

# EY Australia Reconciliation Action Plan (Innovate)

May 2025 – May 2027



The better the question. The better the answer.  
The better the world works.



Shape the future  
with confidence



RECONCILIATION  
ACTION PLAN

INNOVATE

# Welcome/Acknowledgement to Country

EY Australia acknowledges the Traditional Owners and Custodians of the lands on which EY offices are located around Australia. We pay our respects to Elders past, present and emerging.

The **Darug people** (Burramatta/Parramatta, New South Wales)

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

The **Kaurna people** (Tarndanya/Adelaide, South Australia)

The **Larrakia people** (Garramilla/Darwin, Northern Territory)

The **Ngunnawal and Ngambri people** (Ngambri/Ngunnawal/Canberra, Australian Capital Territory)

The **Turrbal and Jagera people** (Meanjin/Brisbane, Queensland)

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

The **Wurundjeri (Woiwurrung) people of the Kulin Nation** (Naarm/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 artists

**Kurrpara Mirningunya**, meaning Three Pathways, is a Mayi term that resonates with the three distinct but interconnected components of EY Australia's path forward in their reconciliation journey.

This story is inspired by EY Australia's ongoing journey of reconciliation with First Nations communities. It reflects the firm's deep commitment to progress through its Reconciliation Action Plans (RAPs), and broader goals for equity and justice.

The yellow pathway represents EY Australia's reconciliation journey – highlighting three key pillars: cultural capability (yellow), First Nations talent (green), and procurement commitments (orange). Along this pathway, each circle marks a specific commitment made, symbolising the shared journey of EY staff and First Nations communities.

The intersecting individual paths reflect the interconnected experiences of EY employees and First Nations peoples. EY staff are symbolised in yellow, and each touchpoint along the journey represents a reaffirmation of the firm's commitment to reconciliation, with the RAP at the centre.

Central to this narrative are the *community connectors* – the relationships, trust, and dialogue that are continually being built between EY and First Nations communities. The meeting places serve as powerful reminders that reconciliation is not a one-time achievement but a continuous conversation. Lasting progress requires active listening, community engagement and a shared commitment to support the aspirations of First Nations peoples and their right to self-determination.

## About the artist

EY Australia commissioned Yilay, a 100% Indigenous owned and operated apparel promotions, signage and design company, to create '**Kurrpara Mirningunya**' for our RAP. Both Leah Cummins and Nathaniel Chapman collaborated on this piece.



**Leah Cummins**  
Artist

Leah Cummins is a proud Mayi woman from North-Western Queensland, whose art is deeply rooted in her cultural identity. She draws inspiration from her heritage, bringing to life stories of her country and people through her paintings. Leah's work reflects themes of strength for women and children, love of the land, and respect for her ancestors. Her art, both traditional and contemporary, serves as a storytelling medium, educating and uplifting her community. Leah aims to share her love for her people and culture through every piece she creates, fostering understanding and empowerment.



**Nathaniel Chapman**  
Artist

Nathaniel Chapman hails from the Goenpul/Yuggera communities of North Stradbroke Island and Brisbane City, with ancestral connections to the 'Wambia' Tribe in the Northern Territory. His creative spirit is deeply rooted in the traditions passed down through the Brunette and Chapman families.

From a young age, Nathaniel has journeyed across the globe, showcasing his rich cultural heritage through the arts of song and dance. Known by his skin name, 'BILLEN,' which translates to Parrot, he embodies the vibrant and dynamic energy of his people. Today, he channels this energy into his artwork, continuing to express and preserve his culture with every stroke.





