



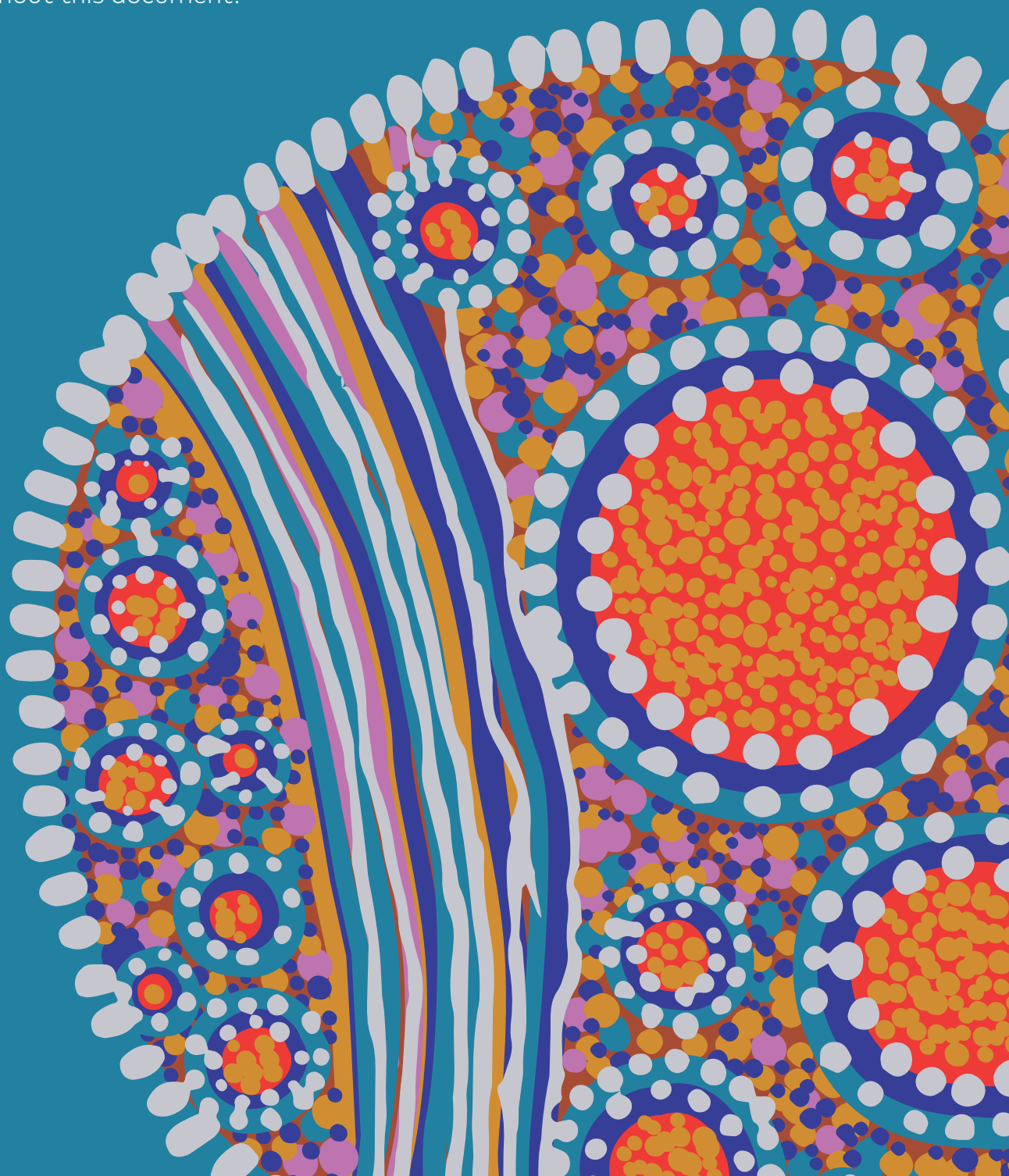
QIC Stretch Reconciliation Action Plan

MAY 2024 – MAY 2027



We acknowledge and respect the traditional lands and cultures of First Nations peoples in Australia and globally and pay our respects to Elders past and present. We recognise First Nations peoples' long-standing and ongoing spiritual connections to land, sea, community and country.

Please note: We use the terms Aboriginal and Torres Strait Islander people and First Nations people interchangeably throughout this document.



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1. A message from our CEO

I am pleased to present QIC's Stretch Reconciliation Action Plan (RAP).

