

AMP 

AMPCAPITAL 

# AMP Innovate Reconciliation Action Plan

August 2020 - August 2022



RECONCILIATION  
ACTION PLAN

**INNOVATE**

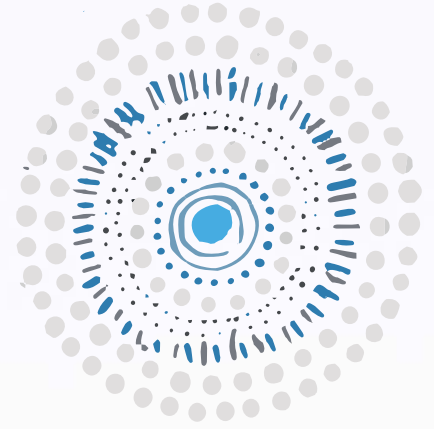


## Contact details

**Binowee Bayles**  
First Australians Program Manager  
+61 435 658 846  
[Binowee.Bayles@ampcapital.com](mailto:Binowee.Bayles@ampcapital.com)

Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images and names of people who may have since passed away.

This document, unless otherwise specified, is current at the date of publication and will not be updated or otherwise revised to reflect information that subsequently becomes available, or circumstances existing or changes occurring after that date. While every care has been taken in the preparation of this document, AMP Limited (ABN 49 079 354 519), makes no representation or warranty as to the accuracy or completeness of any statement in it including, without limitation, any forecasts. Past performance is not a reliable indicator of future performance. This document has been prepared for the purpose of providing general information, without taking account of any particular person's objectives, financial situation or needs. This document is solely for the use of the party whom it is provided and must not be provided.





## Contents

Acknowledgement of Country	4
AMP CEO - Francesco De Ferrari	6
Message from Reconciliation Australia	7
About the artist	8
Our vision for reconciliation	10
Our business	12
Our reconciliation journey	14
Cultural awareness	16
Our reconciliation milestones	18
Our focus areas	20
Events	22
Community partnerships	32
Our RAP commitments	41

Image: Dance Rites 2019, Kulgoodah Dancers.  
Photographer Jaimi Joy.

# Acknowledgement of Country

Ā N G E L P L A C



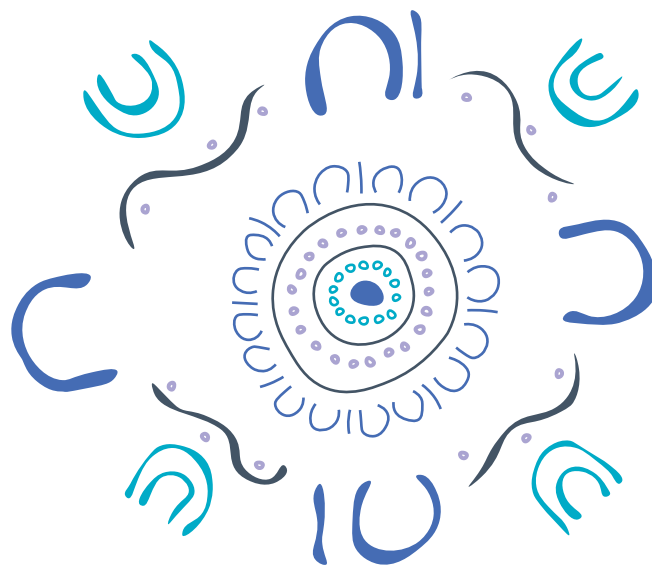
AMP Acknowledges the Traditional Custodians of lands, waters and communities throughout Australia. We pay our respects to the traditions, ancient protocols, and cultural practices of Aboriginal and Torres Strait Islander Peoples, who have lived and cared for country. We extend that same respect and recognition to the Elders of this land, both past and present.

At AMP, we want to tangibly demonstrate that we acknowledge, respect and value Aboriginal and Torres Strait Islander Peoples. As part of our Reconciliation Action Plan (RAP), we are committed as an organisation to spread awareness and celebrate the history of The First Australians.

The roll out of the Indigenous Acknowledgement Signage across AMP Capital's Office & Logistics and Shopping Centre assets, is one of many initiatives as part of the RAP and demonstrates respect by observing cultural protocols, and in turn promotes reconciliation.



In Sydney, we extend our respect to the Gadigal Peoples and the many neighbouring clans around the Sydney Harbour.



Title: Sharing and Learning  
Artist: Binowee Bayles

The coming together of all Australians - elders, men, women and children from different Nations to share knowledge and experiences, to learn about culture, Dreaming stories and custodial obligations to care for country.



Image top: Angel Place was the first site from our real estate portfolio to install an acknowledgement plaque on the facade of the building by the entrance.

Image right: Marrickville Metro Smoking Ceremony.

# AMP CEO Francesco De Ferrari

It is with great pleasure that I present AMP's Innovate Reconciliation Action Plan (RAP).

We are proud of the strong progress we have made since the 2019 launch of AMP Capital's Reflect RAP and the continued development of long-standing relationships with First Australian's through our AMP Foundation.

Our organisation is developing a deeper understanding about the role we can play in creating generational change that supports a brighter future for all Australians. I have been personally delighted to see our people truly embrace our RAP as a collective social responsibility.

Building on the success of our first RAP in 2019, our Innovate RAP will now cover the AMP group in Australia. We will commit the necessary resources to ensure that all of AMP works together to create and achieve positive outcomes for First Australians.

In this RAP, AMP recognises the importance of making positive contributions by improving our services and increasing the economic participation of First Australians. We have highlighted areas of importance to assist us as we address reconciliation within our organisation and the broader community.

At AMP, we want to continue to build a culture where a diverse workforce is valued. The commitments in this RAP will help us drive a key part of our strategy for this by establishing respectful relationships with First Australians and valuing their diversity of perspectives and thought.

Over the next two years, the key focus areas of our RAP include: building cultural awareness among our employees; creating employment opportunities and partnerships that benefit First Australians; and supporting financial wellbeing in First Australian communities.

As we take this next step in our journey, we look forward to making a positive contribution to reconciliation and benefiting from incorporation of the talents and wisdom of First Australians into our business culture.

**Francesco De Ferrari**  
AMP CEO



# Message from Reconciliation Australia



Reconciliation Australia commends AMP 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 AMP 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, AMP 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. AMP 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 AMP'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 AMP on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**

# Story of artwork



Artwork: Warrane Dreaming  
Artists: Dalmarri

Dalmarri is a collaboration between Trevor Eastwood and Jason Douglas, who are artists living in the Darug community in western Sydney.







This artwork was inspired by a walk on country with local Koori woman and AMP employee, Binowee Bayles. The area known now as Sydney Cove was occupied by the Gadigal people for tens of thousands of years.

The artwork depicts an X-ray image of the Sydney Harbour, from an aerial viewpoint. The Gadigal people were known as the Saltwater People and thrived in the most beautiful place they called Warrane (Circular Quay).

Warrane (Circular Quay) and Woccanmagully (Farm Cove) were brimming with life for the Gadigal people who had bountiful natural resources for fishing, hunting, food sources, medicine from plants and tool making. The land also served as sacred areas used for ceremonies, rituals, dance and burials.

Fresh water flowed all year round into these basins providing drinking water to all the people.

This artwork was created to highlight the respect and support AMP have in honouring the lands of the Gadigal people on which they work, walk and travel on. It also shows the continuing relationship AMP has with building stronger, more meaningful partnerships with its customers and shareholders.

# Our vision for reconciliation

AMP's Innovate RAP vision is to empower and work collaboratively with Australia's First Peoples to promote financial wellbeing and implement reconciliation initiatives.

Our aim is to develop cultural understanding, create opportunities for Aboriginal and Torres Strait Islander communities and proudly celebrate Australia's heritage.



AMP understands the importance of cultural integrity and uses these values to guide our decision making for all First Australian initiatives:

- Respect for the land and each other
- A balanced approach to everything
- To live in harmony.

**Binowee Bayles, First Australians Program Manager**



We will contribute the necessary resources to ensure our organisation identifies and achieves meaningful outcomes that have positive impacts for Aboriginal and Torres Strait Islander communities. We recognise the importance of improving the accessibility and suitability of our products and services for these communities and boosting their economic participation by diversifying our supply chain.

AMP is working towards being an employer and partner of choice. We believe that an inclusive culture that leverages diverse perspectives both sparks innovative thought and supports robust discussion, which drives outstanding results.

Although we are a global organisation, we have strong Australian heritage, which drives us to acknowledge, recognise and celebrate the contributions of First Australians.

Image: Redfern Youth Connect at the Reflect RAP Launch May 2019. Internal image.

# Our business

AMP was founded in 1849 on a simple yet bold idea: that all individuals should have the power and ability to control their money and achieve their financial goals.

## About AMP

AMP is an Australian wealth management company offering clients financial advice and superannuation, retirement income, banking and investment products.

## AMP Australia

We help our clients to save for, and to live well in retirement with our retail and workplace superannuation products and self-managed superannuation funds services, as well as retirement income solutions and investments for individuals. AMP Bank provides clients home loans, deposit and transaction accounts and self-managed super fund products.

