

Stretch Reconciliation Action Plan

INVESTING FOR OUR FUTURE

2016-2019

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ACKNOWLEDGEMENT OF COUNTRY AND TRADITIONAL OWNERS

Perpetual acknowledges the Traditional Owners of this land, recognising their connection to land, waters and community. We pay our respects to Australia's First Peoples, and to their Elders past and present.



Sustainable Investment for Communities

The “Sustainable Investment for Communities” symbol at the centre of the cover artwork design represents community members and Perpetual coming together to help achieve community goals through sustainable, long-term trust and investment management.

The symbol represents the long-term partnership approach Perpetual offers its clients, working with them over generations. The outer circle of the symbol represents community members and Perpetual coming together to learn about a community's vision, goals and priorities, and working together to create a long-term plan to achieve these goals.

The inner circles represent Perpetual and the community, built around a core value of trust and relationships. The circles surrounding the central symbol represent the ripple effect on the wider community that a long-term partnership between the community and Perpetual can have.

Sustainable Investment for Communities artwork by Gilimbaa Indigenous Creative Agency. 2016-2019 Reconciliation Action Plan designed by Mazart Design Studio, based on 2013-2014 RAP created by Gilimbaa Indigenous Creative Agency. Both agencies are Supply Nation certified suppliers.



PLANNING FOR OUR FUTURE

I am pleased to present Perpetual's second Reconciliation Action Plan (RAP).

At Perpetual we are proud to have been trusted by generations of Australians to grow and protect their wealth, and plan for the future. This drives our commitment to developing positive, long-term financial outcomes for Australian individuals, families, organisations and communities. Our RAP outlines the initiatives that support our commitment to Aboriginal and Torres Strait Islander peoples and organisations and indicates where we want to make a sustainable difference.

Since we launched our inaugural RAP in August 2013, we have achieved significant progress, moving from the 'Reflect' to the 'Stretch' stage of the plan. This progress has included the formation of new relationships with organisations supporting communities in Cape York through the Jawun program. The program provides our employees with the opportunity to support Aboriginal and Torres Strait Islander communities by sharing their skills and contributing to the progress of community projects.

Our employees also mentor students participating in the Australian Indigenous Education Foundation's (AIEF) school scholarship program, which receives funding from one of the philanthropic trusts we are proud to manage. As part of our involvement with AIEF, members of our Executive Team and I have attended the Garma Festival which underlines why we need to continue to support and invest in Aboriginal and Torres Strait Islander communities both as a company and as individuals.

We look forward to continuing to strengthen our relationships and finding opportunities to grow with the Aboriginal and Torres Strait Islander communities and suppliers with whom we engage.

GEOFF LLOYD

Chief Executive Officer and Managing Director
Perpetual



ABOUT PERPETUAL AND OUR ROLE IN THE COMMUNITY

Established in 1886, Perpetual is one of Australia's largest, independent financial services groups. We have helped generations of Australians grow and protect their wealth and plan for the future. Today we are a widely recognised and respected financial services organisation and one of the top 100 companies listed on the Australian Securities Exchange.

Our passion is to protect and grow our clients' wealth, earning trust through consistent delivery over time. Consistently performing for our clients is the central tenet of Perpetual's vision to be Australia's largest and most trusted independent wealth manager.

At Perpetual, whether we're managing investments, operating a trust or advising our clients, we never lose sight of the fact we are acting on behalf of our clients. We take that responsibility very seriously.

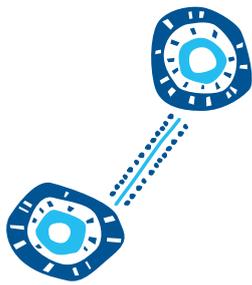
Our clients include Australian and international institutions, not-for-profit organisations, small businesses,

Aboriginal and Torres Strait Islander communities, financial advisers, individuals and families.

