

# Innovate **RECONCILIATION ACTION PLAN**

February 2025 - February 2027



## CULTURAL WARNING

Aboriginal and/or Torres Strait Islander peoples should be aware that this document may contain images and names of deceased persons.

## TERMS USED

Throughout our Reconciliation Action Plan (RAP), we respectfully use inclusive terms Aboriginal and/or Torres Strait Islander peoples and First Nations peoples. However, these terms do not reflect the rich diversity of Aboriginal and/or Torres Strait Islander peoples and Grant Thornton Australia acknowledges that many individuals and families prefer to be known by their language groups or other cultural names.

## ACKNOWLEDGEMENT OF COUNTRY

We recognise the diversity of Aboriginal and/or Torres Strait Islander peoples, their experiences, cultures, languages and practices, and the richness of their contributions to the places where we live and work.

We acknowledge the Traditional Owners and Custodians of Country throughout Australia, and we recognise and respect their continuing connections to lands, water, sea and community.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and/or Torres Strait Islander peoples today.

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# Meet our First Nations Consultant

Maria Watson-Trudgett

Aboriginal Artist and Consultant

Maria is a Koori woman of the Wiradyuri people and a passionate advocate for positively influencing people's attitudes and awareness of First Nations peoples and diverse cultures.

Maria is a First Nations Strategic Advisor and Aboriginal artist with 30+ years' experience in community and stakeholder engagement. She provides subject matter expertise, a First Nations perspective and key insights into the development and implementation of First Nations strategies and programs, including strategic direction, planning, evaluation and implementation.

Maria has extensive experience of cultural safety principles, a deep understanding of traditional engagement approaches and a strong record of achievement in leading national projects within First Nations communities. She has an authentic and nurturing approach when working with internal teams and external community members to achieve successful outcomes.



Maria has successfully guided national organisations through their cultural capability development by creating and implementing strategic frameworks, Reconciliation Action Plans, including HR policy review and realignment, terminology review of documentation, programs and websites, culturally appropriate content and resources creation, community engagement and service delivery, and all programs and initiatives pertaining to First Nations peoples and communities.

[Read bio](#)



# About the artist

Jedess Hudson

Aboriginal artist

Jedess Hudson is a descendant of the Ewamian and Western Yalanji people of North Queensland. An established creative, she has made significant contributions to the art and community sector for many years.

Throughout her creative journey, Jedess has drawn deeply from her traditional homelands. Elements of the land, seasons, bush tucker, flora, and fauna are integral to her art practice, reflecting her strong connection to her heritage.

Growing up, Jedess was taught to be keenly aware of her surroundings, especially in nature, and to analyse the diverse landscape that shapes her work. This awareness continues to inspire and inform her artistic expression.

[Find out more](#)

# About the artwork

## Unified Way: Weaving the Threads of Reconciliation

At the heart of Grant Thornton, there is a collective belief that true progress is born from unity — a coming together of diverse voices, experiences and cultures to create something greater.

“A Unified Way” is more than just artwork; it is a living testament to our shared journey toward reconciliation, a visual tapestry that intertwines the past, present and future.

This piece represents the pathways we walk together, each thread a story of connection, collaboration and commitment. The vibrant colours and intricate patterns are inspired by the landscapes and cultures of Aboriginal and Torres Strait Islander peoples, symbolising the rich heritages that have shaped our nation.

These four main sections reflect the CARE values that guide us: collaboration, authenticity, responsibility, and excellence — values that we live by.

We also have 3 key circles in the centre that showcase our pillars of caring for our Clients, Communities and People — guiding our decision-making and culture, and supporting each other to thrive.

With six offices located around Australia these key pathways travel through the artwork to represent diverse journeys, bringing together the unique strengths and perspectives of each location, and weaving them into a cohesive narrative of unity and purpose. It stands as a reminder that, while our paths may be different, they all lead to a shared destination — a future where reconciliation is not just an aspiration, but a reality.

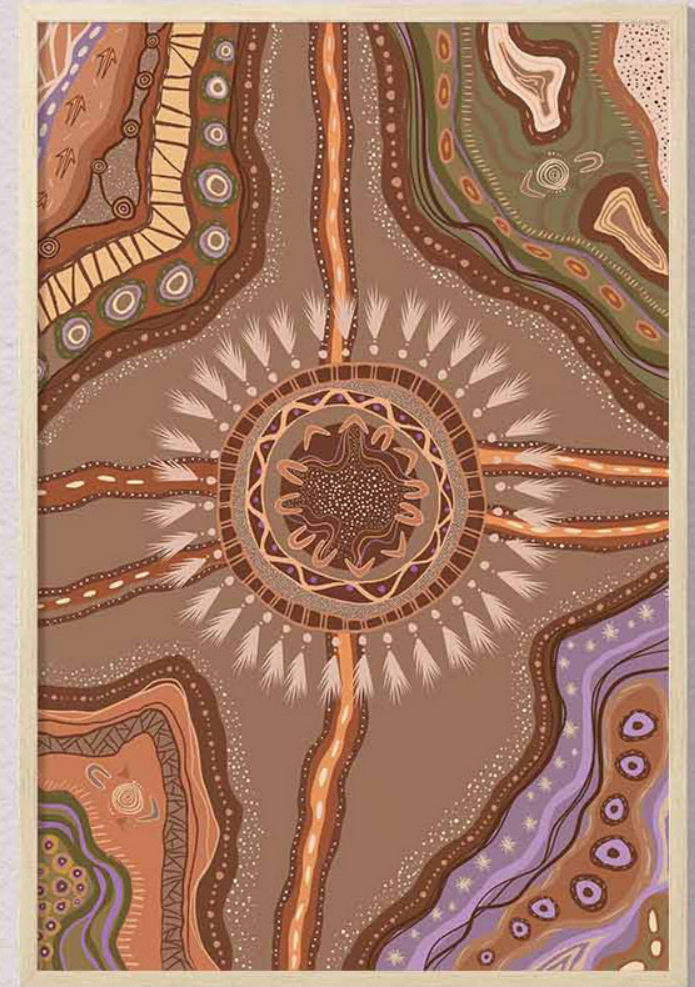
This artwork reflects the respect and trust we have built with First Nations peoples over many years. It is a celebration of the positive outcomes we have achieved together by including First Nations voices in decision-making processes and upholding local customs and traditions.

