



RAP

QIC LIMITED
RECONCILIATION ACTION PLAN (RAP)
October 2018 – October 2019



RECONCILIATION
ACTION PLAN
REFLECT

QIC

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RAP

ABOUT OUR COVER ART - ONE JOURNEY

Artwork context

QIC Limited's (QIC) RAP artwork titled *One Journey* was created by Cheryl Moggs; proud Bigambul woman, artist, cultural leader and teacher from the Goondiwindi region.

Cheryl's approach to her works develops from the question "What's the story?", represented by visual symbolic narration.

Her philosophy is: *I don't manufacture art, I create for a purpose; to debate and challenge dialogue around western cultural ideologies, to showcase Australia's First Nations people, history, diversity, and my journey.*

Cheryl was selected as the winner of the 2018 *Because of Her We Can!* National NAIDOC Poster Art Award. The 2018 NAIDOC Awards

were dedicated to showcasing and celebrating Aboriginal and Torres Strait Islander Women.

In celebrating the NAIDOC theme for 2018 *Because of Her We Can!*, Cheryl was selected by Google to create a Google Homepage Doodle to pay respects to the achievements of Mum Shirl.

Her artwork, *One Journey*, depicting QIC's RAP, is represented through symbolic images with story consisting of Yarning Circle, Respect, Relationships, Opportunities, Reporting and Tracking.

These symbols form a framework which enables inclusive platforms and meaningful dialogue to assist Aboriginal and Torres Strait Islander peoples to achieve social and economic aspirations.



ONE JOURNEY

Artwork by Cheryl Moggs

Guided by the spirit of reconciliation, we gather around the Yarning Circle: to share our story, achieve outcomes, build trusting relationships, to respect and embrace diversity of all cultures.

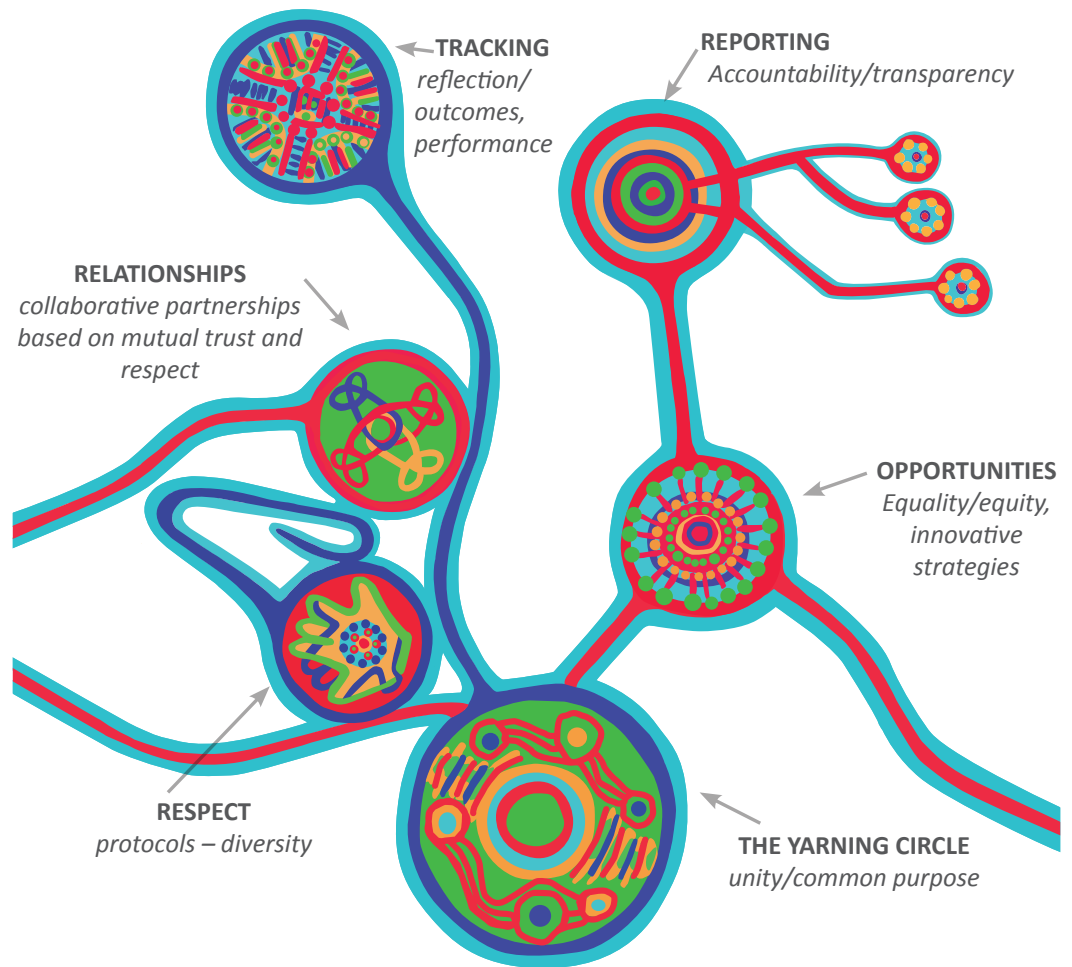
We are committed to policies and actions of equity and opportunities: not to walk alone; but walk hand in hand, building trust, mutual respect and good faith.

