Certificate in Executive Management and Development and was awarded a scholarship to undertake further study with UNSW.

Ruby said graduating from the EILP has reaffirmed her passion for working in Indigenous affairs.

"I had some incredible experiences, including when we went to Uluru for a week for intensive cultural learning that really solidified who we are in the workplace as Indigenous people."



'I've also enjoyed looking for opportunities to embed Indigenous ways of doing things into everyday work and really embrace the concept of walking in two worlds – essentially combining Indigenous and Western leadership styles,' she said.

For her EILP strategic challenge, Ruby identified First Nations engagement training as a growing need. She developed a series of learning sessions and resources for KPMG staff to learn more about Indigenous affairs; Indigenous-specific engagement approaches including ethics and project design; and the ways that we work in blended teams and with Aboriginal and Torres Strait Islander colleagues, clients, and stakeholders.

After joining the RAP Taskforce as an EILP participant in 2023, Ruby has been invited to continue as a RAP Taskforce member in FY25 and will contribute to the development of our cultural learning strategy.

Almost 200 leaders have now graduated from the EILP since it launched in 2017, including eight KPMG participants.

Ruby said:

"This program is unlike any other leadership course available. We have learnt about how to walk in two worlds and to not have to take off our 'Blak jacket' at the door, how to commandeer and influence an audience, and that strength and vulnerability in leadership are not two mutually exclusive concepts."

In May 2024, Jessie Elvin and Sonjah Stewart, Senior Consultants in the KPMG Indigenous Services team commenced in the 2024 EILP cohort.



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 and First Nations Inclusion Lead	Cultural safety experts were identified in 2022 and consulted on the development of the Cultural Safety Framework in 2023.	● Achieved
	1.2. Research best practice cultural safety to gather learnings and insights.	June 2022		Research was conducted for the RAP application and several existing cultural capability frameworks have been reviewed. An external Indigenous consultancy has also conducted research into best practice as part of completing a Cultural Safety Assessment on KPMG.	● Achieved
	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		The Cultural Safety Assessment identified meaningful First Nations careers, cultural capability, authentic community engagement, culturally affirming workplaces, social and emotional wellbeing, and monitoring, measurement, and evaluation as the criteria for cultural safety in KPMG's workplace.	● Achieved
	1.4. Develop a cultural safety maturity assessment tool to measure the level of cultural safety within KPMG.	March 2023		A Cultural Safety Assessment Tool has been developed to measure performance and support continuous improvement.	● Achieved
	1.5. Develop an action plan based off key gaps identified in the assessment.	June 2023		A Cultural Safety Action Plan was developed in FY24, and implementation has commenced.	● Achieved
	1.6. Publish a cultural safety performance report.	June 2024		Results of KPMG's Cultural Safety Assessment are included in this report.	● Achieved
	1.7. Help at least one other RAP organisation to determine their own criteria for cultural safety and to conduct a maturity assessment.	December 2024			● Not due
	1.8. Present to the broader RAP network at key relevant milestones to share learnings and insights into the process and demonstrate how we can work with others in developing their own framework.	June 2025			● Not due

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 and First Nations Inclusion Lead	The Cultural Safety Assessment completed in 2023 included recommendations for a tiered learning approach to provide appropriate levels of knowledge, skills, and experiences to specified roles.	● Achieved
	1.10. Develop a cultural learning strategy that articulates how KPMG will strategically increase cultural capability across the organisation.	July 2022		A cultural learning strategy is in development as part of the Cultural Safety Action Plan to be implemented in 2025, focusing on areas including anti-racism, authentic community engagement, and cultural immersion.	● Partially met
	1.11. Consult external Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development, implementation and review of our cultural learning strategy.	July 2022		Clients and suppliers were consulted through the cultural safety assessment and will be re-engaged as work progresses on the cultural learning strategy.	● Partially met
	1.12. Build out a Cultural Competency Learning Pathway in KPMG’s online learning system, called Degreed. This will include guidance for when, where and how to organise face-to-face training, if applicable.	December 2022		There is an Indigenous Inclusion learning pathway in Degreed. This needs to be regularly revised to remain up-to-date and to further clarify the pathway from awareness to competency to capability.	● Achieved
	1.13. Make the Arrilla Digital Indigenous Cultural Awareness Training mandatory for all staff and ensure 100% of KPMG employees have completed the training by end of FY22.	July 2022	CEO and National Executive Committee	In September 2021, Arrilla Digital was assigned to all Partners and staff as Mandatory Learning – this was endorsed by the NEC and Board. As of 1 July 2024, 100% of the firm’s workforce have completed the training. This figure does not include contractors or those people who joined the firm in the four weeks prior to 1 July, as they have four weeks to complete any Mandatory Learning.	● Achieved
	1.14. Explore options to further expand or develop a new e-learning module to go beyond cultural awareness and focus more on cultural competency.	June 2025	Reconciliation Manager and First Nations Inclusion Lead		● Not due
	1.15. Run face-to-face cultural awareness training for 140 KPMG Partners by the end of the RAP.	June 2025	Reconciliation Manager and First Nations Inclusion Lead	57 KPMG Partners completed face-to-face cultural safety training in FY24. This year, all KPMG Board and NEC members have also committed to attending face-to-face cultural safety training.	● On track

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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.	June 2025	Reconciliation Manager	Most RAP Taskforce members have completed face-to-face training. Those who have not will participate in the next available option.	● On track
	1.17. Ensure team members who are working on Indigenous client work have completed core components of the Cultural Competency Learning Pathway.	June 2025	Reconciliation Manager and Lead Partner for KPMG Indigenous Services	Completion of Arrilla Digital training has helped build the cultural competency of client-facing staff. This will be further strengthened following the development of a cultural learning strategy.	● 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	A stakeholder engagement strategy has been developed which details how all stakeholders are communicated with.	● Achieved
	2.2. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	June 2025	First Nations Inclusion Lead	All Partners and Directors are required to complete mandatory Respect@Work training. This Inclusion and Diversity training is comprehensive in addressing harassment, discrimination, and bullying, emphasising standards of behaviour and accountability. In FY24, the Respect@Work training was updated to include a case study example of racism in the context of First Nations peoples.	● On track
	2.3. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2025		KPMG leaders were featured in articles both internally and externally talking about key issues related to the RAP throughout the year.	● On track
	2.4. Engage the RAP Champions through bimonthly newsletter updates.	June 2025	Reconciliation Manager	The RAP Champions Network receive regular updates via a dedicated channel on Viva Engage, our internal social network.	● On track
	2.5. Encourage people to join the Indigenous subcommittee of the Corporate Citizenship Committees in each state head office, to help organise events, communications, and engagement activities throughout the year.	June 2025		Corporate Citizenship committee members volunteer to organise and support key events and dates of significance throughout the year.	● On track

RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	2.6. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners during KPMG's annual volunteering day.	September 2022, 2023 and 2024	Reconciliation Manager	KPMG refreshed its community impact strategy in October 2022, moving away from one-off involvement in an annual firm-wide volunteering day to instead focusing on year-long engagement that builds enduring relationships with community partners and further progresses our commitment to create a fairer, more inclusive, and more sustainable future for our communities. KPMG people have ongoing opportunities to volunteer with Indigenous community partners including established and bespoke opportunities with Jawun, Australian Indigenous Education Foundation (AIEF), and IndigiGrow as well as contributing their time to Indigenous engagements through pro bono work.	● Achieved
	2.7. Provide opportunities for skilled and unskilled volunteering with Indigenous community partners throughout the year.	December 2022, 2023 and 2024			● Achieved
	2.8. Educate our people on the history and importance of key dates of significance, such as: – Australia Day/Survival Day, January 26 – Apology Day, February 13 – Closing the Gap Day, third Thursday in March – 1967 Referendum, May 27 – Mabo Day, June 3 – UN International Day of Indigenous Peoples, August 9 – Human Rights Day, December 10	June 2025		Communications were published during the reporting period to raise awareness of key dates of significance through our internal KPMG Brekky News and multiple Viva Engage channels.	● On track
	2.9. Provide a list of resources for our people to educate them on what good allyship looks like.	December 2022	First Nations Inclusion Lead	The Indigenous Inclusion learning pathway in KPMG's online learning system, Degreed, provides a range of resources specific to First Nations allyship and understanding diverse Indigenous identities, experiences, and cultures.	● Achieved

RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	2.10. Provide conversation guides for our people on how to approach conversations about racism.	December 2022, 2023 and 2024	First Nations Inclusion Lead	Conversation guides are shared in our online mandatory training Respect@Work on how to approach respectful conversations regarding racism. Additionally, our People Leader program includes a guided scenario on how to approach conversations regarding discrimination and race/cultural diversity.	● Achieved
	2.11. Hold at least one training session for our people per year on how to become an ally and be actively anti-racist.	December 2022, 2023 and 2024		In FY24, our Illuminate program hosted a keynote address covering how history has shaped racism today, including: <ul style="list-style-type: none"> – history and milestones of race – race concepts and definitions – individual and systemic impact. 	● Achieved
	2.12. Share our people's stories, thoughts and opinions on reconciliation related topics through our public blog (KPMG Newsroom) quarterly.	December 2022, 2023 and 2024	Reconciliation Manager	KPMG Newsroom is no longer operational, however, our people's stories continue to be shared through our internal news channels Brekky News and Viva Engage, as well as externally via KPMG's and our people's LinkedIn accounts.	● Achieved
	2.13. Continuously improve HR policies and procedures concerned with anti-discrimination.	June 2025	National Managing Partner – People & Inclusion and Head of Inclusion & Diversity	KPMG's Indigenous Peoples Policy has been updated to include specific reference to anti-discrimination.	● On track
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	KPMG hosted a national webinar featuring four members of our RAP Taskforce, exploring the history and future of reconciliation and the role of corporate Australia and individuals in achieving it. The webinar was attended by approximately 400 people and was also recorded and shared with the firm. Additional internal events were not organised in KPMG state head offices in 2024; instead, staff were encouraged to attend community events.	● Partially met
	3.2. RAP Taskforce members to participate in at least one external NRW event and encourage others to also participate by promoting through their social media channels.	June 2022, 2023, 2024 and 2025		KPMG representatives attended several events throughout the week either in person or virtually.	● Achieved






RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	3.3. Suggest at least one external community event that our people can participate in, in each city where there is a KPMG office to encourage and support staff and senior leaders to recognise and celebrate NRW.	June 2022, 2023, 2024 and 2025	Reconciliation Manager	An article promoting internal events included links to resources and the events register on the Reconciliation Australia website.	Achieved
	3.4. Register all our NRW events on Reconciliation Australia's NRW website.	June 2022, 2023, 2024 and 2025		Events were uploaded to the Reconciliation Australia website as private events in FY23 and FY24, however, this was not achieved in FY22 due to an administrative oversight.	Partially met
	3.5. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	June 2022, 2023, 2024 and 2025		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		Pronunciation guidance was updated for six office locations in FY24. Work is underway to develop a new video resource in FY25.	Achieved
	4.3. Include an Acknowledgement of Country on the KPMG Australia website.	June 2022		KPMG Australia's external website includes an Acknowledgement of Country in the copyright.	Achieved
	4.4. Display Acknowledgement of Country on notification screens on each floor of our offices.	December 2021		Acknowledgement of Country is on rotation on internal screens.	Achieved
	4.5. Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025		It is standard practice at KPMG for presentations and national events to include an Acknowledgement of Country.	On track
	4.6. Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025		The Acknowledgement of Country Guidelines are available to all staff. KPMG Partner Shelley Reys' TEDx Talk on how to deliver a meaningful Acknowledgement of Country is shared on a regular basis.	On track

RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	4.7. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2025	Reconciliation Manager	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.	June 2025	Reconciliation Manager and First Nations Inclusion Lead	Monthly KPMG Indigenous Network (KIN) meetings take place, and ad hoc meetings are held when consultation is needed for specific projects.	● On track
	4.9. Ensure the contribution of the KIN in developing RAP strategies and initiatives is appropriately recognised and valued in end of year performance reviews.	June 2025		Feedback provided on request.	● On track
	4.10. Hold informal networking for KIN to connect and share learnings and experiences.	June 2025	First Nations Inclusion Lead	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		On 1 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.	● Achieved
	4.12. Provide an Indigenous cultural leave day specifically for Indigenous colleagues to use for significant cultural, family or community activities or events.	December 2021		See comments for commitment 4.11.	● Achieved
5. Engage KPMG's leadership to champion reconciliation initiatives.	5.1. All Board and NEC members to participate in at least one Jawun executive visit or equivalent event, as a cultural immersion experience.	June 2025	Head of Corporate Citizenship	<p>Four of 11 Board members and five of 13 NEC members have participated in a Jawun executive visit or equivalent event as of 30 June 2024. Progress on this commitment has decreased from 57% in FY23 to 38% in FY24 as a result of changes in our Board and NEC membership.</p> <p>A further five Board and four NEC members are scheduled to participate in a cultural immersion experience by the end of calendar year 2024.</p> <p>This year, all Board and NEC members have also committed to attending face-to-face cultural safety training.</p>	● On track

