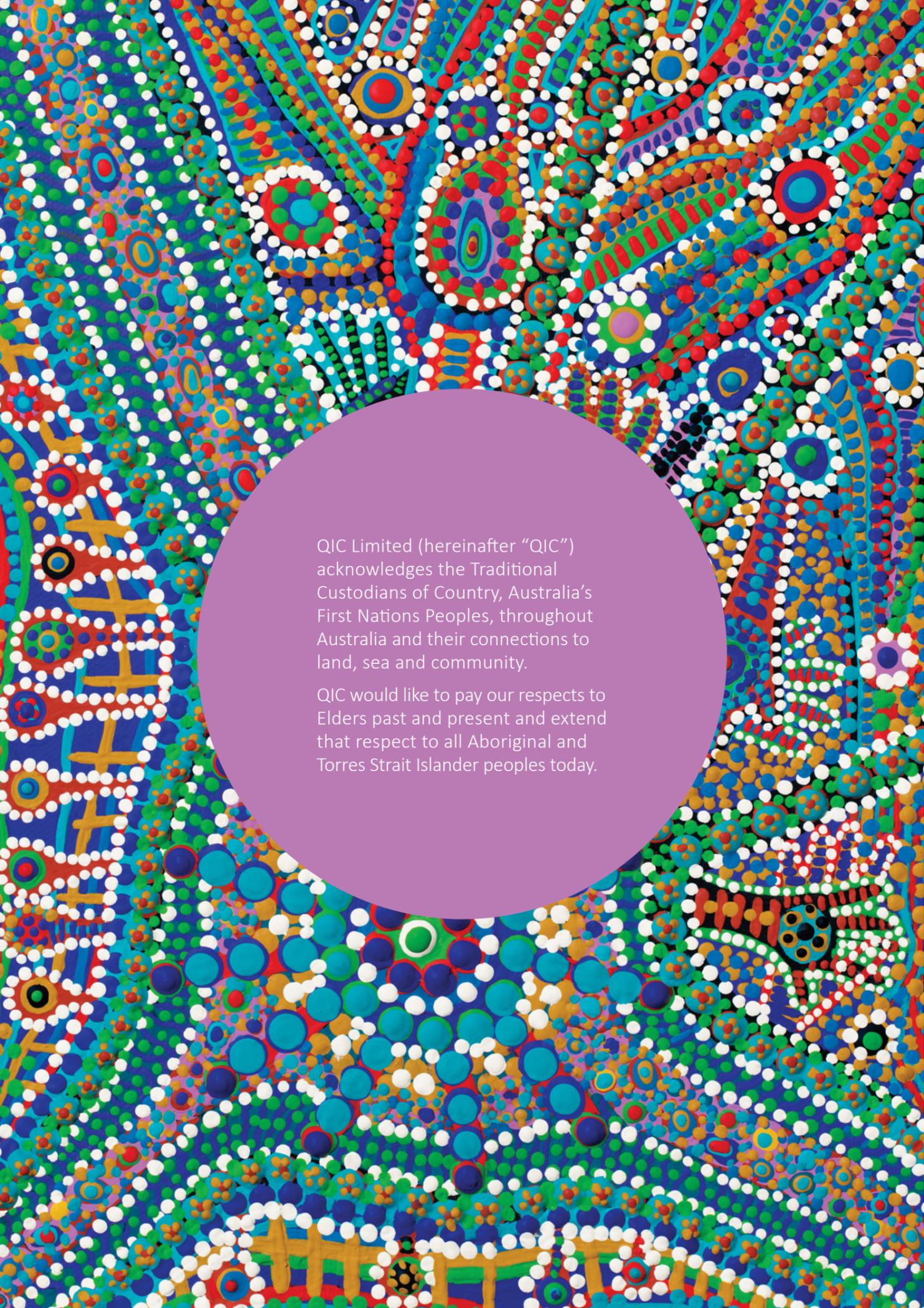




**QIC INNOVATE RECONCILIATION  
ACTION PLAN**  
OCTOBER 2020–OCTOBER 2022





QIC Limited (hereinafter “QIC”) acknowledges the Traditional Custodians of Country, Australia’s First Nations Peoples, throughout Australia and their connections to land, sea and community.

QIC would like to pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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## 1 CEO STATEMENT

I am pleased to present QIC's second Reconciliation Action Plan (RAP), our Innovate RAP, for October 2020 – October 2022. QIC's Innovate RAP builds on our Reflect RAP, launched in October 2018, and reflects QIC's continued commitment to our reconciliation journey and to Australia's national reconciliation movement.

QIC is proud to be a part of a significant community of organisations committed to working collaboratively with Aboriginal and Torres Strait Islander peoples in support of facilitating meaningful outcomes towards reconciliation. We have a number of offices and assets across Australia and are a significant investor in the communities that we operate in. As an organisation that is headquartered in Queensland and as part of our heritage as an Australian organisation, we believe that QIC has an important role to play in reconciling the history of Australia as it relates to its treatment of Aboriginal and Torres Strait Islander peoples.

When QIC launched our first RAP, I said that I was determined it would not be something that we just released then put on a shelf. I am proud that since then we have sought numerous opportunities to embed the RAP into our organisation to drive reconciliation, awareness and inclusion into different parts of our business. A few examples of what has been achieved in the last 18 months include:

- Becoming a member of Supply Nation (SN) and working with SN to create the Indigenous Procurement Working Group,
- Successfully partnering with Griffith University and Queensland University of Technology in 2020 for the QIC Indigenous Tertiary Scholarship program,
- Acknowledging National Reconciliation Week and celebrating NAIDOC week in our offices and centres and including key cultural dates into QIC's cultural calendar; and
- Reporting on our RAP progress and embedding our RAP into key reports including Corporate KPIs, Quarterly Reports, Annual Report and Sustainability Report.

We see the RAP framework and process as an opportunity to leverage our experience and expertise to partner with Aboriginal and Torres Strait Islander peoples and organisations to work together to achieve self-identified social and economic aspirations. I am committed to ensuring this RAP is a meaningful document that informs and guides our organisation in our activities, decision making and our processes.

QIC's Innovate RAP, October 2020–October 2022, gives us a framework to continue to build relationships with, respect for and an understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements, to further embed employment, procurement and investment initiatives within QIC.

I thank all those that contributed to developing this RAP and look forward to being involved in the initiatives that are progressing QIC's reconciliation journey.

**Damien Frawley**  
QIC Chief Executive Officer



## 2 ENDORSEMENT

Reconciliation Australia commends QIC 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 QIC 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, QIC 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. QIC 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 QIC 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 QIC on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

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



### 3 ABOUT OUR COVER ART

#### Cheryl's Story

QIC's Innovate RAP artwork titled 'Future Pathways' was created by Cheryl Moggs; a proud Bigambul woman, Aboriginal artist, cultural leader and educator from the Goondiwindi region in Queensland.

