



RECONCILIATION
ACTION PLAN

REFLECT

MELIOR

Reflect Reconciliation Action Plan

July 2021 - July 2022

MELIOR INVESTMENT
MANAGEMENT



In the spirit of reconciliation, Melior 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.



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MESSAGE FROM THE CEO of Reconciliation Australia

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

Melior 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 over 2.3 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 Melior 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 Melior, 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



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, two children and toy cavoodle.

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.



RAP ARTWORK

"The Seeds of Change" tells the story of the interconnected past, present and future impact that we create when we collaborate with, and invest in, people, place and culture.

It begins with the past, where like-minded people join together with a common purpose to create a better world through their decisions, connections, integrity and resources. Here, the seeds of change are planted and watered in pursuit of the future vision.

The present shows the growth of the seeds of change, as they spread their roots and lay new seeds. The network of collaboration grows in size and diversity, reaching out and connecting with new communities and taking new opportunities to create change.

The future has unlimited, far-reaching potential, as influence and impact spreads out exponentially. Not only do new connections, collaborations and yet-to-be-seen opportunities lay ahead, but an abundant harvest as we begin to see the positive social and environmental impacts of the first seeds.



FOREWORD

Australia is a country of abundance and as investors we look for opportunities to allocate our resources to create products and services which positively impact our community.

However, we are acutely aware that not everyone in our community shares equally in our collective prosperity. At the heart of this inequality lies the dispossession of Aboriginal and Torres Strait Islander peoples as a consequence of European settlement.

250 years since a Guugu Yimihirr elder presented a broken-tipped spear to Cook, the first act of reconciliation between Aboriginal and Torres Strait Islander and non- Aboriginal and Torres Strait Islander people, it is with great excitement that we present Melior's first Reconciliation Action Plan.

The active support of reconciliation by the business community is a critical element in creating a shared national identity that drives sustained equality and equity of opportunity for all Australians. Aligned

with our values of acting with integrity and treating others with respect, all of us at Melior are committed to play our part.

This Reconciliation Action Plan outlines the tangible steps that we will take. Melior and our sister organisation, Adamantem, have developed each of our Reflect Reconciliation Action Plans collaboratively, and we will continue to work together to guide their implementation within our organisations.

We are early in our journey and look forward to walking with Aboriginal and Torres Strait Islander peoples as we deepen our understanding of the role we can play, both individually and as a firm, to make reconciliation a reality.

By delivering on the commitments set out in this Reconciliation Action Plan, we hope to work together with Aboriginal and Torres Strait Islander peoples to create an Australia which accepts and seeks to understand the past, reflects our collective heritage and flourishes as a nation with a proud and shared identity.



Lucy Steed
Chief Executive Officer

Melior Investment Management



Rob Koczkar
Managing Director

Adamantem Capital

OUR BUSINESS

Melior is an Australian 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 aligned to the Sustainable Development Goals (SDGs).

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. Melior actively engages listed companies' management teams and Boards to use their resources to create positive societal impact.

One of Melior's key strategic engagement focus areas is Reduced Inequalities (SDG10) and our team actively advocates companies to adopt a Reconciliation Action Plan (RAP) as an important framework to foster reconciliation with First Nations Peoples. We track the number of companies that we invest in that have a RAP and report on this key performance indicator (KPI) in our quarterly reporting to clients. Our RAP KPI is one of 12 key Environmental Social Governance (ESG) KPIs that we track versus the ASX300 benchmark.

Our offices are located on the lands of the Gadigal people, in the heart of Sydney's financial district. We employ 6 people, with people often also working remotely as part of our commitment to provide an inclusive and flexible workplace. The majority of our remote working takes place on the lands of the Gadigal, Cammeraygal and Bidjigal people. We currently do not directly employ any Aboriginal and/or Torres Strait Islander staff, but invest in a number of listed companies that do.

We are delighted to begin our reconciliation journey through adopting Melior's own Reconciliation Action Plan and committing to strengthen our understanding and bond with Aboriginal and Torres Strait Islander peoples to help us and our portfolio companies contribute to closing the social gaps that exist today, enabling us to flourish as a nation.

OUR RAP

Melior recognises Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians 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.

Melior feels compelled to take action to contribute to an Australia with strong bonds of trust, respect and understanding between Aboriginal and Torres Strait Islander peoples and other Australians, laying the foundations for a proud and shared national identity that drives sustained equality and equity of opportunity for all Australians.

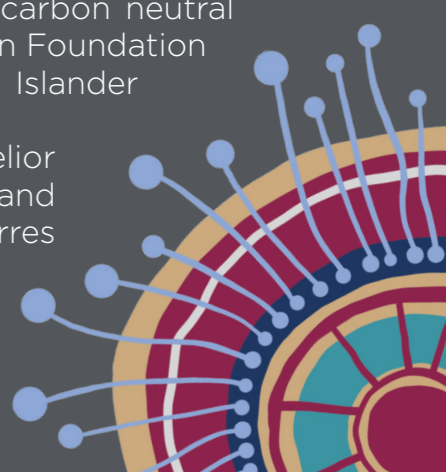
The development of this Reflect Reconciliation Action Plan is the first step in that journey for us. Through this Reconciliation Action Plan we intend to create a workplace culture of awareness and understanding of these issues, and to better understand our spheres of influence and opportunities for creating meaningful and long-lasting relationships with Aboriginal and Torres Strait Islander individuals and organisations.

