Nyiirun gathay yayn.giliyn
(Walking together)
Deloitte Innovate
Reconciliation Action Plan
2016–2018
Deloitte Australia respects and acknowledges the Traditional Custodians of the land and Elders past and present. We take seriously our commitment to promoting reconciliation with Australia’s First Peoples.

“NYIRUN GATHAY YAYN.GILIYN’ acrylic on canvas ‘Walking Together’ in Gathang language

“The three circles symbolise Deloitte and our reconciliation journey. They show the different phases through which we are growing and working together. The linked circles joined by central lines are a recognised symbol representing a journey in Aboriginal art. The dots outside the circles represent Deloitte’s people joining the journey.”

ANGELA MARR-GROGAN

ABOUT THE ARTIST – ANGELA MARR-GROGAN is a Birpai woman with connections to the Dunghutti and Worimi people on the Mid North Coast of New South Wales, Australia. She has been painting for over a decade for cultural and spiritual reasons, and more recently painting professionally, creating bold, striking and meaningful works of contemporary Aboriginal artwork and imagery. Celebrating her Aboriginal culture is what inspired Angela to establish Marrang Art, a proudly culturally driven business meaning ‘Beautiful Art’ in Gathang language. Angela’s contemporary pieces are stunningly intricate and detailed with some traditional elements.
As the Chairman of Deloitte Australia, I am proud to be the official champion of the firm’s commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. In October 2014, Deloitte introduced its first Reconciliation Action Plan (RAP), reflecting the firm’s increased focus on the importance of collaborating with Australia’s First Peoples in moving towards prosperity together. The launch in the Deloitte Perth office began with a ‘first’ for the firm: a Welcome to Country from Walter McGuire, an Elder from the local Nyoongar people, the original owners of the land surrounding Perth’s Swan River.

In a moving address, Walter said Aboriginal and Torres Strait Islander peoples had been giving visitors Welcomes to Country – which once lasted up to two weeks – since “the beginning of time”. He also brought to life the ancient stories and ceremonies that once took place along the Swan River, an area visible today from Deloitte’s Perth office.

In the subsequent panel discussion that day, Deloitte articulated its intention to build further on its longstanding history of engagement with organisations and communities aiming for social and economic parity for Australia’s First Peoples. It emphasised the Deloitte commitment to working with Aboriginal and Torres Strait Islander organisations and people on complex public policy matters – helping to keep Aboriginal and Torres Strait Islander business operations on sound financial and governance foundations as well as strengthening the relationships we enjoy with Aboriginal and Torres Strait Islander communities throughout the country. Fred Chaney, AO, the 2014 Senior Australian of the Year, former Minister for Aboriginal Affairs and one of Australia’s foremost reconciliation advocates, joined Deloitte Access Economics Partner Dr Ric Simes for a fascinating discussion about the role and effectiveness of Native Title determinations. The panel also discussed the important role of business in driving the economic benefits of Closing the Gap. Since that important day in our firm’s history, a good deal of progress has been made on Deloitte Australia’s reconciliation journey. We have:

- Provided $70,000 in procurement contracts to Aboriginal and Torres Strait Islander organisations
- Provided over 9,700 hours of pro bono work, amounting to a value of $727,700
- Funded a $20,000 secondary scholarship to a First Australian student via Yalari, a not-for-profit organisation that offers scholarships at leading Australian boarding schools
- Created/maintained relationships with over 25 organisations in Aboriginal and Torres Strait Islander communities
- Conducted our first series of cultural awareness sessions for our RAP Working Group and its key stakeholders
- Promoted and participated in National Reconciliation Week and NAIDOC Week activities
- Renamed a number of our office meeting rooms with traditional language names
- Created a dedicated RAP email signature
- Convened our RAP Working Group on numerous occasions.

Keith Jones
Deloitte Australia Chairman

Deloitte articulated its intention to build further on its longstanding history of engagement with organisations and communities aiming for social and economic parity for Australia’s First Peoples.

In July-August last year, as the Chairman of Deloitte Australia, I was honoured to visit Arnhem Land to represent the firm at the Yothu Yindi Foundation’s Garma Festival. The festival is referred to by some First Australian representatives as “our Davos”, in reference to the World Economic Forum held annually in Davos, Switzerland. This annual event is an opportunity for Aboriginal and Torres Strait Islander peoples and other Australians to mix, learn from each other and to discuss the challenges of policy and life. It was inspiring to participate in and see such positive knowledge-sharing among those in attendance. And I highly recommend a visit to Arnhem Land, a unique place and one of the most beautiful I have ever seen.

In September 2015, our firm marked another exciting milestone in Melbourne when our CEO Cindy Hook introduced Arweet Carolyn Briggs, a representative of the Boon Wurrung Foundation and member of the Greater Kulin Nation, to give, the first ever Welcome to Country at a Deloitte Australia Partners’ Meeting. Partners were honoured to hear from the Traditional Custodians of the land on which they were meeting. In a development our people have embraced, Welcomes to Country and Acknowledgements are now held regularly at important Deloitte events, including at our State of the Nation event at the Sydney Opera House last year.