Cheryl's approach to her works develops from the question "What's the story?" that is then represented in her artworks through visual symbolic narration. Her philosophy is: "I don't manufacture art, I create for a purpose; to debate and challenge dialogue around western ideologies, to showcase and celebrate Australia's First Nations Peoples, history, diversity, and my journey."

Cheryl has been recognised for both her artwork and her contributions to Aboriginal and Torres Strait Islander communities. In 2020 she was awarded an Order of Australia Medal (OAM) for her 25 years of outstanding service to Aboriginal and Torres Strait Islander peoples and communities. In 2019 Cheryl was a finalist for the Australian Financial Review 100 Women of Influence for outstanding service to regional communities in the Local and Regional category. In 2018 she was selected as the winner of "Because of Her We Can!" National NAIDOC Poster Art Award, dedicated to showcasing and celebrating Aboriginal and Torres Strait Islander women. In celebrating the NAIDOC theme for 2018 Cheryl was selected by Google to create a Google Homepage Doodle to pay respects to the achievements of Mum Shirl, (also known as 'Coleen Shirley Perry Smith' AM MBE), a prominent Wiradjuri woman, social worker, humanitarian and activist committed to justice and welfare of Aboriginal Australians.



Cheryl Moggs OAM, artist of Future Pathways

#### Context and meaning of 'Future Pathways'

The artwork, Future Pathways, represents QIC's journey to continue to be guided by the spirit of reconciliation through our Innovate RAP framework. The artwork and story acknowledges Aboriginal and Torres Strait Islander peoples' rich history of innovation, challenges and adaptation in creating opportunities and contribution to innovative cultural and business economies.

The symbolic hands featured in the artwork are a key component of Future Pathways. They give reference to the importance of identifying and supporting pathways of success through adopting a collaborative approach by all. Together we will be champions of inclusive opportunities bound by respect, culture and traditions and commit to policies and actions that create equality of opportunities.

Future Pathways is an extension of One Journey, the artwork created by Cheryl Moggs for QIC's Reflect RAP. The Future Pathways artwork emphasises the 'Opportunities' symbol from One Journey, to align with QIC being focused on our employment, procurement and investment activities as part of our Innovate RAP. While we will continue to focus on the deliverables within 'Respect', 'Relationships' and 'Governance and Reporting' pillars, we believe we can drive meaningful change within our organisation by increasing our focus on the deliverables within the 'Opportunities' pillar.

Cheryl's artwork, Future Pathways, depicting QIC's Innovate RAP, is represented through symbolic images and story.



- Cheryl's artwork, Future Pathways, depicting QIC's Innovate RAP, is represented through symbolic images and story.
- The main symbol, 'Opportunities', is at the centre of the artwork and represents equality, equity and innovative strategies that start within QIC and branch out across cities, regional towns and remote communities.
- The cross over hands symbol is repeated from the One Journey RAP artwork and represents a reminder to acknowledge and pay respect to protocols, diversity that exist in our communities and the strength that diversity and being different brings.
- The other hands represent leadership and working together to develop sustainable opportunities with and for Aboriginal and Torres Strait Islander people.
- Connected to the branches of the 'Opportunities' symbol are the branches of innovation which are connected to the small symbols of the 'yarning circle' that represents unity and common purpose.
- The background which links together all of the symbols pays respect and acknowledgement that Aboriginal and Torres Strait Islander peoples remain connected to Country, culture, heritage, story and each other.
- The multiple layers depict communities, waterways, trees and tracks, which is where we continue to pass on knowledge, practice customs and create opportunities within our own communities for and with our people.



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## 4 OUR VISION FOR RECONCILIATION

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Our vision for reconciliation, as one of Australia's leading, trusted and specialised investment managers, is an Australia that embraces equal, fair and just opportunities for Aboriginal and Torres Strait Islander peoples and actively supports reconciliation in our political, business and community structures. QIC recognises the importance of building a better future for all Australians, which must pay respect to and build trust with Australia's First Nations Peoples.

We are committed to partnering with Aboriginal and Torres Strait Islander people, businesses and communities to co-create meaningful investment outcomes and drive equal opportunities within our procurement, employment and investment activities and obligations.

## 5 OUR BUSINESS

QIC is a key investor in the Australian economy. Created in 1991, QIC's purpose is to deliver optimum investment outcomes for our clients. We aim to do this by:

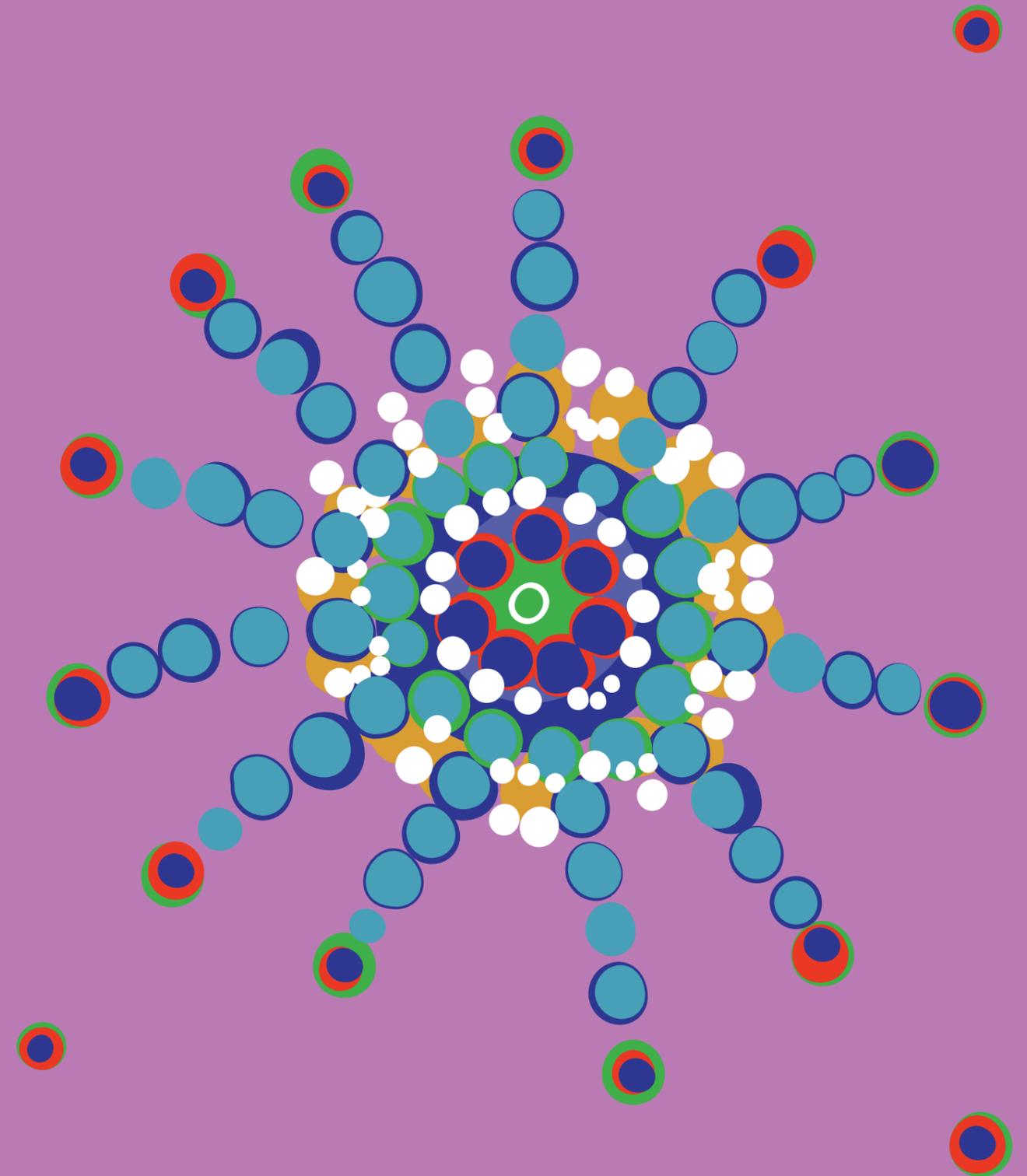
- Implementing and delivering competitive alternative investment solutions to institutional investors domestically and internationally;
- Working with clients to understand evolving investment needs, while providing high quality levels of service and support; and,
- Operating in a manner that delivers investment outcomes within the agreed risk management framework, while generating a satisfactory financial return.