To be visible to all, we create a space for conversations, invest in understanding the aspirations and needs of Australia's First Nations Peoples, their connection to traditional lands, place, customs and relationships.

One Journey by Cheryl Moggs,
QIC RAP Commission
2018 acrylic on canvas
610mm x 920mm



SYMBOLISM AND MEANING



BACKGROUND SYMBOLISM

Country and Spirituality

The multiple layers depict Country: waterholes, travel tracks, trees and seeds (depicting cultural sustainability and growth). The colours of green and purple refer to Spiritual Connection to Country.



One Journey by Cheryl Moggs,
QIC RAP Commission 2018
acrylic on canvas 610mm x 920mm

OUR BUSINESS

QIC is a key investor in the Queensland economy. Created in 1991, we were born with one objective which informs our common philosophy – 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*
- *operating in a manner that delivers investment outcomes within the agreed risk management framework, while generating a satisfactory financial return.*

As a Queensland Government Owned Corporation our client-base also includes Aboriginal and Torres Strait Islander peoples - Australia's First Nations Peoples.

We understand that economic participation is a critical factor in improving the lives of Aboriginal and Torres Strait Islander people, and that through historical government policy and practice, Aboriginal and Torres Strait Islander people have largely been denied that opportunity across Australia.

With direct support from Queensland's shareholding Ministers, we are eager to explore opportunities to increase participation, and to contribute to economic outcomes for Aboriginal and Torres Strait Islander peoples.

QIC currently has over 1,000 employees located in nine offices globally. We have three domestic offices in Brisbane, Sydney and Melbourne, as well as international

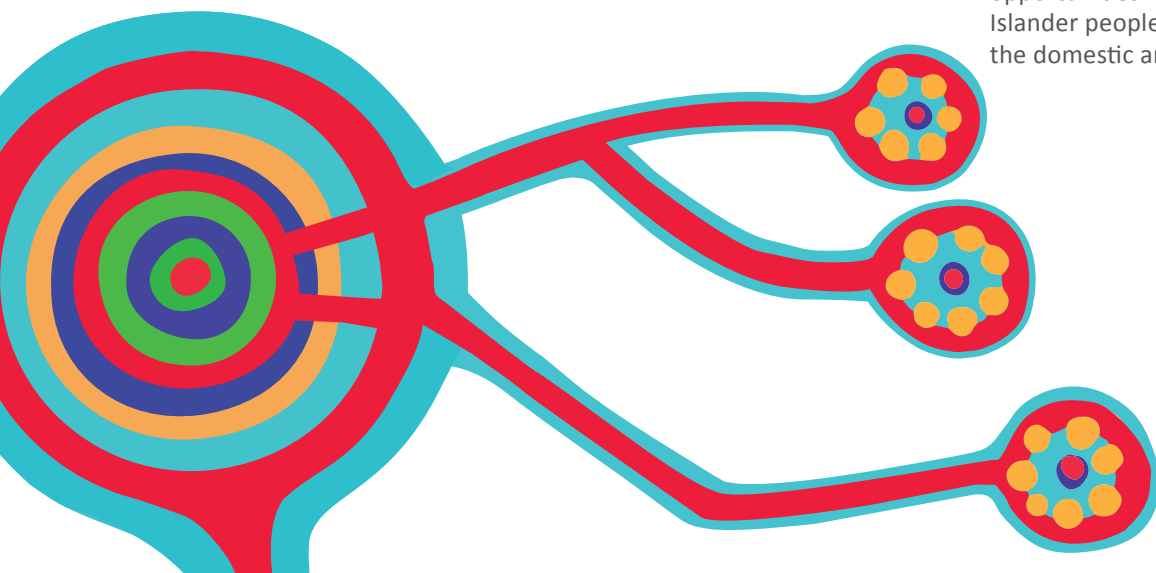
offices located in Los Angeles, San Francisco, New York, Cleveland and London.

