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KNOWLEDGE AND CULTURE
Shantelle McCormack

An Aranda/Amatyerre artist,
Worawa Aboriginal College.



A note from Tom Imbesi, Chair, Deloitte Australia



As Chair of Deloitte Australia, I am proud to be the advocate on our firm executive for Deloitte's engagement with First Nations communities.

In 2018, Deloitte Australia achieved a breakthrough – and a completely new depth of engagement with First Nations Peoples – with the establishment of a Deloitte Indigenous Leadership Group. It comprises Deloitte Partners Rick Shaw, Prof. Deen Sanders OAM and Angela Robinson. This passionate group has worked to help us develop a holistic Indigenous Strategy with a strong focus on truth, authenticity and reconciliation. Their goal is to help and challenge us to make Deloitte an undisputed leader in working towards reconciliation with Australia's First Peoples.

They have already made a powerful impact on Deloitte Australia's 10,000 people. In October 2019, we were honoured to have Deen, a proud Worimi man, speak in language and perform a moving Acknowledgement of Country at our firm's State of the Nation, held at Sydney Town Hall and broadcast nationally. Deen explained that a properly conducted Acknowledgement of Country (or a formal Welcome by a Traditional Owner) was a grounding process. He said that we are all connected to the ancient land on which we stand; and that we have shared duties to the land and our future. Deen invited every person at Deloitte to walk with our Indigenous leaders, to have truthful conversations and to feel the heartbeat of the land. The event was all the more powerful because it symbolised the progress our firm has made and is continuing to make on our reconciliation journey.

That progress is documented in this, our third, (Stretch) Reconciliation Action Plan (RAP), which deliberately embeds *truth* into our processes and dialogue of Reconciliation Australia. This is because we acknowledge that we must hear and know the *truth* of the past before we can address it.

Over the last three years, during the period of our 'Innovate' RAP, we deepened our existing relationships with First Nations organisations and nurtured some new friendships. We listened to some hard truths from our Indigenous brothers and sisters while marking important occasions such as National Reconciliation Week, NAIDOC Week and Close the Gap Day. We have come some distance in the last three years – though, by no means, have we come far enough. We are now ready to 'stretch' our commitment. Our CEO shares my explicit belief in the importance of reconciliation, which remains a key focus area at Deloitte.

In August 2018 and again in 2019, I attended the Garma festival Gulkula in East Arnhem Land where I was able to listen and take part in insightful discussions with people including Garma leader and host, Gullarrwuy Yunupingu, along with other prominent community leaders such as Noel Pearson and Professor Marcia Langton. Each afternoon, as the sun lowered, the gathering moved to a large ground to enjoy traditional dancing and singing by the Yolngu Peoples of the land on which we were meeting. On both occasions, my experiences at Garma were inspirational, enlightening and truly memorable.

Along with Deloitte colleagues, over the past few years, I have developed a close working relationship with Worawa College for Aboriginal and Torres Strait Islander girls in years Seven to 10 who come from remote and or disadvantaged backgrounds. The remarkable artwork featured in this report and titled Knowledge and Culture, was created by Shantelle McCormack, a 15-year-old Worawa College student. Shantelle is a proud Aranda/Amatyerre woman from Alice Springs in the Northern Territory. Her painting celebrates the idea that knowledge and culture can be passed down to young people. To fully understand the importance of this, we must continue to listen and educate ourselves about the cross-generational impact on Australia's First Peoples through European settlement of this land.

We cannot change the past. But we must address it.

A note from the Indigenous Leadership Group of Partners at Deloitte



We, the Indigenous partners of Deloitte, were asked to prepare an Indigenous strategy for our firm. This was a great honour and opportunity. On 29 June 2018, we convened a gathering of internal and external Indigenous leaders to share some of our thinking with the firm and to discuss the way forward. The need for Indigenous leadership of our Indigenous strategy was apparent.

Deloitte's recognition that its own Indigenous people can be the only authentic leaders of this strategy fills our hearts with joy and optimism. All three of us Indigenous partners of Deloitte walk in two worlds. For the first time in our professional lives, we feel our Indigenous heritage is a gift.

We offer Deloitte the opportunity to partner with the Indigenous people of Australia. Deloitte asked us to be brave. We have challenged ourselves, accordingly, to design a strategy that is commercially exciting and culturally transforming.

We have adopted truth telling and working to a new future as central elements of our commitment. For a firm like ours, truth is not just about how we respond to our obligations in the public sphere but also in the private sphere. As one of the largest professional services firms in the country, and the leading professional services brand in the world, we commit to being truthful with ourselves about the way we employ people, listen to our communities, work with clients and governments. Most importantly we commit to truth telling about our nation's history and the change needed, to allow us to walk forward together.

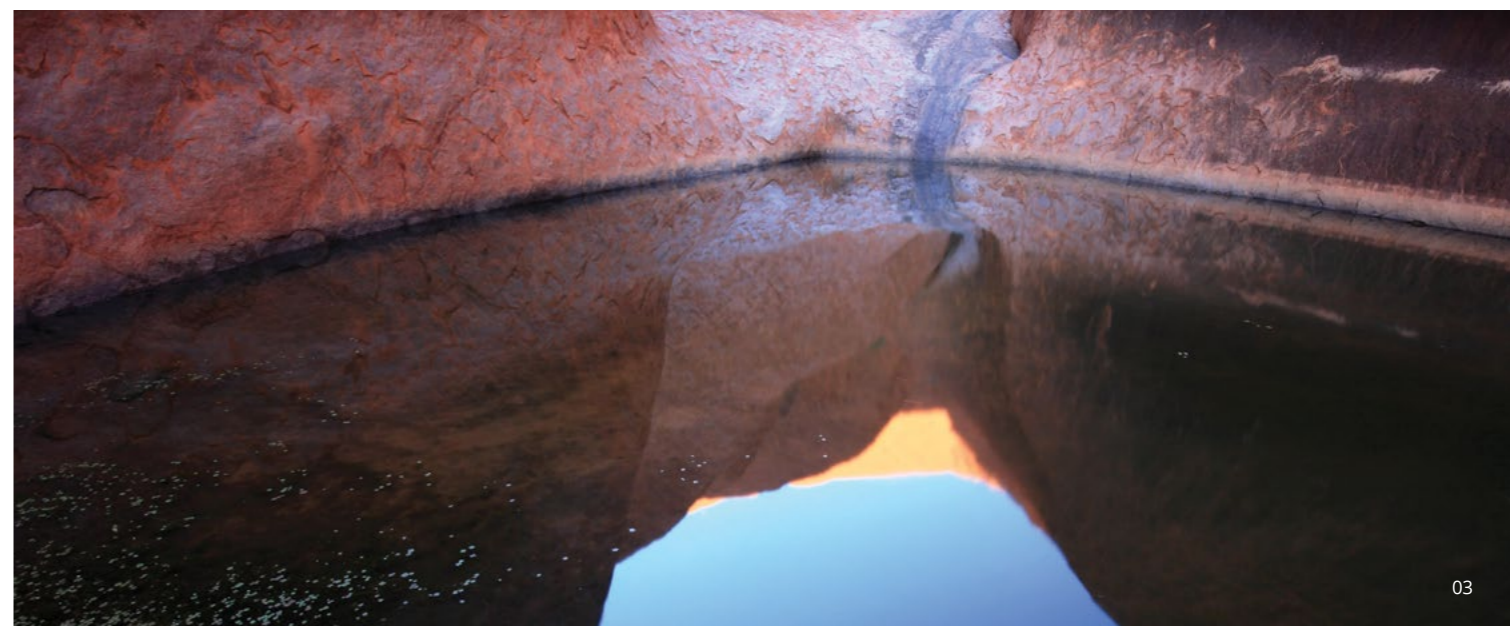
The guiding wisdom for our strategy is the 2017 Uluru Statement from the Heart. This was the outcome of an unprecedented gathering of Indigenous Australians, which invited non-Indigenous Australians to join us in a process of truth telling and future-creation. We consider it a profound document for our community and a clarion call to all Australians.

Living up to the challenge of the Uluru Statement requires change in our nation and in our firm. Change is not just something to exercise in terms of services, procurement and engagement. We intend to contribute to the national debate, bring alive our commitment to purpose and impact, and provide an opportunity for Deloitte to learn and change itself, so that we can all walk together into Australia's future. This includes the way we assist and support our clients to make changes themselves. Many of our clients and competitors have endorsed the Uluru Statement from the Heart, and we are now building programs that will support all of our clients to participate in the change our nation needs.