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	5.2. Support Jawun's Stories of Female Leadership program. Sponsor one Indigenous person per year to participate and send KPMG representatives to events.	June 2025	Head of Corporate Citizenship	KPMG sponsored two First Nations members of the Stories of Female Leadership (SoFL) network in FY24 and supported four KPMG people to participate in SoFL events throughout the year.	● On track
	5.3. Send three KPMG executives to the Garma Festival each year.	August 2022, 2023 and 2024		One representative from KPMG attended the Garma Festival in 2023. We were unable to secure additional tickets in time to meet this commitment. Seven KPMG representatives attended the Garma Festival in 2024.	● Partially met
	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		Opportunities to join the boards of Indigenous organisations are shared via KPMG's internal community engagement platform 'Catalyser'.	● 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: – FY22 = 21 – FY23 = 31 – FY24 = 41 – FY25 = 42	June 2025	First Nations Inclusion Lead, Head of Inclusion and Diversity, and National Executive Committee	Since July 2021, KPMG has employed 68 First Nations people progressing toward our RAP commitment to hire an additional 135 First Nations people over the lifecycle of the RAP (across the 2021–2025 period). This includes 10 Indigenous people hired in FY24 (falling short of our target to employ 41 First Nations people in the year). Recruitment will continue to be a priority, although we recognise achieving our commitment will be challenging. Our commitment to creating a culturally safe workplace will also be a key focus as we continue to aspire to be an employer of choice for First Nations talent.	● Not achieved
	6.2. Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy annually.	December 2022, 2023 and 2024	First Nations Inclusion Lead	Following the Cultural Safety Assessment completed in 2023, a new First Nations Inclusion and Engagement Action Plan was developed in FY24. Additionally, we have introduced an enhanced 'Refer a Friend' program, doubling the incentive available for First Nations Talent with both the referrer and the successful candidate being eligible for a financial incentive.	● Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	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	First Nations Inclusion Lead	KIN members are updated via monthly meetings on progress of KPMG’s commitments. Additionally, KIN members have been engaged individually in FY24, to understand their career goals, along with seeking their thoughts on improving the experience of First Nations employees.	 Achieved
	6.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025		In FY24 we commenced a social media campaign with KIN members sharing their experience and the support they have received to develop their career. Our First Nations Inclusion Lead has worked closely with our KPMG Indigenous Services team to develop job ads tailored to specific experiences of First Nations peoples.	 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		The First Nations Inclusion Lead is working closely with Talent Acquisition Leads to highlight First Nations Talent and provide support to these candidates through the process.	 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		As of 1 July 2024, the retention rate for First Nations permanent employees hired during the RAP period is 57% compared to the firm-wide average of 74%. The introduction of the new First Nations Inclusion Lead will implement the First Nations Inclusion and Engagement Strategy to support KIN members with their careers at KPMG.	 On track
	6.7. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	June 2025		KIN Executive Sponsor and the First Nations Inclusion Lead collaborate with key leaders and stakeholders across the firm to strengthen employment opportunities and professional growth for Aboriginal and Torres Strait Islander employees. This enables employees to pursue meaningful career growth and receive the necessary support to advance into management and senior level roles.	 On track
	6.8. Have two KIN members participate in the Executive Indigenous Leaders Program per year.	December 2023		Two KPMG participants graduated from the Executive Indigenous Leaders Program (EILP) in November 2023. The 2024 EILP program commenced in May with two new KPMG participants.	 Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	6.9. Host 30 CareerTrackers interns over the life of the RAP.	June 2025	First Nations Inclusion Lead	KPMG has hosted 31 CareerTrackers internship placements for 20 First Nations students since the RAP was launched in 2021. Of these 20 students, four have gained ongoing employment either as an undergraduate or through our Graduate Program.	● On track
	6.10. Offer work experience opportunities for every Indigenous tertiary scholarship recipient.	June 2025		One Indigenous tertiary scholarship recipient has participated in a work experience opportunity at KPMG during the RAP period.	● Not due
	6.11. Host a conference for the KPMG Indigenous Network every two years, with workshops and training for professional development such as business development, coaching and career advice sessions.	December 2021 and 2023		Following the first KIN conference which was held virtually across several dates in November and December 2021, our second KIN conference was held virtually in April 2024. The 2024 conference provided an opportunity for First Nations employees to connect and hear from community leaders about work taking place to improve outcomes for First Nations people and communities.	● 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.	June 2025		Participants in the EILP are invited to join the RAP Taskforce for the year they are in the program. One participant has now formally joined our RAP Taskforce.	● On track

For Indigenous business

For Indigenous business

Leadership project: Indigenous business accelerator

The KPMG Indigenous Services (KIS) team continues to grow and deliver value for our clients. KIS is passionate about working with First Nations businesses to ensure they grow, prosper, and deliver outcomes for their clients and the broader communities they serve. The team also works with corporates who are seeking to uplift their engagement with Indigenous Australia and assists them to build the meaningful relationships they require to deliver authentic strategies and support capability building of First Nations people and businesses.



Under the leadership of Glen Brennan, a Gomeroi man from Narrabri in northern NSW, KIS continues to support the growth of Indigenous businesses across Australia through its core services, building capability with First Nations clients and communities as well as working with non-Indigenous clients to develop their own best practice RAPs and identify opportunities to partner with Indigenous businesses.

After co-designing the Yarpa Grow Indigenous Business Accelerator in 2020, KPMG’s three-year partnership with Yarpa Hub came to an end in FY23. We supported 27 Indigenous businesses through the Yarpa Grow capability building program, provided one-on-one mentorship, and facilitated connections with key contacts to build opportunities in their respective fields.

KIS is currently pursuing opportunities to develop a new Indigenous business accelerator program to further contribute to the growth of the Indigenous business sector and to increase economic empowerment for First Nations people.

