



**Deloitte Australia  
Stretch Reconciliation Action Plan**

September 2025 – May 2028

**Deloitte Australia acknowledges the Traditional Custodians of the unceded lands in which we work and live. We pay our respects to Elders past and present.**

# Contents

A message from Reconciliation Australia's CEO	1
A message from Deloitte's Chair	2
A message from our Executive	3
A message from our RAP Chair	4
Our vision for reconciliation	5
Our business	7
Our Reconciliation Action Plan	9
Progress	11
Challenges and areas for improvement	16
Reflections	18
RAP commitments	19

## The story of *Tjungu (Together)*

The painting *Tjungu (Together)* was created from a unique and beautiful event held at Deloitte on 2 November 2023. A group of Aboriginal Senior Lore women and Ngangkari, traditional spiritual healers, from the Uluru region of the Northern Territory visited Deloitte's Sydney office, providing all our people with the opportunity to be transported somewhere else – a different way of experiencing time and space.

The women's visit, which was shared virtually with Deloitte people firmwide, was a healing and calming experience for all who attended. Supporting the Elders was a way to connect with the rich cultural heritage of our country but also an act of empowerment for the women and an investment in the strength of remote communities.

Deloitte Sydney people sat and worked with the women on this one special painting. *Tjungu (Together)* was co-created, in a gesture of reconciliation, as a gift to the firm. The act of its making was an immersive experience, a time of listening and being, whether people were there in person or virtually.

Cultural leaders for Uluru, these women are of the Pitjantjatjara nation. Their wisdom and healing practices are profoundly rooted in the traditions of the Anangu, Pitjantjatjara and Yankunytjatjara lands. It was apt that the product of our collaboration was titled *Tjungu (Together)*. We are honoured to continue to walk with our First Nations Brothers and Sisters.

A message from

# Reconciliation Australia's CEO

On behalf of Reconciliation Australia, I congratulate Deloitte Australia on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP), its fourth overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. With knowledge and experience in building successful and inclusive teams and businesses, Deloitte Australia is well placed to collaborate and mutually share knowledge towards economic progress for First Nations peoples.

Deloitte Australia's commitments to reconciliation, both in this new RAP and its previous RAPs, reflect an understanding that Aboriginal and Torres Strait Islander peoples have a valuable contribution to make to our collective national prosperity. Its renewed focus on economic progress for First Nations peoples seeks to build long-term, sustained business relationships – as opposed to one-off connections – with Aboriginal and Torres Strait Islander-led organisations and communities. This commitment is reflected in its minority investment in First Nations-led consulting firm yamagigu. The relationship allows Deloitte and yamagigu to draw upon each other's skills, capabilities and experiences, and gives its clients access

to Australia's largest First Nations consulting firm in a mutually beneficial arrangement. Conscious collaborations that retain Indigenous-owned corporate and governance structures provide meaningful opportunities for Australian organisations and businesses to genuinely engage with issues related to First Nations people and communities.

Through its past RAP experiences and thoughtful new commitments, Deloitte Australia is demonstrating its recognition of the status of Aboriginal and/or Torres Strait Islander peoples' unique position as Australia's First Nations peoples and is proactively embedding their voices and lived experiences across its business and sphere of influence.

Deloitte's past lessons are guiding its forward momentum and with this self-reflection and understanding of its impact, it has the potential to drive considerable reconciliation outcomes through its continued participation in the RAP program. On behalf of Reconciliation Australia, I commend Deloitte on this Stretch RAP and look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

A message from

# Deloitte's Chair

As the Chair of Deloitte Australia, I am deeply honoured to be the Ambassador for our firm's agenda for reconciliation with Aboriginal and Torres Strait Islander peoples.

This new Reconciliation Action Plan is an important collection of promises we make as a firm to fulfil our unique vision for reconciliation as a key stakeholder and contributor to our nation's economy. We stand behind these promises to the public and to our clients. Deloitte is proud to be a senior member of the community of businesses and other organisations that have Reconciliation Action Plans endorsed by Reconciliation Australia. Our reconciliation journey is longstanding and our commitment is steadfast.

I am inspired to take forward the work we have already done to transform our culture and the way we do business to incorporate the ideas and wisdom of Aboriginal and Torres Strait Islander peoples. This includes learnings from the past and present from peoples for

whom voice-sharing and consensus-building are valued. Engaging with humility and truth are key. We thank Aboriginal and Torres Strait Islander people for their preparedness to continue to walk with us towards a new future.

As a firm, we know we must lead the change we want to see in the economy, in the community and in our own business. We must listen to Aboriginal and Torres Strait Islander voices in our organisation and communities. We take these lessons forward with this new RAP.



**John Greig**  
Chair  
Deloitte Australia

## A message from our

# Executive

We are delighted to present this bold new (Stretch) Reconciliation Action Plan (RAP), which comes at an inflection point on our nation's journey to build relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

It is also a time of significant change for our firm, our industry, our nation and our world. Implicit in Deloitte's thinking and approach to doing business everywhere is our belief that we must work together to make real progress. This is especially true of our determination to help advance reconciliation as we work and walk with First Nations Australians to create wealth and prosperity for all of us.

Following the unsuccessful 2023 Referendum for an Indigenous Voice to Parliament, the times call upon us all to be open to opportunities for learnings and new approaches. Deloitte's acquisition of a minority stake in First Nations consulting business yamagigu is an exciting case in point. A step in a genuinely new direction for our firm, it is evidence of our vision and commitment to better service and support outcomes for Aboriginal and Torres Strait Islander communities. yamagigu, a Wiradyuri word meaning "our purpose is to go with you", captures the spirit of a shared journey and commitment that has recently begun. This document outlines Deloitte Australia's considered thinking as we strive to transform our culture and practices from within, as well as our tangible commitments to external engagement with First Nations communities and organisations.

The first principle of Deloitte's Race and Culture Action Plan is to recognise the status of Aboriginal and Torres Strait Islander peoples' unique position as Australia's First Nations peoples; and to proactively listen to their voices and lived experiences. Guided, as we have been, by the firm's Aboriginal and Torres Strait Islander Leaders, as well as First Nations voices from outside our firm, we know we must continue to listen, to create space for truth-telling, and to actively strive for the creation of an equal and prosperous nation for everyone.

This is our second Stretch RAP and reflects a deliberate decision not to pursue an Elevate RAP at this stage. We know we need to take the time to ensure that we genuinely stretch ourselves as we move forward with realistic goals in the context of the current economic and business environment. This is an important recognition of our need to be authentic, to acknowledge that we still have much work to do as we bring our people on this journey and implement programs that ensure reconciliation is embedded throughout our entire business and our workplace culture. It is with energy, excitement and fresh perspective that our new Executive Leadership Team embraces the opportunities afforded within this new RAP. We look forward to taking the next steps on our reconciliation journey.



**Joanne Gorton**  
Chief Executive Officer  
Deloitte Australia



**Pip Dexter**  
Chief People and Purpose Officer  
Deloitte Australia

## A message from our

# RAP Chair

I am thrilled to have taken up my new role as the Chair of Deloitte's RAP Working Group. My interest in progressing reconciliation between non-Indigenous Australians and Aboriginal and Torres Strait Islander Australians is long-held and continues to deepen.

As the immediate past Chair of Deloitte Australia and guided by what was then Deloitte's Indigenous Leadership Team, I regarded – and still do regard – reconciliation with First Nations peoples as vital to Australia's progress and collective prosperity. Deloitte has made some pleasing progress over the past decade, but nowhere near enough. We must be ready to take this vital work to the next stage in the earnest service of our clients, our people and our communities.

Our new RAP Working Group will be streamlined, and laser focused to ensure tangible progress and a disciplined approach to the actions we have set for ourselves within this document. I will be ably supported by my fellow Partner Tom Hodgkins as Deputy Chair of the RAP Working Group.

As we begin this next phase in our journey, I would like to take the opportunity to sincerely thank my friend and colleague and Worimi Man Professor Deen Sanders OAM, for his advice, wisdom and friendship and for helping to guide us on our way these past seven years as the co-chair of the RAP Working Group. Deen was subsequently joined by Deloitte partner Allan Mills as his fellow co-chair. The combined leadership of Deen and Allan enabled us to achieve a good deal in a challenging overall environment. It is with humility and a sense of optimism that I, along with the new RAP Working Group, embark on the work ahead.