I am proud of the progress we have made on our reconciliation journey to date, and look forward to building further on this important initiative.
AUSTRALIA’S FIRST PEOPLES

Aboriginal and Torres Strait Islander peoples have existed on the continent of Australia for tens of thousands of years. Their art and traditions – in which designs and symbols are used to tell important stories – are among the oldest and richest in human history.* Deloitte Australia’s second Reconciliation Action Plan incorporates this storytelling approach through the work of artist Angela Marr-Grogan.

*Source: National Gallery of Australia

Our vision for reconciliation

Deloitte Australia wants to work in partnership with Aboriginal and Torres Strait Islander peoples to develop leadership, enhance respect and understanding, and to create and leverage mutually beneficial opportunities for the communities in which we live and operate.

Aligning with our Diversity & Inclusion Strategy, this RAP articulates our detailed commitment to Australia’s First Peoples. Building trust and communication, we pledge to identify positive economic development opportunities, and promote business opportunities for Aboriginal and Torres Strait Islander peoples, and to increase cultural awareness raising and cultural safety education regarding Aboriginal and Torres Strait Islander peoples throughout our business. We strive to provide a working environment that is supportive of all employees and to encourage Aboriginal and Torres Strait Islander business enterprises to participate in our procurement processes.
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 client, risk, strategy and technology services through approximately 6,000 people across the country in: Adelaide, Brisbane, Canberra, Darwin, Hobart, Launceston, Melbourne, Perth, Sydney and Western Sydney. We also have offices in Papua New Guinea, Solomon Islands and Timor-Leste. Deloitte provides services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. The firm is made up of 200,000 professionals, all committed to excellence.

In Australia, we are committed to delivering our work in a way that is culturally supportive to our Aboriginal and Torres Strait Islander clients and staff. We aim to capture this through actions in this RAP to have a baseline from which to increase employment opportunities for Aboriginal and Torres Strait Islander peoples in the future. We also aim to implement a system in which we can reliably track individuals who identify as being of Aboriginal and Torres Strait Islander heritage.

Focused on the creation of value and growth for our clients, we are an employer of choice for established and aspiring talent. In 2015, Deloitte received its 13th citation as an Employer of Choice for women by the Workplace Gender Equality Agency (WGEA). Commenting on receiving the award – now titled the Employer of Choice for Gender Equality, CEO Cindy Hook said: “2015 has been an important year for diversity and inclusion in all forms at Deloitte. We are especially pleased that this WGEA citation is the 13th time Deloitte has received official recognition for the initiatives that are driving tangible outcomes towards achieving greater workplace gender equality. Our commitment in this area has been longstanding and it continues. But we recognise that diversity brings competitive advantage and we need to do more.” Deloitte has appointed three internal Diversity and Inclusion champions to address Gender, Cultural and LGBTI issues in the workplace.

Deloitte Australia’s CEO Cindy Hook’s vision is to make an enduring economic, social and cultural impact that helps position Australia for sustainable, future prosperity. Deloitte has defined its global purpose as making an impact that matters. We aim to shape the national agenda and to help our clients tackle their most complex issues. This requires a genuine commitment to diversity and inclusion, which is both the responsibility and expectation of all leaders across our firm. Essential to this commitment is our steadfast belief in the need for reconciliation with Australia’s First Peoples. As a proud employer of – and service provider to – Aboriginal and Torres Strait Islander people and organisations, we commit to maintaining and striving to increase these connections during the term of our second RAP. As part of this commitment, we will endeavour to more effectively discover, understand and celebrate our Deloitte people with Aboriginal and Torres Strait Islander heritage.

ANCESTORS’ STORIES

Designs, patterns and stories were taught to Indigenous Australians by the Ancestors and are reinforced and replicated through ritual, dance, song, body painting, rock engraving and painting, and domestic and ritual objects. Aboriginal and Torres Strait Islander art is as alive today as it was thousands of years ago. As in the ancient past, the art is inseparable from everyday life.*

Deloitte and Aboriginal and Torres Strait Islander peoples are growing and working together. The linked circles joined by central lines are a recognised symbol representing a journey in Aboriginal art.

*Source: National Gallery of Australia

Reconciliation Action Plan 2016–2018
## Our Reconciliation Action Plan journey

We are proud to have successfully completed Deloitte’s 2014 ‘A Shared Horizon’ Reflect RAP. Our RAP is driven by our working group, which is made up of Deloitte representatives from around the country, including two Aboriginal and Torres Strait Islander members. Our senior RAP champion is our Chairman, supported by a core working group, which now includes local Regional Representatives to streamline and deepen our RAP activities and commitment. (See page 30 for the names and titles of our RAP working group.)