"In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future." – Uluru statement

Yours sincerely,

Prof. Deen Sanders OAM (RAP Chair), Rick Shaw and Angela Robinson (pictured left)



Our vision for truth and reconciliation

There is no greater challenge, and opportunity, facing our nation than the need to come to terms with the history and treatment of Australia's First Peoples; and to work together towards better outcomes for descendants of the world's oldest continuous culture.

We acknowledge that the way we did things in the past, as a firm and as a nation, has not worked and by not acknowledging our privilege and our history, we continue the injustice into the future.

This challenge is not only about recognition of rights, but also to help Indigenous Australians take their rightful place in Australia.

Australia's First Peoples have set out in the Uluru Statement how they want to commune with all Australians to create the future. In acknowledging the power of the Uluru Statement and adopting its central truth we offer this Reconciliation Action Plan as a Statement of Deloitte's Commitment to Truth and Reconciliation in Australia; and we set out a Vision to inform our Reconciliation Action Plan and our engagement with the challenge of building a better nation. We have identified four pillars to this vision:

1. Voice: Nothing about us without us

- Listen to Indigenous voices in matters of business and policy that impact Indigenous people. **We commit** to collaboration and connection with community to shape and operationalise our Indigenous agenda.

2. Treaty: Change the way we negotiate agreements and do business, and empower Indigenous communities

- We will grow our Indigenous business through the empowering of our community's Indigenous businesses. **We commit** to, wherever appropriate and possible, partnering with Indigenous business to build capability in shared outcomes, as a priority over business benefits for the firm. We will build a provision of offerings through a purpose built business unit within Deloitte that is focused on doing business better for and with Indigenous communities.

3. Truth: Acknowledge the truth of privilege and the disempowerment we facilitate. Accept the positive duty of being a leading business and change the way we think and act as a firm.

- Deloitte accepts the positive duty to help the nation achieve a shared positive future. **We commit** to making the change together through the empowerment and cultural strengthening of our firm and people, through our policy engagements with government and our work with clients.
- We believe the most powerful thing we can do as a firm is bring a truthful and respectful understanding of our history and culture to all of our 10,000 people and supporting them to proudly engage in the cultural transformation of our nation, which will translate into the work they do with clients.

4. Country: Acknowledge that Australia is an ancient country and that its First Nations People have a special bond to it, a unique knowledge of how to nurture and sustain its inhabitants, and a relationship of sovereignty with it.

- Deloitte accepts the voices in the Uluru Statement asking us to acknowledge that *"our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago."*
- Deloitte accepts that the future success of Australia (economically, culturally and socially) relies on healing our relationship with First Nations People and learning from them about how to care for our country and understand its unique place in the globe. **We commit** to ensuring Indigenous voices are heard on matters for the country and its people, so that we can come together to strengthen our unique Australian resilience, shared dedication and optimism.

The challenge ahead

As stated, the challenge to the nation and the firm is not only about recognition of rights, but also to help Indigenous Australians take their rightful place in Australia.

For the Nation, it is about constitutional recognition and allowing the First Nations people of Australia to take responsibility for their own lives. Deloitte wants to create a more inclusive and also a more prosperous Australia that benefits us all and redresses the imbalance for Australia's First Peoples.

For Deloitte, it is not only about supporting the realisation of the nation's social, economic and cultural potential but also supporting our own Indigenous people as they unite their professional lives with their cultural heritage.

The challenge for non-Indigenous Australia is to accept First Nations Peoples' right to a voice, their centrality and sovereignty and to re-empower them as leaders of our community and country.

We acknowledge we still have much work ahead in educating our people and our stakeholders about the history and treatment of Australia's First Peoples, including about the truth of past and present policies that perpetuate old hurts and disadvantage.

We acknowledge the 2017 Uluru Statement from the Heart and its call for the establishment of a First Nations Voice in Australia's Constitution. We further acknowledge the importance of Makarrata and listening regarding the experiences of First Peoples as integral to the achievement of any genuine reconciliation process.

How we will help

The Uluru Statement from the Heart states that proportionally, Australia’s First Nations Peoples are the most incarcerated people on the planet and their children alienated from their families at unprecedented rates; and because of the structural nature of the problem, they feel powerless.

As part of our global firm’s WorldClass commitment to positively impact 50 million lives by 2030 – including one million lives in Australia and its region – we have chosen to work with a number of organisations that explicitly focus on opportunity for Indigenous Australians with a focus on education, empowerment and community.

By building opportunity and empowerment with and for Indigenous people, we believe incarceration levels can be reduced. (See case studies for details of opportunities we are building).

The Uluru Statement from the Heart states that with substantive constitutional change and structural reform, our First Nations Peoples believe their ancient sovereignty can shine through as a fuller expression of Australia’s nationhood.

We believe we can assist in achieving this fuller expression of nationhood by sharing our professional expertise to help build structured, economic and social impact capacity for First Nations organisations as well as acting and advocating for change in our own business and with our people and clients.

We are ready to take our commitment to reconciliation to the next level and this Stretch RAP articulates our three-year plan to embed and expand our contribution.

“I warmly invite you to participate in our reconciliation journey and to learn from the history and wisdom of those who have cared for these lands for more than 60,000 years. Deloitte and our people are proud to walk together with Australia’s First Nations People.”

Rob Hillard,
Deloitte Chief Strategy and Innovation Officer,
Executive Sponsor, RAP

Special note from our artist



“I am a proud Aranda/Amatyerre woman from Alice Springs, Northern Territory. My painting shows that knowledge and culture can be passed down to young people. Growing up with my Grandmother, who I call Mum, I’ve learned the patience and skill of dot painting. I then practised more art styles with Worawa art teacher Steve who has collaborated on this piece. My Mum/Grandmother is the reason I paint. I’d like to dedicate this piece to her and to let her know how much I love her.”

Shantelle McCormack,
An Aranda/Amatyerre artist, Worawa Aboriginal College.

About Deloitte

As one of Australia's leading professional services firms, Deloitte Australia provides audit, tax, consulting, economics, financial advisory, human capital, legal, operations, private clients, risk, strategy and technology services through 10,000 people across the country in: Adelaide, Alice Springs, Brisbane, Canberra, Darwin, Hobart, Launceston, Melbourne, Perth, Sydney and Western Sydney. We also have offices in Papua New Guinea and India.

Deloitte provides services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, our firm is made up of over 300,000 professionals, all committed to excellence. Deloitte is recognised as the leading professional services firm in the world. In Australia we have 10,000 employees (Partners and staff). Employment numbers at junior levels fluctuate continually based on the ebb and flow of business needs and conditions in different geographies. Three of our partners identify proudly as First Nations people. During the past two years, 18 of our people have identified themselves to us as being First Nations people, some of whom were secondees who have since completed their time with us. We expect our overall number to increase organically as our Indigenous Strategy is communicated and internally activated; this will encourage more of our existing people to share stories of pride and identity, building on our goal for Deloitte to become an employer of choice among Aboriginal and Torres Strait Islander peoples.

Deloitte brings leading edge capabilities and high-quality service to clients, delivering insights to address their most complex business challenges. As a global firm, we are committed to using our capabilities to address social disadvantage challenges. This includes the support of First Nations Peoples, through our *WorldClass* goal to help 50 million futures by 2030.

In Australia, we see that challenge in a very practical way, informed by our own Indigenous colleagues and communities. We are committed to delivering our work in a way that is culturally supportive to both our First Nations clients, staff and community partners. We aim to capture this through actions in this RAP in order to have a baseline from which to increase employment opportunities for First Nations Peoples in the future. We also aim to implement a system in which we can reliably know those among our people who identify as being First Nations people. We recognise the challenges in obtaining such data given individuals have every right to share as much or as little about their cultural backgrounds as they choose.

Deloitte Australia is diverse – culturally, ethnologically, generationally and geographically. Sixty per cent of our workforce are Millennials. We have offices in every state and territory around Australia and we attract professionals from a multitude of differing backgrounds, schools, universities and religions.

In 2014 and then again in 2016 Deloitte conducted a name analysis project to understand the cultural diversity make-up of our firm. This helped us identify some of our diversity strengths as well as areas for improvement. For example, we would like to increase our number of senior people who come from non- white Anglo-European backgrounds.

Our commitment to gender equity has led to Deloitte receiving the Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality for the last 15 years. To achieve this citation, Deloitte has a range of policies, strategies and programs in place to drive greater gender equity for both women and men. In 2018, **we** committed to achieving 50/50 gender representation in the firm's partnership and leadership teams by 2024.