## Our vision for reconciliation

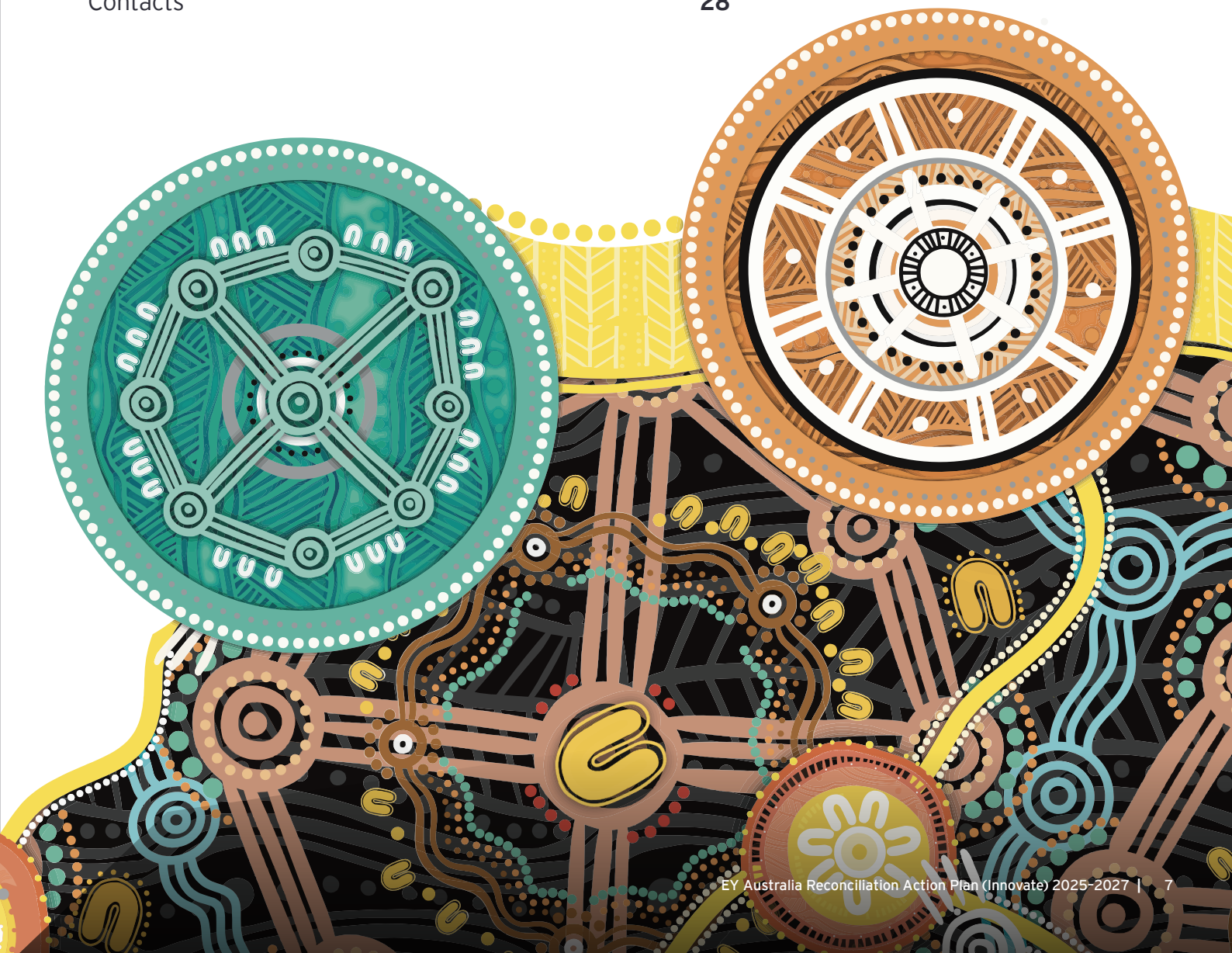
Ernst & Young, Australia's (EY Australia's) vision for reconciliation is a future where Aboriginal and Torres Strait Islander peoples have equal access to economic and social opportunities, enabling long-term prosperity and self-determination. As a professional services firm, we recognise the unique role we play in driving reconciliation through inclusive employment, Indigenous-led business growth, and culturally informed advisory services.

Our commitment extends beyond compliance to creating meaningful impact – by embedding reconciliation in our core business practices, we aim to influence the broader corporate sector to foster economic participation of, and economic empowerment for, Australia's First Nations peoples.

We believe that reconciliation is not just an aspiration but a business imperative that strengthens organisations, communities and economies. By integrating Indigenous perspectives into our decision-making, fostering First Nations leadership, and advancing supplier diversity, we seek to build a more equitable Australia. Through our Reconciliation Action Plan (RAP), we are committed to sustained, measurable actions that contribute to systemic change, ensuring that reconciliation is embedded in the way we work – within the EY organisation, with our clients, and across the industries we support.

