

Reconciliation Action Plan January 2018 to December 2019

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The late Shane Pickett was one of the foremost Nyoongar artists working in Australia, combining his deep knowledge and concern for Nyoongar culture with a confident and individual style of gestural abstraction. Shane Pickett was born in Quairading (Ballardong Country) in the south-west of Western Australia.

Our vision for reconciliation

What is reconciliation?

'Reconciliation' is about building better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples for the benefit of all Australians. It involves building awareness of the issues they face, increasing knowledge and appreciation of Aboriginal and Torres Strait Islander histories, cultures and connection to Country and putting plans into place to create equality and opportunity.

I smile when I think about the way my eight year old son plays and interacts with children from different backgrounds whether he is at school, on the football oval or anywhere else. He interacts with Aboriginal children with no pre-conceived ideas.

He is taught about Aboriginal and Torres Strait Islander peoples, their history, culture and the issues and challenges they have faced in the past and still face today, from both his teachers at school and through my conversations with him. Importantly, he is also learning about ways he can show respect to their culture.

Whilst this may have progressed from what I experienced as a child, my fear is that his current thinking will start to be challenged. Sooner or later, children will start to ask questions such as 'Why are other people different?' and they often get their views from those closest to them.

If we don't acknowledge the issues the Aboriginal and Torres Strait Islander peoples faced in the past and still face today, and understand how to show respect to their culture, it makes it difficult to teach the next generation.

The challenge is to educate, to continue to talk about these issues between ourselves and to engage with the Aboriginal and Torres Strait Islander peoples. We need to gain a better understanding of their views to make sure we pass on what they teach us to the next generation.

Andrew Morgan

Manager, Trustee Services – Native Title

Australian Executor Trustees Limited

At Shadforth our purpose is to improve our client's lives with a plan for a more confident tomorrow. Through this RAP we are committed to enhancing the wellbeing of Aboriginal and Torres Strait Islander peoples, their businesses and their communities. Our RAP vision should not only be to promote social, economic and financial wellbeing in the Aboriginal and Torres Strait Islander communities. It should also look to educate and inform our staff, clients and business partners about what a reconciled Australia looks and feels like.

Terry Dillon

Head of Shadforth WA

Reconciliation Action Plan foundations

Back in 2015, when we were working on our first Reconciliation Action Plan (RAP), each member of our RAP Working Group was asked to sum up what ‘reconciliation’ meant to them. Whilst we had similar views – there was one word that resonated with all of us – ‘**acknowledgement**’. We all must **acknowledge** the events of the past and the atrocities that occurred to help Australia along the reconciliation path.

I deal with Aboriginal people every day. The first lesson I ever learned from working with Traditional Owners is that it is important to engage and listen. It is only by speaking with the Aboriginal people that you can understand their issues and how inequality still exists in our society today. The stories that I have been lucky enough to hear directly from Aboriginal people reinforces that we need to continue to **acknowledge** the events of the past and to accept that we still have so much to learn.

I believe the creation of this new RAP, together with Shadforth Financial Group, will expand on our journey towards reconciliation, in a more meaningful way.

Andrew Morgan

Manager, Trustee Services – Native Title

Australian Executor Trustees Limited

Our RAP

Our organisations, Australian Executor Trustees (AET) and Shadforth Financial Group (Shadforth) are both part of the IOOF group, a leading financial services company which conducts business across Australia. Today, we are in better position than ever before to use our combined expertise, past experience and networks to engage with Traditional Owners and to raise awareness of their issues in order to address inequality within our society.

We have developed this RAP to increase the cultural awareness of Aboriginal and Torres Strait Islander peoples – for all IOOF employees at a national level.

Our vision is to create a workplace culture that is respectful towards Aboriginal and Torres Strait Islander peoples and their unique place in society.

