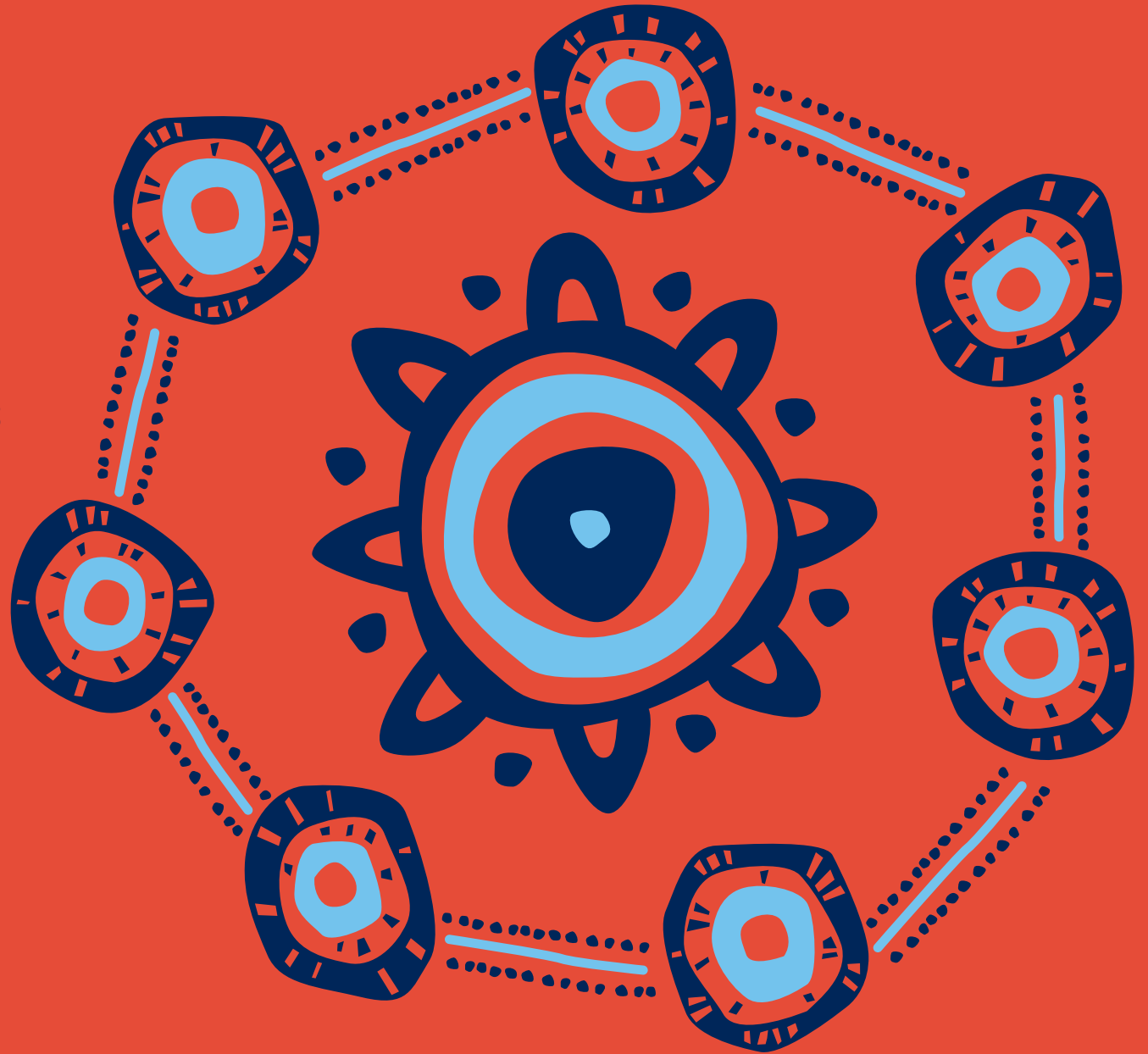


Perpetual  
**STRETCH  
RECONCILIATION  
ACTION PLAN**  
January 2021 – December 2023



Perpetual 

## ACKNOWLEDGEMENT OF COUNTRY

Perpetual acknowledges Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians of the lands on which our company is located and where we conduct our business.

We pay our respects to ancestors and Elders, past and present. Perpetual is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

## ULURU STATEMENT FROM THE HEART

Perpetual supports the Uluru Statement from the Heart and is a signatory to an 'open letter from philanthropy' to support the call for the establishment of a First Nations Voice enshrined in the Constitution and for a Makarrata Commission.<sup>1</sup>

## SUSTAINABLE INVESTMENT FOR COMMUNITIES

The 'Sustainable Investment for Communities' symbol at the centre of the cover artwork design represents community members and Perpetual coming together to help achieve community goals through building sustainable, long-term trust and investment management.

The symbol represents the long-term partnership approach Perpetual offers its clients, working with them over generations. The outer circle of the symbol represents community members and Perpetual coming together to learn about a community's vision, goals and priorities, as well as creating a long-term plan to achieve these goals.

The inner circles represent Perpetual and the community, built around a core value of shared trust and deep relationships.

The Sustainable Investment for Communities artwork and our 2021-2023 Reconciliation Action Plan were created and designed by Gilimbaa Indigenous Creative Agency, which is a Supply Nation certified supplier.

<sup>1</sup> Open letter from philanthropy to the First Nations of Australia in support of the Uluru Statement from the Heart

## OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an Australia that is more equal, where Aboriginal and Torres Strait Islander peoples have the same opportunities for prosperity and are actively engaged in their own future. A future where individuals, organisations and communities have the support and resources to ensure good governance, economic independence and mutual respect for their cultures. We want to see an Australia where Aboriginal and Torres Strait Islander communities, organisations and businesses are self-sustaining, self-determined and are valued for their contribution to the Australian experience.

### For Perpetual, this means:

- Partnering with our Aboriginal and Torres Strait Islander clients and other stakeholders to build good governance, sustainable funding models and improve financial literacy while promoting reconciliation through our sphere of influence;
- Supporting communities to increase financial independence, promoting philanthropic support and training for not-for-profits and buying products and services from Aboriginal and Torres Strait Islander owned suppliers; and
- Creating a fulfilling, diverse and inclusive workplace where Aboriginal and Torres Strait Islander cultures and their unique place in Australia's history are represented, respected and celebrated.

We believe that trust is earned, every day and we are committed to building trust with Aboriginal and Torres Strait Islander clients, communities, employees and partners, now and into the future.



Martu Elder, Debra Thomas, reading a story to the children out On-Country near Punmu. Image credit: Kanyirrinpa Jukurrpa



## A MESSAGE FROM OUR CEO

**Perpetual has long been committed to deepening our understanding of Australia's First Peoples, to recognise Aboriginal and Torres Strait Islander peoples as Traditional Owners of this land, and to work closely with them to help them achieve financial independence.**

Our inaugural Reconciliation Action Plan (RAP) was launched in 2013 and since then we have actively sought to embed the core pillars of reconciliation: to provide more opportunities for Aboriginal and Torres Strait Islander peoples, build strong relationships and respect of First Nations' cultures and histories.

Our current Stretch Plan for 2021-23 reaffirms our commitment to continuing the important journey our organisation is on when it comes reconciliation.

We are committed to working towards these goals every day with our clients, our people and with the communities in which we operate. While we have a way to go towards achieving our vision for reconciliation, one of the things I am most proud of is our work as trustees to Native Title agreements for Aboriginal communities across Australia.

That work is helping to create financial independence and economic empowerment for those communities and their members.

We actively engage with First Nations communities to support them with their own objectives. In one Western Australian community, home ownership has increased by 2% to 22% as a result of a program we developed with local leaders. In Cape York, an education program for young women is funded by a philanthropist client of Perpetual's, which also helps students enjoy greater mental and physical health. These are just some examples of how we work towards reconciliation

with Aboriginal and Torres Strait Islander people every day.