We understand that economic participation is a critical factor in ensuring equal lifestyle, health and education opportunities for all Australians and that through historical government policy and practice, our First Nations Peoples have largely been denied that opportunity across Australia. With direct support from the Queensland Government's shareholding Ministers, we launched our Reflect RAP in October 2018 to explore opportunities to contribute to increasing Aboriginal and Torres Strait Islander participation in the economy.

QIC currently has over 900 employees located in eight offices globally, with over 700 of our employees in Australia<sup>1</sup>. We have three domestic offices in Brisbane, Sydney and Melbourne, as well as international offices located in Los Angeles, San Francisco, New York, Copenhagen and London. In November 2019, as part of QIC's bi-annual employee surveys, we included a question that gave Aboriginal and Torres Strait Islander employees an opportunity to anonymously self-identify. We are proud to conclude that just over 1% of those that responded have identified as Aboriginal, Torres Strait Islander or Aboriginal and Torres Strait Islander.

QIC's sphere of influence includes a range of stakeholders: our employees, our clients, key Aboriginal and Torres Strait Islander stakeholder and partner organisations, suppliers and more broadly, the communities that we operate in. We are looking forward to continuing to work closely with those individuals and groups within our sphere of influence. Through our Innovate RAP we will continue to embed initiatives within QIC that will deliver meaningful outcomes within our employment, procurement and investment activities.

<sup>1</sup> As at 30 June 2020



## 6 OUR RAP

### 6.1 Why are we developing an Innovate RAP?

QIC is proud to be a part of a significant community of organisations committed to working collaboratively with Aboriginal and Torres Strait Islander peoples through our Reconciliation Action Plan. We believe that QIC has an important role to play in reconciling the history of Australia as it relates to its treatment of Aboriginal and Torres Strait Islander peoples, with the potential to leverage opportunities that see Aboriginal and Torres Strait Islander peoples as significant stakeholders and successful participants in the economy into the future.

Australia's economy is underpinned by agriculture, resources, construction, tourism, manufacturing, and services sectors, with significant potential for increasing Aboriginal and Torres Strait Islander employment, procurement, and investment outcomes. This is further supported by an alignment of influencing factors, including national plans to develop the growing Aboriginal and Torres Strait Islander business sector in northern Australia, government and corporate Aboriginal and Torres Strait Islander procurement and employment targets, and increasing numbers of Aboriginal and Torres Strait Islander secondary and tertiary graduates.

At QIC, we see the RAP framework and process as an opportunity to leverage our experience and expertise to partner with Aboriginal and Torres Strait Islander peoples and organisations to work together to achieve their social and economic aspirations.

QIC's RAP working group was established as part of QIC's Reflect RAP, which was launched in October 2018. The RAP working group's membership comprises of representatives from across QIC, including members of our corporate and investment teams and is chaired by the Executive Director, Human Resources. The RAP working group meets on a quarterly basis to support the development of QIC's RAP and oversees the implementation of our RAP initiatives.

We have one Torres Strait Islander employee that has joined the RAP working group. QIC is excited to have Nebraska Brown contributing her unique perspectives and inputs on our RAP commitments and reconciliation journey. Nebraska identifies as Torres Strait Islander with descents from Badu Island and Mer Island. Aboriginal and Torres Strait Islander representation on QIC's RAP working group is imperative to the conversations and actions to progress reconciliation. We want our employees to be empowered to speak up and contribute to our RAP and our reconciliation journey and as part of our Innovate RAP we will continue to encourage Aboriginal and Torres Strait Islander employees to join the working group.

Aboriginal and Torres Strait Islander peoples are also represented on the RAP working group through guest participation from organisations that we have developed relationships with, for example CareerTrackers. We have invited Frank Lowah to join our RAP working group as an external member to add a valuable external perspective and input on our RAP journey and initiatives. Frank identifies as Torres Strait Islander with descents from Moa Island and Masig (Yorke) Island.

#### CURRENT RAP WORKING GROUP MEMBERS INCLUDE:

Member	Position and team
Frank Lowah	Associate, Impact Investment, Indigenous Business Australia (external)
Daniel Cheverton	Executive Director, Corporate Affairs, Government and Strategy
Matthew Peter	Chief Economist, Corporate Affairs, Government and Strategy
Caterina Sullivan	Communication and Community Engagement Advisor, Corporate Affairs, Government and Strategy
Katerina Kimmorley	Consultant, Global Infrastructure
Nebraska Brown	Divisional Assistant, Global Infrastructure
Simon Mills	Retail Manager, Global Real Estate
Matthew Reed	Senior Property Analyst, Global Real Estate
Katie Simpson	Lease Administrator, Global Real Estate
Christine Van Den Heuvel	Senior Procurement Manager, Strategic Procurement, Finance
Elly Wordsworth	General Manager, Client Delivery, Clients, Solutions and Capital
Kate Bromley	General Manager, Responsible Investment, Clients, Solutions and Capital
Genevieve Beresford	Responsible Investment Analyst, and RAP Champion
Glenn Jackson	Executive Director, Human Resources and Senior RAP Champion
Zoe Stratmann	Talent Acquisition Lead, Human Resources
Michelle Thomsen	Group Executive General Counsel, Legal
Charlotte Davis	General Counsel—Corporate, Legal
Cath Parker	Head of Enterprise Risk and Assurance, Risk Management Group
Leanne Warburton	Service Centre Facilities Team Leader, Operations and Technology
To be appointed	RAP Implementation Manager, Human Resources

## 6.2 Our RAP journey so far

Through our Reflect and Innovate RAPs, QIC aims to build relationships between; demonstrate respect for; create opportunities, both socially and economically, with; and remain transparent and accountable in our engagement with Aboriginal and Torres Strait Islander individuals, families, businesses and communities.