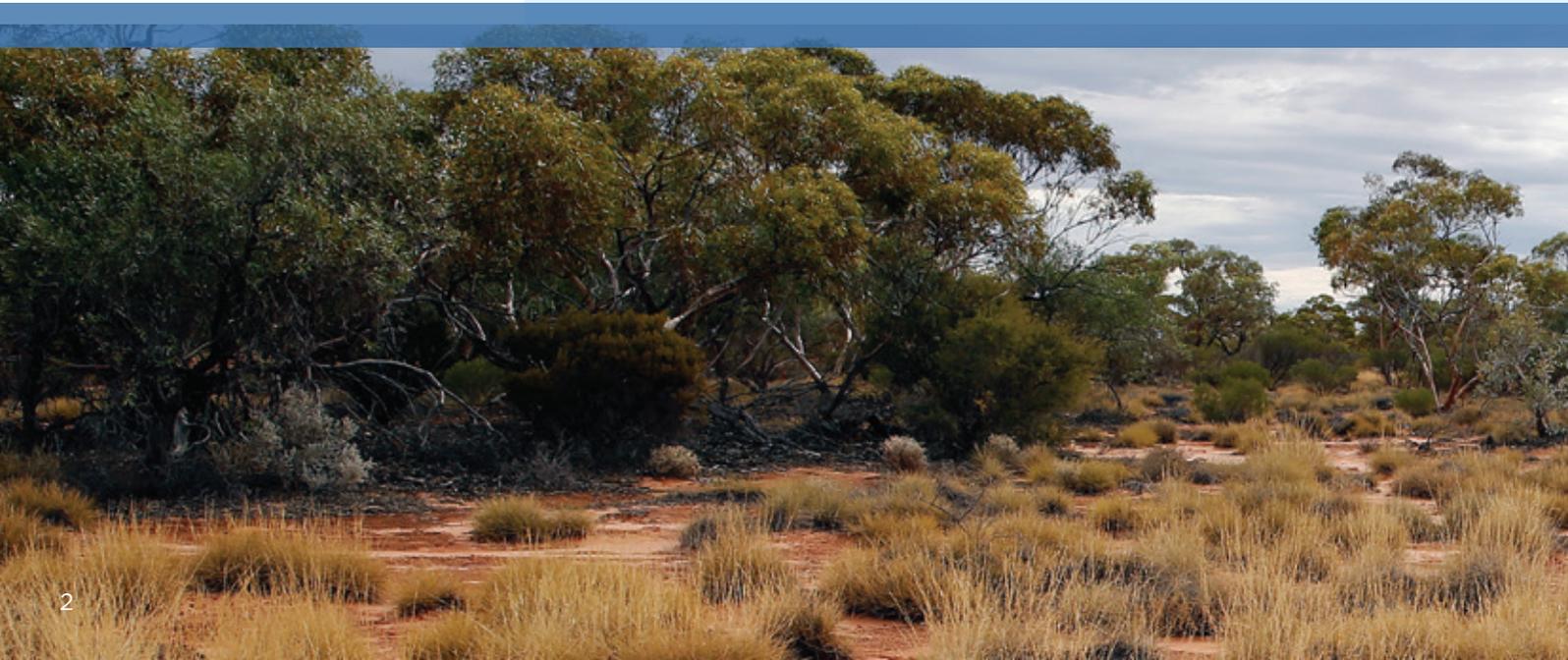
Perpetual's unique combination of philosophy, processes and people underpins our consistent performance for clients.

Perpetual is made up of three core businesses:

- Perpetual Private – provides strategic financial advice and solutions to help individuals, families, organisations and communities with their complex financial needs
- Perpetual Investments – one of Australia's most highly regarded investment managers offering a broad range of products for personal investment, superannuation and retirement in addition to managing corporate funds
- Perpetual Corporate Trust – leading provider of corporate trustee and transaction support services to the financial services industry



Spinifex country - Maralinga Tjarutja lands, South Australia.



These businesses are supported by People and Culture, Corporate Services and Marketing and Communications teams.

Perpetual employs approximately 1000 employees with offices located in Sydney (Head Office), Melbourne, Brisbane, Perth, Adelaide, Canberra and Singapore. As of March 2016 there is one (1) employee that is Aboriginal or Torres Strait Islander.

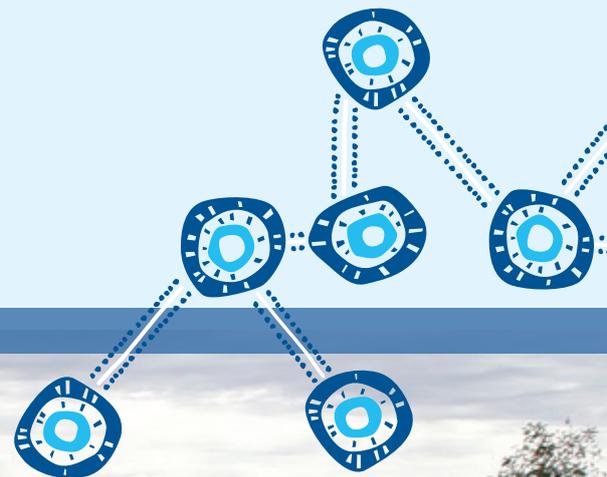
We are committed to increasing opportunities for Aboriginal and Torres Strait Islander employment within Perpetual. This includes exploring training pathways, apprenticeships, internships, cadetships or work experience, such as with CareerTrackers Indigenous Internship Program.

Perpetual is a long-standing Corporate Member of Supply Nation and we are committed to supporting and engaging Aboriginal and Torres Strait Islander owned businesses where possible. Our Supplier Diversity program is well established with targets and objectives embedded in

Group Procurement Key Performance Indicators.

Perpetual has also developed relationships with 15 Aboriginal communities across Australia through the provision of trustee, investment and accounting services. Perpetual promotes a framework of best practice when working with, and providing services to, these communities, including:

- Acknowledgement that there is great diversity within and between Aboriginal and Torres Strait Islander communities; as such, Perpetual will adjust its service model to best accommodate the needs of the communities it works with
 - Promotion and utilisation of traditional decision-making structures within Aboriginal and Torres Strait Islander communities
 - Ongoing consultation with Traditional Owners, ensuring that they are treated as equal participants in the consultation process
- Pursuing outcomes of mutual benefit that respond to the needs and interests of Traditional Owners and their communities
 - Maintaining a dedicated team for working with Aboriginal and Torres Strait Islander communities and ensuring that employees have sufficient cultural awareness training
 - Supporting improved governance through involvement with the Forum for Independent Directors of Indigenous Organisations
 - As with all clients and in accordance with Perpetual values, practicing both ethical and responsible management of funds





OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a better, more equal Australia, where every child can go to school, grow up, have a job and make a contribution. Where every community is safe to live, work and play.

