

EY Australia Reconciliation Action Plan (Stretch)

September 2021 – August 2024



RECONCILIATION
ACTION PLAN

STRETCH

EY

Building a better
working world

Acknowledgement of Country

EY acknowledges the Traditional Owners and Custodians of the lands on which EY offices are located around Australia.

The Darug people (Parramatta, New South Wales)

The Gadigal people of the Eora Nation (Sydney, New South Wales)

The Kurna people (Adelaide, South Australia)

The Larrakia people (Darwin, Northern Territory)

The Ngunnawal people (Canberra, Australian Capital Territory)

The Turrbal and Jagera people (Brisbane, Queensland)

The Whadjuk people of the Noongar Nation (Perth, Western Australia)

The Wurundjeri (Woiwurrung) people of the Kulin Nation (Melbourne, Victoria)

We acknowledge their unique and continuing connections and contributions. We pay our respects to their cultures, and to their Elders – past, present and emerging. We extend recognition and respect to all other Aboriginal and Torres Strait Islander nations in Australia, and Indigenous nations around the world.



The artwork and artist

Vast stretch of Country

The artwork conveys the journey undertaken by the Crocodile across the vast stretch of land – across the vast stretch of Country. The Crocodile can thrive in open waters, on land and adapt to the changing environment, such as isolated billabongs formed when the path of a creek or river changes. Billabongs can be found all over Country, even in the harsh Desert lands.

About the artist

Phillip Harris is an Eastern Arrernte, Wiradjuri, Wangaaypuwan and Yawuru man. He is also a Consultant in EY's Technology Consulting team. EY commissioned and paid Phillip to create 'Vast stretch of Country' for our RAP.

“

My artwork titled, “Vast stretch of Country”, shows the blistering desert of Australia greeting the flourishing sea; both potentially devastating, yet vital to Country. To survive and thrive in these environments, one must have the resilience and the desire to adapt – like the Crocodile. Growing up hunting and fishing in the swamps, creeks and billabongs of Larrakia, I learnt very quickly to appreciate and respect the Crocodile. To me, their ability to adapt to the changing world is a reflection and reminder of EY's commitment and journey to creating not only a Better Working World, but a better world for all – including our very own First Nations peoples.



Phillip Harris
Artist







EY vision for reconciliation

At EY, we envision an Australia where relationships between all Australians are based on trust and respect; where Aboriginal and Torres Strait Islander peoples and cultures are valued and celebrated; where Aboriginal and Torres Strait Islander entrepreneurs and businesses flourish; and, where the priorities of Aboriginal and Torres Strait Islander communities are given sufficient attention and resources.

We will contribute to our vision by working to embed reconciliation across EY, increasing our organisation's cultural capability and leveraging our scale, influence and expertise to support Aboriginal and Torres Strait Islander peoples in developing business and employment opportunities.

We also commit to leading those in our network towards meaningful reconciliation by advocating for a level playing field socially and economically. This includes advancing the priorities of Aboriginal and Torres Strait Islander communities.

Throughout this work, we will work collaboratively with and amplify the voices of Aboriginal and Torres Strait Islander peoples in our business and beyond. We will take a strength-based and self-determination approach in everything we do.

Ernst & Young Australia ("EY Australia") is a limited liability partnership and is a member of Ernst & Young Global Limited ("EYG"), a UK company limited by guarantee. In this report we refer to ourselves as EY Australia, EY, "we" or "us" and "our".

Table of contents

About EY	12
EY's five strategic RAP priority areas	16
Our RAP journey	18
RAP governance	26
Our commitments and targets	28
Contacts	52



A message from the EY Oceania CEO & Regional Managing Partner and the EY Australia Reconciliation Leader

In this together

EY's purpose is building a better working world and our ambition is to create long-term value for EY clients, people and society. In Australia, this must include meaningful action toward reconciliation. While reconciliation is a collective responsibility for all Australians, as a leading business organisation we want to be at the forefront of reconciliation efforts.

At EY, reconciliation is about building strong relationships and working with Aboriginal and Torres Strait Islander peoples to maximise business, education and employment opportunities for individuals and communities. In doing so, we recognise and can harness the value Aboriginal and Torres Strait Islander peoples and cultures bring to our organisation and the nation. It is also about embracing truth-telling regarding our past and our present. This includes supporting the priorities of our First Nations peoples, such as advocating for a First Nations voice in the Australian Constitution, as envisioned in the Uluru Statement from the Heart.

As such, we are pleased to present EY's second Stretch RAP, a plan for our focused reconciliation efforts for 2021 to 2024.

While we made good progress in our first Stretch RAP, we know we have more to do and have taken on board the lessons learned. As part of developing this RAP, EY consulted closely with internal and external Aboriginal and Torres Strait Islander stakeholders, reflecting our ambition to continually improve by listening and learning.

The resulting targets affirm our focus to support Indigenous business and entrepreneurship through capacity building and procurement. We have also sharpened our focus on the retention of Aboriginal and Torres Strait Islander employees.

We take pride in our focus on diversity and inclusiveness, which we know is integral to better decision-making and innovation. It is fundamental to how we serve our clients, develop our people and play a leadership role in our communities. However, we also know we have more to do. This is why this Stretch RAP also focuses on building and embedding cultural capability, safety, knowledge and understanding into our workplace as the foundation for success across all areas of our RAP ambitions.

It is our hope that a greater collaborative approach, which is embedded in the way we have developed this RAP, will underpin our approach to achieving our RAP commitments and enable success. Ultimately, EY aims to contribute even further to Australia's already socially and economically thriving and resilient First Nations communities and businesses.

We look forward to working with all our stakeholders and our communities throughout this RAP to contribute to meaningful and impactful reconciliation outcomes in Australia.



David Larocca
EY Oceania CEO &
Regional Managing Partner



Terence Jeyaretnam
EY Australia Reconciliation Leader



A message from the Reconciliation Australia CEO

EY Stretch RAP

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

Formed around the pillars of relationships, respect, and opportunities, since 2006 RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. Through the creation of this Stretch RAP, EY continues to contribute to this ever-growing community.

As one of the world's largest professional services networks, with 8,000 employees across Australia and a mandate to create trust in our capital markets and economies, EY has a considerable platform from which to drive reconciliation.

This Stretch RAP is built on the learnings and challenges of EY's previous RAPs. Using this experience, it has recognised it is most impactful when employing its unique expertise in business to increase Aboriginal and Torres Strait Islander economic empowerment. Its participation in initiatives like Raising the Bar and its own Indigenous practice, show the organisation thinking critically about where it can drive the most change.

It likewise has a strong track record of supporting Aboriginal and Torres Strait Islander self-determination and leadership, providing pro bono services to First Nations community organisations and not-for-profits, as well as publicly advocating for the Uluru Statement from the Heart.

EY is open about the challenges it has faced in the past, and this capacity for honest reflection has contributed to the commitments in this Stretch RAP. It has recognised it should focus less on the recruitment of First Nations employees, and more on making its workforce culturally safe. EY is investing in this new direction with initiatives aimed at its current First Nations employees, including a mentorship program, as well as a network for Aboriginal and Torres Strait Islander employees. Understanding its strengths, it is continuing to support Aboriginal and Torres Strait Islander economic opportunities, starting interactive webcasts on First Nations entrepreneurship, as well as a supplier mentorship program. These commitments focusing on both its internal and external relationships show EY working concertedly to bring reconciliation into its every day.

On behalf of Reconciliation Australia, I commend EY on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

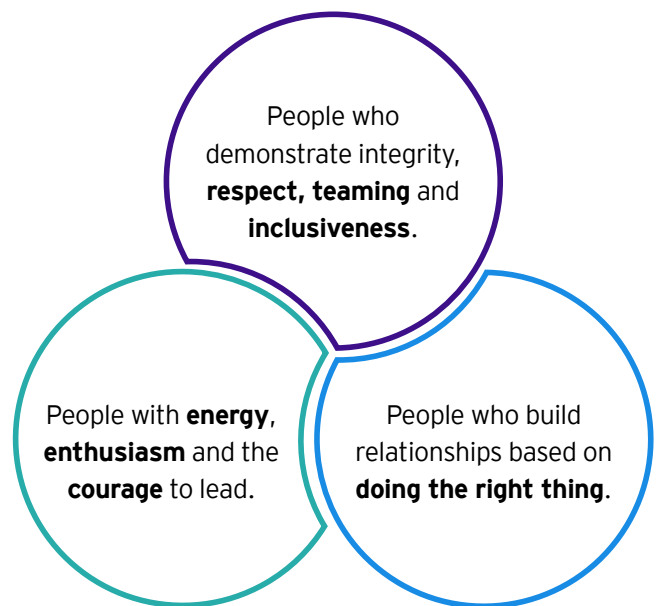


About EY

The EY organisation is one of the largest, multi-national professional services networks in the world. With a global headcount of nearly 300,000 people, we operate in more than 150 countries around the world. EY Australia employs more than 8,000 people across eight offices in Adelaide, Brisbane, Canberra, Darwin, Melbourne, Parramatta, Perth and Sydney. This includes 18 permanent Aboriginal and Torres Strait Islander employees. Through our four integrated service lines – Assurance, Consulting, Strategy and Transactions, and Tax – and our deep sector knowledge, we help our clients to capitalise on new opportunities and assess and manage risk to help deliver responsible growth.

Our purpose is Building a better working world. The insights and quality services we provide help build trust and confidence in capital markets and in economies the world over. We develop outstanding leaders who collaborate with high-performing, multidisciplinary teams to deliver on our promise to all of our stakeholders. This includes supporting private sector companies to fulfil regulatory requirements; keep investors informed and meet stakeholder needs; to guide governments through cash-flow crises; to help digital pioneers fight data piracy; to unlock new medical treatments with data analytics; and, to pursue high quality audits to build trust in financial markets and business. In other words, working with entrepreneurs, companies, and countries to solve their most pressing challenges. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

Our work to build a better working world is underpinned by our values. Our values define who we are, and they are the fundamental beliefs of our global organisation. They guide our actions and behaviour. They influence the way we work with each other – and the way we serve our clients and engage with our communities. Our values are:



In a world that's changing faster than ever, our purpose, supported by our values, acts as our 'North Star'. It provides the context and meaning for the work we do every day. As embedded in our values, we believe a better working world is one where economic growth, as well as workplaces and communities more broadly, are sustainable and inclusive. That is why we work continuously to improve the sustainability, inclusiveness and overall quality of our services and impact by investing in our people and innovation. We are proud to work with others – from our clients to wider stakeholders, Indigenous and non-Indigenous – to use our knowledge, skills and experience to help fulfil our purpose, uphold our values and create positive impact.

For more about EY and the services we provide, visit our website www.ey.com/au.



Our responsibility and unique contribution to reconciliation

We believe we can deliver the greatest impact for reconciliation by creating a culturally capable and safe workforce and employing our human capital, purchasing power and scale to support the endeavours of First Nations entrepreneurs, businesses, individuals and communities. As a large organisation with the assets, experience, knowledge and skills to create such impact, and which benefits from the lands and resources for which our First Nations peoples have cared for tens of thousands of years, we also believe we have a responsibility to do so.