Our RAP seeks to:

- **Break down stereotypes and discrimination:** We will educate staff about the intergenerational effects of past atrocities on Aboriginal and Torres Strait Islander peoples, such as the stolen generations and displaced laws and legislations. We believe an understanding of these issues will help break down the stereotypes and discrimination these people face.
- **Show respect:** We are proud of the resilient, strong and proud nature of the Aboriginal and Torres Strait Islander peoples as well as their generosity, love of family and connection to the land. We understand that learning about specific Aboriginal groups and customs is integral to developing fruitful long-term relationships. Showing respect and appreciation is also a crucial part of our approach.
- **Engage:** We will actively engage with Aboriginal and Torres Strait Islander peoples to gain a deeper understanding of their issues, different lifestyles, cultures, histories, contributions and rights.
- **Offer our expertise:** We will assist Aboriginal and Torres Strait Islander peoples to understand their rights within our capacity and sphere of influence.
- **Create opportunity:** We will identify opportunities for Aboriginal and Torres Strait Islander peoples in both our workplace and in our community.



About us

Australian Executor Trustees (AET)

AET is one of Australia's largest and most experienced non-government providers of Native Title, estate and trustee services. Established in 1880, AET has been providing professional trustee services to companies and individuals for over 135 years and currently holds more than \$34 billion in funds under supervision.

AET is licensed to operate as a statutory trustee company in every Australian mainland state and territory and employs over 220 staff in its Perth, Sydney, Brisbane, Adelaide, Melbourne and Mount Gambier offices. It also provide services to clients in Darwin and Canberra. There are currently three Aboriginal and Torres Strait Islander staff members employed.

Today, the company currently manages 17 Native Title trusts with assets totalling more than \$285 million on behalf of approximately 12,000 people across Western Australia and South Australia.

Shadforth Financial Group (Shadforth)

Shadforth is an award winning organisation with a history dating back to 1924 when Shadforths Limited, a boutique firm in Hobart, was established.

The brand as it is known today – Shadforth Financial Group – was established in April 2008 through the merger of 14 specialist boutique wealth management and advisory firms. These 14 firms were united by a vision and passion for client focused advice and the need to extend their individual capabilities by joining forces. Individually and collectively, Shadforth has established a track record of success, working with a diverse group of private clients and not-for-profit organisations.

Shadforth has grown over the years and is now a national network of advisers and has become one of Australia's leading financial advisory firms.

Clear, relevant and easy to understand advice is at the heart of everything Shadforth does. Once strategic advice recommendations have been agreed to they consider appropriate investments, complementary services (such as optimising your insurance or tax arrangements), implementation and administration solutions. Together these elements make their holistic advice offering to clients.

About our parent

AET and Shadforth are both part of the IOOF group, a leading provider of wealth management products and services in Australia.

Established in 1846, the IOOF group has been helping Australians secure their future for over 170 years. With over \$154 billion in funds under management, administration, advice and supervision (as at 31 December 2017), IOOF's products and services are designed to accompany the lives of around 500,000 Australians from wealth accumulation into retirement and across to the next generation.

IOOF is listed on the Australian Securities Exchange (ASX: IFL) in the top 100 listed ASX companies and is one of the largest non-bank-aligned groups in the financial services industry.

“Established in 1846, the IOOF group has been helping
Australians secure their future for over 170 years.”



Our RAP Working Group

Our RAP working group (RWG) is chaired by Andrew Morgan, Manager, Trustee Services – Native Title, AET.

Other members of the RWG include:

- **George Hayden** (a Njaki Njaki man), Traditional Owner. George assisted AET with its first RAP. We are sincerely grateful for his willingness to be involved in this process and for all he taught us. Without his input we could not have understood the importance of reconciliation
- **Troy Cook**, Traditional Owner. Troy is our RAP ambassador and will be actively involved in the delivery of our aims and objectives. He is passionate about building the capacity of Aboriginal and Torres Strait Islander peoples and will help us to build the capacity for our clients. He has played a vital role to help the RWG understand what it aims to do and why
- **Andrew Morgan**, Manager, Trustee Services Native Title
- **Terry Dillon**, Acting CEO
- **Lara Foley**, Human Resources Business Partner, People & Culture, IOOF
- **Brad Wira**, Private Client Adviser, Shadforth
- **Phil Davison**, Private Client Adviser, Shadforth
- **Belinda Von Knoll**, Private Client Adviser, Shadforth
- **Kym McDowell**, Technical Specialist, AET
- **Neil Herzog**, Platform Development Manager, Information Technology, IOOF
- **Elizabeth Howarth**, Native Title Trusts Administrator, AET
- **Ryan Eaton**, Senior Legal Counsel, Governance Services.