# Table of contents

About EY	12
EY Australia's four strategic RAP priority areas	13
Our RAP journey	14
Our commitments and targets	16
▪ Building cultural capability and safe work practices	18
▪ Talent and Recruitment	22
▪ Procurement and Entrepreneurship	24
▪ Governance, Tracking and Reporting	26
Contacts	28



# A message from the EY Regional Managing Partner and Chief Executive Officer

## In this together

Our purpose is to build a better working world, and our ambition is to shape the future with confidence while driving purposeful growth together – with and for EY clients, EY people, and communities. In Australia, this means taking meaningful action towards reconciliation, which is a collective responsibility for all.

EY Australia is also committed to working with Aboriginal and Torres Strait Islander communities to drive intergenerational prosperity and wellbeing. We will do this by building strong relationships and collaborating with Aboriginal and Torres Strait Islander peoples to maximise business, education, and employment opportunities for individuals and communities.

We recognise the value of Aboriginal knowledge to EY clients that may be grappling with complex sustainability challenges. For EY Australia, reconciliation is about creating opportunities internally and through our client service delivery to close the gap on economic opportunities and bridge the gap between western and Indigenous knowledges to deliver better policy and business solutions.

The EY Australia Innovate Reconciliation Action Plan demonstrates our continued and enduring reconciliation journey and commitment to embed and extend our support for Aboriginal and Torres Strait Islander businesses and entrepreneurs through procurement opportunities and our continued relationship with Supply Nation and the various Indigenous Chambers of Commerce throughout Australia.

We also recognise that we need to do more to foster a culturally safe, capable, and connected organisation and enable our First Nations staff to build rewarding careers. An Innovate RAP provides us the flexibility to evaluate, adapt, and measure the impact of our initiatives in these priority areas. It is only through honest reflection and long-term commitment that we can offer greater employment and economic empowerment which will result in us making both direct and indirect impacts across the socio-economic targets outlined in the National Agreement on Closing the Gap.

That is why our Innovate RAP sharpens our focus on recruiting and retaining Aboriginal and Torres Strait Islander employees and investing in First Nations leadership. We shall build stronger relationships with university-based Indigenous centres, increase participation from EY Australia Partners and hiring Managers at campus events, and develop tailored training programs for high-potential interns. Each Indigenous new starter will be connected to a cultural buddy and mentor, as we work toward our goal of increasing First Nations Graduate offers year after year.

Deeper cultural understanding and community connections are crucial to being an employer of choice and in our contributions to Closing the Gap. Our Innovate RAP will enable and enhance the cultural intelligence of our workplace. All Partners, Counsellors, and Managers of First Nations team members will complete further cultural awareness training, and we shall convene Yarning Circles that are open to all team members with the intent of fostering ongoing learning and respectful dialogue. We shall continue to build immersive opportunities and relationships with First Nations stakeholders and organisations, while strengthening cultural protocols for staff and Partners when working in our Aboriginal and Torres Strait Islander communities.

Implementation of our Innovate RAP will be guided by the EY Australia Indigenous Governance Council, the Reconciliation Action Plan Working Group, the EY Australia Office of First Nations Engagement and our First Nations networks. We are investing in strong governance and First Nations leadership at all levels, to ensure our Aboriginal and Torres Strait Islander staff support our actions and decision-making.

Like all strategic plans, we shall measure progress against our commitment to purposeful growth, as measurement and accountability go hand-in-hand. We are enhancing metrics for the delivery and impact of our commitments, which will be shared through our annual EY Value Realised Scorecard for Oceania.

Collaboration is essential to achieving our commitments within this RAP, and we look forward to collaborating with our stakeholders and communities to achieve meaningful and impactful reconciliation outcomes throughout Australia.



A stylized, handwritten signature in black ink, appearing to read 'David Larocca'.

**David Larocca**

EY Regional Managing Partner & CEO,  
Oceania



# A message from the Reconciliation Australia CEO

---

## EY Innovate RAP

Reconciliation Australia commends EY Australia on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. EY continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that EY will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to EY using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for EY to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, EY will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of EY's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations EY on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



The EY organisation is one of the largest, multi-national professional services networks in the world. With a global headcount of almost 400,000 people, we operate in more than 150 countries around the world.

EY Australia employs more than 8,000 people across offices in Adelaide, Ballarat, Brisbane, Canberra, Darwin, Melbourne, Parramatta, Perth, and Sydney. Through our integrated service lines – Assurance, Consulting, Strategy and Transactions, and Tax – and our deep sector knowledge, we assist EY clients to capitalise on new opportunities and assess and manage risk to support and deliver responsible growth.