**Tom Imbesi**  
RAP Chair and Partner  
Deloitte Australia

# Our vision for reconciliation

We envision an Australia where all, especially Aboriginal and Torres Strait Islander peoples, achieve wealth and prosperity. We commit to using our influence to support the self-determination and agency of current and future generations of Aboriginal and Torres Strait Islander staff, stakeholders and communities in achieving equal social and economic outcomes. We will marshal our collective financial, consulting and professional expertise, alongside our people and workplace's cultural capabilities, as we strive to achieve this.

As a proud member organisation, we support Reconciliation Australia's five dimensions of reconciliation, and note that our Reconciliation Action Plan is the operational tool that enables execution through the four prescribed areas of:

Reconciliation Australia's five dimensions of reconciliation



-  Relationships
-  Respect
-  Opportunities
-  Governance

## Deloitte Australia

# Our business

Deloitte is a leading provider of professional services to public and private clients spanning multiple industries in more than 150 countries. Globally, we are a team of 460,000, united with a shared goal to be the best at all we do.

Our services include Audit & Assurance; Tax & Legal; Technology & Transformation; and Strategy, Risk & Transactions. Professional services organisations provide bespoke, knowledge-based services to business clients to help them with specific goals, issues and projects. The inclusion of a diverse range of professionals within an organisation with expertise across a range of business sectors is an advantage as clients seek to deal with diverse issues at different times.

The depth of expertise and experience at Deloitte means we have a significant presence and recognition in the market economy. In Australia and Papua New Guinea, we have 12,000 people across offices in Adelaide, Brisbane, Canberra, Darwin, Hobart, Melbourne, Sydney, Western Sydney and Port Moresby. We provide services to every major industry sector of the economy including Consumer; Energy, Resources and Industrials; Financial Services; Government and Public Services; Life Sciences and Health Care; and Technology, Media and Telecommunications.

We draw on our deep industry knowledge and experience to help clients identify heart-of-business issues and deliver end-to-end business transformation specific to the needs and opportunities of each client's sector.

All our staff are driven to help our clients, people and communities thrive. Whether we're helping transform organisations, protecting financial markets or working with governments to support societies, our purpose is to make an impact that matters by setting high standards of excellence and achieving them.

In July 2024, we acquired a minority stake in a First Nations consulting business, which is now named yamagigu. As at FY25, Deloitte Australia had 16 staff members who identify as Aboriginal and/or Torres Strait Islander people. We plan to increase the number when we know we have the right systems and cultural processes in place to ensure we are set up to scale for cultural safety and success.

As a global organisation, we are committed to using our capabilities to address social equality challenges. This includes working with First Nations peoples from all countries and relevant organisations, including through *WorldImpact*. To help move us forward as a society, we are addressing some of the world's most complex challenges through our *WorldImpact* initiatives. These encompass *WorldClass*, with the ambition to expand opportunities for 100 million people by 2030; *WorldClimate*, Deloitte's strategy to drive responsible climate choices within our organisation and beyond; and

Inclusion, in which we want everyone to feel they can be themselves and to thrive at work – in every country, in everything we do, every day. Together, we are building opportunities for millions of people, aimed at creating a more sustainable and equitable world, all while empowering our people to achieve their full potential through inclusive practices.

In FY25 Deloitte Australia delivered over \$20 million in societal impact including 107,864 hours of pro bono and volunteering time, as well as supporting 280,000 people in education and skills through our *WorldClass* program.

We have a myriad of examples of *WorldImpact* initiatives at work in Deloitte Australia. These include Digital Career Compass, which offers diverse and often disadvantaged groups within our community new opportunities and career paths they may not otherwise have had access to. It offers our alliance partners, our technology ecosystem and our clients' access to new talent pools, and the ability to collaborate on an initiative that is making a significant social impact, including for Aboriginal and Torres Strait Islander peoples

who have participated in the program. Another program is One Young World, in which Deloitte Australia sends up to three individuals to a global summit, held each year, to help them learn about and develop problem-solving approaches to major global challenges. One Aboriginal and Torres Strait Islander young Deloitte Australia professional was among three attendees we sent to the 2024 One Young World summit in Montreal, Canada.

We attract professionals from a multitude of backgrounds, schools, universities and religions.

**In FY25, Deloitte Australia delivered over \$20 million in societal impact**

# Our Reconciliation Action Plan

## Commitment

As a leading (Stretch) RAP community member, Deloitte has had a deep and longstanding commitment to addressing the history and treatment – as well as recognising the unique cultures – of Aboriginal and Torres Strait Islander peoples. We are committed to the RAP program because we believe Aboriginal and Torres Strait Islander peoples have a valuable contribution to make to our collective national prosperity. This commitment has been informed and reinforced by the Aboriginal and Torres Strait Islander partners at our firm who regularly present to Deloitte Leadership forums, including the annual Partner Conference, where their voices are heard and embraced. As a key stakeholder in the Australian economy, Deloitte’s goal is to work with Aboriginal and Torres Strait Islander peoples for the benefit of all Australians. In the wake of the referendum defeat, there is a renewed focus on economic progress for First Nations peoples. Deloitte Australia has wide-ranging professional services expertise in working to build successful and inclusive teams, as well as businesses, making us well placed to collaborate and mutually share knowledge towards this goal. This fourth RAP builds on our 11-year RAP journey to demonstrate and honour our commitment in ways that are measurable and accountable. As we evolved our thinking for this second Stretch RAP, Professor Sanders,

the Aboriginal and Torres Strait Islander co-chair of our previous RAP Working Group, emphasised that our starting point must be one of authenticity. Likewise, Deloitte’s Aboriginal and Torres Strait Islander Director of First Nations Talent at the time, co-led a gap analysis of our last RAP to understand where we had succeeded in our goals and where more effort was needed. Employment opportunities and broad-based cultural awareness training were two significant areas requiring development. This foundational thinking was informed by input from external Aboriginal and Torres Strait Islander consultants on issues including supplier diversity and Indigenous business procurement, as well as pathways for progress post-referendum (focused on economics as opposed to social justice-led approaches). Based on this, the Responsible Business team drafted the first iteration of this Stretch RAP. It was submitted for a sequence of feedback rounds from the Deloitte RAP Working Group, Chief People and Purpose Officer, the Board and the Executive Leadership Team. Overall leadership feedback acknowledged that procurement, internal staff training and employment were areas for increased focus and effort, despite the challenging economic climate. This recognition was positively tempered by the acquisition of a minority stake in the Indigenous consulting firm yamagigu.