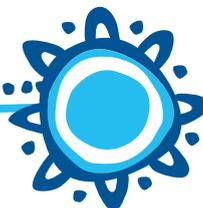
Securing financial independence is a big milestone in creating healthy, thriving communities. Financial independence offers individuals and communities the freedom to make decisions on their own terms.

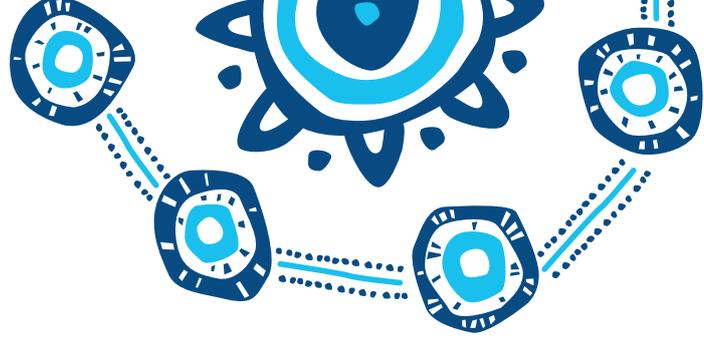
At Perpetual, we are supporting Aboriginal and Torres Strait Islander communities to achieving better

financial independence. We partner with organisations that help keep children in school so they are better able to find employment. We work with community clients as a trustee and investment manager, to help them build education and employment programs, preserve language and culture, expand community services, promote health and wellbeing and build commercial opportunities. Our employees give their time and skills to Aboriginal and Torres Strait Islander organisations so they can keep focused on serving the communities around them. We engage

Aboriginal and Torres Strait Islander businesses as suppliers to contribute to economic development.

We believe everyone deserves financial independence and we are committed to helping make this a reality for Australia's First Peoples. This is our way of moving forward together for a just and equitable Australia.





OUR RAP

Perpetual launched its inaugural RAP in August 2013 with aims to deepen our relationships, our respect and opportunities with our Aboriginal and Torres Strait Islander clients, suppliers, our employees and the wider Perpetual community.

This Stretch RAP is the next step in our journey and builds on the following activities, which were commenced in our previous 2013/2014 Reflect RAP.

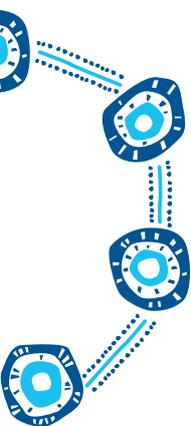
PROGRESS AND LEARNINGS FROM OUR REFLECT RAP

- Development of an Aboriginal and Torres Strait Islander cultural protocol document
- Development of a cross-functional RAP Working Group to ensure rigour and governance around our RAP responsibilities
- Executive Team training in Aboriginal and Torres Strait Islander cultural protocols
- Cultural awareness training for senior leaders delivered by an Aboriginal owned training organisation
- Completion of and attendance at several events marking National Reconciliation Week and NAIDOC Week, in addition to the Garma Festival, which was attended by Perpetual leaders
- Development of an Aboriginal and Torres Strait Islander employment strategy
- Financial and 'in kind' support for Aboriginal and Torres Strait Islander businesses and youth through Jawun and the Australian Indigenous Education Foundation
- Becoming a financial member of Supply Nation and procuring more than \$200,000 annually on goods and services from Supply Nation suppliers
- Identifying and cataloguing some of the Aboriginal and Torres Strait Islander art held by Perpetual
- Learnings from YARN Australia CEO Warren Roberts who facilitated a roundtable discussion with the RAP Working Group in August 2015
- Formed relationships with communities in Cape York, the Pilbara, the Kimberley and South Australia

Perpetual learned a number of lessons through this process:

- There are challenges in attracting Aboriginal and Torres Strait Islander peoples to apply for roles within our organisation
- The pace of change in our organisation so far is about right and we need to continue to proceed respectfully, listening to important stakeholders and the community themselves
- The support of our Board and CEO has proved integral to our success

Our employees who have completed the Jawun secondment program also share significant learnings from their time on the program.



JAWUN JOURNEYS

Jawun means 'friend' or 'family' in Kuku Yalanji language which represents the role the Jawun program plays in partnering corporate Australia with Aboriginal and Torres Strait Islander organisations across the country.

Perpetual annually seconds employees from across our business to work with Aboriginal and Torres Strait Islander organisations in the Cape York region of Far North Queensland. Secondees play a significant part in community-building projects and their contributions are greatly appreciated.

Secondees are often seconded to Cape York Partnership (CYP), an Aboriginal and Torres Strait Islander policy reform and leadership organisation dedicated to empowering First Australians in Cape York.

CYP is made up of various entities covering education, leadership, employment, policy, health/social issues and enterprise. Their goal is to transform First Australian communities by fostering education, responsibility and economic engagement, moving away from a support of passive welfare.