Our purpose is Building a Better Working World. The insights and quality services we provide assist in building 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, collaborating 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 EY people, for EY clients and for our communities.

In a world that is changing faster than ever, our purpose, supported by our values, acts as our enduring point of reference. 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, both Indigenous and non-Indigenous – to use our knowledge, skills, and experience to support us in fulfilling our purpose, uphold our values, and create positive impacts.

For more about the EY organisation and the services we provide, visit our website [www.ey.com/au](http://www.ey.com/au).



# EY Australia's four strategic RAP priority areas

Previously in EY Australia's RAP, we identified five strategic priority areas where we believed EY Australia could make the most material impact on reconciliation. In our transition to the latest iteration of our RAP, we have consolidated our actions into four strategic priority areas, as we believe they continue to reflect the domains in which EY Australia can make the most unique contribution and create the greatest impacts to Closing the Gap and reconciliation.

Our RAP priority areas are:

## 1. Building cultural capability and safe working practices

Support EY people develop and enhance their cultural knowledge, understanding and competence, and create a culturally safe workplace that values and celebrates Aboriginal and Torres Strait Islander peoples and cultures.

## 2. Talent and recruitment

Support the success of Aboriginal and Torres Strait Islander staff and future hires, and enhance careers through early engagement, employment opportunities and professional development.

## 3. Procurement and entrepreneurship

Support Aboriginal and Torres Strait Islander businesses and entrepreneurs through procurement opportunities, strengthening capacity and networks. We will continue to work with Supply Nation and other inter-jurisdictional Indigenous Chambers of Commerce to create sustainable procurement practices, enhancing long-term growth and resilience of Indigenous businesses.

## 4. Governance, tracking and reporting

Embed reconciliation into decision-making at the highest levels of the EY organisation, ensuring our efforts reflect the desires and needs of our Aboriginal and Torres Strait Islander stakeholders and continue to be accountable and transparent regarding the impacts we have.

The Reconciliation Action Plan Working Group will 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.



# Our RAP journey

EY Australia released its first Reconciliation Action Plan in 2011. The development and release of the first EY Australia Reconciliation Action Plan formalised and continued our commitment to our then existing social and economic activities aimed at supporting Aboriginal and Torres Strait Islander peoples in our business and their respective communities. The launch of our first RAP was our public declaration of our vision for reconciliation and our internal and external commitments to creating a just and equitable society where Australia's First Peoples are afforded the same life opportunities and socio-economic outcomes as non-Indigenous people.

In 2015, we established our Indigenous practice. Over time, the Indigenous practice has evolved into the Office of First Nations Engagement, with First Nations and non-First Nations practitioners and leaders working together with, and for, the First Nations sector, as well as the government agencies and corporates that empower them, to effectively lead, govern and deliver enduring contributions to Closing the Gap.

Specifically, our Office of First Nations Engagement supports our clients and broader stakeholders by delivering enterprise development, governance, community leadership and other advice – undertaken in a manner that is respectful and appropriate and developed through the cultural knowledge, and the lived and professional experiences and insights of our First Nations team members. The development and success of our approach to Indigenous affairs is a reflection of our commitment to self-determination and recognition of the value Aboriginal and Torres Strait Islander peoples and cultures bring to our business.

EY Australia's second RAP, released in 2016, was endorsed as a Stretch RAP, and significantly built on the progress made since our first plan. This Stretch RAP outlined our commitments to embed reconciliation within our organisation and our spheres of influence, working towards defined goals. Lessons learned from this RAP, as detailed in our RAP Progress Report of May 2020, informed the development of new targets to drive change in our third RAP's strategic priority areas and second Stretch RAP, released in 2021.

This Innovate RAP has been developed by EY Australia understanding the work it has undertaken to date and accepting that as a leader in the corporate sector, we have more to contribute in making impacts to the lives and life chances for Indigenous Australia – we aim to be ambitious but we are also realistic – however, in our ambition building a better working world, we want to make certain that our Aboriginal and Torres Strait Islander people and businesses work with us in making that goal a success.

We would like to thank all stakeholders who have been part of our RAP development process and provided their valuable insights and feedback. These have directly shaped our future targets and EY Australia's approach to many aspects of our reconciliation agenda.

## Reconciliation Action Plan Governance and Working Group

The EY Australia RAP Working Group (RWG) was established in 2011, and has since increased in size, organisational and senior leadership representation. The EY Australia RWG meets monthly, reflecting the heightened importance of reconciliation within EY Australia.