## AMP Capital

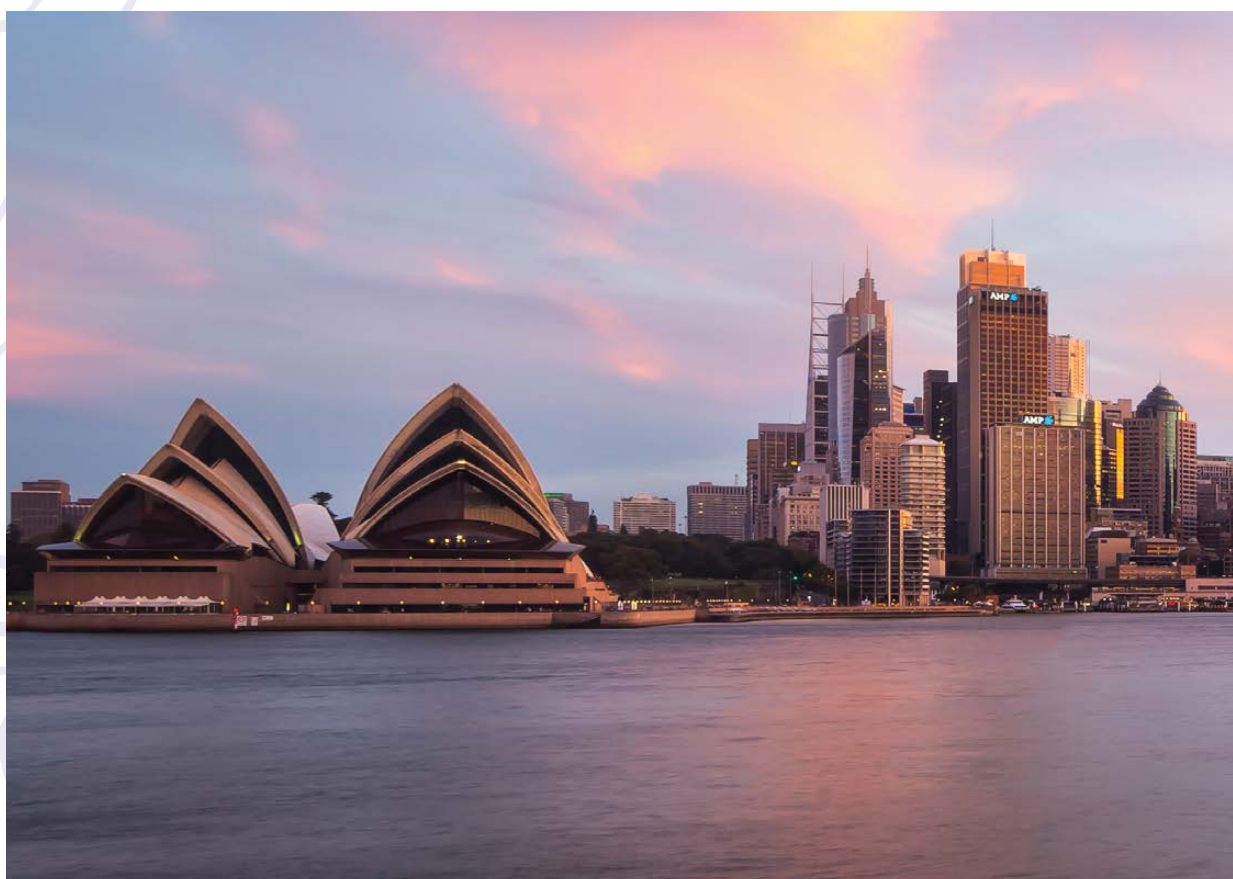
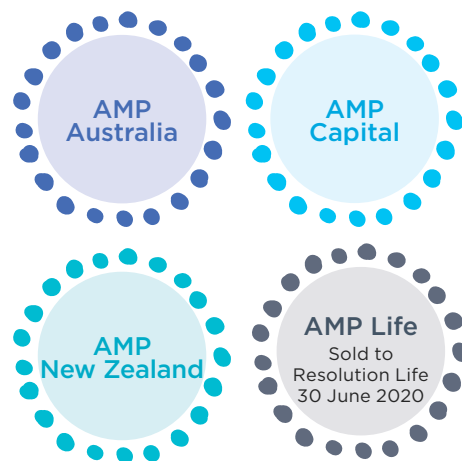
AMP Capital is a global investment manager, which services institutional and direct clients, including AMP. We manage more than AUD\$192.4 billion<sup>1</sup> AUM for clients across the world. In real assets, we manage real estate and infrastructure assets including offices, logistics assets, shopping centres, airports, trains and pipelines on behalf of funds and clients; while in public markets, we manage investments in equities, fixed income, diversified, multi-manager and multi-asset funds on behalf of clients around the world.

## AMP New Zealand

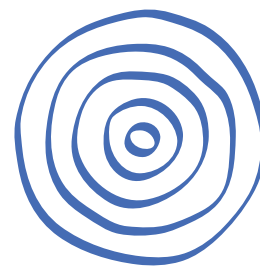
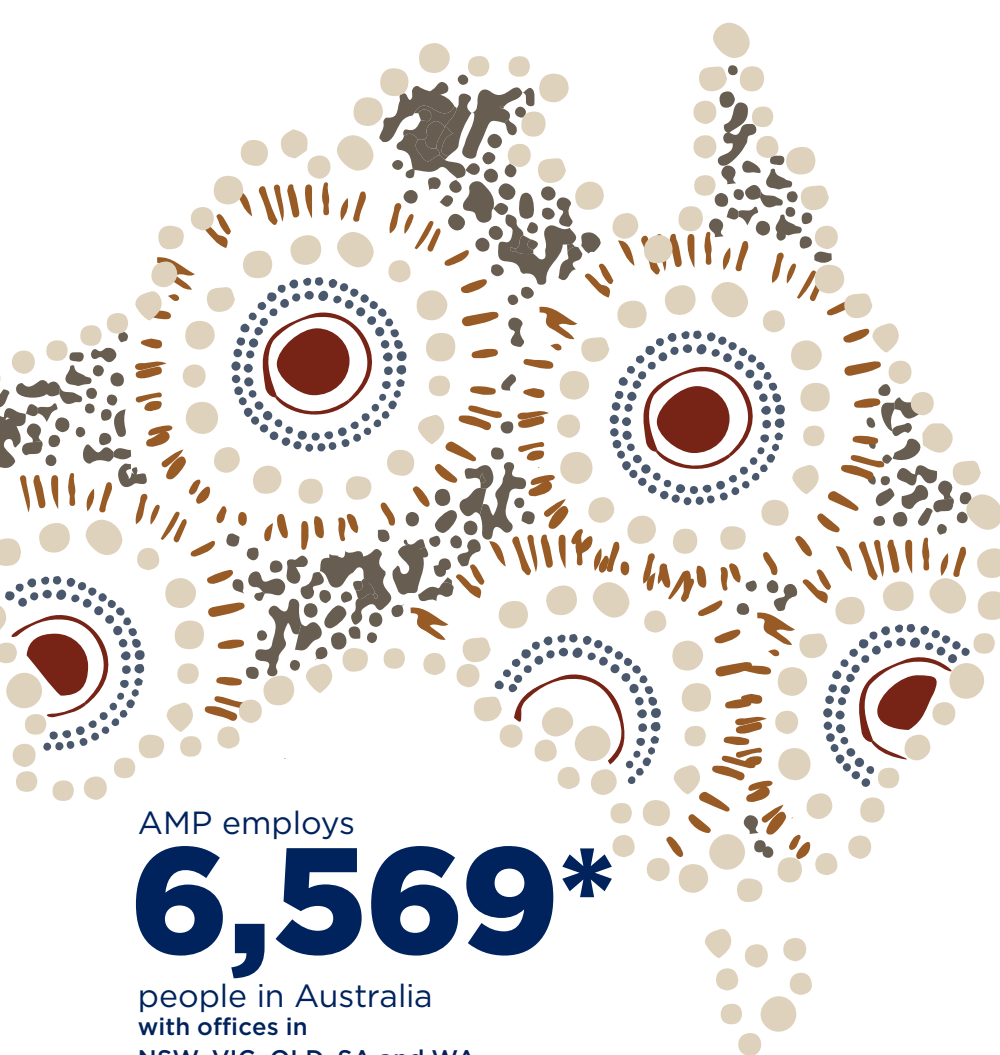
In New Zealand we provide clients with personal and business banking, super, retirement, financial advice and insurance, directly and through one of the largest networks of financial advisers in the country.

## AMP Life

AMP sold its life insurance business to Resolution Life. The transaction was completed 30 June 2020.



<sup>1</sup> as of 31 March 2020. Represents draw down amount on a fully funded basis.



### Our people and offices

According to our voluntary 2019 Inclusion and Diversity survey, 0.4% of our employees identify as having Aboriginal and/or Torres Strait Islander heritage.

Our RAP strengthens our inclusion and diversity strategy which enables AMP to build knowledge of and respect for Australia's First Peoples, while building relationships with organisations and communities within our sphere of influence.

Our commitment to reconciliation contributes to the sustainable development of our organisation and improves the way we do business; strengthening relationships with our clients, people and the community.