Our unique ability to support businesses, entrepreneurs and employment through procurement and capacity building was a key take-away from our external stakeholder engagement conducted in the development of this RAP. Such support has magnifying impacts for the economic stability, self-determination and success of Australia's First Peoples, given an Indigenous business is 100 times more likely to hire Aboriginal and Torres Strait Islander employees than other firms.¹

EY's ability is built on decades of experience working with entrepreneurs and start-ups in Australia and around the world.

Leveraging that experience and hosting Aboriginal and Torres Strait Islander business leaders and entrepreneurs at pitch nights, Accelerating Growth Forums and EY 7 Drivers of Growth sessions are some of the ways we have provided this support in the past.

Additionally, our place as a large global organisation means that we have unique scale and reach. This reach can be leveraged to make a significant impact in Aboriginal and Torres Strait Islander procurement through our direct supplier relationships and by introducing these suppliers to actors in our extensive and broad networks.

This Stretch RAP is intended to push us even further in our support for Indigenous businesses by integrating a commitment to training, pro bono and commercial client services, procurement and access to our networks throughout our targets.

These efforts reflect our more holistic thinking about how we best enable Aboriginal and Torres Strait Islander employment outcomes, beyond direct employment. This said, our targets also double down on our commitment to increasing Indigenous employment, retention and professional development at EY, in recognition of the great benefits for our people and business which will ensue.

1. Indigenous Business Growth, Working together to realise potential – <https://supplynation.org.au/wp-content/uploads/2018/10/Building-Indigenous-Growth-Report.pdf>

EY's size and scale also gives us a unique opportunity to build the cultural capability and safety of Australia by doing so for a large workforce of more than 8,000 people in Australia.

This forms the critical foundation for achieving not only EY's RAP but reconciliation more broadly and is supported by the hiring of our EY Australia Indigenous Cultural Capability Leader, Deanella Mack, an Arrernte woman from Central Australia.

Additionally, we can leverage our size, scale and influential relationships with other large private sector organisations and Government actors to elevate the priorities of Aboriginal and Torres Strait Islander businesses, individuals and communities and engage members in our networks to fight for what matters most to our First Nations Peoples.

Finally, with years of experience developing and implementing outcomes measurement frameworks and associated tools with our clients, we are also in a unique position to evaluate the impact created through our Reconciliation Action Plan. This is why we have embedded a strong approach to measuring our RAP impact into our targets, so that we can leverage our unrivalled experience in impact measurement, reporting and management for ongoing learning and improvement to ultimately maximise the impact we create for Aboriginal and Torres Strait Islander individuals, businesses, entrepreneurs and communities.



EY's five strategic RAP priority areas

In our previous Stretch RAP, we identified four strategic priority areas where we believe EY can have the most material impact on reconciliation. We have made the decision to largely maintain these four strategic priority areas,² as we believe they continue to reflect the areas in which EY can make the most unique contribution and create the greatest reconciliation impact. We have also added a fifth priority area: *governance, tracking and reporting*. This area reflects the increased emphasis on driving and measuring our progress across the four existing areas of our RAP.

While these areas remain the same at a high level, our unique understanding and approach to achieving them has evolved through our reflections on our RAP journey and through engagement with internal and external stakeholders in the development of this RAP.

Building Cultural Capability & Safety

Support our people to build their cultural knowledge, understanding and competence and create a culturally safe workplace which values and celebrates Aboriginal and Torres Strait Islander peoples and cultures.

Talent & Entrepreneurship

Accelerate the growth and success of Aboriginal and Torres Strait Islander entrepreneurs and businesses, and enhance careers through early engagement, employment opportunities and professional development.

Leadership & Advice

Take a leading role in raising awareness and driving solutions that support the success of Aboriginal and Torres Strait Islander individuals, businesses and communities through client engagements, relationships and public engagement.

Diversifying the Supply Chain

Support Aboriginal and Torres Strait Islander businesses and entrepreneurs through procurement opportunities and leveraging these opportunities to strengthen capacity, networks and resilience.

Governance, Tracking & Reporting

Embed reconciliation into decision making at the highest levels of our organisation, ensure our efforts reflect the desires and needs of our Aboriginal and Torres Strait Islander stakeholders and we remain accountable and transparent regarding the impact we achieve.

2. Some slight changes in wording have been made to our prior RAP's priority area of "Building Awareness & Cultural Capability" to place greater focus on building relationships and creating a culturally safe workplace.





Our RAP journey

EY released its first Reconciliation Action Plan in 2011. This formalised and added to EY's existing social and economic activities supporting Aboriginal and Torres Strait Islander peoples in our business and communities. The launch of our first RAP was EY's public declaration of our vision for reconciliation and our internal and external commitments to Australia's First Peoples.

In 2015, we established our Indigenous practice. With a team that includes a majority of First Nations practitioners and leaders, we work closely with and for the First Nations sector, as well the government agencies and corporates that empower them, to effectively lead, govern and deliver transformative outcomes for their communities. Specifically, our Indigenous practice helps clients and broader stakeholders by delivering enterprise development, governance, community leadership and other advice, and does so using a respectful approach developed through team members' knowledge of First Nations communities, history, opportunities and unique challenges. The development and success of our Indigenous practice is a reflection of EY's commitment to self-determination and recognition of the value Aboriginal and Torres Strait Islander peoples and cultures brings to our business.

EY's second RAP, released in 2016, was endorsed as a Stretch RAP and built significantly on progress made since the release of our first plan. As a Stretch plan, it detailed our commitments to embed reconciliation internally, within our spheres of influence and work towards defined goals. The lessons learned from that RAP, detailed in our [RAP Progress Report May 2020](#), have informed the development of new targets to drive change in our strategic priority areas in this, our third RAP and second Stretch RAP.

In developing this 2021 – 2024 Stretch RAP, EY has undertaken a significant internal and external engagement process including workshops, focus groups and interviews with and reviews by RAP target owners, working group members, external stakeholders and EY leadership. Involvement from these groups was sought early to ensure our RAP targets were relevant, ambitious and realistic, reflected the expectations of our Aboriginal and Torres Strait Islander stakeholders, and received widespread engagement and support from target owners to create a sense of ownership and maximise our capacity for success. We would like to thank all external and internal stakeholders who have been part of our RAP development process and provided insights and feedback. These have directly shaped our future targets and EY's approach to many aspects of our reconciliation agenda.

Details of this process and the overall RAP timeline are provided on the next page.

EY RAP JOURNEY/MILESTONES

EY's first RAP released. **2011**

Status Report on developing relationships with Aboriginal and Torres Strait Islander communities and raising internal awareness. **2013**

Progress Report on EY's First RAP. **2015**

EY's second RAP released (Stretch). **2016**

Progress Report on EY's Stretch RAP. **MAY 2020**

DEVELOPMENT OF EY'S SECOND STRETCH RAP

Following the development of our Progress Report in 2020, EY began shaping our new RAP by reflecting on the successes, challenges and key opportunities outstanding from our last RAP.

APRIL 2020 Reflection and reporting on progress made from 2016 - 2019.

MAY 2020 Internal stakeholder focus groups and workshops for target design and drafting. These included:

- ▶ All target owners from the previous Stretch RAP, for reflection on progress and challenges and input into future targets and commitments.
- ▶ All target owners for this Stretch RAP, who are responsible for driving action to achieve targets, to ensure targets were realistic, ambitious and had the necessary buy-in and ownership for success.
- ▶ All RAP Working Group members to provide input on target design and implementation approach for the next year(s).
- ▶ Aboriginal and Torres Strait Islander employees including our Indigenous practice and other parts of the organisation to provide their cultural perspective and feedback.
- ▶ Subject matter experts from the EY's Outcomes Measurement team to design targets for measuring the impact of this Stretch RAP.

JUNE 2020 External stakeholder* interviews to validate and seek feedback on EY's reconciliation strategy. These included representatives from:

- ▶ Career Trackers.
- ▶ Supply Nation – Jodie Taylor, Head of Marketing and Communications.
- ▶ Integrity Health and Safety – Liam Harte, Co-Founder.
- ▶ Inspire Travel – Dwayne Good, Executive Director and Founder.
- ▶ Gilbert & Tobin – Eloise Schnierer, Head of Corporate Social Responsibility.
- ▶ University of Newcastle – Leah Armstrong, Director, Indigenous Engagement and Reconciliation.

JULY/AUGUST 2020 Internal review of targets by target owners, RAP Working Group members and leaders with the ultimate accountability for each target.

SEPTEMBER 2020 Engagement with members of the EY Executive Leadership Team, including past Garma participants, to review EY's reconciliation strategy and detail of the Stretch RAP.

SEPTEMBER 2020 - AUGUST 2021 Review and input to our RAP from Reconciliation Australia.

SEPTEMBER 2021 Publication of the second Stretch RAP.

**Stakeholders selected were those with whom EY has already developed relationships with, through avenues such as client work, recruitment and our supply chain. These are organisations who have experience with EY, and who we would like to maintain lasting and meaningful engagement with. Due to their history with EY, they also have a deeper insight into our actions, impacts and areas where we may seek to improve.*

Learning from our efforts

Throughout the EY RAP development and consultation journey, we have been cognisant of our successes and failures, and reflective on the challenges and lessons learned.

Below is a summary of our key successes, challenges and lessons learned from our first Stretch RAP. More detailed reflections can be found in our [RAP Progress Report May 2020](#).

Key successes

While we achieved many positive outcomes during the period of our last Stretch RAP, we believe the key successes highlighted below are most prominent, and have set us up for continued success.

► **Engagement of senior leadership** – The personal engagement of our senior leadership is reflected in the 28 Partners and other senior managers (including members of our Oceania Executive Leadership Team), who have attended the past three Garma Festivals. over the past three years. The festival is a four-day program on Yolngu land in north-east Arnhem Land that invites business leaders to participate in Aboriginal and Torres Strait Islander cultures, learn from Australia's First Peoples and discuss challenges facing First Nations peoples. This program has had deep personal impacts on our leaders and driven EY's commitment at the highest levels, including stepping up as one of the first organisations to publicly support the Uluru Statement from the Heart.

► **Engagement of our people across the organisation to improve cultural awareness** – Over the three years of our previous RAP, we placed special focus on engaging EY people across the organisation in cultural awareness through events, communications and Acknowledgement of Country. For example, in addition to National Reconciliation Week (NRW) events across all offices, we established local based committees responsible for running local cultural activities in each office. The committees were made up of passionate people across EY and would meet on a regular basis to organise and run local cultural events (at least one in addition to any NRW and NAIDOC week events). These events focused on engaging people in their respective geographies in reconciliation conversations and topics relevant to their specific office location. Additionally, by appointing a committed Brand, Marketing & Communications Senior Manager on our RAP Working Group, we have been able to drive communications regarding these events and other related content to increase internal engagement with our reconciliation efforts. Other content included the design of handy wallet-sized Acknowledgement of Country guides for each office location that were distributed to all people and were made available in meeting rooms for easy reference. Most recently, we have created a new role, the Indigenous Cultural Capability Leader, Deanella Mack. This role was created in response to a growing desire for greater cultural capability and safety within our organisation and in recognition of the need to avoid overburdening our Aboriginal and Torres Strait Islander employees to fulfil this desire. Deanella's role is to provide formalised cultural learning programs and opportunities to build on the cultural capability and knowledge of EY people, particularly when interacting with Aboriginal and Torres Strait Islander employees and delivering services to, or engaging with, Aboriginal and Torres Strait Islander stakeholders through our client engagements. Deanella is also available as the first point of contact for providing adhoc training, advice and support to EY teams engaging with Aboriginal and/or Torres Strait Islander stakeholders, helping to ensure that engagement is culturally safe and mutually beneficial.