### Our RAP Working Group includes:

- One First Nations Partner (First Nations Lead)
- One non-First Nations Partner
- RAP Coordinator
- Asia-Pacific Environmental, Social, and Governance (ESG) Services Leader
- Indigenous Cultural Capability Lead
- Indigenous Talent Acquisition Manager
- Associate Director, Diversity, Equity and Inclusiveness
- Cultural Events and Activities Lead, Diversity, Equity and Inclusiveness

There is also an open invitation for any Aboriginal and Torres Strait Islander team member to participate in RAP Working Group meetings.

## **EY Executive Leadership Team**

The Executive Leadership Team (ELT) for Oceania consists of senior leaders responsible for the organisation's strategic direction and operations. In the RAP context, the ELT champions reconciliation initiatives, integrates commitments into business operations, and maintains accountability. The ELT collaborates with delivery leads to foster a culturally inclusive workplace, embedding reconciliation into our organisational culture and driving progress towards meeting our RAP goals.

## **Indigenous Governance Council**

The Indigenous Governance Council (IGC) was established in 2020 to oversee the Aboriginal and Torres Strait Islander Strategy for EY Australia. The Council includes representatives from the Executive Leadership Team, the Office of First Nations Engagement, and other key senior Aboriginal and Torres Strait Islander team members, Oceania service line leaders, Oceania Procurement Lead, Reconciliation Lead and Indigenous Cultural Capability Lead. In relation to the RAP, the Council will provide Executive oversight, making sure that the RAP is monitored, implemented, and reported on by leveraging the authority of Council members to drive resources where required.

## **Office of First Nations Engagement**

EY Australia's Office of First Nations Engagement provides advice and support on First Nations-specific engagements, cultural advice as well as recommending and supporting First Nations businesses and stakeholders that promote economic empowerment and improve the lives and life opportunities for First Nations communities. The EY Australia Office of First Nations Engagement is one of the key enablers in realising our reconciliation ambitions and our contributions to the targets as outlined in the National Agreement on Closing the Gap.







# Our commitments and targets



## Building cultural capability and safe work practices

EY Australia's commitment to cultural capability extends beyond compliance; it reflects our dedication to ensuring culturally safe work practices and increasing our client impact through deeper relationships with Aboriginal and Torres Strait Island organisations and stakeholders.

Through targeted initiatives, including mandatory cultural awareness training through our Cultural Ambassador Program, our Yarning Circles, and community immersion opportunities, we aim to equip our team with the knowledge and skills needed to engage effectively with Aboriginal and Torres Strait Islander communities and contribute to Closing the Gap targets in education, employment and economic participation and development.

### Focus Areas:

- Implementation of the Cultural Ambassador Program (CAP) refresh with externally recognised learning modules. The Cultural Ambassador Program is an online learning initiative designed to build cultural capability across EY Australia by sharing Aboriginal and Torres Strait Islander perspectives, histories, and lived experiences. Through interactive modules, employees gain a deeper understanding of First Nations cultures, helping to foster respect, strengthen relationships, and embed reconciliation into everyday business practices.
- Ensuring that all Partners, Counsellors, and Managers of First Nations staff complete the cultural awareness training within 2 years from onboarding. This training will be aligned with whole of firm training on trauma-informed approaches and racial maturity.
- Ensuring that there is 100% Quality Risk Management (QRM) compliance with identifying First Nations cultural and community sensitive engagements.
- Convening Yarning Circles throughout the year, with sessions focussed on Indigenous procurement policies, Closing the Gap and inter-jurisdictional Aboriginal and Torres Strait Islander participation plans and policies.
- Hosting local and National Reconciliation Week (NRW) and NAIDOC week events each year.
- Attendance by members of the ELT, IGC and RAP Working Group to a minimum of one National Reconciliation Week event per year.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	July 2025, 2026	Cultural Capability Lead First Nations Lead
2 Build relationships through celebrating National Reconciliation Week.	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials across all of our locations in Australia.</li> </ul>	May 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>ELT and IGC staff are to attend a minimum of one NRW event per year.</li> <li>RAP WG members to attend one internal and one external NRW event per year.</li> </ul>	May 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Track attendance at national and local NRW events.</li> </ul>	May 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	May 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2025, 2026	Cultural Events and Activities Lead
3 Build relationships through celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Circulate NAIDOC resources and materials across all of our locations in Australia.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>ELT and IGC staff are to attend a minimum of one event per year.</li> <li>RAP WG members to attend one internal and one external event per year.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Track attendance at national and local NAIDOC Week events.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Organise at least one NAIDOC event each year.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead
	<ul style="list-style-type: none"> <li>Review relevant policies and procedures to support staff to participate in NAIDOC Week and National Reconciliation Week.</li> </ul>	July 2025, 2026	Cultural Events and Activities Lead

