



# Reflect

## Reconciliation action plan

January 2025 to  
December 2025



## Acknowledgement of Country

PKF acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connections to lands, waters and community.

We pay our respect to the Traditional Owners of Country and their cultures, and to Elders past and present – the cultural knowledge holders.

## Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes PKF Australia Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

PKF Australia Limited joins a network of more than 3,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables PKF Australia Limited to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations PKF Australia Limited, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Message from our Chairman

It has been 17 years since the landmark day when Kevin Rudd expressed a long-awaited apology to the stolen generations of Aboriginal and Torres Strait Islander peoples and communities. Prior, and since, there remains more to be done to achieve true reconciliation in Australia. Reconciliation, which is needed, required, and just.

PKF Australia is wholeheartedly joining the reconciliation journey with the intent to make a meaningful contribution. We believe this journey is not only important but required to build an integrated and mutually respecting society, built upon a foundation of understanding and empathy.

To this end, we have worked with Reconciliation Australia to develop this, our first Reconciliation Action Plan (RAP).

Our journey commences with a Reflect RAP – one which aims to prepare our people to engage in reconciliation meaningfully. In this RAP, we outline our commitments and responsibilities to deliver to meaningful change.

We look forward to building upon this plan over the years to come, as we progress through our reconciliation journey to help enrich the lives of all.

**Steve Meyn**  
Chairman  
PKF Australia



# Our business

PKF Australia is a network of professional services firms that delivers a broad and expanding range of advisory, audit and taxation services to clients locally, nationally and internationally.

Since establishment in 1968, our purpose has remained constant – to propel the success of our clients, our people, and our community.

Ranked by the Australian Financial Review as among the Top Ten accounting and advisory firms in the country, our Australian network comprises a staff of more than 1,000 team members and more than 100 partners.

PKF Australia is a founding member of PKF Global – the fifteenth largest accounting network in the world. Today, with over 220 member firms operating under the same brand in 150 countries and across five regions, PKF is a future-focused and ambitious network supporting the needs of people and businesses across the globe.

Our values are important to us. They guide our interactions, reflect our beliefs, and represent our dedication to common principles. They are:

## Passion: Be the change

We are ambitious and optimistic, driven by a desire to make a meaningful difference for our clients, our colleagues, and our community. We continually learn, adapt, and innovate to create opportunities for those around us. We believe that the more we grow and learn, the more we will be able to help others achieve their goals.

## Community: Belong together

We are inclusive and inspiring. We value diversity, equity and inclusion and aim to create an environment where our people feel valued, respected and empowered to contribute their unique perspectives and experiences. We nurture a sense of belonging. We collaborate, we don't compete.

## Integrity: Stay authentic

Our people are genuine, approachable, and humble. Our relationships are formed on honest, open communication, and mutual respect. We act with integrity in our relentless pursuit of quality. We respect and celebrate our individual differences and brilliance.

These values underpin our proposition to our team, our clients, and our community as we seek to create and deliver enriching experiences for them.

At the time of writing, two team members of our firm have identified as being Aboriginal or Torres Strait Islander people.





# Our RAP

## Governance and leadership

Our RAP is one of a number of corporate social responsibility initiatives sponsored and driven by PKF Australia's National Executive. Our National Executive includes senior representation from all of our 16 offices located in every state and territory of Australia.

Our RAP Champion, **Timothy Cronin**, Partner, Audit & Assurance, of PKF Brisbane, reports regularly on RAP activities to PKF's National Executive team. Tim, who lives on Meanjin Country near Brisbane, takes full responsibility for driving and championing internal engagement and awareness of our RAP.

## Why has PKF developed a RAP?

This, our first RAP, demonstrates PKF's formal commitment to sustainably and strategically taking meaningful action to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, for the benefit of all.

Our diversity, equity and inclusion (DEI) principles are grounded in the belief that diversity enriches our people, our clients and our community, equity ensures that everyone has equal access to opportunities and resources, and inclusion creates a sense of belonging for all.

