



CONSCIOUS INVESTMENT MANAGEMENT

Innovate Reconciliation Action Plan
January 2025 to January 2027

CONSCIOUS
INVESTMENT MANAGEMENT



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Conscious Investment Management acknowledges Traditional Owners of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander Elders past and present.

We acknowledge that many of our investments exist on traditional lands where Aboriginal and Torres Strait Islander peoples have lived for many thousands of years. We honour their ongoing connection to these lands and strive to respect the Traditional Custodians in our work.





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ABOUT THE ARTWORK & ARTIST

Amy Daniel, Home to be Returning Home

This artwork tells the story of First Nations peoples returning home to heal and care for their country.

The artwork focuses on two large meeting places surrounded by people who have gathered to share knowledge and work together to achieve a common goal.

The footsteps between the two groups show the journey that the groups have embarked on together. The two journey lines with smaller circular meeting places represent the journey that First Nations peoples have made back to their country.

The groups of circular patterns in the top and bottom corners represent the past Elders guiding and supporting this journey in spirit.

The artwork was created by Amy Daniel, a proud Nukunu woman.

Amy was born and raised in Queanbeyan on the New South Wales / Australian Capital Territory border, with her ancestors being from Nukunu Country near Port Augusta in South Australia.

Amy grew up facing constant questions about her heritage and culture, partly from the negative comments of others in her community because she looked different. Whilst this made her angry, confused and questioning herself, she now uses this experience to educate and help others.

When Amy was seven there was an Aboriginal man named Duncan who came to her school to teach art. Amy immediately fell in love with painting and used it as an outlet for her creativity and to overcome the challenges she had with her heritage and culture. She credits this experience with Duncan as her inspiration for creating art still today.



Since living on Wiradjuri country in Wagga Wagga, New South Wales, Amy has discovered the importance of being on and caring for country. It's this newfound connection to country, along with the lessons she learnt growing up about her heritage and culture, that are the main focuses of the art she creates today.



FOREWORD

On behalf of Conscious Investment Management (“CIM”), I am pleased to present our second Reconciliation Action Plan (“RAP”), representing the Innovate phase of the RAP process.

Since launching our Reflect RAP, our team has been on their own personal journeys of reconciliation, through which we all realised how early we are in our understanding of some of the challenges faced by Aboriginal and Torres Strait Islander peoples, and how much we have to learn.

In August 2023, we made our first investment which specifically targeted a First Nations¹ impact theme. This investment involved funding a Traditional Owner group representing the Kullilli People of South West Queensland to acquire a culturally significant property on their native title lands to develop a carbon farming project. It was a privilege for the team to work on this investment and learn from Kullilli leaders, and we hope to strengthen this and similar partnerships in future.

We look forward with optimism and a firm commitment to our reconciliation process. The development of this Innovate RAP is an important step in laying out our ambition and pathway to continuing on this journey.

Our Reflect RAP was about looking inwards, reflecting, learning and planning. In implementing this Innovate RAP, we intend to shift outwards – engaging and implementing some of our learnings, delivering on the commitments set out on the following pages, and taking steps towards creating an Australia which understands and acknowledges its past, accepts the challenges of today, and moves forward as a reconciled nation.

The following pages outline our vision for reconciliation and the actions we will take to contribute towards this vision. We look forward to continuing to embed reconciliation into our business and investments, so it becomes part of what we do every day.



Matthew Tominc
Chief Investment Officer
On behalf of the Conscious
Investment Management team

¹The term ‘First Nations’ in this document refers to Aboriginal and/or Torres Strait Islander peoples.



A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Conscious Investment Management 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 Conscious Investment Management 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, Conscious Investment Management 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Conscious Investment Management is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Conscious Investment Management 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 Conscious Investment Management on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION

At CIM, our vision is for a fairer, more sustainable world where people and the planet thrive. Through the work we have undertaken during our Reflect RAP, we have expanded upon this to develop the following organisational vision for reconciliation:

An inclusive Australia which has a proud shared identity and which respects, values and promotes the knowledge and wisdom of Aboriginal and Torres Strait Islander people in practical ways.