Action	Deliverable	Timeline	Responsibility
4 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	November 2025, 2026	First Nations Lead
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	July 2025	Cultural Capability Lead First Nations Lead RAP Working Group ELT
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	July 2025, 2026, 2027	Cultural Capability Lead First Nations Lead
5 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Review and communicate an anti-discrimination policy for EY Australia.</li> </ul>	July 2025, 2026	Cultural Capability Lead First Nations Lead
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander staff to consult on our anti-discrimination policy.</li> </ul>	July 2025, 2026	Cultural Capability Lead First Nations Lead
	<ul style="list-style-type: none"> <li>Provide education and refresher sessions to senior leaders at EY Australia on the effects of racism.</li> </ul>	July 2025, 2026	Cultural Capability Lead First Nations Lead External First Nations Advisor
6 Establish culturally safe work practices on client engagements.	<ul style="list-style-type: none"> <li>Work with the Office of First Nations Engagement to develop a mechanism for project teams to receive feedback from clients and First Nations communities they engage with when working on Indigenous-specific projects.</li> <li>This is to be built into Assessments of Service Quality (ASQs) to verify that EY Australia is capturing project team experience and capabilities.</li> </ul>	October 2025	Cultural Capability Lead First Nations Lead
	<ul style="list-style-type: none"> <li>Provide targeted resources on First Nations community engagement for all EY Australia geographic locations.</li> </ul>	December 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Develop sensitive engagement process for public policy engagements that involve First Nations community engagement to assist our client facing teams to identify where cultural knowledge and expertise is required.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Define community engagements as culturally sensitive engagements.</li> <li>Provide QRM Leads with training on cultural and community sensitivities for project team members.</li> </ul>	July 2025	Cultural Capability Lead

Action	Deliverable	Timeline	Responsibility
7 Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, and knowledge through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review/assessment of all First Nations cultural learning programs, activities and initiatives across EY Australia and report to the ELT on their impact and effectiveness, including recommendations for improvements (if required).</li> </ul>	October 2025	First Nations Lead External First Nations Advisor
	<ul style="list-style-type: none"> <li>Consult external stakeholders and/or Aboriginal and Torres Strait Islander staff to inform our cultural learning strategy.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP WG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	July 2025, 2026	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Identify and recommend First Nations community immersion opportunities for leaders and team members each year.</li> </ul>	July 2025, 2026	Cultural Capability Lead
8 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase EY people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	July 2025, 2026	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	November 2025, 2026	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Review the implementation the EY Australia Working from Country Policy.</li> </ul>	November 2025, 2026	Cultural Capability Lead First Nations Lead
9 Create inclusive working environments for Aboriginal and Torres Strait Islander staff based on cultural understanding.	<ul style="list-style-type: none"> <li>Implement the Cultural Ambassador Program (CAP) in collaboration with Australian Institute of Aboriginal and Torres Strait Islander Studies &amp; Centre for Cultural Competence Australia with a focus on general knowledge and trauma informed practice.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Embed the CAP into the organisations SuccessFactors Learning system. This means that all hours are credited towards mandatory learning hour targets.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Promote resources on cultural safety and the CAP in induction, in addition to mandated new starter learning.</li> </ul>	July 2025, 2026	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Develop and implement information resources for Counsellors, Managers and Partners of First Nations staff to complement the CAP.</li> </ul>	July 2025	Cultural Capability Lead
	<ul style="list-style-type: none"> <li>Develop and implement a Cultural Capability Index to monitor and track cultural capability and cultural safety in EY Australia.</li> </ul>	October 2025	Cultural Capability Lead



# Talent and Recruitment

We are committed to providing positive experiences for our staff to build rewarding careers at EY Australia. We are investing in initiatives to attract and retain Aboriginal and Torres Strait Islander staff and grow First Nations leadership through better-supported employment pathways and opportunities for mentoring, connections and professional development and growth, underpinned by culturally safe and inclusive workplaces.