AMP employs

# 6,569\*

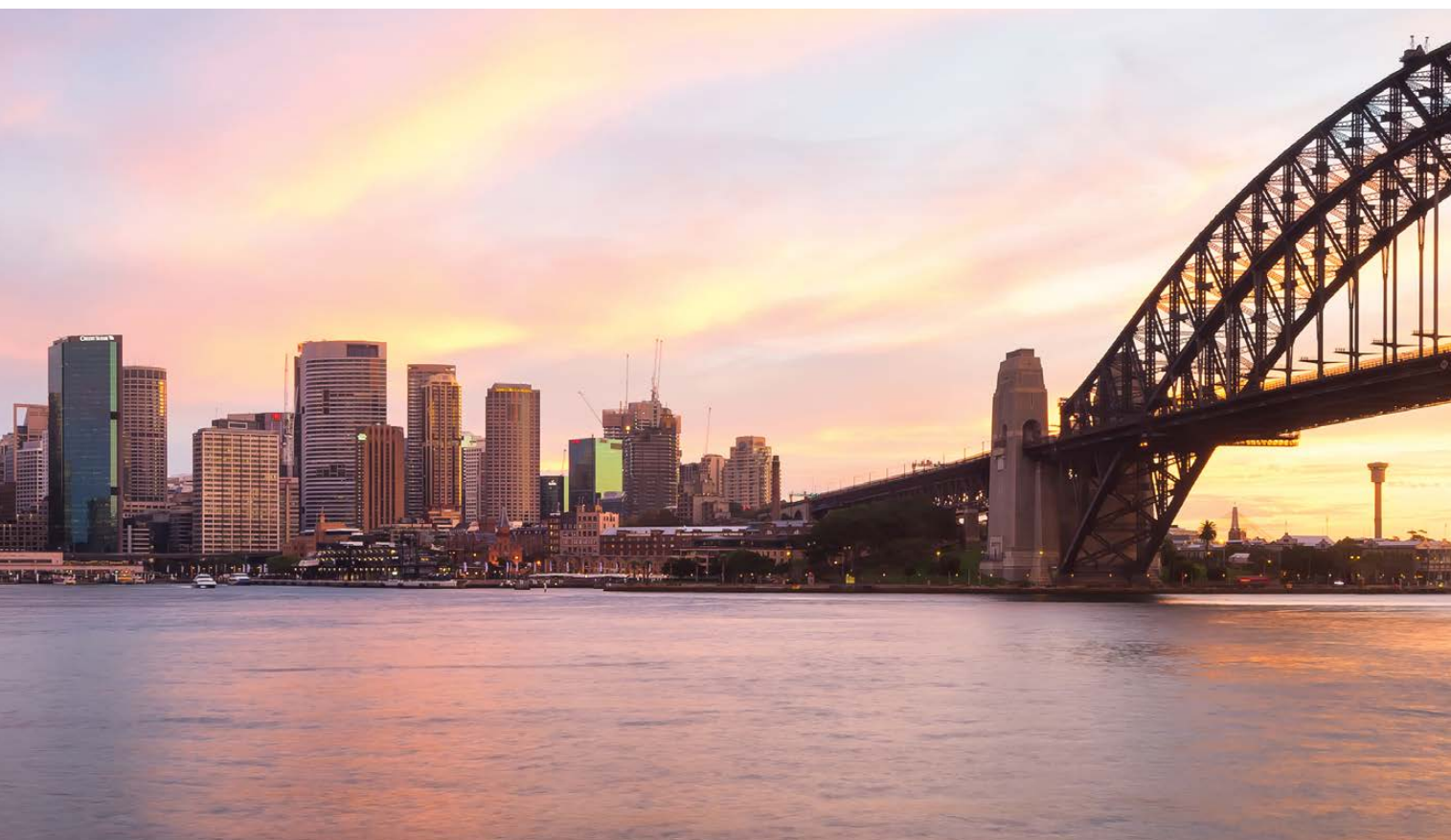
people in Australia  
with offices in  
NSW, VIC, QLD, SA and WA

735 people located  
internationally,

# 7,304

**in total**

\* Includes consultants and fixed term employees.



# Our reconciliation journey

In 2019, AMP Capital launched their Reflect Reconciliation Action Plan, which contributed to making a change in the culture of our organisation. We continue to share the importance of understanding and respecting cultural protocols, we encourage our staff, contractors and tenants to celebrate events in support of reconciliation.



Image top: AGLT members with Redfern Youth Connect at the Reflect RAP Launch May 2019. Internal image.

## RAP Ambassadors

A RAP Ambassador is any AMP employee who is passionate about reconciliation and wants to be part of AMP's reconciliation journey.

AMP's RAP Ambassadors will meet quarterly to receive updates about AMP's RAP progress, workshop new ideas and hear from First Australian thought leaders.

AMP has now joined AMP Capital to uplift its efforts in reconciliation, so that we can together deliver and expand AMP Capital's commitments, as they will become the foundation for our Innovate RAP.

AMP is proud to be launching this group-wide Innovate RAP.

AMP Capital has made significant progress to reconciliation since this launch, some of which has already positively influenced change. Given this progress, and building on the existing partnerships developed by the AMP Foundation, and the additional opportunities that come with broadening our RAP across the whole AMP Group, we are proud to play our part in this important journey with Reconciliation Australia.

The AMP Foundation is our philanthropic arm and has invested more than \$100 million in the community since 1992. The AMP Foundation has long been working to improve social and economic outcomes for Aboriginal and Torres Strait Islander communities.

## Our Governance

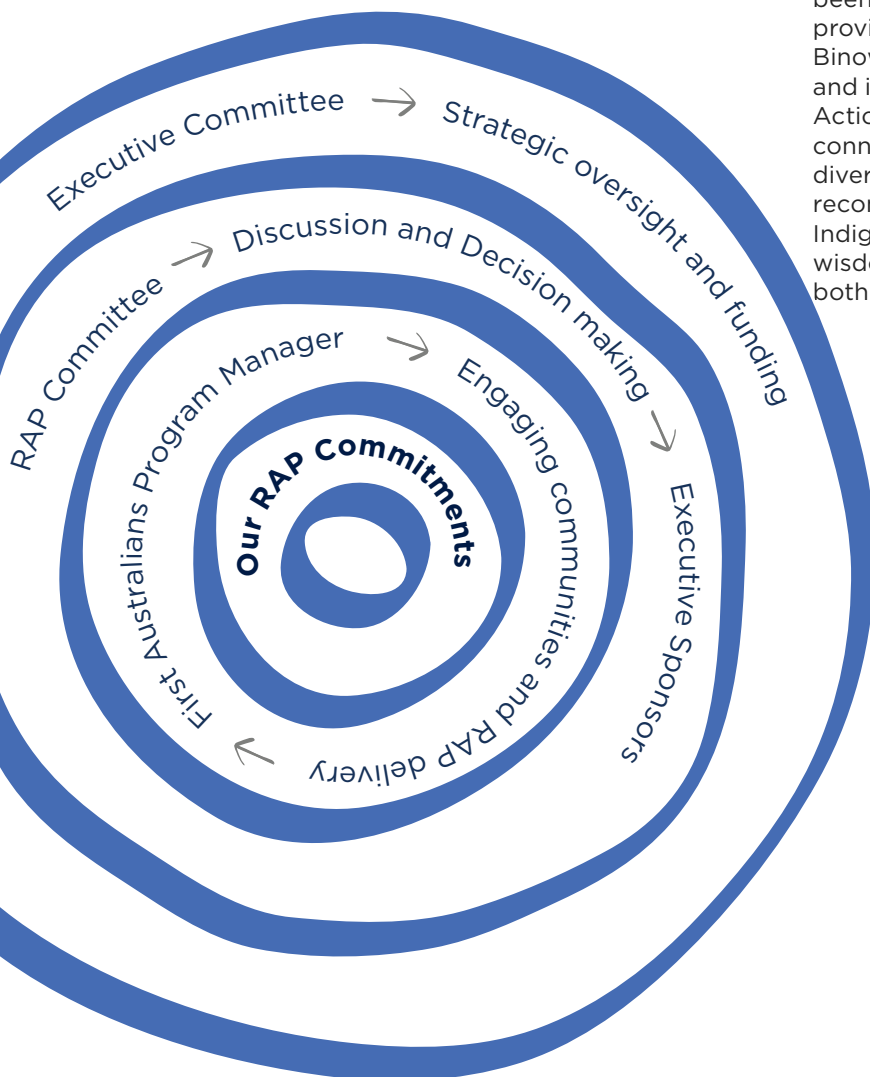
AMP's Innovate Reconciliation Action Plan is championed by the Group Executive, People and Corporate Affairs and CEO, AMP Capital.

### RAP Committee

The AMP RAP Committee, formerly the First Australians Working Group (FAWG), will oversee the delivery of the RAP as well as provide strategic recommendations. The RAP Committee consists of representatives from key business units, who are responsible for implementing our vision for reconciliation.

Binowee Bayles is a proud First Nations woman born and raised on Gadigal land in Redfern, Sydney. Binowee has been sharing her culture and performing traditional songs and dances from the age of six, travelling around Australia and internationally whilst maintaining strong cultural ties to many Indigenous communities. In 2010, Binowee was the Indigenous Australian representative for the United Nations Assembly on Climate Change in the Philippines; and continues to play an active role in her communities.

Since joining AMP Capital in 2017, Binowee has been managing the First Australian programs and providing cultural oversight across the AMP Group. Binowee's role is responsible for the development and implementation of AMP's Reconciliation Action Plan (RAP), a program that deepens our connections and strengthens our inclusion and diversity strategies. Binowee is passionate about reconciliation in Australia and is excited to share Indigenous perspectives and explore how ancient wisdom can be applied to many situations today, both in the workplace and in everyday life.



### RAP Committee members

- First Australians Program Manager
- Head of Sustainability
  - AMP Capital Real Estate
- Head of AMP Foundation
- Operations Administration Manager
  - AMP Capital Shopping Centres
- Change Analyst, AMP Capital Corporate ESG
- Internal Communications Manager
- Senior Legal Counsel, Dispute Resolution
- Culture and Capability Manager
- Workplace Super Strategy & Business Plan
- Senior Manager, Policy and Engagement
- Senior Manager, Group Sustainability
- Content Manager
- Senior Manager, Campaign Marketing
- Senior Digital Optimisation Manager
- Sustainability Analyst

# Cultural awareness



Since the launch of the Reflect RAP, AMP Capital has implemented phase one of our cultural learning, 'an introduction to Aboriginal Australia', which includes a walking tour exploring local knowledge.