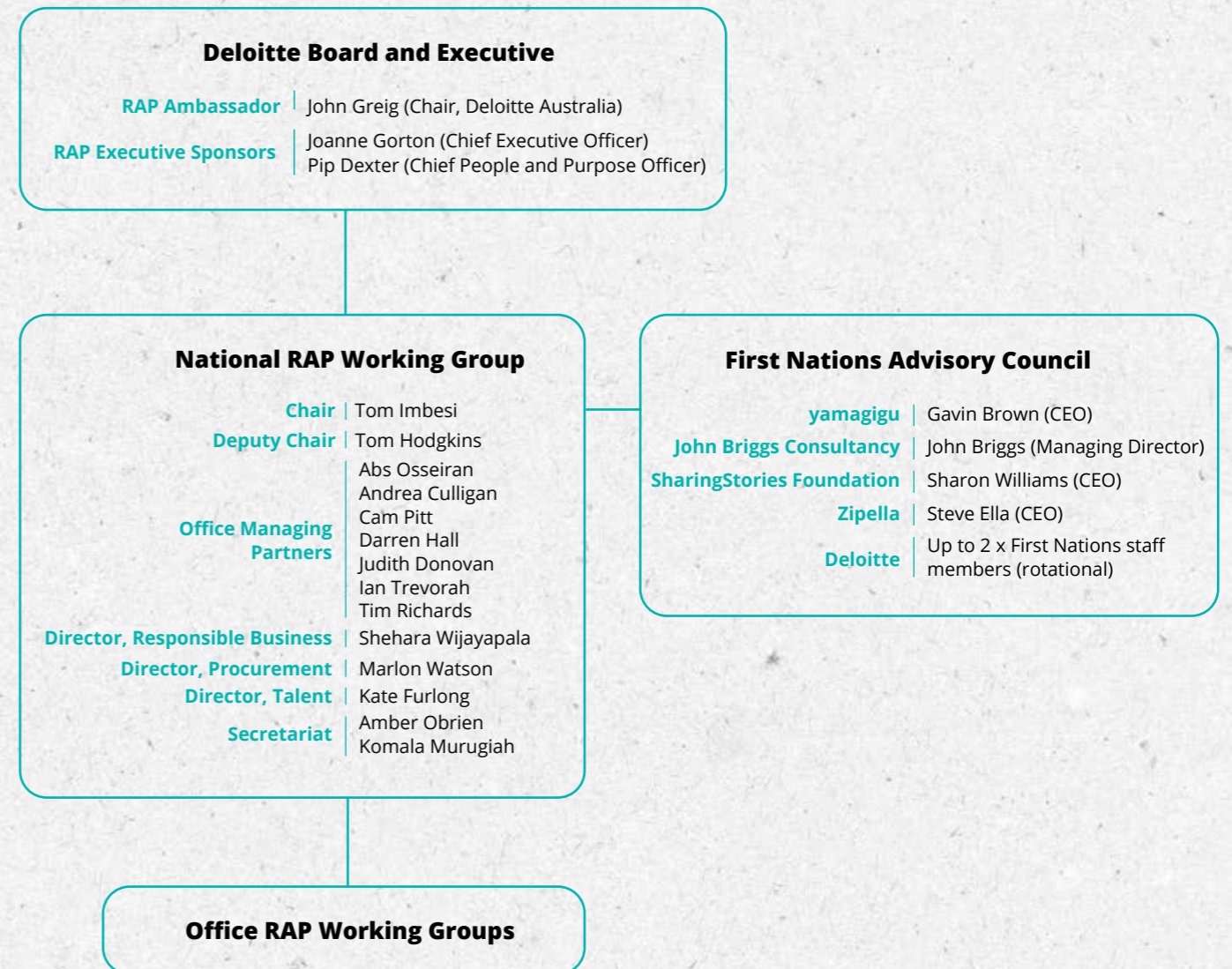
## Management and governance

Deloitte Australia is responsible for developing and overseeing this RAP and liaising with Reconciliation Australia. Through the Board and Executive Leadership Team, Deloitte Australia is responsible for ensuring the RAP actions are implemented. This is done by the Deloitte RAP Working Group under the governance of the Executive Leadership Team and the Board, whose Chair is the official Ambassador for Deloitte’s Indigenous agenda.

## Reconciliation Action Plan Working Group

The firm recognises that a new approach to the governance of the Indigenous agenda is required if we are to meet our goals. The National RAP Working Group will therefore be reconstituted and led by a senior Deloitte Partner and a former chair

## RAP Working Group structure



of the firm, who will become the new Chair of the National RAP Working Group. Partner Tom Hodgkins will become Deputy Chair of the National RAP Working Group, replacing two co-chairs under our previous leadership structure. Each of the Office Managing Partners of the firm will join the National RAP Working Group, alongside existing members for Procurement, Talent and Responsible Business. To support the National RAP Working Group, Office Working Groups are

also in place to support efforts on the ground. Representation of Aboriginal and Torres Strait Islander voices in the RAP governance structure will now be in the form of a newly created advisory council with First Nations employees and individuals with strong existing links to the firm. These advisors will meet with the National RAP Working Group quarterly to provide input and act as a sounding board. Our RAP governance structure is shown above.

## Deloitte Australia Board

The nine-strong Deloitte Board comprises an independent board member alongside senior Partners from Sydney, Melbourne, Brisbane and Perth so that it represents staff groups and business sectors from Deloitte’s main geographical locations. The Chair of the Deloitte Board is the Ambassador of the firm’s Indigenous agenda.

# Progress

Of the 94 actions in our first Stretch RAP, launched in 2020, 89 are complete or on track and five are behind, requiring a more concerted effort. Our Excel-based RAP tracker measures our achievements. The following provides details about our progress.

## yamagigu

Acquired a minority stake in a First Nations consulting business, yamagigu, a Wiradyuri word meaning “our purpose is to go with you” which captures the spirit of a shared journey and commitment to partnering to achieve outcomes in all areas of stakeholder engagement, procurement, employment and cultural learning. Importantly, yamagigu will retain its majority First Nations people-owned corporate and governance structures, its national reach and its core values of Truth, Respect and Self-Determination. This decision was part of Deloitte’s strategy to help activate positive change with and for Indigenous Australians. We had a small Indigenous consulting business within Deloitte, but it was not registered with Supply Nation. It was therefore difficult for us to maximise our contribution without connection to a self-determined

business. An opportunity arose in the market for us to acquire a minority stake in this renowned Indigenous consulting business. This aligned with our longstanding commitment to have a positive impact with Aboriginal and Torres Strait Islander peoples and communities. yamagigu provides services directly to Aboriginal and Torres Strait Islander communities as well as to clients who provide services to Aboriginal and Torres Strait Islander communities.

In terms of what we hope to achieve for Deloitte and how that aligns with what First Nations stakeholders want, this is articulated below.

We sees our minority stake investment in yamagigu as strategically beneficial in aligning with our purpose and values to make

a positive social impact, including with and for First Nations communities. yamagigu, a majority First Nations-owned, led and staffed consulting business operates under the principles of self-determination, truth and respect. Deloitte has consciously entered this collaboration to help our clients engage with issues related to First Nations people and communities. The relationship allows Deloitte and yamagigu to draw upon each other’s skills, capabilities and experiences, and gives our clients access to both the world’s largest professional services firm and Australia’s largest First Nations consulting firm in a mutually beneficial arrangement.

yamagigu will retain its majority Indigenous-owned corporate and governance structures. Its ethos is, and will continue to be, “profit-for-purpose”. yamagigu will continue to design and deliver policies, programs and services to enable wellbeing and prosperity for Aboriginal and Torres Strait Islander peoples and communities, in line with the principles of closing the economic and social gaps that exist between Aboriginal and Torres Strait Islander peoples and other Australians. The CEO of yamagigu, Gavin Brown, explains, “We see and experience the world differently – through a First Nations lens. We engage and understand through lived experience and provide solutions informed by First Nations knowledge and perspectives that have endured and adapted over tens of thousands of years. We work alongside businesses, government

and communities to tackle complex commercial, environmental and societal issues to design and deliver improved outcomes for Aboriginal and Torres Strait Islander people and communities. We are very proud of the work we have done over the last ten years of operation, with more than 1,800 projects completed across more than 800 communities around Australia from offices in Brisbane, Melbourne, Sydney, Canberra, Perth, Adelaide and Darwin. yamagigu will maintain its national reach with over 60 staff across the country. Any profits made by the business since its inception have been reinvested back into the business, our people and our communities. The decision to become involved with a partnership like Deloitte is, in our view, required to have the scale of impact we all hope to have in this country. The ability to

drive major reform, to be an engine to support the wellbeing, prosperity and self-determination of First Nations communities and businesses, is very exciting for the purpose-led team in yamagigu. We get up every day trying to make that impact, and the scale and capabilities within Deloitte – both domestically and also globally – mean that together we can have an impact that very few organisations in the country can have. Importantly, this needs to be First Nations-led, and naturally incorporate our world view, and ways of knowing, being and doing. And by doing so, we think we also have an opportunity to demonstrate to Deloitte and the private sector more generally, how this sort of business can be done, in a way that centres relationships, trust, respect and reciprocity.”

