



CPA Australia
Innovate Reconciliation Action Plan
February 2022 - February 2024



A message from our President and CEO

As President and Chief Executive Officer of CPA Australia, we are immensely proud to reaffirm our commitment to reconciliation with Australia's First Peoples and continue our journey of understanding by developing our next Reconciliation Action Plan (RAP) – our Innovate RAP 2022-2024.

Through our work on the Reflect RAP, we now understand some of the issues and challenges we face as an organisation and a profession. We hope to build on this understanding as we grow awareness of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements, and increase the number of Aboriginal and Torres Strait Islander people working in the accounting and finance profession.

In line with CPA Australia's purpose of advancing trusted and valued business professionals who enhance their communities, our Innovate RAP aims to support reconciliation initiatives within our organisation, as well as among CPA Australia members, the accounting profession and the wider Australian community.

We're grateful to the Aboriginal and Torres Strait Islander members who will volunteer to join our Indigenous Advisory Group. Actively engaging with this group will help our Innovate RAP build a meaningful and sustainable road to inclusiveness and social justice.

In representing the experiences of members who identify as Aboriginal and/or Torres Strait Islander, the Indigenous Advisory Group will help guide and support us to promote a safe cultural environment for Aboriginal and Torres Strait Islander peoples participating in and engaging with the accounting profession.

We appreciate that there's still much work to be done. Our Innovate RAP is just the next step in our journey. It reflects our genuine commitment to breaking down the barriers to reconciliation, growing the representation of Aboriginal and Torres Strait Islander peoples in the accounting profession and creating positive and sustainable change in our communities.

Acknowledgement

As part of our ongoing commitment to reconciliation, we acknowledge and pay respects to the Traditional Owners of the lands and waterways of Australia. We also acknowledge Elders past, present and emerging.



Merran Kelsall

Merran Kelsall
President and Chairman
of the Board



Andrew Hunter

Andrew Hunter
Chief Executive Officer

A message from Reconciliation Australia

Reconciliation Australia commends CPA 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 CPA 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, CPA 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.

CPA Australia is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals CPA 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 CPA Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Endless opportunity

This piece was commissioned by CPA Australia for their first Reconciliation Action Plan (RAP). When I first began to design this piece, and with my understanding of CPA Australia, being a member myself, I wanted to capture the endless opportunities that could result from combining the elements of the reconciliation journey with that of CPA Australia's vision and the internationally-recognised designation it offers members. So, to capture this, I chose to use the overall concept of earth and space, and liken that to CPA Australia's reconciliation journey.

At the very centre of the piece, I have represented CPA Australia's core services: education, training, technical support and advocacy using a four-blade propeller to represent propelling CPA Australia into the future.

The next layer, represented by the two continuous interlocked lines, represents CPA Australia's ongoing commitment to partnering with members to prepare for today and tomorrow in a globally connected world. The members are represented by the six layers of coloured dots and the different colours represent the diversity of members and the fields they work within.

Intersecting with this layer is how I have chosen to represent the reconciliation journey. The five slightly smaller circles represent the five dimensions of which reconciliation is based and measured upon: historical acceptance, race relations, equality and equity, institutional integrity and unity. The three larger circles represent the core components of the RAP which are: respect, relationships and opportunities.

The reason I chose to have the reconciliation journey intersecting with the layer representing the members is because CPA Australia's reconciliation journey will involve them too. I believe it will provide an opportunity for members to encourage their organisations to continue, or embark on, the reconciliation journey.

With the 'earth's layers' capturing the essence of CPA Australia and members, combined with that of CPA Australia's RAP journey, the background, 'space' is how I have chosen to represent the endless opportunities and pathways that will be available to CPA Australia as it embarks on its reconciliation journey.



Sarah Richards CPA
Artist and designer



About the artist

Sarah Richards is a Ngiyampaa woman born on Gadigal land (Sydney). She grew up on Wiradjuri (Griffith) and Yugambah (Gold Coast) country before moving down to Ngunnawal country (ACT) in 2012. Since she was a young child, Sarah has loved to be creative, particularly through painting.