Over 200 employees have attended the First Australian cultural awareness training sessions facilitated by Binowee Bayles at our head office on Gadigal country in Sydney. Each session explores the following:

- Understanding identity: Koori, Murri, Bama, Yolgnu, Noongar, Nunga, Anangu, Palawa
- Increasing knowledge of Aboriginal Australia: Languages and language groups, clans, nations and identity
- Walking tour around Sydney Harbour - Pre-1788 to today and connecting people of the past to the present
- Fundamental values of First Australians
- How to get involved in the reconciliation journey.

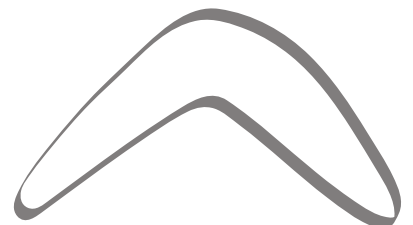
“ Thanks for an amazing session today. I have learnt more about history and culture of this land and its original people today than in my last 9 years in Australia. The best part of the session was your dedication and passion you ran it with, showing respect to all cultures ”

**Piyush Madaan, Head of Data and Architecture, AMP Capital Technology & Innovation**



Image top: Staff from the real estate team attending The Rocks Discovery Museum as apart of AMP's First Australian cultural awareness training session.

Image left: Staff from the real estate team exploring Sydney Harbour, walking on country as a part of AMP's First Australians cultural awareness training session.





# Paving the way for First Australians



Following a cultural awareness training session, employees within the AMP Capital Legal team felt compelled to take action to make a difference. This led to the employment of Jerone Wills, a proud Wagadugum man, as a paralegal in their team.

“When I first joined AMP Capital I was welcomed by Binowee Bayles, the First Australians Programs Manager. I was pleasantly surprised and equally impressed that AMP Capital had a genuine motivation and dedicated resources toward having a full-time role made specifically to ensuring that Indigenous programs and incentives would be driven forward within the company. I had come to the office on my first encounter with my soon-to-be colleagues primed, polished and ready to impress – it was then I heard Binowee ask me, “Who your mob?!” in her trademark energetic tone, and I instantly loosened up and felt comfortable to be myself from the get go.

Being a young Indigenous Australian within the corporate world can sometimes be daunting, however having a genuine support network within the company makes a huge difference. I have had the pleasure of being involved with the RAP Committee and have been even more impressed with the genuine and passionate people who work toward bringing great ideas to reality. I have seen first-hand the amount of work that goes on behind the scenes in developing and launching our reconciliation action plans – let’s just say that no one would undertake this much additional work unless you were seriously passionate!

While our current reconciliation journey is in the early stages, given the amount of work done to date and the passionate people working behind the scenes, it is evident that our journey is going in the right direction. I am extremely proud to be a part of such a journey.”

Image: Wagadugum man Jerone Wills, Paralegal at AMP Capital from February 2019 - February 2020.



# Our reconciliation milestones



## 2004-2006

We started supporting First Australians through CentaCare, Out of Redfern, WorkVentures and Ganbina.

**AMP Foundation**



## 2014

Commenced sponsoring Dance Rites at the Sydney Opera House.

**AMP Capital**

Senior Leaders began offering an Acknowledgement of Country at all major events and began partnership with First Australians Capital and Global Sisters.

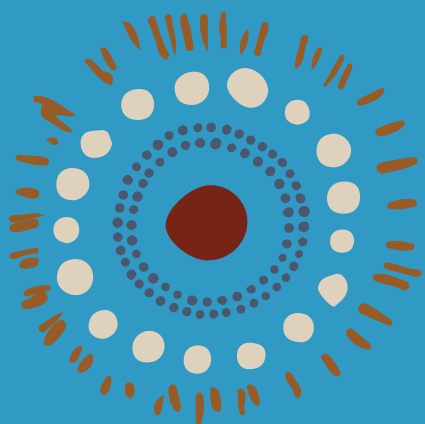
**AMP Foundation**



## 2012

Published 'The Best of Every Woman' a landmark report into philanthropic investment in Aboriginal women and girls.

**AMP Foundation**



## 2016

Commenced RAP process. Obtained leadership support to develop a RAP and funding for a dedicated role.

**AMP Capital**

We began delivering financial literacy workshops with the Indigenous employees of one of our workplace super clients.

**AMP Australia**



## 2008

Supported non profits AIME, Mission Australia, Clontarf Foundation, Smith Family and Graham (Polly) Farmer Foundation for First Australian education programs.

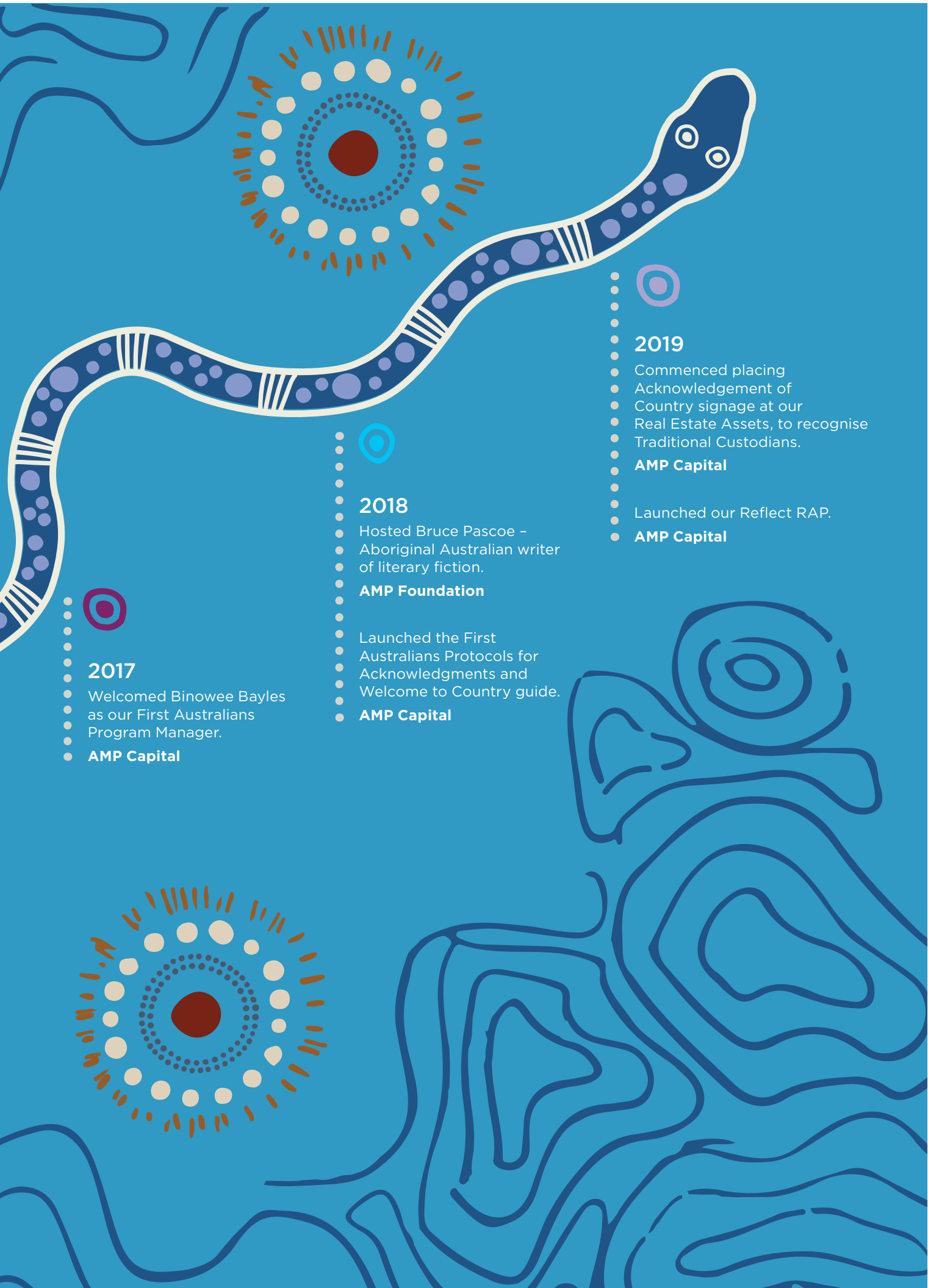
**AMP Foundation**



## 2013

Launched the Tomorrow Fund, awarding \$1 million in grants to amazing Australians, including First Australians every year.

**AMP Foundation**



**2017**

Welcomed Binowee Bayles as our First Australians Program Manager.

**AMP Capital**

**2018**

Hosted Bruce Pascoe – Aboriginal Australian writer of literary fiction.

**AMP Foundation**

Launched the First Australians Protocols for Acknowledgments and Welcome to Country guide.

**AMP Capital**

**2019**

Commenced placing Acknowledgement of Country signage at our Real Estate Assets, to recognise Traditional Custodians.

**AMP Capital**

Launched our Reflect RAP.

**AMP Capital**

# Our focus areas

AMP has three key focus areas that will guide the way we do business.

