Adamantem Capital Holdings Pty Limited

Innovate Reconciliation Action Plan

July 2022 - July 2024

RECONCILIATION ACTION PLAN
INNOVATE

ADAMANTEM CAPITAL

MELIOR INVESTMENT MANAGEMENT

In the spirit of reconciliation, Adamantem acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We also accept the invitation in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.

Contents

2 Message from the CEO of Reconciliation Australia

3 RAP Artist and Designer

4 FOREWORD: Message from our CEO

5 Our Business

6 Our RAP

7 Our Partnerships & Current Activities

8 Relationships

10 Respect

12 Opportunities

13 Governance

This Reconciliation Action Plan represents the commitment to reconciliation of both the Adamantem Capital private equity business and the Melior Investment Management business, made formally through their related entity Adamantem Capital Holdings Pty Limited.

MESSAGE FROM THE CEO
of Reconciliation Australia

Reconciliation Australia commends Adamantem on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Adamantem to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Adamantem will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Adamantem is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Adamantem's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Adamantem on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

RAP ARTIST & DESIGNER
Amy Allerton

Amy Allerton is the owner and founder of Indigico Creative and a contemporary Aboriginal artist. Descended from the Gumbaynggirr and Bundjalung nations, she was born and raised on Gamilaroi country in Tamworth NSW, where she is based with her husband and two children.

Amy has been providing graphic design services Australia-wide since 2014, collaborating with businesses and partnering with communities to creatively communicate the stories that bring us together. Amy is driven by her personal and professional vision that every story is given value and a voice, to revitalise communities, reconnect to culture and restore identities to build a stronger future.

A natural progression from designing visual communications in the corporate market, Amy applies her skills in digital illustration to deliver a modern approach to Aboriginal storytelling. Amy's artworks are an extension from her journey of exploring her own cultural identity, bringing her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.

indigico CREATIVE

RAP ARTWORK

'The Journey of Growth'
© Amy Allerton, 2022

'The Journey of Growth' tells the story of the rich and far-reaching connections and collaborations that grow from deep roots planted firmly in Country, culture and community.

The seeds of change have been nurtured and embedded with respect and understanding, allowing them to flourish into a vibrant network of relationships, connections and influence.

Branches reach out and bring people together to contribute to an empowered and expansive future. Communities are united in a shared responsibility to tend to the branches that join us all together, helping our foundations to grow deeper and our relationships to grow stronger.

Every individual leaf that grows from the branches is the tangible, visible evidence of the positive impact on our people and our land when we work and grow together.

FOREWORD

In 1933, Joe Anderson – King Burraga[1] – stood defiantly on the banks of Salt Pan Creek, a beacon for First Nations Peoples refusing to live under Government control and loudly asserting for their right to be heard. He delivered a speech demanding recognition for his people and a movement away from "white man's" charity to a right to a life and a voice[2]. His vision for reconciliation is reflected in his comment:

"There are plenty of fish in the river for us all and land to grow all we want."

Through the work we have undertaken during our Reflect RAP, we have developed our own vision for reconciliation:

An Australia with strong bonds of trust, respect and understanding between Aboriginal and Torres Strait Islander peoples and the wider Australian community, laying the foundations for a proud and shared national identity that drives sustained equality and equity of opportunity for all Australians.

It is with this in mind that we start the work on our Innovate RAP. Acknowledgements of First Nations peoples' insights, perspectives and connections to Country have now become comfortable and habitual in the way we work. Our Reflect RAP has given us new perspectives on the opportunity for meaningful reconciliation with First Nations peoples and the celebration of their heritage.

We have identified the strengths we have as individuals and as an organisation to contribute to meaningful reconciliation. We know that every day we challenge ourselves to adapt all the things we know to achieve a more valuable outcome for our investors. And we recognise that, in parallel, we can apply a similar discipline to innovating improvements to reconciliation.

Whilst most of our innovation energy must be focussed on transforming the opportunities for Aboriginal and Torres Strait Islander people to lead fulfilling lives, reconciliation also involves enhancing the cultural identity of Australians without First Nations heritage. A true understanding of the spiritual connection First Nations peoples have to this land makes us all better Australians. So much so that one day, hopefully, all our children will understand the true story of King Burraga and his peoples, respect their ongoing connection to Country and be proud of the opportunities we have created for all Australians to share the fish in the river and the land for growing.