For a time, during university, she did stop painting to focus on her degree. However, towards the end of her degree, a life event helped her realise that painting is a healer for her and needed to be a part of her daily life. Sarah has been painting consistently ever since and in 2018, she used the knowledge from her degree to turn her passion from a hobby into a small business.

Marrowuy Journeys is a Supply Nation certified, 100% Aboriginal-owned business with a vision of healing as individuals so we can heal as a country.

In her ancestors' language of the Wongaibon people, Marrawuy (Mar-ra-way) means Red Kangaroo. This was the totem of one of her ancestors, Richard King, and one of the reasons she chose to go by Marrawuy Journeys. Another is that a kangaroo can't easily jump backwards. This resonates strongly with Sarah because no matter what challenge she's thrown, she keeps moving forward.

To read more about Sarah's journey, head to the About section on her website mjourneys.com.au

Our business

CPA Australia is one of the world's largest accounting bodies, with a global membership of more than 168,000 members working in over 100 countries around the world.

Our core services to members include education, training, technical support and advocacy. These are delivered by 550 employees across 19 global offices. 505 employees are based in Australia, operating out of offices in Melbourne, Sydney, Brisbane, Canberra, Hobart, Adelaide, Perth and Darwin. One of our employees identifies as being an Aboriginal and/or Torres Strait Islander person.

Through our Divisional Councils, we support members, employers and education providers across different communities, including regional locations. Councillors are elected by fellow members in their division, and together they work with local and international bodies to represent the views and concerns of the profession to governments, regulators, industries, academia and the public.

Their relationships and insights help to drive our business strategy and direction, ensuring we always act in the best interests of members and their communities.

Our vision for reconciliation

Our Reconciliation Action Plan (RAP) demonstrates our commitment to reconciliation and supports our vision and purpose. At CPA Australia, we're strengthening trusted relationships with members and communities, so we can continue to lead the future and develop business professionals with tomorrow's capabilities. Our purpose is to work with members as partners for progress, advancing trusted and valued accounting and business professionals who enhance their communities.

Equally, reconciliation aligns with our brand and organisational values, demonstrating who we are and what we stand for. We are committed to diversity, equality and inclusion because people are at the heart of who we are and what we do. We actively advocate for equality and lead positive social change as part of this commitment, which we make to our people, to members, and to the broader accounting profession. Because enhancing our communities is good for everyone.

Our vision for reconciliation is to advocate for a united and equitable Australia. A country where Aboriginal and Torres Strait Islander peoples are valued, respected, have equal access to opportunities and an equal opportunity to contribute. It's important that we lead the profession in advocating for positive change. Together, we can enhance our communities by creating an inclusive accounting profession that understands, respects and values Aboriginal and Torres Strait Islander peoples, cultures and histories.

**We'll partner with
Aboriginal and Torres
Strait Islander peoples and
allies, and other likeminded
organisations to:**

Deliver education and
career pathway initiatives
that build the representation
of Aboriginal and Torres
Strait Islander people in the
accounting profession.

Promote the value that
accounting and financial
wellbeing can create
for communities.

Raise awareness and educate
employees and members
on reconciliation.

Our RAP

At CPA Australia, we're actively committed to advocating for and leading positive social change for equality, diversity and inclusion for our employees, members and the community. Our RAP reflects this commitment to social change and reconciliation between Australia's First Peoples and the broader Australian community.

Our aim is to help employees and members develop and foster a genuine respect for, and understanding of, Aboriginal and Torres Strait Islander peoples and cultures. With this Innovate RAP, we'll leverage our sphere of influence in the accounting and finance profession, to create pathway opportunities that build the representation of Aboriginal and Torres Strait Islander peoples in the industry and promote the value of accounting to support self-determination for First Nations communities.

We'll deliver this Innovate RAP in collaboration with our internal RAP Working Group and a new Indigenous Advisory Group. The RAP will be championed by Executive General Managers in Member Experience and People and Culture, our Indigenous Initiatives Lead and our Inclusion and Diversity Manager. Through an Innovate RAP, we commit to strengthening relationships with Aboriginal and Torres Strait Islander peoples, and will partner together to develop innovative and empowering strategies to lead change and deliver a collective positive impact.

