RECONCILIATION ACTION PLAN

INNOVATE

Adamantem Capital Holdings Pty Limited

# Innovate Reconciliation Action Plan

Sept 2024 - Sept 2026

ADAMANTEM CAPITAL

MELIOR INVESTMENT MANAGEMENT

**In the spirit of reconciliation, Adamantem acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.**

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

**We also accept the invitation in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.**

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This Reconciliation Action Plan represents the commitment to reconciliation of both the Adamantem Capital private equity business and the Melior Investment Management business, made formally through their related entity Adamantem Capital Holdings Pty Limited.

# RAP ARTWORK

**‘The River of Unity’** © Amy Allerton, 2024

*‘The River of Unity’* tells the story of the enduring flow of life that connects all things, renews our spirits and unites our stories.

Along its banks, each side of the river plants their seeds, builds their homes and grows their dreams. As their seeds grow stronger, reaching wider and farther, they find new opportunities, new ideas and new paths for the future.

But we cannot truly move forward unless we go to the river. Its path guides us on a journey towards deeper understanding, respect and meaningful connection. Its waters provide a constant reminder to slow down, take time to reflect and go deeper into its wisdom, healing and strength.

When we all choose to go to the river and the two sides converge, we find the source of all knowledge, tradition and story, from past, present and future. There at the source, the river bridges us together and weaves all of our stories, traditions and histories into the fabric of its flow; two sides becoming united as one. The ripples at the meeting places where we converge along the river, spread from generation to generation, calling everyone to come to the river to be connected, renewed and united.

## RAP ARTIST & DESIGNER

Amy Allerton is the owner and founder of Indigico Creative and a contemporary Aboriginal artist. Amy is a Gumbaynggirr and Bundjalung woman whose family’s traditional land is located in the Clarence Valley, NSW, in a rural area called Cangai. Amy has kinship ties to the Gomeroi nation, with her identity being strongly grounded in Gomeroi culture, history, dreaming, art and language having been born and raised in Tamworth, NSW.

Amy first started her business journey as a graphic designer in 2014 and has since been collaborating with businesses and partnering with communities Australia-wide to creatively communicate the stories that bring us together. After reconnecting with her artistic roots, Amy merged her skills in digital communication design with her art expression to deliver a modern approach to Aboriginal storytelling in the form of digital art. Amy’s artworks are an extension from her journey of exploring her own cultural identity, utilising her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.

indigico CREATIVE

# MESSAGE FROM THE CEO of Reconciliation Australia

Reconciliation Australia commends Adamantem 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 Adamantem 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, Adamantem 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Adamantem 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 Adamantem'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 Adamantem on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**
*Chief Executive Officer*
Reconciliation Australia



# FOREWORD

As we navigate the journey of reconciliation, we are reminded of the enduring flow of a river – a powerful symbol of life, renewal, and the interconnectedness of all things. In Aboriginal and Torres Strait Islander cultures, water is not merely a source of sustenance but a bearer of stories, traditions, and knowledge that have flowed through generations. It teaches us the value of persistence, the strength of community, and the importance of nurturing the environments we inhabit.

Embracing the spirit of the river in the development of our renewed Innovate RAP, we recognise our path as one of continuous movement towards greater understanding, deeper respect, and more meaningful contributions to the cultures, well-being, and rights of Aboriginal and Torres Strait Islander peoples. Like the river, which carves its course over time, adapting and evolving, so too must our efforts in reconciliation be dynamic, responsive, intentional and ever-progressing.

This iteration of our Innovate RAP is born from our commitment to the principles of continuous improvement and our unwavering desire to create positive impact. It embodies our dedication to not just flow within the existing channels but to seek new paths that lead to richer engagements, more impactful support, and reach spaces where the voices and wisdom of First Nations peoples are amplified and celebrated.

We draw inspiration from the resilience and adaptability of water, understanding that true innovation in reconciliation requires us to be both flexible and determined, capable of navigating obstacles and nurturing growth in all its forms. Our goal is to foster a culture within our organisation that mirrors the life-giving properties of water—sustaining not only our own growth but enriching the communities and lands on which we operate.

As we set forth on this renewed journey, we do so with the knowledge that the path to reconciliation, like the course of a river, is ongoing. There will be times of rapid advancement and periods of slow, deep reflection. Yet, through it all, we remain committed to the flow of progress, driven by a collective desire to see the rights, cultures, and aspirations of Aboriginal and Torres Strait Islander peoples fully integrated into the essence of our national identity.

Let the river's journey inspire our own—as we seek to embrace change, overcome challenges, and move forward with a shared purpose. May our actions contribute to a legacy of respect, partnership, and mutual benefit, ensuring that the waters of reconciliation continue to flow, deep and strong, for generations to come.