Signifying the next stage in our reconciliation journey and our continued involvement in Australia's reconciliation movement, our Stretch RAP reaffirms our commitment to further embedding First Nations considerations within our business and operational practices and deepening our relationships with Aboriginal and Torres Strait Islander peoples.

Since our first RAP in 2018, QIC has sought to engage collaboratively with Aboriginal and Torres Strait Islander peoples, communities and organisations, in an effort to co-create meaningful socioeconomic outcomes.

Through our reconciliation efforts to date, we have supported educational outcomes through our laptop donations program and First Nations Tertiary Scholarships, as well as Aboriginal and Torres Strait Islander businesses through our procurement practices, with more than A\$1.4m spent with First Nations businesses in FY23.

In our role as investment manager, QIC is the custodian and steward of more than A\$100 million invested on behalf of Aboriginal corporations in the Northern Territory, supporting their long-term economic security, independence and intergenerational wealth creation.

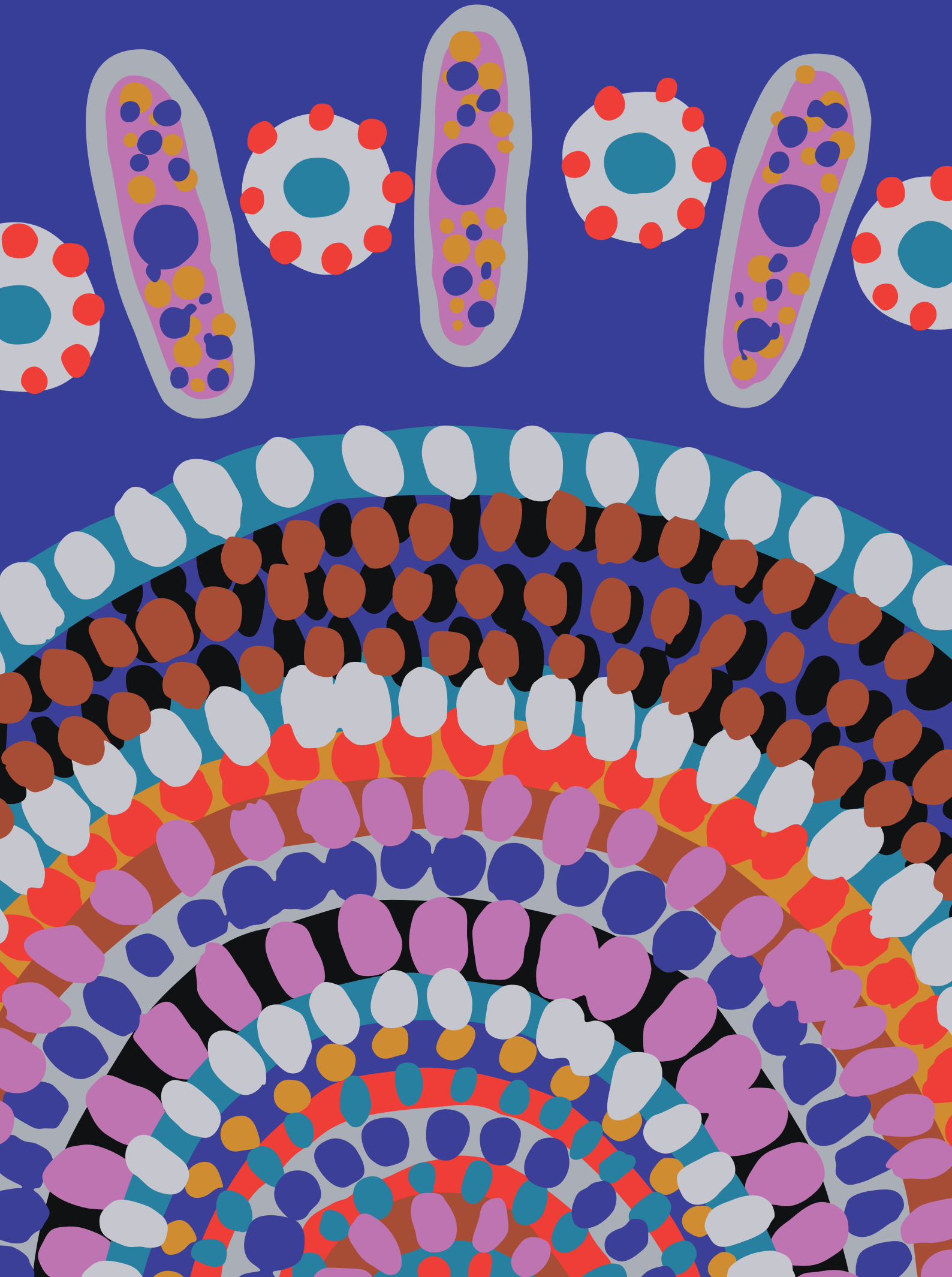
While our Reflect and Innovate RAPs allowed us to explore and refine our reconciliation efforts, through our Stretch RAP we look to extend our sphere of influence, connecting with more people, businesses and communities, as well as enriching our existing relationships.