One which teaches First Nations histories, celebrates First Nations cultures, cares for Country, is consultative in policy making, and advances equal opportunity in employment and business.


For our industry, this means an investment and business community which walks alongside, and invests to promote better social, cultural and economic outcomes for First Nations people, business and communities.



This vision, in the context of our organisation, means (1) making investments that embed our vision for reconciliation, and seeking to work together with First Nations people to design and manage investments; (2) creating an inclusive and proud team culture; and (3) using our role in the industry to catalyse and encourage others to go on their own reconciliation journey.

In implementing our vision for reconciliation and the actions laid out in this document, we commit to:

- Approaching reconciliation with an **abundance mindset**, acknowledging the deep wisdom and connection to Country that First Nations people have and the immense benefits this knowledge and approach can bring to our work.
- Embedding reconciliation** into everything that we do, including within our core business and investing activities – not conducting them as separate or standalone workstreams.
- Forming meaningful partnerships** with, and being led by, First Nations people and communities so that we invest into solutions with the highest chance of positive, systemic and long-lasting impact.



AT CIM, OUR VISION
IS FOR A FAIRER,
MORE SUSTAINABLE
WORLD WHERE
PEOPLE AND THE
PLANET THRIVE.

OUR BUSINESS

CIM is an independent impact investment fund manager. We were founded in 2019 with a mission to invest for positive impact and financial returns.

To date, we have been focused on investing in real assets, predominantly in Australia. Many of our investments exist on traditional lands where Aboriginal and Torres Strait Islander peoples have lived for many thousands of years.

CIM has approximately \$400 million under management from over 800 values aligned investors, including high net worth individuals and families, charitable foundations, and institutional investors. We have invested capital in a range of sectors – including social and affordable housing, Specialist Disability Accommodation, renewable energy, carbon farming and social impact bonds.

In each investment we make, we invest alongside our Impact Partners (mission aligned groups we partner with to manage assets, the majority of which are not-for-profits), recognising that in many of the areas in which we invest, we do not have direct experience of the particular issues we are trying to solve. This partnership model is the foundation of everything we do and ensures we are led by those with lived experience. Our vision for reconciliation is designed to build off this model of listening to and being led by others.

We employ seven staff and currently do not employ any Aboriginal and/or Torres Strait Islander people. Our entire team sits on our RAP Working Group, and are each committed to and excited to be on their reconciliation journey.

We are supported by six Investment Committee and Board members. In addition to our Investment Committee and Board members, our sphere of influence includes our investors, Impact Partners, service providers and suppliers, as well as the broader impact investment community. We hope that through this continued RAP journey, we are able to look outwards and begin to catalyse change and a movement towards reconciliation for others within our sphere of influence.

We have an office on Wurundjeri Country in Melbourne and an office on Gadigal Country in Sydney. We promote flexible work practices, and staff often work from home. Most team members reside on Wurundjeri, Bunurong and Gadigal Country.

Pictured: CIM team at a strategy offsite on Arakwal Country



OUR RAP

As an impact investment fund manager, we incorporate positive social and/or environmental impact into every investment we make. We carefully select, manage, and measure our investments to ensure that our impact thesis plays out. This requires a deep understanding of the cohorts that our investments support and the systems and environments they operate in.

As a result of ongoing impacts of colonialisation, Aboriginal and Torres Strait Islander peoples are overrepresented in the social systems that we invest in, such as social housing and out-of-home care. We are acutely aware that we do not have lived experience in these areas, but our investments impact those that do. This drove our impetus in developing our Reflect RAP, which was endorsed by Reconciliation Australia in March 2022, and continues to drive us in developing this Innovate RAP.