### Significant challenges

- Capturing data on the number of Deloitte Aboriginal and Torres Strait Islander staff so that this can be celebrated and the firm can learn from their experiences
- Understanding the different awareness levels among our staff of the history of Australia’s First Peoples
- Finding the best ways to do justice to complex messages about reconciliation (e.g., visual storytelling through posters with images and information about the original owners of the lands on which our Deloitte offices stand)
- Understanding the importance and value of creating greater awareness among employees about the many fascinating and different cultures and language groups within Aboriginal and Torres Strait Islander populations, with whom to build relationships. This diversity is starting to be better understood by Deloitte people through Welcomes to Country, which are now performed in our different offices with Traditional Owners in each place talking about their people’s unique history.

### Key learnings to date

- Education, communication, and face-to-face engagement between Deloitte people and Aboriginal and Torres Strait Islander peoples are important ways to address the challenges outlined above. For example, cultural awareness training helped explain the complex connections between clans and different members of clans and how these determine interactions and familial relations between Aboriginal and Torres Strait Islander peoples
- There are approximately 686,800 First Australians, representing an estimated 3 per cent of Australia’s population.1 This fact was integral in educating our staff and in our own planning regarding how we shape our actions as many Deloitte people may be unaware of the proportion of Aboriginal and Torres Strait Islander people within our population.
- Many experience vast differences in health, education, employment, and standards of living compared to non-Aboriginal and Torres Strait Islander peoples. Understanding and communicating these inequalities helps Deloitte people understand why reconciliation is important.
- Aboriginal and Torres Strait Islander people are made up of many different cultural and language groups, each with a unique history and contribution to make. This understanding is critical for the communities in which we live and work. For example, the original inhabitants of the City of Sydney local area are the Gadigal People2, while the Turrbal3 people are the original inhabitants of the City of Brisbane. Our first RAP prompted us to begin researching this history so we could start conversations about it within Deloitte. These are now underway.

### Significant achievements

- Introduced Welcomes to Country and Acknowledgements of Country at important Deloitte events
- Conducted our first series of cultural awareness sessions for our RAP Working Group and its key stakeholders, to an enthusiastic response in all offices
- Renamed meeting rooms in multiple locations using names, places or language of significance to Aboriginal and Torres Strait Islander peoples
- Keith Jones, Chairman of Deloitte Australia, visited Arnhem Land to represent the firm at the Yothu Yindi Foundation’s Garma Festival
- Deloitte people developed a close relationship with Muru Mittigar, a not-for-profit organisation set up to help the local Aboriginal community in the Penrith area. Work included producing a promotional video as well as other pro bono assistance
- Started the reconciliation conversation at Deloitte with a 2015 national poster campaign featuring information on the Traditional Owners of the land at each of our Deloitte offices around Australia. We launched an accompanying sticky note campaign asking Deloitte staff what reconciliation means to them.

### Policy and client work

- Prospective cost-benefit analysis of healing centres for the Healing Foundation (2014). The Healing Foundation is currently supporting the establishment of 13 Aboriginal and Torres Strait Islander healing centres and tasked Deloitte Access Economics with conducting a prospective cost-benefit analysis of the centres. The analysis showed a benefit to cost ratio of more than four to one.
- Secretariat of National Aboriginal and Islander Child Care was undertaken on a pro bono basis. It sought to estimate the impact of the introduction of the Jobs for Families Child Care Package on access to and participation in early childhood services for Aboriginal and Torres Strait Islander communities and families. This involved the collection and analysis of primary financial and operational data from Aboriginal child care services.

Deloitte is a leader in economic and policy analysis. Some reports relevant to Aboriginal and Torres Strait Islander peoples and stakeholders are:

- 2016: Impact of aspects of the Jobs for Families Child Care Package on Indigenous Communities
- 2015: Building Western Sydney’s Cultural ‘Arts’ Economy: A key to Sydney’s success
- 2014: Economic benefits of closing the gap in Indigenous employment outcomes
- 2014: Review of the Roles and Functions of Native Title Organisations
- 2014: Building the Lucky Country: Business Imperatives for a Prosperous Australia: Where is your next worker?
- 2012: An economic analysis for Aboriginal and Torres Strait Islander offenders: prison vs residential treatment
- 2011: Assessing existing funding models for schooling in Australia

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1 Estimates of the number of Aboriginal and Torres Strait Islander Australians, referenced from the ABS National Aboriginal and Torres Strait Islander Social Survey 2014–15
We are launching our new Innovate RAP. This second RAP is aimed at taking our commitment to the next level by embedding the concept and spirit of reconciliation into the firm-wide culture. Through this next stage of our journey, we will seek to increase our firm’s external engagement with Aboriginal and Torres Strait Islander peoples and organisations, and to activate – with specific relevance to reconciliation – Deloitte’s global purpose, which is to make an impact that matters. We will do this in tangible and measurable ways. Cultural awareness training and development will be made available to all staff nationally through face-to-face as well as virtual sessions. We will further establish Aboriginal and Torres Strait Islander cultural protocols for major meetings and events.