**89**  
out of 94  
actions  
complete

## Uluru Statement from the Heart

We continue to affirm the spirit and intent of the Uluru Statement from the Heart following the defeat in 2023 of the referendum for an Indigenous Voice to Parliament. Our public support of the 2023 referendum for the Voice enhanced our pride and commitment as a vocal First Nations ally organisation. Not all senior-level RAP organisations joined that effort; Deloitte worked actively to ensure an informed debate on the Voice to Parliament referendum. Aboriginal and Torres Strait Islander leaders at the firm conducted a three-phase communications, training and discussion forum divided into Awareness, Understanding and Vote. The forum was piloted with Talent and the Canberra office before being rolled

out to 70 of the top leaders at the firm. We then held a series of national webinars, with all staff invited and with senior Deloitte members represented. A resources page was provided on the intranet and conversations and comments were posted on the internal social media site MobForAction!. Deloitte was also approached by Reconciliation Australia to join in a campaign as a signatory to a public letter and to assist with drafting. The Responsible Business team garnered the support of the Indigenous Leadership Team, who successfully put the case to the CEO and leadership to publicly support a Yes vote in this initiative. Staff volunteering leave was allowed for participating in the Voice campaign. While the referendum

was unsuccessful, it provided an opportunity for Deloitte staff to listen and learn about the mistreatment by the European settlers of Aboriginal and Torres Strait Islander peoples; and to appreciate their strength, resilience and survival. In terms of what we would do differently, we would design future sessions around these issues to also include non-Indigenous allies to ensure a collegiate spirit, and to lessen the cultural load borne by Aboriginal and Torres Strait Islander peoples.



## Cultural Capability for Inclusion

We are creating wider opportunities and economic progress for First Nations Australians. In addition to our investment in and support of yamagigu, a key part of that inclusion is the development of our Race and Culture Action Plan 2023-2026. Inspired by the Diversity Council of Australia's 'Foundational Principles for Understanding Race' model, the Deloitte version's first principle, in a decision driven by Deloitte's former Director, First Nations Talent, is to recognise the status of Aboriginal and/or Torres Strait Islander peoples' unique position as Australia's First Nations peoples; and to proactively listen to their voices and lived experiences from across the firm and beyond. This mechanism is enabled by a Partnership-driven governance structure whereby Partners of Deloitte Australia commit to the Partnership Agreement, and which includes a foreword that acknowledges the Bush Turkey story gifted by Deloitte Indigenous Partners. This is a metaphor for the responsibilities and leadership rewards of Partnership at Deloitte, through the lens of Indigenous ways of

working which includes the philosophy that the whole is greater than the sum of its parts. Indigenous Partners at Deloitte also regularly share ideas, and offer advice and perspectives to the Deloitte Executive and Board which then is cascaded throughout the firm via the operationalisation of our RAP. We will further refine these governance mechanisms under Deloitte's new leadership team appointed in 2025.

This listening includes a Cultural Capability Framework, which will be fully implemented during the period of this RAP. It features prominent, credible intranet links, curated by a First Nations woman, in consultation with internal and external Aboriginal and Torres Strait Islander people. These consultations helped to inform the final cultural capability framework, which includes but is not limited to how to do an Acknowledgement of Country; a guide to respectful terminology; and sponsorship and deep connection with the respected, Indigenous-led SharingStories Foundation, through which we collaborate with First Nations communities to preserve Aboriginal

and Torres Strait Islander peoples' histories, cultures and stories. These are lasting contributions to promote healthy cultural connections for us within Aboriginal and Torres Strait Islander Communities, as well as among non-Indigenous Australians at Deloitte and beyond. The Deloitte Foundation's policy is to offer substantial support for and collaboration with at least one Aboriginal and Torres Strait Islander charity at any given time.

Our firm's policies also include CulturalFlex, which allows our people to work on January 26 rather than take it as a public holiday. Staff may substitute up to two public holidays in the Deloitte Public Holiday Schedule each calendar year for cultural or religious days of significance. The overall Indigenous Cultural Capability Framework for Inclusion, when fully implemented, will be a significant governance mechanism in itself.

Deloitte's former Director, First Nations Talent, drove the conceptual development of the framework in consultation with Deloitte learning experts and representatives from the Diversity, Equity and Inclusion team. The framework defines the skills, knowledge and practices that employees at all levels need to understand to perform their duties in a culturally informed way.

Its goals are also to:

- Identify capability gaps in the current workforce that prevent cultural safety
- Develop measurable outcomes to assess progress
- Build and deliver learning aligned to the capability framework
- Assess the effectiveness of learning.

The framework has four categories of learning across three ascending levels of Deloitte seniority/training: History and Cultural Awareness; Safety and Inclusion; Cultural Protocols; and Race and Anti-Discrimination. The three levels of Deloitte seniority are: 1. Graduate to Senior Consultant; 2. Manager to Senior Manager; and 3. Director to Partner. The content for the framework features respected and reliable sources. Its development was informed in part by the *National Best Practice Framework for Indigenous Cultural Competency in Australian Universities*.

At the highest governance level, the role of the Chair of Deloitte's Board as the Ambassador of the firm's Indigenous agenda is to take regular soundings from Aboriginal and Torres Strait Islander people at the firm, and outside it, to ensure their voices and views are incorporated into leadership thinking and the design of the cultural capability framework. There is also consultation with yamagigu regarding Deloitte's approach to cultural protocols and days of significance for Aboriginal and Torres Strait Islander peoples.

## Communications strategy

We have implemented a multi-tiered network of systems, practitioners and allies to promote Aboriginal and Torres Strait Islander cultures and progress via a range of communications channels. This includes relevant and timely messages from the CEO and Executive Leadership Team promoting and celebrating First Nations days of significance. Leadership also communicated strongly and supportively of Aboriginal and Torres Strait Islander peoples regarding January 26 and the defeat of the Voice to Parliament referendum. We are proud to have integrated Aboriginal and Torres Strait Islander place names in our Microsoft 365 platform, an activity that was initiated by the non-Indigenous co-chair of the RAP Working Group. For example, those in our Sydney office have the location of Gadigal Country shown on their profile. Our main channel for communicating regularly is our firmwide VivaEngage chat forum. The MobForAction! Community was stood up in 2021 by a Dunghutti and Birpai staff member in collaboration with a non-Indigenous ally. MobForAction! is a safe, dedicated forum where Deloitte Aboriginal and Torres Strait Islander employees and allies can come together to connect, exchange ideas and be informed about Aboriginal and Torres Strait Islander issues, cultural events and initiatives. This is also a key forum for relevant, important announcements and for community members to build trust and rapport. As at October 2024, MobForAction! had 276 active members. Future plans to expand the reach of MobForAction! include a firmwide communications-led membership drive to attract more members and to include bites of special content; e.g. YouTube videos of Aboriginal and Torres Strait Islander performers, leaders and achievers. Our 2024-appointed office-based RAP champions will be deployed to energise the MobForAction! community and help with content.



Photos by David Hancock

## Strengthening opportunities and connection to Country for Indigenous staff

Two Aboriginal and Torres Strait Islander staff accompanied and supported the work of Aunty Pat Anderson AO through a secondment from July to November 2023. This included accompanying Aunty Pat to Alice Springs and on a guided tour of the Desert Knowledge Precinct by the CEO. The group toured the Desert Knowledge Australia Solar Centre, the largest multi-technology solar demonstration facility in the world, and the Centre for Appropriate Technology,

including its CfAT Satellite Enterprises, which hosts the Arianespace telescope, Geoscience Australia ground station and Viasat Real-Time Earth service and related technology on Country. We also implemented a First Nations cultural network, which was facilitated by the former Director, First Nations Talent, who regularly met with and mentored 25 Aboriginal and Torres Strait Islander staff members. In addition, First Nations recruitment was strengthened through specific employment pathways, ranging

from career expos and reaching out at universities to internships, as well as the traditional Deloitte channels. The standard Deloitte requirement for most prospective employees to have completed a tertiary degree was waived in one instance to create a pathway for an Indigenous RAP officer in 2021.

## We continue to leverage Deloitte's global capability to support nation building

Including through the First Nations ways of thinking, such as receiving the offering of the Bush Turkey story that is acknowledged in the foreword to the Deloitte Australia Partnership Agreement – a gift of culture and a metaphor for the responsibilities and leadership rewards of Partnership at Deloitte, the whole being greater than the sum of its parts. The acknowledgment states:

*"We have sought the guidance of our Aboriginal partners on how we can reflect the wisdom of 65,000 years in our Partnership Agreement, and they have given us first a story, then the gift of culture."*

Deloitte continues its public support for the Uluru Statement from the Heart; and was a signatory to the letter of public support for an Indigenous Voice to Parliament as requested in the Uluru Statement.



