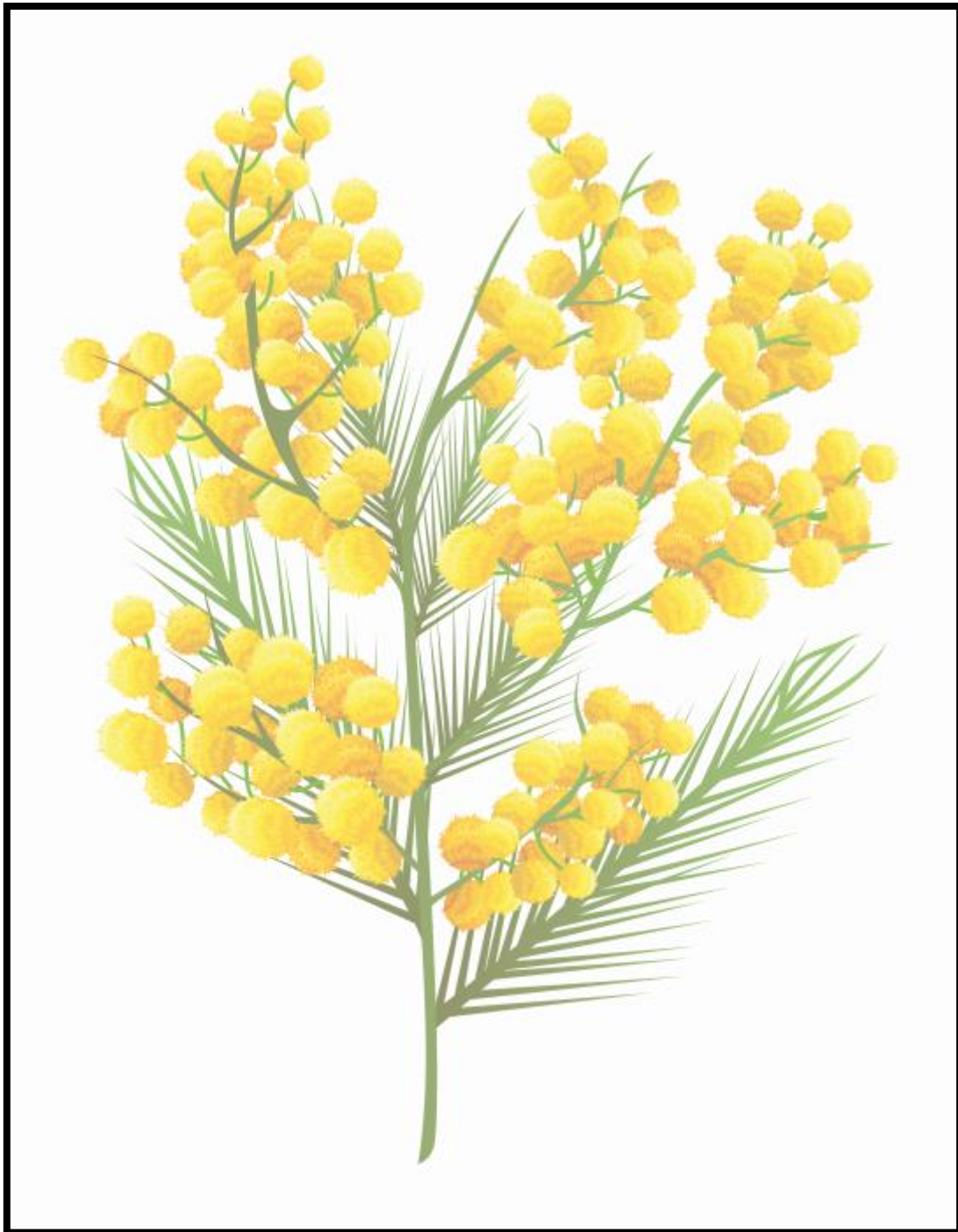


# Reconciliation Action Plan: REFLECT

October 2023 to March 2025



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## Our business

One Investment Group (OIG) is an independent funds management business providing professional fiduciary and administration services to investment managers. We operate multiple licensed entities to act as responsible entity and trustee for registered and unregistered managed investment schemes and we are currently responsible for in excess of 300 funds and more than \$68 billion across a wide range of underlying asset classes.

OIG's subsidiaries are uniquely positioned to provide investment managers with a complete outsourcing solution or alternatively provide a single service in a personalised and cost-effective manner. Whether you are a boutique fund manager or an established global player, our team has the practical expertise to provide a service that supports your strategic objectives.

Our clients include Australian and global listed companies, sovereign wealth funds, banks, insurance companies, pension funds, private equity firms and boutique managers. OIG is not a fund manager and we are committed to working alongside and growing, not competing, with our clients.

At OIG, we employ over 100 individuals in Australia (primarily in Eora (Sydney) with small satellite offices in Meanjin (Brisbane) and Naarm (Melbourne)) and over 40 individuals in Vietnam and the Philippines. At present, there are no employees at OIG that identify as First Nations people.

With the recent expansion of our business, we have taken an approach to increase our social responsibility, and with that, implement a Reconciliation Action Plan (RAP).

## A Message from our RAP Sponsor – Michael Sutherland

As OIG's RAP Sponsor, I am honoured to present our first RAP for the Group. This RAP is presented in recognition of the custodianship that the Elders past and present have undertaken for this land on which we operate our business and live as residents.