Our Queensland Government heritage combined with our portfolio of assets across Australia connects us with a wide range of stakeholders. We believe that we can leverage this position to connect Aboriginal and Torres Strait Islander people and businesses, creating opportunities that may not have otherwise been possible. Our Black Coffee events series, hosted in partnership with the Queensland Government and Black Coffee, is just one of the ways we do this. These events connect Aboriginal and Torres Strait Islander businesses with each other, as well as with QIC representatives presenting procurement opportunities within their business units.

As Australians, we still have a significant path ahead of us as it relates to reconciliation. It is only by listening to, learning from and partnering with Aboriginal and Torres Strait Islander people that we can advance this important work. Through this Stretch RAP, we will embed reconciliation activities within our operations at QIC and leverage our position within our sphere of influence to meaningfully support reconciliation in Australia.

Kylie Rampa
QIC Chief Executive Officer





2. A message from the CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate QIC on its ongoing commitment to reconciliation as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement.

Equality and equity is one of the five dimensions that Reconciliation Australia uses to measure Australia's progress towards reconciliation. The equality part of this dimension contends that reconciliation will not be achieved until Aboriginal and Torres Strait Islander peoples can participate equally in a range of life opportunities.

As a sovereign investor and an international institutional manager, QIC has recognised its ability to contribute to equality in Australia by leveraging its expertise to support better economic participation for the First Nations people and communities it works alongside.

Having been appointed as investment manager for two Aboriginal organisations in the Northern Territory, QIC is assisting them to grow their communities' wealth over the long-term. In doing so, QIC has shown its understanding of the historical exclusion of Aboriginal and Torres Strait Islander people from systems that create intergenerational wealth and security.

Likewise, in increasing its spending with First Nations businesses from \$100,000 in 2020 to more than \$1.4 million in 2023, the organisation has demonstrated its impressive drive to support autonomy and agency for Aboriginal and Torres Strait Islander communities.

Building on these successes, QIC is taking an ambitious step on its reconciliation journey, moving to a Stretch RAP. This will mean putting into action all it has learnt so far and focussing on long-term strategies and measurable goals—including greater oversight and accountability.

QIC has already shown the requisite transparency demanded of Stretch RAP partners and has been open about the challenges it has faced on its journey so far. An obstacle it has encountered is its employment of Aboriginal and Torres Strait Islander staff and this new plan sees the organisation tackling this issue head-on.

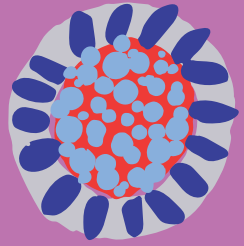
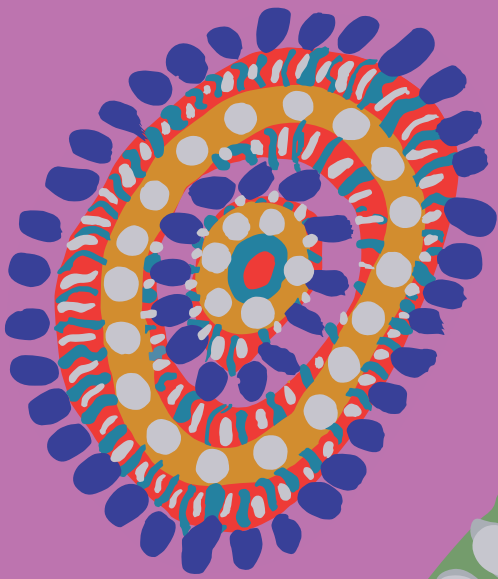
QIC is reviewing the knowledge base of its workplace with a suite of initiatives, including cultural immersion experiences for its leadership, as well as collecting feedback annually from Aboriginal and Torres Strait Islander employees to inform the organisation's future cultural learning needs.