CASE STUDY: ENSURING OUR SHIFT TO CLEAN ENERGY BENEFITS FIRST NATIONS COMMUNITIES

Associated RAP commitment: 9.1

Australia's transition to renewable energy can bring considerable economic opportunities for Indigenous communities, as many large-scale renewable projects are being developed on Indigenous lands. To achieve this, there is a need to focus on protecting cultural heritage and Country, supporting cultural competency and creating genuine social and economic benefits for those communities.

KPMG Australia was commissioned by the Clean Energy Council – the peak body for the clean energy industry in Australia – to co-develop a set of leading practice guidelines for renewable energy companies when engaging with First Nations communities. The guidelines build on the 10 principles developed by the First Nations Clean Energy Network – a partnership of Indigenous people, community organisations, land councils, industry groups, legal experts and renewable energy companies – to help ensure First Nations communities, people and businesses participate in and benefit from the renewable energy transition.

Glen Brennan, KIS Lead Partner said:

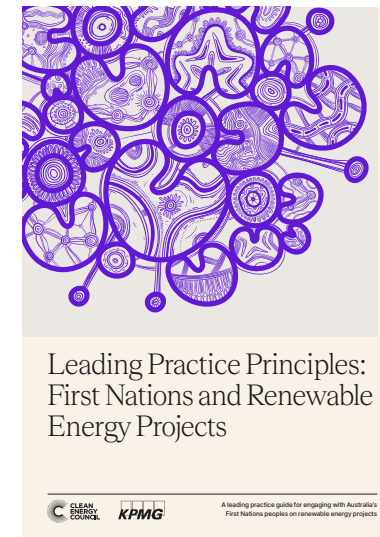
“First Nations communities have an intrinsic relationship with the natural environment and understanding of sustainable land cultivation and management through traditional knowledge and practices.”

‘As Australia moves forward with meeting its environmental, energy and emissions reduction commitments, it will be critical that the renewable energy sector includes and acknowledges the perspectives of First Nations people through meaningful engagement, obtaining consent, forging partnerships, and creating equity and ownership opportunities,’ he said.

Aboriginal and Torres Strait Islander peoples’ rights and interests in land are formally recognised over around 50% of Australia’s land area. The team engaged widely across First Nations communities – on Country where possible – to cover a diversity of different regions and renewable technologies. We also spoke with many renewable energy developers to translate community needs, expectations and hopes into practical action, supporting the industry towards a just transition.

This guide is also a great chance to educate the industry – particularly international stakeholders – about the historical and cultural significance of Australia’s First Nations people and their rights. The Leading Principles: First Nations and Renewable Energy Projects guide was launched in February 2024 and sets out expectations for industry and details key considerations for engagement at each stage of a project’s lifecycle.

The guide can be accessed at:



[Leading Practice Principles: First Nations and Renewable Energy Projects.](#)

CASE STUDY: ACCELERATING INDIGENOUS PROCUREMENT

Associated RAP commitments: 8.1. and 13.3

We are proud to have continued to focus on increasing our procurement from Indigenous suppliers, achieving 3.25% against our 3% of addressable spend target. We also continued to advocate for Indigenous procurement policy reform.

KPMG provided a response to the National Indigenous Australians Agency's (NIAA) Indigenous Procurement Policy (IPP) Reform Discussion Paper, in which we made a number of recommendations, including:

- Requiring major suppliers to increase their target procurement spend with Indigenous suppliers from 3% to 5% by 2030.
- Strengthening the IPP definition of a First Nations business, which would require that an IPP business must be 51% First Nations owned, managed and controlled.
- Requiring, by 2035, businesses under the IPP to be 100% First Nations owned, managed, and controlled.
- Requiring Indigenous businesses with IPP contracts to report Indigenous employment levels and subcontracting, including where the employment is being generated (i.e. metropolitan, regional, rural, or remote).



The submission can be accessed at: [Indigenous Procurement Policy Reform: KPMG submission](#)

Commitments table: For Indigenous business

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 three different communities across Australia.	December 2024	Lead Partner for KPMG Indigenous Services	<p>Since launching the Yarpa Grow Indigenous Business Accelerator in 2020, KPMG supported 27 Indigenous businesses through the capability building program including 11 participants which graduated in FY23 and received one-on-one business mentorship.</p> <p>Our three-year partnership with Yarpa Hub to deliver the Yarpa Grow program came to an end in FY23 and we are pursuing opportunities to launch a new Indigenous business accelerator program, however, submissions have been unsuccessful to date.</p> <p>We continue to support the growth of Indigenous businesses across Australia through our core services, building capability with First Nations clients and helping our non-Indigenous clients to develop their own best practice RAPs and identify opportunities to partner with Indigenous businesses.</p>	● On track
	7.2. Support at least 10 Indigenous businesses through the capability building program annually (30 in total).	December 2022, 2023 and 2024			● Partially met
	7.3. Each participant will receive one-on-one business mentorship from KPMG.	December 2022, 2023 and 2024			● Partially met
	7.4. Partner with a university to award a microcredential to businesses that go through the accelerator program.	December 2022			● Not achieved
8. Continue to support the growth of Indigenous businesses through procurement.	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	<p>3.25% of Procurement budget allocated to Indigenous businesses in FY24.</p>	● Exceeded
	8.2. Renew Supply Nation membership annually.	December 2022, 2023 and 2024			● Achieved
	8.3. Establish, increase or maintain commercial relationships with at least 15 Aboriginal and/or Torres Strait Islander businesses annually.	June 2022, 2023, 2024 and 2025			● Exceeded
	8.4. Annually review and implement the Aboriginal and Torres Strait Islander procurement strategy.	December 2021, 2022, 2023 and 2024			● Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	8.5. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025	Head of Procurement		● Not due
	8.6. Encourage our people to support small Indigenous businesses through Indigenous Business Month and other activities.	October 2022, 2023 and 2024	Lead Partner for KPMG Indigenous Services and Reconciliation Manager	While we did not promote Indigenous Business Month in October 2023 due to an administrative oversight, we do encourage our people to support Indigenous businesses throughout the year including as part of our National Reconciliation Week webinar in 2024. Additionally, we are working with KPMG's employee rewards team to include a category for Indigenous businesses on the KPMG Benefits platform to enable greater opportunities for our people to support Indigenous businesses.	● Partially met
	8.7. Promote campaigns and initiatives run by partners, such as Supply Connect and the BCA's Raising the Bar initiative.	June 2025	Head of Procurement	KPMG representatives attended the Supply Connect 2023 Indigenous Business Tradeshow and Supplier Diversity Awards in Sydney in August 2023. Our National Procurement team also regularly engages with Supply Nation to gain insights into the challenges faced by Indigenous suppliers in their interactions with corporate businesses.	● 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		Since our three-year partnership to deliver the Yarpa Grow Business Accelerator program came to an end in FY23, we are pursuing opportunities to develop a new Indigenous business accelerator program, however, submissions have been unsuccessful to date.	● Partially met