Our Reflect RAP had a large emphasis on building awareness of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements. Its key priorities were to establish and develop respectful, trusting and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and stakeholders across Queensland and Australia to explore opportunities within our employment, procurement and investment activities.

Since the launch of our Reflect RAP, QIC has achieved a number of initiatives within each of Reconciliation Australia's specified pillars: Relationships, Respect, Opportunities, and Governance and Reporting some of which are outlined throughout our RAP.

QIC is proud of what we have achieved so far but acknowledge that there is still a lot of progress to be made. We acknowledge that we will face unique challenges and learnings on our reconciliation journey, just like all organisations.

One key challenge that we want to address in our Innovate RAP is the level of input and contributions to achieving our RAP initiatives from Aboriginal and Torres Strait Islander employees. We understand that Australia's First Nations Peoples provide unique perspectives and value to discussions and initiatives

for reconciliation. Throughout 2018 and 2019 we have relied on external First Nations Peoples to provide their perspectives and added to the discussion for a number of initiatives, for example our Indigenous Tertiary Scholarship application and selection process. While we will continue to leverage the expertise of external Aboriginal and Torres Strait Islander people and organisations, we would love to include internal employees in more of our RAP initiatives.

There are often times when external factors or market conditions that are out of our control can impact our business. One of the largest disruptions in the economy in recent years is the COVID-19 crisis. As one of Australia's leading asset managers, we play a crucial role in strengthening the Australian and global economy as well as prioritising the health and safety of the communities in which we serve. QIC's technology, risk and IT teams have empowered us to transition to full work from home arrangements, minimising business disruption and safeguarding data security.

QIC has not let this disruption impact our efforts to drive reconciliation initiatives within our organisation, instead we have adapted our initiatives. For National Reconciliation Week (NRW) in 2020 we have adapted our plans to suit a workforce that is working from home, including plans to increase awareness and educate our employees on the importance of reconciliation through: an online digital campaign to our employees, investigating online cultural heritage tours and sharing stories of what NRW means to our scholarship recipients.



Canberra centre, national reconciliation week



### 6.2.1 QIC Indigenous Tertiary Scholarship

In October 2018, QIC launched the Indigenous scholarship program, offering two scholarships per year to Aboriginal and Torres Strait Islander university students. QIC has partnered with the Oodgeroo Unit at Queensland University of Technology (QUT) and Griffith University to deploy these scholarships. Scholarship recipients are offered the scholarship for three years, or for the remainder of their degree. As part of their scholarship, recipients are also matched with a QIC mentor that will provide the students with support and guidance throughout their scholarship.

The first successful scholarship recipient was announced in March 2019 in partnership with QUT. Mikayla Bohmer was awarded the QIC Indigenous Tertiary Scholarship in a ceremony hosted by the Oodgeroo Unit. Mikayla is a proud Torres Strait Islander woman studying a Bachelor of Behavioural Science, majoring in Psychology, at QUT. Upon graduation, Mikayla will be one of the first people in her immediate family to graduate university.

Despite some personal setbacks, Mikayla consistently strives towards her goals and is dedicated to giving back to her community through her work at the First People Disability Network.

She is a determined and motivated young woman that has big plans for her future, and we look forward to continuing to support Mikayla and seeing her achieve her ambitions as a young, motivated Torres Strait Islander woman.

The QIC 2020 QIC Indigenous Tertiary Scholarship recipients were Victoria Blundell from Griffith University and Oliver Savage from the Queensland University of Technology (QUT). Victoria is a proud Guditjmarra woman, whose people are located in southwestern Victoria and Oliver identifies as both Torres Strait Islander and Aboriginal. Oliver's Torres Strait Islander descent is from Darnley Island, Coconut Island and Rennell Island, and his Aboriginal descent is the Bidjara Country/mob.

The scholarships are a key part of our commitment to support Aboriginal and Torres Strait Islander peoples' education and employment pathways. Both Oliver and Victoria are very deserving applicants who will be positively impacted by the scholarship as they embark on their studies.

*"I believe that my determination will allow me to continue with my studies and achieve my goals despite any obstacles which may be present."*

Mikayla Bohmer, QUT



Mikayla Bohmer and Glenn Jackson at the 2019 Oodgeroo Unit, QUT, awards ceremony



### 6.2.2 Supply Nation membership

QIC became a member of Supply Nation in March 2019. Supply Nation is an organisation that is dedicated to creating opportunities for Aboriginal and Torres Strait Islander suppliers in commercial supply chains. QIC's Supply Nation membership reinforces our commitment to supplier diversity in our procurement processes and facilitates better partnering with our First Nations Peoples as part of our RAP.

Supply Nation lists both registered (at least 50% Aboriginal and Torres Strait Islander owned) and certified (at least 51% Aboriginal and Torres Strait Islander owned, managed and controlled) businesses on their platform. Their five-step verification process ensures that the businesses listed are Aboriginal and Torres Strait Islander owned and includes regular audits for changes in company structure and ownership.

Supply Nation provides an online platform that allows QIC to search for, connect and develop relationships with Aboriginal and Torres Strait Islander suppliers across Australia. The platform also allows us to track our use of the search function and holds us accountable to investigating mutually beneficial relationships with Aboriginal and Torres Strait Islander suppliers.

QIC reported on our progress of our Reflect RAP as part of Reconciliation Australia's Impact Measurement Questionnaire. In the first year of our RAP, we had increased our spending on Supply Nation certified Aboriginal and Torres Strait Islander businesses by over \$60,000<sup>2</sup>. QIC is looking forward to further embedding Aboriginal and Torres Strait Islander procurement considerations as we progress our RAP.

Our membership with Supply Nation has allowed us to begin exploring opportunities to invite Aboriginal and Torres Strait Islander businesses to tender for work at our shopping centres. Through extensive filtering and research, we are exploring plans to set up a select number of qualified Aboriginal and Torres Strait Islander businesses on Standing Offers for each shopping centre. The Standing Offers will allow Aboriginal and Torres Strait Islander businesses, where appropriate, to be considered for future work on offer at the Centres.

While suppliers are required to meet QIC standards and supplier code of conduct, we are committed to consciously providing equal and fair opportunities to Aboriginal and Torres Strait Islander businesses in our Centres and redirecting spend to include the traditionally underutilised Aboriginal and Torres Strait Islander business sector.