“A Unified Way” invites us to walk this path together, learning from one another and growing as a collective. It serves as both a reflection of our journey so far and a beacon guiding us forward, as we continue to build meaningful relationships, deepen our cultural awareness and celebrate the successes of First Nations peoples within our communities.

The dots throughout the painting symbolise the many team members, Partners and Principals who are the driving force in working and representing the firm.

As you stand before this artwork, may you feel the strength of our unity and the power of our shared purpose.

This is our story, our commitment, our unified way — woven together, stronger together, moving forward together.



# Message from our CEO



I'm pleased to present our second Reconciliation Action Plan (RAP): Innovate, which begins our journey of implementing positive change both within our organisation, in partnership with our clients and throughout our communities.

The true path to reconciliation is based on three pillars: respect, relationships and opportunities. Now more than ever, growing respect, deepening relationships and fostering opportunities for Aboriginal and/or Torres Strait Islander peoples must be positively promoted across business and community groups. These three pillars are deeply aligned with our firm's own CARE values of collaboration, authenticity, responsibility and excellence.

This RAP forms our commitment and vision to implement positive change, and we aspire to have significant impact on the following areas:

- Strengthening relationships with Aboriginal and/or Torres Strait Islander peoples, particularly in our six office locations across Australia
- Building greater cultural competency throughout our firm at all career levels and ensuring all our people from the top down understand and support reconciliation
- Uniting our six office locations on the journey of reconciliation to further educate our people, clients and communities on the importance of reconciliation
- Identifying new ways to engage in meaningful partnerships with Aboriginal and/or Torres Strait Islander peoples.

At Grant Thornton, we drive principled execution by embedding integrity and accountability into every decision and action across our organisation and through our services. Our corporate structure, strengthened by our values-driven culture, ensures transparency and accountability across our work, and this is reflected in our commitments outlined in this RAP.

Delivering the actions and outcomes of this RAP is important to me personally and for us all at Grant Thornton. I take personal responsibility to lead on this RAP, and I fully encourage all our people to embrace our commitments in building stronger cultural understanding, respectful relationships and meaningful opportunities for First Nations peoples, while we walk together on this reconciliation journey.



**Greg Keith**  
Chief Executive Officer  
Grant Thornton Australia

[Read bio](#)

# Message from Reconciliation Australia CEO



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

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

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

This Innovate RAP is both an opportunity and an invitation for Grant Thornton Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Grant Thornton Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process as well.

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. Grant Thornton Australia is part of a strong network of more than 3,000 corporate, government and not-for-profit organisations that have taken goodwill and intention and transformed it into action.

Implementing an Innovate RAP signals Grant Thornton Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Grant Thornton Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our vision for reconciliation



At Grant Thornton we are committed to care for our people, clients and communities and supporting them to thrive. We extend this commitment throughout our vision for reconciliation.

Reconciliation is more than a word.

**Our vision for reconciliation** is an Australia where the rich cultures and histories of First Nations peoples is acknowledged and celebrated by all, fostering a sense of unity and creating a future built on truth, justice, respect and harmony.

It is a vision where the cultural wealth of First Nations peoples is a deeply respected part of our national identity, propelling us towards a more inclusive and equitable society where Aboriginal and/or Torres Strait Islander peoples share equal access in health, education, employment and thrive through social and economic self-determination.

In the context of our firm this means:

- supporting our people to continue learn from diverse First Nations voices, to nurture cultural competence and historical acceptance of our shared histories, and to promote cultural-sensitivity and awareness
- developing, sustaining and strengthening meaningful partnerships and collaborations with First Nations peoples, businesses and communities that are grounded in mutual respect, trust, and accountability
- fostering positive race relations within our workplace, community and broader sphere of influence
- supporting First Nations peoples, businesses and communities to prosper, empowering each to thrive personally and economically.

## Our vision of reconciliation is based and measured on five dimensions as outlined by Reconciliation Australia.

These five dimensions do not exist in isolation but are interrelated. Reconciliation cannot be seen as a single issue or agenda; the contemporary definition of reconciliation must weave all these threads together. For example, greater historical acceptance of the wrongs done to First Nations peoples can lead to improved race relations, which in turn leads to greater equality and equity.

### Institutional integrity

The active support of reconciliation by the nation's political, business and community structures.

**Goal: Our political, business and community institutions actively support all dimensions of reconciliation.**

### Equality and equity

First Nations peoples participate equally in a range of life opportunities and the unique rights of First Nations peoples are recognised and upheld.

**Goal: Aboriginal and/or Torres Strait Islander Australians participate equally and equitably in all areas of life – i.e. we have closed the gaps in life outcomes – and the distinctive individual and collective rights and cultures of Aboriginal and/or Torres Strait Islander peoples are universally recognised and respected. Aboriginal and/or Torres Strait Islander peoples are self-determining.**

### Race relations

All Australians understand and value First Nations and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

**Goal: Positive two-way relationships built on trust and respect exist between First Nations peoples and non-Indigenous Australians throughout society.**

### Historical acceptance

All Australians understand and accept the wrongs of the past and their impact on First Nations peoples. Australia makes amends for past policies and practices and ensures these wrongs are never repeated.

**Goal: There is widespread acceptance of our nation's history and agreement that the wrongs of the past will never be repeated – there is truth, justice, healing and historical acceptance.**

### Unity

An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritages as a proud part of a shared national identity.

**Goal: Aboriginal and Torres Strait Islander histories, cultures and rights are a valued and recognised part of a shared national identity and, as a result, there is national unity.**

# About our business

Grant Thornton Australia is a member firm of the Grant Thornton global network – one of the world's leading independently-owned and managed accounting and consulting firms providing audit, assurance, tax and advisory services across a global network of 68,000 professionals in 156 markets.