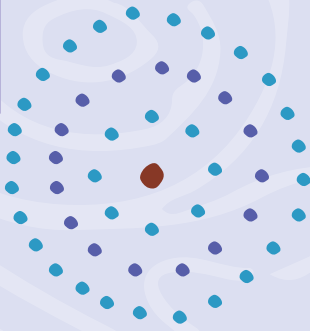
These focus areas will ensure we are supporting and providing opportunities for First Australians in everything that we do.

Having the knowledge and understanding of First Australian cultures will allow us to better engage local organisations. Our aim is to empower communities by providing career pathways and promoting the necessary tools to build financial wellbeing for all Australians.

Title: Our People, Our Journey  
Artist: Binowee Bayles

In the centre is AMP's inception and all the dots represent the people at AMP and the relationships we build with people. The circles represent the companies journey, the collaborations, the knowledge, experiences and friendships. The double semi circles represent the coming together of all nations and symbolises the importance of reconciliation.

1



## Knowledge and respect

### Acknowledgement and Welcome to Country protocol

Ensuring we respect and acknowledge the survival of the oldest living culture in the world and acknowledge the ancient practices, traditions, and protocols of First Australians.

### Cultural awareness training

We have developed and are committed to delivering training to all staff to help build knowledge of and respect for First Australians, show the relevance of ancient wisdom to our current ways of working, and the linkages to our inclusion and diversity strategy and commitment to sustainability.

### Events

We will mark and celebrate key annual events and dates including National Reconciliation Week and NAIDOC week.

2



## Relationships

### Partnerships

Through various parts of our business, we will continue to support and collaborate with like-minded organisations to improve outcomes for First Australians.

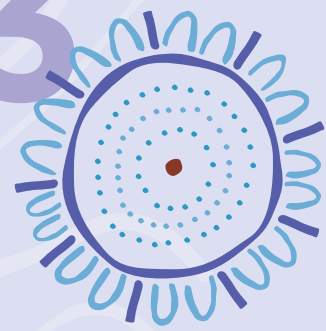
### Employment pathways

We will seek to address ways AMP can become an employer of choice for First Australians; and continue to use our graduate program and internships to establish a program of direct pathways for employment with AMP. We will have representation at careers days at universities and schools to raise awareness of AMP's RAP program.

### Supply chain

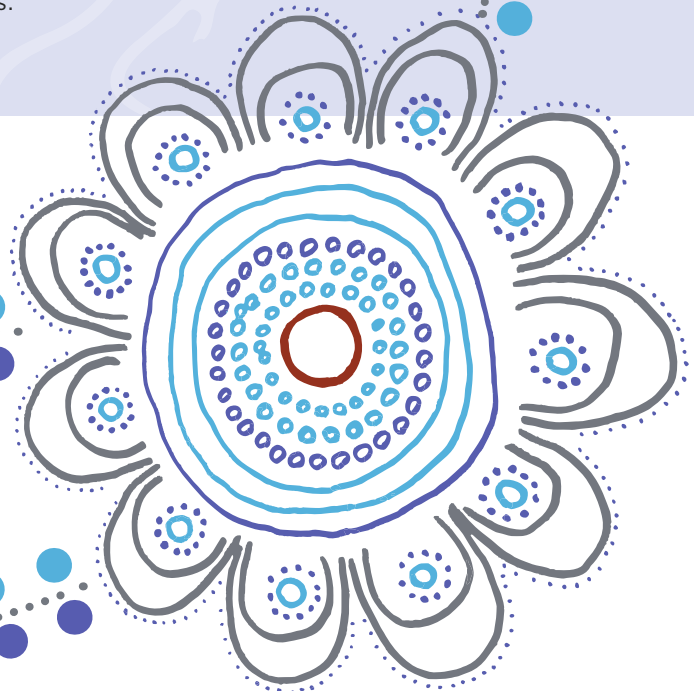
Register with Supply Nation to identify opportunities to work with Indigenous owned and operated businesses.

3



## Financial wellbeing

We will leverage our expertise to build financial resilience and improve the financial wellbeing of First Australians. Our initiatives will involve connecting individuals and businesses with meaningful resources and services to promote brighter futures for these communities.



# AMP events

Each year we celebrate important reconciliation milestones and promote awareness for significant dates for First Australian communities and Australian history.

In 2019 we held a record number of activations across our business, we worked in collaboration with First Nations businesses, our Real Estate tenants, non-profit partners and AMP Tomorrow Makers to deliver cultural experiences, art exhibitions, knowledge sharing sessions and performances.



NATIONAL  
RECONCILIATION WEEK 2019  
27 MAY - 3 JUNE

**GROUND**  
*in*  
**TRUTH**

WALK TOGETHER WITH COURAGE

Image: 7 Macquarie Place, Sydney



## National Reconciliation Week 2019 27 May - 3 June

### Grounded in truth, walk together with courage

National Reconciliation Week (NRW) is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia.

The dates for NRW remain the same each year; 27 May to 3 June. These dates commemorate two significant milestones in the reconciliation journey — the successful 1967 referendum and the High Court Mabo decision, respectively.

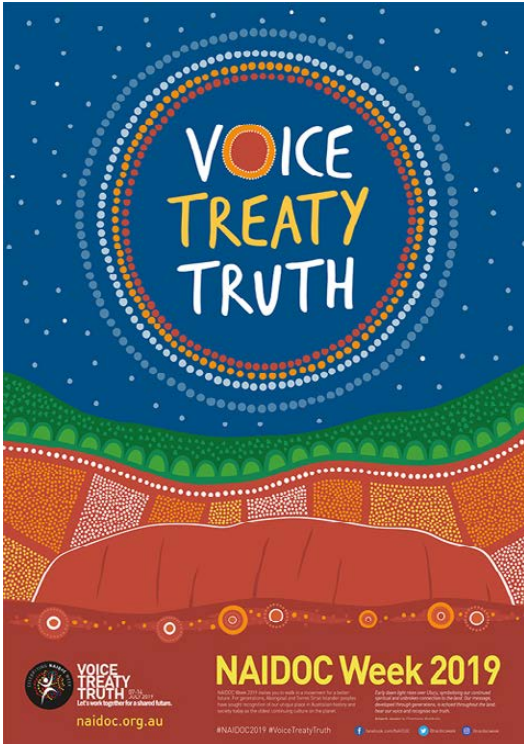
Reconciliation must live in the hearts, minds and actions of all Australians as we move forward, creating a nation strengthened by respectful relationships between the wider Australian community, and Aboriginal and Torres Strait Islander Peoples.



Image: AMP Head Office, Circular Quay, Sydney.

Images:  
Our people  
engaging with  
traditional artwork  
and cultural activities  
at Thomas Holt Drive,  
Macquarie Park Sydney.





**NAIDOC Week 2019**  
7 July - 14 July

**Voice. Treaty. Truth.**  
**Let's work together for a shared future.**

The Indigenous voice of this country is over 65,000 years old. They are the first words spoken on this continent. Languages that passed down lore, culture and knowledge for over millennia. They are precious to our nation.

It's that Indigenous voice that includes know-how, practices, skills and innovations – found in a wide variety of contexts, such as agricultural, scientific, technical, social governance, decision making, ecological and medicinal fields, as well as biodiversity-related knowledge. They are words connecting us to country, an understanding of country and of a people who are the oldest continuing culture on the planet.



AMP hosted many NAIDOC Week events across its office locations and real estate assets to celebrate the culture, achievements, talents and the survival of Australia's First Peoples.



“ We invite you to walk with us in a movement of Australian people for a better future. ”

NAIDOC vision statement





140 St Georges Terrace, Perth WA



Casula Mall, Sydney

Angel Place, Sydney



NAIDOC Week was celebrated at 12 Moore Street, Canberra with team members, tenants and customers participating in the creation of traditional artworks.

# The Exchange



## The Exchange 2 December 2019

Binowee Bayles, Les Daniels and Geeno Barry performed at The Exchange, an AMP Capital all staff event aimed to connect our employees with our strategic purpose and share success stories from throughout the year. This was the first Exchange event that featured a traditional song and dance on stage with performers, as well as a Welcome to Country and speech from Binowee outlining the progress of our RAP journey so far.



“ For me the highlight of The Exchange was the Welcome to Country. It was beautiful to see Binowee and the dancers perform, and to hear the progress we have made in our RAP journey. It makes me proud to work for a company that is committed to reconciliation. ”

India Roberts-Smillie, Employee Experience Communications Consultant

“ The Welcome to Country was a meaningful way to pay respect to the Traditional Custodians of the land on which we meet and do business. It was great to learn about the impact and achievements of our group so far. ”

Tim Wurf Graduate - Global Distribution & Business Management



Images top: Dance performers Les Daniels and Geeno Barry and Binowee Bayles.

Image left: AMP Capital employees audience



## Clontarf Foundation visits

For more than a decade, the AMP Foundation partnered with Clontarf Foundation – a non-profit that works through high school-based academies to help Aboriginal and Torres Strait Islander boys engage with education and pathways to employment.

The AMP Foundation is proud to have supported Clontarf through a critical growth period that took it from operating in 17 schools in West Australia and the Northern Territory to working with 9,000 students in 129 schools nationwide.

AMP's Circular Quay employees have hosted many Clontarf students over the years, including a group from the Vincentia academy in October 2019.