Relationships

We believe the key to building successful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples is to have ongoing engagement in the communities in which we work. We recognise the importance of Aboriginal and Torres Strait Islander customs and cultures and are committed to being involved in issues and events important to Aboriginal and Torres Strait Islander peoples.

Focus area – Awareness: National Reconciliation Week

National Reconciliation Week (NRW) is celebrated across Australia each year between 27 May and 3 June. The dates commemorate two significant milestones in the reconciliation journey – the anniversaries of the successful 1967 referendum and the High Court Mabo decision.

May 27 each year marks the anniversary of Australia's most successful referendum and a defining event in our nation's history. The Australian Constitution, which came into effect in 1901, contained several laws that discriminated against Aboriginal and Torres Strait Islander Australians. These laws were changed in 1967 after more than 90 per cent of Australians voted in a referendum to give the Commonwealth the power to make laws for Aboriginal and Torres Strait Islander peoples and to recognise Aboriginal and Torres Strait Islander peoples in the national census.

On 3 June 1992, the High Court of Australia delivered its landmark Mabo decision which legally recognised that Aboriginal and Torres Strait Islander peoples have a special relationship to the land that existed prior to colonisation and one that still exists today. This recognition paved the way for land rights called Native Title and 2017 marks the 25th anniversary of the Mabo decision.

Action	Responsibility	Target	Timeline
The RWG will actively monitor RAP development including the implementation of actions, tracking progress and reporting.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> The RWG is to oversee the development, endorsement and launch of the RAP. The RWG is to meet at a minimum of two times each year. 	April 2018
		<ul style="list-style-type: none"> Update staff and implement a second expression of interest (EOI) across Australia for the RWG. 	April to June 2018
		<ul style="list-style-type: none"> Explore the appointment of an RAP ambassador. 	June 2018
		<ul style="list-style-type: none"> Following a further EOI, identify a State champion to represent all states in which IOOF conducts business. 	
		<ul style="list-style-type: none"> Establish an RWG (within the first year). 	August 2018
		<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. 	June 2018
		<ul style="list-style-type: none"> Establish Terms of Reference for the RWG. 	June 2018
		<ul style="list-style-type: none"> Consider establishing an Aboriginal and Torres Strait Islander Advisory Group to offer expertise in RAP development. 	June 2018

Action	Responsibility	Target	Timeline
Explore opportunities for potential relationships with Aboriginal and Torres Strait Islander businesses to strengthen our engagement with Aboriginal businesses in Western Australia.	Head of Shadforth, WA and Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Review database of Aboriginal and Torres Strait Islander contacts and business stakeholders. Review opportunities to develop relationships with Aboriginal and Torres Strait Islander contacts and business stakeholders (where appropriate). 	August 2018 and 2019
Celebrate NRW by providing opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships.	Manager, Trustee Services – Native Title, AET and HR Representative, IOOF	<ul style="list-style-type: none"> Organise at least one internal event for employees each year. Explore the feasibility of holding these events nationally. Invite a speaker to the NRW event in Western Australia. Register all NRW events via Reconciliation Australia's NRW website. Support an external NRW event. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	27 May – 3 June each calendar year
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	January 2019
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector		<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. Promote reconciliation through ongoing active engagement with all stakeholders. 	January 2019
Explore concept of a cultural gathering of a small section of our Traditional Owner clients to build stronger relationships and promote reconciliation.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Invite Aboriginal and Torres Strait Islander guest speakers to conferences and relevant client events. 	June 2019
Build partnerships with RAP organisations and their clients and employees for mutual benefit.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Explore relationships with existing stakeholders (for example, BHP Billiton, Rio Tinto and KPMG). 	June 2018



Respect

We have the utmost respect and admiration for Aboriginal and Torres Strait Islander peoples, their cultures, histories and connection to Country. Respect can be shown by some very simple means and we will show respect in ways such as learning about the culture of all of the Traditional Owner groups we work with and through consultation and listening.