**Rob Koczkar**
*Director*

Adamantem Capital Holdings Pty Limited

**Anthony Kerwick**
*Director*

Adamantem Capital Holdings Pty Limited

# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is:

**An Australia with strong bonds of trust, respect and understanding between Aboriginal and Torres Strait Islander peoples and the wider Australian community, laying the foundations for a proud and shared national identity that drives sustained equality and equity of opportunity for all Australians.**

We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land. We accept and seek to understand the wrongs done to Aboriginal and Torres Strait Islander peoples, raise awareness of our history and our national identity, reduce prejudice and discrimination and acknowledge that all these issues are interrelated.

As an investment business, our stated ambition is to deliver outstanding financial returns to investors alongside positive contributions to social and environmental impacts. We do this by integrating our three pillars of responsible investing into all our core business activities:

- **Environmental sustainability:** responsible involvement with the environment to avoid deterioration of natural resources and support long-term quality for future generations
- **Social inclusion:** creating opportunities for positive social and economic inclusion and engagement across all stakeholders and the community more broadly
- **Governance and Transparency:** building a culture and practice of transparency and high ethical standards to build relationships of trust with all stakeholders

Our vision for reconciliation has been developed to align with, support and enhance, all three of these pillars. As these pillars are embedded across all our core business and investing activities, this will enable us to better integrate our vision for reconciliation across our organisation. A commitment to this vision is also strongly aligned with our focus on creating an inclusive culture where people feel they have a voice and are respected, which is a key dimension of our people and culture strategy.

We have developed the action items in this Reconciliation Action Plan so they can be embedded within the key activity areas of our business, not conducted as separate or standalone workstreams. By adopting this approach, we hope to create broader staff engagement with our vision for reconciliation and set up structures to amplify the impact of our actions over the long term.



# OUR BUSINESS

Adamantem is an investment management firm with a strong focus on the integration of a responsible investing approach. Our investment management activities focus on both the private equity market and the public equities market, through our Adamantem Capital and Melior Investment Management businesses.

Adamantem Capital is a private equity firm specialising in the Australia and New Zealand mid-market, investing pooled funds from institutions and families in businesses to generate financial returns alongside creating positive environmental and social impacts. We apply creative insights to identify high-quality investments and disciplined strategies to drive these returns and impacts by supporting management teams to take considered risks to create change and grow value. When we invest in a company, we partner with management teams on a strategic path to sustainable change and a better future beyond our stewardship.

Melior Investment Management is an Australian equities specialist manager focused on delivering competitive returns with positive impact. Melior seeks to drive positive change by contributing to the Sustainable Development Goals (SDGs) through its investment capital, active corporate stewardship and public advocacy initiatives. Melior believes that corporate Australia plays a critical role in helping to contribute to solutions that support positive societal outcomes through the goods and services they produce and how they operate.

Our stakeholders and our sphere of influence include our investors (those who invest in our products), the portfolio companies we invest in, our employees, our suppliers, regulators and policy makers, as well as the local communities in which we live and work and the broader investment community.

Our offices are located in the heart of Sydney's financial district on Gadigal Land. We employ approximately 50 people, with many people often working remotely as part of our commitment to provide an inclusive and flexible workplace. Our staff and workers reside on land belonging to several First Nations communities and groups across the Sydney Basin. We promote cultural diversity and are committed to removing any barriers to Aboriginal and Torres Strait Islander participation in our workplace.

We currently do not employ any Aboriginal and Torres Strait Islander staff, but to different extents, the companies we invest in do. A number of our investee businesses have their own Reconciliation Action Plans with action items focused on improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development, and through this renewed Innovate Reconciliation Action Plan we have furthered our commitment to developing and implementing an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. Through the course of our previous two RAPs (Reflect and Innovate) we took actions to increase the Aboriginal and Torres Strait Islander diversity of our suppliers.

# OUR RAP

Our recently completed Innovate RAP was endorsed by Reconciliation Australia in July 2022. Our RAP Working Group was established at the commencement of our Reflect RAP in July 2021, guiding the implementation of both our Reflect and Innovate RAP through regular meetings over the past three years. Our RAP Working Group is supported by our RAP Champion Rob Koczkar (Founder and Managing Director) and is made up of 18 employees from all areas of our business – including the Chief Executive Officer of Melior, Managing Directors from the Adamantem Capital investment team, members of the Melior investment team and representatives from the finance, investor relations, responsible investing, legal and support teams across the business. Ash Walker, a Dharawal/Dhurga man belonging to the La Perouse Aboriginal Community in Coastal Sydney, joined our RAP Working Group in September 2021. The RAP Working Group is governed by a formally approved Terms of Reference and our Guiding Principles of Engagement. The Chair of the RAP Working Group is responsible for ensuring that the actions committed to in our Reconciliation Action Plan are delivered in accordance with their timelines, with the support of the other members of the RAP Working Group.