Ultimately, creating a workplace that is welcoming and fulfilling for Aboriginal and Torres Strait Islander employees will continue QIC's goal of supporting First Nations economic opportunities, and it will go further to foster better relationships with Aboriginal and Torres Strait Islander communities into the future.

QIC's consistent and thoughtful reconciliation commitments demonstrate a deep understanding of the unique experiences of First Nations people within our financial system. On behalf of Reconciliation Australia, I commend QIC on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





3. About our cover artwork

About the artist

Our Stretch RAP artwork, *Visions of Growth: Economic Prosperity* was created by Cheryl Moggs OAM, a proud Bigambul woman, Aboriginal visual artist, teacher, weaver, cultural leader and elder from the Goondiwindi region in south-west Queensland.

Cheryl is an award-winning visual artist, educator, social justice advocate and cultural leader. In 2020 she was awarded an Order of Australia (OAM) for her 25 years of outstanding service to Aboriginal and Torres Strait Islander peoples, communities, Indigenous arts, culture, businesses, educational platforms, cultural leadership and commitment to leading her people to a Native Title Consent Determination in 2016.

In 2018, she was selected as the winner of the "Because of Her We Can" National NAIDOC Poster Art Award, dedicated to showcasing and celebrating Aboriginal and Torres Strait Islander women.

She is currently the founder and chairperson of the First Nations Arts and Culture Collective, founder and CEO for Tarmunggie-Woman, an Aboriginal art, design, creative and wearable art studio, and an independent curator currently undertaking the redevelopment of the Aboriginal Binangar Centre with Queensland Museum and Traditional Owners.

Cheryl's approach to her works develops from the question, "what's the story?" that is then represented in her artworks through visual symbolic narration. Cheryl says of her philosophy: "I don't manufacture art; I create for a purpose. It is my way of sharing, teaching, keeping culture and people strong, building a sense of identity and place. I am passionate about reclaiming and reconnecting to culture and country through my artistic practice."

About the artwork

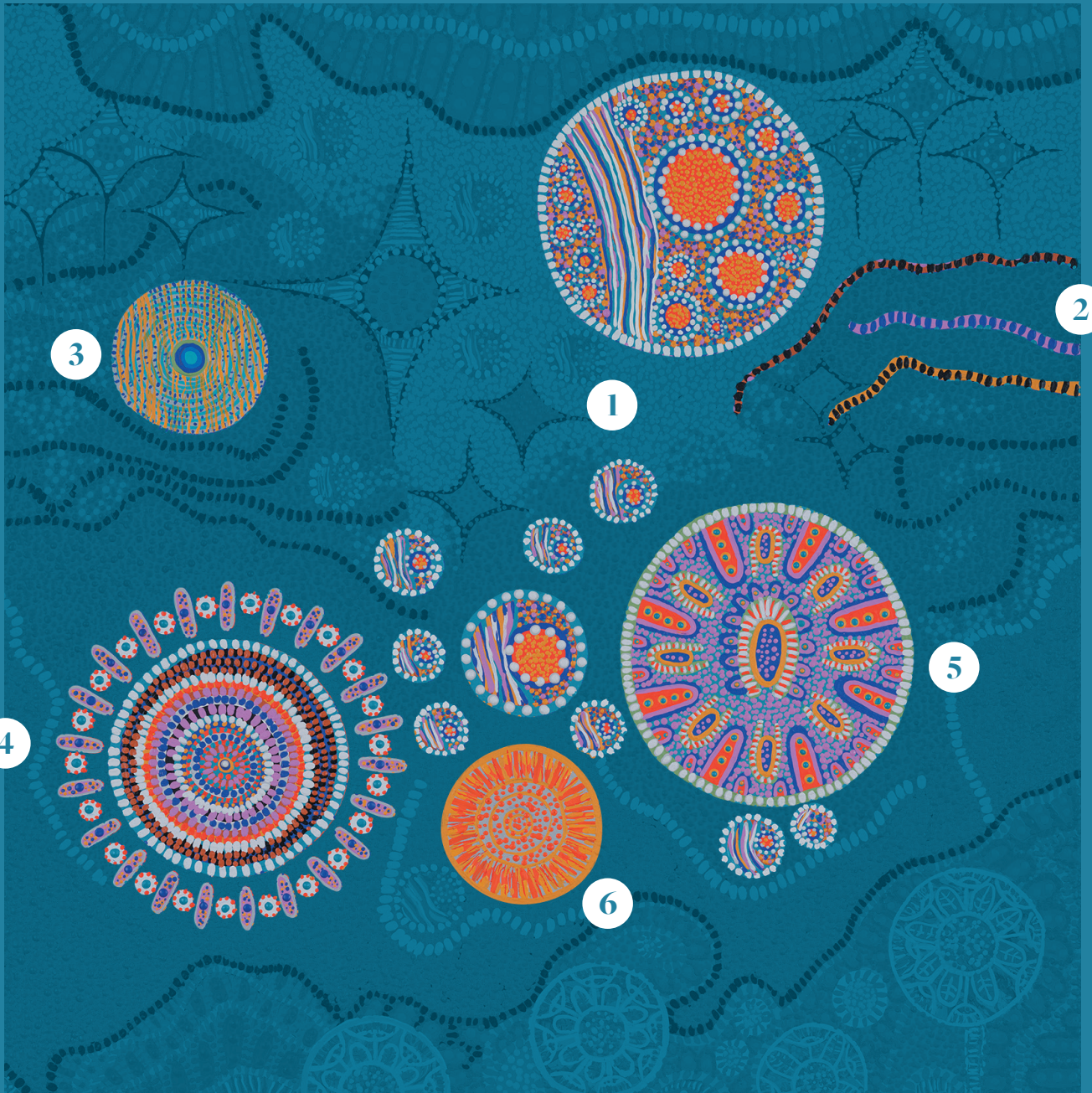
Visions of Growth: Economic Prosperity tells the story of the traditional economies of First Nations people — one of sustainability and resilience, interwoven within 60,000 years of Aboriginal traditional trading practices. In doing so, the painting depicts aspirations for self-determination and economic prosperity.