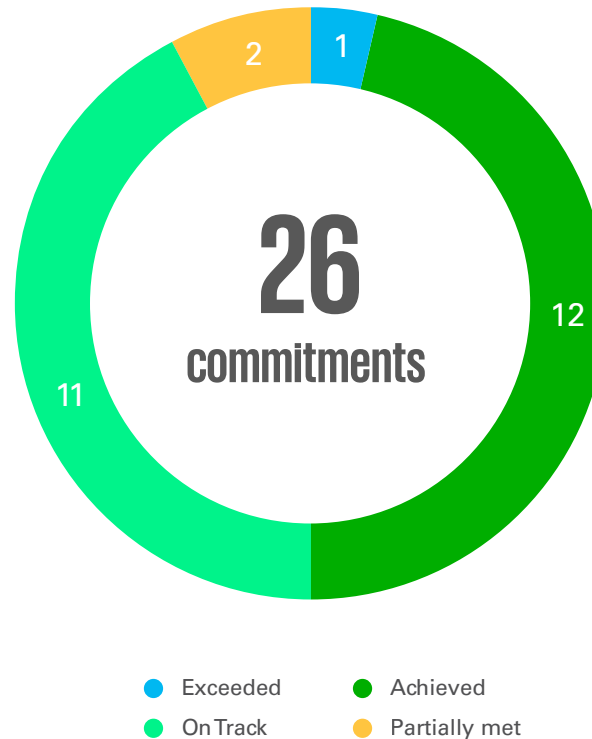
For community

Trent Heath, a proud Gamilaraay man, is an Associate Director in our Consulting team.

For community

Leadership project: Collaborative approach to Indigenous suicide prevention

The latest Closing the Gap Annual Report (2023) shows that the rate of suicide among First Nations people is worsening. In this leadership project our aim is to use our resources and networks to engage with specialist organisations to help develop an approach to Indigenous suicide reduction and improve social and emotional wellbeing. We have formed partnerships with community-centred and Indigenous-led organisations to ensure that the voices of First Nations people are at the heart of our approach.



Our Pro bono @KPMG program is an important contributor to progressing our commitment to Indigenous suicide prevention and improving outcomes for First Nations communities.

In FY24, we continued our pro bono support for Black Rainbow to develop the 'Thriving Together' report, a continuation of the 'statUS' report launched in 2023.

This collaborative effort focused on creating a culturally responsive framework to support First Nations LGBTIQ+SB social and emotional wellbeing with key actions and strategies at an individual and community, service and systems level.

We renewed our annual Indigenous Psychology Scholarship with the Westerman Jilya Institute for Indigenous Mental Health and were pleased to provide two additional scholarships in 2024 to support the continued growth of the next generation of Indigenous psychologists.

This leadership project contributes towards:

CLOSING THE GAP OUTCOME

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

RECONCILIATION AUSTRALIA'S FIVE DIMENSIONS OF RECONCILIATION

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

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

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

CASE STUDY: BLACK RAINBOW THRIVING TOGETHER REPORT – A FRAMEWORK TO ACHIEVING WELLBEING FOR FIRST NATIONS LGBTIQA+SB PEOPLE

Associated RAP commitment: 10.4

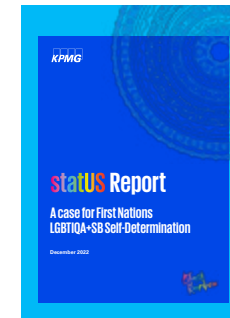
This year we have continued to work in partnership with Black Rainbow to bring to life one of the key actions in our previously published 'statUS' report, which put forward a case for First Nations Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Sistergirl and Brotherboy (LGBTIQA+SB) self-determination. This collaborative effort focused on creating a draft culturally responsive framework to support achieving wellbeing for First Nations LGBTIQA+SB people.

Our shared goal in producing this framework is to build on the strengths of First Nations LGBTIQA+SB people, to drive change and set out key action areas and strategies at an individual and community, service and systems level to guide the journey ahead. The framework is a call to action and guidance for what we can all do to support better health and wellbeing across Australia for First Nations LGBTIQA+SB people.

The framework was drafted through collaborative workshopping with Black Rainbow, with the intent to test and refine with Community moving forward.

Caitlin Stone, Associate Director in KPMG's Health, Ageing & Human Services team said:

“Working in partnership with Black Rainbow across the last few years has been an incredible experience. Learning about the strength, resilience and determination of communities that continue to face challenges in being seen and heard in their own right. Playing a small part in supporting these unique and important voices to be elevated across our service systems and communities is something that will continue to inspire me for years to come.”



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

Dameyon Bonson, Founder of Black Rainbow said:

“The longevity and outcomes of our partnership demonstrate the power of genuine friendship between KPMG’s Health, Ageing & Human Services team and Black Rainbow. Our collaboration evolved from individual connections into a transformative alliance. Through respectful collective decision-making, we together spotlighted and amplified First Nations LGBTIQ+SB agency, actions, and ideas that might have otherwise remained unheard – demonstrating how a partnership grounded in friendship can surpass traditional allyship to drive meaningful change.”

CASE STUDY: EMPOWERING FIRST NATIONS STUDENTS TO REACH THEIR FULL LEARNING POTENTIAL

Associated RAP commitment: 11.2

For more than a decade, KPMG has partnered with impactful community organisations that support access to education and employment opportunities for First Nations students, including the Australian Indigenous Education Foundation (AIEF) and the Goodes O’Loughlin Foundation (GO Foundation).

AIEF and GO Foundation are each celebrating 15 years of impact this year and we are proud to have been partnered with them since 2009.



AIEF Career Experience Day participants

AIEF

KPMG has continued to fund two AIEF secondary scholarships, enabling First Nations students to pursue their education at leading Australian boarding schools and to receive support to make a successful transition from school to further studies or employment.