However, our Queensland investments alone provide employment for more than 35,000 people. We are unclear how many Aboriginal and Torres Strait Islander peoples are employed across our investments, but QIC currently has no Aboriginal or Torres Strait Islander employees working within our offices.

Torres Strait Islander employees working within our offices.

We are at the very beginning of our RAP journey. We are conscious that we are largely invisible to Aboriginal and Torres Strait Islander communities, and as such we need to invest in understanding Aboriginal and Torres Strait Islander people's aspirations and needs, building relationships with critical stakeholders who can guide us in a way that delivers meaningful outcomes, and providing opportunities for Aboriginal and Torres Strait Islander peoples to successfully participate in the domestic and global economy.

A robust and self-sustaining Indigenous economy is critical to realising self-determining futures and thriving Aboriginal and Torres Strait Islander communities.



OUR RAP

Why are we developing a RAP

QIC is excited to be joining a significant community of corporations committed to Aboriginal and Torres Strait Islander advancement. We believe that QIC has an important role to play in reconciling the history of Queensland as it relates to its treatment of Aboriginal and Torres Strait Islander peoples, with the potential to leverage opportunities that see them as significant stakeholders and successful participants in the economy into the future.

The Queensland economy is underpinned by strong 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 across Northern Australia, a growing Aboriginal and Torres Strait Islander business sector supported by government mandated Aboriginal and Torres Strait Islander procurement targets, and increasing numbers of Aboriginal and Torres Strait Islander secondary and tertiary graduates.

We see the RAP framework and process as an opportunity to leverage our experience and expertise to assist Aboriginal and Torres Strait Islander peoples to achieve their social and economic aspirations.

QIC's Executive Committee, through its Corporate Management Group, are currently driving the development of QIC's Reflect RAP.

Our RAP

As this is our first RAP, we have not yet established a RAP Working Group. However, as we embark on this important journey, we wanted to make sure we got this right.

We sought assistance from PricewaterhouseCoopers Indigenous Consulting (PIC) to work with us on the development of our Reflect RAP. PIC worked with our Executive Committee, our Corporate Management Group and key Business Units to understand and identify the opportunities to engage with Aboriginal and Torres Strait Islander people, and to inform the key priorities for QIC.

Our key priority is to establish and develop respectful, trusting, and mutually beneficial relationships with Traditional Owner Groups and Aboriginal and Torres Strait Islander communities across Queensland, and other critical Aboriginal and Torres Strait Islander stakeholders.

Employment and procurement provide immediate opportunities to activate and demonstrate our investment in improved outcomes. As we grow our relationships with Aboriginal and Torres Strait Islander peoples and communities, we hope to significantly increase access to, and deliver outcomes from our investment solutions and support.

OUR RAP

Our current activities

Identifying and acknowledging Traditional Owners where QIC operate

QIC currently operates in many regions of Australia, and we have identified the language groups and the custodians of the lands where our Australian assets are located. This enables QIC employees and stakeholders to identify and acknowledge respective traditional owners for each location.

QIC have also worked with local communities in Bundaberg, Toowoomba and Ringwood (Victoria) to contribute art installations and murals at a number of our Shopping Centres.

Some examples of this work are provided over the following pages.



OUR RAP

Hinkler's Community Arts - Hinkler Central, Bundaberg, Qld

QIC's shopping centre in Bundaberg, created a mural in partnership with local Police, kids at risk and local Indigenous artist Chern'ee Sutton.

The painting is a tribute to the Dreamtime story about the Carpet Snake by the Taribelang Bunda people. The project took place over six weeks and has allowed the kids to develop a sense of pride and respect for our Centre.