As a result of our work with First Nations communities, we have a deep and shared understanding of the issues faced by those communities in employment, housing, financial literacy and education. We want to have a practical and lasting role in improving outcomes through our work with communities, our own employment practices and through commitments in areas such as procurement through organisations like Supply Nation.

Through the period of this RAP, we will review how we engage with investee companies and use our influence as an investor on important social issues such as reconciliation. As we have stated in this RAP, we continue to deepen our understanding of and respect for Aboriginal and Torres Strait Islander cultures and history.

In addition to a number of initiatives we have outlined in this Plan, I'm particularly pleased to be joining Mark Smith – our Group Executive, Perpetual Private – as a RAP champion for Perpetual, especially given he oversees our work with Aboriginal and Torres Strait Islander communities. I'm excited by the commitment of the people on our RAP Working Group. They'll be crucial for developing an even more culturally inclusive and respectful workplace.

Finally, but perhaps most importantly, I'm pleased to reaffirm Perpetual's support for the Uluru Statement from the Heart and all that it carries with it – a commitment to change, to truth telling about the discrimination and cruelty in our National history and the responsibility we all have to walk alongside our First Australians.

Rob Adams  
**Chief Executive Officer  
and Managing Director**



## A MESSAGE FROM RECONCILIATION AUSTRALIA CEO, KAREN MUNDINE

**On behalf of Reconciliation Australia, I congratulate Perpetual on its formal commitment to reconciliation, as it implements its third Reconciliation Action Plan (RAP), its second Stretch RAP.**

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, Perpetual continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

As an ASX-listed financial services company, Perpetual has a mandate to cultivate and protect the prosperity of its clients, as well as advance a platform of sustainable development through philanthropy. With over 1,000 employees across Australia, and clients ranging from international institutions, to individuals and families, Perpetual's sphere of influence is dynamic and extensive.

Since launching its first RAP in 2013, Perpetual has been consistently ambitious and targeted in its reconciliation commitments, employing its core expertise and offerings to create maximum impact. Notable successes include being one of the largest Native Title trustees in the country, recently expanding its support to 30 Native Title clients. Perpetual's engagement with Aboriginal and Torres Strait Islander self-determination and governance extends to publicly supporting the aspirations in the Uluru Statement from the Heart, signalling a deep respect for First Nations agency and ambition.

Perpetual employees have undertaken 25 secondments with First Nations organisations through its partnership with Jawun, and the organisation has funded First Nations leaders to undertake 15 Australian Institute of Company Directors scholarships. With the learnings and experience of these previous RAPs, Perpetual has built solid foundations upon which to continue expanding and embedding its reconciliation commitments.

In this Stretch RAP, Perpetual is open and honest in cataloguing the challenges it has faced on its reconciliation journey, and has developed creative and proportional solutions from which to ensure sustainable outcomes. This includes making its CEO and Board RAP champions, ensuring accountability and governance is being driven from the top. Learning through its previous RAPs that different areas of work require different types of training, Perpetual has started to tailor its cultural awareness training to the specific and varied positions at its organisation. Likewise, it is continuing its successful focus on First Nations self-determination, disseminating information on the Uluru Statement from the Heart to its staff and providing pro bono governance workshops to Aboriginal and Torres Strait Islander not-for-profit organisations. By maintaining and building on its commitment to First Nations capacity-building, and openly engaging with the challenges it has faced previously, this Stretch RAP sees Perpetual sustainably and thoughtfully expand its reconciliation outcomes.

On behalf of Reconciliation Australia, I commend Perpetual on this committed, innovative, and ambitious Stretch RAP and look forward to following its ongoing reconciliation journey.

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

# PERPETUAL AT A GLANCE

Perpetual is an ASX-listed, diversified financial services company which has been serving Australians since 1886. Our clients include Australian and international institutions, not-for-profit organisations, small businesses, financial advisers, individuals and families.

Across our four businesses – Perpetual Asset Management, Australia, Perpetual Asset Management, International, Perpetual Private and Perpetual Corporate Trust – we protect and grow our clients' wealth, knowing that by doing so we can make a difference in their lives.

## OUR VISION:

To be the most trusted  
in financial services

## OUR PURPOSE:

Enduring prosperity

## THE SERVICES WE PROVIDE

### Perpetual Asset Management, Australia

is a highly regarded investment manager, with a strong heritage of managing retail and institutional client assets, offering a broad range of investment, superannuation and retirement savings products. The business manages investments across a range of asset classes, including Australian and global equities, environmental, social and governance (ESG) strategies, cash and fixed income and multi-asset strategies.

### Perpetual Asset Management, International

is a growing international division with a presence in the US and Hong Kong and includes the operations of Trillium Asset Management, an ESG investment specialist, as well as Barrow Hanley, Mewhinney & Strauss, LLC, a diversified investment management firm that offers value-focused investment strategies spanning global equities and fixed income.

### Perpetual Private

is an advisory services business focused on the comprehensive needs of high net worth individuals, families and not-for-profit organisations. Perpetual Private aims to lead the market in advisory and professional services in its chosen segments. A key part of Perpetual Private is its philanthropic business and Perpetual is one of Australia's largest managers of philanthropic funds.

### Perpetual Corporate Trust

provides a broad range of products and services, including trustee, custodian, agency and trust management solutions to the debt capital markets and managed funds industries in Australia and Singapore. In addition, Data and Analytics Solutions comprises data services, industry roundtables and our software as a service (Perpetual Intelligence Platform) supporting the banking and financial services industry.

### Our strategic imperatives

**Client first** – delivering exceptional products and outstanding service  
**Future fit** – a scalable business platform that empowers our people to deliver high performance

**New horizons** – adding new capabilities and building a global footprint

### Our sustainability focus

At Perpetual, sustainability is about creating enduring prosperity for our clients, people, communities and the environment. This means delivering excellent service, providing a safe and inclusive workplace, helping increase investment in communities and reducing our impact on the environment. Our approach is built on strong foundations of good corporate governance, prudent risk management and responsible investment.

### Our people and locations

Perpetual has 1,240 people globally, including more than 1000 in Australia, with offices located in Sydney (Head Office), Melbourne, Brisbane, Perth, Adelaide, Canberra, Singapore, Boston, San Francisco, Portland and Dallas as well as a presence in Hong Kong. As of December 2020, there are four Aboriginal and Torres Strait Islander people working for Perpetual.

## OUR JOURNEY, ACHIEVEMENTS AND LESSONS ON RECONCILIATION

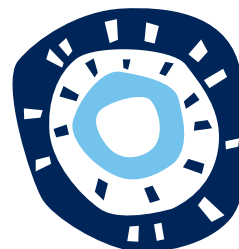
Perpetual launched its inaugural RAP in August 2013 with aims to deepen our relationships, our respect and opportunities with our Aboriginal and Torres Strait Islander clients, suppliers, our employees and the wider Perpetual community.

We reinforced this commitment by becoming the first financial services company outside of the major banks to commit to a Stretch RAP in 2016.

Through our 2016-2019 Stretch RAP we continued to embed our internal commitments to reconciliation, finalising our Aboriginal and Torres Strait Islander Employment and Retention strategy and developing an Aboriginal and Torres Strait Islander Procurement Policy and a Cultural Awareness Strategy. Two annual five-day On-Country cultural immersion activities were also attended by 11 Executives, senior leaders and Native Title team members in the Pilbara region of Western Australia, undertaking respectful and meaningful engagement with the Yindjibarndi People and their culture.