Grant Thornton Australia has more than 1,500 people and 172 Partners and Principals working across six offices nationally in Tarndanya (Adelaide), Meeanjin (Brisbane), Gimuy (Cairns), Naarm (Melbourne), Boorloo (Perth) and Warrang (Sydney). The firm combines proven expertise, principled execution and personalised experience to deliver remarkable client service.

Our current systems do not record the full breadth of workforce diversity information, therefore we are unaware of how many of our team members identify as an Aboriginal and/or Torres Strait Islander, however we often engage local Aboriginal and/or Torres Strait Islander peoples in specialist project roles.

In late 2024, we implemented a new Human Capital Management System that provides our people the opportunity to share their information.



Grant Thornton has worked with more than 400 First Nations clients nationally and deliver a wide range of services to First Nations clients and communities. In addition, we have significant experience in consulting and engaging with key stakeholders in First Nations affairs in remote and regional Australia.

## Our six key service areas are:

### Audit & assurance

Owners, shareholders and regulators alike expect more from the auditing and financial reporting of a business.

### Consulting

To realise your ambitions and see real growth in your business, you must take a holistic and practical approach to your strategy. Profitability can only be achieved when your operations are running effectively and supported by solid financial foundations.

### Sustainability

Sustainability is a rapidly developing field of expertise. Whether you need guidance on your strategy, assistance with reporting or are considering assurance, we are ready to work with you.

### Financial advisory

Regardless of where you sit in a transaction, it's important to effectively manage costs and maximise returns. Against a backdrop of an ever-changing economic environment and the fast-moving pace and complexities of a transaction, this is often easier said than done.

### Private business tax & advisory

Private businesses are the engine room of the Australian economy. They cover all sectors, employ millions of people and are key to Australia's reputation for stable, quality goods and services both domestically and internationally.

### Tax

Regardless of where your business operates, there will be tax risks to mitigate, opportunities to leverage and extensive compliance requirements.

Our sphere of influence is primarily comprised of our people, our clients and our communities. We recognise we can promote reconciliation by driving advocacy, through our own actions and by proactively sharing messaging in support of First Nations peoples and communities.



**Society:** National media, engagement with our ambassador

**Community:** Supported charity groups, sponsorships

**Organisations:** Our clients, professional bodies, industry groups, third party stakeholders, suppliers

**Individuals:** Our people, our client contacts as individuals

## Our strategic goals and values

At Grant Thornton, care is just as important as capability because we believe the experience is as important as the outcome. We strive to provide a strikingly different experience – one that's more personal, proactive, authentic and agile, and to achieve this we focus on investing in and building our client relationships.



CARE is at the heart of our organisation; we seek out diverse perspectives and challenge when necessary to deliver positive progress. Our values underpin the purpose and are the guiding behaviours and actions to help realise it. Our purpose and values articulate what is important to us and how to shape a better future serving as our driving force and guidepost for all our interactions.

We pursue remarkable in all that we do. Our brand promise, Reach for Remarkable, is our commitment to genuinely care for our clients, each other and our communities, which leads us to always strive to deliver the best experience possible.

# Our partnerships and current activities

## 2020

- Grant Thornton administered the payment of \$190 million in settlement monies to over 12,000 First Nations peoples and their families affected by the Stolen Wages practices.
- Guest speaker **Jesse Martin**, Yuin/Eora & Wagadagam man from Cairns and Founder of The Streets Movement joined our Cairns and GT Foundation team during NAIDOC week to raise awareness of the work of the Mulumulung program and the impact it is having on regional and remote First Nations youth. Mulumulung program attendees **Che and Mia** also shared their program experience and provided insights into the challenges they faced.



Isaiah Dawe  
ID. Know Yourself

## 2019

- Five First Nations artists, **Nathan Patterson, Cedric Varcoe, Tully Button, Bundjalung Sean and Shane 'Yondee' Hansen**, were commissioned, each creating artworks that are displayed in our offices around the country.

## 2021

- Grant Thornton includes First Nations peoples as a key pillar of focus.
- Guest Speaker **Isaiah Dawe**, Butchulla and Gawara Saltwater man joined CEO Greg Keith for a yarn about **ID. Know Yourself** and share his insights on connecting with Country and community. ID. Know Yourself is the first Aboriginal mentoring organisation for Aboriginal young peoples in foster care in New South Wales. After growing up in care himself, Isaiah's experiences led him to create ID. Know Yourself to better support First Nations youth in care, keeping them connected to Country and community.
- Grant Thornton extended subscription for the Unmind App to include all the team members at **ID. Know Yourself**. Unmind is a mental health and wellbeing app. The platform provides individuals with digital tools for proactively improving mental wellbeing.
- Grant Thornton established a **RAP Steering Committee**.

# 2022

- Grant Thornton Board heard about the Voice to Parliament, how it came about and what it would mean for First Nations peoples and communities from:

- **Noel Pearson** who is from the Guugu Yimithirr community of Hope Vale. Noel is a lawyer, co-founder of the Cape York Partnership, founder of Good to Great Schools Australia. Noel served as a member of the expert panel on Constitutional Recognition of Indigenous Australians and the Referendum Council. He negotiated with the Keating government to establish the Native Title Act 1993 after the High Court's landmark Mabo decision rejected the fiction of terra nullius. Noel is a respected community leader and activist.

- Grant Thornton's DAWN (Diversity At Work Now) community created a National Reconciliation Week film delivering individual Acknowledgements of Country and encouraged others to consider also providing one.
- Traditional place names for Grant Thornton office location were included on internal and external communication resources.
- Grant Thornton engages Snap Print Solutions Underwood a wholly owned First Nations business led by franchisee **Karen Seage** specialising in the production of digital and offset printing, to print our Reflect RAP and to provide printing service to our Brisbane office.
- Grant Thornton launched a Reflect Reconciliation Action Plan.
- **ID. Know Yourself** featured on Grant Thornton's 'The Remarkables' podcast.