We will further build relationships with First Australian communities and individuals in suitable locations through pro bono work and core business. Drawing on Deloitte’s geographic footprint in the Northern Territory, Queensland, Western Australia and Western Sydney, where Deloitte has existing relationships, we will identify four Aboriginal and Torres Strait Islander organisations or groups with whom to work closely.

We will continue our relationships with organisations including Oxfam, Yalari, The Smith Family, World Vision, Australian Red Cross, Princess Margaret Hospital, The Reach Foundation, The Salvation Army, Muru Mittigar, Good Return and Dress for Success.

Deloitte representatives will continue to participate in events such as the Garma Festival, the Larapinta Challenge, Close the Gap Day as well as the Business Council of Australia’s Aboriginal and Torres Strait Islander engagement programs.

We will research and tell positive stories of the lives and cultures of Aboriginal and Torres Strait Islander peoples, acknowledging the many valuable contributions they continue to make to our nation.

We will identify opportunities to promote greater participation by Australia’s First Peoples in training and jobs within our company.

Deloitte Access Economics will deliver a pro bono or low bono project related to Aboriginal and Torres Strait Islander Australians on a topic of national interest.

Finally, we will measure our performance and continue to report annually to Reconciliation Australia as we move forward on this inspiring journey for our firm.

Dennis Goldner
Working Group Chair
National Leader, Responsible Business
86% of Australians believe the relationship between Aboriginal and Torres Strait Islander peoples and other Australians is important.

Source: Australian Reconciliation Barometer 2014

A meeting of minds: Muru Mittigar and Deloitte

Muru Mittigar is a not-for-profit organisation, that seeks to advance Aboriginal culture, particularly the local Darug culture, to improve the economic and social capacity of its people and to enhance their role as Traditional Custodians of Country.

Graduates from Deloitte’s Western Sydney office recently took up the challenge to work with Muru Mittigar to design and implement an innovative and sustainable fundraising initiative. It was an opportunity that resulted in two of the Western Sydney teams winning internal firm awards from a field of 72 competing Deloitte teams.

The successful collaboration was formed when Muru Mittigar presented to the Western Sydney graduates in October 2015, giving them an insight into the charity and brand. Incubator Sessions allowed each team to develop their designs and engage with Muru Mittigar’s management to evaluate and challenge their ideas.

They utilised Deloitte’s principles of Design Thinking, Digital, Data and Making Moments Matter to bring a unique and inspired point of view to Muru Mittigar’s fundraising challenges. The ideas were then presented to Muru Mittigar in ‘The Pitch’, refined further in collaboration with the charity and put into action.

The Deloitte team worked with Muru Mittigar to produce a colouring book, which explores the animal kingdom of the Darug people. Muru Mittigar is so pleased with the results, it is planning to sell the book to schools through its e-commerce platform. It is even contemplating a partnership with local airlines. The Deloitte team won the ‘Most Sustainable Idea’ internal award and raised $2,189 through the colouring book sales alone.

Success did not end there. Another Deloitte team created an online donations platform for Muru Mittigar to integrate into its website, and a promotional video for ongoing fundraising and awareness. The video shares the stories of employees who have been empowered by Muru Mittigar. It also showcases the inspiring work Muru Mittigar does with local school children, Aboriginal enterprises and bushland regeneration. For this, the ‘Tenacious Ds’ won the Most Innovative Approach to Fundraising internal award.
### Relationships