We partner with Jawun for our employees to complete secondments with Aboriginal and Torres Strait Islander-led organisations and we have recognised and celebrated NAIDOC week with events and celebrations each year across all our Australian offices. We supported Aboriginal and Torres Strait Islander-led and community controlled not-for-profit organisations by offering their leaders 15 scholarships to undertake Australian Institute of Company Directors (AICD) courses.

We are one of the largest trustees of Native Title agreements with \$300 million funds under advice as at June 2020. Our role extends beyond managing funds – we work with members of communities to help them realise their strategic objectives, implement equitable community distribution policies and build capacity in a way that is led by the community.



We reinforced this commitment by becoming the first financial services company outside of the major banks to commit to a Stretch RAP in 2016.



Tracey Hammond (left), on her Jawun secondment, with Noel Pearson, Founder of Cape York Partnerships. See page 24 for Tracey's case study.



## KEY ACHIEVEMENTS

### Clients

Expanding our support to 30 Native Title clients across Australia.

### Communities

Funding scholarships for 15 Aboriginal and Torres Strait Islander business and not-for-profit leaders to take AICD courses in 2019 and 2020.

### People

Embedding Welcome to Country and Acknowledgement of Country protocols across the business.

### Governance

Building the capacity of the RAP Working Group and welcoming new members to represent relevant functions and parts of the business that are key to delivering our RAP.

Implementing an annual 'On Country' experience for our Native Title team and senior executives promoting cultural respect and understanding.



Winning the 'Procurement Professional of the Year' award from Supply Nation in 2016.



Undertaking 25 secondments with Aboriginal and Torres Strait Islander-led organisations since the start of our partnership with Jawun in 2015.

Overseeing progress against our RAP at our Board and Audit, Risk and Compliance Committee with our CEO and Group Executive, Perpetual Private both being RAP champions.



# THE LESSONS WE HAVE LEARNED

We have learned the following lessons through our journey on reconciliation, which have informed our RAP for 2021-2023:

## 1) Accountability sits with the board

Our Diversity Council was accountable for our previous RAP but in 2020, the Perpetual Board determined that our RAP should be a Board commitment to our clients, communities and our people. Accountability for the actions in our 2021-2023 RAP, will now sit with our Audit, Risk and Compliance Committee and Perpetual Board.

## 2) The CEO as a champion for RAP

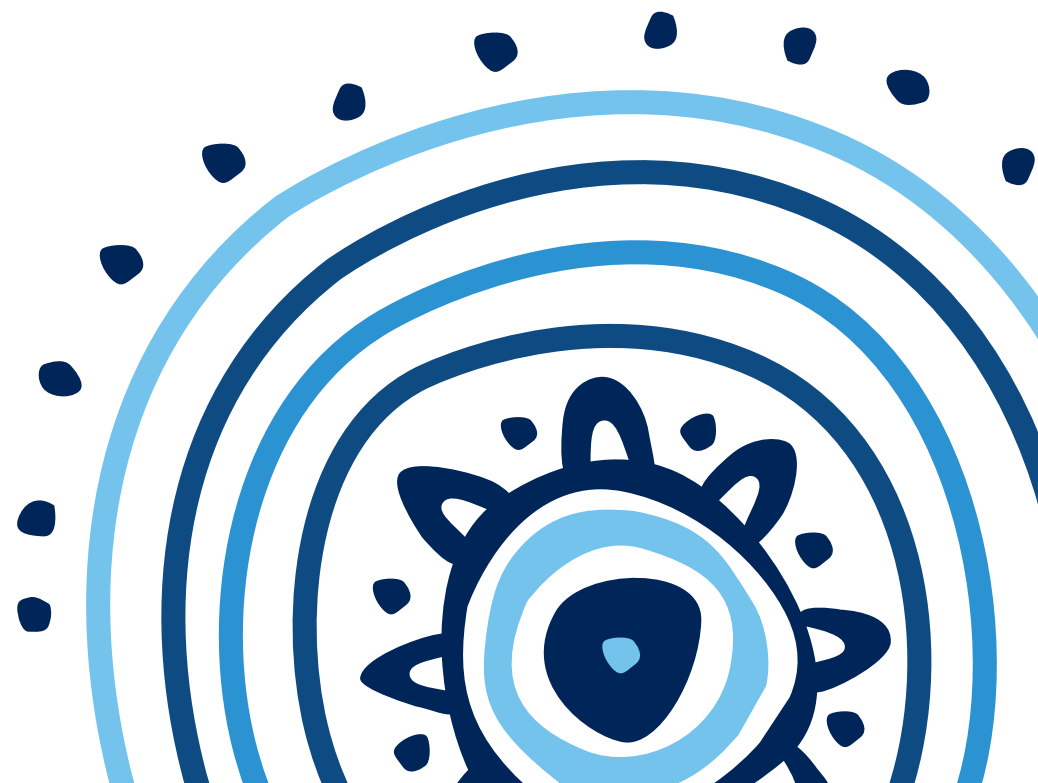
In the 2021-2023 RAP, our CEO has taken ownership of the RAP and its outcomes to ensure our RAP commitments are owned and delivered. We now have two RAP Champions on our Executive Committee: our CEO and the Group Executive, Perpetual Private, which is the entity that has the most contact with Aboriginal and Torres Strait Islander communities.

## 3) Building a pipeline of talent

One of our biggest challenges is attracting and retaining Aboriginal and Torres Strait Islander employees. As of December 2020, there are four Aboriginal and Torres Strait Islander people working for Perpetual, which is below our goal in our most recent RAP. One of our key lessons is that we need to actively grow the pool of Aboriginal and Torres Strait Islander candidates and build our internal pipeline. We will seek to do this by more targeted recruitment for technical roles, through more diverse advertising channels for our recruitment drives and graduate program, and by ensuring those roles relate to what is important to Aboriginal and Torres Strait Islander peoples.

## 4) Tailored approach to cultural learning

Our previous approach to cultural learning was broad, providing employees across the company with similar training and resources. We realised, however, that a 'one size fits all' approach was not appropriate for our business. Our updated Cultural Awareness Strategy includes learning programs that are tailored to specific teams and levels of management in addition to broader resources that are appropriate for all staff. For instance, our people working directly On-Country with Aboriginal and Torres Strait Islander communities require a higher level of training and cultural competency.