- **Richie Ah Mat** who is a descendant of the Yupungathi peoples from western Cape York and the Wuthathi people of the eastern Cape region. Richie is the co-chairperson of the Cape York Partnership group and serves on the board of Good to Great Schools Australia, Balkanu Cape York Development Corporation, the Forestry Industry Advisory Council, Bama Civil and Construction Services, Ngak Min Health, Cape York Girl Academy and Djarragun College.

- **Phil Rist** is an Nywaigi Elder and Traditional Owner of the broader Ingham/Hinchinbrook region in North Queensland and founding members of the Girringun Aboriginal Corporation.

- **Wynetta Dewis** is a proud Torres Strait Islander woman with family connections from Boigu Island and Horn Island. Wynetta is CEO of the Queensland Indigenous Family Violence Legal Service.

- Acknowledgement of Country resources, which included the Traditional Owners and Custodians of Country where Grant Thornton offices are located, were shared and amplified as part of National Reconciliation week activities.

*Tribal Experiences  
with Grant Thornton CEO  
and Board Chair*



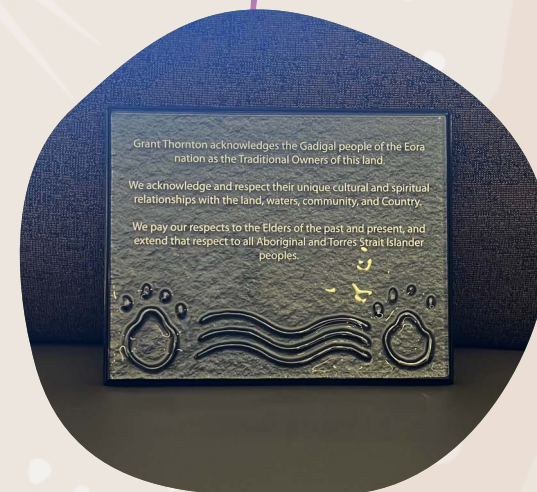
# 2023

- Grant Thornton's Cairns office identified the **Indigenous Literacy Foundation** as a local charity partner.
- Special guest **Kenny Bedford** joined CEO Greg Keith for our national Listen In call to discuss the Voice to Parliament.
- Grant Thornton and RAP partner, GHD, hosted National Reconciliation Week event in the Brisbane office with special guest speaker **Leon Filewood**.
- **Rachael Sarra**, a proud Goreng Goreng woman, artist and designer, featured on Grant Thornton's 'The Remarkables' podcast.

- Grant Thornton supported the **Remote Op-Shop Project**, an initiative to help establish small enterprises within remote communities with a focus for self-sufficiency, self-reliance, and ultimately, social and economic self-determination. The NAIDOC Week national collection drive donated 330 kg of goods distributed to **Ramingining Women's Safe House** (Ramingining, NT), **Nganmariyanga Op-Shop** (Palumpa, NT), **Halls Creek OpShop** (Halls Creek, WA), **Babbarra Women's Centre** (Maningrida, NT) and **Wunala Creche** (Borroloola, NT).
- **Savannah Fynn** of the Wiradjuri/Wiradyuir Nation joined our Managers Conference in Sydney providing a Welcome to Country on behalf of the Metropolitan Local Aboriginal Land Council.
- **Wathaurong Glass and Arts Acknowledgement of Country** plaques commissioned and displayed at each office location.

- Grant Thornton's Cairns office sponsored the **Yarrabah Cultural Dancer's** to attend the NSW Mutawinji Festival near Broken Hill, supporting members of the community to learn more about and pass on culture through dance and connect with other First Nations communities.
- **Aunty Joan Bell**, a proud Wiradjuri/Wiradyuir and Gadigal woman, provided a warm and uplifting Welcome to Country at our Senior Associate Hackathon in Sydney.
- **Aboriginal and Torres Strait Islander flags** proudly displayed in Grant Thornton reception and function areas.

Wathaurong Glass and Arts





Yalari plaque

- Grant Thornton engaged **Evolve Communities** to provide cultural awareness training as part of the firm's ongoing commitment to build greater cultural competency.
- **Gadigal Elder Uncle Allen Madden** performed a **Welcome to Country** at our Associates Conference, welcoming people to his land, the land of the Gadigal people.
- **Jamarra Ugle-Hagan**, AFL star and proud Noongar and Guditjmarra man, joined RAP Executive Sponsor Iain Kemp for a NAIDOC Week national fireside chat on addressing racism in the workplace.
- **Yalari** featured on Grant Thornton's 'The Remarkables' podcast.
- Grant Thornton engaged **Maria Watson-Trudgett** as First Nations Advisor to the firm.

## 2024

- **ID. Know Yourself** became a local charity partner to the Grant Thornton Sydney office, partnering to fund mental health and wellbeing support for First Nations youth in out of home care.
- Kabi Kabi & Gomeroy man, **Uncle Russell** gave an inspiring Welcome to Country at our Directors Conference in Noosa, Qld.
- Grant Thornton's Brisbane office hosts the Diversity Practitioners Association's National Reconciliation Week event with special guest **Melanie Grills** speaking on 'Reconciliation Action Plans – faith taking to faith making'. Melanie is a Gomeroy (Kamilaroi) woman currently based in Brisbane.
- **Melia Benn** is a Mamu and Gunggandji woman and one of only two practising First Nations women barristers at the Queensland Bar. Malia joined our Cairns office as special guest speaker for National Reconciliation Week and discussed her grandmother's experience and her own personal experiences while collecting information (documenting stories) for the stolen wages class actions in WA, Territories and Qld.