Deloitte recognises that strong relationships with Aboriginal and Torres Strait Islander peoples and stakeholders are absolutely vital as we are a people business. Our cultural awareness sessions, participation in NAIDOC Week celebrations and Welcome to Country have all provided opportunities for our people to engage directly with Aboriginal and Torres Strait Islander peoples, to enjoy their hospitality and to learn about their cultures and histories.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ACTION</th>
<th>DELIVERABLE</th>
<th>TIMELINE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Create RAP Working Group (RWG) actively monitors RAP development and the implementation of actions, tracking progress and reporting</td>
<td>RWG oversees the development, endorsement and launch of the RAP</td>
<td>July 2016</td>
<td>RWG Chair</td>
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<tr>
<td></td>
<td></td>
<td>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG</td>
<td>July 2016, 2017, 2018</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
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<td>RWG to meet at least four times per year to monitor and report on RAP implementation</td>
<td>July, October, January, April 2016, 2017, 2018</td>
<td>RWG Chair</td>
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<td></td>
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<td>Establish Terms of Reference for the RWG</td>
<td>December 2016</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
<td></td>
<td>Have an external Aboriginal and Torres Strait Islander person as part of our core working group</td>
<td>July 2016</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
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<td>Extend invitations to other guests to attend our meetings, as appropriate</td>
<td>July 2016, 2017, 2018</td>
<td>Executive Officer, Regional representatives</td>
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<td>2</td>
<td>Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</td>
<td>Organise at least one internal event for NRW each year</td>
<td>27 May – 3 June, 2017, 2018</td>
<td>Executive Officer, Regional representatives</td>
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<td>Register all our NRW events via Reconciliation Australia’s NRW website</td>
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<td>Support an external NRW event</td>
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<td>Ensure our RWG participates in an external event to recognise and celebrate NRW</td>
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<td>3</td>
<td>Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</td>
<td>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander peoples, organisations and stakeholders</td>
<td>August 2016</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
<td></td>
<td>Meet with local Aboriginal and Torres Strait Islander peoples, organisations and stakeholders to develop guiding principles for future engagement</td>
<td>August 2016</td>
<td>Executive Officer, Regional representatives</td>
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<td>Review and map Deloitte’s capability and existing relationships with Aboriginal and Torres Strait Islander peoples, organisations and stakeholders using our customer relationship management platform, supplier database and partner/staff survey</td>
<td>December 2016, 2017, 2018</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
<td>Continue relationships with our supported charities that have an Aboriginal and Torres Strait Islander focus</td>
<td>May 2016, 2017, 2018</td>
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<td>Build stronger ongoing relationships with four (4) Aboriginal and Torres Strait Islander communities and groups via pro bono work and core business (drawing on Deloitte’s geographic footprint in the NT, QLD, WA and Western Sydney)</td>
<td>March 2017</td>
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<td>4</td>
<td>Develop relationships with bodies involved in Aboriginal and Torres Strait Islander affairs in the private sector, government, councils and not-for-profits</td>
<td>Build or create at least one relationship in each Deloitte location to embed and integrate regular Aboriginal and Torres Strait Islander peoples connections into Deloitte’s business to stay abreast of reconciliation issues and opportunities</td>
<td>March 2017</td>
<td>Regional representatives</td>
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<td></td>
<td>Raise internal and external awareness of Deloitte’s RAP to promote reconciliation across our business and sector</td>
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<td>5</td>
<td>Implement and review a strategy to communicate our RAP to all internal and external stakeholders</td>
<td>Implement and review a strategy to communicate our RAP to all internal and external stakeholders</td>
<td>July 2016, 2017</td>
<td>Senior Manager, Responsible Business Communications and Corporate Affairs</td>
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<td></td>
<td></td>
<td>Promote reconciliation through ongoing engagement with all stakeholders</td>
<td>July 2016, 2017, 2018</td>
<td>Senior Manager, Responsible Business Communications and Corporate Affairs</td>
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</tbody>
</table>
Cultural awareness sessions

Deloitte conducted our first series of cultural awareness sessions for our RAP Working Group and its key stakeholders to an enthusiastic response in all offices.

A key aspect of our RAP is supporting our people to develop awareness and respect for Aboriginal and Torres Strait Islander cultures. It is also important for meeting our clients’ requirements to clearly state our commitment to reconciliation.

John Briggs, who runs John Briggs Consultancy, an Aboriginal-owned and operated business, shared his insights during interactive sessions held throughout Australia with Deloitte partners, directors and stakeholders involved in the firm’s reconciliation process. The sessions explored the diversity of Aboriginal and Torres Strait Islander communities, historical perspectives, cultural tensions and spirituality.

The managing partner for Deloitte’s Darwin office, Neil McLeod, said the session was one of the best training events he had attended in all his years at Deloitte. “I have attended cultural training sessions previously, but this was by far the most useful,” Neil said. Deloitte Darwin RAP Working Group member, Suzanne Archbold, praised the power of John Briggs’s message, which resonated with Deloitte people, many of whom personally thanked him afterwards.

Brisbane-based Deloitte partner Julian Dolby passed on feedback from sessions in that office. “Best partners meeting we have had in my 17 years,” said one participant. Another commented that it was “… the best two hours I have spent since arriving in Australia.”

Respect

“It’s been a wonderful experience working with Deloitte delivering cultural diversity training. They have been so engaged and responsive to the conversations and actions as we move forward.”
## Respect

Deloitte has a diversity and inclusion policy, which includes recognition of the importance of respect for Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements to Deloitte. Deloitte Australia’s introduction of Welcomes to Country and Acknowledgements of Country at firm events is a demonstration of this. So too was our national poster campaign, in which each Deloitte office shared with our people the names of the original inhabitants of the land on which our offices stand.