- 
- ▶ **Procurement** – Our participation in the Raising the Bar initiative with the Business Council of Australia, Supply Nation and 15 other corporate leaders helped to raise our commitment to supplier diversity through our public commitment to undertake 3% of influenceable spend with Aboriginal and Torres Strait Islander owned businesses. While we had already met the procurement targets in our previous RAP, the initiative pushed us to exceed these targets, set more ambitious and challenging targets in this RAP, and identify new and more creative approaches to achieving them which have multiplying effects. This includes our commitment to introduce our Aboriginal and Torres Strait Islander suppliers to, and build relationships with, members of our extensive networks. We also created a new role, the Asia-Pacific Inclusive & Sustainable Procurement Manager, and established our Aboriginal and Torres Strait Islander procurement strategy to drive these activities.
 - ▶ **Supporting Indigenous businesses and organisations** – EY has established itself as a trusted collaborator and supporter of Aboriginal and Torres Strait Islander organisations across Australia in multiple capacities, including paid, unpaid and sponsored support. Our Indigenous practice has built a strong reputation in empowering Aboriginal and Torres Strait Islander communities to secure a better future by delivering tailored services. Across other parts of the organisation, we have a strong track record in providing pro bono services to numerous Indigenous not-for-profits and community organisations. In addition, EY provides financial sponsorship of events and awards such as pitch nights and the Supply Nation Young Indigenous Entrepreneur of the Year Award. We believe the credibility and trust we have built through our collaborative and dedicated work will support us to identify opportunities to further empower these organisations across this RAP and beyond.

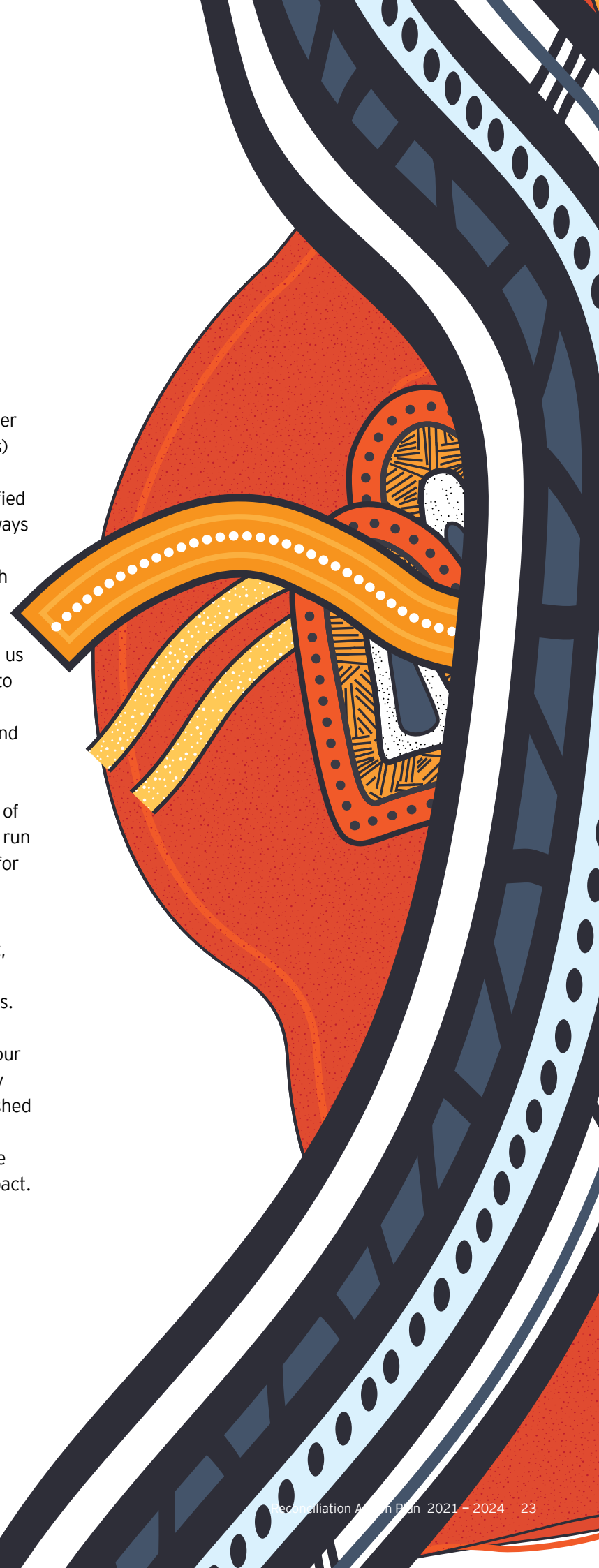
Key challenges

We also faced challenges in the delivery of our previous Stretch RAP, the lessons from which have been embedded into the development of the targets in this RAP, and will be fundamental to our approach in achieving these targets.

- ▶ **Resourcing of targets** – EY underestimated the time and effort required to achieve a number of targets, particularly those more intensive in nature such as the development of online cultural awareness training and face-to-face training workshops. Previously, our internal cultural learning programs were driven by a client serving employee whose key responsibilities were to deliver engagements to our clients rather than run internal programs. However, such initiatives take considerable thought, skill and time and it is challenging to do them justice when juggling other responsibilities. We have learned the importance of creating dedicated roles to drive real change in program areas which require more significant, focused and sustained time and effort. This lesson was responded to through our hiring of Deanella Mack, charged with leading EY cultural programs as our Indigenous Cultural Capability Leader. This has already seen marked improvement in progressing EY's cultural capability program. For example, since commencing her role, Deanella has significantly advanced the development of our online cultural learning module.
- ▶ Deanella also developed our cultural learning workshop program (face to face where possible and virtual where required) which is a formalised series of live workshops on specific areas of cultural understanding and knowledge such as Aboriginal and Torres Strait Islander Skin and Kin protocols. Additionally, Deanella has developed a 'Lunch and Learn' initiative which provides the opportunity for EY employees to request and come along to facilitated sessions (again, face to face where possible and virtual where required) to learn and engage in conversations about important topics that arise throughout the year, such as the Black Lives Matter protests. One of the most exciting movements since Deanella commenced in her role is the increased interest and engagement from our leadership team, with increasing Partner requests for cultural learning opportunities for their specific teams. Similarly, the creation of the Asia-Pacific Inclusive & Sustainable Procurement Manager, whose responsibilities include increasing procurement from Aboriginal and Torres Strait Islander-owned businesses, has significantly advanced our efforts in diversifying our supply chain.
- ▶ **Aboriginal and Torres Strait Islander employment** – EY did not meet the Aboriginal and Torres Strait Islander employment targets in our last RAP. This was partly due to a small pipeline of potential recruits with the appropriate experience and qualifications, for which we take on partial responsibility.

This is why we have increased our focus on strengthening our relationships with Australia's universities, including through increased event presence (target 59 and 60) and engagement in entrepreneur programs (target 71), to further encourage young Aboriginal and Torres Strait Islander people to see EY (among other professional services) as a prospective workplace and design their study pathways accordingly. External feedback also identified EY failures to develop and communicate clear pathways from more junior roles to leadership positions for Aboriginal and Torres Strait Islander employees, with too much focus on internship opportunities and not enough attention on professional development programs and opportunities. This potentially caused us to lose out to other employers. We have responded to this feedback by committing to the roll-out of an internal mentoring program to connect Aboriginal and Torres Strait Islander employees with Partners to support professional development and progression (target 68). Additionally, we will establish a network of Aboriginal and Torres Strait Islander employees and run regular networking events to provide opportunities for mentorship and learning and improve the overall employee experience (target 63).

- ▶ **Management of targets and progress** – In the past, we have not had a resource responsible for tracking and reporting progress against all RAP commitments. While this was a collective responsibility of the RAP Working Group, we have recognised that achieving our ambitious objectives will require more accountability and rigour. As part of our new RAP, we have established explicit responsibility to monitor and report the progress of our RAP, provide further structure to the Working Group, and measure our outcomes and impact.



A summary of other critical insights and how we are responding, mapped to our strategic priorities

BUILDING CULTURAL CAPABILITY & SAFETY

- ▶ **Cultural safety must come first.**
Training needs to continually seek to improve cultural capability of our people and is a pre-requisite for focusing on talent and recruitment.
- ▶ **There is a need for more diverse opportunities and incentives for cultural learning.**
Engaged individuals have proactively undertaken cultural learning opportunities, but we need more accessible forms of learning and to more actively encourage engagement.
- ▶ **The five dimensions of reconciliation need to be better embedded in our rap agenda.**
Further detail on this in the next section.

How we are responding

We have prioritised our focus on improving the cultural capability of our people and cultural safety of our workplace via investment in an EY online cultural learning module (see targets 23-26), the development of an Ambassador program to encourage participation of EY people in cultural learning and training (see target 20), specific cultural learning requirements for our RAP Working Group members, senior leadership and those working directly with Aboriginal and Torres Strait Islander stakeholders (see target 27, 30 and 31) and embedding the five dimensions of reconciliation within these programs (see target 22).

TALENT & ENTREPRENEURSHIP

- ▶ **Recruitment is not sufficient.**
EY should place less focus on bringing new people into the organisation and more on building a culturally safe workplace as a foundation for Aboriginal and Torres Strait Islander employees' success.
- ▶ **Progression to leadership should be prioritised.**
Retaining and progressing Aboriginal and Torres Strait Islander employees has been a key challenge. We should enhance focus on mentoring, identifying a clear trajectory to leadership and support along the path.
- ▶ **It is appropriate to take a broader view of how we can support First Nations talent.**
EY should consider that in addition to our own recruitment, our skills and experience are well suited to supporting Indigenous businesses and entrepreneurs, who in turn employ Aboriginal and Torres Strait Islander employees, often with more successful outcomes.

How we are responding

In addition to our focus on cultural capability and safety as noted above, we have developed a specific target to maintain a retention rate for Aboriginal and Torres Strait Islander employees at the same level as EY's non-Indigenous employees, to measure the success of our efforts (see target 65). Beyond our direct employment, EY has committed to 11 different actions to support Aboriginal and Torres Strait Islander entrepreneurs across three areas of our RAP (see targets 69-73, 82-84 and 86, 98-100) including formal EY accelerator programs, awards, networking events, EY 7 Drivers of Growth sessions, webinars, pro-bono support, skilled volunteering, supplier coaching and mentorship and Indigenous practice engagements.

LEADERSHIP & ADVICE

- ▶ **We are missing a focus on impact.**
In the past, we have focused on tracking internal metrics. As we make improved progress, we should be measuring and reporting on impact made.
- ▶ **Deeper and more overt strategic integration is sought.**
We acknowledge there has been a lack of visibility across how EY integrates reconciliation into our business and our stakeholders want to see more clarity and communication of this.
- ▶ **We need to always focus on embedding history and truth telling.**
As a Stretch organisation, further and ongoing emphasis should be placed on truth telling, including in external leadership and advocacy work.