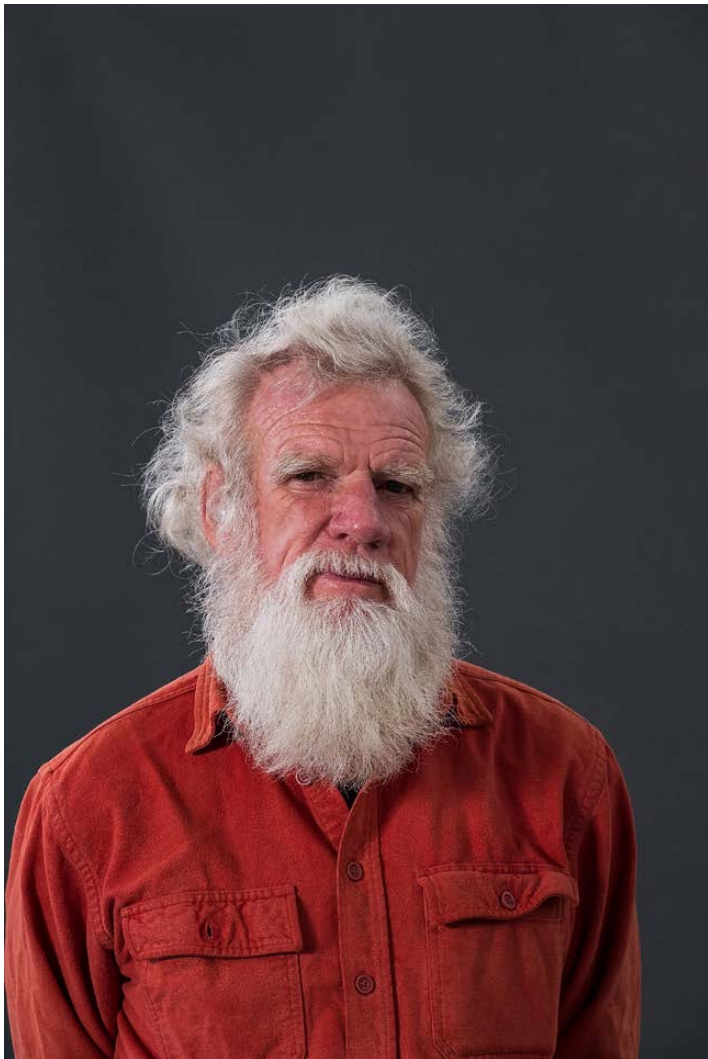
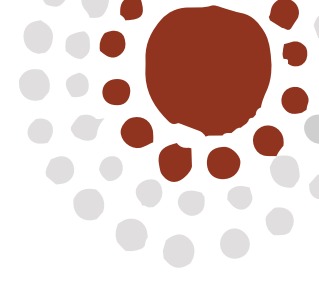
During the visit, AMP staff shared their employment experiences and offered advice on setting career goals.

In turn, the students practised their presentation skills by talking about the sporting, educational and employment opportunities provided by Clontarf.

These visits enriched understanding between both the students and AMP employees.

Image: Clontarf Foundation





## Bruce Pascoe shines light on ancient enterprise

Through its non-profit partner First Australians Capital (FAC), the AMP Foundation was honoured to host educator and author Bruce Pascoe at our Circular Quay office at the end of 2018.

This Yuin, Bunurong and Tasmanian man challenges the idea that pre-colonial Australian Aboriginal peoples were hunter-gatherers – but instead maintained an agricultural economy that was sympathetic to the land. At this event, the author of the best-selling book ‘Dark Emu’ captivated guests by explaining how First Australians lived off and sustained the land through the millennia.

Guests also heard from FAC leader Jocelyn King and some of the non-profit’s 21st-century entrepreneurs who are maintaining an ancient tradition of enterprise and innovation. The AMP Foundation is a founding partner of FAC, which provides capital and capacity-building support to Indigenous businesses.

Image: Bruce Pascoe, author.

Image (from Left): Author Bruce Pascoe, Jocelyn King (First Australians Capital) and Helen Liondos (AMP Foundation)



## Indigenous Literacy Day 19 August 2019

Indigenous Literacy Day is a national celebration of Indigenous culture, stories, language and literacy. It also aims to raise awareness of the need to support literacy in remote and isolated Indigenous communities of Australia.

To celebrate this day in 2019, AMP Capital encouraged employees and tenants to donate pre-loved children's books, which were delivered to a number of local Sydney schools with a high population of Aboriginal students.

**+1000**  
**Books**  
were donated  
by generous  
employees and  
tenants



Image: Bourke Place, Melbourne.



Image: Northbridge Plaza, Sydney

## International Year of Indigenous Languages

2019 was also the United Nations International Year of Indigenous Languages. We recognised this by displaying posters with information on local Indigenous languages across our offices in NSW, ACT, QLD and Victoria. Our aim was to raise awareness and educate our colleagues on the uniqueness and diversity of Aboriginal and Torres Strait Islander languages.

The IYIL2019 mobilised stakeholders to act in five key areas:

1. Increase understanding, reconciliation and international cooperation.
2. Create favourable conditions for knowledge-sharing and dissemination of good practices.
3. Integrate Indigenous languages into a standard setting.
4. Empower through capacity building.
5. Elaborate new knowledge to foster growth and development.



### Canberra

- Meeting place in the Ngunnawal language, ACT

### Worimi (Wor-ri-mi)

- Hello in the Dharug language, Sydney, NSW

### Galang nguruindhau

(Ga-lung ngoo-rroo-win-dha-woo)  
 - Hello how are you in the Turrbal dialect, Brisbane, QLD.

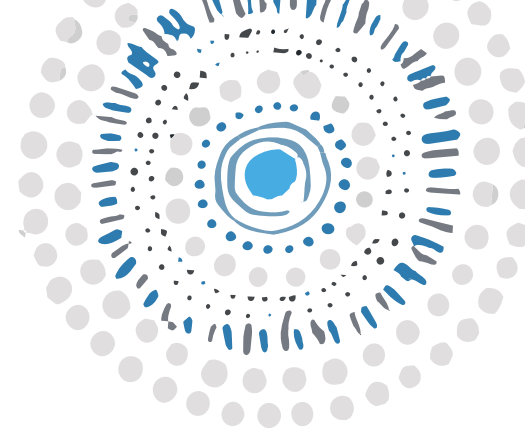


Image: Multicultural performance by students of Alexandria Park Community School, September 2019.

## International Day of the World's Indigenous Peoples

9 August commemorates the International Day of the World's Indigenous Peoples. It is celebrated around the world and marks the date of the inaugural session of the Working Group on Indigenous Populations at the United Nations in 1982.

# Community partnerships



## AMP Foundation

Over the years, the AMP Foundation has partnered with a range of organisations that work to improve the lives of Aboriginal and Torres Strait Islander people and communities supporting 17,000 women into self-employment by 2025.



## First Australians Capital (FAC)

First Australians Capital provides business advisory support and access to capital to help Indigenous entrepreneurs to develop and grow commercial businesses.

AMP Foundation has supported FAC since the beginning of its journey, having provided seed funding in late 2014, through the AMP Tomorrow Fund, and partnership support since 2016.

Founded and led by Indigenous Australians, this non-profit organisation has since helped hundreds of Indigenous businesses to secure funds, develop plans and grow their enterprises.

Image: Helen Liondos, AMP Foundation with Jocelyn King and Adrian Appo, First Australians Capital.







## Global Sisters

Global Sisters helps disadvantaged women – including those from refugee, Aboriginal and Torres Strait Islander backgrounds – to create, develop and operate their own small businesses.

This non-profit, which the AMP Foundation has supported since 2016, provides introductory business workshops to help these women – known as Sisters – to devise or grow a business idea. After undertaking a short business course, Sisters are matched with mentors and receive further start-up and development support.



**Global Sisters** is steadily working towards a **goal of supporting 17,000 women** into self-employment by 2025.

**GLOBAL SISTERS**

Image (from Left): Goanna Hut, native food business owner. Jo-Ann Wolles, AMP Tomorrow Maker and Global Sisters alumni.

## Clontarf Foundation

The Clontarf Foundation uses football to engage Aboriginal boys with education and build the self-esteem, life skills and discipline needed to lead purposeful and healthy lives. Its academies, which are set within high schools, provide boys with mentoring, support and broad experiences.

The AMP Foundation first partnered with the Clontarf Foundation in 2008 and went on to support their work for more than a decade. During this time, the non-profit grew from working with schools in Western Australia and the Northern Territory to supporting young men across the nation.

Using supportive relationships, a welcoming environment and a diverse range of activities, the Clontarf approach has been very successful in keeping young Aboriginal men in school and setting them up for further education, training and employment.



Image: Clontarf boys at the Ross Kelly Cup rugby league tournament.





### AMP's Tomorrow Fund

AMP's Tomorrow Fund is the AMP Foundation's annual \$1 million grants program for amazing Australians doing great things. Since 2014, the Foundation has supported many First Australians through this program with a broad range of talents.

Image: AMP Tomorrow Maker and NT gymnast Hannah Nawirridj

## 2019 Tomorrow Makers



### Corey Tutt

This Kamilaroi man has always been inspired by nature, which has pulled him through tough times. Corey's love of animals led him to working at Sydney University as an animal technician, where he started Deadly Science to ignite the same passion for the natural world in Indigenous school students. Within a year, he was sending thousands of science books, telescopes and smart gardens to schools across Australia. This NSW Young Australian of the Year gives his all to Deadly Science, mentoring young people online when he is not working to fund this unique initiative. Having been supported by the likes of Professor Brian Cox and Dr Karl Kruszelnicki, Corey is paying it forward by encouraging a generation of Indigenous Australians to aim for the stars.