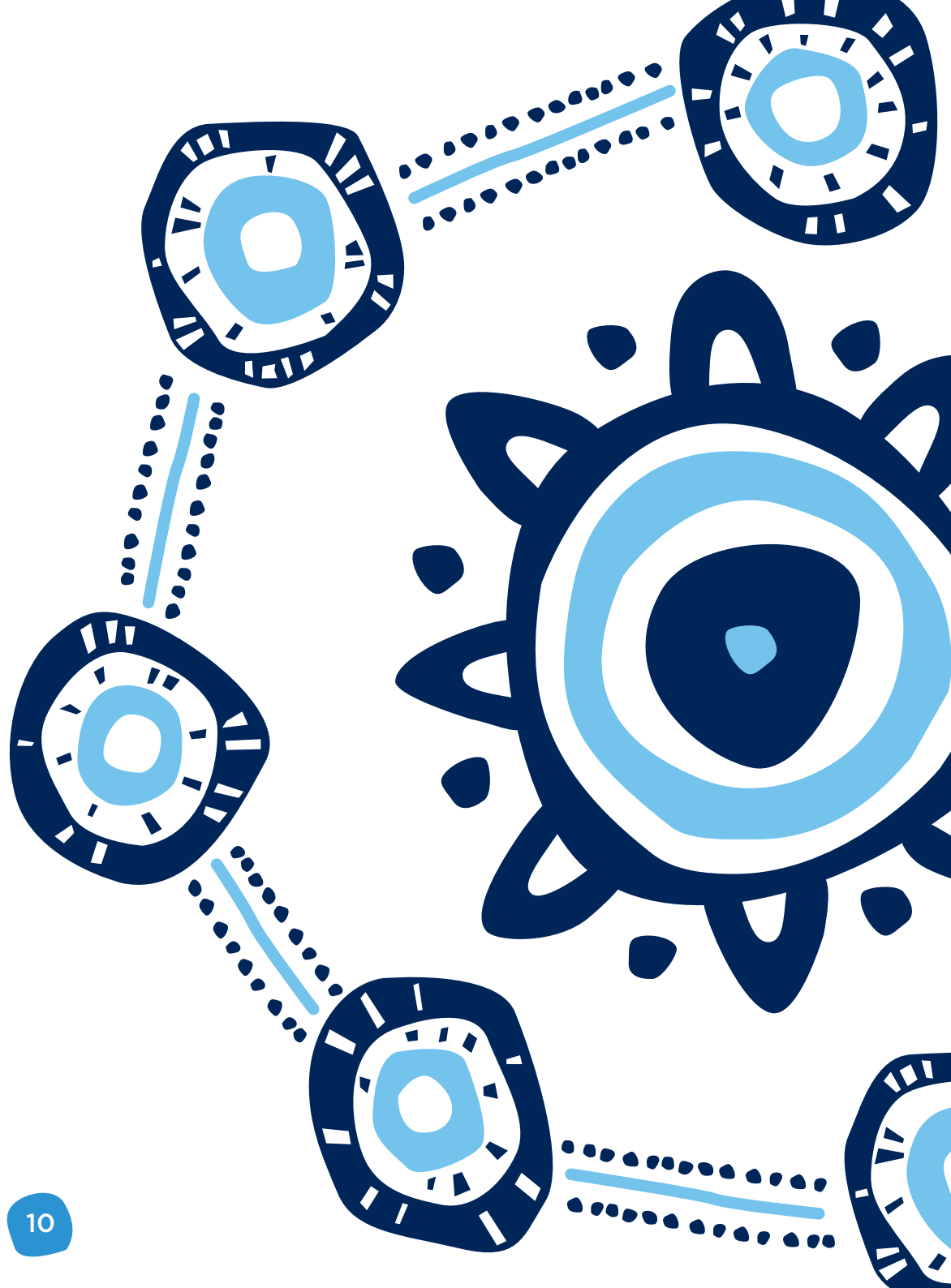


## OUR 2021-2023 STRETCH RAP

This Stretch RAP, from January 2021 to December 2023, sets out the next stage on our reconciliation journey. Having been the first financial services company outside of the major banks to commit to a Stretch RAP in 2016, we are committed to continuing to take leadership within our sector on reconciliation.

Our 2021-2023 Stretch RAP is structured in four areas, which relate to our business and capabilities. They focus on the impact we can have with clients, communities, our people and through good governance.

Taking a client first approach is a strategic imperative for Perpetual and we want to provide outstanding service to our Native Title clients. We will seek to leverage our strengths in philanthropy and the not-for-profit sector to have a greater impact by working with First Nations communities and community organisations. An empowered and culturally inclusive workforce and a robust governance framework are also crucial for ensuring we deliver the commitments in our RAP. This strategic approach will help to ensure we achieve the greatest outcomes we can have based on our business capabilities, culture and relationships.



## OUR 2021-2023 STRETCH RAP

### Partnering with clients and stakeholders to build enduring prosperity

Partnering with our Aboriginal and Torres Strait Islander clients and other stakeholders to build good governance, sustainable funding models and improve financial literacy while promoting reconciliation through our sphere of influence.



### Supporting communities to build economic independence

Supporting communities to increase financial independence, promoting philanthropic support and training for not-for-profits and buying products and services from Aboriginal and Torres Strait Islander-owned suppliers.



### Creating an inclusive and culturally respectful workplace

Creating a fulfilling, diverse and inclusive workplace where Aboriginal and Torres Strait Islander cultures and their unique place in Australia's history are represented, respected and celebrated.



### Ensuring strong governance and tracking of our RAP

Ensuring strong governance, oversight and reporting on our RAP so we deliver on our commitments, learn and share successes with our people and our stakeholders.



Perpetual is focusing on the 'five dimensions of reconciliation' of equality and equity, race relations, historical acceptance, institutional integrity and unity. Reconciliation Australia's pillars of Relationships, Respect and Opportunities are also fundamental to the actions and commitments we have set out within our RAP. The linkages between Reconciliation Australia's pillars and our focus areas are described to the left and underpin this Stretch RAP.

Through this RAP, Perpetual is committed to supporting the full economic and social participation of Aboriginal and Torres Strait Islander peoples through our client relationships, the work we do with communities, our workplace and good governance.

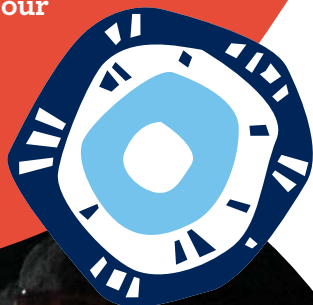


Perpetual is focusing on the 'five dimensions of reconciliation' of equality and equity, race relations, historical acceptance, institutional integrity and unity.

## OUR RAP CHAMPIONS

Leadership is key to achieving our aims and commitments within our RAP.

Rob Adams, CEO and Managing Director, and Mark Smith, our Group Executive, Perpetual Private are both RAP Champions who sit on our Executive Committee.



RAP Champion, Mark Smith (left), with Mudz Enterprise Owner, Peter Jeffries, as part of a four day On-Country cultural immersion activity.

### RAP Working Group

Within our RAP Working Group, we have both internal and external Aboriginal and Torres Strait Islander representation as well as representatives from key functions and teams within our business. Together, the Working Group will be crucial for advocating for change and delivering our commitments.

- **Emily Wellard-Baring**  
Senior Philanthropy and Non-Profit Services Manager, Chair
- **Adrian Marshall**  
Trust Manager
- **Andrew Garrett**  
Investment Specialist
- **Barney Blesing**  
Procurement Category Manager
- **Caitriona Fay**  
Managing Partner, Perpetual Private (CSI & WA/SA)
- **Ciara Ryan**  
Senior Consultant, Talent Acquisition
- **Glenn Johnston**  
Director, Procurement Sustainability, Transport for NSW, External representative
- **Ivor Gibbons**  
Senior Manager, Sustainability
- **Jana Francis**  
Senior Trust Manager, Native Title
- **Jessica Kidd**  
Personal Assistant
- **Kristen Giroux**  
Community Services Manager
- **Luke Friedman**  
Senior Legal Counsel
- **Madi Ney**  
People Associate
- **Pamela Kaye**  
Senior Trust Manger, Native Title
- **Sharon Parker**  
Lead Partner, Fordham
- **Taliah Payne**  
Trust Manager, Native Title
- **William de Ferranti**  
Quantitative Analyst

## PARTNERING WITH CLIENTS AND STAKEHOLDERS TO BUILD ENDURING PROSPERITY

Partnering with our Aboriginal and Torres Strait Islander clients and other stakeholders to build good governance, sustainable funding models and improve financial literacy while promoting reconciliation through our sphere of influence with our clients, people and partners.

We work with our Aboriginal and Torres Strait Islander clients through our Native Title team to improve governance structures, financial literacy and culturally appropriate financial services that deliver enduring benefits and financial independence for our clients and the communities they are part of. We continue to take steps in our RAP to ensure that our engagement with our Aboriginal and Torres Strait Islander clients is consistent, respectful and appropriate.