Hope Vale resident Joanne (far right) spoke with secondee Claire Crethar about parenting for an article in Cape Magazine.



SECONDEE EXPERIENCES



Left to right: Perpetual secondee Georgie Rix, CYP General Manager Fiona Jose, CYP Founder and Director Noel Pearson, Perpetual secondee Morgan Gallop, Jawun secondee, Cape York Land Council Director Ritchie Ah Mat (2015).



Secondees' experiences in Cape York stay with them well after they return home. The burnie bean is presented to each secondee on their final day. It represents the connection between the people and land of Cape York to the secondees. The beans are painted by Cape York artist Ivy Minniecon.

It was a truly unforgettable experience and one I'm certainly very grateful for. It's very easy for us to get caught up in our own 'first world problems' and forget about the real issues, such as lack of education, poverty, family violence, unemployment, lack of opportunities, alcohol and drug abuse facing our fellow Australians. The Aboriginal and Torres Strait Islander people of this country have a fascinating history and culture and I would encourage everyone to become more involved in embracing it.

Ryan Morcom

I now have a deeper awareness and understanding of Aboriginal and Torres Strait Islander cultures and importantly, the daily issues faced by many communities that often don't have access to the resources that many other Australians do. This general cultural awareness will improve my ability to understand and work with the diversity of employees and clients we have at Perpetual.

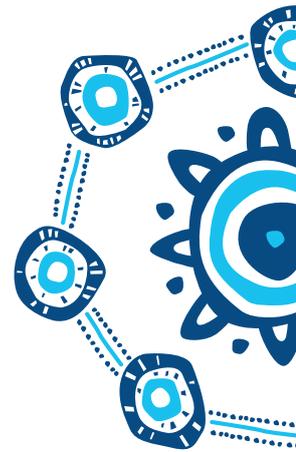
Claire Crethar

The Jawun secondment was a chance to not only explore a different line of work, but to also experience culture on a different scale to what I am used to. I was able to make friends from across Australia and hear stories told by locals which you would never think of hearing back home. It was definitely an experience I'm not going to forget and would love to try again.

Morgan Gallop

I hoped to finish the Jawun program having achieved two objectives, to increase my understanding of and positively contribute to the current state of Australian Indigenous affairs, and to test my capabilities in a foreign environment. I can wholeheartedly say the program enabled me to achieve both of these objectives (however small) and so much more.

Georgie Rix





MOVING FORWARD UNDER THIS RAP



RELATIONSHIPS

We work with more than 15 Aboriginal community clients across South Australia, Western Australia, Queensland and the Northern Territory. These relationships have led to funding scholarships, subsidising vital community services, jobs creation and building sports facilities.

Moving forward, we will continue our focus on building trusted relationships with our Aboriginal community clients. We will also continue to support their aspirations via the sharing of practical knowledge and skills.



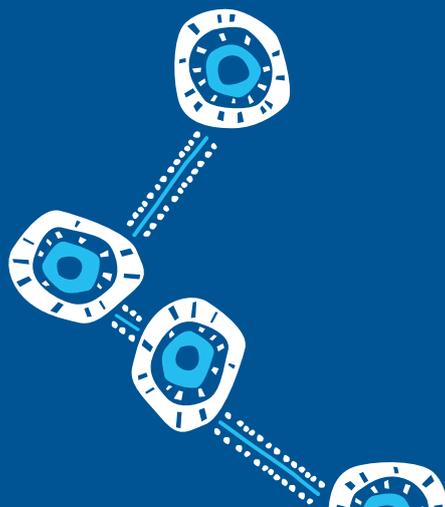
RESPECT

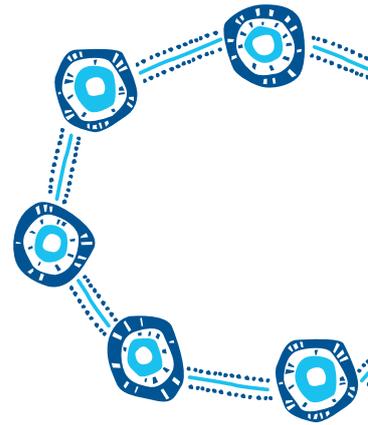
At Perpetual, we set expectations about the way we want our employees to work together with our clients, suppliers and each other. We co-founded Australia's first Cultural Capability Standard for Native Title trustees in May 2015. Beyond Native Title trusts, we were the first Australian fund manager to launch a RAP. We continue to invest into activities that will allow us to engage successfully with our Aboriginal community clients, generate passion amongst our employees and demonstrate a deeper understanding of the significant contribution of Aboriginal and Torres Strait Islander peoples.



OPPORTUNITIES

We have procurement targets with Supply Nation businesses, are a member of the Business Council of Australia Business Indigenous Network (BIN), have become a Jawun Secondment Partner and are an Australian Indigenous Education Foundation (AIEF) supporter. We consider these strategic partnerships as our way of contributing to greater opportunity for Aboriginal and Torres Strait Islander peoples.