### Mikaela Jade

Mikaela is a Cabrogal woman and park ranger with a background in environmental biology who founded Indigital - a social enterprise that uses 21st-century technology to share ancient knowledge. Indigital started life as a free app that enabled children and Elders to build interactive stories around significant objects, art and places. The new Indigital fee-paying platform harnesses the knowledge of Elders, which is mapped to the curriculum and shared with students, who use augmented reality templates to bring the stories to life. Indigital's proceeds go back to Elders and also fund a digital skills program for women. Mikaela has begun building a national team to offer schools Indigital training



### Cara Peek

Cara is a Yawuru/Bunuba woman, a lawyer, social innovator and entrepreneur strongly committed to fostering access and opportunity for regional communities. Having worked in the government, non-profit and corporate sectors before running her own consultancy, she is well known in the Kimberley for founding Saltwater Country - a non-profit focused on the social, emotional and economic wellbeing of Aboriginal people. Cara is now harnessing the business potential of this region by establishing a culturally intelligent entrepreneurial hub and think tank where budding entrepreneurs have the freedom to be innovative and bold, and are supported to develop enterprises through an Aboriginal-led accelerator program.

Images (L to R): Adam Spencer with AMP Tomorrow Makers Yirmal Marika and Corey Tutt, photographer Paul Henderson-Kelly.  
AMP CEO Francesco De Ferrari with AMP Tomorrow Maker Corey Tutt, photographer Paul Henderson-Kelly.  
AMP Tomorrow Maker Yirmal Marika performing at AMP's Sydney headquarters, photographer Paul Henderson-Kelly.



## AMP Capital

As part of AMP Capital's Reflect RAP, the business connected with like-minded organisations and partners to improve social and cultural outcomes for First Nations Peoples.



Image: Dance Rites 2019 Overall Winner: Muggera. Photographer Daniel Boud.

Quay Quarter Sydney is a proud sponsor of Sydney Opera House





## Dance Rites 23 - 24 November 2019

Dance Rites is a celebration of First Nations Dance and allows the public to witness the powerful coming together of traditional customs, language and contemporary culture, with hundreds of First Nations dancers from all around Australia and performers from around the world. Dance Rites is a free festival of live dance, music and community.

AMP Capital has proudly sponsored Dance Rites for five consecutive years, joining hundreds of participants and thousands of spectators in this celebration of First Nations dance.

Image: Acosia Red Elk from Native American dance group Indigenous Enterprise.  
Photographer Jaimi Joy.

## Indigenous Finance and Business (IFaB)



Indigenous Finance and Business (IFaB) is an Australian Aboriginal Corporation and meeting place for Indigenous people in finance and business. It aims to:

- Inspire and enable the next generation of Indigenous finance and business leaders to build a strong financial base for community development
- Provide support to Indigenous students studying finance and business
- Connect Indigenous and non-Indigenous business people to create change through advocacy and education
- Facilitate the exchange of information and skills, participation and maintenance of community development activities, community services and employment for the community.



Images: December 5 2019.  
 Attendees and delegates at the inaugural IFaB conference, Sydney. Including AMP staff: Adrian Williams, Shamsida Prasad, Binowee Bayles, Ola Samuelsen, Catherine Resurreccion, Melanie Louie and India Roberts-Smillie.  
 Photographer: Joseph Meyers.

AMP Capital was delighted to sponsor the inaugural Indigenous Finance and Business Conference, held on the 4th and 5th of December 2019. The conference was for Indigenous and Non-Indigenous individuals in finance and business to take part in immersive inspiration, learning and empowerment, delivering on IFaB's core purpose.

The conference brought together over 100 delegates across Australia, Canada and New Zealand who heard from over 30 speakers over the two days, including community leaders, financial services professionals and government body representatives.

With a strong focus on empowering and inspiring the next generation of Indigenous finance and business leaders, AMP Capital is proud to continue our support for Indigenous Finance and Business.

“ The inaugural IFaB conference was one of my highlights of 2019. The speakers were inspirational, and I left the conference with a new found knowledge about how Indigenous wisdom can and should be incorporated into organisations and businesses. ”

**Melanie Louie, Sustainability Manager - Investor Relations and Reporting, Real Estate, AMP Capital**





The Inaugural IFaB conference, Sydney. L to R: Ben Eisikovich, Sarah Richards, Luisa Lombardi, Francine Garlin and Adrian Williams.

“ As the Graduate Program Manager at AMP, I was keen to attend the IFaB conference in December 2019 to learn more about how we could attract and support First Australians through our business and industry. I walked away not only with a deeper insight into this, but at a very personal level, completely inspired by the creativity and wisdom that the Indigenous model of business could bring. My commitment from the experience is to keep learning and keep listening and to always advocate to those within the organisation to do the same! ”

**Thomasin Schmidt, Graduate Program Manager**



# Our RAP commitments

As part of our reconciliation journey, we aim to continue building and delivering outcomes that develop financial literacy, promote employment pathways and develop on our cultural understanding and awareness.



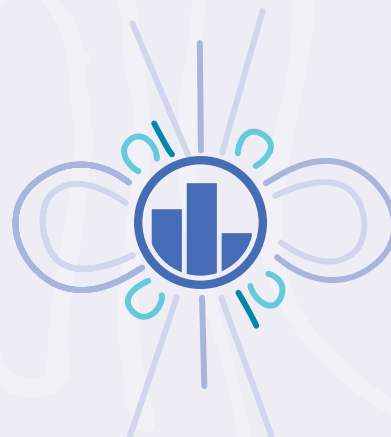
Relationships



Respect



Opportunities



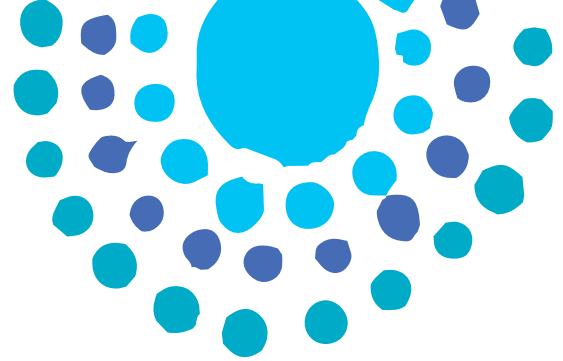
Governance

# Relationships



At AMP, building strong relationships is core to how we do business. This also extends to our reconciliation journey, where we place significant value on the development of genuine relationships with Aboriginal and Torres Strait Islander communities, businesses, and organisations. In our Innovate RAP, AMP is focused on building and maintaining relationships outside of our corporate network and engaging at the grassroots level with communities.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Involve AMP employees in skilled volunteering and mentoring for the benefit of Aboriginal and Torres Strait Islander People and communities via our existing partners and Tomorrow Fund grants program recipients.	June 2021, 2022	- Head of AMP Foundation
	Select new partner organisations to help support Aboriginal and Torres Strait Islander People and communities.	June 2021	- Head of AMP Foundation - First Australians Program Manager - Culture and Capability Manager
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2021	- First Australians Program Manager - Sustainability Analyst
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander partner organisations and other stakeholders.	July 2021	- Sustainability Analyst
	Consult with Aboriginal and Torres Strait Islander employees, partner organisations and other stakeholders to discuss our RAP strategies and actions.	July 2021	- First Australians Program Manager
	Award at least 2 AMP Tomorrow Fund grants to First Australians every year.	November 2020, November 2021	- Head of AMP Foundation
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate National Reconciliation Week resources and materials to our staff.	May 2021, 2022	- Internal Communications Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021, 2022	- Internal Communications Manager - Culture and Capability Manager
	RAP committee members to participate in an external NRW event.	May 2021, 2022	- Operations Administration Manager, Shopping Centres - Real Estate
	Support AMP office and Real Estate assets to hold NRW events and register on Reconciliation Australia's NRW website.	May 2021, 2022	- Operations Administration Manager, Shopping Centres - Real Estate - Internal Communications Manager



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Implement strategies to engage our staff in reconciliation.	July 2022	- Internal Communications Manager - Culture and Capability Manager
	Develop a RAP communications plan to inform our employees about AMP's commitment to reconciliation.	August 2021, 2021	- Internal Communications Manager
	Ensure RAP commitments align with AMP's Inclusion & Diversity and Sustainability Strategies.	August 2021, 2022	- Culture and Capability Manager - Senior Manager, Group Sustainability - Head of Sustainability, AMP Capital Real Estate
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2021	- First Australians Program Manager - Sustainability Analyst
	Communicate our commitment to reconciliation publicly.	August 2021, 2022	- Internal Communications Manager
	Collaborate with other like-minded organisations to develop ways to advance reconciliation.	June 2021	- First Australians Program Manager - Sustainability Analyst - Change Analyst, AMP Capital Corporate ESG
Promote positive race relations through anti-discrimination strategies	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2020	- Culture and Capability Manager - Senior Legal Counsel, Dispute Resolution
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2020	- First Australians Program Manager - Culture and Capability Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2020	- Culture and Capability Manager - Internal Communications Manager
	Educate senior leaders about racism in Australia and its impact on people.	June 2022	- First Australians Program Manager

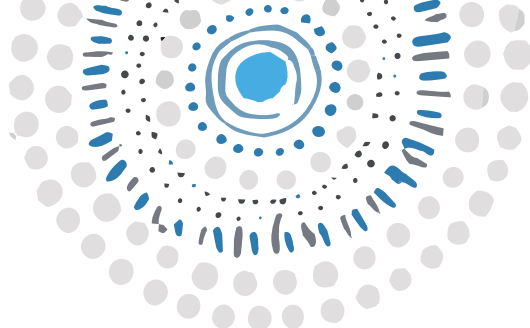


# Respect

## Respect for each other

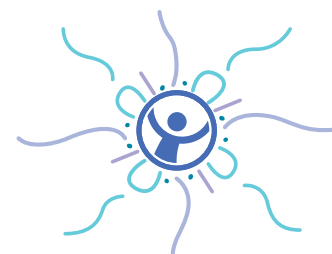
Respect and understanding of Aboriginal and Torres Strait Islander histories, cultures, and knowledge is one of the key aspects of our journey toward reconciliation. In order to drive effective change, it is important to first set the appropriate foundations for understanding and respect within our business. In our Innovate RAP, AMP is focused on spreading awareness, undertaking internal cultural awareness training and celebrating Aboriginal and Torres Strait Islander events.