We also remain committed to eliminating the gender pay gap within our wider firm, establishing gender targets and continuing our support for people experiencing domestic and family abuse. In 2020, Deloitte was recognised internationally for its role in inspiring change and accelerating progress for women in the workplace. Presented in New York, the prestigious Catalyst award was in recognition of Deloitte Australia's Inspiring Women initiative, which took a sustained, strategic and scalable approach to drive the workplace culture to ensure gender equality became the norm. Deloitte submitted its fifth Australian Workplace Equality Index (AWEI), the national benchmarking program for LGBTI inclusion. Deloitte has been a proud employer of choice, since 2014. This highlights our level of commitment to LGBTIQ+ inclusion in our workplace and in society.

As a global firm, we are committed to using our capabilities to address social disadvantage challenges.

Deloitte Australia's vision is to make an enduring economic, social and cultural impact that assists to position Australia for sustainable, future prosperity. Our international network of firms has defined our global purpose as being to make an impact that matters. We aim to shape the national agenda and to help our clients tackle their most complex issues. This is only possible through a genuine commitment to diversity and inclusion, which is both the responsibility and expectation of all leaders across our firm. Essential to our diversity and inclusion commitment is our belief in the need for reconciliation with Australia's First Peoples.

As a proud employer of – and service provider to – First Nations Peoples and organisations, we commit to maintaining and striving to increase these connections during the term of our third Reconciliation Action Plan. As part of this commitment, we are striving to understand and celebrate our First Nations employees.

Our RAP

As a key element of our Indigenous Strategy (which is aligned with our Diversity and Inclusion Strategy), Deloitte Australia wishes to advance significantly its commitment to reconciliation between First Nations Peoples and the general Australian community.

Our third RAP builds on our first two RAPs to articulate our commitment in ways by which we can measure and hold ourselves to account on our progress. In addition to our moral and ethical motivations for creating a RAP to contribute towards addressing the injustices of the past, we believe reconciliation makes good business and economic sense. Deloitte Partner Juliet Bourke, who heads our Diversity and Inclusion practice says, *“Deloitte’s research reveals that high-performing teams are both cognitively and demographically diverse.”* We believe First Nations wisdom can help Deloitte become a better performing organisation. 2014 research conducted by Deloitte Access Economics for Reconciliation Australia found Australia’s economy would be \$24 billion better off (in 2012/13 dollars) if Indigenous Australians faced the same health and labour market outcomes as non-Indigenous Australians. Our commitment is also aimed at helping to close the health and employment gap between Indigenous and non-Indigenous Australians.

We offer this Reconciliation Action Plan as an aspirational and logical extension of our previous two RAPs – *‘Reflect’* (2014-16) and *‘Innovate’* (2016-18). Both of those RAPs built on Deloitte’s longstanding history of engagement with organisations and communities working to achieve social and economic parity for Australia’s First Peoples. Giving back to the communities in which we operate is central to Deloitte’s culture and identity. Our Reconciliation Action Plan and our wider Indigenous strategy are a part of that.

In October 2014, Deloitte Australia launched its first Reconciliation Action Plan from our Perth office. We launched our second *‘Innovate’* RAP *Walking Together* in 2016 at Canberra’s Old Parliament House, now the Museum of Democracy.

The development of our third RAP began in the welcome context of a threefold increase in Partner-level Indigenous representation at Deloitte. This heralded the establishment of our first-ever Indigenous Leaders Group. It led to a deepening of interest in and knowledge of First Nations Peoples at Deloitte, including increased executive leadership engagement and several powerful listening sessions with First Nations leaders.

On June 29, 2018, in Sydney, Deloitte Australia hosted an Indigenous Strategy Workshop. This was a gathering of leaders both internal and external, Indigenous and non-Indigenous, to discuss the way forward for the next stages of our firm’s reconciliation journey – including the development of this third RAP. Gamilaroi man Rick Shaw led the meeting. Also present were Deloitte partner and Worimi man Prof. Deen Sanders OAM as well as Worimi woman and the Founder and Executive Director of Big River Consulting Josephine Cashman. Professor Marcia Langton AM, anthropologist, geographer, and Foundation Chair of Australian Indigenous Studies at the University of Melbourne, was a guest speaker. Others present included the Chair of Deloitte Australia, Tom Imbesi, Deloitte Partner and National Leader Diversity, Margaret Dreyer, the (former) chair of Deloitte’s RAP Working Group Dennis Goldner and Deloitte’s director Responsible Business & The Deloitte Foundation, Gerry Wilde.

Our RAP Working Group champions the RAP internally. It comprises Deloitte representatives from around the country and is chaired by Prof. Deen Sanders. Our senior RAP champion is the Chair of Deloitte Australia, supported by the core working group, which also includes local regional representatives to ensure a decentralised approach. Storytelling and communication of our RAP is created through the Responsible Business team who have day-to-day responsibility for the RAP and its implementation. ●

Our RAP Working Group leaders:

Tom Imbesi, Chair, Deloitte Australia, *National Sponsor*

Rob Hillard, Chief Strategy and Innovation Officer, *Executive Sponsor*

Prof. Deen Sanders OAM, Partner, Assurance & Advisory, *RAP Working Group Chair and Indigenous Leadership Team*

Rick Shaw, Partner, Consulting, *Sydney representative and Indigenous Leadership Team*

Angela Robinson, Partner, Deloitte Digital, *Melbourne representative and Indigenous Leadership Team*

David Mansfield, Partner, Financial Advisory, *Western Sydney representative*

Hawari Badri, Partner, Risk Advisory, *Canberra representative*

Michael Kissane, Partner, Financial Advisory, *Brisbane representative*

Scott Dawkins, Principal, Tax, *South Australia, Northern Territory, Tasmania (SANTAS representative)*

Suzanne Archbold, Partner, Tax, *South Australia, Northern Territory, Tasmania (SANTAS representative)*

Thomas Hodgkins, Partner, Tax, *Perth representative*

Dr Sonya Voumard, Senior Manager, Responsible Business Communications

Gerry Wilde, Director, Responsible Business

Merril Skyring, Global Managing Director, CoRe Procurement

Shehara Wijayapala, RAP Senior Project Manager, Responsible Business

Representative, Talent

This heralded the establishment of our first-ever Indigenous Leaders Group... (and) a deepening of the ‘Indigenous’ conversation at Deloitte.

As stated on Page 11, our RAP Working Group is Chaired by Prof. Deen Sanders OAM, and includes Consulting Partner, Rick Shaw and Deloitte Digital Partner, Angela Robinson. All three of these members identify as being First Nations People. Deen is a Worimi man, Rick, a Gamilaroi man and Angela, a Trawlwoolway woman.

As part of our growing approach and engagement with Indigenous matters we have also deepened our relationships with a diverse group of First Nations organisations. These include Koori Kulcha (National Reconciliation Week events at Deloitte featuring craft and cooking sessions), AIME Mentoring (Impact Day mentoring activities at AIME locations), Muru Mittigar (Impact Day events), John Briggs Consultancy (in house Indigenous cultural training sessions with John Briggs and collaboration on an online Indigenous culture learning module), Worawa Aboriginal College (pro bono financial services, gardening and cleaning works), the Noongar and Taungurung people. The bonds we have formed with individuals from all of these organisations are strong, lasting and conducive to meaningful, frank exchanges. We continued to do a range of work with First Nations organisations in areas such as Native Title (developing an access framework) and Indigenous health and education. There is evidence, including through increased attendance at events, that our people are becoming more confident about engaging with the stories of culture as well as disadvantage and survival told by First Nations People.

We were pleased to note the popularity of events focused on Indigenous issues for our firm's 2018 Impact Day on November 16 (our annual day of volunteering in the community). Two Deloitte partners were among 50 of our people booked in for volunteer mentoring with AIME. This reflected a big step up from the year before when only nine of our people chose to spend their Impact Day at AIME. This positive trend continued for 2019 Impact Day when more than 100 of our people participated in charity events focused on First Nations Peoples. These included an Indigenous education strategy workshop for the Bawurra Foundation as well as digital, database and procurement assistance to Supply Nation.

While we have progressed, we acknowledge there have also been challenges. One of the biggest challenges was getting our entire executive leadership to focus on reconciliation and our Indigenous Strategy as priorities in an environment of many competing priorities at our firm. This was overcome by the enduring efforts of our three Indigenous partners acting in solidarity to argue their case with the strong support of our Chair Tom Imbesi and our Chief Strategy and Innovation Officer, Rob Hillard. It was supported by feedback from our people, many of whom communicated to the CEO their belief in the importance of reconciliation. Thus, the Indigenous Strategy was discussed and agreed by our executive leadership in 2019.

As part of our growing approach and engagement with Indigenous matters we have also deepened our relationships with a diverse group of First Nations organisations.