We believe that supporting families to pass down financial capital through generations is key to creating more secure prosperous communities. A survey in 2019, found Aboriginal and Torres Strait Islander young people were nearly three times more likely than their non-Aboriginal and Torres Strait Islander peers to have experienced living with no fixed address or had lived in a refuge or in transitional accommodation at some stage in their lives.<sup>2</sup>

We commit to actively seeking to work with Aboriginal and Torres Strait Islander clients and communities to build intergenerational wealth through increasing home ownership, making a will or accessing superannuation.

We support the Uluru Statement from the Heart and will work to actively increase awareness of, and commitment to, the Statement inside and outside of our company. We seek to build long-term relationships through mutual respect between our people, Native Title clients, Aboriginal and Torres Strait Islander communities, networks and suppliers.

Whether as an employer, a business partner or through our philanthropy networks, we will also seek to use our influence to promote reconciliation. This will include exploring how we engage as an investor, which we will do in collaboration with Trillium Asset Management, who Perpetual acquired in June 2020, and who have a long track record of shareholder advocacy for the rights of Indigenous peoples in the USA.

<sup>2</sup> Mission Australia, National Aboriginal and Torres Strait Islander Youth Report: Youth Survey 2019.



Taliah Payne, Perpetual Private Trust Manager (second from right) with clients from the PKKP Aboriginal Corporation RNTBC at the RTIO Operational Excellence Forum, March 2020.

## CASE STUDY: GROWING DIGITAL FINANCIAL LITERACY

First Nations Foundation (FNF) has launched the world's first digital financial literacy education program, called 'My Money Dream', to help First Nations people develop their financial knowledge. It involves a validated training program, adapted from 10 years of face-to-face delivery to provide culturally appropriate and accessible digital financial literacy programs to transform the lives of individuals, their families, friends and communities.

Perpetual facilitated funding from the Rowe Family Foundation, one of the philanthropic trusts managed by Perpetual, to purchase FNF's digital financial literacy licences for the Wunan Foundation to use within the community. The Wunan Foundation is an Aboriginal development corporation in the East Kimberley, WA dedicated to driving long-term economic outcomes for Aboriginal people and was able to use this donation to provide financial literacy education among its communities and constituents.

The funding from the Rowe Family Foundation is an example of how philanthropy as a sector can provide important support for Aboriginal and Torres Strait Islander-led organisations such as FNF and Wunan Foundation to work with their communities to tackle issues like financial literacy in a culturally appropriate way, from community, for community.



First Nation Foundation outreach event

**'Financial literacy education is a vital educational tool in building necessary life skills that equips people both young and old with the financial knowledge, resilience and awareness to manage effectively in mainstream society today.'**

Tanya Hill, Manager Financial Wellbeing & Housing Services, Wunan.

## CASE STUDY: INCREASING HOME OWNERSHIP WITH PILBARA TRADITIONAL OWNERS

In 2019, our Native Title team worked with a Pilbara based Native Title group to implement an innovative charitable distribution policy aimed at increasing home ownership and financial and estate management skills within their communities.

This home ownership grant is designed to assist members to fulfil their aspirations for home ownership. It does this by providing direct financial support to eligible members for the purchase or building of a new home and for the renovation or mortgage repayments of an existing one.

Since the policy has been in place, home ownership in one Pilbara community has increased from 2% to 22%. The number of members of the community who now have a valid will has also increased by 50% due to legal support funded through the policy. The new homeowners are also supported by a maintenance and repairs fund they can access on an annual basis to maintain the value of their new homes.



## ACTION 1

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander clients and other stakeholders.

Deliverable	Timeline	Responsible
Review our Aboriginal and Torres Strait Islander Engagement Strategy annually to promote respectful engagement with Aboriginal and Torres Strait Islander clients and other stakeholders.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Consult with Native Title clients and Aboriginal and Torres Strait Islander employees and organisations to ensure our Engagement Strategy continues to be culturally appropriate and continuously improves as a set of guiding principles for engagement.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Develop and implement Aboriginal and Torres Strait Islander community visit and protocol document and ensure it is provided to all staff involved in community visits.	January 2021	Lead Partner, Perpetual Private (Native Title)
Establish or strengthen formal two-way partnerships with at least 15 Aboriginal and Torres Strait Islander organisations annually including Registered Native Title Body Corporates, Native Title Groups and Aboriginal and Torres Strait Islander not-for-profit organisations and networks.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title); Managing Partner, Perpetual Private, Community and Social Investment; General Manager Business Partnering & Talent; Head of Strategic Partnerships, Perpetual Client Solutions



## ACTION 2

Provide opportunities to improve financial literacy for Native Title clients and Aboriginal and Torres Strait Islander communities.

Deliverable	Timeline	Responsible
Undertake annual survey of all Native Title clients to assess financial literacy levels and identify clients who would benefit, or have a need for, financial literacy education.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Offer financial literacy education and culturally appropriate education such as 'My Money Dream' to all of our Aboriginal and Torres Strait Islander clients and deliver at least five financial literacy sessions per year.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Engage First Nations Foundation or other appropriate Aboriginal and Torres Strait Islander organisations to deliver financial literacy modules to Native Title clients.	December 2022	Lead Partner, Perpetual Private (Native Title)



## ACTION 3

Deliver tailored culturally appropriate financial services for our Native Title clients and Aboriginal and Torres Strait Islander communities

Deliverable	Timeline	Responsible
Ensure Perpetual financial and investment services for Aboriginal and Torres Strait Islander clients are delivered in a way which respects local governance and leadership structures by working with all community appointed representatives, and annually review our effectiveness.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Implement initiatives with at least one Native Title client each year that creates intergenerational wealth in Aboriginal and Torres Strait Islander communities including estate planning, home ownership and access to superannuation.	December 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)



## ACTION 4

Recognise National Reconciliation Week (NRW) to promote reconciliation and strengthen respectful relationships with Aboriginal and Torres Strait Islander and other employees, clients and communities.

Deliverable	Timeline	Responsible
Host six internal NRW events each year including one business-wide event and one event in each state and invite appropriate Aboriginal and Torres Strait Islander clients, community partners and stakeholders.	May 2021, 2022, 2023	RAP Working Group Chair
Register NRW events on Reconciliation Australia's NRW website.	May 2021, 2022, 2023	Lead Partner, Perpetual Private (Native Title)
Circulate external NRW event details to encourage staff to participate in at least one external NRW event and promote attendance during office hours.	May 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Circulate Reconciliation Australia's NRW resources to all Perpetual staff.	May 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
All RAP Working Group members to participate in at least two external NRW events.	May 2021, 2022, 2023	RAP Working Group Chair
At least one member of Perpetual Executive Committee to participate in external NRW Event.	May 2021, 2022, 2023	Group Executive, Perpetual Private





## ACTION 5

Promote reconciliation through our sphere of influence with our clients, communities, people and as an investor.

Deliverable	Timeline	Responsible
Communicate our commitment to reconciliation publicly through our RAP communications plan including channels such as internal and external emails, social media, events and case studies on our website.	Quarterly 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Implement strategies to engage all staff to drive reconciliation outcomes including through inductions, an annual awards program and quarterly company-wide emails from our RAP champions.	December 2021, 2022, 2023	RAP Working Group Chair
Ensure new-starter group induction day agenda includes a Welcome to Country or Acknowledgement of Country and an introduction to Perpetual's RAP and Native Title business.	December 2021, 2022, 2023	RAP Working Group Chair
Develop and implement Perpetual wide reward and recognition system for RAP initiatives. Present two rewards per year at appropriate internal events (NRW, NAIDOC).	June and November 2021, 2022, 2023	Group Executive, Perpetual Private
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes including supporting clients and peers on their RAPs, engaging our philanthropy network through our IMPACT Newsletter and using our influence as an investor.	December 2021, 2022, 2023	RAP Working Group Chair
Collaborate with six RAP and other like-minded organisations to implement ways to advance reconciliation, including Reconciliation Western Australia, Philanthropy Australia's First Nations Funders Working Group, not-for-profits, clients and peer companies.	December 2021, 2022, 2023	RAP Working Group Chair
Provide RAP technical support and guidance to two clients, peers or other stakeholders to support their RAP journey where appropriate each year.	December 2021, 2022, 2023	RAP Working Group Chair
Review our engagement program with investee companies on important social issues such as reconciliation as part of our review of our approach to sustainability at Perpetual in 2021.	December 2021	Group Executive, Perpetual Asset Management, Australia
Engage with Trillium Asset Management about international approaches to investor engagement on issues relating to the rights of First Nations and consider what we can learn for our engagement program.	December 2021	Group Executive, Perpetual Asset Management, Australia



## ACTION 6

Publicly support Uluru Statement from the Heart, an Aboriginal Voice to Parliament and other similar movements supporting Aboriginal and Torres Strait Islander rights and equality.