Action	Deliverable	Timeline	Responsibility
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 AMP and implement pre and post-cultural awareness training surveys.	August 2021	- First Australians Program Manager - Culture and Capability Manager - Change Analyst
	Develop and implement a cultural learning framework for our staff, in consultation with Aboriginal and Torres Strait Islander Peoples.	July 2022	- First Australians Program Manager - Culture and Capability Manager - Change Analyst
	Deliver face-to-face and online cultural awareness training to promote reconciliation among our employees.	June 2022	- First Australians Program Manager
	Deliver structured cultural learning to RAP Committee members, People & Culture managers and other key leadership staff.	April 2021	- First Australians Program Manager - Culture and Capability Manager
	Include the 'Share Our Pride' website as part of a cultural learning framework.	August 2021, 2022	- First Australians Program Manager - Internal Communications Manager
	Invite prominent Aboriginal and Torres Strait Islander speakers to share knowledge at key events.	June 2022	- First Australians Program Manager - Head of AMP Foundation
	Include Aboriginal and Torres Strait Islander specific guidance and cultural awareness in the programme of work supporting the Customers Experiencing Vulnerability framework.	December 2021	- Office of the AMP Customer Advocate
	Create a tool for AMP to build Aboriginal and Torres Strait Islander cultural considerations and awareness into how we work with customers.	December 2021	- Senior Manager, Campaign Marketing



Action	Deliverable	Timeline	Responsibility
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.	June 2022	- First Australians Program Manager
	Develop and implement a cultural protocols guide for AMP, which covers areas such as Acknowledgement of Country/Welcome to Country, permissions etc.	June 2022	- First Australians Program Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2022	- Senior Manager, Group Sustainability - First Australians Program Manager
	Encourage staff to implement Acknowledgement of Country speeches at the commencement of meetings and events.	June 2021, 2022	- First Australians Program Manager - Internal Communications Manager
	Increase visibility of First Australian acknowledgement signage and works of art at real estate assets and AMP office locations.	March 2022	- Head of Sustainability, Real Estate - Senior Manager, Group Sustainability - First Australians Program Manager - Operations Administration Manager, Shopping Centres - Real Estate
	Review internal policies in consultation with First Australian employees to ensure cultural appropriateness and protection of cultural integrity for Aboriginal and Torres Strait Islander Peoples. For example, compassionate leave / sorry business.	May 2022	- Culture and Capability Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week	Promote and encourage participation in external NAIDOC events to all staff.	July 2021, 2022	- Senior Manager, Campaign Marketing
	RAP Committee to participate in an external NAIDOC Week event.	July 2021, 2022	- Change Analyst
	Organise NAIDOC events for AMP offices and real estate assets, in consultation with Aboriginal and Torres Strait Islander stakeholders.	June 2021, 2022	- First Australians Program Manager - Operations Administration Manager, Shopping Centres - Real Estate
	Review policies and procedures to ensure staff have a legitimate basis to participate in culturally significant events.	August 2020, 2021	- Culture and Capability Manager

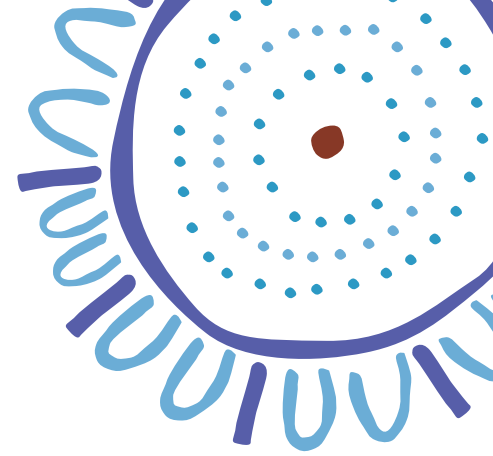
# Opportunities



## Providing opportunities

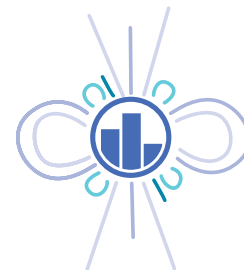
For material and meaningful progress to be made towards reconciliation, Australian businesses should seek to leverage their prosperity and share opportunities with Aboriginal and Torres Strait Islander Peoples and communities. In our Innovate RAP, AMP is focused on the development of targeted employment opportunities, a diversification of our supply chain to include more Indigenous businesses as well as establishing a partnership with an organisation for the purpose of promoting Indigenous financial literacy.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Analyse current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2020	- Culture and Capability Manager - Senior Digital Optimisation Manager
	Provide opportunities for First Australian employees to consult on our recruitment, retention and professional development strategies.	March 2021	- Culture and Capability Manager - Senior Digital Optimisation Manager
	Develop and implement a First Australian recruitment, retention and professional development strategy.	May 2022	- Culture and Capability Manager - First Australians Program Manager - Senior Digital Optimisation Manager
	Develop and implement a strategy to increase the number of First Australian candidates for the AMP Graduate Program.	May 2022	- Culture and Capability Manager - Senior Digital Optimisation Manager
	Develop new methods of promoting job opportunities to First Australians applicants through various community-oriented media channels.	August 2021	- Culture and Capability Manager - Content Manager - Senior Digital Optimisation Manager
	Review recruitment policy to attract First Australians talent.	December 2020	- Culture and Capability Manager - Senior Digital Optimisation Manager
	Aim to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2022	- First Australians Program Manager - Culture and Capability Manager - Senior Digital Optimisation Manager
	Encourage First Australian employees to engage with AMP's mentor programs.	January 2021	- Culture and Capability Manager - Senior Digital Optimisation Manager



Action	Deliverable	Timeline	Responsibility
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.	April 2022	- Senior Manager, Group Sustainability - Change Analyst
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2022	- Senior Manager, Group Sustainability - Change Analyst
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2022	- Senior Manager, Group Sustainability
	Register as a Supply Nation member and explore new supply chain opportunities with procurement teams.	October 2020	- Change Analyst - Senior Manager, Group Sustainability
	Develop ongoing commercial relationships with Aboriginal and/or Torres Strait Islander businesses as advisors or suppliers.	December 2020	- Change Analyst Senior Manager, Group Sustainability
Increase financial literacy and wellbeing of Aboriginal and Torres Strait Islander people	Assess the state of financial wellbeing for Aboriginal and Torres Strait Islander people and communities to inform our future initiatives.	July 2021	- Workplace Superannuation Strategy & Business Planning Manager - Senior Manager, Campaign Marketing
	Select partner organisation/s to develop and/or implement initiatives to improve the financial wellbeing of Aboriginal and Torres Strait Islander people and communities.	May 2022	- Head of AMP Foundation
	Further develop and implement workplace super education program for Aboriginal and Torres Strait Islander employees.	June 2022	- Workplace Superannuation Strategy & Business Planning Manager - Senior Manager, Campaign Marketing
	Build guidance and awareness of the differences required when working with Aboriginal and Torres Strait Islander customers in the Customers Experiencing Vulnerability framework.	December 2021	- Office of the AMP Customer Advocate
	Specifically include Aboriginal and Torres Strait Islander resources and information into the implementation of the Customers Experiencing Vulnerability framework.	December 2021	- Office of the AMP Customer Advocate

# Governance



Effective governance is integral to our success as we strive to make progress towards our Innovate RAP commitments.

Action	Deliverable	Timeline	Responsibility
Establish and maintain effective RAP Committee group to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	July 2021	- First Australians Program Manager
	Review and update the Terms of Reference for the RAP Committee.	August 2021	- Sustainability Analyst - First Australians Program Manager
	RAP Committee will meet monthly to drive and monitor RAP implementation.	Monthly 2020, 2021, 2022	- First Australians Program Manager
Provide appropriate support for effective implementation of RAP commitments	Maintain an up to date annual work plan and budget for delivering on the RAP commitments.	July 2021	- First Australians Program Manager
	Appoint and maintain internal RAP Executive Sponsors from senior leaders.	September 2020	- Senior Manager, Group Sustainability
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022	- Internal Communications Manager - Culture and Capability Manager
	Maintain appropriate systems to track, measure and report on RAP commitments.	August 2021, 2022	- Change Analyst
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020, 2021	- First Australians Program Manager
	Communicate RAP progress to AMP staff and provide updates to Executive Sponsors quarterly.	October 2020, January 2021, April 2021, July 2021, October 2021, January 2022, April 2022, July 2022	- First Australians Program Manager - Sustainability Analyst - Head of Sustainability, Real Estate
	Publically report our RAP achievements, challenges and learnings, annually.	July 2021, 2022	- Sustainability Analyst - Change Analyst
	Commit to Reconciliation Australia's Workplace Barometer.	May 2022	- Culture and Capability Manager
Continue our reconciliation journey by developing our Stretch RAP	Register via Reconciliation Australia's website and begin development of our Stretch RAP.	December 2021	- First Australians Program Manager