We are proud of the work we have undertaken in our Innovate Reconciliation Action Plan journey. Although we have more to do, we have made progress in embedding reconciliation within our business operations, including through:

- the development of our Guiding Principles of Engagement and our Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations
- the development of our recommended Aboriginal and Torres Strait Islander Organisations supplier list, which is available to our portfolio companies to assist them with supplier engagement
- expanding our internal Policies and Procedures to be more inclusive for staff who identify as First Nations people or any culturally diverse background and to remove barriers to workplace participation
- the development of our cultural learning strategy and expansion of our staff onboarding process to assist in building staff awareness and a culture of inclusion and diversity across our organisation.

The completion of our Innovate Reconciliation Action Plan has allowed us to reflect and consider how we can continue to meaningfully contribute to our vision for reconciliation. In keeping with our spirit of continuous improvement and to ensure the foundational principles of our reconciliation efforts thus far are thoroughly embedded and sustained within our firm, we have chosen to renew our Innovate RAP – Chaired by Veda Garimella from our Portfolio Operations team.

In this ongoing effort to further our commitment to the journey, we are focusing on five key objectives to deepen our commitment to positively impact First Nations communities, and to guide our actions under this renewed Innovate RAP.

**We aim to enrich our understanding, both individually and as a firm, to actively celebrate Aboriginal and Torres Strait Islander cultures and weave these rich traditions and histories into the fabric of our individual and organisational practices.**

**We aim to create economic opportunity by supporting First Nations businesses and increasing employment and training opportunities for First Nations individuals.**

**We commit to strengthening our community engagement efforts, with a focus on supporting the educational and welfare goals of First Nations communities.**

**We intend to build and foster strategic partnerships that strive to deliver measurable benefits, with an aim to generate sustainable economic growth, educational advancements and cultural preservation within First Nations communities.**

**Through our cultural enablement efforts, we will ensure robust anti-discrimination policies, increase First Nations representation in governance, and enhance cultural visibility across the firm for the benefit of First Nations communities.**

In this renewed Innovate RAP, we build on the solid foundations previously laid and focus our efforts on meaningful contributions that advance our vision for reconciliation. This development is a critical next step in our journey, embodying our commitment to deepening relationships and enhancing our impact within First Nations communities.

# RELATIONSHIPS

"Governance and Transparency" is one of our three pillars of responsible investing. By "Governance and Transparency" we mean *"building a culture and practice of transparency and high ethical standards to build relationships of trust with all stakeholders"*. Building strong relationships between Aboriginal and Torres Strait Islander peoples is an important part of our commitment to transparency.

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| **ACTION 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 continuously improve guiding principles for engagement. | October 2024, October 2025 | RAPWG Chair, supported by Managing Director representatives on the RAP WG |
| Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders. | October 2024, October 2025 | RAPWG Chair, supported by Managing Director representatives on the RAP WG |
| Establish and maintain ONE formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. | October 2025 | RAPWG Chair, supported by Managing Director representatives on the RAP WG |
| **ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).** | | |
| Circulate Reconciliation Australia's NRW resources and reconciliation materials to all our staff. | May 2025 & 2026 | Managing Director, Responsibility & Impact |
| RAP Working Group members to participate in at least one external NRW events; and collectively the group to attend at least two events. | 27 May - 3 June 2025 & 2026 | RAPWG Chair |
| Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2025 & 2026 | Senior RAP Champion |
| Organise at least one NRW event each year. | May 2025 & 2026 | Director, People, Office & Culture |
| Register all our NRW events on Reconciliation Australia's NRW website. | May 2025 & 2026 | General Counsel |
| **ACTION 3: Promote reconciliation through our sphere of influence.** | | |
| Continue to implement strategies to engage all our staff to understand and drive reconciliation outcomes. | June 2025 | Director, People, Office & Culture |
| Communicate our commitment to reconciliation publicly. | October 2024 | Senior RAP Champion |
| Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. | April 2025 | RAPWG Chair |
| Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation. | April 2025 | RAPWG Chair |
| Investigate and engage with key stakeholders within our sphere of influence focused on exploring ways to advance First Nations economic empowerment. | December 2024 | RAPWG Chair |
| Communicate our learnings from our Reconciliation Action Plan journey with our portfolio companies through training sessions. | December 2024 | RAPWG Chair |
| Engage with our key investors who also have Reconciliation Action Plans to explore ways we can collaborate and support each other's reconciliation journeys. | June 2025 | Managing Director, Responsibility & Impact |
| **ACTION 4: Promote positive race relations through anti-discrimination strategies.** | | |
| Continuously improve HR policies and procedures concerned with anti-discrimination. | June 2025 | Director, People, Office & Culture |
| Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. | June 2025 | Director, People, Office & Culture |
| Continue to communicate an anti-discrimination policy for our organisation. Review for any changes emerging from current research and leading practice. | December 2024 | Director, People, Office & Culture |
| Provide ongoing education opportunities for senior leaders and managers on the effects of racism. | December 2024 | Senior RAP Champion |
| Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. | September 2025 | Managing Director representatives on the RAP WG |
| **ACTION 5: Strengthen relationships with Aboriginal and Torres Strait Islander peoples by supporting and promoting Truth Telling and the Uluru Statement from the Heart.** | | |
| Consult with Aboriginal and Torres Strait Islander stakeholders to develop a clear understanding of "Truth Telling". | June 2025 | RAPWG Chair, supported by Managing Director representatives on the RAP WG |
| Hold a staff information session on the history and purpose of the Uluru Statement from the Heart and Truth Telling. | August 2025 | Director, People, Office & Culture |
| Review and update reference and explanatory material for inclusion on the staff intranet site. | December 2024 | Director, People, Office & Culture |