Rob Koczkar
Director
Adamantem Capital Holdings Pty Limited

Anthony Kerwick
Director
Adamantem Capital Holdings Pty Limited

[1] King Burraga was a senior man within the Dharawal Nation and a source of inspiration for the Gujaga Foundation, the organisation which leads language and culture reclamation within Coastal Sydney, and who we have partnered with during the implementation of our Reflect Reconciliation Action Plan. Members of King Burraga's family still reside in the La Perouse Aboriginal community and are actively involved in the Gujaga Foundation's programs and activities.

[2] www.burraga.org/about

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is:

An Australia with strong bonds of trust, respect and understanding between Aboriginal and Torres Strait Islander peoples and the wider Australian community, laying the foundations for a proud and shared national identity that drives sustained equality and equity of opportunity for all Australians.

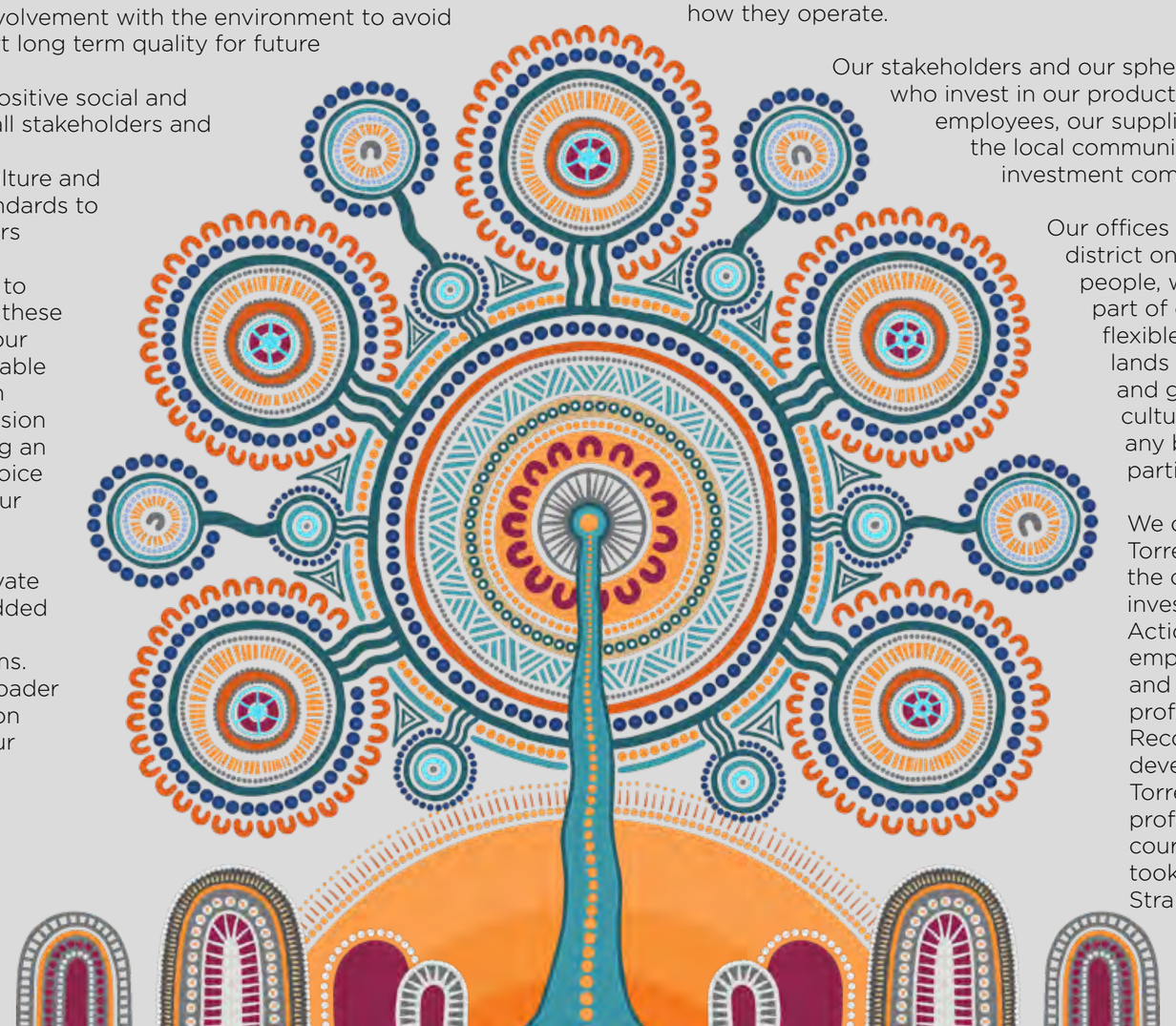
We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land. We accept and seek to understand the wrongs done to Aboriginal and Torres Strait Islander peoples, raise awareness of our history and our national identity, reduce prejudice and discrimination and acknowledge that all these issues are interrelated.