Our reconciliation journey

With 59 identified Aboriginal and Torres Strait Islander Australians with a CPA designation through CPA Australia, there's still much work to be done.

The Reflect RAP was an important step towards breaking down the historical, cultural and geographic barriers to Aboriginal and Torres Strait Islander peoples' participation in and engagement with the accounting profession.

Now, the Innovate RAP will focus on building representation and opportunities for current and future First Nations members to contribute to the profession.

Through the process of delivering our Reflect RAP, we believe the best opportunity to advance reconciliation is with our members and in the accounting profession.

Together, we can build greater representation in the accounting profession, and promote the value that accounting can create in enhancing Aboriginal and Torres Strait Islander communities.

We will also continue to raise awareness and understanding of reconciliation with employees and members, and promote the inclusion of Aboriginal and Torres Strait Islander employees and members.

Innovate RAP commitment

Our Innovate RAP seeks to reaffirm our formal commitment to social responsibility and reconciliation between Australia's First Peoples and the broader Australian community. Through this RAP framework, we will continue to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples, engaging employees and stakeholders in reconciliation; and develop and pilot innovative initiatives that empower Aboriginal and Torres Strait Islander peoples. We will also continue promote and build awareness among all our employees and members to develop and foster a genuine respect for Aboriginal and Torres Strait Islander peoples, histories and cultures.

Our objectives:

- Continue to build our organisational awareness and understanding of Aboriginal and Torres Strait Islander peoples, histories and cultures
- Promote inclusion of Aboriginal and Torres Strait Islander employees and members
- Promote the value of the accounting profession to Aboriginal and Torres Strait Islander peoples in supporting their self-determination
- Develop education and career pathway opportunities through partnerships to build the representation of Aboriginal and Torres Strait Islander peoples in the accounting profession
- Celebrate significant events in Aboriginal and Torres Strait Islander peoples' calendars to promote awareness of histories and communities
- Maintain our internal RAP Working Group to implement the initiatives outlined in this RAP
- Establish an Aboriginal and Torres Strait Islander Member Advisory Group to guide the initiatives outlined in this RAP

Aboriginal and Torres Strait Islander artwork across CPA Australia divisional offices

As a creative acknowledgement of the Traditional Owners of the land, every CPA Australia divisional office worked with their local First Nation's community to source a piece of artwork that describes the office's local land and the Traditional Owners of that land.

For everyone who visits our office spaces, these beautiful artworks act as a visual cue to our ongoing commitment to reconciliation.



SYDNEY, NSW: 'Morning Ceremony'

As described by the artist,
Nadeena Dixon:

Morning Ceremony is an original artwork created to celebrate the 29 Traditional Clan groups of the Sydney Basin.

Our ancestral creation story recalls a time long ago (Gurugujal) when the world was dark. The Great Creator Biامي/Dharamulan harnessed the light of the stars (Warawal) and spun them around a powerful fire (Guwiarnng). As the sparks flew out into the world this light illuminated the landscape and carved the song lines into the earth and lit up the universe.

Today we remember the sacred gift of life that promises new beginnings, growth, and connection to country as every new day is an opportunity to celebrate our community. Acknowledging the uniquely beautiful saltwater country (Garrigrang Nura) of the Sydney Basin.

Morning Ceremony is a traditional cultural practice of Saltwater people which gives thanks and blessings for each new day and for new opportunities to create strong pathways that connect all of our communities as we travel forward honouring the past while celebrating our journey as we travel into our shared futures.



ADELAIDE, SOUTH AUSTRALIA: 'Power and Knowledge'

As described by the artist,
Sam Gollan:

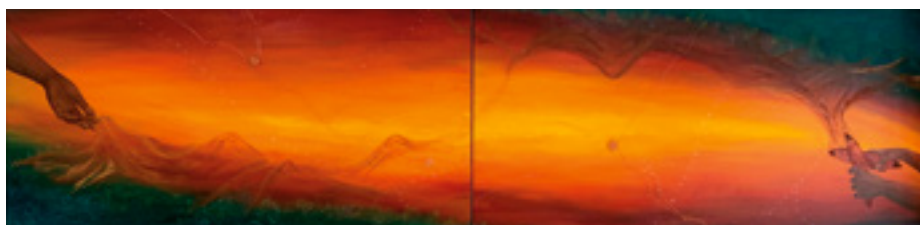
CPA Australia's Adelaide office overlooks the South Parklands, utilised by the Kurna people for foraging, hunting and camping in prehistoric and early colonial times. The pathway shows us all walking together over Kurna country. The hands represent our elders, past and present, working over land and sea to make this state rich and empowering, for all who live on Kurna land. The artwork embraces power and knowledge as we walk as one over Kurna land.