By fostering a diverse and talented workforce, we enhance our organisational strength and contribute to a more inclusive and equitable Australia.

Our focus on recruitment and retention not only enriches our workplace with unique cultural perspectives but also drives our broader mission of creating a positive social impact.

## **Focus Areas:**

- Regular and targeted visits to university Indigenous centres.
- Each Aboriginal and Torres Strait Islander new starter is connected to a cultural buddy and mentor.
- Indigenous mentorship provided through an external Indigenous business.
- Work towards a target of 80% of Indigenous staff reporting an 'Exceptional Experience' at EY Australia within the next 2 years (via People Pulse Survey).
- Explore and increase opportunities for lateral hires where possible.

Action	Deliverable	Timeline	Responsibility
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment.	<ul style="list-style-type: none"> <li>Build and enhance relationships with targeted universities with the aim of attracting and engaging with First Nations students by attending relevant events, connecting with Indigenous student hubs, and raising EY Australia's position as an employer of choice for First Nations students.</li> <li>Develop and implement a university engagement strategy and reporting framework (including reporting to the RAP WG and IGC on impacts and outcomes).</li> </ul>	July 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Build relationships with third parties to assist EY Australia in engaging and attracting talent for relevant opportunities.</li> <li>Develop and implement a third party engagement strategy and reporting framework (including reporting to the RAP WG and IGC on impacts and outcomes).</li> </ul>	July 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>EY Australia will endeavour to employ a minimum of one CareerTrackers Intern per year for each of the four major offices (subject to candidates and resource capacity/availability).</li> </ul>	November 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Report on number of Indigenous Graduates and Interns applying to EY Australia (including and excluding CareerTrackers).</li> </ul>	October 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Undertake a review and report to the ELT regarding increasing or improving Indigenous lateral hire opportunities across all service lines in EY Australia.</li> </ul>	July 2025, 2026	Indigenous Talent Acquisition Manager Service Lines
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our EY First Nations Recruitment Guidelines and recruitment strategy.</li> <li>Develop and implement EY First Nations Recruitment Guidelines and recruitment strategy.</li> </ul>	November 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Review current recruitment practices, emphasising cultural safety, equitable participation and the identification and removal of any barriers for Indigenous staff.</li> <li>Develop and deliver a report to the ELT (including recommendations) on current recruitment practices, emphasising cultural safety, equitable participation and the identification and removal of any barriers for Indigenous staff.</li> </ul>	November 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Implement, review and/or update the EY First Nations Recruitment Guidelines and recruitment strategy.</li> </ul>	July 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Build on the 'Work Shadow' pilot for Indigenous high school students to support First Nations students obtaining early exposure to potential employment options.</li> </ul>	July 2025, 2026	Indigenous Talent Acquisition Manager
	<ul style="list-style-type: none"> <li>Develop an internal mentoring/buddy program for new Indigenous starters in EY Australia.</li> </ul>	July 2025	Indigenous Talent Acquisition Manager Cultural Capability Lead RAP Coordinator
	<ul style="list-style-type: none"> <li>Pilot a First Nations Mentoring Program, delivered by an external Indigenous business.</li> </ul>	September 2025	RAP Coordinator Indigenous Talent Acquisition Manager Cultural Capability Lead External First Nations Advisor
	<ul style="list-style-type: none"> <li>Report to the RAP WG and the IGC on Indigenous People Pulse Survey data on a quarterly basis (including any associated recommendations).</li> </ul>	March, July November 2025, 2026, 2027	Indigenous Talent Acquisition Manager



# Procurement and Entrepreneurship

At EY Australia, we recognise the profound impact that supporting Aboriginal and Torres Strait Islander businesses and entrepreneurs through procurement opportunities can have on building a better working world.

Our commitment to a diverse supply chain not only strengthens our organisation but also empowers Indigenous businesses to thrive. By fostering relationships with Indigenous suppliers, we enhance their capacity, networks, and resilience, which in turn bolsters our own supply chain and organisational success.

## Focus Areas:

- Increase Indigenous procurement spend each year.
- Review the Social Procurement Strategy annually.
- Maintain Supply Nation membership and sponsorships.
- Launch of a Global Export Program.