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<tr>
<th>ITEM</th>
<th>ACTION</th>
<th>DELIVERABLE</th>
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<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements</td>
<td>Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, via face-to-face workshops or through cultural immersion)</td>
<td>August 2016</td>
<td>National Diversity and Inclusion Manager, Executive Officer</td>
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<td></td>
<td></td>
<td>Review Deloitte’s induction program to include information on our commitment to reconciliation</td>
<td>December 2016</td>
<td>National Diversity and Inclusion Manager</td>
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<td>All RAP Working Group members to undertake cultural learning activities</td>
<td>August 2016</td>
<td>National Diversity and Inclusion Manager</td>
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<td>Continue to investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training for a wider range of staff, also considering different delivery platforms</td>
<td>July 2016, 2017, 2018</td>
<td>National Diversity and Inclusion Manager</td>
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<td>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training</td>
<td>December 2017</td>
<td>National Diversity and Inclusion Manager</td>
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<td>Enable staff participation in events such as Garma, Larapinta Challenge, Close the Gap Day, Business Council of Australia Aboriginal and Torres Strait Islander engagement events</td>
<td>September 2016, 2017</td>
<td>National Diversity and Inclusion Manager</td>
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<td></td>
<td>Ensure senior Deloitte representatives participate in at least one significant cultural event each year</td>
<td>December 2016, 2017</td>
<td>National Diversity and Inclusion Manager</td>
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<tr>
<td>2</td>
<td>Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</td>
<td>Review, update and communicate Deloitte’s cultural protocol document for Welcome to Country and Acknowledgement of Country</td>
<td>August 2016</td>
<td>National Diversity and Inclusion Manager, Executive Officer</td>
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<td></td>
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<td>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships</td>
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<td>National Diversity and Inclusion Manager</td>
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<td>Each Deloitte office to invite a Traditional Owner to provide at least one Welcome to Country at a significant firm event</td>
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<td>Executive Officer</td>
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<td>All Deloitte offices to include Acknowledgement of Country at the commencement of important external and internal meetings</td>
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<td>Regional representatives</td>
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<td>3</td>
<td>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</td>
<td>Explore how best to encourage and celebrate Aboriginal and Torres Strait Islander employees sharing their knowledge and cultures at Deloitte. Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week</td>
<td>First week of July 2016 – annually</td>
<td>Executive Officer, Regional representatives</td>
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<td></td>
<td></td>
<td>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in their cultures and communities during NAIDOC Week</td>
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<td>Executive Officer</td>
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<td></td>
<td></td>
<td>Explore best practices for encouraging and celebrating Aboriginal and Torres Strait Islander employees sharing their knowledge and cultures at Deloitte</td>
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<td>Executive Officer</td>
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<td>4</td>
<td>Actively promote and celebrate Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements internally</td>
<td>Name or rename at least one meeting room in each Deloitte office in the traditional language of the area, in consultation with local Elders</td>
<td>December 2017</td>
<td>Director, Strategic Sourcing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Create and distribute an external email signature for use by our staff, which links to Deloitte’s Reconciliation webpage and includes an Acknowledgement of Country</td>
<td>July 2016</td>
<td>RWG Chair</td>
</tr>
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<td></td>
<td></td>
<td>Where possible showcase Aboriginal and Torres Strait Islander artworks in public areas of Deloitte offices, including an acknowledgement of artwork and artists</td>
<td>December 2017</td>
<td>Executive Officer</td>
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</tbody>
</table>
What does reconciliation mean to you?

“Reconciliation for me is about respect built through awareness and advocacy. We need to help Deloitte team members understand the value of reconciliation so that every person in Deloitte Australia can assess how their knowledge about reconciliation has improved from one year earlier, and we can all advocate for its importance vs. just being passive.”

Adrian Gardiner
VIC Regional Representative, Melbourne

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Adrian Gardiner
VIC Regional Representative, Melbourne

“To me, reconciliation means acknowledging the context and history that we’ve inherited as second peoples, to inform the way we interact with Australia’s First Peoples today.”

Gerry Voon
Senior Manager, Responsible Business, Sydney

“Reconciliation is a journey that includes understanding, appreciating and preserving our Aboriginal and Torres Strait Islander culture – the longest surviving culture in the world.”

Heidi Forbes
NSW Regional Representative, Sydney

“Reconciliation for me is both recognising the past experiences of Aboriginal and Torres Strait Islander people; and creating a present and future based on understanding and respect of the rights, responsibilities and aspirations of Australia’s First Peoples.”

Justin McCaul
National Manager, Aboriginal and Torres Strait Islander Peoples’ Program (Oxfam Australia), Melbourne

“Equality is at the core of our cultural competency as Australians, and reconciliation is an essential process in achieving and maintaining competency as a nation.”

Scott Dawkins
TAS Regional Representative, Hobart

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“Reconciliation to me is placing a priority on respect of diversity and true inclusion of Australia’s First Peoples, by addressing the issues which sustain the inequality between our Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander populations.”

Shehara Wijayapala
Working Group Executive Officer, Sydney

For me, reconciliation is about recognising the wrongs of the past and working together with Aboriginal and Torres Strait Islander People to help close the gap. Finally, it is about welcoming the very real cultural contribution Australia’s First Peoples have to make to our nation.”

Sonya Voumard
Senior Manager, Responsible Business Communications & Corporate Affairs, Sydney

“Reconciliation to me is the recognition and rectification (by this generation) of past injustices. I am passionate about embracing a culturally integrated future for Australia.”

Steve Andreazza
WA Regional Representative, Perth

“This is about acknowledgement of the past and striving for a more respectful future.”