- Grant Thornton again participated in the **Remote Op-Shop** initiative to support small enterprises within remote communities in their projects for self-sufficiency, self-reliance, and ultimately, social and economic self-determination. The NAIDOC Week national collection drive donating 280 kg of goods distributed to **Piriwa OpShop** (Wirrimanu, WA), **Nulpuur/Urapunga OpShop** (Urapunga, NT), **Babbarra Women's Centre** (Babbarra, NT), **Jilkminggan OpShop** (Jilkminggan, NT), **Ngariny Wanti OpShop** (Mulan, WA) and **Tramulla OpShop** (Kalumburu, WA).
- Grant Thornton's Cairns office, again sponsored the **Yarrabah Cultural Dancers** to attend the NSW Mutawinji Festival near Broken Hill, supporting members of the community to learn more about and pass on culture through dance, and connect with other First Nations communities.



# Yarrabah Cultural Dancers

## Celebrating culture

The Yarrabah Dancers from the Yarrabah community in Far North Queensland keep sacred many traditional dances including the important Whale song – ‘Woonungarah Gwangel Moronn’ – the ‘Elders of the sea’, which follows a songline, an ancient memory code that traces the journeys of ancestral spirits as they created the land, animals and lore.

The Yarrabah Cultural Dancers use dance as a way of preserving, sharing and celebrating their culture, as well as promoting peace, harmony and healing among their people and with other Australians. The Yarrabah Dancers are highly professional and perform around the country bringing their many dance stories to life, their performances include Uncle Mala Songman and Storyteller, many dancers, yidaki and traditional cultural singing.

Through our Cairns office, Grant Thornton has had a longstanding relationship with the Yarrabah Cultural dancers and proudly sponsor the dance troupe and community members to attend the NSW Mutawinji Festival near Broken Hill annually. Our support enables them to showcase their talents, celebrate their culture and connect with other First Nations communities from across the country.

This partnership reflects our recognition of the importance of celebrating and preserving the rich cultural diversity of First Nations peoples, as well as our respect and friendship for the Yarrabah community.

*“The Yarrabah Cultural Dancers are more than just performers. They are ambassadors of a rich and vibrant culture that has much to teach us about resilience, harmony, and joy. By sponsoring them, we express our gratitude and friendship to the Yarrabah community, and our commitment to reconciliation.”*

Helen Wilkes, Partner – Audit & Assurance & RAP Steering Committee

*“Yarrabah Cultural Dancers have a long and very strong relationship with our friend Helen, and the continued support from her colleagues and firm, Grant Thornton, that has whole-heartedly supporting our Dances of the Community of Yarrabah over many years. Their commitment to help and support our endeavour to promote educate our ancient culture to a wider audience is immensely welcome.”*

Mala, Yarrabah Cultural Dancers



## ID. Know Yourself

### An emerging partnership for change

Isaiah Dawe is a Butchulla and Garawa saltwater man who knows firsthand the challenges and trauma of growing up in the foster care system. He spent his childhood in 17 different foster homes, facing racism, abuse and neglect along the way. Despite these hardships, he managed to graduate from university and become a successful leader and advocate for Aboriginal youth.

In 2019, he founded ID. Know Yourself, a mentoring program that aims to 'empower Aboriginal youth in out-of-home care and within the child protection system to establish belonging and break the cycle'. The program provides holistic support, cultural connection, life skills and career guidance to young people who are often overlooked and marginalised by society.

In 2021, Isaiah joined our national NAIDOC Week celebrations as a guest speaker in conversation with CEO Greg Keith, generously sharing his experiences and providing us with a deeper knowledge of the impact and reality of out-of-home care for many First Nations youth. Later in 2021 with COVID still impacting our everyday lives, we were able to extend our mental health and wellbeing app subscription to include the ID. Know Yourself team members.

In 2022, recognising his continued inspiring work and impact, Isaiah featured in our Remarkables podcast, a series that showcases inspiring stories of social impact and innovation. He shared his personal journey and his vision for foster care reform.

By all accounts Isaiah is an inspirational leader. In 2024, we engaged Isaiah as keynote speaker for our Inspirational Leaders development program. He shared insights and experiences of his leadership journey, further inspiring the firm's emerging leaders and managers on resilience and drive.

In 2024, ID. Know Yourself was appointed a charity partner to our Sydney office, which includes committed funding from Grant Thornton over the next three years as well as volunteering and awareness-raising activities to support mental health and wellbeing initiatives for youth in out-of-home care.

In being able to deepen our relationship with ID. Know Yourself as a charity partner of the firm, we hope to support Isaiah and ID. Know Yourself in achieving their growth and program goals now and in the future, ultimately supporting youth in their programs to reach their full potential.

*"We are honoured and humbled to work with Isaiah and ID. Know Yourself and to learn from their incredible work and resilience. We believe that by partnering with them that we can make a positive difference in the lives of Aboriginal youth and contribute to a more just and equitable society".*

Alison Sheridan, Partner – Audit & Assurance & Grant Thornton Foundation Director

*"It is a great privilege to share this reconciliation journey with Grant Thornton. They play an integral role in driving our programs and impact forward, and we are excited to see the positive changes we can make in our community over the next few years."*

Isaiah Dawe, Founder and CEO

# Our Reconciliation Action Plan



At Grant Thornton, we are committed to fostering a culture of diversity, equity and inclusion that values and respects the unique perspectives and experiences of our people, clients and communities and supports them to thrive.

We believe that by embracing diverse backgrounds, identities and ways of thinking, we can unlock our full potential and deliver better outcomes for our stakeholders.

We recognise the importance of reconciliation and acknowledge and respect the histories, cultures and rights of First Nations peoples. As we seek to build meaningful and respectful relationships, we also aim to foster opportunities for Aboriginal and/or Torres Strait Islander peoples within our firm and support economic and social empowerment.

We believe that reconciliation is not only a moral obligation, but also an opportunity to learn from the rich and diverse cultures, histories and knowledge of First Nations peoples. We acknowledge that we have a role to play in addressing the social and economic disadvantage faced by Aboriginal and/or Torres Strait Islander peoples and communities, and we are committed to being part of the solution.