Action	Deliverable	Timeline	Responsibility
<b>11</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support economic and social outcomes.	<ul style="list-style-type: none"> <li>Review Aboriginal and Torres Strait Islander Procurement Strategy (annually).</li> </ul>	January 2026, 2027	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.</li> </ul>	March 2026, 2027	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Procure a minimum 3% of influenceable spend with Indigenous businesses each year, with a commitment of year-on-year growth.</li> </ul>	September 2025, 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Renew Supply Nation membership (annual).</li> </ul>	October 2025, 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Supply Chain Services team.</li> </ul>	March 2026, 2027	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Focus on use of First Nations consultant panel in our engagements and how we support government clients to improve their impact on Closing the Gap targets.</li> </ul>	September 2026, 2027	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Provide at least five Indigenous businesses with the opportunity to participate in EY entrepreneur programs, mentoring or business clinics per year.</li> </ul>	February 2026, 2027	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Share videos on the Intranet to educate staff on the importance of the Indigenous Procurement Policy and inter-jurisdictional Aboriginal/Indigenous Participation Plans.</li> </ul>	March 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Continue sponsorship of Supply Nation Connect Gala Awards dinner (annually).</li> </ul>	August 2025, 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Create opportunities for First Nations staff to build networks and their understanding of Indigenous economic development through the Supply Nation Connect Forum and Tradeshow.</li> </ul>	August 2025, 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Collaborate with Supply Nation to support export readiness program and provide sponsorship support for Global First Nation business events.</li> </ul>	November 2025, 2026	APAC ESG Services Leader
	<ul style="list-style-type: none"> <li>Sponsor one Indigenous business each year to attend the Supply Nation Connect event (e.g., tradeshow booth at Supply Nation Connect Tradeshow).</li> </ul>	August 2025, 2026	APAC ESG Services Leader
<ul style="list-style-type: none"> <li>Launch Tier 2 supplier portal in Australia.</li> </ul>	June 2026	APAC ESG Services Leader	



## Governance, Tracking and Reporting

The RAP Working Group will 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.

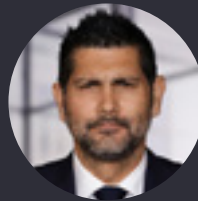
### Focus Areas:

- Embed reconciliation into decision-making at the highest levels of the EY Australia.
- Ensure our efforts reflect the desires and needs of our Aboriginal and Torres Strait Islander stakeholders and continue to be accountable and transparent regarding the impacts we have.

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.</li> </ul>	July 2025, 2026	RAP Coordinator
	<ul style="list-style-type: none"> <li>Review and update the RAP WG Terms of Reference and RAP WG composition.</li> </ul>	December 2025, 2026 June 2026	RAP Coordinator First Nations Lead
	<ul style="list-style-type: none"> <li>RAP WG meet monthly to drive and monitor RAP implementation.</li> </ul>	Monthly	RAP Coordinator
13 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	December 2025	RAP Coordinator
	<ul style="list-style-type: none"> <li>Engage senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	July 2025, 2026	RAP Coordinator First Nations Lead
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	July 2025, 2026	RAP Coordinator
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior leadership.</li> </ul>	October 2025, 2026	RAP Coordinator First Nations Lead
14 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to guarantee we do not miss important RAP correspondence.</li> </ul>	June 2025, 2026	RAP Coordinator
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	August 2025, 2026	RAP Coordinator
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	September 2025, 2026	RAP Coordinator
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders, quarterly</li> </ul>	October 2025, 2026	RAP Coordinator First Nations Lead
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges, and learnings, annually.</li> </ul>	October 2025, 2026	RAP Coordinator First Nations Lead
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2026	RAP Coordinator First Nations Lead
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	December 2026	RAP Coordinator First Nations Lead
15 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to commence the development of the next RAP.</li> </ul>	September 2026	RAP Coordinator



## Contacts



**Norman Laing**

Co-sponsoring RAP Partner,  
EY Australia

+61292484005

[norman.laing@au.ey.au](mailto:norman.laing@au.ey.au)



**Mathew Nelson**

Co-sponsoring RAP Partner,  
EY Australia

+61392888121

[mathew.nelson@au.ey.com](mailto:mathew.nelson@au.ey.com)



## EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

**All in to shape the future with confidence.**

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](https://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](https://ey.com).

© 2025 Ernst & Young, Australia.  
All Rights Reserved.

BMC Agency  
GA 19553960

EYG No. 414386  
ED None

Liability limited by a scheme approved under Professional Standards Legislation.

**[ey.com](https://ey.com)**