# Challenges and areas for improvement

We approach this next phase of our reconciliation journey with humility and acknowledgment that we have not progressed as far as we would have liked. We have also suffered some setbacks in our industry due to COVID-19 and the fluctuating economic climate.

We extended our new RAP delivery timeline to May 2025, after which we began drafting this RAP. This conscious slowing of pace occurred in consultation with Aboriginal and Torres Strait Islander leaders at our firm. The RAP Working Group Co-Chair and former Director, First Nations Talent, the two First Nations members of our Working Group, guided us to be authentic about our progress.

We have been on our official RAP journey for 11 years. Reviewing progress through our Reflect, Innovate and Stretch RAPs, we have come to understand the need to adapt, modify and extend some of our approaches.

Artwork detail: 'Naarm' Merindah-Gunya

### Our new approach to governance

The firm leadership recognises that a new approach to the governance of our reconciliation commitments and First Nations rights is required. A key change is the establishment of a newly structured RAP Working Group. It will be reconstituted and led by a senior Deloitte partner and a former chair of the firm who will become the new chair of the RAP Working Group. Another Partner will be the deputy chair of the RAP Working Group, replacing the previous leadership structure of co-chairs. The current Chair of Deloitte will be the ambassador for the firm's Indigenous agenda. Representation of Aboriginal and Torres Strait Islander voices on the RAP Working Group will be in the form of a newly created First Nations Advisory Council comprising external advisors as well as representatives from within Deloitte. This structure is shown in the Our RAP section on page 10.

### Transparency

This new Stretch RAP was produced by Deloitte's Responsible Business team under the auspices of the previous RAP Working Group, in consultation with the former Director, First Nations Talent, and the Chief People and Purpose Officer, a senior member of the firm's executive. The development process followed several iterations of the document incorporating learnings from three Indigenous cultural training organisations as well as discussions with staff at Reconciliation Australia, Supply Nation and other RAP member organisations. Once developed, the first full draft RAP was shared back with members of the RAP Working Group from whom final feedback was sought and who worked together on revising our vision statement. The draft was then shared with the full Firm Executive and the Deloitte Board who provided inputs. It is the designated role of the Deloitte Chair to be the Ambassador of the RAP internally and externally. Our overall RAP progress is discussed regularly with Reconciliation Australia's team. We have also looked at other RAPs for guidance including those of a major bank, a first-grade sporting organisation and a respected charity.



## Growing First Nations Talent

We are behind in the recruitment and retention of Aboriginal and Torres Strait Islander talent. During the period of our last RAP, there were 25 Aboriginal and Torres Strait Islander staff including the role of a full time First Nations Talent Director and four Indigenous Partners who formed the Indigenous Leadership Group (ILT). This number has since decreased partly due to the challenges employees in our Indigenous Services Group (ISG) faced for, among other reasons, not being Supply Nation certified. The ISG has since been disbanded following Deloitte's investment in yamagigu, which has employed some former Deloitte staff of Aboriginal and Torres Strait Islander descent. This has had the effect of reducing Deloitte's number of First Nations employees. Under a new leadership team, we acknowledge the need to create a new strategy to attract and retain First Nations talent. While this will be a key focus of this new RAP, it must be noted that economic conditions are constraining recruitment strategies across the board. We have also learned that the talent pool of Aboriginal and Torres Strait Islander people with the sorts of skills Deloitte requires is very competitive. We will improve our offering as an organisation to attract and retain those employees.

## Voice to Parliament

Our passionate effort in supporting the Aboriginal and Torres Strait Islander Voice to Parliament, working to support the calls from First Nations leaders, required much of the firm's resources that had been set aside for Deloitte's other reconciliation initiatives. While this diversion of resources was necessary, it did affect our ability to deliver on some other aspects of our RAP. However, the Referendum information sessions had a net positive effect with hundreds of our people including more than 70 Deloitte leaders attending information sessions about our nation's history and treatment of First Nations peoples. Despite the referendum result, we move forward with optimism, focusing on the widespread support within Australia for First Nations peoples as well as exploring concrete measures for economic progress. On reflection, we believe we should have included non-Indigenous allies as contributors to the Voice information sessions to reduce the cultural load on Aboriginal and Torres Strait Islander facilitators and help to drive broader engagement in the referendum discussion across the firm.

## Workplace RAP Barometer

In 2024, Deloitte participated in the Workplace Reconciliation Barometer (WRB) for the first time. We are proud to have taken this step with the support of our leadership. The participation rate was low, and those who did participate were likely to have been highly motivated allies. Despite this we were able to draw some themes, including that Deloitte responses were broadly in line with those of other participating Stretch and Elevate organisations. We look forward to participating in future WRBs and increasing response rates, to achieve greater insights.

## RAP Working Group and First Nations Advisory Council

While work on the RAP is ongoing, the RAP Working Group often struggled to achieve forward momentum given high turnover and sporadic meeting attendance. We have restructured the group for this next RAP and establish an First Nations Advisory Council made up of Deloitte Indigenous staff and external advisors to join our meetings and advise on approaches and ways forward.

Artwork detail: Naarrri Merindah-Gunya

**Our passionate effort in supporting the Aboriginal and Torres Strait Islander Voice to Parliament required much of the firm's resources that had been set aside for Deloitte's other reconciliation initiatives**

# Reflections

We have some key deliverables that are behind, including embedding change in the key areas of Talent, Procurement and Cultural Learning. The number of Aboriginal and Torres Strait Islander staff at Deloitte increased to 25 over the period of the RAP, before decreasing to 16 towards the end of the RAP period, due to staff movements, including into yamagigu. The firm is to address this concerning decline by tasking the Chief People and Purpose Officer with developing a comprehensive new strategy to attract and retain Aboriginal and Torres Strait Islander employees.

We extended our new RAP delivery timeline until May 2025, after which we began the drafting process for this RAP. This conscious slowing of pace occurred in consultation with Aboriginal and Torres Strait Islander leaders at our firm. The RAP Working Group Co-Chair and former Director, First Nations Talent, the two First Nations members of our Working Group, guided us to be authentic about our progress.

We have been on our official RAP journey for 11 years. Reviewing progress through our Reflect, Innovate and Stretch RAPs, we have come to understand the need to adapt, modify and extend some of our approaches.

While our annual spend on Supply Nation certified businesses has increased from \$0.7 million to \$1.4 million over the last three years, we acknowledge that we are only able to centrally capture information on goods and services for our offices. This precludes our ability to measure consulting and or professional services that have been acquired by other parts of our business. Deloitte's head of procurement has been appointed to our RAP Working Group to address this issue.

The 50% target of online cultural competency learning has been understood (retrospectively) by firm leadership to be unrealistic given the already heavy compulsory learning load staff have in what is a very regulated work environment with high people turnover. Leadership considered making the Aboriginal and Torres Strait Islander cultural capability training compulsory. This was rejected, in part, because Deloitte leaders believe that making the module compulsory would send the wrong message to staff, making it a "box ticking" exercise instead of learning to be embraced and celebrated. We note that most compulsory training at Deloitte is to fulfil regulatory obligations. Other forms of training are taken by choice and with encouragement. High turnover also has an impact on achieving this training deliverable. To address this, the Indigenous Cultural Capability Framework has been developed as a replacement strategy for this previous action. This strategy consists of various credible learning resources, in addition to the firm's e-learning module, which aims to capture staff cohorts at each level of their career training development at Deloitte, bringing them to a competency level appropriate for their job level.

Actions that are on track or behind are absorbed and adjusted where required into this new Stretch RAP, which also includes some key additional initiatives, aspirations and achievements.

Through Deloitte's sponsorships with Aboriginal and Torres Strait Islander organisations, while successful, there were some key learnings. We received feedback that processes on Deloitte's side were sometimes onerous as were the volume of communications and requests from various teams. This was overwhelming for the sponsored parties whose resources were limited. Through open feedback channels we resolved these challenges by streamlining workflow through one key Deloitte contact.