The turtles are a totem of the Taribelang Bunda people. The blue hand prints represent the Bundaberg Police and the Hinkler Central team. The brown hand prints represent the Taribelang Bunda elders, local Indigenous youth and the local Indigenous community.

The white footprints represent local youth; with each walking their own separate journey until they meet and start walking together with respect for each other.

The kangaroo and emu footprints represent the Bundaberg community moving forward and working together.



Artwork by Chern'ee Sutton, Hinkler Central, Bundaberg, Qld.



OUR RAP

Eastland's Reconciliation Wall - Eastland, Ringwood, Vic.

QIC Portfolio General Manager, Steve Edgerton had his whole team work on a project that built on earlier work about the Mullum Mullum Indigenous women's art group. This time the work was by the women, and not about them.

Coordinated by Lucy Lucy, who also mentored the artists in techniques required to convert fine art skills into large wall impact, the artists were led by Aunty Daphne Milward and Aunty Irene Norman, two respected elders in the Mullum Mullum community. The main work was undertaken by Mullum Mullum artists.

The artists refer to their collective concept as the 'Heritage Wall' or 'Reconciliation Wall'. The concept is to illustrate Indigenous life from pre-European times, through colonialism and White Australia to contemporary multi-ethnic community.

The concept is Indigenous but includes a sweep through history. The painting features traditional colours and motifs at one side but these are modified to include symbols for trains, high-rise buildings and football. Continuing themes include respect for 'Women's business' and integration with other lands.

The 'bush to suburbia' story includes reference to Bunjil (eagle spirit and creator) and Wa-a (crow spirit and water), as well as the church and modern institutions. Two faces represent change and continuity.



Eastland's Reconciliation Wall, Eastland Ringwood, Vic.

OUR RAP

The Culture Wall - Grand Central Shopping Centre, Toowoomba, Qld

The Culture Wall is an example of Grand Central's desire to contribute positively to the social, environmental, and economic development of the community in which it operates.

The Culture Wall is intended to create shared and enduring value by aligning our desire to engage our community in a meaningful way with areas of priority in our community.

A major redevelopment and expansion of Grand Central Shopping Centre, completed in 2017, provided the opportunity for the painting to be undertaken and to showcase the Centre's commitment to the community and the arts.

Eight women were selected and invited to paint a section of the wall. From diverse backgrounds, the stories of these women's journeys are emblematic of the cultural mix that is Toowoomba today. The women each painted an image of a woman at work, set against a culturally specific texture or background, with the first and last metre of their painting blending into the next. The result is an extraordinary insight into a multi-dimensional contribution of women from different cultures.

Kim Walmsley & Megan Bartman were the indigenous artists selected for the Culture Wall – their works situated at the start and end respectively, of the mural. Kim's contribution to the Culture Wall showcases the wonderful intertwined stories of Mother Earth. The lines covering the face of the female figure represent a connection to the Spirit Father (Baiami); and each colour represents different elements of earth – green for the trees, purple for the mountains, blue for the river and yellow for the sun. The baby represents the future of humanity. The passing down of the lotus flower emphasises the importance of educating our youth and is a message of compassion and kindness. The seven circles surrounding the figures represent the seven sisters of the Dreamtime Story; set amongst the Gumbi Gumbi plant, a traditional plant that alludes to helping the planet heal.

Kim Walmsley uses her art to share inherited knowledge and wisdom in the hope it assists a younger generation to escape the spiral of drugs and hopelessness. She is saddened by the loss of her 60,000-year-old culture over the last 200 years and wants people who have been treated badly to find the strength to move forward with pride.

Kim's people are the Mununjali of Beaudesert and Wiradjuri of New South Wales. The Mununjali are a clan group of the Yugambah people who inhabited an area in south-east Queensland. Kim was isolated from her people in her childhood but has come to be respected in the wider Toowoomba community and has represented the First Nation at UNESCO. She loves her Indigenous culture and its stories. She sees her painting as empowering people to overcome the emotional and psychological effects of violence.



The Culture Wall mural contributions of artists Kim Walmsley (left) and Megan Bartman (right)

OUR RAP



Megan Bartman is a Kamilaroi woman from Inverell, New South Wales, who moved to Toowoomba as a child. She has a significant disability, has raised seven children and makes a profound contribution to the wider community as an artist. Megan is known to her friends as ‘Smiley’. This is extraordinary given all she has overcome.