OIG is committed to increasing our First Nations representation as a company, but also to increase the scope of our support of First Nations communities through our procurement, internship program and hiring structures. We value the opportunities that our newly formed internship program will offer to students through the education and training provided within our organisation. At OIG, we offer a broad mix of cultures and backgrounds from our clients and employees, which helps us to represent by reflecting those cultures and backgrounds back to our clients and community.

A lot of self-reflection as a company has been held during the drafting of this RAP. And while OIG is proud of how much we have grown, we understand that we have much further to travel in relation to reconciliation. We hope that this serves as a first step in the long journey to reconciliation for OIG and also our community as a whole.

## Our RAP

At OIG, it is held within our Core Values that we embrace diverse backgrounds, experiences and perspectives while working together to deliver superior outcomes. It is this core value that drives our business to engage with our sphere of influence such that we present as a mirror to our stakeholders in society. We have long valued a diversity of cultures, races and sexualities, but understand that we need to achieve a more representative experience from the perspective of our First Nations peers. It is this belief that is driving us to pursue a RAP, to help encourage growth of First Nations representation within OIG and to acknowledge and respect the culture of the Traditional Owners.

We have chosen the National Floral Emblem of Australia as our artwork as a symbol of unity and remembrance. The resilience of the wattle represents the spirit of the Australian people and is a symbol of unity. The golden wattle as our national floral emblem can be used as a symbol of remembrance and reflection. Wattles are steeped in First

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Nations history as a sign of season changes which reinforces the flower's status of new growth, renewal and fresh beginnings.

We recognise that while we are strongly committed to reconciliation, we have some groundwork to lay before we can transition to the Innovate RAP. This is why we have chosen to set our Reflect RAP for an 18-month period, to allow for us to properly prepare an internal framework setting ourselves up for success on our reconciliation journey.

## **Our RAP Working Group**

We have established a diverse RAP Working Group to oversee our Plan implementation and to hold OIG accountable to the public and our sphere of influence. While our working group includes diverse individuals from across our business units, we note that there are no First Nations members. As you will see in our RAP, we have begun the process of implementing a First Nations Internship Program which we hope will provide a First Nations voice to our organisation and RAP. Our RAP Working Group includes the following key personnel:

### **Michael Sutherland**

Managing Director, Corporate Trust

**RAP Sponsor**

### **Philip Leighfield**

Director, Corporate Governance

**RAP Champion**

### **Sneha Prasad**

Associate Director, Fund Accounting

**RAP Working Group Member**

### **Sambhu Guni**

Senior Manager, Registry

**RAP Working Group Member**

### **Shera Cue**

Manager, Corporate Trust

**RAP Working Group Member**

### **Paul Khoury**

Consultant

**RAP Working Group Member**

### **Harry Round**

Paralegal, Legal, Risk and Compliance

**RAP Working Group Member**

## **Our partnerships/current activities**

At the date of this RAP, OIG has begun the process of engaging with Aurora Education Foundation Limited to partner on an intern program for First Nations students in the Corporate Law, Accounting, Finance or Corporate Governance areas. Our aim for this program is to encourage First Nations youths to seek positions in the Financial Services sector and to create a mutually beneficial culture where we create a pipeline for students to enter Financial Services in an inclusive environment.

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## A Message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes One Investment Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

One Investment Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables One Investment Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations One Investment Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



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Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December 2023	RAP Champion, Paralegal, Legal, Risk and Compliance
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2024	RAP Champion
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June 2024	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June 2024	RAP Champion, RAP Sponsor
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	December 2023	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	October 2023	RAP Champion, CEO
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	December 2023	RAP Champion, Paralegal, Legal, Risk and Compliance
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2023	RAP Champion, Paralegal, Legal, Risk and Compliance
Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	October 2024	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	December 2023	RAP Champion, RAP Sponsor

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through cultural learning.	<ul style="list-style-type: none"> <li>Provide an information session on The Voice Referendum within our organisation by a trusted Aboriginal Advisor.</li> </ul>	October 2023	RAP Champion
	<ul style="list-style-type: none"> <li>Investigate cultural learning opportunities for staff.</li> </ul>	February 2024	RAP Champion, CEO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	February 2024	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	December 2023	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Encourage and support staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	December 2023	RAP Champion, CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	July 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2024	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2024	RAP Champion, CEO
<b>Opportunities</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	February 2024	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Investigate the development and implementation of a First Nations internship program in partnership with Aurora Education Foundation Limited.</li> </ul>	October 2023	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June 2024	RAP Sponsor, CEO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	December 2023	RAP Sponsor
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	April 2024	RAP Champion, RAP Sponsor

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Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	October 2024	RAP Sponsor
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	October 2023	RAP Sponsor, CEO
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	October 2023	RAP Champion, CEO
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	October 2023	CEO
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	October 2023	RAP Champion, RAP Sponsor
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	RAP Champion
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	RAP Champion
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September annually	RAP Champion, RAP Sponsor
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	December 2024	RAP Champion
<p><b>For enquiries about our RAP, contact:</b>            Name: Philip Leighfield            Position: RAP Champion            Email: <a href="mailto:philip.leighfield@oneinvestment.com.au">philip.leighfield@oneinvestment.com.au</a>            Phone: 02 8277 0000</p>			