As an investment business, our stated ambition is to deliver outstanding financial returns to investors alongside positive contributions to social and environmental impacts. We do this by integrating our three pillars of responsible investing into all our core business activities:

- **Environmental sustainability:** responsible involvement with the environment to avoid deterioration of natural resources and support long term quality for future generations
- **Social Inclusion:** creating opportunities for positive social and economic inclusion and engagement across all stakeholders and the community more broadly
- **Governance and Transparency:** building a culture and practice of transparency and high ethical standards to build relationships of trust with all stakeholders

Our vision for reconciliation has been developed to align with, and support and enhance, all three of these pillars. As these pillars are embedded across all our core business and investing activities, this will enable us to better integrate our vision for reconciliation across our organisation. A commitment to this vision is also strongly aligned with our focus on creating an inclusive culture where people feel they have a voice and are respected, which is a key dimension of our people and culture strategy.

We have developed the action items in this Innovate Reconciliation Action Plan so they can be embedded within the key activity areas of our business, not conducted as separate or standalone workstreams. By adopting this approach we hope to create broader staff engagement with our vision for reconciliation and set up structures to amplify the impact of our actions over the long term.



OUR BUSINESS

Adamantem is an investment management firm with a strong focus on the integration of a responsible investing approach. Our investment management activities focus on both the private equity market and the public equities market, through our Adamantem Capital and Melior Investment Management businesses.

Adamantem Capital is a private equity firm specialising in the Australia and New Zealand mid-market, investing pooled funds from institutions and families in businesses to generate financial returns alongside positive environmental and social impacts. We apply creative insights to identify high-quality investments and disciplined strategies to drive these returns and impacts by supporting management teams to take considered risks to create change and grow value. When we invest in a company, we partner with management teams on a strategic path to sustainable change and a better future beyond our stewardship.

Melior Investment Management is an Australian public equities impact investment manager. Melior seeks to drive positive change by actively investing in listed Australian and New Zealand companies that generate competitive returns and deliver a positive social or environmental impact that contributes to the Sustainable Development Goals. Melior believes that corporate Australia plays a critical role in helping to contribute to solutions that support positive societal outcomes through the goods and services they produce and how they operate.

Our stakeholders and our sphere of influence include our investors (those who invest in our products), the portfolio companies we invest in, our employees, our suppliers, regulators and policy makers as well as the local communities in which we live and work and the broader investment community.

Our offices are located in the heart of Sydney's financial district on Gadigal Land. We employee approximately 45 people, with many people often working remotely as part of our commitment to provide an inclusive and flexible workplace. Our staff and workers reside on lands belonging to several First Nations communities and groups across the Sydney Basin. We promote cultural diversity and are committed to removing any barriers to Aboriginal and Torres Strait Islander participation in our workplace.

We currently do not employ any Aboriginal and Torres Strait Islander staff, but to different extents, the companies we invest in do. A number of our investee businesses have their own Reconciliation Action Plans with action items focused on improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development, and through this Innovate Reconciliation Action Plan we are committing to developing and implementing an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. Through the course of our Reflect Reconciliation Action Plan we took actions to increase the Aboriginal and Torres Strait Islander diversity of our suppliers.

OUR RAP

Our Reflect Reconciliation Action Plan was endorsed by Reconciliation Australia in July 2021. We established our RAP Working Group at the commencement of our Reflect Reconciliation Action Plan, and it has guided its implementation through monthly meetings, supported by our RAP Champion Rob Koczkar (Founder and Managing Director).