BRISBANE, QUEENSLAND: 'Undercurrents'

As described by the artist,
Jody Rallah (Yuggera, Biri Gubba,
and Warangu peoples):

Indigenous economics have been practiced for more than 80,000 years on the Australian continent. In circulatory processes of exchange and trade, governed by relationships between peoples and Country. These circulatory systems are guided by cultural practices and are encoded through these relationships. The undercurrents of Indigenous exchange systems continue to be practiced, although in different ways since European invasion in 1788. Undercurrents is a multi-media painting with embedded ochre, and copper weaving details.

The ochres embedded in this painting have been sourced with permission and respect from Yuggera Country, and neighbouring nations; north in Jinabara Country, and south in Yugembeh Country. The ochres form metaphors of mountains as they circulate across the landscape. The mountains act as guides, place markers and collaborates in song lines — the songs which guide our way and tell us about how to navigate Country. Similar to how strands which are woven together, form points of connection and direct the movement of our fingers.



PERTH, WESTERN AUSTRALIA: 'Water – Forest – Desert Dreaming'

As described by the artist, Shane Hansen:



One of the great recurring stories in Aboriginal art is the location and presence of water on traditional lands. Over the vast landmass of the Australian continent, much of the country is in dry and water-deprived conditions for large parts of the year. Throughout the different climate zones of the continent, the presence of water plays out in different ways, and this is possibly most obvious in the desert regions.

Water is at the centre of knowledge of the land, and much of the ceremony and culture of Aboriginal Australia is focused around the locations of water, which are also linked to important ceremonial sites. In this painting, Shane pays testament to the Swan and Canning rivers. These rivers and their immediate surroundings can be considered the most important landscape features of the Perth Metropolitan Region.

The river holds 'icon' status and has become a focus for the quality of the perceived environment in the metropolitan region. Retaining the natural and cultural elements makes the Swan and Canning rivers unique and defines its regional identity. The importance of a site reflects not just a physical link to the land, but also a spiritual or emotional link. The Noongar people's place within their country helps in establishing who they are and where they come from.

CANBERRA, ACT: 'Country'

As described by the artists, Richie Allan and Kane Allan (artists from Ngunnawal Country):

Ngunnawal Country is made up of seven Clans. Their connection to Country defines every drop of paint on the canvas. Throughout the different seasonal changes of Ngunnawal Country, the presence of water and fire play different roles across the landscape. Our artwork captures the beauty and the stories of Mother Earth. Mother Earth has many colours that keep Country alive and we are taught this from an early age.

Respect what you do to Mother Earth and she will respect and give you what you need. Live within your means and your means will live within you.

Retaining the natural and cultural identity makes Ngunnawal Country unique and defines its identity. We are Ngunnawal and we are the keepers of knowledge. Always Was, Always Will Be Ngunnawal Country.





HOBART, TASMANIA: 'Found Through Growth And Connections'

As described by the artist,
Reuben Oates:

I am a local Tasmanian Indigenous Artist from Mountain River, South of Hobart. I'm inspired by my environment and natural surroundings and have painted native animals on a vibrant background representing connections and life journeys.

DARWIN, NORTHERN TERRITORY: 'Gathering at the Water Hole'

As described by the artist,
Natalie Quall:

This original artwork celebrates the life and culture of the Larrakia people who are the traditional owners of the Darwin region. The artwork depicts people gathering around spring water holes that all lead to the main water hole in the centre of the piece. This signifies the Darwin office as a main meeting place for the CPA Australia members. The Danggalaba (crocodile) is the totem for the Larrakia people and is featured on the piece to signify that the Northern Territory office has always been on Larrakia land and acknowledges the Larrakia people. The crocodiles have nests of eggs at either end of the painting, which they are guarding. This signifies the new beginnings and the ongoing traditions on Larrakia land.