Over the past 2 years, CIM has worked through our Reflect RAP, which provided us with a framework to develop cultural competence and explore how we can further work with First Nations peoples to promote reconciliation through our actions and investments. Our entire team joined our RAP Working Group which is chaired by CIM's General Counsel, Tenielle Jordan, and championed by Chief Investment Officer, Matthew Tominc.

Phil Ahmat was appointed as CIM's Cultural Advisor at the commencement of our Reflect RAP and advises on our RAP Working Group.

Phil is the CEO of Mura Connect, and a proud Aboriginal and Torres Strait Islander man with cultural ties to the Mudburra people in the Northern Territory, as well as Maibuag Island in the Torres Strait.


Throughout the year, each CIM team member completed the course 'A Foundation in Aboriginal and Torres Strait Islander Cultural Competence' through the Centre for Cultural Competence Australia and CIM's policies and procedures, especially recruitment and investment processes, were updated in line with what we learnt going through the Reflect RAP process.

The RAP Working Group took particular interest in learning about the traditional

lands on which we live and work, and spent time to understand the meaning and significance of cultural protocols. Following this, we updated our organisational protocol for Welcome to Country and Acknowledgement of Country. In accordance with our protocol, we include an Acknowledgement of Country at the beginning of key documents such as Information Memorandums and investor reports, as well as in our email signatures. We also perform an Acknowledgement of Country at the commencement of important meetings or when any team member feels called to deliver one.

We arrange cultural immersion activities bi-annually at our team offsites and the team participates in National Reconciliation Week ("NRW") and NAIDOC Week events, including organising a 2023 NRW event focused on inclusion run by Deaf Aboriginal Services where the team learned 'Blak AUSLAN'.





We also endeavour to procure from First Nations businesses where possible, and in 2022 and 2023 this included purchasing carbon credits from an Aboriginal owned business as part of our carbon neutral strategy.

In addition to completing the specific deliverables in our Reflect RAP, our team members have continued to work with and support not-for-profits, including being a member of the Advisory and Investment Committee at the Victorian First People's Assembly Self Determination Fund, a fund established and initially financed through the Victorian Government as a financial resource designed by and for First Peoples to support First Peoples' economic self-determination now and for future generations.

Within our investment activities:

- In August 2023, we made our first investment which specifically targeted a First Nations impact theme. This investment involved funding a Traditional Owner group to acquire a property of cultural significance, for the purpose of transitioning it into a carbon farming project. Further details of this investment are included in the case study overleaf.
- Our largest investment to date is a social and affordable housing investment in Melbourne. In 2023, we conducted an impact measurement survey of tenants, which indicated that 7% of tenants in CIM-financed properties have an Aboriginal and/or Torres Strait Islander background.

We remain invested in the Side By

- Side Social Impact Bond which funds a program to support primary school children to increase their attendance and engagement in school. This program prioritises working with First Nations students and is co-delivered by the Victorian Aboriginal Child Care Agency.

CASE STUDY: CARBON FARMING TO ENABLE TRADITIONAL OWNER LAND OWNERSHIP

Land is a key enabler and driver of returns within carbon projects, and more broadly a significant basis of wealth in Australia. Colonial land dispossession has limited First Nations peoples' rights to use their land for enterprise, access to capital or intergenerational wealth transfer.

While many First Nations groups have won land rights and/or native title determinations over their traditional lands, most are largely excluded from having full ownership or control of the underlying land. In carbon projects specifically, many projects located on Native Title land have limited First Nations project involvement to either land management roles (fee-for-service) or passive involvement through Indigenous Land Use Agreements or other landholder agreements.

In August 2023, CIM partnered with Traditional Owner group, the Kullilli Bulloo River Aboriginal Corporation ("KBRAC") and carbon farming service provider, Climate Friendly, to acquire and regenerate a piece of land with significant cultural significance to the Kullilli People.

Our investment model aims to involve KBRAC in a culturally and economically meaningful way through:

- Enabling land transfer to KBRAC, such that they own and can access their land in perpetuity; and
- Involving KBRAC in both carbon project development and ongoing land management activities.