To demonstrate our commitment to reconciliation, we have developed this Reconciliation Action Plan (RAP) in consultation with our RAP Steering Committee, which consists of executive and senior leaders, allies, external First Nations Consultation, along with stakeholders and our people.

This, our first Innovate RAP, outlines our vision, goals and actions for advancing reconciliation building on the foundations of our Reflect RAP. We aim to unite our six offices and all our people on the journey of reconciliation. We aim to deeply embed the foundational steps we took in our Reflect RAP, increase our cultural competency, establish and nurture local relationships with First Nations peoples, and organisations and build meaningful long-lasting connections.

We are proud to share our RAP with our people, clients and partners, and we look forward to working together to further progress our reconciliation journey.

# Meet our Executive Sponsor

Iain Kemp

National Managing Partner – Community and Office Chair

We have nominated Iain Kemp, National Managing Partner – Community and Office Chair, and Audit and Assurance, as the Executive Sponsor and champion of our Reconciliation Action Plan and RAP Steering Committee. Iain is an integral member of our National Executive Team, working with our Office Chairs to drive our people experience, client experience and collaboration in each of our markets. Iain also provides a voice to the firm's engagement with our community.

Iain will work closely with the Steering Committee and key stakeholders across the firm to implement our timeline and drive internal engagement of our RAP.



*"I have lived and worked on three continents and visited several countries, in all those places people have embraced, embedded and celebrated their histories and cultures in their everyday lives. Yet the rich cultures and histories of Australia's First Nations peoples largely remains absent. Hearing Aboriginal and/or Torres Strait Islander peoples tell their stories and visiting culturally significant sites, I know we must do better to recognise First Nations peoples cultures, histories and contributions. By sponsoring our RAP, I hope to accelerate Grant Thornton's and our communities' reconciliation and recognition journey."*

## Meet our RAP Steering Committee

We are pleased to expand our RAP Steering Committee to include greater representation from across the firm.

Our RAP Steering Committee consists of motivated and active allies of Aboriginal and/or Torres Strait Islander peoples. With this in mind, we thought it imperative and a culturally responsive action to engage First Nations Consultant, Maria Watson-Trudgett, to partner with us on our RAP journey.

***“We are proud to partner with Maria in our RAP development and implementation. The collaboration, knowledge and expertise she brings to our team is invaluable.”***

- Natasha Caflisch, Diversity, Equity & Inclusion Manager

### RAP STEERING COMMITTEE CO-CHAIRS



**Carolyn Bamberry, Director – Financial Advisory**

“I feel that reconciliation is an important process for Australia as a nation, to create and sustain a nation based on equality and accountability. This is what drove me to join the RAP Steering Committee as I want to support Grant Thornton in engaging with the reconciliation process.”



**Natasha Caflisch, Diversity Equity Inclusion Manager**

“As a non-Indigenous person, I recognise that I have a lot to learn from First Nations peoples, their histories and their cultures.

I also believe that I have a responsibility to act as an ally and advocate for social justice and equity, using my privilege to help effect positive change. In being part of the RAP Steering Committee, I wanted to contribute to Grant Thornton’s reconciliation journey, sharing my skills and experiences as we navigate the pathways of reconciliation.”

## STEERING COMMITTEE MEMBERS



**Helen Wilkes, Partner – Audit & Assurance**

“I am passionate about reconciliation, and I believe being a part of the RAP Steering Committee is a great way to strengthen my understanding of Australia’s First Nations peoples and cultures. I am an immigrant to Australia and have an awareness of our shared histories, which saddens and motivates me to support reconciliation efforts. I also am constantly amazed by the love, warmth and respect I am shown by Aboriginal and / or Torres Strait Islander peoples.

I feel we all have a lot to learn about how to live a good life and the creation of an authentic RAP is a great way to begin this dialogue.”



**Kane Glendenning, Director – Specialist Tax**

“I asked to help with the RAP Steering Committee with the vision that I see reconciliation as a long journey, and the feelings of disheartenment when I see steps falter as we saw with The Voice in 2023. Growing up in small town NSW in the 90s, I saw the effects that previous government policies had on First Nations community members, although this has become more evident when I reflect on the socio-economic effect in hindsight.

I believe that there is much work to be done for reconciliation and I want to be a part of it. Hopefully through the experience of helping Grant Thornton with reconciliation, I will be better equipped to help with reconciliation in greater Australian society.”



**Liesa Hogg, Talent & DE&I Coordinator**

“In contrast to my upbringing, my children have learned a great deal about the true histories of First Nations peoples, and this has shaped their strong convictions for reconciliation and respect of First Nations peoples and cultures. In acknowledging and admiring my children’s knowledge and passion, I recognised my own personal responsibility to educate myself and play an active role in contributing to a more positive future for Aboriginal and/or Torres Strait Islander peoples and non-Indigenous peoples together.

Being part of the RAP Steering Committee enables me to learn more and find opportunities for our organisation to build support, respect and integrity on our pathway to reconciliation.”



**Maria Watson, First Nations Consultant**

“I am pleased to be a part of Grant Thornton RAP Working Group, to provide guidance and share cultural insight into the competency development of the group and broader organisation.

I am delighted to partner with Grant Thornton to guide and support their RAP journey.”



**Melanie Pipprell, Executive Assistant – Private Business Tax & Advisory**

“I have joined the RAP Steering Committee after more than eight years with our Adelaide Diversity At Work Now (DAWN) committee. Throughout this period, I have seen progress in advancing First Nations’ representation and inclusion within our office but I realise that we do still have a way to go. More recently we have increased our visual cues of inclusion, and I have completed cultural awareness training, which deepened my understanding and commitment to fostering an inclusive and supportive workplace environment for all. I am passionate about continuing this journey and eager to contribute to further actions and share my learnings with my family, friends and colleagues to help broaden understanding and support for First Nations peoples and initiatives within their communities.”