We also provided pro bono support to AIEF by reviewing the resumés of 50 students and providing insights from the professional services sector to support the upskilling of AIEF’s student advisor team.

In Sydney, we co-hosted 20 AIEF scholarship students in Years 10 and 11 to expose them to a range of career opportunities and experiences. The session included a career presentation from Te Haumi Maxwell and Sarah Welch from the KPMG Indigenous Services team.

GO Foundation

In 2023, we funded a tertiary scholarship through the GO Foundation to provide wraparound assistance to First Nations students, including cultural support, internships and work experience opportunities, and financial support for educational needs.

To mark National Reconciliation Week 2024, we also funded three secondary scholarships helping to support GO’s growing number of students and empowering First Nations youth to change their own lives.

We are exploring new opportunities to deliver impact together in the year ahead including supporting GO Foundation’s focus on cultural connection for students.





Jawun

KPMG’s 17-year-long partnership with Jawun has been successful in strengthening the capacity and capability of Indigenous organisations.






This year we collaborated with Jawun to extend our impact and support First Nations students in communities Jawun works with. By expanding our Laptops for Lifelong Learning program, we were able to increase digital inclusion for First Nations students in these communities.

We have raised funds to support 60 First Nations students from The Academy of Sport, Health and Education (ASHE) in Victoria and Djarragun College in Queensland, to receive a refurbished laptop and digital inclusion support from WorkVentures.

Commitments table: For community

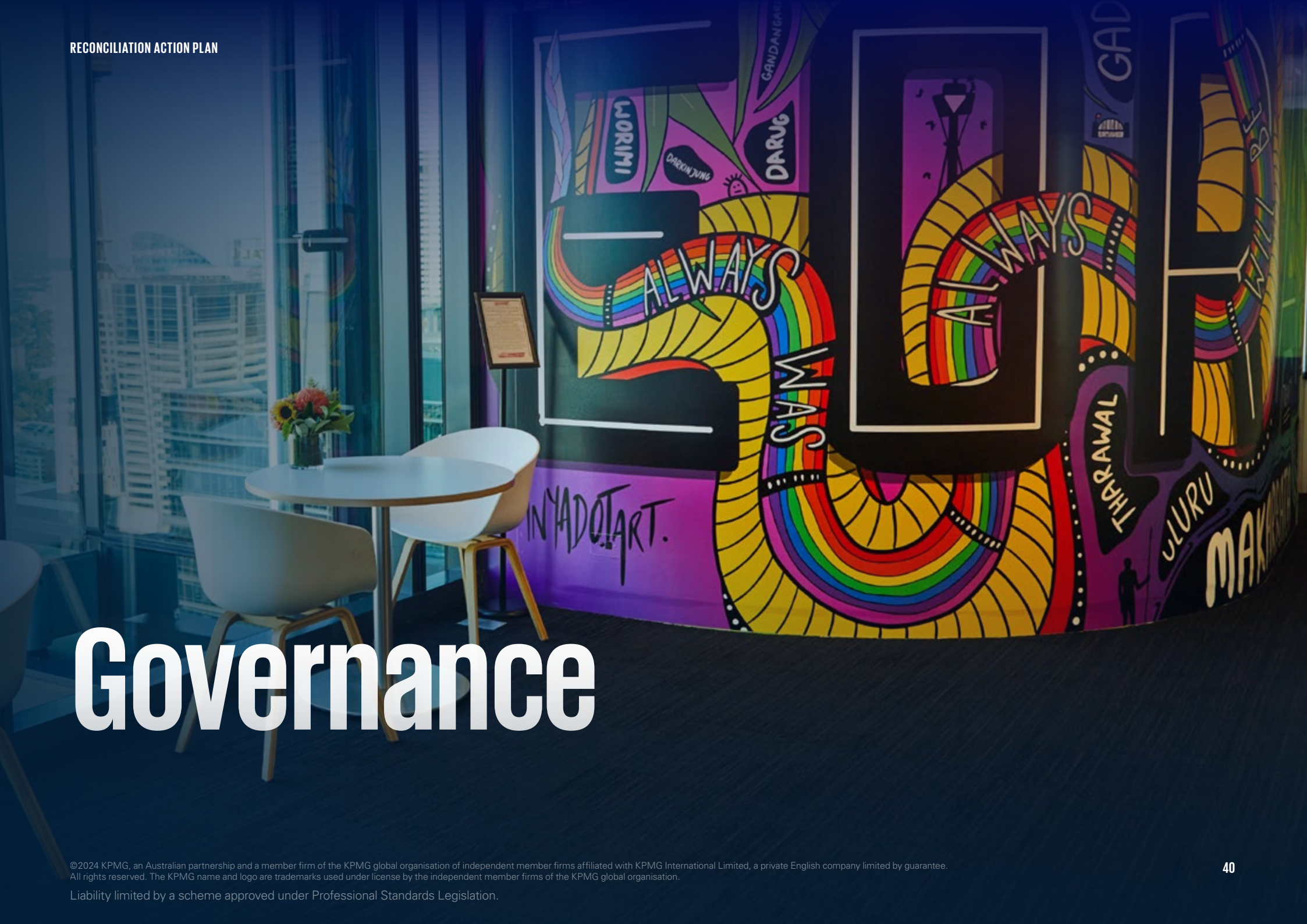
ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
10. Take a collaborative approach to Indigenous suicide prevention.	10.1. Use KPMG’s networks, resources and relationships to identify the right partners to work collaboratively with, focusing on Indigenous community led partnerships.	March 2022	Head of Corporate Citizenship and Reconciliation Manager	KPMG supported grassroots organisation, Black Rainbow, in developing a report on improvements to health care for Aboriginal and Torres Strait Islander LGBTIQ+SB peoples. The pro bono report, ‘statUS’, was launched in February 2023 and we have since built on this work, developing another pro bono report ‘Thriving Together’ in FY24. KPMG also sponsored the Indigenous Suicide Prevention Forum in 2023 and continues to support an annual scholarship with The Westerman Jilya Institute for Indigenous Mental Health as well as providing two additional scholarships in 2024.	 Achieved
	10.2. Host a symposium with mental health focused organisations to identify potential areas for collaboration.	October 2022		KPMG has worked with Black Rainbow to develop the ‘statUS’ report and ‘Thriving Together’ framework, with a view to invite other mental health organisations for a broader discussion on Indigenous suicide prevention in FY25.	 Partially met
	10.3. In partnership with at least one community organisation or peak body, publish a thought leadership piece identifying key risk factors and recommendations for potential solutions.	December 2022		The Black Rainbow ‘statUS’ report was launched in February 2023, which provides recommendations and actions to strengthen policies around Indigenous LGBTIQ+SB health.	 Achieved
	10.4. Help to implement at least one recommendation from the above report.	December 2023		The Black Rainbow ‘Thriving Together’ framework was developed in FY24. This framework is the continuation of the first key action outlined in the 2023 ‘statUS’ report to describe what the government, the service sector, and community can do now to make health policy, health services, and research and monitoring more responsive to the needs of the First Nations LGBTIQ+SB community.	 Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	10.5. Identify three new partnerships focused on suicide prevention within Indigenous communities and use KPMG skills and resources to enable them to drive more successful outcomes.	June 2025	Head of Corporate Citizenship and Reconciliation Manager	In 2022 KPMG began supporting The Westerman Jilya Institute through providing annual scholarships to Indigenous Psychology students. We have also supported Black Rainbow and the Indigenous Suicide Prevention Forum and continue to explore opportunities to partner with organisations that enable First Nations people to enjoy higher levels of social and emotional wellbeing.	● 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	KPMG has exceeded the target by allocating 31% of our pro bono budget to support Indigenous communities.	● Exceeded
	11.2. Establish at least four formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2025		Organisations supported under the RAP include Jawun, AIEF, GO Foundation, The Westerman Jilya Institute for Indigenous Mental Health, and Black Rainbow.	● On track
	11.3. Publish at least six case studies demonstrating the social impact of this contribution on the KPMG website.	June 2025		Case studies are included in this progress report and on the KPMG website.	● On track
	11.4. Continue our partnership with Jawun Indigenous Corporate Partnerships by providing 20 secondees per calendar year.	December 2025		19 people participated in a Jawun secondment in calendar year 2023. While 20 people were scheduled to complete a secondment in 2023, one person was required to withdraw due to unforeseen personal circumstances.	● On track
	11.5. Connect Jawun alumni to the alumni engagement program, Milbiwi, so they can continue to volunteer on an ongoing basis.	December 2025		All secondees are automatically added to Milbiwi, Jawun's alumni network, which aims to help past secondees stay connected and provide opportunities to assist with ad hoc pieces of work.	● On track
	11.6. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2023	Reconciliation Manager	KPMG has annual review meetings with Jawun and Jilya to discuss the partnership. Consultations with AIEF are held on a quarterly basis. All other partnerships are reviewed on an as needs basis.	● Achieved
	11.7. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2023		A stakeholder engagement strategy has been developed which details how all stakeholders are communicated with.	● Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
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	Head of Inclusion and Diversity	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 Week. This has been promoted consistently to raise awareness and encourage staff to participate in cultural events.	 Achieved
	12.2. RAP Taskforce to participate in an external NAIDOC Week event.	July 2022, 2023 and 2024	Reconciliation Manager	RAP Taskforce members are encouraged to attend external NAIDOC Week events in their home towns each year.	 Achieved
	12.3. Support all staff to participate in at least one local NAIDOC Week event in each city with KPMG state head offices: Sydney, Melbourne, Adelaide, Canberra, Perth, Brisbane, Hobart and Darwin.	July 2022, 2023 and 2024		NAIDOC Week events were promoted internally, and all staff were encouraged to participate.	 Achieved
	12.4. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	July 2022, 2023 and 2024		KPMG sponsored the Larrakia Nation Aboriginal Corporation NAIDOC Week event in July 2023 and attended the National NAIDOC Week Award Ceremony in July 2024.	 Achieved
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	In 2019, KPMG publicly supported the Uluru Statement from the Heart and in 2023, we were equally proud to publicly support constitutional recognition and a ‘Yes’ vote in the Voice Referendum.
	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	In the lead-up to the referendum, we promoted a range of educational resources including a video from Shelley Reys AO, KPMG Partner and CEO Arrilla Indigenous Consulting, to provide factual information on some of the most common concerns surrounding a Voice to Parliament. We also hosted a special Q&A session led by Jasmine Ryan, KPMG’s First Nations Inclusion Lead, to debunk myths about the Voice and discuss what it means for Australia. We remain committed to our support for the Uluru Statement from the Heart and to Closing the Gap and will continue to consider additional opportunities to contribute our voice to social reform and be an active part of the national conversation on reconciliation.		 On track