How we are responding

We have committed to develop a theory of change and outcomes measurement framework to capture and communicate the impact of our RAP (see target 115a-c). While deeper and more strategic integration of the RAP process will occur mainly in implementation, targets 1 and 113 focus on increasing EY's internal awareness of RAP ambitions, activities and outcomes, and target 2 focuses on integrating the RAP into EY's external communications and advocacy. Target 22 explicitly addresses EY's need to understand and incorporate the five dimensions of reconciliation across our RAP-related work.

We are showing our commitment to truth telling through our ongoing support for the Uluru statement of the Heart (see targets 79 and 80), our target to engage in collaborative research with Aboriginal and Torres Strait Islander stakeholders to educate on an area of interest or concern (see target 82) and our cultural learning programs outlined across targets 16 and 20-26 which will educate our people regarding Australia's colonial history and its impacts in contemporary society.

DIVERSIFYING THE SUPPLY CHAIN

- ▶ **Business support and building resilience is critical.**
While COVID-19 has exposed Indigenous business vulnerabilities, these have always been present. EY's core competencies are best suited for business mentorship, enabling growth via networking, support and secure, long-term procurement relationships. This should be a focus of this Stretch RAP.
- ▶ **EY has significant potential to create and foster business relationships.**
We should continue, and increase, our focus on business networking, relationship-building and support of Aboriginal and Torres Strait Islander entrepreneurs given the long-term outcomes this has for reconciliation.
- ▶ **Consider EY's purchasing power and impact on second tier suppliers.**
EY's power as a purchaser should be further exercised to communicate and mandate certain reconciliation conditions for supply agreements.

How we are responding

A further focus on supporting Indigenous businesses and their resilience is addressed via EY 7 Drivers of Growth sessions and business coaching sessions (see target 98), recognition (see target 97) and networking and mentoring opportunities between businesses in EY's networks and suppliers (see targets 98-100). We have also significantly raised our procurement commitments including increasing our spend with Indigenous businesses (see target 93a-c), maintaining our Supply Nation membership (see target 95 and 96), and driving tier two purchases (see target 94a).

GOVERNANCE, TRACKING AND REPORTING

- ▶ **The importance of governance, tracking and reporting was not adequately captured in EY's previous strategic framework.**
EY should acknowledge and draw focus to the critical and central role governance plays in RAP success.

How we are responding

As noted in the section 'Learning from our efforts', we have established explicit responsibility to monitor and report the progress of our RAP, provide further structure to the Working Group, and measure our outcomes and impact (see target 115a).

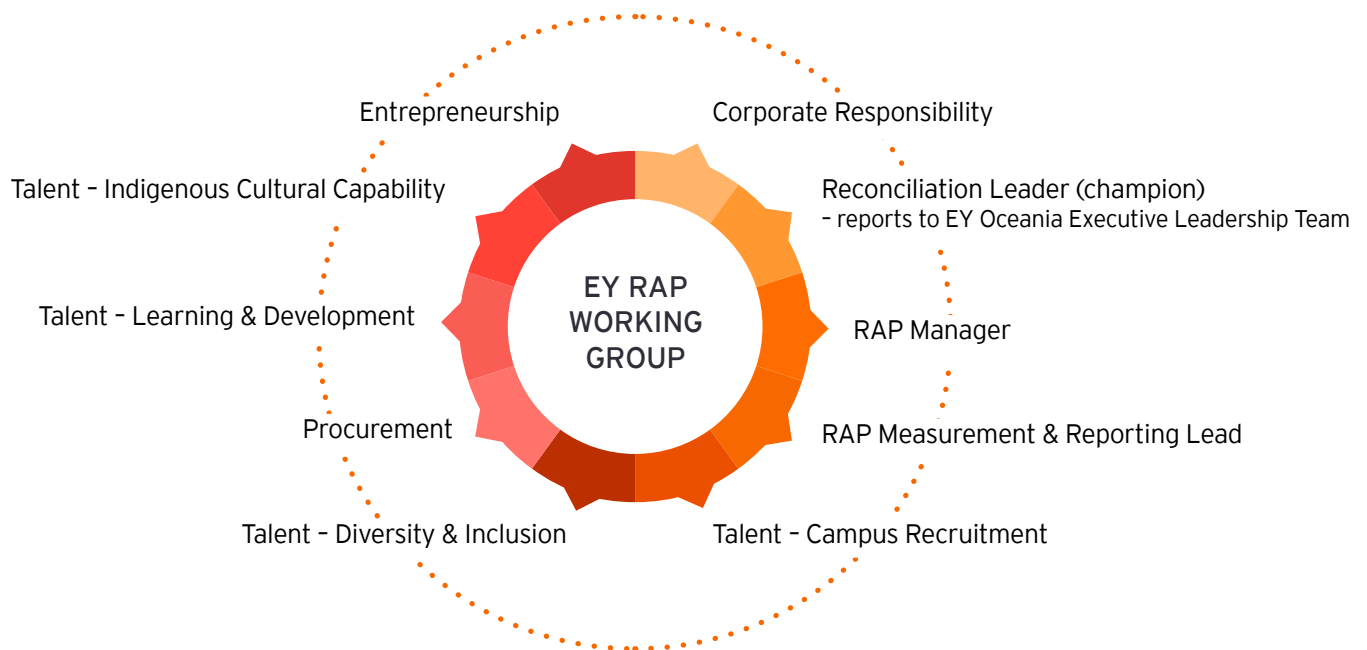
RAP governance

EY RAP Working Group

The EY RAP Working Group was established in mid-2011, and has since increased in size, organisational and senior leadership representation, as well as meeting cadence. It now meets on a monthly basis, rather than quarterly as was the case from 2011-2016, reflecting the heightened importance of reconciliation within EY. As at September 2021, there are 12 EY people in the Working Group from a diverse range of roles and functions.

This includes Deanella Mack, our Indigenous Cultural Capability Leader, as well as an open invitation for any Aboriginal and Torres Strait Islander employee to participate in meetings. 2021 has also seen an increase in Aboriginal and Torres Strait Islander representation from across the business including Anne Hanning, an Anmatyerre, Arrernte woman, skin name Kngwarreye, who is a Manager in our Darwin office. The areas of responsibility and organisational representation that make up the working group are displayed in the figure to the right.

**An up-to-date list of EY people on our Working Group is maintained on our [website](#)*



EY Reconciliation Leader

Our Reconciliation Leader is an EY Australia Partner, Terence Jeyaretnam, who reports directly to the EY Oceania CEO and EY Oceania Executive Leadership Team in regard to our RAP.

Indigenous Governance Council

Our Indigenous Governance Council was established in 2020 to oversee EY's Aboriginal and Torres Strait Islander Strategy. The strategy covers all Aboriginal and Torres Strait Islander matters at EY including our RAP, our Indigenous practice and other initiatives such as EY's support for the Uluru Statement from the Heart and thought leadership. The Council includes representatives from the EY Executive Leadership Team, our Indigenous practice and other key senior Aboriginal and Torres Strait Islander employees. Specifically, it includes our EY Oceania Markets Leader, EY Oceania Government and Health Sciences Managing Partner, EY Reconciliation Leader and Indigenous Cultural Capability Leader. In relation to EY's RAP, the Council will provide Executive oversight, ensuring the RAP is approved, implemented and success is achieved by leveraging the authority of Council members to drive resources where required.

Indigenous practice

As noted above, the focus of EY's Indigenous practice is on providing First Nations businesses and stakeholders with respectful services that promote empowerment and generate strategic transformation. Our Indigenous practice is key in the delivery of EY's reconciliation ambitions. Indigenous practice representatives have been engaged in the development of this RAP through interview and focus groups. Additionally, team members will provide advice and support in the delivery of key targets such as employment, cultural capability and procurement.

Accountability for RAP targets

Each of EY's RAP targets is supported by a Target Owner and one to three Target Drivers. Target Owners are documented in the "Responsibility" column of our target tables below and are members of the EY Executive Leadership Team who sit in areas of the business relevant for a given target. For example, our cultural capability and employment targets are owned by the Oceania Talent Leader as they are responsible for EY learning and development programs as well as our recruitment, retention and professional development efforts. The Target Owner has ultimate accountability for ensuring that our targets are achieved. Target Drivers support the Target Owner by driving the activities required to achieve RAP targets. For example, the majority of EY cultural learning activities are owned by the Oceania Talent Leader but are driven by our Cultural Capability Leader and other members of the EY Talent Team.

All drivers sit on the EY RAP Working Group and have the same cross-organisational representation as the RAP Working Group noted above. This accountability framework ensures that responsibility of target achievement sits with the highest forms of leadership at EY, while also increasing the number of people actively engaged in achieving our RAP targets, thus working to embed our RAP throughout EY and maximise our success.

Our commitments and targets

We are proud to present the following targets for EY's next Stretch RAP, categorised under our five strategic priority areas, and mapped to Reconciliation Australia's four pillars and five dimensions of reconciliation.

Alignment to Reconciliation Australia's four pillars

We have structured EY's RAP targets under each of our five strategic priority areas. These priority areas are clearly aligned with Reconciliation Australia's four pillars: Relationships, Respect, Opportunities and Governance, which have been mapped to our target tables at the commitment level. We have also outlined why these four action areas are important to EY and how we contribute to each of these action areas, below.

Relationships

Developing strong and lasting relationships with Aboriginal and Torres Strait Islander individuals, communities and organisations is critical to EY's reconciliation impact and organisational success. In fact, building relationships based on doing the right thing is one of our core values. Such relationships support collaborative processes and outcomes that centre in self-determination. This optimises our impact across our reconciliation efforts as well as our pro-bono and client engagements, thus leading to more opportunities to strengthen these relationships further.

Respect

If we are to be true to our value of demonstrating respect and teaming, respect for all peoples and cultures must flow through everything we do. Without respect, we cannot build relationships, nor can we nurture a working environment where everyone can thrive and bring their whole-selves to work, thus leading to more innovative and creative solutions for our clients' and the world's greatest challenges.

Opportunities

Creating opportunities for individuals, businesses and communities is at the heart of what we do. It is imperative that we leverage our skills, assets and experience to create opportunities for Aboriginal and Torres Strait Islander individuals, businesses and communities because we know that this will lead to a stronger, more stable economy and society. Ultimately, more opportunities for all.

Governance

Measuring, reporting and reviewing our progress, successes, challenges and lessons learned not only holds us accountable for the promises we make, but allows us to continuously improve and maximise our reconciliation impact. Without strong governance practices, we cannot uphold our value of demonstrating integrity and cannot fulfil our purpose of building a better working world.

Our strategic priorities support Reconciliation Australia's four pillars by:

- ▶ Building the cultural awareness, capability and safety of our people and business through cultural protocols, training, and opportunities to celebrate Aboriginal and Torres Strait Islander peoples and cultures. This is foundational for **relationships** built on mutual **respect** and trust, and demonstrates that we recognise the value First Nations Australians bring to our organisation and the broader Australian community.