**Sara Gaudian, People and Culture Leader**

“I come from a diverse background and at times faced disadvantages, therefore, I recognise the importance of ensuring equity, dignity and respect for all people. This RAP is a strategic way to advance reconciliation and provide tangible and substantive benefits for Aboriginal and/or Torres Strait Islander peoples and communities, increasing economic equity and supporting First Nations self-determination. I joined the Grant Thornton RAP Steering Committee to contribute to meaningful reconciliation work.”



**Richard Nutt, Partner – Specialist Tax**

“I joined the RAP Steering Committee because I believe in the positive impact that reconciliation can have on the lives of First Nations peoples and communities. I am passionate about making a difference and promoting reconciliation, and I believe that this committee will allow me to contribute to this important cause. I hope to learn more about the issues First Nations peoples and communities face and to use my skills, resources and influence to effect positive change.”

## Reflections on our RAP journey so far

We are proud of the progress we have made throughout our Reflect RAP but that's not to say it was without challenges. While our RAP Steering Committee was comprised of passionate individuals, the nature of our business and changes to our work structure created challenges in consistent participation from the Steering Committee and engagement from internal stakeholders. These competing priorities meant we did not always meet the timelines we had set ourselves or engaged with our people on the progress of our RAP as we would have liked.

These challenges aside, we were able to learn from our foundation findings, providing us with:

- greater understanding of the unintended barriers we have in our recruitment processes
- greater understanding of our First Nations cultural learning needs
- greater understanding of and confidence in giving an Acknowledgement of Country
- opportunity to hear from diverse Aboriginal and/or Torres Strait Islander voices
- increased visual cues of respect and inclusion throughout our workplace with the inclusion of Acknowledgement of Country plaques, Aboriginal and Torres Strait Islander flags on display in each office, the use of traditional place names to identify our office locations
- greater understanding of who the Traditional Owners and Custodians of Country are where each of our offices are located.

Building on the lessons learned, we have identified key initiatives to better deliver our Innovate RAP:

- embed First Nations advisory and guidance into our RAP work, committees and learning activities
- expand our RAP Steering Committee to include representation more broadly throughout the firm
- establish a variety of communication channels for people to hear about the RAP progress and get involved
- establish meaningful connections with Aboriginal and/or Torres Strait Islander stakeholders
- increase cultural competency through learning and connection opportunities.



We would like to acknowledge the contributions of all Aboriginal and/or Torres Strait Islander team members and consultants and thank those who have guided our approach and generously shared their insights and cultural knowledge to inform the development of our Innovate RAP.

## Our Reconciliation Action Plan

# Relationships

As a firm that values diversity and inclusion, we recognise the importance of building strong relationships with Aboriginal and/or Torres Strait Islander peoples and our firm.

Our ambition is to nurture our existing and future relationships with Aboriginal and/or Torres Strait Islander stakeholders with authenticity, trust and transparency. We believe by fostering relationships in this way we will achieve meaningful and mutually beneficial relationships that go beyond mere engagement.

ACTION	DRAFT DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement	December 2025	Diversity, Equity & Inclusion (DEI) Manager
	Develop and implement localised engagement plans to work with First Nations stakeholders and organisations at each of our office locations	March 2026	DEI Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members	May 2025 May 2026	RAP Co-Chairs
	RAP Steering Committee members to participate in an external NRW event	27 May – 3 June 2025 27 May – 3 June 2026	RAP Co-Chairs
	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 27 May – 3 June 2026	RAP Co-Chairs
	Organise NRW event/activities each year at each of our office locations	May 2025 May 2026	RAP Co-Chairs
	Register all our NRW events on Reconciliation Australia's NRW website	May 2025 May 2026	RAP Co-Chairs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence	Develop and implement strategies to engage our people in reconciliation including publishing our planned activities and learning opportunities on myGT (firm intranet)	April 2025	DEI Manager
	Communicate our commitment to reconciliation publicly	August 2025 August 2026	Chief Marketing Officer
	Develop external facing webpage that captures our commitment and approach to reconciliation	September 2025	Chief Marketing Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	August 2025	RAP Executive Sponsor & RAP Steering Committee
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	May 2026	RAP Co-Chairs
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs	June 2025	Head of P&C Operations
	Develop, implement, and communicate an anti-discrimination policy for our organisation	December 2025	Head of P&C Operations
	Engage with Aboriginal and/or Torres Strait Islander team members and/or external First Nations consultants on our anti-discrimination policy during regular policy reviews	June 2025	Head of P&C Operations
	Educate senior leaders on the effects of racism	December 2025	Head of P&C Operations

## Our Reconciliation Action Plan



# Respect

At Grant Thornton respect is a key pillar of our values that shape our decision making and everyday culture. We understand that respect is the foundation of all meaningful relationships and partnerships with First Nations peoples, communities and organisations, and we are committed to learning from and with them to enhance our cultural awareness, competence and responsiveness.

By fostering a culture of respect, we aim to create a more inclusive, equitable and harmonious workplace and society for everyone. By increasing our cultural competence through learning and connection opportunities, we hope to attract, welcome and retain more First Nations peoples to our teams.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	October 2025	Head of Learning & Organisational Development & DEI manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	September 2025	DEI Manager
	Develop, implement and communicate a cultural learning strategy document for our people	December 2025	DEI Manager
	Provide opportunities for RAP Steering Committee members, People and Culture managers and other key leaders and stakeholders to participate in formal and structured cultural learning	April 2025	RAP Co-Chairs
	Provide people leaders opportunity to participate and engage in learning circle, cultural awareness opportunities	July 2025 July 2026	Head of Learning & Organisational Development & DEI manager
	Develop First Nations intranet page to provide cultural awareness resources and promote learning opportunities	September 2025	DEI Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols	Increase team members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	August 2025 August 2026	RAP Co-Chairs
	Review, update, implement and communicate the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	September 2025	RAP Co-Chairs
	Explicitly define cultural leave provisions for First Nations peoples in our leave policy	June 2026	Head of P&C Operations
	Engage with local Traditional Owners to name a key gathering place at a Grant Thornton office location	June 2025	Chief Executive Officer
	Continue to invite local Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant Grant Thornton events at least twice per year	February 2026 February 2027	RAP Co-Chairs
	Continue to include an Acknowledgement of Country at the commencement of all Town Hall meetings and each major meeting held on a national or local level both internally and externally	February 2026 February 2027	CEO & Office Chairs
7. Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Steering Committee to participate in an external NAIDOC Week event	First week in July, 2025, 2026	RAP Co-Chairs
	Review People and Culture policies and procedures to remove barriers to team members participating in NAIDOC Week	May 2025	Head of P&C Operations
	Promote and encourage participation in external NAIDOC events to all team members	First week in July, 2025, 2026	RAP Co-Chairs