We have developed this Reflect Reconciliation Action Plan in collaboration with our affiliate organisation, Adamantem. Adamantem has, at the same time, developed their own Reflect Reconciliation Action Plan. Our organisations will continue to work together in the implementation of our respective Reconciliation Action Plans. We have established a RAP Working Group with members of both Melior and Adamantem to guide this implementation. Our Senior RAP Champion is our Chief Executive Officer, Lucy Steed, who is responsible for driving internal engagement and awareness of this Reconciliation Action Plan within Melior.

OUR PARTNERSHIPS & CURRENT ACTIVITIES

Melior is early in the reconciliation process, but is currently engaged in activities contributing to reconciliation at a number of levels:

- Performing an Acknowledgment of Country when we meet as a team or formally with members of the investment management community and our investee businesses
- A material proportion of our carbon offsets as part of our carbon neutral certification have been purchased from The Aboriginal Carbon Foundation
- We endeavour to procure from Aboriginal and Torres Strait Islander businesses where possible
- As part of creating positive impact through advocacy, Melior advocates for publicly listed companies to improve disclosure and raise their ambitions on issues relevant to Aboriginal and Torres Strait Islander communities





RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2021	RAP WG Chair, supported by Melior representatives on the RAP WG
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2022	Melior Senior Analyst
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	Melior CEO
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022	RAP WG 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 2022	Senior RAP Champion
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	August 2021	Melior CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2021	RAP WG Chair, supported by Melior representatives on the RAP WG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Consider amending our responsible investing policy to include specific acknowledgement of the UN Declaration of the Rights of Indigenous Peoples.	February 2022	Melior Head of Advocacy Strategy
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2021	RAP WG Chair, supported by Melior representatives on the RAP WG
	Communicate Melior's reconciliation commitment and advocate for RAP development amongst ASX publicly listed companies.	August 2021	Melior Head of Advocacy Strategy
	Raise awareness, advocate and share information about developing and implementing Reconciliation Action Plans via engagements with ASX publicly listed companies.	Report on advocacy progress results in 30 June 2022 Impact Report	Melior CEO
	Publish endorsed RAP on websites.	August 2021	Melior Head of Operations
	Investigate supporting Aboriginal and Torres Strait Islander organisations through our workplace giving and skilled volunteering programs.	March 2022	Melior CEO
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2021	Melior Senior Analyst
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2021	Melior CEO
	Review portfolio company Diversity & Inclusion policies for specific inclusion of Aboriginal and Torres Strait Islander peoples.	December 2021	Melior Senior Analyst



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2022	Melior Senior Analyst
	Conduct a review of cultural learning needs within our organisation.	December 2021	Melior CEO
	Incorporate Aboriginal On-Country experiences into whole of organisation strategic planning and team building days.	March 2022	Senior RAP Champion
	All staff to participate in at least one cultural awareness training activity.	March 2022	Melior CEO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area and our portfolio companies' operational areas.	October 2021	Melior Head of Advocacy Strategy
	Display plaques in our office acknowledging the local Traditional Owners or Custodians of the lands and waters.	December 2021	Melior Head of Operations

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	RAP WG Chair
	Include an Acknowledgement of Country at the start of all Board meetings and other significant or formal meetings.	September 2021	Senior RAP Champion
	All staff email sign offs to include an Acknowledgement of the local Traditional Owners or Custodians of the lands and waters.	September 2021	RAP WG Chair
	Update website to acknowledge the local Traditional Owners or Custodians of the lands and waters.	August 2021	RAP WG Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2022	RAP WG Chair
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	RAP WG Chair
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2021, 2022	RAP WG Chair



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2022	Senior RAP Champion
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	Melior CEO
	Develop an action plan for identifying opportunities to increase Aboriginal and Torres Strait Islander economic participation in portfolio companies (eg Career Trackers).	March 2022	Melior CEO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2021	Melior Senior Analyst
	Investigate Supply Nation membership.	November 2021	Melior Head of Operations
	Ensure that the suppliers of the carbon offsets that we purchase each year as part of our carbon neutral certification are suppliers who provide social or economic benefits to Aboriginal and Torres Strait Islander communities.	December 2021	Melior CEO
10. Make our products and services more accessible for capital investment from Aboriginal and Torres Strait Islander communities	Engage with Aboriginal and Torres Strait Islander organisations who have the ability to invest funds to develop a strategy for how we could make our products and services more accessible for them to invest in.	June 2022	Melior Head of Advocacy Strategy

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain our RAP WG to govern RAP implementation.	July 2021	RAP WG Chair
	Review Terms of Reference for the RWG.	March 2022	Melior CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2021	RAP WG Chair (with the support of Melior members on the RAP WG)
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2021	RAP WG Chair
	Engage senior leaders in the delivery of RAP commitments.	August 2021	Senior RAP Champion
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2021	Melior Head of Operations
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	Melior CEO
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2022	Melior CEO



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