<sup>2</sup> As at 31 December 2019



*The artwork at Canberra Centre, created by local artists REM (Lachlan Grant), Wiradjuri man, and Byrd (Dan Maginnity), pays tribute to the National Reconciliation Week theme for 2019.*

*'Grounded in Truth—Walk Together with Courage'*

### 6.2.3 National Reconciliation Week

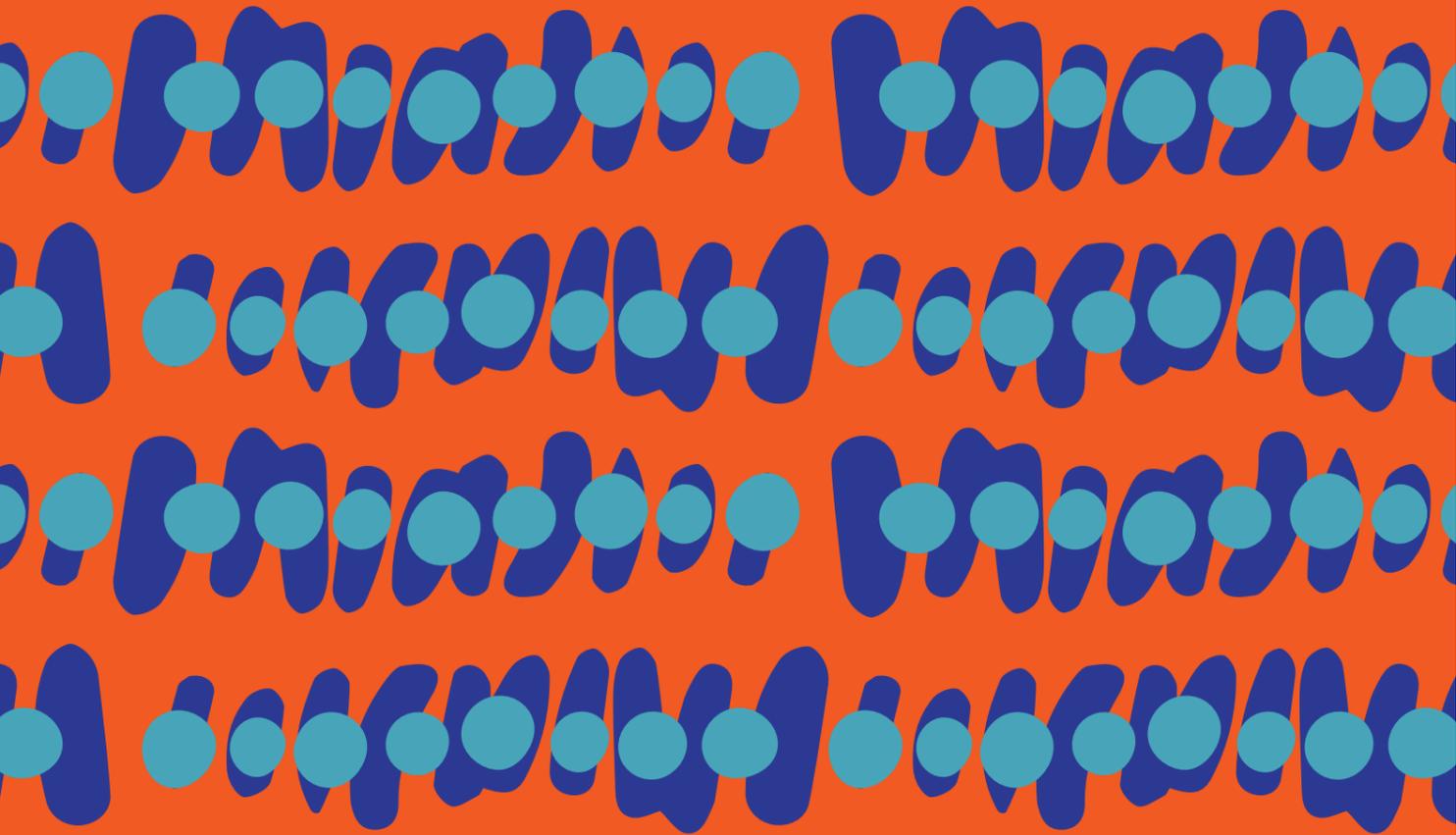
As part of our RAP, QIC is committed to acknowledging and recognising Australia's shared histories, cultures, and achievements. The theme for National Reconciliation Week (NRW) in 2019 was 'Grounded in Truth — Walk Together with Courage', with a major focus on the importance of fostering conversations and strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples, for the benefit of all Australians.

For NRW in 2019, QIC committed to acknowledging First Nations Peoples in our offices and Australian shopping centres, through the following initiatives:

- Educating our employees on the significance of importance of National Reconciliation Week and QIC's commitment to reconciliation through a digital campaign to all QIC employees.
- Lunch and learn sessions in Brisbane and Melbourne with guest speakers from Gilimbaa and Supply Nation to build awareness of the opportunities to partner and examples of successful partnerships with Aboriginal and Torres Strait Islander businesses.
- Offered Aboriginal and Torres Strait Islander cultural heritage walking tours, led by BlackCard Cultural Tours, for employees in our Brisbane office.
- Launched a NRW digital campaign in our Australian shopping centres to acknowledge and build respect for the local Traditional Custodians of the land through digital signs, information booths and screens across our Centres.

- Eastland, Robina Town Centre and Grand Central hosted networking morning teas with local Aboriginal and Torres Strait Islander suppliers, allowing an opportunity for centre management to get to know representatives from the local Aboriginal and Torres Strait Islander communities.
- Canberra Centre organised a live, in-Centre art installation with local Aboriginal and Torres Strait Islander artists. Customers were able to watch the artists create this artwork throughout the week. The artwork sat alongside a portrait of Dhani Gilbert, a young Aboriginal and Torres Strait Islander activist and 2018's Young Canberra Citizen of the Year, which was created as part of International Women's Day.
- RAP working group members attended a variety of events including the opening of the Meeanjin markets in Brisbane, Melbourne City Mission event, Charity Children's Ground fundraiser and 'A night with Aboriginal and Torres Strait Islander businesses' hosted at the Henderson Gallery in Brisbane, by the Queensland Government's Department of Employment, Small Business and Training.





## 6.2.4 NAIDOC Week

For 2019, the NAIDOC week theme was “Voice. Treaty. Truth. Let’s work together for a shared future”, acknowledging that Aboriginal and Torres Strait Islander peoples have strived and persevered for an enhanced role in decision-making in Australia’s democracy.

To celebrate NAIDOC week, QIC hosted charity lunches in our Melbourne, Sydney and Brisbane offices. The lunches were catered by Aboriginal and Torres Strait Islander suppliers Kallico Catering, Mabu Mabu and Figjam & Co, with all proceeds being donated to Yalari.

Yalari is a not-for-profit organisation dedicated to educating and empowering Aboriginal and Torres Strait Islander children from regional, rural and remote communities, they support students throughout their entire secondary education and beyond.