At the end of August 2018, we held a dedicated 'Listening Session' in our Sydney office with representatives from many of the organisations listed above. It was here that we began to shift the conversation and relationships from being 'service oriented' or transactional to being more focused on the importance of working together to help First Nations organisations build their structural capacity. Prof. Sanders referred to this as the opportunity for our Indigenous contacts and us to "*tap into the superpowers of Deloitte*" together. More listening sessions are planned for 2020. We will then review our learnings with a view to sharing them externally if and where appropriate.

Our journey

The following are case studies and vignettes of different events or developments on our reconciliation journey during the past three years.



Queensland University of Technology.

Co-creating opportunities with proud Aboriginal and Torres Strait Islander tertiary students

Deloitte Brisbane established an internship program specifically run for Indigenous students, one of the first of its kind in Australia.

In conjunction with the Oodgeroo unit of the Queensland University of Technology, we co-designed a pilot program enabling Aboriginal and Torres Strait Islander young people to gain career-forming professional experience, working with colleagues and clients at Deloitte.

In 2019, three students took part in this internship – students of Law and International Relations, Medicine and Psychology, all with the common aim of giving back to Indigenous communities through their work at Deloitte. Interns developed a sense of belonging as a result of strong connections with other team members. They also saw value in connecting with and being mentored by our Indigenous Partners. The program continues to serve as a valuable attraction tool and pipeline into Vacationer and Graduate programs.

A key learning was that recruitment and retention need different, though complimentary, strategies. For Indigenous people to be empowered to succeed at Deloitte, the firm needs to address structural issues including a shift towards being an employer with whom they feel their purpose can be aligned. This may include career opportunities to work with Indigenous communities.

Climbing a hill together with Miwatj Mala

Deloitte Darwin delivered a Training Needs Assessment Workshop to the Miwatj Health Aboriginal Corporation (MHAC) to capture information on the Board’s existing healthcare knowledge, desired level of knowledge and preferred learning styles.

We took the client through a journey of ‘the hill we are all climbing’ to prompt their thinking. We helped the Board members define their training needs and preferences, identify required knowledge levels, envision desired outcomes and possible individual training strategies. The results of the workshop were distilled into a Board training strategy for the organisation.

We took the client through a journey of ‘the hill we are all climbing’ to prompt their thinking.

East Woody beach in Gove Peninsula, Australia.

Cultural awareness sessions with John Briggs (John Briggs Consultancy)

In January 2018, almost ten years since the Rudd apology, there were many “Did you know?” moments shared by Aboriginal facilitator, John Briggs at a lively cultural awareness session held in the Deloitte Sydney office by the Deloitte Sydney Reconciliation Action Plan team led by Alistair Green.

Partners Allan Mills, India Hardy and Mark Pedley were among the 25 attendees along with Marketing, Communications and Business Development directors Rochelle Tognetti and Ben Findlay as well as Merrill Skyring, Robyn de Szoeko and senior representatives from the charity Dress for Success. The following quotes from senior Deloitte figures who attended the cultural awareness session with John Briggs showed some of the progress we are making.

“I was drawn to this session for many reasons including my own lack of education and understanding of our Indigenous Australians’ history and culture. My two-year-old daughter was coming home from day care talking about “Yarning” circles, visits from Uncle Pat and dreamtime stories and I was struck by how limited my knowledge was and my responsibility to better educate myself.

“John navigated the discussion with enormous respect both for his culture and the diversity of the audience. He kept the discussion evidence-based and was inclusive of opinion and experience. The content was, at times, confronting but informative and thought provoking.”

Rochelle Tognetti,
Director Marketing, Communication and Business Development



Aboriginal facilitator John Briggs leads a cultural awareness session at Deloitte.

“I found this to be a confronting, valuable and highly educational session, providing insights into how the various legal milestones of the past 150-odd years have informed our current relationship with Indigenous Australians.

“Imagine telling an Australian citizen that they could only have a job if they gave up their language, all of their cultural traditions and all contact with their family! It’s incredible today to think that this was seen as appropriate policy towards Aborigines under the Protection Exemption Act of 1944. Yet this was just one example of how Indigenous Australians were treated as non-citizens and social outcasts with no legal rights.

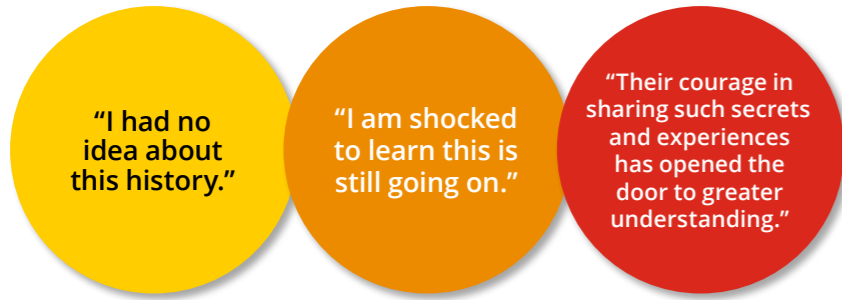
“The discussion and debate in the workshop gave me a fresh understanding of why Acknowledgement of Country is so important: after the systematic destruction of Aboriginal culture, language and customs over the past century, every opportunity to

highlight and celebrate that culture and customs is an important step towards reconciliation.”

Ben Findlay,
Head, Corporate Communications

“It is hard to imagine the rationale for what has, and continues to, happen to Indigenous people in our country. John Briggs is a great Indigenous leader and provided the facts (not opinion) which created a really safe space for us to talk about this topic. Acknowledgement of Country is an easy first step and something that we can all start doing.”

Allan Mills,
Deloitte Partner



"I had no idea about this history."

"I am shocked to learn this is still going on."

"Their courage in sharing such secrets and experiences has opened the door to greater understanding."

Facing the past during NAIDOC week

The above quotes were some of the reactions from Deloitte audience members at our Sydney office's NAIDOC week event on Tuesday 10 July, 2018 at which 50 guests, some born overseas, witnessed a special and deeply affecting discussion with a panel of four high-achieving First Nations women.

The panel of women – including some members or descendants of the Stolen Generations – spoke from the heart about the intergenerational trauma and abuse caused by the dispossession through European settlement of Australia's First Nations Peoples.

Some of the women also spoke about turning points in their lives where they had found the strength to move forward despite the trauma. Above all, the women's message was one of strength, survival and mutual support.

After the event, Indigenous woman Jacqueline Gibbs, a Centre manager from AIME Mentoring, provided the following feedback by email to Deloitte: *"The pleasure was truly mine to be able to share some of my story with you all. It was a pretty powerful feeling sitting with the women I got to share the Panel with and sharing our stories with you all. I felt so much power in that room so thank you so much for coming and being part of the discussion, for listening to our stories."*



Left to right: Marie Barbaric (Kooroi Kulcha), Jacqueline Gibbs (AIME Centre Manager), Melanie Simon (Muru Mittigar) and Mi-Kaisha Masella (Aboriginal Singer).



Deloitte and Worawa Aboriginal College

We maintain a close working relationship with Worawa Aboriginal College in Victoria, which provides a holistic education and boarding experience for young Aboriginal women in the middle years of schooling.

The artwork featured in this 'Stretch' RAP was created by Shantelle McCormack, a Worawa student and proud Aranda/Amatyerre woman from Alice Springs, Northern Territory. In November 2017, Deloitte hosted *Walking Together*, an exhibition in conjunction with Worawa. This exclusive exhibition celebrated the diversity of Australia's First Peoples taking visitors on a 'journey' across Indigenous Australia through established artists from Yuendumu, Milingimbi, Anangu Pitjantjatjara Yankunytjatjara (APY Lands), Mimili and Lockhart River. Many of the art works on display were created by the students of Worawa Aboriginal College and their families in remote communities across Australia.

On Impact Day 2018, 30 Deloitte people attended Worawa college to perform skilled and hands-on volunteering. Community work around the school and Dreaming Trail, supporting the art gallery with a business plan, development of the Worawa Professional Learning Institute and developing an IT strategy for the school were among initiatives progressed. This work continues on a number of fronts.



Where Many Rivers flow

Ken Brown, a proud descendant of Indigenous Australia's Guldjan people and Many Rivers client.

In FY17, when Deloitte was looking for an additional national community partner with whom to work on giving back to the community, we consciously focused on organisations whose work helped Indigenous communities. As a result, we welcomed Many Rivers on board.

Many Rivers provides financial and other support to entrepreneurs and communities in disadvantaged contexts who lack access to economic development through mainstream channels. It has a particular focus on assisting communities in rural regional and remote Australia.

Boosting our commitment to reconciliation, nearly half of Many Rivers clients are First Nations People. Working alongside its clients, Many Rivers has supported the creation or expansion of 2,032 businesses since FY18, including 376 business in FY19. FY19 saw the largest increase in the number of new businesses compared to any previous year.