Megan undertook the painting shortly after her mother died. Women like Megan are the main carers in our community and this work pays tribute to Megan’s beloved mother. The painting has many layers which reflect on the emotion of her grief, the stories of her forebears and the myths and beliefs of her people. Her multi-layered work depicts the connection between land, people and creatures of the Earth. Her children added the butterflies to the painting – possibly an indication of lightness and hope. She reflects upon contemporary issues such as the role of women in society and the primacy of her role in raising children. Megan is an inspiration to us all.

Tapestry of Footprints (paver disks) - Grand Central Shopping Centre, Toowoomba, Qld

Artist: Ngaire Winwood, Toowoomba

Ngaire’s tribe is Bidjara from Western Queensland (the Charleville, Augathella, Carnavon Ranges area). Her family members have lived in Augathella from around 1850’s to the present.

“The land on which Grand Central stands today was once a rich gathering place around a bountiful land with small swamps where the First Peoples for thousands of years communed, shared and listened to The Dreamings and hunt for food. A common way to share stories was when travelling from one place to another, on foot. The Dreamings were sometimes themed around ‘the search for something’ similar to what Grand Central Shopping Centre offers us today, a place of variety, something for everyone. By reflecting where the community comes together then and now and their similarities that is, to socialise, feast, to create, share stories and in search of something, I designed these paver plates to entwine both cultures together.

I would like to pay homage to the billions of djinang or feet (Giabal language) that travelled to hear and share The Dreamings on the land where Grand Central Shopping Centre is built on. Individual footprints were left in this soil, we are merely just another layer in the tapestry of life of this land.

When you walk around on this land today, remember we walk together with older cultures than our own. On behalf of all ancestors traversing this land from Indigenous to the European occupiers and with our present local and visiting population, our footprints are united together like a tapestry of souls and footprints.

These imprints on the land, unite ancestral storytelling to the present day as we sip our coffee and chat with friends and family.

Through my designs, I wanted to tell this story starting with imprints representing the original inhabitants of this land, mainly the Giabal and Jarowair tribes and the food they ate to present day imprints including a shoe mark to remind us, we walk together in an unseen yet united way.”

Tapestry of Footprints (5 of 8 brass paver disk designs) by Ngaire Winwood. From left to right: Goanna, Echidna, Footprints, Wallaby and Koala.



RELATIONSHIPS



QIC is unable to influence or leverage positive opportunities and outcomes for Aboriginal and Torres Strait Islanders if we do not have established and respectful relationships with our Aboriginal and Torres Strait Islander peoples, communities and organisations. QIC is committed to corporate social responsibility and considers its value on responsible investment as a key feature that aligns with Aboriginal and Torres Strait Islander values and aspirations. In this regard we seek to increase our visibility within the Aboriginal and Torres Strait Islander community in order to encourage Aboriginal and Torres Strait Islander employment, procurement and investment that delivers positive and meaningful outcomes for individuals, families and communities.

Action	Deliverable	Timeline	Responsibility
Establish a QIC RAP Working Group	<ul style="list-style-type: none"> Establish a RAP Working Group that is operational to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples (including where possible community members) and decision-making staff from across our organisation. 	December 2018	General Manager – Corporate Affairs
Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey i.e. Indigenous Chambers of Commerce. 	January 2019	General Manager – Corporate Affairs, RAP Working Group
Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	January 2019	General Manager – Corporate Affairs, RAP Working Group General Manager – Corporate Affairs
Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Encourage our staff and senior leadership to attend a NRW event. Hold an internal event at which QIC invite Aboriginal and Torres Strait Islander community members Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	27 May - 3 June 2019	RAP Working Group
Identify and establish relationships with QIC’s critical Aboriginal and Torres Strait Islander stakeholders	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to assist us with facilitating economic participation. Develop an Aboriginal and Torres Strait Islander engagement strategy to support and facilitate this relationship development with a particular focus on investment. 	January 2019	General Manager – Corporate Affairs General Manager – Corporate Affairs, Executive Director – Global Clients and Marketing