Our values, beliefs, principles and practices, align with The Five Dimensions of Reconciliation, as developed by Reconciliation Australia:

## Institutional integrity

We understand that, as a society, we have a long way to go to achieve reconciliation in Australia, and we believe it is our duty to actively participate contribute to our collective success.

## Equality and equity

It is our hope that the representation of Aboriginal and Torres Strait Islander peoples, organisations, and businesses within the Australian advisory,

assurance and accounting profession, as well as the broader Australian business sector, will one day achieve population parity. To that end, this, our first Reflect RAP, aims to reflect a commitment to understanding and enabling meaningful engagement with, and employment opportunities for Aboriginal and Torres Strait Islander peoples.

## Race relations

We believe that relationships are formed based on trust and mutual understanding. To achieve this, we believe a concerted approach towards education and socialisation of our people, and recruitment targeting Aboriginal and Torres Strait Islander peoples is required. We look forward to implementing policies, processes and practices throughout our reconciliation journey in support of building understanding and opportunity.

## Unity and identity

We believe much can be done to develop and celebrate a national unity and identity in Australia. The value we place on integrity and community opens many possibilities to include and recognise Aboriginal and Torres Strait Islander peoples in our workplace.

## Historical acceptance

We believe it is important to enable truth-telling learning opportunities to continue to learn, accept, and acknowledge the reality of Australia's shared history.

We acknowledge that, as an organisation, we have a lot to learn, however we believe also that we have a lot to contribute, and we are eager to make a difference for our community.

# Our approach

PKF Australia has strong platforms in place to implement this RAP swiftly.

We will present our RAP to all staff members with an introductory program that will aim to raise awareness of the importance of the RAP and what it involves.

The program will include, but is not limited to:

- Inclusion of the RAP on our national website, [pkf.com.au](http://pkf.com.au), with supplementary articles and videos featuring commentary from Aboriginal and Torres Strait Islander peoples and non-Indigenous people, and invitations to our broader community to subscribe to our regular associated communications
- Six-monthly all staff webinars, the first of which will be pivotal for our launch of the RAP and will feature inspirational and informed spokespeople
- Early and ongoing consultations with local Aboriginal and Torres Strait Islander peoples to inform future activities and plans
- Core documents, videos, and other learning resources shared on our national Intranet
- Progress reported and celebrated in monthly emails to all staff
- Monthly meetings of the RAP Working Group to closely manage and monitor actions in this first year
- Quarterly reporting of progress at National Executive meetings.



# Our partnerships and current activities

## Client, supplier and community engagement

PKF works with a wide variety of individuals and organisations, which represent the diverse communities in which we work.

Our work with Aboriginal and Torres Strait Islander peoples and organisations involves a range of activities where we work closely together to solve business problems, foster good governance, propel business success, and contribute to improved outcomes for local communities.

Whether our work is commissioned or provided free of charge, we pride ourselves on providing high-quality advice, delivering meaningful outcomes, and building long standing working relationships built on trust.

## Client engagement

Some examples of our clients who represent Aboriginal and Torres Strait Islander peoples include:

- **Kambu Health** (relationship established 2023): We are external auditors for Kambu Health, which provides front-line health services for First Nations peoples in Ipswich. PKF provides financial and management reporting guidance to Kambu Health and, in this role, we gain deeper insights into the challenges of delivering health services on the ground. Our appointment as external auditor is on-going. We look forward to continuing to assist Kambu Health with providing financial management and governance support, so they can continue to receive the necessary funding to deliver services into the future.
- **Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism** (relationship established 2024): As Chair of the Department's Audit and Risk Committee, Tim Cronin, Partner of PKF Brisbane, is well positioned to share his expertise in governance, risk, assurance and compliance to support continued development. Working with the Department, we gain first-hand knowledge of Queensland Government policy for First Nations peoples. With Treaty and truth-telling rolled out on 1 July 2024, we have the opportunity to deepen our understanding of the process. This role is ongoing.
- **Aboriginal Hostels Limited** (relationship since 2024): With representation on the Audit, Risk and Finance Committee, we work closely with the organisation to share expertise in governance, risk, assurance and compliance. This role provides another opportunity to gain in-depth understanding and to share knowledge of issues facing First Nations peoples across Australia.