Suzanne Archbold
NT Regional Representative, Darwin

“Reconciliation to me is focusing on success against five dimensions: race relations, equality and equity, institutional integrity, unity, and historical acceptance, as we work to close the gap and celebrate the ancient and living culture of Aboriginal and Torres Strait Islander Australia by working together.”

Merril Skyring
Director, Strategic Sourcing, Sydney

“Reconciliation can only happen if our actions match our words, to make it meaningful.”

Rick Shaw
NSW Regional Representative, Sydney

“Reconciliation to me is about listening to Aboriginal and Torres Strait Islander Peoples’ stories and experiences about Australia’s past and present. It’s then developing a RAP based on those stories, that sets out how we can work together and contribute toward a more equitable and respectful Australia.”

Sasha Zegenhagen
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Pro bono work supports care needs for Aboriginal and Torres Strait Islander children

Deloitte Access Economics collaborated with The Secretariat of National Aboriginal and Islander Child Care (SNAICC) to create a pro bono report analysing the impact of the proposed Jobs for Families Child Care Package (JFCCP) and changes to the Budget Based Funded Programme on First Australian communities. The work involved the collection and analysis of primary financial and operational data from Aboriginal and Torres Strait Islander childcare services. It demonstrated that the Federal Government changes could significantly reduce access to vital early childcare services for Aboriginal and Torres Strait Islander children. The report was launched in Canberra with SNAICC and its partners, including UNICEF, the Australian Council of Social Services and World Vision, in response to the Family Assistance Legislation Amendment (Jobs for Families Child Care Package) Bill 2015. The findings of Deloitte Access Economics and SNAICC generated significant debate among policymakers, and built a strong case for a review of the changes.

Opportunities

Closing the gaps between Indigenous and non-Indigenous Australians in health and labour market outcomes could increase the size of the Australian economy in 2031 by $24 billion.

Deloitte understands that the economic and social empowerment of Aboriginal and Torres Strait Islander peoples must be achieved to close the economic gap. Therefore, we will create and embed opportunities throughout existing services within Deloitte, such as The Deloitte Foundation and Deloitte Access Economics. This integrated approach will ensure knowledge-sharing and mutual understanding across the organisation, between staff, partners, and Aboriginal and Torres Strait Islander peoples and organisations.

### Opportunities

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ACTION</th>
<th>DELIVERABLE</th>
<th>TIMELINE</th>
<th>RESPONSIBILITY</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace</td>
<td>Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy</td>
<td>June 2017</td>
<td>Director, Strategic Sourcing</td>
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<td></td>
<td>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development</td>
<td>December 2016</td>
<td>Director, Strategic Sourcing</td>
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<td>Advertise all vacancies in Aboriginal and Torres Strait Islander media</td>
<td>July 2016</td>
<td>Director, Strategic Sourcing</td>
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<td>Collect information on our current Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace</td>
<td>September 2016</td>
<td>Director, Strategic Sourcing</td>
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<td></td>
<td></td>
<td>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees</td>
<td>July 2017</td>
<td>Director, Strategic Sourcing</td>
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<tr>
<td></td>
<td></td>
<td>Scope and record endeavours to secure employment opportunities for Aboriginal and Torres Strait Islander peoples at Deloitte</td>
<td>May 2017</td>
<td>Director, Strategic Sourcing</td>
</tr>
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<td></td>
<td></td>
<td>Scope opportunities to collaborate with external organisations to develop a culturally supportive and sustainable First Australian internship mentoring model at Deloitte</td>
<td>December 2017</td>
<td>Director, Strategic Sourcing</td>
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<tr>
<td></td>
<td></td>
<td>Create at least one identified internship position specifically for Aboriginal and Torres Strait Islander peoples</td>
<td>December 2018</td>
<td>Director, Strategic Sourcing</td>
</tr>
<tr>
<td>2</td>
<td>Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</td>
<td>Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses supplying our organisation with goods and services</td>
<td>August 2016</td>
<td>Director, Strategic Sourcing</td>
</tr>
<tr>
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<td></td>
<td>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services</td>
<td>September 2016</td>
<td>Director, Strategic Sourcing</td>
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<td>Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander – owned business</td>
<td>December 2018</td>
<td>Director, Strategic Sourcing</td>
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<td></td>
<td>Continue Supply Nation membership</td>
<td>May 2016</td>
<td>Director, Strategic Sourcing</td>
</tr>
<tr>
<td>3</td>
<td>Support Aboriginal and Torres Strait Islander peoples and organisations through pro bono work and projects</td>
<td>Review and further develop Deloitte’s strategy for ensuring part of our project work, volunteer and pro bono activities includes a focus on capacity building with Aboriginal and Torres Strait Islander peoples and organisations. This will include: • Supporting Aboriginal and Torres Strait Islander businesses and organisations through capacity building • Including Aboriginal and Torres Strait Islander not-for-profit organisations in our annual Impact Day volunteering program • Engaging Aboriginal and Torres Strait Islander cultural awareness training providers to prepare us to deliver our services to Aboriginal and Torres Strait Islander communities</td>
<td>March 2016, 2017, 2018</td>
<td>Executive Officer, Deloitte Access Economics representative Communications and Corporate Affairs, National Diversity and Inclusion Manager, Senior Manager, Responsible Business</td>
</tr>
<tr>
<td>4</td>
<td>Support professional training opportunities for Aboriginal and Torres Strait Islander peoples</td>
<td>Scope and record endeavours to secure opportunities for Aboriginal and Torres Strait Islander individuals to undertake professional development training at Deloitte</td>
<td>December 2018</td>
<td>National Diversity and Inclusion Manager</td>
</tr>
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<td></td>
<td></td>
<td>Develop a strategy and scope opportunities for a long-term opportunity pipeline for Aboriginal and Torres Strait Islander students to gain tertiary qualifications</td>
<td>December 2018</td>
<td>National Diversity and Inclusion Manager</td>
</tr>
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<td>Build on previous events to profile Aboriginal and Torres Strait Islander women in business, the public sector and community leadership (e.g. Deloitte’s International Women’s Day 2016 Melbourne event, which featured an Oxfam Straight Talk representative)</td>
<td>November 2017</td>
<td>National Diversity and Inclusion Manager</td>
</tr>
</tbody>
</table>
The Australian Bureau of Statistics (ABS) estimates that there were 713,600 Aboriginal and Torres Strait Islander people living in Australia in 2014, approximately 3% of the total Australian population.