- ▶ Strengthening talent and entrepreneurship through recruitment, professional development, procurement, pro-bono and commercial services, and by collaborating with organisations to support educational and career pathways at EY. This work helps to build capacity and lead to further socio-economic **opportunities**. It also provides further ground for different people to come together and build **relationships** around a common goal.
- ▶ Demonstrating leadership and advice by advocating for the priorities of First Nations peoples through our interactions with other stakeholders, client work and public engagement. This demonstrates our willingness to invest in our **relationships** and to level the playing field socially and economically to support Aboriginal and Torres Strait Islander businesses and entrepreneurs to capitalise on available **opportunities**.
- ▶ Diversifying our supply chain and encouraging others in our network to do so by investing in the capacity and network-building endeavours of our Aboriginal and Torres Strait Islander suppliers, thus advancing **relationships** throughout the procurement landscape, demonstrating the **respect** and trust we have in these businesses and amplifying future **opportunities**.
- ▶ Ensuring strong **governance**, tracking and reporting processes are in place, including a focus on engaging Aboriginal and Torres Strait Islander voices, impact measurement, robust and regular data capture, cross-organisational accountability at the highest levels of seniority, and regular communications internally and externally to strengthen our **relationships**, build awareness of, engagement in, and **respect** for the reconciliation process, to ultimately maximise the success we can achieve.

Alignment to the five dimensions of Reconciliation

Achieving reconciliation in Australia requires progress in five inter-related dimensions identified by Reconciliation Australia. Similar to Reconciliation Australia's four pillars, our strategic priority areas of our RAP (and supporting targets) have been designed to contribute to these dimensions and have been mapped accordingly.

▶ **Race relations**

- ▶ Building cultural capability and safety
- ▶ Talent and entrepreneurship
- ▶ Diversifying the supply chain
- ▶ Governance, tracking and reporting

▶ **Equality and equity**

- ▶ Talent and entrepreneurship
- ▶ Diversifying the supply chain
- ▶ Leadership and advice

▶ **Institutional integrity**

- ▶ Leadership and advice
- ▶ Governance, tracking and reporting

▶ **Unity**

- ▶ Building cultural capability and safety
- ▶ Leadership and advice

▶ **Historical acceptance**

- ▶ Building cultural capability and safety

However, as identified during our external stakeholder engagement, we recognise that we have more work to do to embed these five dimensions across our organisation, using them to shape and drive the commitments we make as well as the steps we take towards achieving them.

EY aims to further this work during the course of our second Stretch RAP by incorporating understanding of the dimensions into our internal trainings, conversations and broader advocacy. Additionally, we will explore how we can integrate the five dimensions into our forthcoming theory of change and outcomes measurement framework (see target 115a-c).

We view these as effective, holistic and genuine steps to furthering EY's education and contribution to the five dimensions and look forward to this focus throughout the next three years of this Stretch RAP.





Building Cultural Capability and Safety

- Respect and Relationships
- Race relations, Unity and Historical acceptance

Building the awareness and cultural capability of EY people and creating a culturally safe workplace is vital to achieving our purpose. A culturally safe workplace is one in which everyone has equal opportunity to thrive and contribute to our organisational success. Empowering diverse voices allows us to build a better EY working environment and a better working world by producing more creative and effective solutions for our clients. A culturally capable workforce also means we can better serve our Aboriginal and Torres Strait Islander clients and engage broader community stakeholders to help deliver better processes and outcomes across our engagements. Finally, by cultivating a workplace which values and celebrates Aboriginal and Torres Strait Islander peoples and values we create a vibrant internal culture where all can benefit from the richness of Aboriginal and Torres Strait Islander cultures.

Commitment	Target	Responsibility	Timeframe	
Relationship: Raise internal and external awareness of EY's RAP and promote reconciliation and RAP activities across internal and external networks (Relationship).	1 CEO to communicate the launch of the EY 2021 - 2024 RAP to all EY Australia people, highlighting key opportunities to support and engage with our reconciliation commitments	Oceania Brand, Marketing and Communications (BMC) Leader	September 2021	
	2 Communicate and promote EY's RAP externally by creating a dedicated page on EY's website and via other platforms as appropriate.	Oceania BMC Leader	December 2021, 2022, 2023	
Relationship: Celebrate and participate in National Reconciliation Week (NRW) to build and maintain relationship between Aboriginal and Torres Strait Islander peoples and other Australians.	3 EY will host one internal virtual national NRW event featuring leading First Nations voices, ensuring all EY people have the opportunity to participate. NRW events will feature the voices of First Australians to share their perspective and build awareness of the need for reconciliation.	Oceania BMC Leader, Oceania Talent Leader, RAP Leader	May 2022, 2023, 2024	
	4 Encourage each EY office to host their own internal NRW events which feature leading Local First Nations voices.	Oceania BMC Leader, Oceania Talent Leader, RAP Leader	May 2022, 2023, 2024	
	5 Promote NRW and encourage employees to participate in internal NRW events through circulation of resources or NRW and details of internal events.	Oceania BMC Leader, Oceania Talent Leader, RAP Leader	May 2022, 2023, 2024	
	6 Promote NRW and encourage employees to participate in external NRW events by circulating details of local events.	Oceania BMC Leader, RAP Leader	May 2022, 2023, 2024	
	7 Further enable employees to participate in internal and external NRW events by highlighting that EY's flexible working arrangements can be leveraged to attend both internal and external website.	Oceania BMC Leader	May 2022, 2023, 2024	
	8 EY to register internal NRW events on Reconciliation Australia's NRW website.	Oceania BMC Leader	May 2022, 2023, 2024	
	9 Require that EY RAP working Group members attend at least one internal NRW events.	RAP Leader	May 2022, 2023, 2024	
	10 Require that EY RAP Working Group members attend at least two external NRW events.	RAP Leader	May 2022, 2023, 2024	
	11 Require that EY Executive Leadership Team members attend at least one internal or external NRW event. ³	Oceania BMC Leader, RAP Leader	May 2022, 2023, 2024	
	Relationship and Respect: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders through engagement in building the cultural awareness and competence of EY people.	12 Partner with local Aboriginal and Torres Strait Islander stakeholders to develop a set of geographic-specific desktop resources which focus on raising historical and cultural knowledge and competence of EY employees. ⁴	Oceania Talent Lead, Oceania BMC Leader	March 2022: engage stakeholders. March 2023: develop resources.
		13 Make cultural knowledge and competence resources readily available to EY employees on our intranet and promote these resources through internal email communications.		August 2024
14 Consult with Aboriginal and Torres Strait Islander stakeholders to develop a set of principles and guidelines for our people to abide by when engaging with Aboriginal and Torres Strait Islander individuals, businesses and communities both internally and externally to EY. These will also be guided by the UN Declaration on the Rights of Indigenous Peoples, as well as other guidance provided by reputable organisations such as the Diversity Council of Australia and Reconciliation Australia.			March 2022: engage stakeholders. March 2023: develop resources.	
15 Make principles and guidelines readily available to EY employees on our intranet and promote these resources through internal email communications.			August 2024	

3. Targets related to required NRW and NAIDOC week attendance exclude those travelling internationally or on leave during the time of NRW and/or NAIDOC week

4. Resources will include an Acknowledgement of Country and Welcome to Country pack outlining protocols and contacts for specific offices. They will also include a Directory of resources guiding EY people to resources with historical and cultural information relevant to each office location such as information regarding local language groups and historical events.

Commitment	Target	Responsibility	Timeframe
<p>Respect: Engage employees in cultural learning opportunities to build cultural awareness and competence and increase appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<p>16 Hold at least one internal cultural learning activity in each EY office location each year, featuring local First Nations voices. These activities are over and above our NRW and NAIDOC week events as well as our online cultural learning module and cultural learning workshops discussed further below. Examples include, opportunities for peer-based learning and reflection such as movie nights and book clubs, expert panel and/or cultural sharing events such as those which celebrate traditional dance and food, and immersion activities such as local site visits out on Country and language sessions.</p>	Oceania Talent Leader	August 2022, 2023, 2024
	<p>17 Review and update EY's current Aboriginal and Torres Strait Islander high-level cultural learning, capability and safety strategy⁵ into a more formalised and detailed strategic document. Share and validate the strategy with existing EY Aboriginal and Torres Strait Islander employees as part of this review and update.</p>	Oceania Talent Leader	March 2022
	<p>18 Develop EY's cultural capability and safety framework to support our cultural learning, capability and safety strategy and learning activities.</p>	Oceania Talent Leader	August 2022
	<p>19a Develop and pilot a cultural awareness survey to capture current levels of Aboriginal and Torres Strait Islander cultural knowledge and competence across EY employees.</p>	Oceania Talent Leader	March 2022
	<p>19b Roll out cultural awareness survey to all employees. Use results to inform EY's cultural learning strategy.</p>		March 2023
	<p>19c Conduct the cultural awareness survey annually and review against baseline to track progress.</p>		March 2024
	<p>20 Develop an EY Indigenous Ambassador program where EY employees can achieve Ambassador status through different activities such as NRW and NAIDOC event attendance, online and face-to-face cultural awareness training etc. Ambassadors will be graded across bronze, silver and gold levels dependent on the depth of their interaction.</p>	Oceania Talent Leader	Develop, define and implement the Bronze level program by August 2022, Silver level by August 2023, Gold level by August 2024
	<p>21 Encourage participation of all employees in the EY Ambassador Program through internal email communications from the EY Executive Leadership Team.</p>	Oceania Talent Leader	August 2022, 2023, 2024
	<p>22 Include content regarding reconciliation and its Five Dimensions, EY's RAP as well as the UN Declaration of the Rights of Indigenous Peoples into EY's online cultural learning module to increase awareness and understanding across these areas.</p>	Oceania Talent Leader	September 2021
	<p>23 Develop and roll-out EY's online cultural learning module to all current and new employees by making the module mandatory in EY's internal web-based learning system.</p>	Oceania Talent Leader	Develop by September 2021 Rolled-out by October 2021

5. EY's existing cultural learning strategy includes key initiatives and targets to drive cultural learning at EY including the establishment of locally-based committees to run cultural learning activities, employment of a dedicated Cultural Capability Leader, delivery of NRW and NAIDOC week events, as well as the cultural learning targets outlined in our 2016-2019 RAP.

6. The training completion/participation rate will apply to all EY employees who have been with the firm for 3 months or longer.

7. Cultural learning workshops are defined as facilitated face-to-face or virtual sessions (where required e.g. due to COVID) including our formalised series on specific areas of cultural understanding, knowledge and capability such as Aboriginal and Torres Strait Islander Skin and Kin protocols.

8. Cultural immersion activities are defined as activities which provide opportunities for EY employees to actively engage and interact with Aboriginal and/Torres Strait Islander peoples and cultures to build relationships and enable better understanding and cultural capability. These activities will be delivered through our cultural learning activities where these are led by local Traditional Owners outside of the EY office and on their traditional Country, other activities such as Garma, as well as through our pro bono and commercial engagements which involve active participation in Aboriginal and Torres Strait Islander cultures, for example where engagements require going to community and engaging in ceremony or yarning circles.