RESPECT



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

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	December 2018	General Manager – Corporate Affairs
	<ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	February 2019	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Conduct a review of cultural competency training needs within our organisation. 	February 2019	Executive Director – Human Resources
	<ul style="list-style-type: none"> Deliver cultural awareness/training to those staff who are required to engage with Aboriginal and Torres Strait Islander stakeholders within their roles. 	June 2019	Executive Director – Human Resources
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence. 	October 2018	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Consider the opportunities to embed Acknowledgment of Country, including inviting Traditional Owners where appropriate. 	December 2018	
	<ul style="list-style-type: none"> Identify and display an acknowledgement of Traditional Owners at all QIC Asset sites; and report on progress. 	September 2019	
Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. Introduce our staff to NAIDOC Week by promoting and encouraging our staff to attend community events in our local area. Ensure our RAP Working Group participates in an external NAIDOC Week event. Raise awareness of QIC at Community Day Events held during NAIDOC Week, particularly at sites where QIC operates. 	First week in July starting 2019	General Manager – Corporate Affairs, RAP Working Group

OPPORTUNITIES



In partnership with a range of critical stakeholders, QIC are well placed to leverage our specific technical experience and expertise in order to increase both social and economic outcomes for Aboriginal and Torres Strait Islander individuals, families, businesses and communities. However, a partnership between QIC and Aboriginal and Torres Strait Islander communities would also provide immense opportunities for QIC, particularly, in the development of a deeper understanding of, and engagement with, Aboriginal and Torres Strait Islander cultures, and Aboriginal and Torres Strait Islander communities across Queensland.

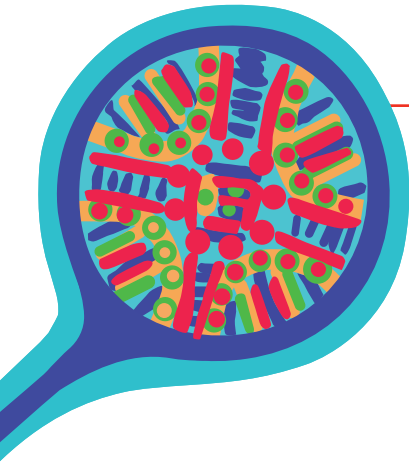
Action	Deliverable	Timeline	Responsibility
Increase visibility of QIC to Aboriginal and Torres Strait Islander peoples	<ul style="list-style-type: none"> Commission the development of an investor brochure targeting Aboriginal and Torres Strait Islander communities, and promote on QIC website as well through Aboriginal and Torres Strait Islander media, with critical stakeholders, and at Aboriginal and Torres Strait Islander events held during NRW and NAIDOC week. 	September 2019	General Manager – Corporate Affairs, RAP Working Group
Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. Identify and establish relationships with Aboriginal and Torres Strait Islander recruitment agencies to assist QIC with recruitment and retention. Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships, internships, and graduate programs), including through utilising existing relationships with Australian Universities. Promote our vacancies through Aboriginal and Torres Strait Islander media and recruitment agencies. 	March 2019 March 2019 November 2019 March 2019	Executive Director – Human Resources
Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. Provide our Business Units with key contacts and tools to increase access to Aboriginal and Torres Strait Islander Businesses. Investigate opportunities to become a member of Supply Nation. Regularly promote our tenders through Aboriginal and Torres Strait Islander media and Aboriginal and Torres Strait Islander Business Networks. 	December 2018	General Manager – Corporate Affairs, RAP Working Group

Table continued over page...

OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander Investment	<ul style="list-style-type: none"> Consider an Aboriginal and Torres Strait Islander staff member advisory position on the ESG committee as well as a RAP Working Group. 	January 2019	General Manager – Corporate Affairs
	<ul style="list-style-type: none"> Work with QIC’s critical stakeholders to understand Aboriginal and Torres Strait Islander investment aspirations, and opportunities for Aboriginal and Torres Strait Islander investment. 	January 2019	General Manager – Corporate Affairs, Executive Director – Global, Clients and Marketing
	<ul style="list-style-type: none"> Participate in key thought leadership and sector development activities promoting the increased participation of Aboriginal and Torres Strait Islanders in the economy, including: <ul style="list-style-type: none"> - attendance at, and participation in the National Native Title Conference - participation in the Indigenous Property Rights Project. 	September 2019	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Embed Aboriginal and Torres Strait Islander considerations and priorities across QIC’s Responsible Investment Principles, and ESG Framework. 	June 2019	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Promote investment opportunities through Aboriginal and Torres Strait Islander media and critical stakeholders. 	September 2019	General Manager – Corporate Affairs, RAP Working Group