Action	Responsibility	Target	Timeline
Engage employees in understanding the protocols and meaning around 'Acknowledgement of Country' ¹ and 'Welcome to Country' ² ceremonies.	Manager, Trustee Services – Native Title, AET	• Implement and communicate protocol documents for our organisations.	June 2018
		• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	June 2018
		• Invite a Traditional Owner to provide a Welcome to Country at significant events, including Client Event.	June 2018
		• Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	June 2018
		• Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	
		• Identify at least two significant events for which a 'Welcome to Country' from a Traditional Owner is included.	June 2019
Engage employees in cultural learning to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.	Manager, Trustee Services – Native Title, AET HR Representative, Human Resources, IOOF	• Develop and pilot a dynamic cultural awareness training strategy in consultation with an Aboriginal adviser and/or ambassador for our organisations, which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2019
		• Include training for Native Title staff, RWG members, HR managers, reception staff, key members of the leadership team and/or a nation-wide 'roadshow' to raise staff awareness and education.	
		• Continue to provide opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. Aim to provide at least two sessions per year.	
		• Survey baseline knowledge and understanding of staff.	June 2018
		• Build a business case for cultural learning for staff.	June 2018
		• Explore the possibility of local, cultural experiences for staff.	June 2018

¹ A Welcome to Country is a ceremony performed by Aboriginal or Torres Strait Islander peoples to welcome visitors to their traditional land. It can take many forms, depending on the particular culture of the traditional owners. It can include singing, dancing, smoking ceremonies or a speech in traditional language and/or English. (Source: www.reconciliation.org.au).

² An Acknowledgement of Country is a way of showing awareness of, and respect for, the traditional Aboriginal or Torres Strait Islander owners of the land on which a meeting or event is being held, and of recognising the continuing connection of Aboriginal and Torres Strait Islander peoples to their Country. An Acknowledgment of Country can be informal or formal and involves visitors acknowledging the Aboriginal and Torres Strait Islander owners of the land as well as the long and continuing relationship between Indigenous peoples and their Country. At a meeting, speech or formal occasion the speaker can begin their proceedings by offering an Acknowledgement of Country. Unlike a Welcome to Country, it can be performed by a non-Indigenous person. (Source: www.reconciliation.org.au).

Action	Responsibility	Target	Timeline
Provide opportunities for our employees to participate in NAIDOC week events.	Human Resources Business Partner, People & Culture, IOOF	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers for staff to participate in NAIDOC week³ events. Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC week events. Increase staff knowledge of NAIDOC. Explore opportunities for a representative from Native Title area to participate in community events such as visits to local schools. 	June 2019



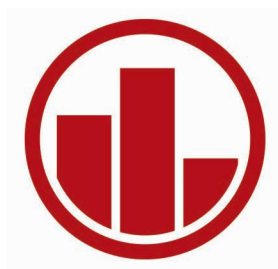


Opportunities

Fairness and equality results from giving people equal opportunities. We are committed to implementing the following measures to create opportunities for Aboriginal and Torres Strait Islander peoples. We aim to achieve a workplace culture that values diverse skills and perspectives for positions across the entire organisation for both current and prospective employees and recently developed a Diversity & Inclusion Action Plan 2017-2018, with a stated focus to increase the representation of Equal Employment Opportunity Groups and so these steps aim to help reach this goal. The following measures aim to meet these stated goals in respect of Aboriginal and Torres Strait Islander peoples.