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
	13.3. Develop a process for providing feedback submissions on government policy that relate to Indigenous issues.	December 2023	Director, Government & Regulatory Affairs	KPMG's Government and Policy Reform Thought Leadership Working Group considers all firm-wide responses to government and regulatory consultation processes. Most recently, KPMG provided a response to the National Indigenous Australians Agency's (NIAA) Indigenous Procurement Policy (IPP) reform discussion paper .	● Achieved
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	Indigenous Literacy Day is promoted internally each September through Viva Engage.	● Achieved
	14.2. Fund two secondary scholarships with the Australian Indigenous Education Foundation per year.	June 2025	Head of Corporate Citizenship	The AIEF scholarships are renewed annually.	● On track
	14.3. Fund a three-year scholarship with the Australian Business Community Network for an Indigenous student.	June 2025		KPMG's next three-year ABCN scholarship will be awarded in 2025 to a First Nations student.	● On track
	14.4. Work with university partners to award or renew four tertiary scholarships per calendar year.	June 2025	First Nations Inclusion Lead	KPMG has awarded or renewed eight tertiary scholarships with university partners since calendar year 2022, including one scholarship with Griffith University in FY24. We will continue to explore university partnerships to award further tertiary scholarships in FY25.	● Partially met
15. Continue to advocate for Reconciliation Australia and the RAP program.	15.1. Give at least one presentation to share learnings with RAP Working Groups in other organisations every quarter.	June 2025	Reconciliation Manager	KPMG's Reconciliation Manager presents regularly to clients and other organisations to share learnings and participates in the Elevate cohort and RAP leadership gatherings.	● On track
	15.2. Continue to mentor and support new organisations to develop and implement RAPs, aiming to help one organisation quarterly.	June 2025			● On track
	15.3. Participate actively in the Elevate cohort and in quarterly RAP leadership gatherings.	June 2025			● On track

Governance



Governance

KPMG's RAP is overseen by our RAP Taskforce. The Taskforce is chaired by the KPMG National Chairman and consists of leaders from different areas of the business who hold key responsibilities for delivering on RAP commitments, as well as members from the KPMG Indigenous Network (KIN). This year, we welcomed our firm's new National Chairman, Martin Sheppard as the RAP Taskforce Chairman as well as Naomi Mitchell, National Managing Partner, Enterprise, as the National Executive Committee representative.