As at the date of this Innovate Reconciliation Action Plan, our RAP Working Group is made up of 15 employees from all areas of our business:

From the Adamantem Capital business:
- Four Managing Directors
- General Counsel
- Legal Counsel
- Director, Investor Relations
- Investor Relations Manager
- Fund Accounting Manager
- Executive Assistant
- Senior Associate, Responsible Investing

From the Melior Investment Management business:
- Chief Executive Officer
- Head of Advocacy Strategy / Senior Analyst
- Portfolio Manager
- Associate Analyst

Ash Walker, a Dharawal/Dhurga man belonging to the La Perouse Aboriginal Community in Coastal Sydney, joined our RAP Working Group in September 2021. The RAP Working Group is governed by a formally approved Terms of Reference. The Chair of the RAP Working Group is responsible for ensuring that the actions committed to in our Reconciliation Action Plan are delivered in accordance with their timelines, with the support of the other members of the RAP Working Group.

We are proud of the work we have undertaken in our Reflect Reconciliation Action Plan journey. With the support of the Gujaga Foundation we carried out a detailed baseline assessment of the cultural learning needs and desires of our staff, which we are using to design and implement cultural awareness training initiatives across our organisation, embedding them into our staff engagement strategy and company events such as staff offsite days and the opening of our new office premises.

We have included an Acknowledgement of Country in staff email signatures, on our website and in our formal publications, as well as in our investor reporting, and developed a Welcome to Country and Acknowledgment of Country protocol for staff. We have incorporated fundamental changes in our operations to support Aboriginal and Torres Strait Islander individuals and organisations (including putting in place a responsible procurement policy and process to better support First Nations suppliers[3]), and have proactively engaged with several First Nations suppliers as a result.

Sharing our commitment to reconciliation more broadly with the portfolio companies we invest in, our investors and the broader investment community is an important way we have been able to deepen our impact through our spheres of influence as well as learn from how others are approaching their reconciliation journeys.

[3] We continue to use Cultural Choice to for our paper and stationery supplies and have also engaged with the following suppliers: Integrity Health and Safety for our staff flu vaccines, National Centre of Indigenous Excellence for catering for our internal NAIDOC Week event in 2021 and supporting several First Nations artists by selecting their artwork for lease through Artbank.

Finally, we have deepened our understanding of areas such as the First Nations investment landscape in Australia, best practice principles for engaging with First Nations organisations, and best practice approaches to race relations and anti-discrimination in organisations through focused research tasks. All of these have been small steps towards driving internal engagement and awareness of this Reconciliation Action Plan within Adamantem and puts us in a stronger position to start on our Innovate Reconciliation Action Plan journey.

Under the guidance of our Reflect Reconciliation Action Plan we also considered in detail our capacity to contribute to our vision for reconciliation. The process of scoping relationships with Aboriginal and Torres Strait Islander stakeholders, developing our vision for reconciliation and exploring our sphere of influence resulted in us deciding to focus our efforts in a specific area of impact aligned with our activities as an investment business: economic empowerment. We have chosen to focus on this impact area of economic empowerment to guide our actions under this Innovate RAP.

Our expression of the concept of economic empowerment is:

First Nations economic empowerment is the capacity of Aboriginal and Torres Strait Islander men and women to participate in, contribute to and benefit from economic opportunities in ways that recognise the value of their contributions, respect their dignity and make it possible to negotiate a fairer distribution of economic benefits.

First Nations economic empowerment increases Aboriginal and Torres Strait Islander peoples' access to economic resources and opportunities including employment, financial services, ownership of property and other productive assets, skills development and market information.

This provides greater control and greater choices which will benefit both the individual and their communities and drive sustained equality and equity of opportunity for all Australians.

Two of the key challenges we faced in implementing our Reflect Reconciliation Action Plan were ensuring that our RAPWG felt comfortable discussing issues related to First Nations Peoples in a culturally sensitive way, and ensuring that the actions that we were taking under our Reconciliation Action Plan were integrated into our core business activities rather than considered as a standalone workstream. We addressed these challenges through ongoing cultural awareness training for our RAPWG and holding monthly RAPWG meetings to ensure that conversations were regular and flowed more easily. The RAPWG Chair regularly updated the broader staff on activities that were being undertaken by the RAPWG and how they relate to our broader business objectives, and our progress under our RAP was presented and discussed in detail at our bi-annual all staff offsite. We will continue with this approach under this Reconciliation Action Plan, and plan to build upon the resources we have developed so that they are shared by all our staff and portfolio companies to enhance our impact.