The artwork embodies the concept of one. The sky maps, the waterways and landscape. The dots used throughout the painting are seeds, representing growth and prosperity for the future, while the colours represent a typical western Queensland sunset, made up of purples, blues and oranges.

Honouring the stories, cultural obligations, values, knowledge and skills held on Country, the artwork celebrates the cultural practices and values of First Nations peoples. Built on a strong foundation of mutually respectful relationships, and through the alignment of traditional practices with investment activities that create shared value, together we can co-create wealth and prosperity.

Cheryl Moggs, OAM

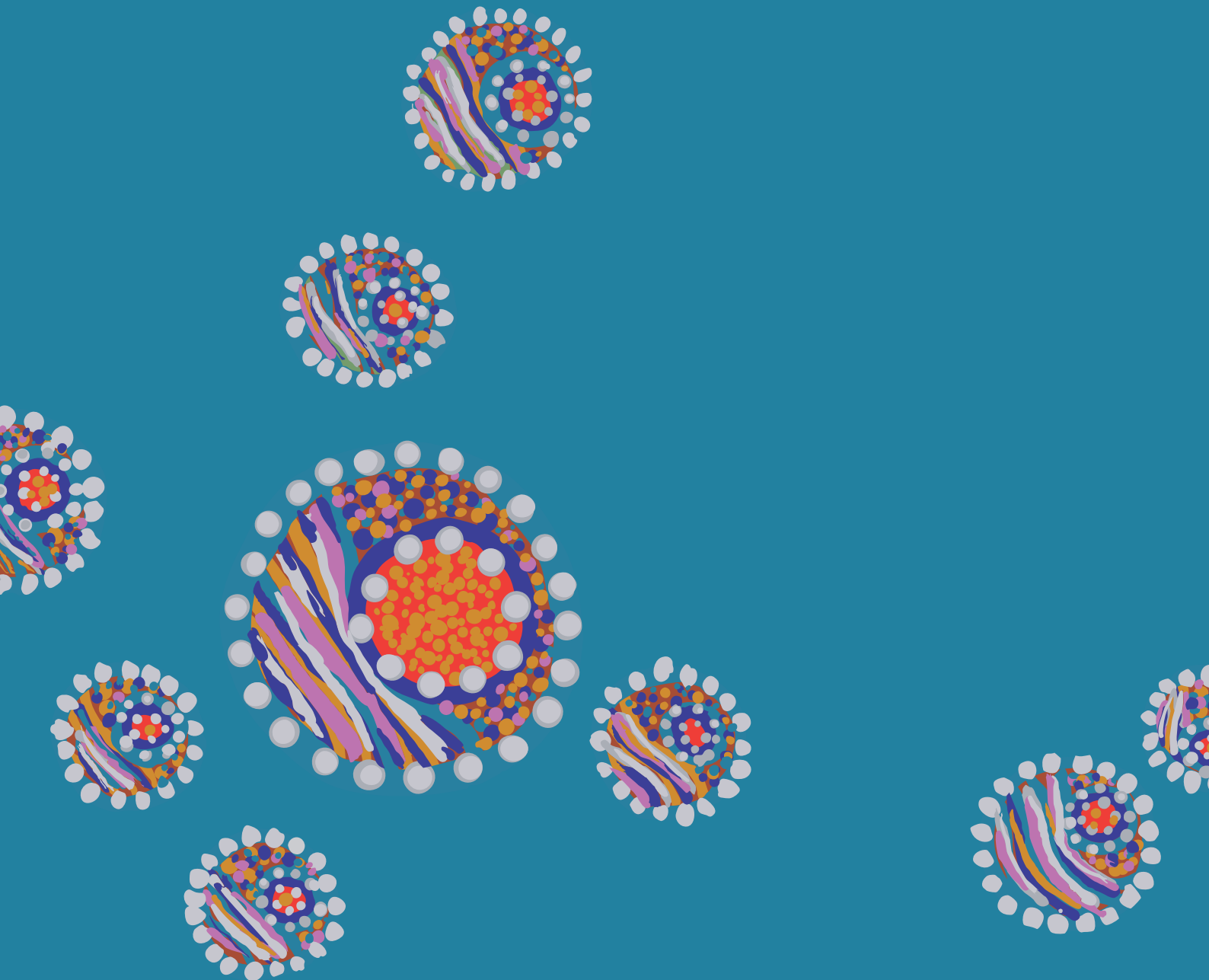




1. Communities, symbolised by the large circle at the top of the painting and the smaller ones through the middle – spread across traditional lands, with shared systems, values, ideas, concepts, and rules expressing a way of living, doing and learning. Reconstructing aspirations and economies for self-determination.
2. The tracks across the painting symbolise traditional Aboriginal trading practices which were built on sharing, not personal wealth, and involved the trading of both tangible and intangible cultural products and knowledge across traditional lands.
3. The blue and yellow circle represents the moon.

4. The Dreaming, symbolised by the large circle on the left-hand side of the painting, is where creation began and continues, carrying song, ceremony and knowledge.
5. The large circle to the right represents the building of economic prosperity through mutually respectful relationships, based on an understanding of First Nations peoples' culture, practices and values, and aligning traditional ways with the creation of shared values to build wealth and prosperity.
6. The orange and red circle represents the sun.

4. Our vision for reconciliation