We have reviewed Elevate RAPs, including those of a major bank and a first-grade sporting organisation to learn from their journeys. We also consulted with other RAP organisations, including a global technology company to share and learn from others' experiences. Based on the learnings from the Workplace Rap Barometer we can strategically now focus on RAP delivery areas to target for progress.

# RAP Commitments

# Relationships

From 2023, Deloitte began working with SharingStories Foundation, an Aboriginal and Torres Straits Islander people-led organisation, through The Deloitte Foundation. SharingStories Foundation aims to positively impact 110,000 students annually through multi-media films and educational resources co-developed with 45 Aboriginal and Torres Strait Islander communities across Australia.

This relationship, which involves financial and pro bono support provided by Deloitte, has flourished and it was agreed by both parties to formalize it into a multi-year strategic charity agreement. This agreement is supported by a Lead Client Service Partner and a dedicated relationship team. Deloitte is proud to help SharingStories Foundation to protect, maintain and grow language, stories and cultural heritage through digital technologies and vibrant artistic art forms for today's and future generations. Our role is to turbocharge the resources and capabilities of SharingStories Foundation to carry out its mission.

SharingStories Foundation's community-driven media arts initiatives build capacity for First Nations' cultural continuity and storytelling. The joint project with Deloitte was created in consultation with the Deloitte Indigenous Leadership Team. An early joint-project was the development of a Welcome To Country video for Deloitte Melbourne (Naarm) that may be a blueprint for similar videos to feature publicly in all Deloitte offices. SharingStories Foundation CEO, education specialist and Pitta Pitta woman Sharon Williams has shared her knowledge with The Deloitte Foundation Board, with Deloitte's Developing Partner Potential leadership course participants and in conversation with Board Chair, John Greig at a 2024 Brisbane NAIDOC event.

Mutthi Mutthi Elder Mary Pappin teaching students from Mildura Primary School, 2016. Photograph by Liz Thompson. Image courtesy of SharingStories Foundation



# Relationships

Since our last RAP, we have placed intense focus on building long-term, sustained business relationships – as opposed to one-off connections – with Aboriginal and Torres Strait Islander-led organisations and communities.

Through our sponsorship of SharingStories Foundation, we have experienced the richness and benefit of working closely with that organisation's CEO on a range of Deloitte staff development projects. Our investment in yamagigu, an Indigenous Services consulting group, represents a pinnacle achievement in our relationships pillar. It demonstrates a new depth of understanding of the mutual benefit of joining of forces with an Indigenous-led business in a respectful, two-way

arrangement. Deloitte sees its minority stake investment in yamagigu as strategically worthwhile as well as being aligned with our purpose and values to make a positive social impact, especially with and for First Nations communities. yamagigu, a majority First Nations-owned, led and staffed consulting business operates under the principles of self-determination, truth and respect. Deloitte has consciously entered this collaboration as a conduit to help our clients – and

those of yamagigu – to engage with progress and issues related to First Nations people and communities. The relationship allows Deloitte and yamagigu to draw upon each other's skills, capabilities and experiences, and gives each organisation's clients access to both the world's largest professional services firm and Australia's largest First Nations consulting firm.

Action	Deliverable	Timeline	Responsibility
<b>01</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	November, February, June, August 2025, 2026, 2027	RAP Chair, RAP Deputy Chair
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2025	Director, Responsible Business, Secretariat
	• Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including through Reconciliation Australia's Indigenous Governance Partnerships program.	May 2026	RAP Chair, RAP Deputy Chair, Office Managing Partners
	• Supplement our Cultural Protocols with ethical agreement making guidelines based on free prior informed consent (FPIC) principles and the United Nations Declaration of the Rights of Indigenous peoples. Deloitte will seek to make sure that expectations are realistically and sensitively managed when entering into work and or agreements with First Nations groups and or organisations, with a view to equality and equity irrespective of the relative differences in the size of the organisations.	May 2026	Director, Responsible Business, Secretariat

Action	Deliverable	Timeline	Responsibility
<b>02</b> Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May, 2026, 2027	Director, Responsible Business, Secretariat
	• RAP Working Group members to participate in a total of eight external NRW events.	27 May- 3 June, 2026, 2027, 2028	RAP Chair, RAP Deputy Chair
	• Encourage and support staff and senior leaders to participate in a total of eight external events to recognise and celebrate NRW.	27 May- 3 June, 2026, 2027, 2028	RAP Chair, RAP Deputy Chair
	• Organise five internal NRW events, including at least one organisation-wide NRW event, each year.	27 May- 3 June, Annually	Office Managing Partners, Director, Responsible Business, Secretariat
	• Register all our NRW events on Reconciliation Australia's NRW website.	May, Annually	Director, Responsible Business, Secretariat
<b>03</b> Promote reconciliation through our sphere of influence.	• Build further on the staff engagement strategy through creating dedicated communications plans for our key voices and channels.	1/02/2026	Director, Talent
	• Communicate our commitment to reconciliation publicly through a launch event of this new RAP, as well as sharing on our website and social media channels.	1/10/2025	Director, Responsible Business, Secretariat
	• Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	RAP Chair, RAP Deputy Chair, Office Managing Partners
	• Collaborate with five RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	May 2026	RAP Chair, RAP Deputy Chair, Director, Responsible Business
	• Engage all staff in our reconciliation journey through having reconciliation content embedded in Deloitte's Learning Framework, as well as having volunteer or pro bono opportunities, supported by targeted communications.	May 2026	Director, Talent
	• Deloitte and RAP leadership to initiate discussions about our reconciliation journey during relevant face-to-face consultations or events 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.	May 2026	RAP Chair, RAP Deputy Chair, Office Managing Partners, Director, Responsible Business

Action	Deliverable	Timeline	Responsibility
<b>04</b> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	• Continuously improve HR policies and procedures concerned with anti-discrimination.	November, 2025, 2026, 2027	Director, Talent
	• Ensure all policies are compliant and subject to an ongoing annual review.	October, 2025, 2026, 2027	Director, Talent
	• Review and update the anti-discrimination policy for our organisation.	October 2025, 2026, 2027	Director, Talent
	• Pilot Anti-Racism training sessions with internal staff, working with a suitable provider	July 2026	Director, Talent
	• Provide ongoing education to senior leaders and managers on the effects of racism through developing face-to-face and immersion opportunities which align with Deloitte's Learning Framework, tackling priority cohorts first e.g., those with First Nations staff or clients.	March, 2026, 2027, 2028	Director, Talent
	• Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	July 2026	RAP Chair, RAP Deputy Chair, Chief People & Purpose Officer



**“Reconciliation begins with curiosity. Deloitte’s Reconciliation Action Plan aims to create curious minds that go on learning journeys, taking their workforce from cultural awareness through to Cultural Confidence. Cultural Confidence means you are comfortable using your awareness and knowledge in different settings. We aim to impact reconciliation at Deloitte through positive disruption and change agency, creating a workforce that moves from intentional to demonstrative action in the reconciliation space, leaving a legacy for future generations. It’s been an honour and a privilege to be on this journey with Deloitte, as a long-term partner since 2013.”**

John Briggs, Managing Director, John Briggs Consultancy



Case study | Tjungu (together) in reconciliation

# Respect

A unique and healing event with Aboriginal Senior Lore Women, who visited Deloitte, resulted in the artwork for this new Reconciliation Action Plan. It was a special, immersive time to (physically or virtually) 'sit with' these traditional spiritual healers – from the Uluru region of the Northern Territory. Cultural leaders for Uluru, these women are of the Pitjantjatjara nation. Their cultural wisdom and healing practices are profoundly rooted in the traditions of the Anangu, Pitjantjatjara and Yankunytjatjara lands.

We were deeply honoured to host them at Deloitte. With swags and drop sheets, they set up 'camp' at Deloitte's Sydney office where they yarned as they worked on their paintings. Deloitte Sydney people worked alongside the women on a painting that was

co-created, in an act of reconciliation, as a gift to the firm. We are proud that this painting titled 'Tjungu' (Together) features as our new RAP artwork. The session was facilitated by Deloitte Indigenous Leadership Team member, Professor Deen Sanders OAM (Worimi man).