The development of this Innovate Reconciliation Action Plan is the next step in our journey. In building. on the foundations we laid during the period of our Reflect RAP, we will focus the actions set out in this Innovate RAP on enhancing economic empowerment, as one of the contributions we can make to achieving our vision of reconciliation.

RELATIONSHIPS

"Governance and Transparency" is one of our three pillars of responsible investing. By "Transparency" we mean "building a culture and practice of transparency and high ethical standards to build relationships of trust with all stakeholders". Building strong relationships between Aboriginal and Torres Strait Islander people is an important part of our commitment to transparency.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2022	RAPWG Chair, supported by Managing Director representatives on the RAP WG
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	RAPWG Chair, supported by Managing Director representatives on the RAP WG
ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 & 2024	Managing Director, Responsibility & Impact
RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023 & 2024	RAPWG Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023 & 2024	Senior RAP Champion
Organise at least one NRW event each year.	27 May - 3 June 2023 & 2024	Director, People, Office & Culture
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 & 2024	General Counsel
ACTION 3: Promote reconciliation through our sphere of influence.		
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Director, People, Office & Culture
Communicate our commitment to reconciliation publicly.	October 2022	Senior RAP Champion
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2023	RAPWG Chair
Investigate and engage with key stakeholders within our sphere of influence focused on exploring ways to advance First Nations economic empowerment	September 2023	RAPWG Chair
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2023	RAPWG Chair
Communicate our learnings from our Reconciliation Action Plan journey with our portfolio companies through training sessions	December 2023	RAPWG Chair
Publicly publish a thoughtpiece on the key challenges and learnings during our RAP journey and promote on social media	December 2023	RAPWG Chair
Engage with our key investors who also have Reconciliation Action Plans to explore ways we can collaborate and support each other's reconciliation journeys	June 2023	Managing Director, Responsibility & Impact
ACTION 4: Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Director, People, Office & Culture
Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	Director, People, Office & Culture
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2023	Director, People, Office & Culture
Educate senior leaders on the effects of racism.	September 2023	Senior RAP Champion
ACTION 5: Build relationships focused on increasing Aboriginal and Torres Strait Islander representation and contribution on company Boards and senior management.		
Explore opportunities to work with organisations or industry bodies seeking to increase the level of Aboriginal and Torres Strait Islander representation on ASX300 Boards	December 2023	Head of Advocacy Strategy
Explore opportunities to engage with industry bodies and Aboriginal and Torres Strait Islander individuals to increase Aboriginal and Torres Strait Islander representation on the Boards of the portfolio companies we invest in.	December 2023	Senior RAP Champion
Explore opportunities to engage with industry bodies and Aboriginal and Torres Strait Islander individuals to increase Aboriginal and Torres Strait Islander representation on the senior management teams of the portfolio companies we invest in.	March 2024	Senior RAP Champion

RESPECT

One of our company values is “We act with integrity and treat others with respect”. Incorporating respect for Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights within our organisation is an important part of how we live and demonstrate our company values.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
Conduct a review of cultural learning needs within our organisation.	March 2024	Director, People, Office & Culture
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2023	RAPWG Chair
Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2023	Director, People, Office & Culture
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2024	Director, People, Office & Culture
Investigate local on Country immersion opportunities for staff.	December 2023	Director, People, Office & Culture
Continue to incorporate cultural learning elements into our annual staff offsites.	June 2023	Director, People, Office & Culture
Continue to collaborate with the Gujaga Foundation to deliver internal staff events as part of our cultural learning strategy.	March 2023	RAPWG Chair
ACTION 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2024	Director, People, Office & Culture
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2022	Managing Director, Responsibility & Impact
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	September 2022 & 2023	Director, People, Office & Culture
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2022	Senior RAP Champion

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 8: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 & 2024	RAPWG Chair
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2023 & 2024	Director, People, Office & Culture
Promote and encourage participation in external NAIDOC events to all staff, including circulating information about virtual events that staff may participate in.	First week in July, 2023 & 2024	Managing Director, Responsibility & Impact
ACTION 9: Build respect for Aboriginal and Torres Strait Islander peoples and cultures by supporting and promoting truth telling and the Uluru Statement From the Heart		
Hold a staff information on the history and purpose of the Uluru Statement from the Heart and truth telling, including the importance of a First Nations Voice to Parliament.	June 2023	Director, People, Office & Culture
Re-share our submission on the First Nations Voice to Parliament during NAIDOC Week on social media.	July 2022	Managing Director, Responsibility & Impact

OPPORTUNITIES

"Social Inclusion" is one of our three pillars of responsible investing. By "Social Inclusion" we mean "creating opportunities for positive social and economic inclusion and engagement across all stakeholders and the community more broadly". Contributing to the creation of opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is one of the important ways we can fulfil demonstrate our commitment to this pillar.