Our vision for reconciliation is an Australia that embraces equal, fair and just opportunities for Aboriginal and Torres Strait Islander peoples, and one in which we all work together to actively advance reconciliation. We are proud of Australia's First Nations culture and recognise the importance of building a better future for all Australians, based on trust, respect and meaningful relationships with Australia's Aboriginal and Torres Strait Islander peoples.

We are a sovereign investor and one of Australia's largest institutional investment managers, with a distinctly diverse investment portfolio and a wide range of stakeholders. We recognise that we can best support our vision for reconciliation by leveraging our size, reach and capabilities to build on our reconciliation activities and support greater economic participation for Aboriginal and Torres Strait Islander peoples. We believe we can best achieve this by nurturing existing and building new relationships with First Nations investors, enhancing our procurement efforts, and expanding our focus on educational and employment opportunities and outcomes.

To advance our reconciliation efforts, and with a commitment to creating shared value, we will now look to extend our sphere of influence beyond our operations and investment portfolios, and continue to listen to, learn from and deepen our relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities.



5. Our business

As custodian of our clients' capital, we manage multi-asset investment portfolios for Government clients and deliver infrastructure, real estate, private equity, private debt, natural capital, and fixed income and liquid market solutions for private institutional capital.

Founded in 1991 by the Queensland Government, QIC today directly employs 930 people, of which 876 are based in Australia and six are Aboriginal and Torres Strait Islander people.¹ Headquartered in Brisbane, Australia, we also have offices in Sydney, Melbourne, New York, San Francisco, Copenhagen, London and Singapore, servicing approximately 125 Australian and international clients.