Deloitte staff paint alongside Aboriginal Senior Lore women and Ngangkari, November 2023





# Respect

Our decades-long history of working with Aboriginal and Torres Strait Islander communities in areas including Native Title, health, housing, education and economic development has assisted our understanding that respect must be both given as well as earned by non-Indigenous people.

We must acknowledge 65,000 years of cultures, history and knowledge held by First Nations peoples. This means taking time to learn the stories of these lands pre-European settlement, to

celebrate First Nations cultures and survival and to create space for First Nations creativity and endeavour to flourish in today's world.

Action	Deliverable	Timeline	Responsibility
<b>05</b> 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.	1/11/2025	Director, Talent
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy as part of the new Deloitte Learning Framework completion.	May 2026	Director, Talent
	• Implement and communicate a cultural learning strategy for our staff, including a cultural competency framework, and embed in Deloitte's Learning Framework for all cohorts.	May 2026	Director, Talent
	• Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning. Statistics to be monitored as part of RAP Working Group meetings with annual review.	May 2026	Director, Talent
	• Ensure one third of staff complete the national online Aboriginal and Torres Strait Islander cultural learning module launched in 2020, and at least 100 staff undertake local face-to-face cultural learning. The online learning will be reviewed annually and updated where required.	May 2027	Director, Talent

Action	Deliverable	Timeline	Responsibility
<b>06</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. This will be done via communicated intranet resources as well as onboarding of all new Partners, cascading down through the organisation.	May 2026	Director, Talent
	• 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.	November 2025	Director, Responsible Business, Secretariat
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at five significant events each year, including National Reconciliation Week, NAIDOC, Annual Partner Meeting, one Deloitte Board meeting, one meeting of The Deloitte Foundation Board.	November, 2025, 2026, 2027	RAP Chair, RAP Deputy Chair, Office Managing Partners
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, such as Board and Executive meetings, OMP meetings and all-staff meetings.	May 2027	RAP Chair, RAP Deputy Chair, Office Managing Partners
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	May 2027	RAP Chair, RAP Deputy Chair, Office Managing Partners
	• Continue to display Acknowledgment of Country plaques in all 9 of our Australian office/s or on our buildings.	November, 2025, 2026, 2027	Director, Procurement
<b>07</b> 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, 2026, 2027	RAP Chair, RAP Deputy Chair, Secretariat
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including reviewing and updating Cultural Flex.	March, 2026, 2027, 2028	Director, Talent
	• Support all staff to participate in one of at least five Deloitte-generated NAIDOC Week events and to attend others hosted in their local area.	First week in July, 2025, 2026, 2027	Office Managing Partners, Secretariat
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year.	First week in July, 2025, 2026, 2027	RAP Chair, RAP Deputy Chair, Director, Responsible Business

Case study | Tiwi Islands Plantation & Port Melville: A story of return, resilience and renewal

# Opportunities

Deloitte has had a longstanding relationship with Tiwi Islands, where we are proud to collaborate with our skills and capability to support First Nations agency to generate economic prosperity.

On the northern tip of Australia, the Tiwi Islands are home to one of the most significant Indigenous-led economic ventures in the country. At the heart of this story are Tiwi Plantations Corporation (TPC) and Port Melville, who are the largest primary industries employer on Tiwi. TPC is a 100% Tiwi-owned enterprise managing over 30,000 hectares of plantation estate on Melville Island. As the largest Indigenous agricultural operation in northern Australia, TPC delivers critical long-term employment across forestry management, fire protection, harvesting and haulage. Each year, the business injects around \$2.5 to \$3 million directly into the Tiwi economy, supporting families and building local capability.

But by late 2022, two cornerstone Tiwi assets were on the brink of collapse. TPC's operations depended heavily on Port Melville, a deep-water facility used to export woodchip and support regional Defence and gas projects.

At the time, the port was operated by NT Port & Marine, which had accumulated \$50 million in secured foreign debt, had no long-term contracts in place, and was running on minimal reserves. The failure of the port would have meant not just economic loss, but a major setback for Tiwi-led enterprise. Closure wasn't an option.

In December 2022, Deloitte's Strategy, Risk & Transactions Turnaround & Restructuring team was appointed

as voluntary administrators. Working alongside yamagigu (Australia's largest First Nations consulting business which Deloitte has a minority interest in), Deloitte was able to bring together First Nations expertise coupled with Deloitte's global professional services to support the self-determination of First Nations communities. The goal wasn't just to stabilise a distressed operation – it was to help chart a course back to Indigenous ownership and sustainable success. That meant listening first, then building trust with the Tiwi people, Elders, and local leadership. The team spent time on Country, engaging in open dialogue and designing a practical pathway forward that aligned with Tiwi values and long-term aspirations.

Through this collaboration, a series of critical steps were taken. An unprofitable Port lease was exited, supplier contracts were renegotiated to ensure ongoing export of woodchip, and a vital fuel supply agreement was secured with the Department of Defence. These actions resorted the Port to a viable economic operation and preserved local jobs. In parallel, plans were put in place to return Port Melville to Indigenous hands, including through a new Joint Venture established between the Tiwi and Viva Energy in November 2024 to operate the port's fuel facility – a move that created a new revenue stream for the community and helped secure economic independence.

The collective result are businesses that now stand on a sustainable economic platform. Port Melville is operational and generating sustainable cashflow. TPC continues to drive employment and economic activity, and the community has regained control of key strategic assets. What was once a high-risk situation has become a platform for long-term Indigenous-led growth.

On 1 May 2025, a traditional smoking ceremony on Melville Island marked the official transfer of the Port back to Tiwi ownership. For many, it wasn't just a symbolic event – it was a deeply meaningful moment of cultural pride and community achievement. It celebrated the return of control, the resilience shown through the turnaround, and a renewed focus on the future.

Looking ahead, the Tiwi Islands are preparing to launch one of Australia's largest Indigenous-led carbon forestry initiatives by late 2025, which will generate economic prosperity built on the strong foundations of sustainable land management. With secure infrastructure, steady revenue, and a strategy grounded in culture, collaboration and self-determination, the Tiwi are shaping a future on their own terms – one of economic strength, environmental stewardship, and cultural leadership.

Port Melville Pty Ltd board members, Tiwi Land Council, Tiwi Plantations Corporation, Australian Defence Force, Viva Energy and Tiwi Port and Marine representatives are touring the pontoon at Port Melville, Pirlangimpi, Northern Territory. Photo by David Hancock.



# Opportunities

Innovation loves diversity. We seek to provide opportunities for Aboriginal and Torres Strait Islander people, organisations and communities because we believe their approaches to problem-solving and doing business can enrich our shared world.

While we acknowledge that all reconciliation pillars should be focused on equally, we know employment, procurement and professional development of and for First Nations people and businesses will help to build growth and prosperity for all of us. We also believe that providing

opportunities for First Nations people is vital in helping to bridge the social and economic gap that exists between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Our minority investment in yamagigu has raised our commitment and ambition (as described above).