# RESPECT

One of our company values is *"We work with purpose to drive meaningful change"*. Incorporating respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation is an important part of how we live and demonstrate our company values.

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| **ACTION 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.** | | |
| Conduct a review and update the cultural learning needs within our organisation. | March 2026 | Director, People, Office & Culture |
| Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. | March 2025 | RAPWG Chair |
| Review, update and communicate a cultural learning strategy for our staff. | December 2024 | Director, People, Office & Culture |
| Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning. | February 2026 | Director, People, Office & Culture |
| All staff undertake formal and structured cultural learning. | February 2026 | Director, People, Office & Culture |
| Investigate local on Country immersion opportunities for staff. | December 2024 | Director, People, Office & Culture |
| Continue to incorporate cultural learning elements into our annual staff offsites | June 2025 | Director, People, Office & Culture |
| Review and update the collaboration framework, and continue to work with the Gujaga Foundation to deliver internal staff events as part of our cultural learning strategy. | March 2025 | RAPWG Chair |
| **ACTION 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.** | | |
| Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2026 | Director, People, Office & Culture |
| Review, update and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. | December 2024 | Managing Director, Responsibility & Impact |

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the AGM each year. | September 2024 & 2025 | Director, People, Office & Culture |
| Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | September 2024 | Senior RAP Champion |
| Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. | September 2024 | Senior RAP Champion |
| Continue to display ONE Acknowledgment of Country plaque in our office/s or on our buildings. | September 2024 | Director, People, Office & Culture |
| **ACTION 8: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.** | | |
| RAP Working Group to participate in an external NAIDOC Week event. | First week in July, 2025 & 2026 | RAPWG Chair |
| Communicate the provisions put in place and outlined in HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | First week in July, 2025 & 2026 | Director, People, Office & Culture |
| Support all staff to participate in ONE NAIDOC Week event in our local area; alongside the RAP WG to share the experience. | First week in July, 2025 & 2026 | Managing Director, Responsibility & Impact |
| In consultation with Aboriginal and Torres Strait Islander stakeholders, support ONE external NAIDOC Week event each year. | First week in July, 2025 & 2026 | Managing Director, Responsibility & Impact |

# OPPORTUNITIES

"Social Inclusion" is one of our three pillars of responsible investing. By "Social Inclusion" we mean *"creating opportunities for positive social and economic inclusion and engagement across all stakeholders and the community more broadly"*. Contributing to the creation of opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is one of the important ways we can fulfil and demonstrate our commitment to this pillar.