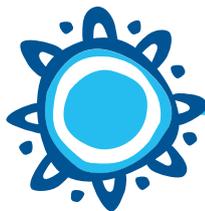




The Perpetual Diversity Council oversees and governs the RAP. The Chair of the Diversity Council is Perpetual CEO, Geoff Lloyd. The RAP Working Group is comprised of Perpetual employees, which includes one Aboriginal employee. It is responsible for leading the development and implementation of the RAP. The RAP Working Group reports to the Diversity Council.

RAP WORKING GROUP MEMBERS

- General Manager, Community and Social Investments, Perpetual Private
- Head of Group Procurement, Corporate Services
- Senior Manager, Native Title Trusts and Investments, Perpetual Private
- Senior Manager, Brand and Corporate Marketing
- Business Partner, People and Culture
- Senior Transaction Manager, Perpetual Corporate Trust
- Compliance Manager, Corporate Services
- Marketing Manager, Perpetual Private
- Marketing Manager, Perpetual Corporate Trust
- Associate Adviser, Perpetual Private
- Trust Associate, Perpetual Private
- Senior Manager, Project Delivery
- Senior Trust Manager, Perpetual Private
- Senior Manager, Solutions Group, Perpetual Investments





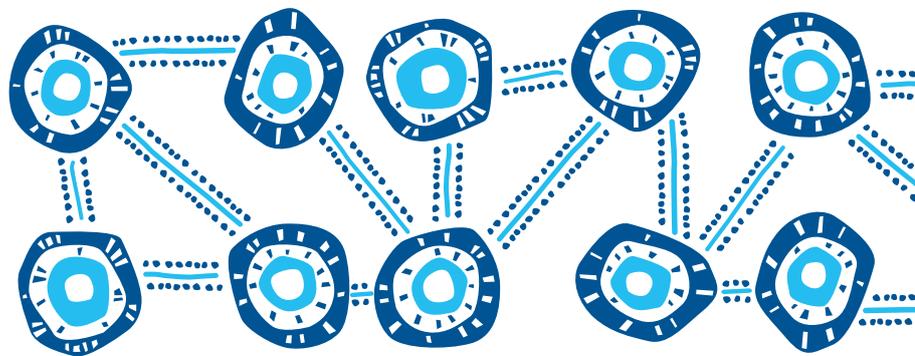
RELATIONSHIPS

Trusted relationships are at the core of what we do. We commit to activities that will build relationships with our Aboriginal community clients. We also create opportunities for our employees to visit or work with Aboriginal organisations and attend local events as a way of building understanding and respect.

ACTION	TARGET	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the Stretch RAP	By May 2016	A - Group Executive People and Culture
	Maintain current Aboriginal and Torres Strait Islander employee representation on the RWG	August 2016	R - General Manager, Community and Social Investments
	Meet at least four times per year to monitor and report on RAP implementation	February, May, August & November 2016 - annually	
	Appoint an internal RAP Champion/s from senior management	By December 2016	
	Established Terms of Reference for the RWG	By December 2016	
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander employees and other employees	Organise one internal NRW event each year	May 2016 - annually	A - General Manager, Community and Social Investments
	Register our NRW events via Reconciliation Australia's NRW website		
	Encourage employees and senior leaders to participate in external events to recognise and celebrate NRW		
3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander clients	By June 2016 - annually	A - General Manager, Community and Social Investments
	Meet with four (4) local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	By November 2016 - annually	R - Senior Manager, Native Title Trusts and Investments
	Commit to establishing two partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence	By December 2017	

ACTION	TARGET	TIMELINE	RESPONSIBILITY
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders	By 2016 - annually	A - Group Executive People and Culture
	Promote reconciliation through ongoing active engagement with all stakeholders		R - General Manager, Community and Social Investments
	Our senior leaders are engaged in the delivery of RAP outcomes		
5. Building stronger positive relationships through regular update meetings, workshops/forums with Traditional Owners and Prescribed Body Corporates (PBCs)	Meet with senior PBC representatives at least once per year per Native Title client	By December 2016 - annually	A - General Manager, Community and Social Investments
	Scope, develop and implement a plan to host at least two workshops or forums providing advice and support for long term self-management and economic sustainable capacity building of Traditional Owners or PBCs	By July 2017	R - Senior Manager, Native Title Trusts and Investments