● Achieved ● On Track ● Not due

This is KPMG's third annual RAP Progress Report, marking progress in our efforts to strengthen the governance approach that underpins our RAP. The process for tracking, measuring, and reporting against RAP commitments is now disciplined, consistent and clear. We have made positive progress against many of our commitments, with more being listed as 'Achieved' and 'On track'. However, we have not achieved all we set out to. We acknowledge where our progress needs to improve but feel confident that we are moving in a positive direction with the action plans we have in place going into FY25.

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.



MARTIN SHEPPARD
KPMG AUSTRALIA CHAIRMAN

RAP Taskforce Chairman
Board representative



**RITA FENTENER
VAN VLISSINGEN**

**DIRECTOR, HEAD OF
CORPORATE CITIZENSHIP**

Oversee RAP development
and implementation



KRISTIN SILVA
PARTNER, CORPORATE AFFAIRS

Oversee internal and external
RAP communications



NAOMI MITCHELL

**NATIONAL MANAGING
PARTNER ENTERPRISE**

National Executive
Committee representative



PAUL KTENAS

HEAD OF PROCUREMENT

Oversee Indigenous
procurement targets



LAUREN NELSON

**SENIOR MANAGER, COMMUNITY IMPACT &
RECONCILIATION (GAMILARAAY WOMAN)**

RAP Implementation



SHELLEY REYS AO

**CEO ARRILLA INDIGENOUS CONSULTING,
KPMG PARTNER (DJIRRIBUL WOMAN)**

Indigenous affairs
and reconciliation



JAMES COPSEY

**PARTNER, GOVERNMENT
& REGULATORY AFFAIRS**

Government relations
and policy



RUBY SELLINGS

**MANAGER, POLICY, ECONOMICS, AND
PUBLIC IMPACT (GUNAIKURNAI WOMAN)**

2023 EILP participant and
KPMG Indigenous Network
representative



GLEN BRENNAN

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

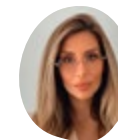
Indigenous sector insights



JASMINE RYAN

**FIRST NATIONS INCLUSION LEAD
(GAMILAROI-WIRADJURI WOMAN)**

Manage First Nations
recruitment, employment and
experience, and leadership
development initiatives



LAINIE CASSIDY

**DIRECTOR, HEAD OF INCLUSION,
DIVERSITY & WELLBEING**

Oversee First Nations
recruitment, employment and
experience, and leadership
development initiatives



JAMES MABBOTT

PARTNER FOR KPMG FUTURES

Innovation insights

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	Reviewed and updated during FY24.	● Achieved
	16.2. Review the Indigenous Peoples Policy to specifically reference anti-discrimination.	September 2022	Reconciliation Manager	Policy revised in FY23 to include anti-discrimination.	● Achieved
	16.3. Document internal strategies and procedures to guide implementation of the commitments in the Indigenous Peoples Policy.	June 2025			● Not due
	16.4. Embed key RAP actions in performance expectations of senior leaders and all staff.	June 2025		Targets are set in partner scorecards. Arrilla Digital Indigenous Cultural Awareness Training is mandatory for all staff.	● Achieved
	16.5. RAP Taskforce to meet once every quarter.	June 2025	KPMG Chairman		● On track
	16.6. Maintain Aboriginal and Torres Strait Islander representation on the RAP Taskforce.	June 2025		Several members of the RAP Taskforce are Indigenous. In addition, the KPMG EILP participants are invited to participate in the RAP Taskforce for the year.	● On track
	16.7. Maintain an internal RAP Champion from senior management.	June 2025		The KPMG Australia Chairman chairs the RAP Taskforce, and there is also a 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.	June 2025	National Executive Committee	Monthly reports are provided to the NEC that incorporate key reconciliation metrics and highlight any matters of potential concern.	● On track
	16.9. KPMG Board to be updated on key RAP achievements and campaigns quarterly.	June 2025	Head of Corporate Citizenship	The KPMG Australia Chairman chairs the RAP Taskforce which meets quarterly, and biannual updates are provided to the Board that incorporate key reconciliation metrics and highlight any matters of potential concern.	● On track
	16.10. Review RAP Taskforce Terms of Reference annually.	December 2022, 2023 and 2024	Reconciliation Manager	Reviewed and updated during FY24.	● Achieved

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY	COMMENTS	STATUS
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	Achieved through the publication of KPMG's annual RAP Progress Report.	● Achieved
	17.2. Report RAP progress to all KPMG Partners and staff quarterly.	June 2025		RAP progress is communicated through Brekky News articles and on Viva Engage. This is not a formal process and efforts will be made to improve consistency.	● On track
	17.3. Communicate annual progress reports on the KPMG website at the end of each financial year.	September 2022, 2023 and 2024		KPMG's FY23 RAP Progress Report was published on the KPMG website in August 2023.	● Achieved
	17.4. Participate in the biennial Workplace RAP Barometer Survey.	May 2022 and 2024		Results of the 2022 Barometer Survey are included in the FY23 RAP Progress Report. KPMG is participating in the 2024 Barometer Survey which takes place July–September 2024 and results will be shared in the FY25 RAP Progress Report.	● On track
	17.5. Participate in the annual RAP Impact Measurement Reporting.	September 2022, 2023 and 2024			● Achieved
	17.6. Conduct an external audit on the RAP at the conclusion of FY25.	July 2025			● Not due
	17.7. Continue our reconciliation journey by developing our next RAP in 2025–26.	January 2025		In line with Reconciliation Australia's new annual Elevate Peer Review process, we will begin developing Transformation Project ideas for our next RAP in 2025. The 2025–26 Elevate Peer Review cycle will commence in October 2025, leading to the Live sessions which will be held in February 2026, with a view to launching our next RAP in July 2026.	● Not due

Several members of the RAP Taskforce are Indigenous. In addition, the KPMG EILP participants are invited to participate in the RAP Taskforce for the year.

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