VICTORIA: 'Endless Opportunity'

As described by the artist,
Sarah Richards, on page 4.



RAP Working Group

CPA Australia's RAP Working Group was established in 2019 and was instrumental in implementing and launching the inaugural Reflect RAP. The working group is championed by an Executive Sponsor, an Aboriginal and Torres Strait Islander employee representatives, and allies across the business who are responsible for the governance of the RAP.

Rowena Buddee

Executive General Manager,
Member Experience, and
Reconciliation Action Plan
Executive Sponsor

Marissa Alley

Executive General Manager,
People and Culture

Holly Mataka

Indigenous Initiatives Lead

Deborah Jenkins

General Manager Divisional
Delivery

Morgan McAllister

Inclusion and Diversity Manager

Josh Ang

Divisional General Manager,
Northern Territory

Matthew Andrews

Divisional General Manager, ACT

Grace Walliker

Integrated Campaign Specialist

Emma Liley

Category Manager

Millie Wilson

Talent Acquisition Lead

Sarah Oglethorpe

Qualifications Specialist

Jessica Fletcher

Internal Communications Advisor



Relationships

At CPA Australia, we're partners for progress, and together we can create positive change. At its heart, reconciliation is about building positive relationships between Aboriginal and Torres Strait Islander peoples and the broader non-Aboriginal and Torres Strait Islander Australian community. That's why we're creating an Aboriginal and Torres Strait Islander Member

Advisory Group, made up of both Aboriginal and Torres Strait Islander CPA Australia members and non-Aboriginal and Torres Strait Islander representatives. By seeking their guidance and building these trusted relationships, we can meet our objectives together to benefit both present and future generations.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2022	RAP Executive Sponsor
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2022	Indigenous Initiatives Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, May 2023	Indigenous Initiatives Lead
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2022, May 2023	Inclusion and Diversity Manager
	RAP Working Group to participate in an external NRW event.	27 May – 3 June 2022, 27 May – 3 June 2023	RAP Executive Sponsor
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022, 27 May – 3 June 2023	General Manager Divisional Delivery
	Organise at least one NRW event each year.	27 May – 3 June 2022, 27 May – 3 June 2023	Inclusion and Diversity Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our employees in reconciliation.	February 2022, February 2024	Inclusion and Diversity Manager
	Publicly communicate our commitment to reconciliation.	February 2022	Executive General Manager, Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2022, February 2024	General Manager Divisional Delivery
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	January 2023, January 2024	Indigenous Initiatives Lead
4. Promote positive race relations through anti-discrimination strategies.	Educate senior leaders on the effects of racism.	March 2022, March 2023	RAP Executive Sponsor
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Inclusion and Diversity Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2023	Inclusion and Diversity Manager
	Consult with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors on our anti-discrimination policy.	June 2023	Inclusion and Diversity Manager

Respect

First Nations peoples in Australia are part of the oldest living culture in the world, and this is something we can be proud of, celebrate and learn from. As an organisation, we value diversity and know that genuine equality and inclusion is fostered through a foundation of mutual respect, trusted relationships and integrity.

Our Innovate RAP aims to build genuine respect for, and understanding of, Aboriginal and Torres Strait Islander peoples and cultures, as an essential ingredient of reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide opportunities for CPA Australia members in the Divisional Councils and other key leadership positions to participate in cultural learning.	February 2022	General Manager Divisional Delivery
	Conduct a review of cultural learning needs within our organisation.	February 2022	Inclusion and Diversity Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2022	Inclusion and Diversity Manager
	Develop, implement and communicate a cultural learning strategy for our employees.	May 2022	Inclusion and Diversity Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.	May 2022	Inclusion and Diversity Manager

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Provide opportunity for employees to use Acknowledgement of Country in their signature, paying respect to the land they are working on.	February 2022	Indigenous initiatives Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2022, February 2023	Indigenous Initiatives Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2022, February 2023	RAP Executive Sponsor
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	May 2022, May 2023	Inclusion and Diversity Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2022	Inclusion and Diversity Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	July 2022, July 2023	Inclusion and Diversity Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022, July 2023	RAP Executive Sponsor
	Promote and encourage participation in external NAIDOC events to all employees.	July 2022, July 2023	Inclusion and Diversity Manager

Opportunities

Our purpose is to partner with members to progress and enhance their communities, and collectively act as a leading advocate for change. Representing over 168,000 members, we have a unique opportunity to influence the accounting and finance industry.