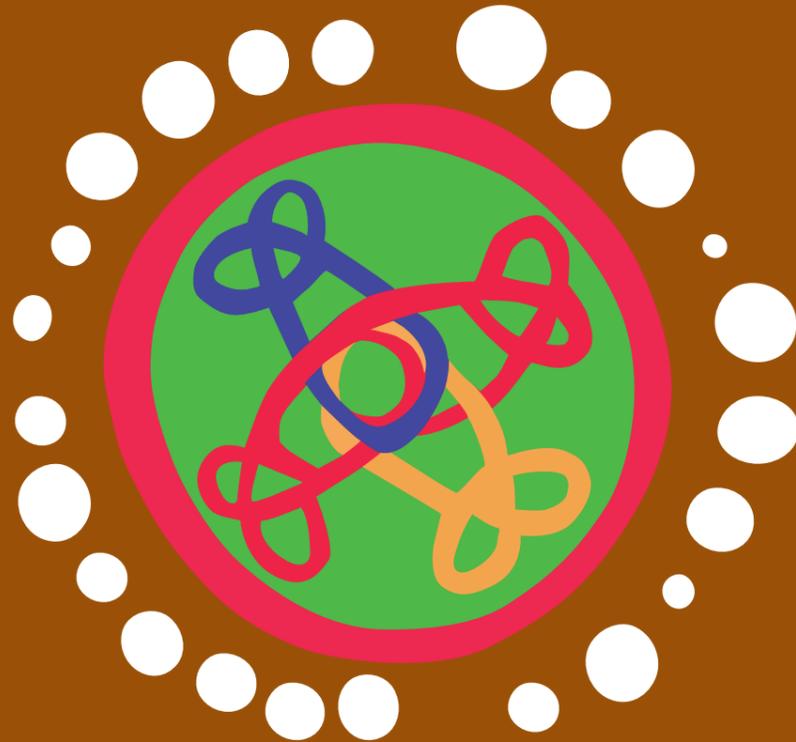
As part of NAIDOC week, QIC also offered Aboriginal and Torres Strait Islander cultural heritage walking tours, led by BlackCard Cultural Tours, for employees in our Brisbane office and attended a launch event for the Queensland Government’s Tracks to Treaty. We asked for feedback from employees that participated on the tours; survey results showed that participants thought the tour was very educational and felt they had a greater awareness of Aboriginal and Torres Strait Islander history in the local Brisbane area.



QIC employees participating in cultural heritage walking tours in Brisbane, led by BlackCard tours



## 7 RELATIONSHIPS



In order to influence and leverage positive opportunities and reconciliation outcomes, it is important to establish respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. QIC is committed to corporate social responsibility and considers the value of Aboriginal and Torres Strait Islander relationships as a key feature that aligns with our focus on responsible investment at QIC. In this regard, we seek to continue to increase our visibility within Aboriginal and Torres Strait Islander communities in order to encourage Aboriginal and Torres Strait Islander employment, procurement and investment that delivers positive and meaningful outcomes for individuals, families and communities.

## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish, maintain and continue to engage in mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Dec 2021	Lead: Senior RAP Champion Support: RAP Champion
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sep 2021	Lead: RAP Implementation Manager Support: Senior RAP Champion
	Maintain a list of key Aboriginal and Torres Strait Islander peoples, communities and organisations to connect with on our Reconciliation Journey, particularly focusing on employment, procurement and investment initiatives.	Ongoing, review Dec 2020, 2021	Senior RAP Champion
	Representatives from the RAP WG and senior leaders will attend and maintain participation in key events, forums and discussions focussing on Australia's reconciliation journey.	Ongoing, review Dec 2021	Senior RAP Champion
	Assist teams and key stakeholders in identifying Traditional Owners at QIC offices and assets to engage with and build relationships with Aboriginal and Torres Strait Islander peoples and communities.	Ongoing, review Jul 2021, 2022	Lead: RAP Implementation Manager Support: RAP Champion, Investment team RAP representatives (GI, GRE) and Communication and Community Engagement Advisor
<b>Continue to participate in and build relationships through acknowledging National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May–3 Jun 2021, 2022	Communication and Community Engagement Advisor
	RAP WG members to participate in an external NRW event.	27 May–3 Jun 2021, 2022	Senior RAP Champion
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 Jun 2021, 2022	Communication and Community Engagement Advisor
	Organise at least one NRW event each year, for example a lunch and learn.	27 May–3 Jun 2021, 2022	Communication and Community Engagement Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May–3 Jun 2021, 2022	Communication and Community Engagement Advisor
<b>Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our employees in reconciliation.	Ongoing, review Mar 2021, 2022	Lead: Communication and Community Engagement Advisor Support: Senior RAP Champion and RAP Champion

## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Communicate our commitment to reconciliation publicly to key stakeholders including our clients.	Ongoing, review Sep 2020, 2021	Lead: Senior RAP Champion  Support: RAP Champion and Executive Director — Corporate Affairs, Government and Strategy
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Mar 2022	Lead: Executive Director — Corporate Affairs, Government and Strategy  Support: Senior Manager of Strategic Procurement and RAP Champion
	Continue to engage with our clients on our reconciliation journey and share learnings in key forums including the Indigenous Procurement Working Group.	Ongoing, review Sep 2021	Lead: RAP Champion  Support: Senior RAP Champion, Senior Manager of Strategic Procurement and Service Centre Facilities Team Leader
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation and engage with organisations to provide support in progressing their reconciliation journey.	Ongoing, review Dec 2021, 2022	Lead: Senior RAP Champion  Support: Executive Director — Corporate Affairs, Government and Strategy and RAP Champion
	Celebrate and acknowledge key dates linked to reconciliation through QIC's cultural calendar, for example World Indigenous Day, NRW and NAIDOC week.	Ongoing, review Jun 2021	Communication and Community Engagement Advisor
	Representatives from the RAP WG to meet with key internal stakeholders to develop and build internal, executive-level support for our RAP and reconciliation initiatives.	Sep 2021	Lead: RAP Implementation Manager  Support: Senior RAP Champion
	Continue to build internal awareness of QIC's RAP commitments through QIC mail, intranet, LinkedIn, lunch and learns, and training sessions and engage QIC employees to build understanding of how QIC's RAP commitments relate to them.	Ongoing, review Jun 2021	Communication and Community Engagement Advisor
<b>Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jun 2021	HR Manager — Diversity and Inclusion
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Jun 2021	HR Manager — Diversity and Inclusion
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jun 2021	Lead: Executive Director — Human Resources  Support: Talent Acquisition Lead
	Educate senior leaders on the effects and impacts of racism.	Dec 2021	Lead: Executive Director — Human Resources  Support: Talent Acquisition Lead

## 8 RESPECT



QIC's relationships and engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations must continue to be as equal partners, built on a foundation of trust, mutual respect and good faith. In order to achieve this, we need to continue our efforts to understand and build awareness of the histories, diverse cultures and aspirations of Aboriginal and Torres Strait Islander peoples and communities and ensure that this is reflected in our policies and our operations.