## Supplier and community engagement

PKF's supplier and community partnerships, managed both at local and national levels, enable us to share knowledge, resources, and connections with Aboriginal and Torres Strait individuals and businesses, for mutual benefit.

We work with Elders of Aboriginal and Torres Strait Islander peoples to ensure we are culturally sensitive and supportive. This includes support for local artists whose artwork we display in our offices, and involvement of Elders to deliver a Welcome to Country at important internal and external events.

Our community contacts include Aboriginal and Torres Strait Islander peoples and organisations with whom we work on a variety of special, generally long-term projects.

For example, we partner with:

- the **Australian Indigenous Education Foundation** (AIEF) to provide financial support for scholarships for young Aboriginal and Torres Strait Islander peoples. This partnership commenced in 2022, and we will continue to work with this AIEF to help create career opportunities for aspiring young professionals
- **Jumbunna Institute for Indigenous Education and Research** (UTS). Jumbunna provides PKF with cultural guidance, awareness and perspectives on a variety of matters, while PKF provides Jumbunna with financial support and business advice to help them achieve their objectives
- **Real Futures Pty Ltd United National Women**, led by Christianna Cartwright, CEO. A long-standing contact of PKF, Christianna partnered with PKF Australia in February 2024 to pre-record an interview that was shared with all PKF staff and our broader community during, and in recognition of National Reconciliation Week. Christianna explored issues of gender equity and cultural inclusion. This collaboration was the first of many, and includes the opportunity to work together to enable the placement of Aboriginal and Torres Strait Islander women at PKF.

PKF looks forward to working and collaborating with more Aboriginal and Torres Strait Islander individuals and organisations, viewing it as an essential requirement to learn, to progress on our own reconciliation journey, and to make a real difference for our communities.



# Relationships

“Our relationships are formed on honest, open communication, and mutual respect.”

PKF is committed to forging more meaningful collaborations with Aboriginal and Torres Strait Islander peoples, communities, and organisations, and, by doing so address disparity, promote access, and provide opportunities for Aboriginal and Torres Strait Islander peoples.

PKF strives to do this by providing a safe and inclusive environment for all employees and clients including Aboriginal and Torres Strait Islander peoples.

We will continue to collaborate with our industry, business partners and clients to build and promote reconciliation together.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	April 2025	National Director, Marketing and Brand
	Research best practice and principles to support existing partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2025	National COO
2. Build relationships through National Reconciliation Week (NRW)	Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff	May 2025	National Director, Marketing and Brand
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2025	National COO
	Host events in all offices, involving all staff, with an event that celebrates cultural diversity with suitable guest speakers	27 May - 3 June 2025	National Director, Marketing and Brand
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025	National COO

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	Launch the Reflect RAP to our staff when it is endorsed by Reconciliation Australia	January 2025	National Director, Marketing and Brand
	Communicate our commitment to reconciliation to all staff, and publicly by promoting the steps taken by PKF to implement the RAP and on the Home page and dedicated RAP page of our website	January 2025	National Director, Marketing and Brand
	Identify external stakeholders who PKF can engage with on our reconciliation journey	April 2025	COO, PKF Sydney and Newcastle
	Identify RAP and other like-minded organisations, who we could collaborate with on our reconciliation journey	April 2025	COO, PKF Sydney and Newcastle
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	April 2025	Director, People and Culture, PKF Melbourne
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs that pertain to combatting racism	June 2025	Director, People and Culture, PKF Melbourne
	Raise awareness of your company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	June 2025	National COO