(A) Accountable (R) Responsible





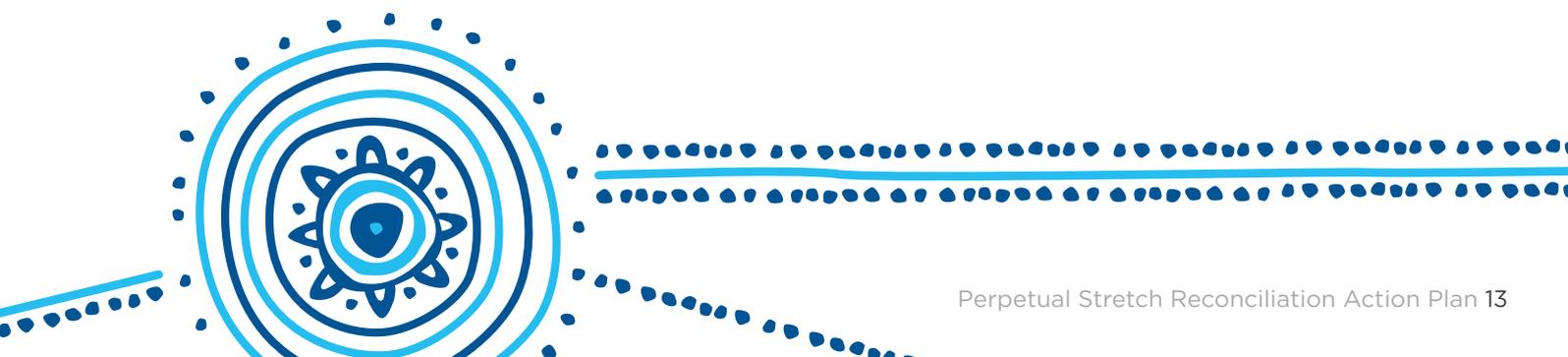
RESPECT

We understand culture as the aspects of Aboriginal and Torres Strait Islander lives that hold deep meaning and significance. We also acknowledge that Aboriginal and Torres Strait Islander peoples' cultures are uniquely different and may vary from community to community. We are committed to creating opportunities for cultural learning so that together we can succeed to deliver superior experiences and outcomes to our Aboriginal and Torres Strait Islander clients, employees and suppliers.

ACTION	TARGET	TIMELINE	RESPONSIBILITY
6. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements with Perpetual employees	Implement and review a cultural awareness training strategy for our employees which defines continuous 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)	By December 2017	A - Group Executive People and Culture R - Senior Manager, Organisational Development
	10 (1%) employees undertake online cultural learning activities	By July 2016	
	10 (1%) employees undertake face to face cultural workshop learning activities	By July 2017	
	10 (1%) employees undertake cultural immersion learning activities	By July 2018	
	All RWG members undertake cultural learning activities	By December 2016	
	All Executive Team members undertake cultural learning activities	By December 2017	
	All Senior Leadership Team undertake cultural learning activities	By July 2019	
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	By December 2016	A - General Manager, Community and Social Investments R - Marketing Manager, Head of Group Procurement
	Invite a local Traditional Owner to provide a Welcome to Country at two significant events	By December 2016 - annually	
	All Executive Leaders be encouraged to provide an Acknowledgement of Country at public events and major internal events	By December 2016 - annually	
	Maintain and review a list of key contacts for organising a Welcome to Country	By December 2016 - annually	
	Include Acknowledgement of Country at the commencement of the Annual General Meeting and half and full year results forums	By December 2016 - annually	
	Create and display an Acknowledgment of Country plaque in our Head Office	By December 2016	
	Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory and specific local communities	By July 2018	

ACTION	TARGET	TIMELINE	RESPONSIBILITY
8. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander employees to engage with culture and community during NAIDOC Week	Review People and Culture policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week	First week of July 2016 - annually	A - Group Executive People and Culture R - General Manager, Community and Social Investments
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events		
	Support all employees to participate in NAIDOC Week events in the local communities		
	Hold an internal or public NAIDOC Week event		

(A) Accountable (R) Responsible





OPPORTUNITIES

Our commitment to delivering exceptional outcomes, doing what's right and succeeding together means we never lose sight of our role as a corporate leader in the community. We are committed to building a team of leaders that embrace diversity. We are also committed to deepening our social and economic impact via a substantial annual procurement target with Aboriginal and Torres Strait Islander owned businesses.

ACTION	TARGET	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander recruitment and retention within Perpetual	Increase Aboriginal and Torres Strait Islander mentorships, internships, traineeships or employment to 20 or 2% over three years	By December 2019	A - Group Executive People and Culture R - Senior Manager, Organisational Development
	Implement, review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development	By December 2017	
	Develop and implement a strategy for promoting financial services as a pathway for young people who are part of the communities we work with	By December 2017	
	Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development	By December 2016	
	Advertise selected job roles in relevant platforms such as Our Mob	By July 2017	
10. Increase Aboriginal and Torres Strait Islander supplier diversity within Perpetual	Implement, review and update an Aboriginal and Torres Strait Islander procurement strategy	By July 2016 - annually	A, R - Head of Group Procurement
	Set procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses	By July 2016 - annually	
	Develop at least two (2) commercial relationships per annum with Aboriginal and/or Torres Strait Islander businesses	By July 2017 - annually	
	Set target for the number of commercial relationships, with Aboriginal and Torres Strait Islander businesses	By July 2018	
11. Promote a best practice framework when working with and providing services to Aboriginal and Torres Strait Islander communities	Develop a statement on Perpetual's engagement with Aboriginal and Torres Strait Islander communities, including the best practice principles for working with Prescribed Body Corporates	By July 2017	A - General Manager, Community and Social Investments R - Senior Manager, Native Title Trusts and Investments
	Seek and respond to feedback from Aboriginal and Torres Strait Islander communities	By December 2016 - annually	