We believe the investment to be the first of its kind and hope to replicate this model in future to support more First Nations groups to return to Country to live and work, and play a role in regenerating their traditional lands.



Bulloo River, located on Thargomindah Station, Kullilli Country



climate
friendly®

KBRAC is a not-for-profit registered native title body corporate who represents the interests of the Kullilli People. The Kullilli People are the native title holders for Country spanning ~29,600 sq km in South West Queensland.

Climate Friendly is one of Australia's leading carbon farming service providers. Their executive team has over 100+ years of combined experience in the carbon industry and the company provides services to more than 160 carbon farming projects across Australia.

"This moment is the most significant moment in the Kullilli people's history since they were recognised as Native Title holders in 2014."

Toby Adams, former Director of KBRAC

"We, the Kullilli people, can finally go home to the banks of the Bulloo River after more than a century of dispossession. We are thrilled to begin a new chapter at Thargomindah Station, where we look forward to implementing our traditional knowledge alongside innovative land management and sustainable agricultural practices to regenerate native forest and heal Country."

Cassandra Stevens, Director of KBRAC



KBRAC, Climate Friendly, CIM and advisors following the successful acquisition of Thargomindah Station

LESSONS LEARNED AND CHALLENGES FACED

Reflecting on our RAP journey to date, we have faced challenges and learned lessons, both personally and as a business. To maintain accountability and transparency on our RAP journey, we have summarised below a few of our organisational learnings to date:

2

All team members joined our RAP Working Group but there were varied degrees of involvement in completing RAP deliverables and being brought into the RAP process. Our lesson here is to make CIM's reconciliation journey accessible to everyone and meeting people where they are at on their personal reconciliation journey. This means getting people involved in a way that is meaningful to them, which may differ from team member to team member. We also recognise that we could have done a better job at bringing our broader stakeholder group on our RAP journey, for example governance committees and external service providers that we work with day-to-day.

1

Being supported by a cultural advisor was powerful in helping guide our RAP Working Group sessions and promoting open, safe conversation. In future, we aim to involve our cultural advisor in a more meaningful, in-depth way throughout our reconciliation journey, outside of only in RAP Working Group meetings.



3

We are a high performing team and collectively hold ourselves to very high standards in our work. The RAP process forced us to be vulnerable and become 'comfortable with being uncomfortable'. We learned that at times the process may be clunky and awkward, and that we will all take missteps. We hope to continue encouraging team members to be open with one another, to not practice perfectionism which can lead to inertia, and recognise that we're all doing our best.

4

The timeline to complete our recent First Nations carbon farming investment was very compressed as the property was being sold through a competitive auction. Given the nature of our business, we often approach investments in a process driven way, which in this case was amplified by the required timeframe. In retrospect, it would have been valuable to involve a cultural advisor throughout this investment process to ensure we were engaging with First Nations partners in the most culturally competent way possible. In future, where appropriate, we will aim to seek cultural advice when making new investments that involve First Nations partners.



RELATIONSHIPS

Partnering is core to our approach at CIM. In each investment we make, we partner with who we call our “Impact Partners” – mission aligned groups who support us to manage assets, the majority of which are not-for-profits. We recognise that our role in the industry, ultimately, is to create relationships and structure investments which serve both our Impact Partners and investors. Being proactive and thoughtful to create mutually beneficial, trust-based relationships with First Nations stakeholders is an important part of our aims and commitments through this Innovate RAP.