# Respect

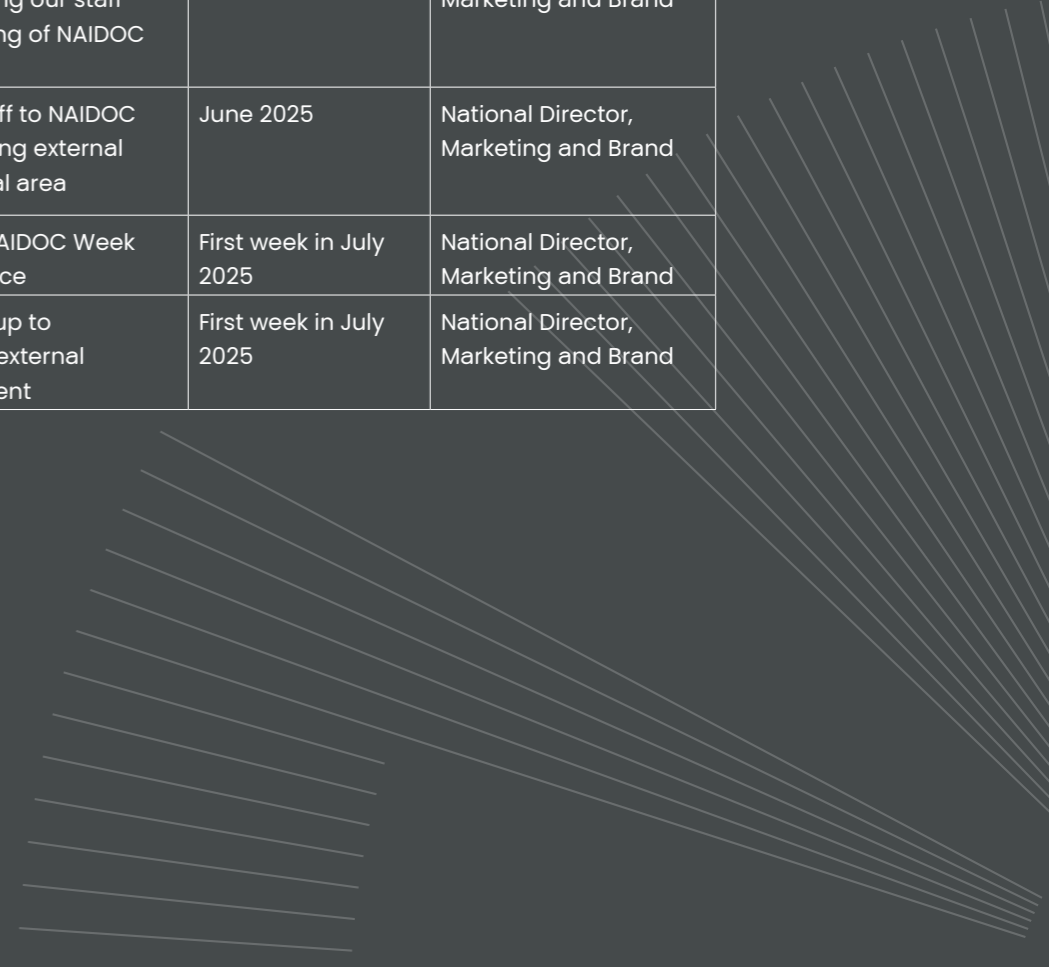
“We value diversity, equity and inclusion and aim to create an environment where our people feel valued, respected and empowered to contribute their unique perspectives and experiences.”

We believe that PKF and the wider community can continue to be enriched through building cultural understanding, respect, and awareness of Aboriginal and Torres Strait Islander peoples’ cultures and histories.

We acknowledge there is much to learn. By listening, engaging, and collaborating with Aboriginal and Torres Strait Islander peoples, we can contribute to reconciliation in Australia.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	June 2025	Chair, RAP Working Group
	Conduct a review of cultural learning needs within our organisation	June 2025	Director, People and Culture, PKF Melbourne
	Demonstrate our commitment to reconciliation and anti-discrimination by designing mandatory cultural competency training	June 2025	Director, People and Culture, PKF Melbourne

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Include Acknowledgement of Country and First Nations peoples in firm capability statements and website	January 2025	National Director, Marketing and Brand
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2025	National Director, Marketing and Brand
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area	June 2025	Chair, RAP Working Group
	Spokespeople to include Acknowledgement of Country at the start of internal and client-facing seminars	February 2025 May 2025 August 2025 November 2025	Chair, RAP Working Group
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week (first week of July)	Raise awareness and share information among our staff about the meaning of NAIDOC Week	June 2025	National Director, Marketing and Brand
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	National Director, Marketing and Brand
	Host a national NAIDOC Week event in each office	First week in July 2025	National Director, Marketing and Brand
	RAP Working Group to participate in an external NAIDOC Week event	First week in July 2025	National Director, Marketing and Brand







# Opportunities

“We believe that the more we grow and learn, the more we will be able to help others achieve their goals.”