Commitment	Target	Responsibility	Timeframe
	24a 50% of EY employees to complete EY's online cultural learning module in the first year of the RAP. ⁶	Oceania Talent Leader	March 2022
	24b 100% of EY employees to complete EY's online cultural learning module, (within 6 months of being assigned the learning), across the first two years of the RAP. ³		March 2023
	24c 100% of EY employees to complete EY's online cultural learning module across the three years of the RAP. ³		March 2024
	25a 10% of EY employees to complete at least one EY cultural learning workshop in the first year of the RAP. ^{3,7}	Oceania Talent Leader	August 2022
	25b 15% of EY employees to complete at least one EY cultural learning workshop in the second year of the RAP. ^{3,4}		August 2023
	25c 20% of EY employees to complete at least one EY cultural learning workshop in the third year of the RAP. ^{3,4}		August 2024
	26 1% of EY employees to participate in cultural immersion activities each year across the life of the RAP. ^{3,8}	Oceania Talent Leader	August 2022, 2023, 2024
Relationship and Respect: Target EY personnel working with Aboriginal and Torres Strait Islander peoples, communities and organisations for cultural awareness and competence training to provide cultural safety for these stakeholders.	27 Require that EY RAP Working Group members are active cultural learners by requiring completion of at least one cultural learning activity over and above completing the EY online cultural learning module and attending NRW and NAIDOC week events.	Oceania Talent Leader	August 2022, 2023, 2024
	28 EY RAP Working Group members will share and discuss resources related to reconciliation and Aboriginal and Torres Strait Islander stakeholders in RWG meetings such as news items, upcoming events and external reports.		August 2022, 2023, 2024
	29 Require that EY Executive Leadership Team members are active cultural learners by requiring completion of at least one cultural learning activity over and above completing the EY cultural learning module and attending NRW and NAIDOC week events.	Oceania Talent Leader, RAP Leader	August 2022, 2023, 2024
	30 Conduct annual knowledge sharing workshops with RAP Working Group members, focusing on the history and current state of reconciliation and RAPs as well as other key competencies required for the group.	Oceania Talent Leader	August 2022, 2023, 2024
	31 Require that any EY employees working directly with internal and/or external Aboriginal and Torres Strait Islander stakeholders attain a minimum of bronze level in the EY Indigenous Ambassador Program. These employees will be those who are: (1) In a team which has Aboriginal and Torres Strait Islander interns and/or permanent employees, as identified by members of our Talent Team responsible for our Aboriginal and Torres Strait Islander internship program and Indigenous recruitment. (2) Involved with an engagement which is delivered in partnership with EY's Indigenous practice, as tagged in our internal systems. (3) Involved in an engagement which provides services directly for an Aboriginal and Torres Strait Islander client and/or involves interaction with Aboriginal and Torres Strait Islander stakeholders, as tagged in our internal systems. (4) Engaged in delivering EY entrepreneurship programs involving Aboriginal and Torres Strait Islander participants, as identified by our RAP WG member who is responsible for delivering our entrepreneur related targets. (5) Interacting with EY's Aboriginal and Torres Strait Islander suppliers either through relationship management or otherwise, as identified by our Asia-Pacific Inclusive & Sustainable Procurement Manager.	Oceania Talent Leader (1) RAP Leader (2 & 3) Growth Markets Leader (4) Global Inclusive & Sustainability Procurement Leader (5)	August 2023, 2024

Commitment	Target	Responsibility	Timeframe
Respect: Demonstrate respect towards Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.	32 Develop a policy which requires EY people to include an Acknowledgement of Country at all internal and external events relating to Aboriginal and Torres Strait Islander communities, individuals, businesses, reconciliation and topics that disproportionately impact these stakeholders, as well as events with 20 attendees or above, and circulate the policy via email communications and accessibility on the EY SharePoint.	Oceania Talent Leader	August 2021, 2022, 2023
	33 Review EY's current Cultural Respect Protocol and ensure it includes up to date contacts and protocols for a Welcome to Country and Acknowledgement of Country and emphasises why these protocols are important.	Oceania Talent Leader	December 2021
	34 Circulate and make readily available EY's updated Cultural Respect Protocol.	Oceania Talent Leader, Oceania BMC Leader	January 2022
	35 Invite a local Traditional Owner to provide a Welcome to Country at a minimum of one event per office location per year.	Oceania Talent Leader, RAP Leader, OMPs	August 2022, 2023, 2024
	36 Display Acknowledgement of Traditional Land Owners in all seven EY offices in Australia. Acknowledgement may be through plaques, artwork, room names and/or digital banners.	Oceania Talent Leader	August 2022
Relationship: Promote positive race relations through anti-discrimination policies which come from the top.	37 Review EY's Workplace Behaviour Policy ⁹ annually for continuous improvement.	Oceania Talent Leader	August 2022, 2023, 2024
	38 Engage Aboriginal and Torres Strait Islander stakeholders in the review and update of EY's Workplace Behaviour Policy including our Cultural Capability Leader and members of our Indigenous Governance Council.	Oceania Talent Leader	August 2022, 2023, 2024
	39 Implement and communicate EY's Workplace Behaviour Policy through email communications from Executive Leaders and ensure it is accessible via our intranet and online learning portal.	Oceania Talent Leader	August 2022, 2023, 2024
	40 Ensure all existing and new EY employees are trained in EY's Workplace Behaviour Policy by making its accompanying online module mandatory in EY's internal web-based learning system.	Oceania Talent Leader	August 2022, 2023, 2024
	41 Members of EY Executive Leadership Team to publicly support anti-discrimination campaigns, initiatives or stances against racism.	RAP Leader, Oceania People Leader, Oceania BMC Leader	August 2022, 2023, 2024
	42 Provide ongoing education opportunities for Executive Leadership Team members on the effects of racism by addressing the issue in EY cultural learning activities.	Oceania Talent Leader	August 2022, 2023, 2024

9. EY's Workplace Behaviour Policy covers our expectations and requirements to ensure EY is a discrimination free workplace.

Commitment	Target	Responsibility	Timeframe
Respect: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	43 In consultation with Aboriginal and Torres Strait Islander Stakeholders, EY will organise and host an internal virtual national NAIDOC Week event with a focus on First Australian histories, cultures and achievements.	Oceania BMC Leader, Oceania Talent Leader	July 2022, 2023, 2024
	44 Promote NAIDOC week and encourage EY employees to participate in internal events by circulating resources on First Australian histories, cultures and achievements, as well as details of local events.	Oceania BMC Leader	June 2022, 2023, 2024
	45 Promote NAIDOC week and encourage employees to participate in external events by circulating details of external local events.	Oceania BMC Leader	June 2022, 2023, 2024
	46 Further enable employees to participate in internal and external NAIDOC week events by highlighting that EY flexible working arrangements can be leveraged to attend both internal and external events.	Oceania BMC Leader	June 2022, 2023, 2024
	47 Require that EY RAP Working Group members attend at least one internal NAIDOC week event.	RAP Leader	July 2022, 2023, 2024
	48 Require that EY RAP Working Group members attend at least one external NAIDOC week event.	RAP Leader	July 2022, 2023, 2024
	49 Require that EY Executive Leadership Team members attend at least one internal or external NAIDOC Week event.	Oceania Talent Leader, RAP Leader	July 2022, 2023, 2024



Talent and Entrepreneurship

- Relationships and Opportunities
- Race relations and Equality and equity

Accelerating the growth and success of Aboriginal and Torres Strait Islander entrepreneurs and businesses directly serves our purpose of building a better working world. With more diverse and talented people actively participating in our economy and society, we can create a stronger and more stable Australia with flow on opportunities for all. By also contributing to this strategic pillar through provision of employment opportunities at EY, we can benefit directly from the knowledge, skills and experience that Aboriginal and Torres Strait Islander employees bring and build our community of passionate individuals contributing to cultural knowledge, practice and safety across EY.

Commitment	Target	Responsibility	Timeframe
Relationships and Opportunities: Improve employment outcomes through a strong Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and culturally capable Talent team.	50 Review and update EY's current Aboriginal and Torres Strait Islander high-level recruitment, retention and professional development strategy ¹⁰ into a more formalised and detailed strategic document.	Oceania Talent Leader	August 2022
	51 As part of the annual review and update, engage with Aboriginal and Torres Strait Islander employees to consult on EY's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Oceania Talent Leader	August 2022
	52 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oceania Talent Leader	June 2022
	53 Conduct annual Aboriginal and Torres Strait Islander recruitment and cultural learning workshops with members of EY's Talent Team, focusing on raising awareness of EY's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and cultural competencies in a recruitment context.	Oceania Talent Leader	August 2022, 2023, 2024
Opportunities: Improve employment outcomes by increasing recruitment of Aboriginal and Torres Strait Islander employees.	54 Advertise all relevant roles in Aboriginal and Torres Strait Islander networks including by communicating opportunities to Aboriginal and Torres Strait Islander 'job boards' and to external Indigenous recruiting consultancies and platforms. Relevant roles will include openings for our Indigenous internship opportunities, Indigenous practice team members, and roles involved with developing and delivering our Aboriginal and Torres Strait Islander cultural learning programs and recruitment.	Oceania Talent Leader	August 2022, 2023, 2024
	55 Advertise roles beyond Aboriginal and Torres Strait Islander focused roles through Aboriginal and Torres Strait Islander networks.	Oceania Talent Leader	August 2022, 2023, 2024
	56 Develop content such as written testimonials and videos to profile and celebrate EY Aboriginal and Torres Strait Islander employees. Include this content on EY's Career website and dedicated RAP page, and send to Indigenous youth organisations to circulate across networks. Review and update content annually to ensure it remains relevant and engaging.	Oceania Talent Leader	August 2022, 2023, 2024
	57 Require that EY's Career website has Reconciliation-related content. This includes a link to EY's dedicated RAP page, our RAP progress to date and, as noted above, the celebration, profiling and testimonials of specific Aboriginal and Torres Strait Islander employees.	Oceania Talent Leader, with support from Oceania BMC Leader	August 2022
	58a Increase total Aboriginal and Torres Strait Islander employment to at least 20 in the first year of the RAP.	Oceania Talent Leader	August 2022
	58b Increase total Aboriginal and Torres Strait Islander employment to at least 25 in the second year of the RAP .		August 2023
	58c Increase total Aboriginal and Torres Strait Islander employment to at least 30 in the third year of the RAP.		August 2024

10. EY's existing strategy includes key initiatives and targets to drive Aboriginal and Torres Strait Islander recruitment, retention and professional development at EY including appointing RAP Working Group members as responsible for intern and experience hire recruitment, building relationships with universities as well as the recruitment, retention and professional development targets outlined in our 2016-2019 RAP.