Action	Deliverable	Timeline	Responsibility
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.	March 2025	Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Director
	Continue to work with CIM’s cultural advisor to support engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025 and 2026	Associate
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025 and 2026	Associate
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025 and 2026	RAP Champion
	Organise at least one NRW event each year.	27 May - 3 June 2025 and 2026	Senior Associate
	Register all our NRW events on Reconciliation Australia’s NRW website.	May annually	RWG Secretary



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2025	Director
	Communicate our commitment to reconciliation publicly.	February 2025	Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2025	Director
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	September 2025	Director
	Publish a thought piece on our RAP journey and vision for reconciliation	February 2025	Director
Action	Deliverable	Timeline	Responsibility
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.	March 2025	Director
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	April 2025	Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2025	Director
	Educate senior leaders on the effects of racism.	June 2025	Director



RESPECT

Our vision at CIM is for a fairer, more sustainable world, where people and planet thrive. At its core, this vision is built around respect. It is deeply important to our team, our investors and our stakeholders that we conduct business and invest in a way that respects First Nations cultures, knowledge, way of doing business, and Country.

Action	Deliverable	Timeline	Responsibility
5. 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 2025	Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2025	Director
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2025	RAP Champion
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025	RAP Champion
	Communicate to team members that training budgets may be used for cultural learning training.	June 2025	RAP Champion
	Continue to research and report annually the Traditional Owners of the land on which our investments are located.	September 2025 and 2026	Associate
	Continue to incorporate cultural learning experiences into our bi-annual team offsites.	June and December 2025, June and December 2026	RAP Champion





Action	Deliverable	Timeline	Responsibility
6. 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 2025	Director
	Review and update a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025	RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	RAP Champion
7. 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, 2025 & 2026	Associate
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2025	Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025 & 2026	RAP Champion





OPPORTUNITIES

We strongly believe in equality and equity of opportunity for all Australians, particularly for First Nations peoples who have been denied this opportunity in the past. Our business is a relatively small organisation, but the investments we make, and our sphere of influence, are much more significant. Through this Innovate RAP, we hope to begin looking outward, and use our position in the finance industry (both through the investments we make and stakeholders we interface with) to catalyse opportunities for First Nations people and businesses to participate equally in our nation’s shared economic success.

Action	Deliverable	Timeline	Responsibility
8. 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 2026	Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	RAP Champion
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	RAP Champion
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2026	Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2026	Director
9. 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.	July 2026	Senior Associate
	Investigate Supply Nation membership.	April 2026	Senior Associate
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026	Senior Associate
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	Senior Associate
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2025	Senior Associate



Action	Deliverable	Timeline	Responsibility
	Ensure that the suppliers of the carbon offsets 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.	October, annually	Associate
	Investigate opportunities to work with our stakeholders to understand their processes and practices for procurement of goods and services from First Nations businesses.	September 2026	Director
10. Promote economic empowerment for Aboriginal and Torres Strait Islander peoples through our investing activities.	Deepen our relationship with the Kullilli Bulloo River Aboriginal Corporation with the objective of scaling our partnership.	April 2025	Director
	In relation to our investment alongside the Kullilli Bulloo River Aboriginal Corporation, hold at least one quarterly working group meeting per year in person.	September 2025	Director
	Establish relationships with new Traditional Owner partners who aspire to be involved in the carbon farming industry.	February 2026	Director
	Share our carbon farming case study across the investment sector to help build awareness of the model and demonstrate what best practice involvement of First Nations groups in carbon projects looks like.	April 2025	Director





GOVERNANCE

Action	Deliverable	Timeline	Responsibility
11. 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.	March, June, September and December each year	RWG Chair
	Review and refresh the Terms of Reference for the RWG.	January 2025	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December each year	RAP Champion
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2025	RWG Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2025	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2025	RWG Secretary
	Appoint and maintain an internal RAP Champion from senior management.	January 2025	RWG Chair



Action	Deliverable	Timeline	Responsibility
13. 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	RWG Secretary
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RWG Secretary
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RWG Secretary
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September and December each year	RWG Secretary
	Publicly report our RAP achievements, challenges and learnings, annually.	October, annually	RWG Champion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025 and 2026	RWG Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	RWG Secretary
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	RWG Secretary





Thargomindah Station,
Kullilli Country

For enquiries about this RAP, contact:
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