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| **ACTION 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.** | | |
| Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | March 2026 | Director, People, Office & Culture |
| Review and update Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | March 2025 | Director, People, Office & Culture |
| Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | July 2025 | Director, People, Office & Culture |
| Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | July 2026 | Director, People, Office & Culture |
| Develop and implement an Internship/Cadetship program aimed at recruiting Aboriginal and Torres Strait Islander candidates. | July 2025 | Director, People, Office & Culture |
| Provide a Work Experience Placement to an Aboriginal and Torres Strait Islander student. | June 2026 | Director, People, Office & Culture |
| **ACTION 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.** | | |
| Review, update and implement the Aboriginal and Torres Strait Islander procurement strategy. | June 2025 | RAPWG Chair |
| Continue to investigate Supply Nation membership. | June 2025 | RAPWG Chair |
| Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our staff. | February 2026 | Managing Director, Responsibility & Impact |
| Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | October 2025 | RAPWG Chair |
| Continue to develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses by supporting specialised organisations leading the way to create change / impact. | July 2025 | Director, People, Office & Culture |
| Continue to train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. | July 2025 | Director, People, Office & Culture |
| Implement metrics to measure Aboriginal and Torres Strait Islander supplier diversity within our organisation and report on these metrics to our Board and our investors. | July 2025 | Managing Director, Responsibility & Impact |
| Actively promote our commercial relationships with Aboriginal and Torres Strait Islander businesses to our key stakeholders through direct engagement and social media. | December 2024 | Managing Director, Responsibility & Impact |
| **ACTION 11: Increase opportunities for Aboriginal and Torres Strait Islander supplier diversity in our portfolio companies to support improved economic and social outcomes** | | |
| Include a review of Aboriginal and Torres Strait Islander supplier diversity of all portfolio companies as part of onboarding them into our portfolio when we invest. | December 2024 | RAPWG Chair |
| Report internally on the Aboriginal and Torres Strait Islander supplier diversity of portfolio companies through our portfolio company review process. | December 2024 | RAPWG Chair |
| Build a network of Aboriginal and Torres Strait Islander consultants that we can connect to our portfolio companies to assist them to develop First Nations engagement strategies, Reconciliation Action Plans and other related work. | December 2024 | RAPWG Chair |
| **ACTION 12: Build understanding and promote economic empowerment for First Nations Peoples within our organisation and sector** | | |
| Continue to research First Nations Peoples' economic empowerment (including issues and opportunities) and hold internal staff engagement sessions to increase awareness. | December 2024 | Managing Director, Responsibility & Impact |
| Continue to investigate opportunities to make our investment products and services more accessible for First Nations' organisation investment. | December 2024 | Director, Investor Relations |
| Continue to investigate opportunities to increase First Nations Peoples' access to economic resources and opportunities (including employment, financial services, ownership of property and other productive assets, skills development, and market information) within our investee businesses as part of our investment decision-making process. | December 2024 | Managing Director, Responsibility & Impact |
| Continue to investigate opportunities to increase the understanding of financial market and investment information for First Nations People through actively supporting organisations focused increasing First Nations People's financial literacy. | September 2024 | RAPWG Chair |

# GOVERNANCE

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| **ACTION 13: Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.** | | |
| Maintain Aboriginal and Torres Strait Islander representation on the RWG. | January 2025, January 2026 | RAPWG Chair, supported by Managing Director representatives on the RAPWG |
| Maintain and apply a Terms of Reference for the RWG. | January 2025, January 2026 | General Counsel |
| Meet at least four times per year to drive and monitor RAP implementation. | November 2024<br>February 2025<br>May 2025<br>August 2025<br>November 2025<br>February 2026<br>May 2026<br>August 2026 | RAPWG Chair |
| **ACTION 14: Provide appropriate support for effective implementation of RAP commitments.** | | |
| Embed resource needs for RAP implementation. | September 2024 | RAPWG Chair |
| Explore embedding key RAP actions in performance expectations of senior management and all staff. | April 2025 | Senior RAP Champion |
| Embed appropriate systems and capability to track, measure and report on RAP commitments. | February 2025 | Managing Director, Responsibility & Impact |
| Maintain an internal RAP Champion from senior management. | September 2024 | RAPWG Chair |
| Include our RAP as a standing agenda item at senior management meetings. | September 2024 | Senior RAP Champion |

| DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---|
| **ACTION 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.** | | |
| Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June Annually | General Counsel |
| Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey | 1 August Annually | General Counsel |
| Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September Annually | General Counsel |
| Report RAP progress to all staff and senior leaders quarterly. | 30 Sep, 31 Dec, 31 March, 30 June 2024, 2025, 2026 | RAPWG Chair |
| Publicly report our RAP commitments annually, outlining achievements, challenges, and learnings. | September Annually | Senior RAP Champion |
| Participate in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2026 | RAPWG Chair |
| Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | July 2026 | General Counsel |
| Ensure our annual investor reporting includes details of our RAP achievements, challenges and learnings. | August Annually | Managing Director, Responsibility & Impact |
| **ACTION 16: Continue our reconciliation journey by developing our next RAP** | | |
| Register via Reconciliation Australia's website to begin developing our next RAP. | February 2026 | General Counsel |

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**For public enquiries about our RAP, contact:**

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