Commitment	Target	Responsibility	Timeframe
Relationships and Opportunities: Improve employment outcomes by increasing recruitment of Aboriginal and Torres Strait Islander students.	59 Develop and maintain relationships with at least one Aboriginal and Torres Strait Islander student support service or network at universities in each office location to increase awareness of and encourage career opportunities at EY and professional services more broadly.	Oceania Talent Leader	August 2022 (1 location) August 2023 (3 locations) August 2024 (all locations)
	60 For offices where there are Aboriginal and Torres Strait Islander employees, take all efforts to ensure at least one of the EY Ambassadors attending Aboriginal and Torres Strait Islander student-focused university events identifies as an Aboriginal and Torres Strait Islander person.	Oceania Talent Leader	March 2022, 2023, 2024
	61a Recruit 10 Aboriginal and Torres Strait Islander interns per year.	Oceania Talent Leader	August 2022
	61b Recruit 15 Aboriginal and Torres Strait Islander interns per year	Oceania Talent Leader	August 2023
	61c Recruit 20 Aboriginal and Torres Strait Islander interns per year.	Oceania Talent Leader	August 2024
Relationships and Opportunities: Improve employment outcomes through initiatives to increase Aboriginal and Torres Strait Islander retention.	62 Conduct a Yarning Circle with Aboriginal and Torres Strait Islander interns as a formal part of the internship program to provide a safe space for sharing internship program experiences, seeking support and enhancing learning opportunities, as well as to encourage and discuss future employment pathways at EY.	Oceania Talent Leader	August 2022, 2023, 2024
	63 Establish a network for EY employees who identify as Aboriginal and Torres Strait Islander and provide at least annual opportunities for the network to build relationships, learn, share experiences, and provide feedback to EY include on RAP activities. Opportunities include targeted events, workshops and email communications.	Oceania Talent Leader	August 2022, 2023, 2024
	64a Develop and pilot a survey to be provided to Aboriginal and Torres Strait Islander interns to capture whether EY has provided a culturally safe and valuable experience. Gather survey responses by sending a survey link via email to all interns towards the end of their internship.	Oceania Talent Leader	February 2022
	64b Roll out survey to full intern cohort. Analyse data and develop future year targets for average responses to survey questions related to cultural safety and the value gained from the experience.	Oceania Talent Leader	February 2023
	64c Conduct survey again, and collect and review average survey responses against targets set in the previous year.	Oceania Talent Leader	February 2024
	64d Review results of intern surveys (including the pilot) to identify and implement opportunities to improve the program experience and results on an ongoing basis.	Oceania Talent Leader	March 2022, 2023, 2024
	65 Maintain Aboriginal and Torres Strait Islander retention rate at the same level or higher than the EY non- Indigenous retention rate.	Oceania Talent Leader	August 2022, 2023, 2024

Commitment	Target	Responsibility	Timeframe
Relationships and Opportunities: Support long term employment opportunities through professional development, network building and high lighting success.	66 Promote and encourage future employment opportunities at EY by including presentations from permanent Aboriginal and Torres Strait Islander employees to share experiences of working at EY and provide tips for success as a formal part of the internship program.	Oceania Talent Leader	March 2022 March 2023 March 2024
	67 Support long term employment opportunities at EY through an Indigenous intern mentoring program which connects Aboriginal and Torres Strait Islander interns with permanent Aboriginal and Torres Strait Islander employees to discuss employment experiences and provide advice and support.	Oceania Talent Leader	March 2022 (identify participants) March 2023 (pilot) March 2024 (launch)
	68 Develop and implement a mentorship program to connect Aboriginal and Torres Strait Islander employees with Partners to support professional development and progression.	Oceania Talent Leader	March 2022 (identify participants) March 2023 (pilot) March 2024 (launch)
Opportunities: Build the capability and productivity of First Australian entrepreneurs and businesses by supporting and delivering programs and events with and for stakeholders across our networks.	69 Actively seek and encourage at least one Aboriginal and Torres Strait Islander entrepreneur to apply for EY entrepreneurship programs each year by reaching out to Aboriginal and Torres Strait Islander stakeholders in our network including our Aboriginal and Torres Strait Islander employees, clients, suppliers and former program participants. Entrepreneurship programs include EY Foundry, Entrepreneur of the Year and Entrepreneurial Winning Women.	Global Inclusive & Sustainability Procurement Leader	August 2022, 2023, 2024
	70 Sponsor the Young Indigenous Entrepreneur of the Year award in Supply Nation's Supplier Diversity Awards at Connect. ¹¹	RAP Leader	March 2022, 2023, 2024
	71 Identify and develop an entrepreneurship program with a tertiary institution or not for profit organisation that allows both knowledge transfer from EY and opportunities for involvement in EY's other entrepreneurship programs.	RAP Leader	August 2024
	72 Offer EY 7 Drivers of Growth sessions as a value-add opportunity to all EY Aboriginal and Torres Strait Islander clients and suppliers.	Growth Markets Leader	August 2022, 2023, 2024
	73 On a bi-annual basis, run interactive webcasts which focus on topics and learnings relevant for Aboriginal and Torres Strait Islander entrepreneurs and invite Supply Nation members, registered businesses and other Aboriginal and Torres Strait Islander individuals and businesses in EY's network to participate. Make these sessions available to all these stakeholders. These may include sessions on key competencies in entrepreneurship and applying for EY procurement opportunities.	Global Inclusive & Sustainability Procurement Leader	August 2022, 2023, 2024

11. Connect is an annual two-day event, hosted by Supply Nation, which consists of a Knowledge Forum, Tradeshow and Gala Awards Dinner with the purpose of promoting and celebrating Aboriginal and Torres Strait Islander suppliers.



Leadership and Advice

- Relationships and Opportunities
- Equality and equity, Institutional integrity and Unity

We see ourselves as leaders in driving progress and solutions across areas most important to Australia's business community and broader society. If we are to be true leaders, we must take a stance on and embed the priorities of First Nations peoples throughout our client engagements, relationships and public engagement. This will support us in developing more meaningful relationships with Aboriginal and Torres Strait Islander businesses and communities and access further opportunities for contribution and impact through growth in our client work.

Commitment	Target	Responsibility	Timeframe
Relationships: Promote reconciliation through our sphere of influence.	74 Release EY's RAP publicly on our website and include a statement that emphasises EY's commitment to Reconciliation and RAPs.	BMC Leader	September 2021
	75 Implement strategies to engage all employees to drive reconciliation outcomes including by holding 'Lunch and Learn' ¹² sessions biannually, and on an ad hoc basis as required which provide an opportunity for employees to engage and learn about topics related to Reconciliation.	Oceania Talent Lead	August 2022, 2023, 2024
	76 Implement strategies to positively influence external stakeholders to drive reconciliation outcomes including by incorporating a session on Reconciliation and RAPs into all three of EY and the Cambridge Institute of Sustainability Leadership's annual sustainability programmes. ¹³	RAP Leader	August 2022, 2023, 2024
	77 Attend all RAP Leadership Gathering meetings to enable collaboration with other RAP and like-minded organisations to implement ways to advance reconciliation.	RAP Leader	August 2022, 2023, 2024
	78 Collaborate with the Indigenous Leadership Group at the Business Council of Australia to identify and implement opportunities to create collective RAP outcomes.	RAP Leader	August 2022, 2023, 2024
Relationships: Raise internal and external awareness and take a stance on topics which specifically impact Aboriginal and Torres Strait Islander individuals, communities and organisations to demonstrate EY support.	79 Raise EY employees awareness of the Uluru Statement from the Heart and progress regarding the Voice to Parliament through internal communications.	RAP Leader, Oceania BMC Leader	August 2022, 2023, 2024
	80 Continue to demonstrate EY support for the Uluru Statement from the Heart by contributing and being responsive to the evolving national conversation through ongoing communications with organisations such as From the Heart.	Oceania BMC Leader	August 2022, 2023, 2024
	81 Review upcoming market activation plans ¹⁴ to identify opportunities to incorporate a First Nations' perspective or new opportunities in areas of priority for Aboriginal and Torres Strait Islander communities and businesses. Where opportunities are identified, work with appropriate stakeholders to develop market activations.	RAP Leader, SAT & BMC Leader	March 2022, September 2022, March 2023, September 2023, March 2024
Relationships and Opportunities: Build the capability and productivity of First Australian organisations through providing advice, support and resources during pro bono and commercial engagements.	82 Review pro bono requests from Aboriginal and Torres Strait Islander stakeholders to identify, and accept where possible, requests which reflect EY's RAP objectives and EY's broader strategic focus areas. This includes our RAP object to amplify the priorities of Indigenous individuals, businesses and communities. Report on the number of pro bono engagements and number of hours invested with the intention to at least maintain these numbers annually.	RAP Leader & Corporate Responsibility Team	August 2022, 2023, 2024
	83 Review opportunities for commercial engagements with Aboriginal and Torres Strait Islander organisations which build the capability and impact of these organisations and concurrently work as opportunities to build the cultural capability of EY people. Report on the number of engagements undertaken with the intention to at least maintain this number annually.	RAP Leader	August 2022, 2023, 2024
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	84 Through EY pro bono and commercial engagements, as well as other channels, we will establish and maintain formal two-way relationships ¹⁵ with at least 6 Aboriginal and Torres Strait Islander communities or organisations.	RAP Leader	August 2024
	85 Ensure that EY's principles and guidelines for Aboriginal and Torres Strait Islander stakeholder engagement (target 14) can be leveraged to develop a tailored stakeholder engagement plan where appropriate.	Oceania Talent Lead	September 2022

12. EY 'Lunch and Learn' sessions are structured as interactive presentations and discussions on topics of particular importance to Aboriginal and Torres Strait Islander peoples which arise throughout the year, such as the Black Lives Matter protests.

13. EY and CISL collaboratively run three sustainability programmes over four consecutive days. These include our Sustainability Practitioner Programme, The Prince of Wales Business Sustainability Programme and our Non-Executive Director Programme. The programmes host a set of speakers on sustainability-related topics

14. Market activation refers to a range of marketing and communications campaigns and activities including thought leadership.

15. The term 'formal two-way relationship' refers to relationships between EY and Aboriginal and Torre Strait Islander communities or organisations that are ongoing over a period of time, and are formalised in some way, for example through a contract, other documentation and/or agreement to meet regularly. Examples include pro bono and commercial engagements.



Diversifying the Supply Chain

- Relationships, Respect and Opportunities
- Race relations and Equality and equity

We only serve to benefit from supporting Aboriginal and Torres Strait Islander businesses and entrepreneurs through procurement opportunities. A diverse supply chain is a stronger and more effective one and provides a network of Aboriginal and Torres Strait Islander individuals to engage in our entrepreneurship programs to which we are deeply committed. By leveraging procurement opportunities to strengthen the capacity, networks and resilience of our Aboriginal and Torres Strait Islander suppliers through such programs, we strengthen the resilience of our own supply chain and organisational success. The visibility of Aboriginal and Torres Strait Islander entrepreneurs and business across the supply chain also supports the cultural safety of our workplace and our ability to build relationships with broader Aboriginal and Torres Strait Islander stakeholders by demonstrating our commitment to amplifying economic opportunities for First Nations Australians.