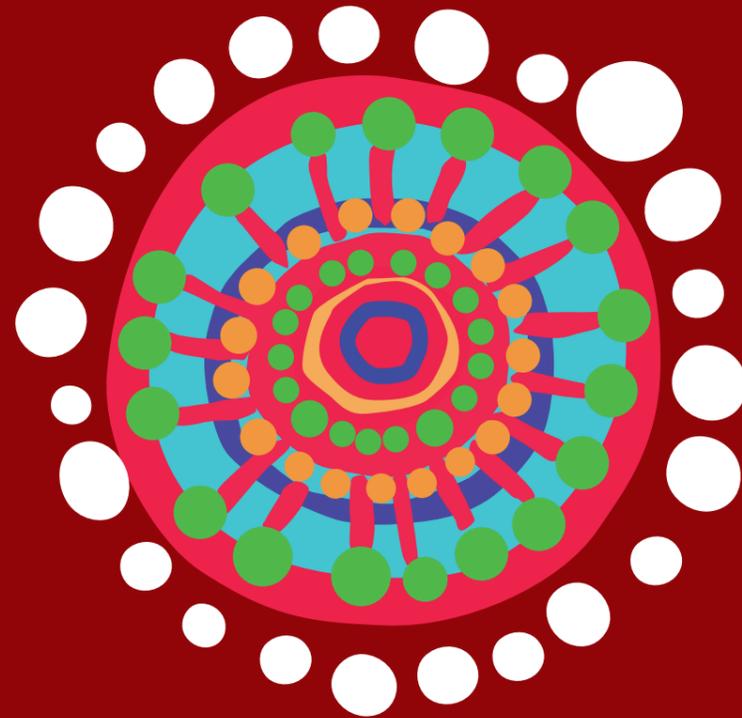
## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	Dec 2020	RAP Implementation Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Jun 2021	Executive Director — Human Resources
	Develop, implement and communicate a cultural learning strategy for our employees.	Sep 2021	Executive Director — Human Resources
	Provide opportunities for RAP WG members, HR managers and leaders to participate in formal and structured cultural learning.	Dec 2021	Executive Director — Human Resources
<b>Investigate opportunities to improve levels of cultural safety in the workplace.</b>	Engage an external consultant to complete a cultural safety assessment in each of our offices.	Jun 2021	Executive Director — Human Resources
	Undertake a staff survey to understand current levels of cultural safety within the workplace.	Nov 2020	Executive Director — Human Resources
	Use survey data to understand the needs and experiences of Aboriginal and Torres Strait Islander team members and to inform changes.	Nov 2020	Executive Director — Human Resources
	Review feedback mechanisms for team members to express cultural concerns and adjust as required. Communicate the mechanisms to express cultural concerns.	Mar 2021	Lead: Executive Director — Human Resources Support: Talent Acquisition Lead
	Research and implement best-practice and principles that support cultural safety in the workplace.	Jun 2021	Executive Director — Human Resources

## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
<b>Continue to demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing and raising awareness of cultural protocols.</b>	Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Ongoing, review Mar 2021, 2022	RAP Implementation Manager	
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2021	Lead: Senior Property Analyst (GRE) Support: Retail Manager (GRE), Lease Administrator (GRE) and RAP Champion	
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing, review Dec 2021	Lead: RAP Champion Support: Senior RAP Champion	
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing, review Jul 2021, 2022	Lead: Senior RAP Champion Support: Communication and Community Engagement Advisor	
	Investigate opportunities to further embed an Acknowledgement of Country in our organisation, for example displaying an Acknowledgement of Country at key Centres.	Sep 2021	Lead: Senior RAP Champion Support: Lease Administrator (GRE), RAP Champion	
	<b>Continue to celebrate and build respect for Aboriginal and Torres Strait Islander cultures and histories through participating in NAIDOC Week.</b>	Continue to build awareness and share information to QIC employees of the meaning of NAIDOC week, including information on Aboriginal and Torres Strait Islander peoples and communities.	Nov 2020, First week of Jul 2021, 2022	Communication and Community Engagement Advisor
		Promote and encourage participation in external NAIDOC events to all employees.	Nov 2020, First week of Jul 2021, 2022	Communication and Community Engagement Advisor
RAP WG to participate in an external NAIDOC Week event.		Nov 2020, First week of Jul 2021, 2022	Senior RAP Champion	
Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.		Jun 2021	Executive Director — Human Resources	
Host an internal event to build awareness around NAIDOC Week and encourage all employees to participate.		Nov 2020, First week of Jul 2021, 2022	Communication and Community Engagement Advisor	

## 9 OPPORTUNITIES



In partnership with a range of critical stakeholders, QIC are well placed to leverage our technical experience and expertise to continue to work with Aboriginal and Torres Strait Islander stakeholders to increase both social and economic outcomes for and with Aboriginal and Torres Strait Islander individuals, families, businesses and communities. Partnerships between QIC and Aboriginal and Torres Strait Islander communities provide an opportunity for QIC to develop a deeper understanding of and respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, achievements and investment aspirations. To align with QIC's vision for Reconciliation, our Innovate RAP has a large emphasis on co-creating opportunities within Aboriginal and Torres Strait Islander employment, procurement and investment.