WorldClass

Deloitte is engaged in a ten-year pro bono project to evaluate Many Rivers outcomes and impact on its client communities. Many Rivers' inclusion helps us deliver WorldClass, our global organisation's initiative to positively impact 50 million futures by 2030.

Learn more about Many Rivers manyivers.org.au



Kerry Neill, proud Gubbi Gubbi man and Many Rivers client.

Kerry Neill's Goombuckar Creations

Proud Gubbi Gubbi man Kerry Neill is among many Indigenous Australians whose lives have been helped by Many Rivers and Deloitte.

Recovering from a low point in his life some years ago, Many Rivers enabled Kerry access to a business loan, he says he would have had trouble getting from the bank. This enabled him to record a 'How to Play the Didgeridoo' CD, which was very successful.

Today, Kerry's Indigenous cultural business Goombuckar Creations – involving bush tucker, basket weaving, storytelling and dances, based in Queensland, on Australia's Sunshine Coast, has 12 employees and turnover of hundreds of thousands of dollars per year.

As Kerry says, *"I think Many Rivers gives people an opportunity and a place to start without too many questions ... without all the rigmarole of other lending bodies. Many Rivers is tailored more so to the grassroots people. They really do make an effort to build that relationship up and, not just hand cash out, but to give people a hand up."*

Education for Indigenous students

We support two First Nations students through scholarships at the University of Melbourne's Queen's College. We also support one secondary student through Yalari, which educates and empowers Indigenous children with scholarships and post-school opportunities.

In the 2019 winter edition of Yalari News, the charity paid tribute to Deloitte and the immediate past chair of The Deloitte Foundation, Dennis Goldner, AM. *"Yalari has been honoured to enjoy a longstanding partnership with international global financial services company Deloitte, going back to the early days of Yalari when they assisted with pro bono auditing work."*

From there, The Deloitte Foundation, led by Dennis Goldner, continued the very generous support of Yalari by not only sponsoring two Indigenous children on boarding school scholarships but also hosting corporate breakfasts, raising money through beneficiary fundraising events and offering advice to Yalari students and alumni. Deloitte staff have also humbled us with their energy and generosity through a workplace giving program, donating at Yalari fundraising dinners and volunteering their time at events.

The first of Deloitte's sponsored students, Yalari Alumnus Eric Gibson from Broome in WA, graduated from Scotch College in Perth in 2016. Today he is nearing completion of a cadetship with the Western Australia Police Force and will soon become a fully sworn police officer.



Badu Island, Torres Strait Islands.

Eric said, *"By joining the Western Australia Police Force, I am now actively fulfilling a role in bridging the gap between Indigenous people and law enforcement and giving back to my community. I could not have done this without my sponsor, The Deloitte Foundation, through their immense generosity and belief in me."*

The Deloitte Foundation currently sponsor Moigida Loban, a Year 9 Anglican Church Grammar School student. Moi is from Badu Island in the Torres Strait and his favourite subject at school is Japanese.

Indigenous NRL Champ helps Deloitte coffee pack a positive punch

In 2018, we consumed close to one million cups of it across our internal and client floors nationally. *"Coffee is embedded in our culture at Deloitte,"* according to Robyn de Szoeki, our National Director Client & Workplace Experience. It's a passion shared by NRL rugby great, the former Parramatta Eel and proud Yuin man Steve Ella, for whom Deloitte recently became a corporate coffee client.

In 2013, Steve set up Zip Ella, a Supply Nation coffee company through which he now sells his personally selected blends. Zip Ella is a unique brand with an emphasis on Steve's Indigenous origins, sporting career and social leadership. During his Rugby League career, Steve played for the Parramatta Eels for 12 years, represented Australia from 1982 to 1985 and was the year 2000 recipient of the Prime Minister's Sports Medal.

Steve has dedicated much of his post-rugby life to providing drug and alcohol treatment, support and expert advice to Indigenous people. He holds a Master of Philosophy and Graduate Diploma in Indigenous Health Promotion from the University of Sydney. His coffee brand builds further on his commitment to Indigenous communities.



Left to right: Tiffany Lees, Robyn De Szoeki, Steve Ella (Zip Ella), Chelsea Hine (BrewHub), Shehara Wijayapala.

Zip Ella's blend names all represent places of significant cultural importance and meaning to Steve – Yarra, Summercloud, Jervis, and Little Bay. They are roasted by 7 Mile Coffee Roasters and distributed to offices around Australia by Deloitte's coffee partner BrewHub.

"When BrewHub presented us with an opportunity to buy quality coffee that supported Supply Nation, it was a no-brainer," explains Robyn de Szoeki.

Our Sydney coffee ambassador, Nick Clancy, sampled Zip Ella's offerings and was suitably impressed. The decision was then made to commit Deloitte's \$250k annual coffee spend to Zip Ella, also resulting in a positive social impact for Indigenous communities.

"We have had the courage to ask ourselves some tough questions as a firm. We are now ready to advance our commitment to reconciliation with Australia's First Peoples with a determined emphasis on truth and authenticity. Our goal is for Deloitte to become an undisputed leader in helping Indigenous Australians take their rightful place in the future of Australia. We warmly invite everyone from Deloitte Australia to join us on this journey."

Prof. Deen Sanders OAM,
Deloitte Partner, RAP (TaRAP) Working Group Chair



Our commitment

We are committed to implementing substantial change within our firm and in the way we engage with our people, our clients and our communities.

Our approach

Making an impact we can be proud of will require us to connect deeply with Indigenous Communities and engage the whole of Deloitte in this conversation.

1 Enable Indigenous voices to be heard

We will ensure Indigenous voices are heard in matters of business and policy that impact Indigenous people. We commit to collaboration and connection with community to shape and operationalise our Indigenous agenda. We commit to retaining a listening and learning mindset. This is because we understand that genuine reconciliation cannot be progressed without awareness of what has gone before.

2 Grow our Indigenous business

We will grow our Indigenous business through the empowerment of our community's Indigenous businesses. We commit to, wherever appropriate and possible, partnering with Indigenous business to build capability in shared outcomes, as a priority over business benefits for the firm. We will build a provision of offerings within Deloitte that is focused on doing business better for and with Indigenous communities (Indigenous Services Group).

3 Acknowledge the ancient sovereignty and special relationship to country

We will acknowledge the ancient sovereignty and special relationship to country of our First Nations People. We commit to listening and engaging with them on matters of care for country, including climate change, nature and environment, land management and opportunity.

4 Make the change together

We believe that through these commitments we become a stronger firm within a stronger country supported by a stronger community. Deloitte accepts the positive duty to help the nation achieve that shared positive future. We commit to making the change together through the empowerment and cultural strengthening of our firm and people, through our policy engagements with government and our work with clients.



Rochelle Tipiloura

Wadeye, Northern Territory
A student of Worawa Aboriginal College

Building strong relationships between Aboriginal and Torres Strait Islander Peoples and other Australians is a priority at Deloitte for both business and ethical reasons. The firm acknowledges that a diverse and inclusive workplace culture along with procurement policies inclusive of Indigenous businesses are essential for innovation and for new approaches to solving clients’ and our own challenges.

For example, First Nations people’s knowledge of the lands on which we live and work will be vital in working to address climate change and the devastating impact of bushfires and other environmental disasters. Only through strong relationships can we connect people, share experiences, ensure governance, communication, engagement and genuine partnerships.

Our ethical commitment to building strong relationships is based on our recognition of the Uluru Statement from the Heart and our belief in the importance of working to deploy our business skills and resources to help close the economic and social gap between Indigenous and non-Indigenous Australians.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Regularly meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement.	Quarterly from May 2020-23	Lead: RAP Working Group Chair Support: Indigenous Leadership Team, Indigenous Services Group
	• Review, update and implement an engagement plan to work with First Nations stakeholders.	May 2020	Lead: RAP Working Group Chair Support: Senior Manager Responsible Business Communications, Indigenous Services Group
	• Establish and maintain three formal two-way partnerships with First Nations businesses, communities or organisations.	December 2021	Lead: RAP Working Group Chair Support: RAP Working Group Local Representatives, Indigenous Services Group, Deloitte Australia
	• Establish a dedicated Indigenous Services Group led by an Indigenous Partner to support the formalising of relationships across external partners and services for communities.	May 2023	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	May (2020-23)	Lead: RAP Senior Project Manager Support: Senior Manager Responsible Business Communications
	• RAP Working Group members to participate in five external NRW events.	27 May-3 June (2020-23)	Lead: RAP Working Group Local Representatives Support: RAP Senior Project Manager, Senior Manager Responsible Business Communications
	• Encourage and support staff and senior leaders to participate in five external events to recognise and celebrate NRW.	27 May-3 June (2020-23)	Lead: RAP Working Group Chair Support: RAP Working Group Local Representatives
	• Organise five internal NRW events, including at least one organisation-wide NRW event, each year.	27 May-3 June (2020-23)	Lead: Talent representative Support: RAP Working Group members
	• Register all our NRW events on Reconciliation Australia’s NRW website .	27 May-3 June (2020-23)	Talent representative