With more than A\$100 billion in assets under management, we believe it is important to invest well so that our clients, people and communities can prosper. To this end, through our reconciliation activities, we seek to create shared value for Aboriginal and Torres Strait Islander peoples, including through:

- Our community partnerships, by building trust through respect, learning and partnership, as well as showing our support through the donation of goods, services and time
- Facilitating connections between people and organisations within our network of stakeholders to create opportunities and unlock positive economic outcomes for Aboriginal and Torres Strait Islander businesses
- Our education initiatives, employment and procurement, acknowledging that education and greater economic participation can drive improved social outcomes
- Our investment management activities for First Nations clients that support their communities to build intergenerational wealth.

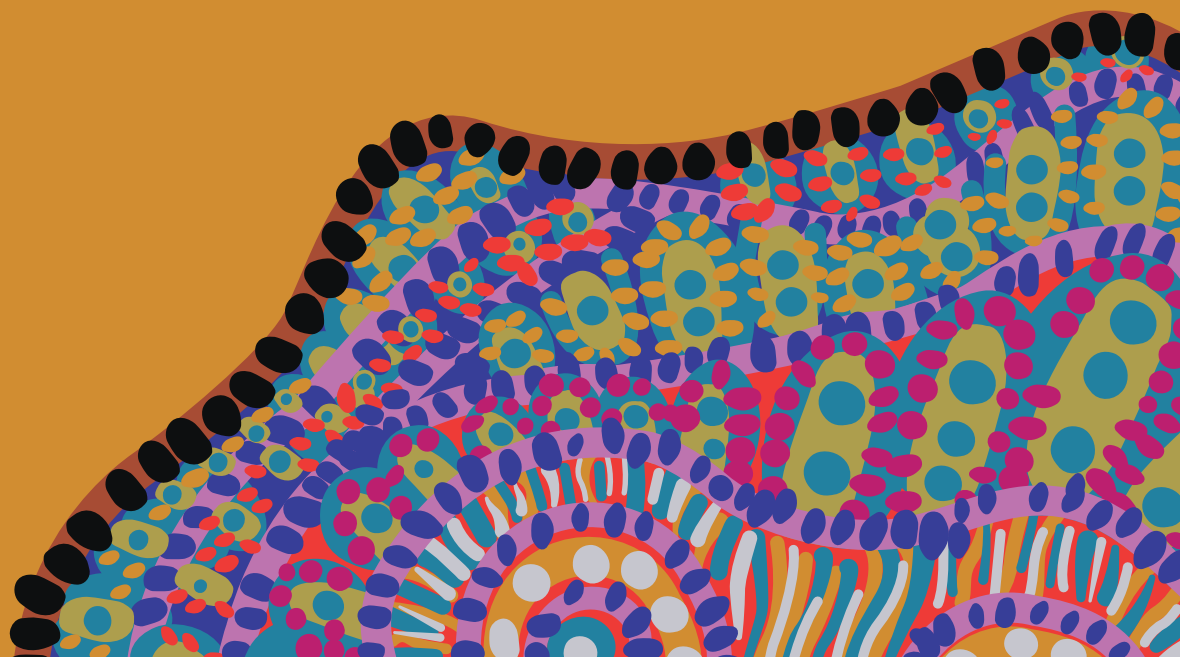
By the nature of our business, we interact with a wide range of stakeholders, including employees, clients, Government, suppliers, community partners, investee companies and the communities in which we have a presence. We will now look to broaden our sphere of influence through our Stretch RAP

¹ As at 30 June 2023

6. Our Reconciliation Action Plan

Why are we developing a Stretch RAP?

Since 2018, we have been focused on learning, embedding and maturing our reconciliation efforts, informed by our Aboriginal and Torres Strait Islander employees, partners, suppliers, clients and community members. Building on the progress we have made to date, we will now heighten our ambitions and extend our sphere of influence as we move to our Stretch RAP. As an organisation that interacts with a wide range of stakeholders, we are well positioned to share our experiences and utilise our skills to encourage greater progress towards reconciliation.



About this Stretch RAP

As an investment manager, we understand that economic participation is a critical factor contributing towards equal lifestyle, health and educational opportunities for all Australians and that through historical government policy and practice, our First Nations peoples have largely been denied that opportunity. It is our aim to support greater economic participation of Aboriginal and Torres Strait Islander people. Through this Stretch RAP, we seek to support this while also focusing on:

- Enhancing social outcomes for our employees and Aboriginal and Torres Strait Islander communities through our reconciliation activities and engagement
- Strengthening our First Nations procurement to support growth in Aboriginal and Torres Strait Islander businesses
- Creating beneficial investment and socio-economic outcomes for our Aboriginal and Torres Strait Islander clients

- Maintaining, retaining and increasing First Nations employment in our operations and in businesses where we have influence, including service providers, portfolio companies and in our supply chains
- Applying Aboriginal and Torres Strait Islander peoples' use of land, knowledge and expertise at our assets and in our operations
- Encouraging a culture of learning within QIC, the assets we manage and the communities we serve, with the aim of increasing understanding and respect for First Nations histories, cultures and ways.