We aim to break down barriers and create opportunities with Aboriginal and Torres Strait Islander peoples within the professional services sector in Australia.

We seek to build an engaged community which will enhance future choices for Aboriginal and Torres Strait Islander peoples, by collaborating with clients and others in our community who are already on their RAP journey, and working to build understanding among those who are not.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	March 2025	COO, PKF Sydney and Newcastle
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	April 2025	Director, People and Culture, PKF Melbourne
	Consult with, and explore opportunity to partner with Real Futures – an organisation dedicated to placing Aboriginal and Torres Strait Islander people into meaningful roles	June 2025	COO, PKF Sydney and Newcastle
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Investigate Supply Nation membership to commit to supplier diversity	April 2025	National Marketing Consultant
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	June 2025	National Director, Marketing and Brand







# Governance



“We act with integrity in our relentless pursuit of quality. We respect and celebrate our individual differences and brilliance.”

We have and continue to put in place governance structures to oversee the implementation of our RAP, including a RAP Working Group (see back page) which meets on a monthly basis to oversee, monitor, and evaluate the implementation of the RAP.

Individuals within the RAP Working Group are appointed to take responsibility for leading the activities, actions, and targets associated with Relationships, Respect, and Opportunities, which form our Reflect RAP. Our intention is to ensure accountability, successful implementation, and sustainability.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group to drive governance of the RAP	Nominate a Chair of the RAP Working Group, for endorsement of the National Executive	January 2025	Chairman of PKF Australia
	Maintain a RAP Working Group to govern RAP implementation	January 2025	Chair, RAP Working Group
	Draft a Terms of Reference for the RAP Working Group for ratification by the Executive	January 2025	Chair, RAP Working Group
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group	June 2025	Chair, RAP Working Group
11. Provide appropriate support for effective implementation of RAP commitments	Appoint/Maintain a senior leader to champion our RAP internally	January 2025	Chairman of PKF Australia
	Define resource needs for RAP implementation	January 2025	Chair, RAP Working Group
	Engage senior leaders in the delivery of RAP commitments	January 2025	Chair, RAP Working Group
	Define appropriate systems and capability to track, measure and report on RAP commitments	January 2025	National Marketing Consultant

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June annually	National Director, Marketing and Brand
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	National Director, Marketing and Brand
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September annually	National Director, Marketing and Brand
13. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia’s website to begin developing our next RAP	May 2025	National Director, Marketing and Brand







## PKF RAP Working Group

Name	Position	Entity	Location
Catherine Cox	Director, People and Culture	PKF Melbourne	Melbourne/Naarm
Tony Doyle	Chief Operating Officer	PKF Sydney and Newcastle	Sydney/Warrane
Louise Le Cornu	National Director, Marketing and Brand	PKF Australia	Adelaide/Tartanya
Jamaya Markey	Marketing and Business Development Coordinator	PKF Sydney and Newcastle	Sydney/Warrane
Alex McAskill	National Marketing Consultant	PKF Australia	Adelaide/Tartanya
Jacqueline Tan	General Manager	PKF Melbourne	Melbourne/Naarm
Dr Lana Weldon	National Chief Operating Officer	PKF Australia	Perth/Mooro, Beeloo and Beeliar

## Contact

Timothy Cronin

Partner, Audit and Assurance, and RAP Champion

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Timothy is based in Brisbane/Meanjin, on land of the Turrbal people, the traditional owners.

We welcome any feedback on this, our first Reflect RAP.





PKF is a global community where dynamic business advisors can belong, grow, and thrive. Together, we create powerful opportunities to propel the success of our clients, our people, and our communities.

[pkf.com.au](https://pkf.com.au)

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**Propel your community**