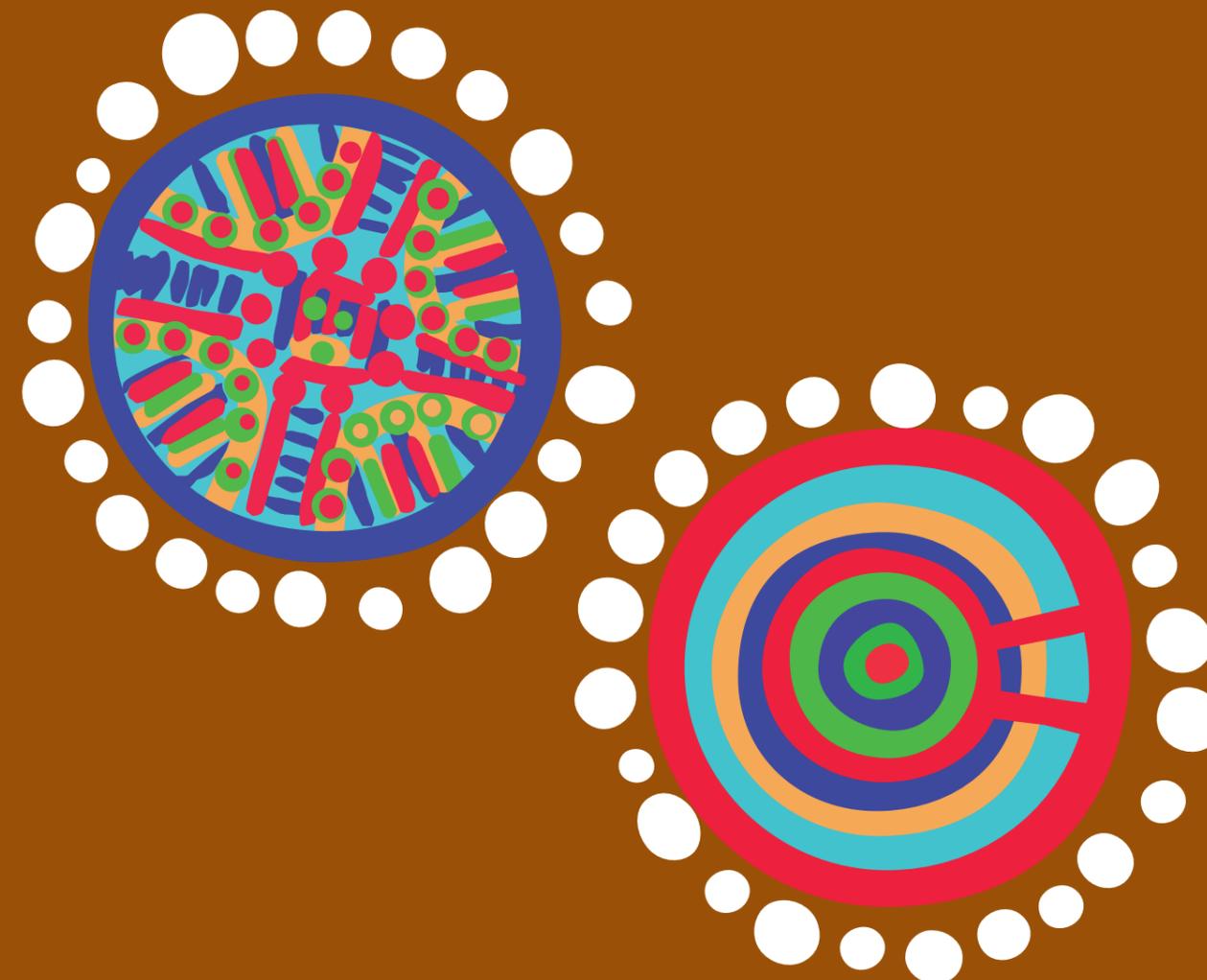
## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	Sep 2020	Lead: RAP Implementation Manager Support: Executive Director — Human Resources, Talent Acquisition Lead
	Continue to investigate and develop Aboriginal and Torres Strait Islander employment pathways (e.g. internships, graduate programs, casual and part-/full-time employment).	Ongoing, review Mar 2022	Talent Acquisition Lead
	Continue to engage with Aboriginal and Torres Strait Islander recruitment agencies and organisations focused on Aboriginal and Torres Strait Islander employment.	Ongoing, review Dec 2021	Talent Acquisition Lead
	Build a relationship with Aboriginal and Torres Strait Islander organisations to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2020	Talent Acquisition Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2021	Lead: Talent Acquisition Lead Support: Executive Director — Human Resources, RAP Implementation Manager
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jun 2021	Executive Director — Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander peoples employed in our workforce.	Ongoing, review Jul 2022	Executive Director — Human Resources
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	Jun 2021	Lead: Talent Acquisition Lead Support: Executive Director — Human Resources and RAP Champion
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Engage with QIC employees and key procurement personnel to build an understanding of the mutual benefits of and QIC's commitments to procurement from Aboriginal and Torres Strait Islander owned businesses.	Mar 2021	Senior Manager of Strategic Procurement
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Mar 2021	Senior Manager of Strategic Procurement
	Continue our membership with Supply Nation and engage with Supply Nation members and like-minded organisations	Ongoing, review Mar 2021	Senior Manager of Strategic Procurement

## OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees and provide employees with key tools and contacts.	Sep 2021	Senior Manager of Strategic Procurement
	Continue to leverage our relationship with Supply Nation to promote and build awareness of our tenders to Aboriginal and Torres Strait Islander businesses.	Ongoing, review Mar 2021	Senior Manager of Strategic Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing, review Sep 2021, 2022	Senior Manager of Strategic Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing, review Dec 2021	Senior Manager of Strategic Procurement
<b>Continue to build understanding of investment aspirations and investigate opportunities for Aboriginal and Torres Strait Islander investment.</b>	Investigate an Aboriginal and Torres Strait Islander advisory position or engagement officer at QIC.	Sep 2020	Lead: Executive Director — Corporate Affairs Government and Strategy Support: RAP Implementation Manager and RAP Champion
	Investigate QIC's client-base and collect data on the number of Aboriginal and Torres Strait Islander clients within QIC's sphere of influence.	Mar 2022	Lead: General Manager, Client Delivery Support: Executive Director — Corporate Affairs, Government and Strategy
	Engage with key stakeholders to further understand Aboriginal and Torres Strait Islander investment aspirations and opportunities for Aboriginal and Torres Strait Islander investment.	Ongoing, review Sep 2021	Lead: RAP Implementation Manager Support: Senior RAP Champion
	Investigate mutually beneficial opportunities to participate in key thought leadership, sector development and Australia-wide initiatives promoting the increased participation, socially and economically, of Aboriginal and Torres Strait Islander people.	Ongoing, review Dec 2021	Senior RAP Champion
	Continue to embed and report on Aboriginal and Torres Strait Islander initiatives and priorities as part of QIC's Responsible Investment Roadmap and QIC's ESG Framework.	Ongoing, review Sep 2020, 2021	Lead: General Manager, Responsible Investment Support: RAP Champion

## 10 GOVERNANCE AND REPORTING



True reconciliation relies on all parties delivering on their commitments. QIC is committed to achieving tangible and measurable outcomes with Aboriginal and Torres Strait Islander peoples and communities. It is important for QIC to remain accountable and transparent in our commitments. Actively tracking, monitoring and reporting on our progress is essential to delivering our second RAP and will enable us to identify key learnings and additional opportunities as we continue our reconciliation journey.

## GOVERNANCE AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Maintain an effective RAP Working group (RAP WG) to drive governance of the RAP</b>	Ensure there is Aboriginal and Torres Strait Islander representation on the RAP WG.	Ongoing, review Jul 2021, 2022	Lead: RAP Champion Support: Senior RAP Champion
	Establish and apply a Terms of Reference for the RAP WG.	Sep 2020	Lead: RAP Champion Support: Senior RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	Ongoing, review Jul 2021, 2022	RAP Champion
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	Ongoing, review Jul 2021, 2022	Lead: Senior RAP Champion Support: RAP Champion
	Engage our senior leaders and other employees in the delivery of RAP commitments.	Ongoing, review Mar 2021, 2022	Senior RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Ongoing, review Dec 2021	Lead: RAP Implementation Manager Support: Senior Manager of Strategic Procurement, Communication and Community Engagement Advisor, Senior RAP Champion
	Maintain an internal RAP Champion from senior management.	Ongoing, review Jul 2021	Senior RAP Champion
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020, 2021, 2022	RAP Champion
	Report RAP progress to all employees and senior leaders quarterly.	Ongoing, review Jun 2021, 2022	Communication and Community Engagement Advisor
	Publicly report our RAP achievements, challenges and learnings, annually through our Annual Report and Sustainability Report.	Ongoing, review Dec 2020, 2021	Lead: RAP Champion Support: Communication and Community Engagement Advisor
	Continue to embed RAP commitments into QIC's key reporting channels: strategy execution, corporate performance reporting, Annual Report, Sustainability Report, Quarterly Report and reporting to government.	Ongoing, review Dec 2020, 2021	Lead: Communication and Community Engagement Advisor Support: RAP Champion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2022	RAP Champion
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2021	RAP Champion

## 11 CONTACT DETAILS

For enquiries about our RAP.

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