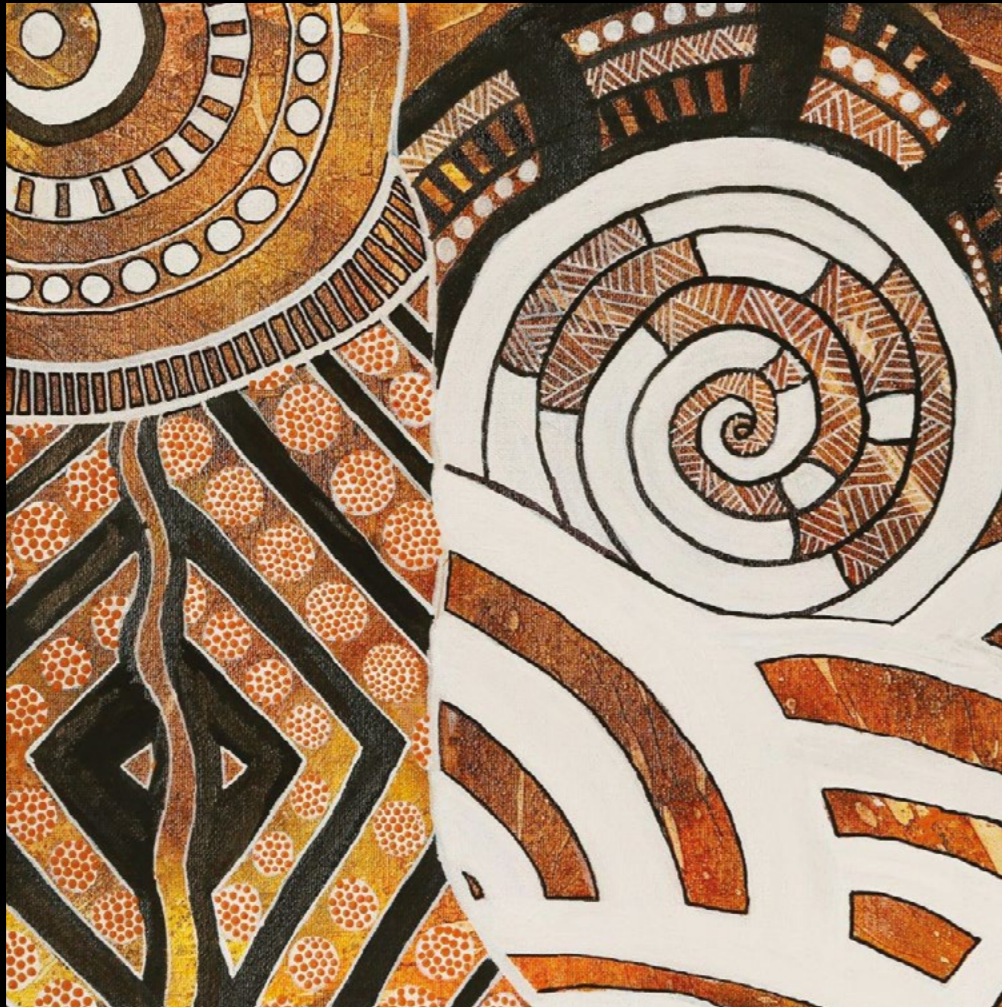
Relationships			
Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Support Reconciliation Australia and/or state/territory based reconciliation councils by providing at least two Deloitte representatives overall. These representatives to meet with Reconciliation Australia within three months of this document being ratified to discuss and agree on how they can participate and provide support.	May 2023	Lead: RAP Working Group Chair Support: RAP Working Group Local Representatives, Indigenous Services Group
	• Communicate our commitment to reconciliation publicly.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Services Group, Senior Manager Responsible Business Communications
	• Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Services Group, Senior Manager Responsible Business Communications
	• Collaborate with three RAP and other like-minded organisations to implement ways to advance reconciliations.	May 2023	Lead: RAP Working Group Chair Support: Indigenous Services Group
	• Provide opportunities for all staff to participate in learning, volunteer or participate through pro bono work or secondment with organisations that promote awareness of reconciliation.	May 2023	Lead: RAP Working Group Senior Project Manager Support: Indigenous Services Group, Talent representative
	• Initiate discussions about our reconciliation journey during face to face consultations with external stakeholders including clients, community partners, business and educational organisations to share stories of our journey and to promote Deloitte's commitment where appropriate.	December 2021	Lead: Indigenous Services Group Support: RAP Working Group Chair
	• Engage Corporate clients in dialogue about First Nations Leadership and reconciliation. Develop and deliver a business case to feature reconciliation content in Deloitte sponsored events including the annual series of Australian Financial Review summits and Deloitte economic briefings.	May 2023	Lead: Indigenous Services Group Support: RAP Working Group Chair, Lead Partners for Australian Businesses
	• Conduct 25 dedicated Leadership dialogues and meetings between Indigenous Leadership of Deloitte and targeted Corporate Leadership in Australia to share learnings, ideas and discuss ways of working jointly to advance reconciliation.	May 2023	
	• Provide corporate clients with workshop facilitation and support to connect into First Nations organisations and communities.	December 2021	Lead: Indigenous Services Group Support: RAP Working Group Chair
	• Roll out a communications strategy to the 10,000 people of Deloitte that builds empathy and compassion, nurturing a desire to do more through an understanding of the truth. It will involve a range of strategies and activities, including a dedicated internal website, an external client pack, all-staff training and targeted events.	December 2021	Lead: RAP Working Group Chair Support: Senior Manager Responsible Business Communications

Relationships			
Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Continuously improve HR policies and procedures concerned with anti-discrimination.	May and September (2020-23)	Lead: Talent representative Support: Indigenous Services Group
	• Engage with First Nations staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	April 2021	Lead: RAP Working Group Chair, Support: Talent representative, Indigenous Leadership Team
	• Implement and communicate an anti-discrimination policy for our organisation.	July 2021	Lead: Talent representative Support: RAP Working Group Chair, RAP Working Group Senior Project Manager, Senior Manager Responsible Business Communications
	• Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	December 2021	Lead: Talent representative Support: RAP Working Group Chair, RAP Working Group Senior Project Manager, Senior Manager Responsible Business Communications
	• Senior leaders to support publicly anti-discrimination campaigns, initiatives or stances against racism.	May 2022	Lead: RAP Working Group Chair Support: Indigenous Leadership Team, Deloitte Australia Executive, Deloitte Australia Board
	5. Further promulgate The Uluru Statement from the Heart and its intent by ensuring Indigenous voices are embedded into our firm culture and our business.	• Listen to Indigenous voices internally and externally on matters of business and policy that impact Indigenous people to ensure there is appropriate Indigenous representation in CEO communications regarding (but not limited to) Australia Day and Deloitte's climate change policy stance.	September 2020
• Create a database of Indigenous-related Deloitte work and opportunities to ensure cross firm learning and measured impact.		June 2021	Lead: RAP Working Group Chair Support: Deloitte Executive and Board
6. Establish a governance framework for projects and opportunities with impact on Indigenous communities that ensures Indigenous Leadership Team are involved on matters of sensitivity and significance.	• Establish partnerships with Indigenous organisations to drive policy outcomes called for in the Uluru Statement from the Heart.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Provide support for Indigenous employees to connect with Country by working with them and devising visits to or learnings about their Country as appropriate for each individual.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Develop, implement and communicate an Indigenous cultural leave policy.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team, Talent representative
	• Educate staff about Land Council obligations, providing necessary support to fulfil them and highlight their importance.	May 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team

Deloitte’s longstanding history of working with Aboriginal and Torres Strait Islander communities has ingrained in our organisation first-hand experience of First Peoples’ cultures, lands, histories and issues of rights.

These in turn are necessary to inform the ongoing work we do with Aboriginal and Torres Strait Islander clients with whom we actively seek to understand what it means to walk in two worlds. We recognise that the 1992 Mabo decision that the lands

of this continent were not terra nullius was cause for pride and celebration for Indigenous Australians whose culture, history and traditions have existed for more than 60,000 years.