Action	Deliverable	Timeline	Responsibility
<b>08</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander peoples' recruitment, retention and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	December 2025	Director, Talent
	• Review and update an Aboriginal and Torres Strait Islander peoples' recruitment, retention, and professional development strategy.	May 2026	Director, Talent
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026, 2027	Director, Talent
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025, 2026, 2027	Director, Talent
	• Aboriginal and Torres Strait Islander employees to be supported through a senior sponsor/mentor to take on management and senior level positions.	May 2027	Director, Talent
	• Increase First Nations peoples FTE employment from 0.03% (3) in baseline year 2020, to a more representative level of at least 0.3% (30).	May 2027	Director, Talent
	• Implement and maintain First Nations employment pathways through at least five internships/graduate roles per year supported through existing relationships with universities.	May 2026	Director, Procurement

Action	Deliverable	Timeline	Responsibility	
<b>09</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander peoples' procurement strategy that is supported by Business Unit Leaders. While a draft procurement strategy was created for the last RAP, linkages now need to be made to ensure Business Unit Leaders are performance managed on First Nations procurement spend.	October 2026	Director, Procurement	
	• Maintain and nurture Supply Nation membership.	October, 2025, 2026, 2027	Director, Procurement	
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2026	Director, Procurement	
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	Director, Procurement	
	• Maintain commercial relationships with at least ten Aboriginal and/or Torres Strait Islander businesses.	May 2028	Director, Procurement	
	• Achieve a minimum annual procurement spend of \$500,000 from Supply Nation registered First Nations businesses.	May, 2026, 2027, 2028	Director, Procurement	
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	December 2026	Director, Procurement	
	• Continue to connect and collaborate with other Deloitte member firms who have First Nations communities such as New Zealand and Canada to share learnings and benefit from collective knowledge, particularly with regards to procurement and economic advancement.	December 2025	Director, Procurement	
	<b>10</b> Invest in First Nations consulting business in line with our vision to marshal our collective financial, consulting and professional expertise, alongside our people and workplace's cultural capabilities as we strive to achieve wealth and prosperity for all Australians.	• Continue to hold a minority investment in First Nations consulting business, yamagigu, demonstrating our collective professional expertise and cultural capabilities for mutual benefit.	May 2026, 2027, 2028	Chief People & Purpose Officer
		• Ensure pathways for each organisation to benefit from the relationship, culturally and commercially. This includes; helping Deloitte and its clients to be supported by the First Nations expertise of yamagigu, and, to enable yamagigu to draw upon Deloitte's deep capabilities as the world's largest professional services firm.	May 2026, 2027, 2028	Chief People & Purpose Officer
• Continue to provide a services agreement to yamagigu including access to high-end office facilities, infrastructure and opportunities to participate in workplace activities.		May 2026, 2027, 2028	Chief People & Purpose Officer	

Case study | First Nations peoples-led consulting with yamagigu

# Governance

We are proud to announce an exciting market development in our approach to building opportunities for First Nations progress with our acquisition of a minority stake in a First Nations consulting business, named yamagigu. Both parties emphasise the importance of the fact that yamagigu remains self-controlled and self-determined – but both organisations will share in their mutual knowledge and networks.

The business name yamagigu, is a Wiradyuri word meaning “our purpose is to go with you” which captures the spirit of a shared journey and commitment to partnering to achieve outcomes. Leadership from both organisations meet regularly to ensure the success of the arrangement and to honour its intent. yamagigu will enact positive change through First Nations-informed and guided professional services within the government, corporate and community sectors. As yamagigu CEO Gavin Brown explains earlier in this document, “We see and experience the world differently – through a First Nations lens. We engage and understand through lived experience and provide solutions informed by First Nations knowledge and perspectives that have endured and adapted over tens of thousands of years. We work alongside businesses, Government, and communities to tackle complex commercial, environmental, and societal issues to design and deliver improved outcomes for Aboriginal and Torres Strait Islander people and communities. We are very proud of the work we have done over the last

ten years of operation with more than 1,800 projects completed across more than 800 communities around Australia from offices in Brisbane, Melbourne, Sydney, Canberra, Perth, Adelaide and Darwin. yamagigu will maintain its national reach with over 60 staff across the country; any profits made by the business since its inception have been reinvested back into the business.”

From Deloitte’s side, this investment reflects our view that, as a firm, we must co-lead the change we want to see in the economy, in the community and in our own organisation. We must listen to Aboriginal and Torres Strait Islander experts in our own organisation and communities, as well as adjacent ones. Aboriginal and Torres Strait Islander people know best what is needed for them and for their futures. Since the unsuccessful 2023 Referendum for an Indigenous Voice to Parliament, we have listened to First Nations leaders who see economic progress is the best way forward for achieving prosperity for all Australians. We believe the investment in yamagigu is an important step towards that goal.



**“We see and experience the world differently – through a First Nations lens. We engage and understand through lived experience and provide solutions informed by First Nations knowledge and perspectives that have endured and adapted over tens of thousands of years. We work alongside businesses, Government, and communities to tackle complex commercial, environmental, and societal issues to design and deliver improved outcomes for Aboriginal and Torres Strait Islander people and communities.”**

Gavin Brown, yamagigu CEO

# Governance

The importance of good governance is central to all that we do. We work to uphold integrity and promote a culture of inclusion. Our goal is to walk and work with Aboriginal and Torres Strait Islander people towards a shared future of sound governance and institutional integrity – creating wider opportunities and economic progress for all Australians.

Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Working group to drive governance of the RAP.	• Establish a new RAP Working Group led by senior partners including the firm's former chair and Indigenous agenda champion of Deloitte.	October, 2025, 2026, 2027	Chief People & Purpose Officer, RAP Chair, RAP Deputy Chair
	• Ensure Aboriginal and Torres Strait Islander peoples' representation on the RAP Working Group by creating a First Nations Advisory Council comprising Aboriginal and Torres Strait Islander people from within and outside of Deloitte.	November, 2025	RAP Chair, RAP Deputy Chair, Director, Responsible Business
	• Review and update the Terms of Reference for the newly devised RAP Working Group and First Nations Advisory Council, ensuring greater clarity of lines of responsibility and deliverables.	February, 2026, 2027, 2028	RAP Chair, RAP Deputy Chair, Director, Responsible Business
	• RAP Working Group meet at least two-monthly to drive and monitor RAP implementation.	October, 2025, 2026, 2027	RAP Chair, RAP Deputy Chair, Secretariat
<b>12</b> Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	October, 2025, 2026, 2027	Chief People & Purpose Officer
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	Chief People & Purpose Officer
	• Maintain internal RAP champions from executive & senior management, in the form of a Board Ambassador and Executive Sponsor.	November 2025, 2026, 2027	Chief People & Purpose Officer
	• Include our RAP as a standing agenda item at senior management meetings such as Board, Executive, Markets and Business Unit meetings.	November, 2025, 2026, 2027	RAP Chair, Chief People & Purpose Officer

Action	Deliverable	Timeline	Responsibility
<b>13</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	October, 2025, 2026, 2027	Director, Responsible Business
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 September 2025, 2026, 2027	Director, Responsible Business
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, 2026, 2027	Director, Responsible Business
	• Report RAP progress to all staff and senior leaders annually via the intranet page.	October, 2025, 2026, 2027	Director, Responsible Business
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings through Deloitte's website.	October, 2025, 2026, 2027	Director, Responsible Business
	• Investigate the next opportunity for participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Director, Responsible Business
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Director, Responsible Business
<b>14</b> Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	Director, Responsible Business
<b>15</b> Increase and embed First Nations consultation processes to enhance robust governance.	• Create a RACI (Responsible, Accountable, Consulted, Informed) matrix for transparent roles and reporting on a more granular level than the published RAP.	May 2026, 2027, 2028	Director, Responsible Business, RAP Chair, RAP Deputy Chair
	• Listen to Aboriginal and Torres Strait Islander voices internally and externally on matters of business and policy that impact Aboriginal and Torres Strait Islander people to ensure there is appropriate consideration when it comes to Deloitte's communication or approach to issues including, but not limited to, Australia Day and Climate Action Policy. This will be activated through exploring new channels such as advisory committees to the Board and/or through existing First Nations relationships as appropriate.	November, 2025, 2026, 2027	RAP Chair, RAP Deputy Chair

---

## Contact details

**Name:** Tom Imbesi

**Position:** RAP Chair and Deloitte Partner

**Phone:** +61 3 9671 7329

**Email:** [timbesi@deloitte.com.au](mailto:timbesi@deloitte.com.au)





Deloitte Touche Tohmatsu  
Quay Quarter Tower,  
50 Bridge St,  
Sydney NSW 2000

+61 2 9322 7000  
[www.deloitte.com.au](http://www.deloitte.com.au)

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms or their related entities (collectively, the "Deloitte organisation") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organisation"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

#### **About Deloitte**

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the "Deloitte organisation") serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 400,000 people make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

#### **About Deloitte Asia Pacific**

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

#### **About Deloitte Australia**

The Australian partnership of Deloitte Touche Tohmatsu is a member of Deloitte Asia Pacific Limited and the Deloitte organisation. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, risk advisory, and financial advisory services through approximately 12,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit our web site at <https://www2.deloitte.com/au/en.html>.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte organisation.

© 2025 Deloitte Touche Tohmatsu