(A) Accountable (R) Responsible

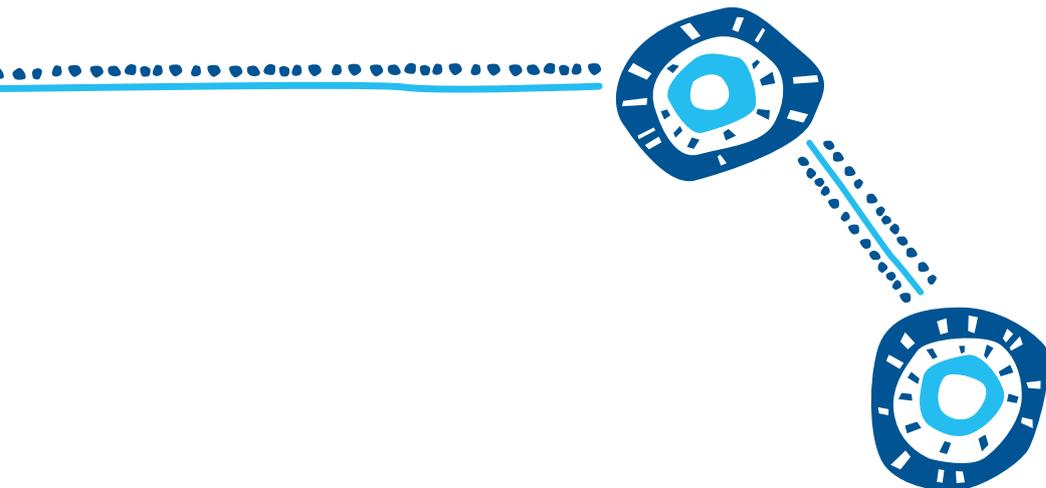
TRACKING PROGRESS AND REPORTING

Perpetual acknowledges building respectful relationships that generate sustainable opportunities takes time and that tracking progress is important.

ACTION	TARGET	TIMELINE	RESPONSIBILITY
12. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September annually	A - Group Executive People and Culture R - General Manager, Community and Social Investments
	Investigate participation in the RAP Barometer		
	Report on annual spend with Aboriginal and Torres Strait Islander suppliers to the Office of the Prime Minister and Cabinet		
13. Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings	By October annually	A - Group Executive People and Culture R - General Manager, Community and Social Investments
14. Review, refresh and update RAP	Review, refresh and update RAP based on learnings, challenges and achievements	By July	A - Group Executive People and Culture R - General Manager, Community and Social Investments
	Send next draft RAP to Reconciliation Australia for formal feedback and endorsement		

(A) Accountable (R) Responsible





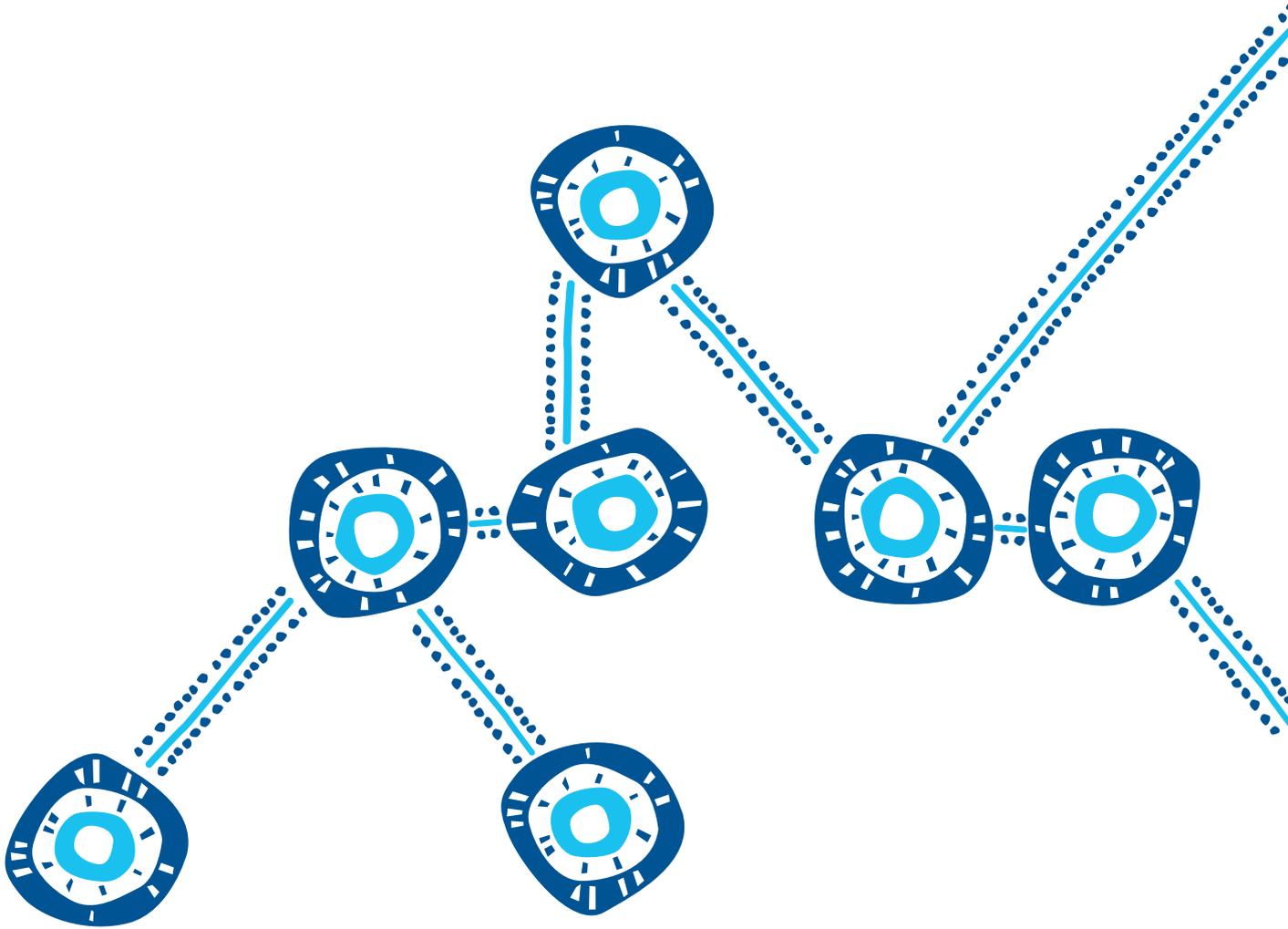
We welcome conversations about our RAP and our approach.