The Deloitte RAP team

Dennis Goldner
Working Group Chair
National Leader, Responsible Business
Melbourne

Adrian Gardiner
Vic Regional Representative
Partner, Consulting
Melbourne

Catherine McNair
National Diversity and Inclusion Manager
Sydney

Erica Kloot
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Director, Deloitte Private
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Gerry Voon
Senior Manager, Responsible Business
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Heidi Forbes
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Partner, Assurance & Advisory
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Julian Dolby
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Partner, Consulting
Brisbane

Justin McCaul
National Manager, Aboriginal and Torres Strait Islander Peoples’ Program (Oxfam Australia)
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Partner, Deloitte Private
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Scott Dawkins
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Director, Deloitte Access Economics
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Scott Mitchell
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Director, Deloitte Access Economics
Canberra

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CONNECTING PAST AND PRESENT

The art of contemporary Indigenous Australians takes many forms. Despite significant change and diversity, the art retains an underlying unity of inspiration – the land and the peoples’ relationships with it. The art is simultaneously connected to the past and engaged with the present, engaging with the world through actions which are lively, positive, political, social and creative.* The dots outside the circles represent Deloitte’s people joining the reconciliation journey.

*Source: National Gallery of Australia
Justin Mohamed
Message from Reconciliation Australia

Reconciliation Australia congratulates Deloitte on its past successes and ongoing commitment to reconciliation as it implements its second RAP.

In adopting an Innovate RAP, Deloitte is demonstrating its readiness to develop and test new and innovative approaches to reconciliation, and champion the RAP at the executive level of the organisation.

As a leading professional services firm, prominent employer, thought leader and innovator in Australia, Deloitte has been on this journey with Reconciliation Australia since 2014. Deloitte has a long history of engagement with organisations and communities aiming for social and economic parity for Australia’s First Peoples and, more recently, a good track record of following through with its RAP commitments. Progress has been made across the key domains of reconciliation – relationships, respect and opportunities.

The collaboration of graduates from Deloitte’s Western Sydney office with Muru Mittigar, a not-for-profit focused on the Darug people and culture, to create innovative approaches to fundraising has built close relationships between Deloitte staff and the Aboriginal community of the Penrith area.

By conducting the first series of cultural awareness sessions for its Reconciliation Action Plan Working Group and key stakeholders, Deloitte has enhanced understanding and respect for Aboriginal and Torres Strait Islander histories and cultures.

Deloitte Access Economics has also committed to producing a pro bono or low bono piece on a topic of national interest relating to Aboriginal and Torres Strait Islander peoples. By providing an evidence-based resource, Deloitte demonstrates commitment to generating opportunities for Australia’s First Peoples.

Deloitte’s Innovate RAP signifies its continued and accelerated commitment to understanding and embracing reconciliation within its organisation and through its sphere of influence nationally and internationally.

On behalf of Reconciliation Australia, I commend Deloitte on its Innovate RAP and look forward to following its reconciliation journey.

Justin Mohamed
CEO, Reconciliation Australia
“If we can do our part to advance opportunities for Australia’s First Peoples through our RAP commitments and actions, we will be serving an important purpose and making a difference that matters.”

Dennis Goldner
Working Group Chair

“I would like to thank Deloitte Chairman Keith Jones and the RAP Working Group for their work on this most important initiative for our firm.”

Cindy Hook – CEO, Deloitte Australia
About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Deloitte provides audit, tax, consulting and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

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In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia’s leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 6,000 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 Deloitte’s website at www.deloitte.com.au.

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