Commitment	Target	Responsibility	Timeframe
Relationships and Opportunities: Increase supplier diversity through a strong Aboriginal and Torres Strait Islander procurement strategy and culturally capable Procurement team.	86 Review and update EY's Aboriginal and Torres Strait Islander Procurement Strategy. Share and validate the draft strategy with existing Aboriginal and Torres Strait Islander suppliers ¹⁶ as part of annual review and update.	Global Inclusive & Sustainability Leader	June 2022, 2023, 2024
	87 Train all members of EY's procurement team in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Global Inclusive & Sustainability Leader	August 2022, 2023, 2024
	88 Conduct annual Aboriginal and Torres Strait Islander procurement and cultural learning workshops with members of EY's procurement team, focusing on raising awareness of EY's Aboriginal and Torres Strait Islander procurement strategy and cultural competencies in a procurement context.	Global Inclusive & Sustainability Leader	August 2022, 2023, 2024
Opportunities: Increase spend with Aboriginal and Torres Strait Islander businesses through strong processes and targets.	89 For all Australian projects equal to and above US\$250,000 ¹⁷ , require the relevant procurement manager, with support from EY Environmental, Sustainability and Governance Services, to undertake an investigation to identify at least one Indigenous business* with the required capabilities to deliver the project. Where Indigenous businesses with the required capabilities are identified, require the inclusion of at least one Indigenous business in the tender process. Where Indigenous businesses are not identified, require formal application to EY Environmental, Sustainability and Governance Services for an exemption from this tender process requirement. ¹⁸	Global Inclusive & Sustainability Leader	August 2022, 2023, 2024
	90 Review and update procurement practices to identify and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Global Inclusive & Sustainability Leader	August 2022, 2023, 2024
	91 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to EY people.	Global Inclusive & Sustainability Leader	August 2022, 2023, 2024
	92 Maintain commercial relationships with at least 3 Aboriginal and Torres Strait Islander businesses each year.	Global Inclusive & Sustainability Leader	June 2022, 2023, 2024
	93a Procure 1.5% of contestable spend from Aboriginal and Torres Strait Islander suppliers across the first year of the RAP to align with the Raising the Bar initiative goal of 3% by June 2024.	Global Inclusive & Sustainability Procurement Leader	June 2022
	93b Procure 2.0% of contestable spend from Aboriginal and Torres Strait Islander suppliers across the second year of the RAP to align with the Raising the Bar initiative goal of 3% by June 2024.		June 2023
	93c Procure 2.5% of contestable spend from Aboriginal and Torres Strait Islander suppliers across the third year of the RAP to align with the Raising the Bar initiative goal of 3% by June 2024.		June 2024

16. We define Indigenous businesses as those which are 50% owned, operated and controlled by an Indigenous person and/or people.

17. This figure is in USD as this is part of a Global EY policy regarding diverse suppliers.

18. EY Environmental, Sustainability and Governance Services drives supplier diversity and sustainable procurement on a global basis for EY. Our mission is to create a distinctive environment for diverse owned and sustainable suppliers to develop innovative solutions and strategies for EY and our clients to build a better working world.

Commitment	Target	Responsibility	Timeframe
Opportunities: Increase spend with Aboriginal and Torres Strait Islander businesses through a focus on Tier 2 suppliers.	94a Identify EY's largest opportunities for Tier 2 Aboriginal and Torres Strait Islander procurement.	Global Inclusive & Sustainability Procurement Leader	July 2022
	94b Communicate with identified Tier 1 suppliers and develop a target for minimum Aboriginal and Torres Strait Islander spend.		July 2023
	94c Track the progress of Tier 1 suppliers against identified targets.		July 2024
Relationships and Opportunities: Increase spend with Aboriginal and Torres Strait Islander businesses through a strong relationship with Supply Nation.	95 Maintain membership of Supply Nation.	Global Inclusive & Sustainability Procurement Leader	June 2022, 2023, 2024
	96 Annually, increase EY spend with Supply Nation registered businesses from prior year.	Global Inclusive & Sustainability Procurement Leader	June 2022, 2023, 2024
	97 In addition to sponsoring the Young Indigenous Entrepreneur of the Year award, support Supply Nation in the development and implementation of other procurement programs as requested. For example, through financial support, provision of advice, speakers, participants, facilitators, meeting space etc.	Global Inclusive & Sustainability Procurement Leader	August 2022, 2023, 2024
Relationships and Opportunities: Build the networks, capability and productivity of First Australian suppliers by leveraging our client and broader stakeholder relationships and providing targeted advice, support and resources.	98 Offer all Aboriginal and Torres Strait Islander suppliers at least one opportunity during their tenure with EY to engage in activities which will strengthen their supplier and business capabilities. For example, provision of EY 7 Drivers of Growth sessions, business coaching, networking opportunities and similar.	Global Inclusive & Sustainability Procurement Leader	August 2022, 2023, 2024
	99 Introduce each of EY's Aboriginal and Torres Strait Islander suppliers to at least one of EY's clients during their tenure with EY to provide a platform for current and/or future business opportunities.	RAP Leader	August 2022, 2023, 2024
	100 Develop and implement a formalised supplier mentorship program which connects Aboriginal and Torres Strait Islander suppliers with larger non- Indigenous suppliers and supports them to engage on a regular basis to provide capacity building, networking and future business opportunities.	Global Inclusive & Sustainability Procurement Leader	August 2022 (identify prospective participants) August 2023 (pilot) August 2024 (launch)





Governance, Tracking and Reporting

- Relationships, Governance and Respect
- Race relationships and Institutional integrity

We help our clients every day to develop the robust governance and reporting processes which will drive success in the areas they care about most. We advocate for assigning clear accountabilities across organisations and at the highest levels of seniority to entrench ownership of targets and initiatives and channel resources towards their achievement. We champion the implementation of strong data collection and reporting systems and processes to track progress and allow for reflection regarding successes, challenges and lessons learned to ultimately drive ongoing improvement and maximum impact. To maintain our integrity and gain the same benefits we promote to our clients, we must maintain the governance, tracking and reporting practices required to deliver on our reconciliation commitments and provide the transparency that we and our stakeholders expect.

Commitment	Target	Responsibility	Timeframe
Governance: RAP Working Group actively monitors RAP development and actions, tracking progress and reporting.	101 RAP Working Group consists of at least two Aboriginal and Torres Strait Islander members, including the EY Australia Indigenous Cultural Capability Leader, at least one Partner and core business services managers responsible for delivering RAP targets.	RAP Leader	March 2022, 2023, 2024
	102 RAP Working Group to meet each month to discuss and drive RAP progress.	RAP Leader	September, October, November, December, January, February, March, April, May, June, July, August 2021, 2022, 2023, 2024
	103 Update EY RAP Working Group Terms of Reference including purpose and expectations and annually circulate and make readily accessible to members and their Executive Line Managers.	RAP Leader	December 2021
Governance: Provide appropriate support for effective implementation of RAP commitments.	104 Maintain an internal RAP Champion from senior management.	RAP Leader	August 2022, 2023, 2024
	105 Embed resource needs for RAP implementation by including RAP responsibilities in the role descriptions or performance plans of RAP Working Group Members and by providing a dedicated engagement code to which members can charge their time to enable members to track their contribution to the RAP.	RAP Leader	August 2022, 2023, 2024
	106 Embed key RAP actions in the performance expectations of members of the EY Executive Leadership Team including the RAP Champion and all members of the Indigenous Governance Council	RAP Leader	August 2022, 2023, 2024
	107 Embed appropriate systems and capability to track, measure and report on RAP commitments.	RAP Leader	August 2022, 2023, 2024
Relationships and Governance: Engage with Aboriginal and Torres Strait Islander stakeholders in the development and implementation of EY's RAP.	108 Provide an opportunity for EY Indigenous practice members and other Aboriginal and Torres Strait Islander employees to engage in RAP development and implementation through an open invite to monthly meetings.	RAP Leader	August 2022, 2023, 2024
	109 Provide an annual progress update to external Aboriginal and Torres Strait Islander stakeholders engaged in the development of EY's RAP to obtain feedback and identify opportunities for improvement. The update will be provided through our progress tracker and facilitated by face-to-face or virtual meetings to elaborate on progress and obtain feedback.	RAP Leader	August 2022, 2023, 2024
	110 Identify opportunities for other external Aboriginal and Torres Strait Islander stakeholders to engage with EY's RAP, provide feedback and identify opportunities for improvement including through client, procurement and partnership relationships.	RAP Leader	August 2022, 2023, 2024

Commitment	Target	Responsibility	Timeframe
Governance: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	111 Further investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	RAP Leader	May 2022
	112 Provide progress updates four times a year to the EY Executive Leadership Team to drive accountability and raise leadership awareness.	RAP Leader	August 2022, 2023, 2024
	113 Provide progress updates to EY people four times per year (in alignment with Executive Leadership update) including opportunities to engage in RAP activities and celebration of Indigenous employee achievements.	Oceania BMC Leader, RAP Leader	August 2022, 2023, 2024
Governance: Demonstrate the impact created by RAPs and communicate challenges, successes and lesson to maximise impact.	114 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	RAP Leader	September 2021, 2022, 2023
	115^a In consultation with the EY RAP Working Group, develop a Theory of Change for EY's 2021-2024 Stretch RAP.	RAP Leader	August 2022
	115^b Leveraging EY's RAP Theory of Change, develop an Outcomes Measurement Framework to capture and communicate the impact of EY's RAP. This includes undertaking a gap analysis between current and required data systems and processes to capture impact.		August 2023
	115^c Employ EY's RAP Theory of Change and Outcomes Measurement Framework to capture RAP impact and communicate impact in final Stretch RAP Progress Report.		August 2024
	116 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings in one of EY's reporting suites.	RAP Leader	November 2022, 2023
	117 Publicly report against our 3 year RAP commitments through a formal progress report at the completion of the RAP. The report will outline our achievements, challenges and learnings and will be made available through a link on the EY website.	RAP Leader	November 2024 (two months post the RAP completion)
Relationships and Governance: Review, refresh and update EY's RAP in line with leading practice.	118 Commence engagement with RAP Working Group members, the EY Executive Leadership Team, external Aboriginal and Torres Strait Islander stakeholders and Reconciliation Australia to develop EY's next RAP.	RAP Leader	January 2023
	119 Send first draft EY RAP to Reconciliation Australia for formal feedback and endorsement.	RAP Leader	June 2024





Contacts

EY is committed to being transparent, reflective and engaged both internally and within our local communities. We encourage any feedback, comments or questions on our RAP targets or process to achieve them.

Thank you for your engagement in our reconciliation journey.



Terence Jeyaretnam

Partner and Reconciliation Leader
EY Australia

Tel: +61 3 9288 8291

terence.jeyaretnam@au.ey.com

If you are an Aboriginal or Torres Strait Islander student, professional, or business owner, please contact us about opportunities at EY.

Aboriginal and Torres Strait Islander students can apply to our Indigenous Graduate and Intern Programs, with rolling intakes. Click on the links below.

[EY INDIGENOUS GRADUATE PROGRAM](#)

[EY INDIGENOUS INTERN PROGRAM](#)

Experienced Aboriginal and Torres Strait Islander professionals are encouraged to apply to EY vacancies.

Melinda Woodlock

Talent Attraction & Acquisition

Tel: + 61 3 9288 8549

melinda.woodlock@au.ey.com

[APPLY TO EY VACANCIES](#)

Aboriginal and Torres Strait Islander-owned businesses are invited to register as a supplier and tender for EY procurement opportunities.

Amy Crookes

Asia-Pacific ESG Procurement Leader

Tel: +61 3 8650 7534

amy.crookes@au.ey.com

Other Indigenous businesses and entrepreneurs are invited to speak to EY about how we can support their success.

Myles Keyt

EY Private

Tel: + 61 3 9288 8455

myles.keyt@au.ey.com

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

© 2021 Ernst & Young, Australia.
All Rights Reserved.

SCORE No. AU00004151
NZ20218-002024
ED None

This communication provides general information which is current at the time of production. The information contained in this communication does not constitute advice and should not be relied on as such. Professional advice should be sought prior to any action being taken in reliance on any of the information. Ernst & Young disclaims all responsibility and liability (including, without limitation, for any direct or indirect or consequential costs, loss or damage or loss of profits) arising from anything done or omitted to be done by any party in reliance, whether wholly or partially, on any of the information. Any party that relies on the information does so at its own risk. The views expressed in this article are the views of the author, not Ernst & Young. Liability limited by a scheme approved under Professional Standards Legislation.

ey.com