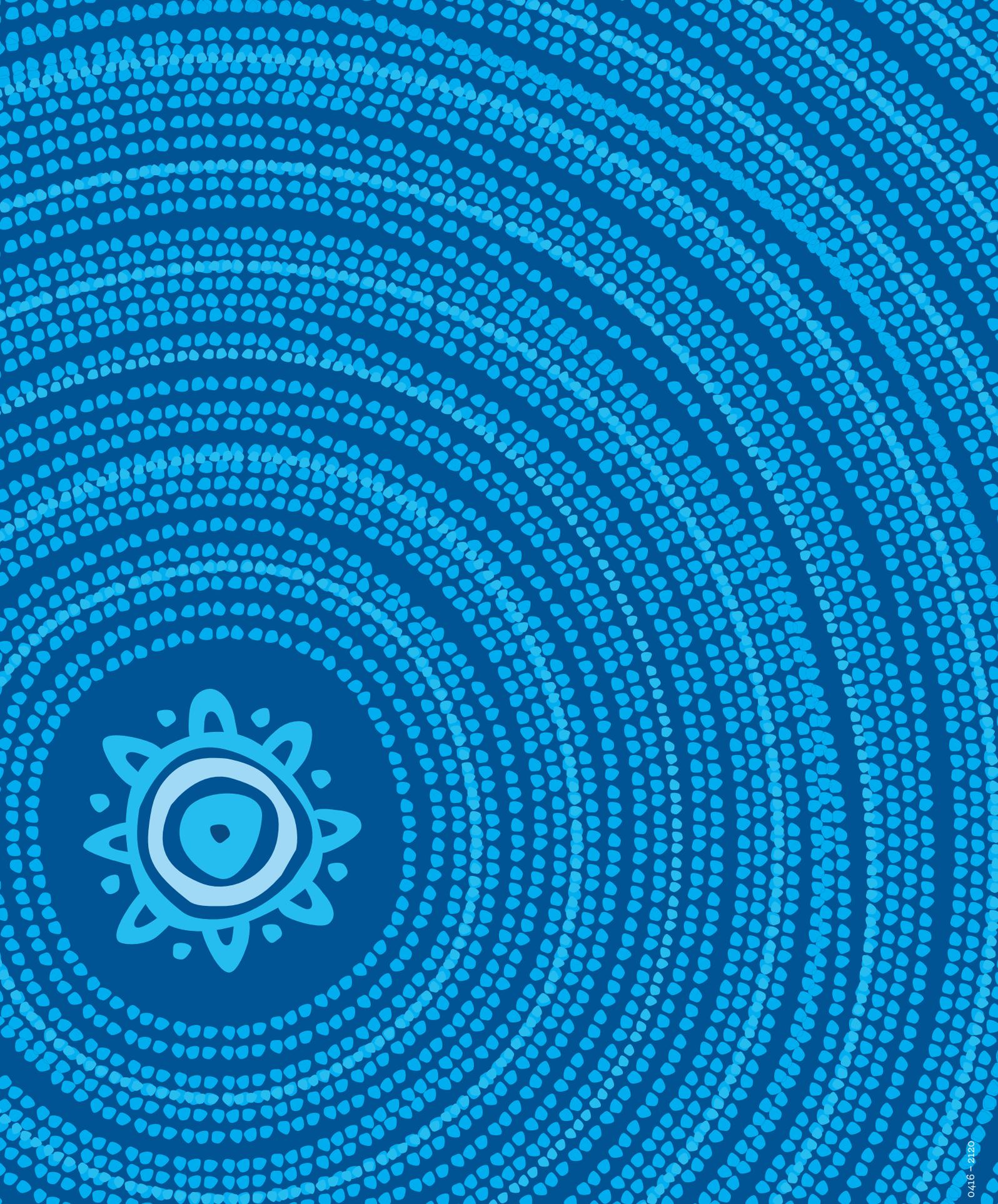
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