### Deliverable

### Timeline

### Responsible

Ensure information about the Uluru Statement from the Heart is disseminated through our organisation annually to ensure clarity and informed consent in preparation for when a referendum is called to update our Constitution.

December 2021, 2022, 2023  
and at key events

General Manager Corporate Affairs & Investor Relations

Communicate our public commitment to the rights of Aboriginal and Torres Strait Islander peoples during significant events such as NRW and NAIDOC week or during public discussions about constitutional reform. Channels to express this commitment will include Perpetual events, communications from our RAP champions and in email signatures.

Quarterly 2021, 2022, 2023  
and at key events

General Manager Corporate Affairs & Investor Relations

## SUPPORTING COMMUNITIES TO BUILD ECONOMIC INDEPENDENCE

Supporting communities to increase financial independence, promoting philanthropic support and training for not-for-profits and buying products and services from Aboriginal and Torres Strait Islander owned suppliers.

Our Native Title team works with 30 Aboriginal and Torres Strait Islander community groups across Australia and we seek to provide support that creates positive lasting outcomes for the communities we work with.

With a 100-year history of working with philanthropic trusts, we can promote support for Aboriginal and Torres Strait Islander not-for-profits through our philanthropic clients, employees and broader business networks and insights.

We also support the development of Aboriginal and Torres Strait Islander governance and leadership including within the not-for-profit sector. Each year, we provide 15 places for Aboriginal and Torres Strait Islander leaders and board directors to take part in governance training through the Australian Institute of Company Directors (AICD) as well as pro bono governance workshops to two Aboriginal or Torres Strait Islander-controlled not-for-profit organisations.

We recognise that the products and services we buy can provide economic opportunities for Aboriginal and Torres Strait Islander businesses. We will seek to increase our overall spend with Aboriginal and Torres Strait Islander owned businesses by 10% each year, spending a minimum of \$90,000 annually.



Martu Elder, Waka Taylor, sharing traditional carving knowledge and skills. Image credit: Kanyirninpa Jukurrpa

## CASE STUDY:

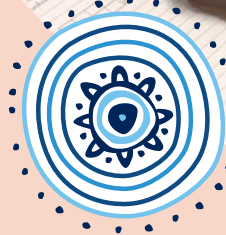
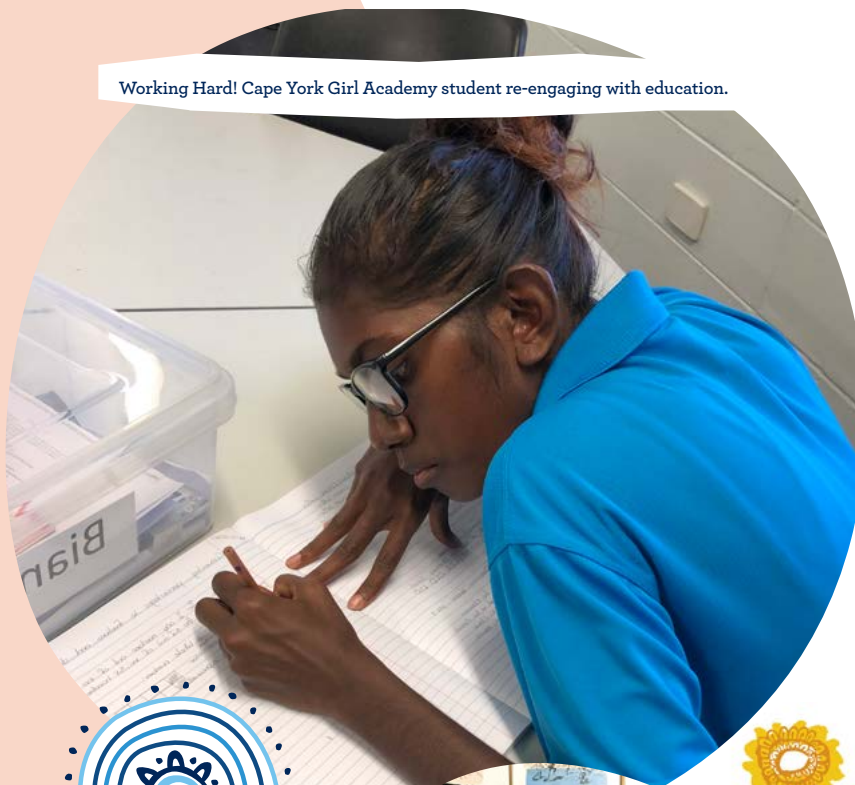
### HELPING YOUNG WOMEN ENJOY GREATER MENTAL AND PHYSICAL WELLNESS

Since 2018, the Cape York Girl Academy Wellbeing and Engagement program has been funded by the E Robert Hayles and Alison L Hayles Charitable Trust after consultation with Perpetual's philanthropy team. The Wellbeing and Engagement Program is designed to help students to enjoy greater mental and physical 'wellness' and lift engagement with their education.

#### The support services provided to students include:

- Initial health assessments and development of individual health plans;
- Health and lifestyle education via in-house support and partnership with specialist providers;
- Life skill coaching to prepare girls for transition to post school independence including a creche service and parenting coaching for students with babies; and
- Legal, relationship and financial counselling.

Working Hard! Cape York Girl Academy student re-engaging with education.



Felicity Hayes and Marita McMillan, leaders of Ampe-kenhe Ahelhe (Children's Ground Central Australia), working with the community to prepare for COVID-19.

## CASE STUDY:

### SUPPORTING REMOTE COMMUNITIES DURING COVID-19

Aboriginal and Torres Strait Islander peoples across Australia identified that COVID-19 posed a high risk if infection spread to their communities. In many remote areas, lockdown was absolute with no travel permitted in or out.

We worked with trust advisory councils and local leaders to make emergency funds available as quickly as possible. For some isolated communities, it was difficult to secure a necessary supply of food and other essentials.

In the Pilbara, which had critical challenges around food security, we consulted with local government and logistics businesses to ensure that supplies got to where they needed to go. In our roles as trustees, we assisted with the distribution of 450 extra-large food packages to remote and regional Indigenous communities and over \$1 million in financial assistance to beneficiaries located in Western Australia and South Australia.



## ACTION 7

Promote philanthropic support for Aboriginal and Torres Strait Islander led or community-controlled organisations.