With this influence, we're working to ensure Aboriginal and Torres Strait Islander peoples have equal access to education and career opportunities in the profession, and can use these skills to enhance their communities.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Consult with Aboriginal and Torres Strait Islander employees on our recruitment, retention and professional development strategy.	August 2022	Inclusion and Diversity Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2022, October 2023	Inclusion and Diversity Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2023	Recruitment Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	February 2023	Recruitment Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples' participation in our workplace.	February 2023	Inclusion and Diversity Manager
	Increase the percentage of Aboriginal and Torres Strait Islander employees in our workforce.	September 2023	Recruitment Manager

Action	Deliverable	Timeline	Responsibility
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2022, February 2023	Procurement Manager
	Investigate Supply Nation membership.	June 2022,	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	June 2022, June 2023	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2022, June 2023	Procurement Manager
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2022, June 2023	Procurement Manager
3. Promote and monitor Aboriginal and Torres Strait Islander member self-identification tool to accurately identify and understand the number of Aboriginal and Torres Strait Islander peoples in the CPA Australia designation. This data will be used to track our performance in building greater representation in the designation and the accounting profession.	Engage with Aboriginal and Torres Strait Islander stakeholders to develop an approach that is culturally safe to promote the member self-identification tool to capture Aboriginal and Torres Strait Islander representation.	February 2022, February 2023	Indigenous Initiatives Lead
	Monitor member self-identification tool through annual report to assist with representation of data.	February 2022, February 2023	Indigenous Initiatives Lead
4. Support career pathways in accounting externally.	Build relationships with universities to become a partner of pipeline programs into accounting education.	April 2022, April 2023	Indigenous Initiatives Lead
	Develop relationships with other education providers to identify opportunities to partner on pipeline programs into accounting.	May 2022, May 2023	Indigenous Initiatives Lead
5. Support Aboriginal and Torres Strait Islander peoples to study the CPA Program.	Provide up to five scholarships each year for Aboriginal and Torres Strait Islander peoples to study the CPA Program.	July, October 2022, July, October 2023	Indigenous Initiatives Lead
	Continue to support scholarship recipients throughout scholarship program.	July, October 2022, July, October 2023	Indigenous Initiatives Lead

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation in the RWG.	February 2022, February 2023	Executive Sponsor
	Establish and apply a Terms of Reference for the RWG.	February 2022, February 2023	Inclusion and Diversity Manager
	Establish an external Aboriginal and Torres Strait Islander Member Advisory Group to ensure Aboriginal and Torres Strait Islander representation in the RAP.	February 2022	General Manager Divisional Delivery
	Meet at least four times per year to drive and monitor RAP implementation	February, April, July, October 2022 February, April, July, October 2023	RAP Executive Sponsor

Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	Define resources required for RAP implementation.	September 2022, September 2023	RAP Executive Sponsor
	Engage our senior leaders and other employees in the delivery of RAP commitments.	February 2022	RAP Executive Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2022	Inclusion and Diversity Manager
	Appoint and maintain an internal RAP Champion from senior management.	February 2022	RAP Executive Sponsor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Inclusion and Diversity Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Reach out to Reconciliation Australia to ensure they've received unique reporting link to complete the annual RAP Impact Measurement Questionnaire.	August 2022, August 2023	Indigenous Initiatives Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, September 2023	Inclusion and Diversity Manager
	Report RAP progress to all employees and senior leaders quarterly.	March, June, September, December 2022 March, June, September, December 2023	Inclusion and Diversity Manager
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	RAP Executive Sponsor

Enquiries

For public enquiries
about CPA Australia's
Reconciliation Action Plan,
please contact:

Holly Mataka

Indigenous Initiatives lead

Morgan McAllister

Wellbeing, Inclusion and Diversity Manager

Reconciliation.actionplan@cpaaustralia.com.au
1300 737 373