Paris Carpio

Perth, Western Australia
A student of Worawa Aboriginal College

Respect			
Action	Deliverable	Timeline	Responsibility
8. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	December 2020	Lead: Talent representative Support: RAP Working Group Chair, RAP Working Group Senior Project Manager
	• Consult local Traditional Owners and/or First Nations advisors on the implementation of a cultural learning strategy.	October 2020	Lead: RAP Working Group Chair Support: RAP Working Group Senior Project Manager, Talent representative
	• Evolve, implement and communicate the cultural learning strategy for our staff.	November 2020	Lead: RAP Working Group Senior Project Manager Support: RAP Working Group Chair, Talent representative, Senior Manager Responsible Business Communications
	• Create and roll out an online cultural competency learning module in collaboration with a First Nations business and launch to all staff.	May 2020	Lead: RAP Working Group Senior Project Manager Support: RAP Working Group Chair, Senior Manager Responsible Business Communications, Talent representative
	• Continue to review and further embed Indigenous cultural awareness throughout the firm including through the distribution of a curated, multimedia Indigenous cultural learning experience as part of our firm's official best practice learning platform.	March, July, November, February (2020-2023)	Lead: RAP Working Group Senior Project Manager Support: RAP Working Group Chair, Senior Manager Responsible Business Communications, Talent representative
	• Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	May 2020	Lead: RAP Working Group Chair Support: RAP Working Group Senior Project Manager, Talent representative, Senior Manager Responsible Business Communications
	• 50% of all staff to undertake online cultural learning. • 10% of staff to undertake face-to-face cultural learning. • 50 staff to undertake cultural immersion activities.	May 2023	Lead: RAP Working Group Senior Project Manager Support: RAP Working Group Chair, Talent representative
• Ensure three senior leaders are given the opportunity to attend Garma festival each year.	September (2020-2023)	Lead: RAP Working Group Chair Support: Indigenous Leadership Team, RAP Working Group Senior Project Manager	

Respect			
Action	Deliverable	Timeline	Responsibility
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff’s awareness and deepen their understanding of the purpose and significance behind cultural protocols, including a specific focus on the special importance of Country to Aboriginal and Torres Strait Islander peoples.	May (2020-2023)	Lead: Talent representative Support: RAP Working Group Senior Project Manager, Senior Manager Responsible Business Communications
	• Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	May 2020	Lead: RAP Working Group Senior Project Manager Support: Senior Manager, Responsible Business Communications
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two significant events each year, including Deloitte Australia’s firm-wide <i>State of the Nation</i> .	May, October (2020-23)	Lead: Talent representative Support: RAP Working Group Chair, Senior Manager Responsible Business Communications
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2020	Lead: RAP Senior Project Manager Support: RAP Working Group Geographic Leaders
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	May 2020	Lead: RAP Senior Project Manager Support: RAP Working Group Geographic Leaders
	• Display 12 Acknowledgment of Country plaques in our office/s or on our buildings.	May 2020	RAP Working Group Senior Project Manager
10. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, (2020-23)	Lead: RAP Senior Project Manager Support: RAP Working Group Geographic Leaders
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2020	Talent representative
	• Support all staff to participate in one of a total of 10 NAIDOC Week events in their respective local areas.	First week in July, (2020-23)	Lead: RAP Senior Project Manager Support: RAP Working Group Geographic Leaders
	• In consultation with First Nations stakeholders, support 2 external NAIDOC Week events each year.	First week in July, (2020-23)	Lead: RAP Working Group Chair Support: RAP Working Group Geographic Leader and Indigenous Leadership Team
11. Further support a culturally safe environment through the development of dedicated internal information programs.	• Develop and implement a cultural mentoring program for First Nations staff and managers.	December 2021	Lead: Talent representative Support: RAP Working Group Senior Project Manager, Indigenous Services Group
	• Conduct a series of discussions/Q&A sessions in which Indigenous partners and other Indigenous staff may share their first-hand knowledge and stories with Deloitte people to promote understanding and knowledge about Indigenous histories and cultures.	December 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team, Talent representative
12. Teach the people of Deloitte and our stakeholders the wisdom and necessity of The Uluru Statement from the Heart through the four pillars of Voice, Treaty, Truth and Country.	• Our Indigenous leaders will formally meet with Indigenous communities four times each year and will visit the Indigenous communities of every city in which Deloitte Australia has an office, to listen and help shape our actions with this input.	September (2020-2023)	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Build partnerships with 10 external First Nations organisations to engage in capability building of those groups and of ourselves through collaboration and partnership.	May 2023	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Develop and release publicly a Deloitte-specific written response to the Uluru Statement from the Heart.	May 2022	Lead: RAP Working Group Chair Support: Indigenous Leadership Team



Marianna Gurriwiwi

Galiwinku, Elcho Island Northern Territory
A student of Worawa Aboriginal College

Deloitte’s global purpose is to make an impact that matters. Through our global WorldClass initiative we aim to help 50 million futures by 2030. In Australia, the fulfilment of our purpose, and our WorldClass goal, includes working towards reconciliation with Australia’s First Nations People to help bridge the economic and social gap that exists between Indigenous and non-Indigenous Australians.

This includes seeking to provide employment opportunities for Indigenous graduates, ensuring best-practice professional development practices to set them up for success and retention.

It also includes procuring goods and services from Indigenous-owned businesses to increase their participation in the economy and further their opportunities for success.

Opportunities			
Action	Deliverable	Timeline	Responsibility
13. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	July 2020	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• Substantially build on our First Nations recruitment, retention and professional development strategy, which was piloted at Deloitte Brisbane’s office through our Indigenous Internship Program that was co-developed with QUT’s Oodgeroo Unit. The success and learnings from that program will form the basis for the next iteration of the employment strategy, which we plan to roll out nationally.	October 2020	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• Advertise job vacancies to effectively reach First Nations stakeholders and review process.	July (2020-23)	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	August 2020	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• First Nations employees to be supported to take on management and senior level positions.	December 2021	Lead: RAP Working Group Chair Support: Indigenous Services Group, Talent representative
	• Increase First Nations FTE employment from 0.03% (3) to a more representative level of 0.3% (30).	May 2023	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• Increase the frequency and breadth of communications to welcome our staff to self-identify as Aboriginal and/or Torres Strait Islander.	May 2021	Lead: Talent representative Support: RAP Working Group Chair, Indigenous Services Group
	• Recruit a First Nations recruitment manager.	October 2022	Lead: Talent representative
	• Recruit a First Nations RAP manager.	November 2022	Support: Indigenous Services Group, RAP Working Group Chair
	• Implement a First Nations professional mentoring network.	May 2023	

Opportunities			
Action	Deliverable	Timeline	Responsibility
14. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement a First Nations procurement strategy.	June 2021	Managing Director CoRe Global Procurement
	• Maintain Supply Nation membership.	May (2020-23)	Lead: Managing Director CoRe Global Procurement Support: RAP Working Group Senior Project Manager
	• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	December 2020	Managing Director CoRe Global Procurement
	• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	July 2021	Managing Director CoRe Global Procurement
	• Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses.	May 2023	Lead: Managing Director CoRe Global Procurement Support: RAP Working Group Senior Project Manager, RAP Working Group Geographic Leaders, Indigenous Services Group
	• Achieve at least \$250,000 annual procurement from First Nations businesses.	May 2023	Managing Director CoRe Global Procurement
	• Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	December 2022	Lead: Managing Director CoRe Global Procurement Support: Indigenous Services Group
15. Further support recruitment and retention of Aboriginal and Torres Strait Islander staff.	• Implement First Nations employment pathways (e.g. traineeships or internships [two programs] per year).	December 2022	Lead: Talent representative Support: RAP Working Group Chair, RAP Working Group Senior Project Manager, Deloitte Australia Board
	• Support at least two scholarships for First Nations students per year.	May (2020-23)	
	• Investigate opportunities to increase Aboriginal and/or Torres Strait Islander representation on our Board. The Indigenous Leaders Group will approach the firm executive to discuss.	December 2022	
16. Seek input from Aboriginal and Torres Strait Islander communities (clients) as to their specific needs and wants to ensure projects deliver tailored solutions.	• Establish strategic priority matrix that allows firm to identify strategic or sensitive opportunities and projects for clients that have impact on Indigenous communities in order to better serve the outcomes Indigenous Australians want and maintain focus on what matters to Indigenous people.	June 2021	Lead: RAP Working Group Chair Support: Indigenous Leadership Team Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Indigenous Partners to be identified as lead or co-lead on identified projects and Indigenous Business Unit Services Group activated.	June 2021	