Deliverable	Timeline	Responsible
Track and report publicly on the amount of philanthropic funding distributed to Aboriginal and Torres Strait Islander organisations or to support students and scholarships via Perpetual's philanthropic processes.	October 2021, 2022, 2023	Managing Partner, Perpetual Private, Community and Social Investments
Develop a business proposal to create a target for the proportion of philanthropic funding distributed to Aboriginal and Torres Strait Islander organisations annually.	June 2022	Managing Partner, Perpetual Private, Community and Social Investments
Profile at least one successful example per year of philanthropic funding support via Perpetual's IMPACT Newsletter.	December 2021, 2022, 2023	Managing Partner, Perpetual Private, Community and Social Investments
RAP Working Group Chair to sit on Philanthropy Australia's First Nations Funders Working Group to promote philanthropic support for Aboriginal and Torres Strait Islander organisations across philanthropic networks.	December 2021	RAP Working Group Chair
Host at least one philanthropy workshop for leaders and organisations involved in the Australian Institute of Company Directors (AICD) Directors course each year.	December 2021, 2022, 2023	Managing Director, Perpetual Private, Community and Social Investments



## ACTION 8

Provide governance training opportunities to Aboriginal and Torres Strait Islander not-for-profits and partner organisations.

Deliverable	Timeline	Responsible
Provide 15 places for Aboriginal and Torres Strait Islander leaders and board directors to take part in governance training through the AICD each year and promote to not-for-profits and partner organisations.	December 2021, 2022, 2023	Managing Partner, Perpetual Private, Community and Social Investments
Provide pro bono governance workshops to at least two Aboriginal and/or Torres Strait Islander controlled not-for-profit organisations per year.	December 2021, 2022, 2023	Managing Partner, Perpetual Private, Community and Social Investments



## ACTION 9

Support Aboriginal and Torres Strait Islander businesses to improve economic outcomes through our supply chain.

Deliverable	Timeline	Responsible
Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy.	December 2021	Head of Strategic Partnerships, Perpetual Client Solutions
Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses including through our request for proposal (RFP) process and share Supply Nation resources on our intranet site.	December 2021, 2022, 2023	Head of Strategic Partnerships, Perpetual Client Solutions
Train all staff that contract with or use suppliers in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation.	December 2021, 2022, 2023	Head of Strategic Partnerships, Perpetual Client Solutions
Meet target of \$90,000 annual spend with Supply Nation certified or registered Aboriginal and Torres Strait Islander-owned businesses.	December 2021, 2022, 2023	Head of Strategic Partnerships, Perpetual Client Solutions
Increase our overall spend on goods and services purchased from Aboriginal and Torres Strait Islander-owned businesses by 10% each year.	December 2021, 2022, 2023	Head of Strategic Partnerships, Perpetual Client Solutions
Maintain commercial relationships with at least five Aboriginal and Torres Strait Islander-owned businesses.	December 2021, 2022, 2023	Head of Strategic Partnerships, Perpetual Client Solutions
Include a preference for procuring goods and services through Aboriginal and Torres Strait Islander-owned businesses within all Native Title service provision contracts.	December 2021	Lead Partner, Perpetual Private (Native Title)

# CREATING AN INCLUSIVE AND CULTURALLY RESPECTFUL WORKPLACE

Creating a fulfilling, diverse and inclusive workplace where Aboriginal and Torres Strait Islander cultures and their unique place in Australia's history are represented, respected and celebrated.

We want to build an inclusive environment where our people can thrive and contribute in their own distinctive way and one that is reflective of the diversity in Australia.

Aboriginal and Torres Strait Islander people continue to suffer disproportionate levels of discrimination relative to the whole Australian population. For example, in one 2019 survey, close to three in 10 Aboriginal and Torres Strait Islander young people reported that they have been bullied in the past year.<sup>3</sup> We commit to continuing to review and update our policies related to anti-discrimination and regularly promote these policies to our people through communications and training to ensure we have a culture that does not tolerate discrimination in any form.

During the year we celebrate and recognise NAIDOC Week and National Reconciliation Week to encourage recognition and respect of the important place of First Nations peoples in the history and culture of Australia. We commit to increasing our cultural awareness and learning through new training modules and inductions.

Since 2015, 25 Perpetual employees have undertaken Jawun secondments with 14 Aboriginal and Torres Strait Islander-led organisations in Cape York, Goulburn Murray and Inner Sydney. Secondees use their expertise to support those organisations in achieving their aims. It is also an opportunity for our people to understand more about First Nations communities and to develop their own skills through a powerful learning experience.

We also seek to provide more opportunities for employment with a target to increase by 50% the number of Aboriginal and Torres Strait Islander people at Perpetual by December 2023.

3. Mission Australia, National Aboriginal and Torres Strait Islander Youth Report: Youth Survey 2019.



Perpetual webinar recognising National Reconciliation Week in 2020.

**During the year we celebrate and recognise NAIDOC Week and National Reconciliation Week to encourage recognition and respect of the important place of First Nations peoples in the history and culture of Australia.**

## CASE STUDY:

### WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER-LED ORGANISATIONS THROUGH JAWUN

Jawun means ‘friend’ in the Kuku Yalanji language of Mossman Gorge. It is a not-for-profit organisation, which places skilled people from Australia’s leading companies and government agencies into Aboriginal and Torres Strait Islander-led organisations.

Perpetual employees, Tracey Hammond and Luke Friedman, share their experiences of secondments through Jawun.



Luke Friedman (right) during his Jawun secondment on a visit to Lockhart State School in Far North Queensland.

### Tracey Hammond, Philanthropy & Non-Profit Services Manager, Perpetual Private

‘I was extremely lucky to embark on a Jawun secondment to Cape York Partnerships (CYP) in Cairns. CYP is an Indigenous organisation that partners with Aboriginal and Torres Strait Islander people, governments, universities and the private sector to develop and deliver more effective ways forward in education, economic engagement and social wellbeing.

I was privileged to work directly with Noel Pearson, founder of CYP to write a funding proposal for a ‘student home model’ boarding option.

Currently there are approximately 250 predominantly Aboriginal and Torres Strait Islander communities across Australia with limited or no access to secondary schools. This student home model would allow Aboriginal and Torres Strait Islander students from remote areas to attend a school, which is most suitable to their needs, while also staying with other boys and girls from First Nations communities, so they are still connected to culture and speak their language at home. I completed the research and cost analysis for the student home model, so it can hopefully be implemented in the future.

As many Jawun secondees will tell you, I gained so much more from the secondment, personally and professionally than I could give in return, but I hope I have left a little footprint from my time there.’

### Luke Friedman, Senior Legal Counsel, Perpetual Limited

‘I was seconded to the Cape York Land Council in Cairns in August and September 2019. With my job at Perpetual, part of my work involves providing legal advice and reviewing documents for Perpetual’s Native Title business. I was able to utilise my legal skills during my secondment to review the charitable trust structures used by Registered Native Title Bodies Corporate in the Cape York region and prepare a template trust deed for their future use.

Part of my secondment experience also involved camping with the Traditional Owners of the Kalpowar Aboriginal Land Trust and visiting the Indigenous Communities of Hope Vale and Lockhart River, which involved meeting the Elders and visiting their schools and businesses. I would have to say that it was one of the best experiences of my life. I feel that I have learnt invaluable lessons in relation to the issues faced by Indigenous peoples in Australia and how Perpetual has an important role in remediating these issues.’





## ACTION 10

Promote positive race relations through anti-discrimination strategies and policies.