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 10: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	Director, People, Office & Culture
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2024	Director, People, Office & Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	Director, People, Office & Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2024	Director, People, Office & Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023	Director, People, Office & Culture
ACTION 11: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	RAPWG Chair
Investigate Supply Nation membership.	June 2023	RAPWG Chair
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2024	Managing Director, Responsibility & Impact
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2023	RAPWG Chair
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2024	Managing Director, Responsibility & Impact
Develop and implement metrics to measure Aboriginal and Torres Strait Islander supplier diversity within our organisation and report on these metrics to our Board and our investors.	October 2023	Managing Director, Responsibility & Impact
Actively promote our commercial relationships with Aboriginal and Torres Strait Islander businesses to our key stakeholders through direct engagement and social media.	December 2023	Head of Advocacy
ACTION 12: Increase opportunities for Aboriginal and Torres Strait Islander supplier diversity in our portfolio companies to support improved economic and social outcomes		
Include a review of Aboriginal and Torres Strait Islander supplier diversity of all portfolio companies as part of onboarding them into our portfolio when we invest.	December 2023	Managing Director, Responsibility & Impact
Report internally on the First Nations supplier diversity of portfolio companies through our portfolio company review process.	December 2023	Managing Director, Responsibility & Impact
Build a network of Aboriginal and Torres Strait Islander consultants that we can connect to our portfolio companies to assist them to develop First Nations engagement strategies, Reconciliation Action Plans and other related work.	December 2023	Head of Advocacy
ACTION 13: Build understanding and promote economic empowerment for First Nations Peoples within our organisation and sector		
Research First Nations Peoples' economic empowerment (including issues and opportunities) and hold internal staff engagement sessions to increase awareness.	December 2023	Managing Director, Responsibility & Impact
Investigate opportunities to make our investment products and services more accessible for First Nations' organisation investment.	September 2023	Director, Investor Relations
Investigate opportunities to increase First Nations Peoples' access to economic resources and opportunities (including employment, financial services, ownership of property and other productive assets, skills development and market information) within our investee businesses as part of our investment decision-making processes.	December 2023	Managing Director, Responsibility & Impact
Investigate opportunities to increase the understanding of financial market and investment information for First Nations People through actively supporting organisations focused increasing First Nations People's financial literacy.	September 2023	RAPWG Chair

GOVERNANCE

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 14: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.		
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2022 February 2023 May 2023 August 2023 November 2023 February 2024 May 2024 August 2024	RAPWG Chair, supported by Managing Director representatives on the RAPWG
Establish and apply a Terms of Reference for the RWG.	September 2022	General Counsel
Meet at least four times per year to drive and monitor RAP implementation.	November 2022 February 2023 May 2023 August 2023 November 2023 February 2024 May 2024 August 2024	Senior RAP Champion
ACTION 15: Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	September 2022	RAPWG Chair
Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2023	Senior RAP Champion
Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2022	Managing Director, Responsibility & Impact
Appoint and maintain an internal RAP Champion from senior management.	September 2022	RAPWG Chair

DELIVERABLE	TIMELINE	RESPONSIBILITY
ACTION 16: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.		
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.	June Annually	General Counsel
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August Annually	General Counsel
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September Annually	General Counsel
Report RAP progress to all staff and senior leaders quarterly.	30 Sep, 31 Dec, 31 March, 30 June quarterly	RAPWG Chair
Publicly report our RAP achievements, challenges and learnings, annually.	September Annually	Senior RAP Champion
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAPWG Chair
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2024	General Counsel
Ensure our annual investor reporting includes details of our RAP achievements, challenges and learnings.	August Annually	Managing Director, Responsibility & Impact
ACTION 17: Continue our reconciliation journey by developing our next RAP		
Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	General Counsel

RECONCILIATION
ACTION PLAN

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For public enquiries about our RAP, contact:

Natasha Morris
Managing Director,
Responsibility & Impact

Phone: **0431 560 474**

Email: **Natasha.morris@adamantem.com.au**

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