## Our Reconciliation Action Plan



# Opportunities

Supporting our clients, communities and people to thrive is central to our CARE values. We recognise the rich cultural diversity, knowledge and innovation that Aboriginal and Torres Strait Islander peoples bring to our organisation and our clients. We are committed to increasing employment, procurement, professional development and retention of Aboriginal and Torres Strait Islander peoples within our firm. We also seek to engage with First Nations organisations and communities in respectful and mutually beneficial ways and to contribute to their social and economic empowerment.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and/or Torres Strait Islander representation in our firm to inform future employment and professional development opportunities	February 2026	Head of P&C Shared Services
	Engage with First Nations team members to consult on our recruitment, retention and professional development strategy	December 2025	Head of P&C Shared Services
	Develop and implement an Aboriginal and/or Torres Strait Islander recruitment, retention and professional development strategy	October 2026	Head of P&C Shared Services
	Advertise job vacancies to effectively reach Aboriginal and/or Torres Strait Islander stakeholders	February 2026	Head of P&C Shared Services
	Review People and Culture and recruitment procedures and policies to remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace	September 2025	Head of P&C Shared Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Develop and implement an Aboriginal and/or Torres Strait Islander procurement strategy	September 2025	Chief Financial Officer & DEI Manager
	Investigate Supply Nation membership	March 2025	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to our people	October 2026	Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses	June 2025	Chief Financial Officer
	Identify and engage a minimum of two commercial relationships with Aboriginal and/or Torres Strait Islander businesses	June 2026	Chief Financial Officer
<b>10. Leverage opportunities to more closely engage with First Nations students</b>	Explore opportunities with our university and boarding school partners on where we could add value to new or established programs and initiatives supporting Aboriginal and/or Torres Strait Islander students to achieve at their full potential	July 2026	Head of P&C Shared Services & RAP Co-Chairs
	Partner with Career Trackers to link First Nations students with internship opportunities at Grant Thornton	August 2026	Chief People Officer

## Our Reconciliation Action Plan



## Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP</b>	Maintain First Nations representation on the RAP Steering Committee	February 2025	RAP Executive Sponsor & RAP Co-Chairs
	Review Terms of Reference for the RAP Steering Committee	February 2025	RAP Executive Sponsor & RAP Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation	March, June, September, December 2025 & 2026	RAP Co-Chairs
<b>12. Provide appropriate support for effective implementation of RAP commitments</b>	Engage our senior leaders and other team members in the delivery of RAP commitments	March 2025	CEO & RAP Executive Sponsor
	Define resource needs for RAP implementation	April 2025	RAP Executive Sponsor & RAP Co-Chairs
	Define and maintain appropriate systems to track, measure and report on RAP commitments	April 2025	RAP Executive Sponsor & RAP Co-Chairs
	Appoint and maintain an internal RAP Champion from senior management	February 2025	Chief Executive Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. 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 2025 June 2026	RAP Co-Chairs
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	1 August 2025 1 August 2026	RAP Co-Chairs
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2025 September 2026	RAP Co-Chairs
	Report RAP progress to all team members and senior leaders quarterly	March, June September, December 2025 & 2026	RAP Executive Sponsor & RAP Co-Chairs
	Publicly report our RAP achievements, challenges and learnings annually	December 2025 December 2026	Chief Marketing Officer & DEI Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2025	Head of Talent & Organisational Development & DEI Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	November 2026	RAP Co-Chairs
14. Continuous improvement focus	Maintain systems to benchmark the experience of inclusion at Grant Thornton for First Nations peoples on a biennial basis	November 2025	DEI Manager
15. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	September 2026	RAP Co-Chairs

# Message from our new CEO from 1 July 2025



As I take on the CEO role at Grant Thornton from 1 July 2025, I reaffirm our commitment to this second Reconciliation Action Plan (RAP): Innovate to implement positive change throughout our organisation.

A Reconciliation Action Plan is part of the collective responsibility we have to acknowledge and honour Aboriginal and/or Torres Strait Islander peoples and this incredible country we call home. The RAP formalises our promise to foster positive race relations amongst our people, within our workplace, community and broader sphere of influence, and I take personal responsibility to lead on this RAP and deliver on its actions.

Having experienced displacement in my early life as a refugee, I am passionate about building stronger cultural understanding and acceptance, which extends to fostering respectful relationships and developing opportunities for First Nations peoples including accomplishing meaningful actions towards reconciliation.

This RAP embodies our commitment and vision to drive positive change, with a significant impact on the following areas:

- Strengthening relationships with Aboriginal and/or Torres Strait Islander peoples, particularly in our six office locations across Australia.
- Building greater cultural competency throughout our firm at all career levels, ensuring everyone understands and supports reconciliation.
- Uniting our six office locations on the journey of reconciliation to further educate our people, clients, and communities on its importance.
- Identifying new ways to engage in meaningful partnerships with Aboriginal and/or Torres Strait Islander peoples.

At Grant Thornton, we champion principled execution by embedding integrity and accountability into every decision and action across our organisation and through our services. Our corporate structure, strengthened by our values-driven culture, ensures transparency and accountability in our work, as reflected in our commitments outlined in this RAP.



**Said Jahani**  
Chief Executive Officer  
Grant Thornton Australia

[Read bio](#)

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