Deliverable	Timeline	Responsible
Review and update internal policies related to anti-discrimination and regularly promote them internally by ensuring all staff have access to the policies and have undertaken relevant training upon induction.	December 2021, 2022, 2023	Senior Manager, People Services
Engage with Aboriginal and Torres Strait Islander employees and partners to continuously improve and update Perpetual's anti-discrimination policy to represent best practice.	December 2021	Senior Manager, People Services
Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	July 2022 and ongoing	General Manager Business Partnering & Talent
Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	December 2021, 2022, 2023	General Manager Business Partnering & Talent
Host a screening of the 'Final Quarter' for employees and facilitate a discussion following the film or promote to employees if screening is not possible due to COVID-19.	December 2021	General Manager Business Partnering & Talent



## ACTION 11

Increase understanding, value and recognition in our people of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsible
Continue to implement our tiered Cultural Awareness Strategy for all Perpetual staff, relevant to each role and engagement with Aboriginal and Torres Strait Islander clients, community partners or stakeholders.	December 2021, 2022, 2023	RAP Working Group Chair
Conduct a review of Perpetual's Cultural Awareness Strategy and our cultural learning and awareness needs across the organisation.	December 2021	RAP Working Group Chair
Consult with local Traditional Owners and Aboriginal and Torres Strait Islander partners as part of ongoing review and implementation of our Cultural Awareness Strategy.	December 2021, 2022, 2023	RAP Working Group Chair



## ACTION 11 (CONTINUED)

Increase understanding, value and recognition in our people of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsible
Ensure 20% of our people undertake formal and structured face to face cultural awareness training each year including RAP Working Group members, HR managers, Native Title leaders and senior executive group.	December 2021, 2022, 2023	RAP Working Group Chair
Provide at least one cultural immersion opportunity annually for all Native Title Senior Managers and key Senior Management Staff.	December 2022, 2023	RAP Working Group Chair
Add a cultural learning online module to the new-starter induction on the HR management system, called Workday, for mandatory completion within first six weeks of employment. Ensure all existing employees also complete the module within six weeks of rollout.	December 2021	Senior Manager, People Services



## ACTION 12

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsible
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at the following events annually: AGM; Full and Half Year Town Hall events; and NAIDOC week and NRW events.	December 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Include an Acknowledgement of Country or other appropriate protocols by the CEO or other senior management at the commencement of all events where external parties or all staff are invited.	December 2021	General Manager Corporate Affairs & Investor Relations
Increase staff's understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through inductions, cultural awareness training and our RAP communications plan.	December 2021, 2022, 2023	RAP Working Group Chair
Share and communicate our internal guidance on respectful language and protocols for Welcome to Country and Acknowledgement of Country.	January 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Display an Acknowledgment of Country plaque in each state office.	December 2021	RAP Working Group Chair



## ACTION 13

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsible
Host six internal NAIDOC week events each year including one business wide event and events in each state. These will be organised in consultation with Aboriginal and Torres Strait Islander stakeholders.	July 2021, 2022, 2023	RAP Working Group Chair
Circulate to all staff state relevant external NAIDOC week event details and encourage broad participation by promoting attendance during office hours and organising group attendance.	July 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
All RAP Working Group members and at least one member of the Executive Committee to participate in at least one external NAIDOC Week event.	July 2021, 2022, 2023	RAP Working Group Chair
Review HR policies to remove barriers to staff participating in NAIDOC Week including expanding definition of existing Contribution Leave to ensure all employees feel supported to utilise this additional leave entitlement.	December 2021	Senior Manager, People Services



## ACTION 14

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsible
Review our Aboriginal and Torres Strait Islander Employment and Retention Strategy annually and engage with Aboriginal and Torres Strait Islander employees to consult on the Strategy as part of this review.	December 2021, 2022, 2023	General Manager Business Partnering & Talent
Achieve a 50% increase in Aboriginal and Torres Strait Islander employment across Perpetual by December 2023, compared to four people in December 2020, adding one Aboriginal and Torres Strait Islander person to our team each year including at least one person outside of our Native Title team by 2023.	December 2021, 2022, 2023	General Manager Business Partnering & Talent
Over the period of the RAP, 25% of all new hires within our Native Title business to be people who identify as Aboriginal and Torres Strait Islander, beyond the four Aboriginal and Torres Strait Islander people currently in the team.	December 2021, 2022, 2023	General Manager, Business Partnering & Talent



## ACTION 14 (CONTINUED)

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsible
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and ensure all job advertisements include a statement actively encouraging applications by Aboriginal and Torres Strait Islander people.	May 2021	Head of Talent Acquisition; General Manager Business Partnering & Talent
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander people participating in our workplace across our teams and divisions.	December 2021	Senior Manager, People Services
Ensure all Aboriginal and Torres Strait Islander employees have access to structured development plans and are trained through their induction program on how to build and implement their development plans.	December 2021, 2022, 2023	General Manager, Business Partnering & Talent
Aboriginal and Torres Strait Islander employees will be identified as a specific talent cohort in Perpetual's Talent and Succession processes. Specific action plans to support their career development and promotion prospects will be completed as part of company-wide Talent and Succession Planning. Once implemented this cohort will form part of the annual Talent and Succession Planning cycle.	December 2022	General Manager, Business Partnering & Talent
Ensure all Aboriginal and Torres Strait Islander employees have access to a mentor for personal professional development if they so choose.	February 2023	General Manager Business Partnering & Talent
Enable self-identification by Aboriginal and Torres Strait Islander employees and data collection within the HR management system, called Workday, for accurate tracking of progress towards targets.	January 2021	Senior Manager, People Services
Ensure the retention rate of Aboriginal and Torres Strait Islander employees is consistent with overall Perpetual and Financial Services benchmarks. This will be achieved by identifying and managing Aboriginal and Torres Strait Islander employees as a specific cohort in our Talent and Succession processes, focusing on roles with ongoing employment rather than contract roles, reviewing exit interviews specifically on workplace culture to identify any concerns and reviewing all relevant HR policies to remove barriers to participation.	December 2021, 2022, 2023	General Manager, Business Partnering & Talent

## ENSURING STRONG GOVERNANCE AND TRACKING OF OUR RAP

Ensuring strong governance, oversight and reporting on our RAP so we deliver on our commitments, learn and share successes with our people and our stakeholders.



Perpetual team during an On-Country cultural immersion activity in the Burrup Peninsula.



## ACTION 15

Maintain an effective RAP Working Group to drive strong governance of the RAP and shared learning with other organisations.

Deliverable	Timeline	Responsible
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group and ensure appropriate geographic, functional and business sector participation.	December 2021, 2022, 2023	Group Executive, Perpetual Private
Develop and implement a Terms of Reference for the RAP Working Group.	December 2021	RAP Working Group Chair
RAP Working Group meet at least four times per year to drive and monitor RAP implementation.	December 2021	RAP Working Group Chair
Each RAP Working Group member to attend at least one Reconciliation Australia event each year to promote reconciliation and build reconciliation partnerships.	December 2021, 2022, 2023	RAP Working Group Chair



## ACTION 16

Provide appropriate support for effective implementation of RAP commitments and incentivise excellence and innovation in RAP initiatives.

Deliverable	Timeline	Responsible
Develop and allocate specific budget and resourcing requirements for effective three-year RAP implementation.	January 2021	CEO and Managing Director
Embed key RAP actions in performance objectives of senior management and other employees who will be key to delivering our RAP commitments.	December 2021, 2022, 2023	CEO and Managing Director
Maintain appropriate systems and capability to track, measure and report on RAP commitments.	December 2021, 2022, 2023	RAP Working Group Chair
Maintain an internal RAP Champion from senior management and a RAP champion in each State.	December 2021	CEO and Managing Director
Include our RAP as a standing agenda item at Senior Leadership Team meetings.	December 2021	Group Executive, Perpetual Private



## ACTION 17

Build accountability and transparency through reporting on our RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsible
Report progress on achieving our RAP targets annually in Perpetual's annual sustainability reporting.	September 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Communicate progress on our RAP and related initiatives through our internal and external channels such as quarterly company-wide emails, social media, events and case studies.	Quarterly 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022, 2023	General Manager Corporate Affairs & Investor Relations
Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Working Group Chair



## ACTION 18

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsible
Register through Reconciliation Australia's website to begin developing our next RAP.	June 2023	RAP Working Group Chair

## We welcome conversations about our RAP and our approach.

### **Emily Wellard-Baring**

Chair, Perpetual RAP Working Group  
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### **Ivor Gibbons**

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