Michelle Mosquito

Halls Creek, Western Australia
A student of Worawa Aboriginal College

Governance			
Action	Deliverable	Timeline	Responsibility
17. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain First Nations representation on the RAP Working Group.	May (2020-23)	RAP Working Group Chair
	• Apply a Terms of Reference for the RAP Working Group.	February 2021	Lead: RAP Working Group Senior Project Manager Support: RAP Working Group Chair
	• Meet at least four times per year to drive and monitor RAP implementation.	Every 2 months, May (2020-23)	Lead: RAP Working Group Chair Support: RAP Working Group Senior Project Manager
	• At least twice each year, invite Indigenous members of our communities to a conversation with the Indigenous Leadership Team and / or RAP Working Group members in order to keep open lines of feedback and diversity of ideas.	May (2020-23)	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
18. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	December 2021	Lead: RAP Working Group Chair Support: RAP Working Group members, RAP Working Group Senior Project Manager, Indigenous Services Group
	• Embed key RAP actions in performance expectations of senior management and all staff.	December 2022	Lead: RAP Working Group Chair Support: Indigenous Services Group
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2020	Lead: RAP Working Group Chair Support: Indigenous Services Group, RAP Working Group Senior Project Manager
	• Maintain an internal RAP Champion from senior management.	January 2021	Lead: RAP Working Group Chair Support: Indigenous Services Group, Deloitte Executive
	• Include our RAP as a standing agenda item at senior management meetings.	December 2020	Lead: RAP Working Group Support: Indigenous Services Group, Deloitte Executive

(We will) invite Indigenous members of our communities to a conversation with the Indigenous Leadership Team and / or RAP Working Group members in order to keep open lines of feedback and diversity of ideas.

Notes to our RAP and actions

Governance			
Action	Deliverable	Timeline	Responsibility
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Collect data for the RAP Impact Measurement Questionnaire.	July (2020-23)	RAP Working Group Senior Project Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, (2020-23)	Lead: RAP Working Group Chair Support: RAP Working Group Senior Project Manager
	• Report RAP progress to all staff and senior leaders quarterly.	September (2020-23)	Lead: RAP Working Group Chair Support: Indigenous Services Group, Senior Manager Responsible Business Communications, RAP Working Group Senior Project Manager
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	May (2020-23)	Lead: RAP Working Group Chair Support: RAP Working Group Senior Project Manager, Senior Manager Responsible Business Communications
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	Lead: RAP Working Group Chair Support: Indigenous Services Group, RAP Working Group Senior Project Manager
20. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	RAP Working Group Senior Project Manager
21. Leverage Deloitte's global capability and expertise to support the nation building and self-determination for Australia's First Nations people.	• Influence government policy and projects that advance respect, including providing input and consultation on achievement of a national voice.	May 2022	Lead: RAP Working Group Chair Support: Indigenous Leadership Team
	• Authorise the Indigenous Leadership Team as an authentic Leadership function in the firm with self-determination and authority for decisions about business and project priority for Indigenous impact.	August 2020	Deloitte Executive and Board

Terminology

Deloitte operates across the entire Australian landscape and our Indigenous Leaders within Deloitte come from multiple communities and so after careful deliberation they have determined that the term “First Nations People” is preferable to either “Aboriginal and Torres Strait Islander” or “Indigenous Australians” as a collective description of themselves and the communities we support.

Actions that align with our DNA

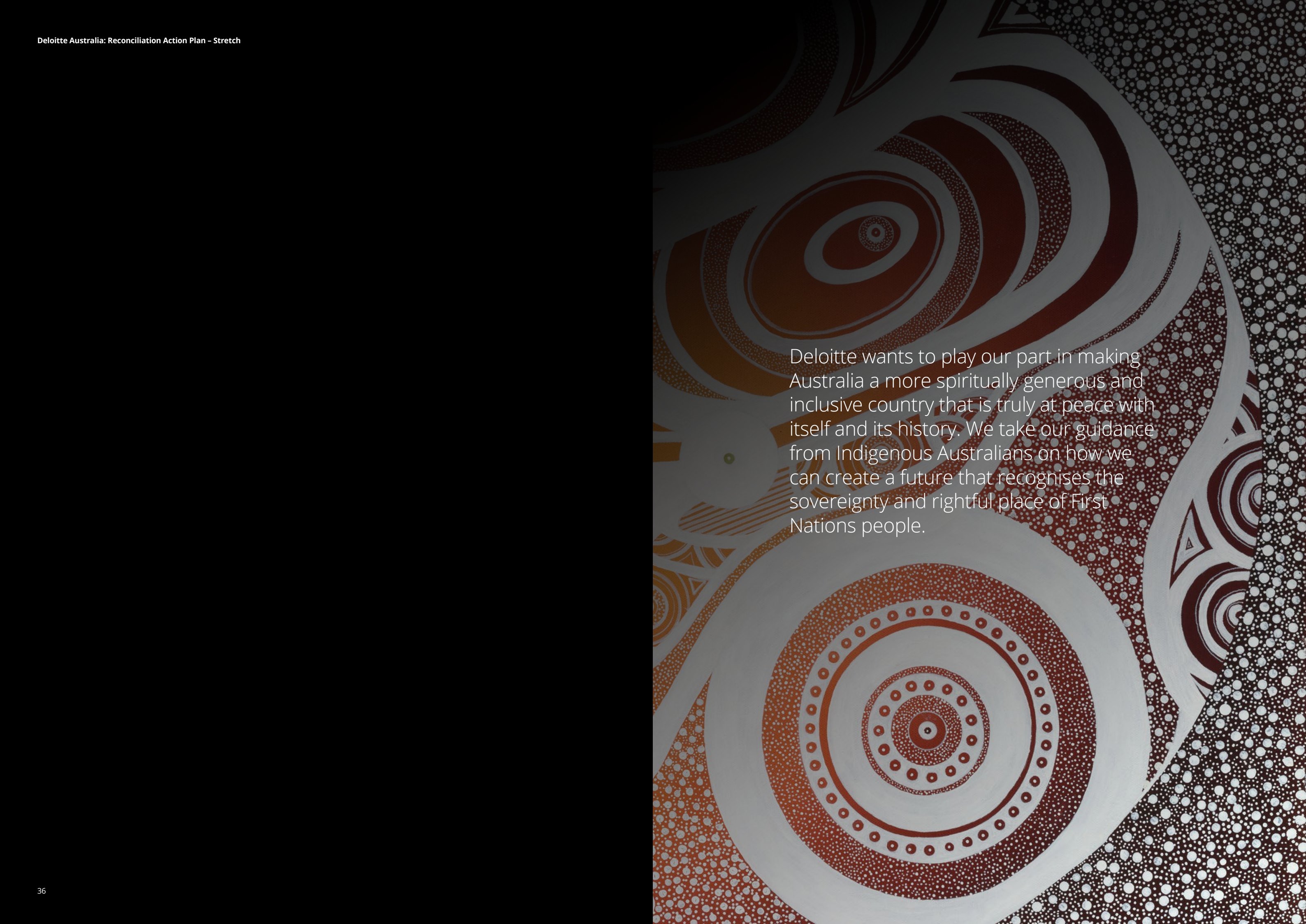
Deloitte is a global professional services firm. It has its birth in accounting and business services, is subject to rules of professional membership and is able to bring unique strengths to Reconciliation Action. We are uniquely placed to work with businesses and governments across Australia to influence and support policy and business change through our advice, research and work and we have carefully focused our RAP actions to maximise the benefit we can bring.

Our workforce and cultural difference for employment

In the spirit of truthfulness, we acknowledge that as a workforce we have an historical employment bias towards graduate recruitment of University qualified, accounting oriented employees. Our experience shows us that this reflects a narrower percentage of candidates from the First Nations community. Further, the work we do with First Nations graduate communities in Universities shows us that many demonstrate a preference for community related employment outcomes (Health, Law, public service or further academic pursuit) at the early stage of their graduate decision. This is to be applauded and encouraged but in objective terms it further narrows the percentage of graduate employment candidates for an accounting oriented professional services firm.

Our Indigenous Leadership team have also made us aware that cultural differences in employment require us to carefully design recruitment and retention strategies as well as workplace strategies that encourage and support connection to community and country to ensure long positive outcomes for those staff and the firm. As a firm we are addressing these biases but in the spirit of truthfulness and making real commitments rather than empty ones, we choose not to make unrealistic commitments to employment numbers or percentages in our RAP. Instead we commit to making meaningful change in the way we engage our Indigenous employees and working on the important areas of policy and practice to encourage a shift in global culture and practice. We acknowledge this will take some time to achieve – but we will do it right.

We are uniquely placed to work with businesses and governments across Australia to influence and support policy and business change through our advice, research and work...



Deloitte wants to play our part in making Australia a more spiritually generous and inclusive country that is truly at peace with itself and its history. We take our guidance from Indigenous Australians on how we can create a future that recognises the sovereignty and rightful place of First Nations people.

Deloitte's Indigenous Leadership Group would love to hear from you



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