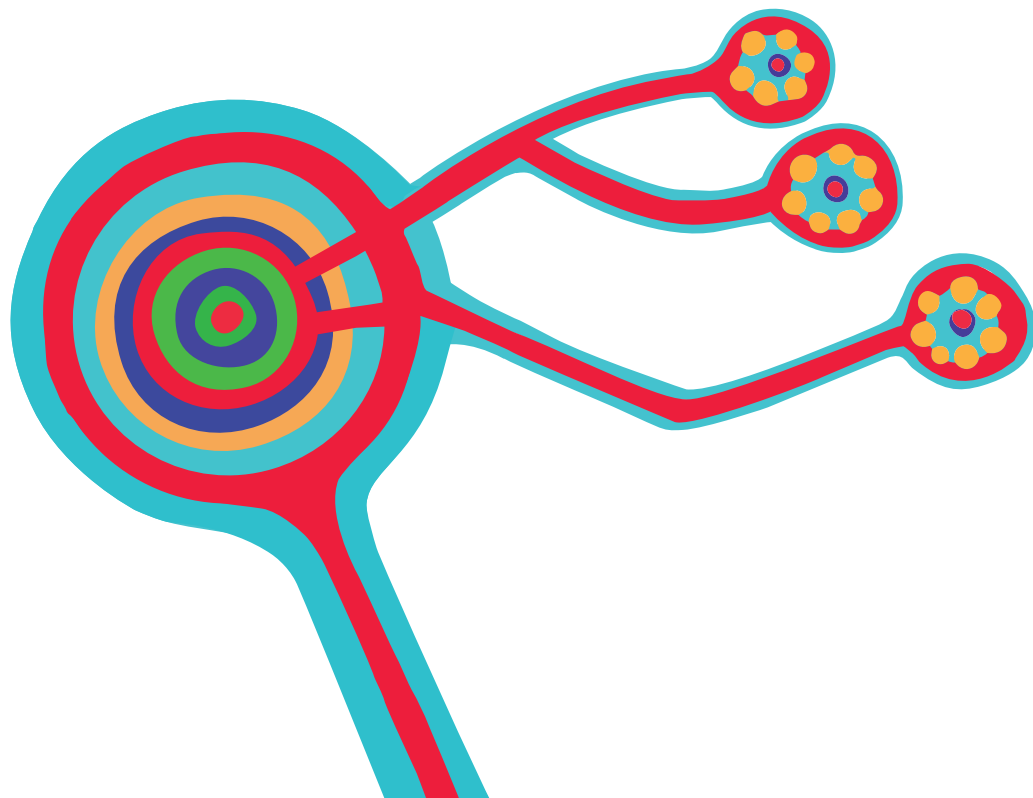


TRACKING AND REPORTING



True reconciliation relies on all involved delivering on their commitments. QIC Limited is committed to achieving tangible and measurable outcomes for and with Aboriginal and Torres Strait Islander peoples and communities; and ensuring transparency in our performance. As we are at the beginning of our reconciliation journey, actively tracking, monitoring and reporting on our progress towards delivering our first RAP, will also enable us to identify key learnings and additional opportunities to pursue as we travel this path together.

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	<ul style="list-style-type: none"> Define resource and budget needs for RAP development and implementation. 	June 2019	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	September 2019	
	<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	September 2019	
Review and Refresh RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. 	May 2019	General Manager – Corporate Affairs, RAP Working Group
	<ul style="list-style-type: none"> Submit draft RAP to Reconciliation Australia for review, feedback and endorsement. 	August 2019	General Manager – Corporate Affairs – Office of the CEO – CSR



CONTACT DETAILS

For enquiries about our RAP

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ENDORSEMENT



CEO STATEMENT

Reconciliation Australia is delighted to welcome QIC to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, QIC joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increased pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides QIC a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, QIC will lay the foundations for future RAPs and reconciliation initiatives.

We wish QIC well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend QIC on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