Action	Responsibility	Target	Timeline
Investigate opportunities within our organisation to increase employment opportunities for Aboriginal and Torres Strait Islander peoples.	Manager, Trustee Services – Native Title, AET Human Resources Business Partner, People & Culture, IOOF	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Island staff to inform future employment opportunities. Develop and implement an Aboriginal and Torres Strait Island Employment and Retention strategy. Consider advertising vacancies in Aboriginal and Torres Strait Islander media. Review HR procedures and policies to ensure barriers to Aboriginal and Torres Strait Islander employees are able to be addressed. Where possible, engage with any existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Explore different approaches to increasing Aboriginal and Torres Strait Island Peoples employment within our organisation. This may include training pathways, apprenticeships, internships, cadetships or work experience. Attend any relevant recruitment seminars and forums that relate to indigenous employment. Investigate opportunities for cadetships and work experience within our organisation and/or through external service providers. Give priority to Aboriginal and Torres Strait Islander Peoples to attend relevant conferences as guests where we are a sponsor or presenter. 	December 2018

Action	Responsibility	Target	Timeline
Investigate opportunities to increase supplier diversity within our organisation.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Review procurement policies for any barriers to utilising Aboriginal and Torres Strait Islander businesses. Educate staff about using the services of Aboriginal and Torres Strait Islander businesses. Seek to develop at least one new commercial relationship with an Aboriginal and Torres Strait Islander business. Explore Supply Nation membership. 	December 2018
Develop an internal consultation to progress sustainable outcomes for Aboriginal and Torres Strait Islander peoples.	Manager, Trustee Services – Native Title, AET Human Resources Business Partner, People & Culture, IOOF	<ul style="list-style-type: none"> Explore or create a mentoring program for potential employment opportunities for Aboriginal and Torres Strait Islander peoples. Explore opportunities for training in Aboriginal and Torres Strait Islander pre-employment/ pathways. 	March 2019
Maintain the support of existing Aboriginal and Torres Strait Islander business within our sphere of influence, and look for new opportunities.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Exploring Indigenous Business Australia and/or Small Business Development Corporation (Indigenous Unit) for opportunities to support business development. Continue support of Aboriginal Alcohol and Drug Service (meeting venue) and Kuditi Café (catering). Explore a partnership in regards to business mentoring on a pro-bono basis. 	April 2018 RWG to meet in April and October each year to report on maintenance of this item.
Explore opportunities for AET and Shadforth to have a positive community impact to better the lives of Aboriginal and Torres Strait Islander Peoples in Western Australia.	Head of Shadforth, WA Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Seek to deliver a pro-bono workshop or to develop a basic financial literacy tool (for example a budget template). Investigate support for an Indigenous charity through the IOOF Foundation. Scope opportunities to provide Wills to the Aboriginal and Torres Strait Islander community at no cost. Seek to identify businesses that could be interested in partnering with AET or Shadforth to deliver pro-bono services to the Aboriginal and Torres Strait Islander community (for example BHP, Rio Tinto, KPMG). 	December 2018
Investigate the development of an Enterprise funding investment product, including direct investment into Aboriginal and Torres Strait Islander products/ companies.	Head of Shadforth, WA	<ul style="list-style-type: none"> Explore the creation of a socially aware, ethical investment program or portfolio. Explore investment opportunities within Aboriginal and Torres Strait Islander business. 	December 2018
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Head of Shadforth, WA Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. Investigate Supply Nation membership. 	December 2018



Reporting

Reporting is an essential mechanism to ensure that the targets we set are being achieved, and that the process of creating and implementing a RAP is not only meaningful to us and our stakeholders but that we are held accountable for our actions.

Action	Responsibility	Target	Timeline
Report achievements, challenges and learning outcomes to Reconciliation Australia for inclusion in the Impact Measurement Report.	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Complete and submit the 'RAP Impact Measurement Questionnaire' to Reconciliation Australia annually. Investigate participating in the RAP Barometer. Ensure RWG meets least bi-annually following the end of the March and September financial quarters and to report on progress towards each target. 	September, 2018, 2019
Report RAP achievements, challenges and learnings internally and externally	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Publically report our RAP achievements, challenges and learnings on an annual basis. 	September, 2018, 2019
Reporting to the Board as required	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Complete and submit reports to the Board on the progress towards each target (typically on a quarterly basis). 	April, 2018, 2019 October, 2018, 2019
Review, refresh and update RAP	Manager, Trustee Services – Native Title, AET	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback Submit draft RAP to Reconciliation Australia for formal endorsement, 	July 2019

If you have any questions about our Reconciliation Action Plan, or would like further information, please contact:

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