This plan has been developed by QIC's Stretch RAP Working Group, which includes an executive sponsor, key stakeholders and subject matter experts (SMEs) from across QIC, ensuring representation from investment and corporate teams, as well as our Aboriginal and Torres Strait Islander employee base.



Our Stretch RAP Working Group

Role / Representative	Name	QIC Title
RAP Chair	Claire Blake	Chief Financial and Operating Officer
Executive sponsor	Rowan Griffin	Executive Director, ESG
First Nations lead	Justin Welfare	Indigenous Affairs Lead
First Nations / Client Solutions and Capital	Andrew Niven	Indigenous Partnerships and Senior Product Manager – Capital Solutions
First Nations	Emilee Smith	HR Coordinator
First Nations	Sarah-Louise Galloway-Ylias	ESG Analyst
People and Culture	Nerida Sing	Manager, Capability & Development
Legal	Kirsten Lewis	General Counsel – Investments (State Investments, Liquid Markets Group and Private Equity)
Real Estate	Melissa Schulz	General Manager, Sustainability – Real Estate
Infrastructure	Johanna Blom	Sustainability Manager
Liquid Markets Group	Felipe Ramirez	Analyst
State Investments	Andrew Whittaker	Investment Director – Strategy & Implementation
Finance	Elliott Cunningham	General Manager, Tax
Information Technology Operations	Troy Tucker	Manager, Technical Support
Private Equity	Eden Peterson	Analyst
Private Debt	Carlo Lucci	Associate Director, Multi-Sector Private Debt
Risk Management Group	Georgia Green	Acting Senior Analyst, Regulatory Affairs and Compliance
Corporate and Government Affairs – Internal Communications	Cat Sullivan	Communication and Community Engagement Advisor

The RAP Working Group is open to all First Nations employees who may want to join at their discretion.

Our Stretch RAP Working Group

In developing this Stretch RAP, we formed an internal working group reporting to the Executive Director of People and Culture (previous RAP Sponsor), which saw SMEs and First Nations employees from across the business come together to draft and form the new commitments and opportunities in this RAP. When the final draft was complete, we provided it to our external independent RAP Advisor for comments and had discussions with some of our community partner organisations. As part of the final review process, we considered and, where appropriate, refined our actions based on the following:

- Reconciliation Australia's Five dimensions of reconciliation (Race Relations, Equality and Equity, Institutional Integrity, Historical Acceptance, and Unity)
- Our purpose and ESG goals
- Feedback from representative employees
- United Nations Declaration on the Rights of Indigenous Peoples
- United Nations Global Compact
- United Nations Guiding Principles on Business and Human Rights
- Dhawura Ngilan Guide for Businesses Exposure Draft
- Reconciliation Australia guidance
- A review of the reconciliation efforts, including RAPs, of industry peers
- Internal cultural knowledges
- Closing the Gap targets.

Our reconciliation efforts are sponsored by QIC's Executive Director of ESG, and the delivery is led by QIC's Indigenous Affairs Lead. Our RAP is championed by the Stretch RAP Working Group, endorsed by the Executive Management team and approved by the QIC Limited Board.



Our RAP journey to date

We commenced our reconciliation journey in 2018 with the launch of our Reflect RAP. This RAP emphasised building awareness of Aboriginal and Torres Strait Islander peoples, cultures, histories and achievements. Its key priorities were to establish and develop respectful, trusting and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and stakeholders across Queensland and Australia to explore opportunities within our employment, procurement and investment activities.

We built upon this foundation in our Innovate RAP, launched in 2020, where we refined and further focused our efforts in areas we could deliver the most meaningful outcomes – procurement, employment, and investment activities – while continuing to build and nurture our community relationships.

A key focus of our Innovate RAP was to increase the number of Aboriginal and Torres Strait Islander employees and to listen to, and learn from, their experiences and insights to help inform our approach. While we are proud of our employment growth since the launch of our Innovate RAP, increasing the number of

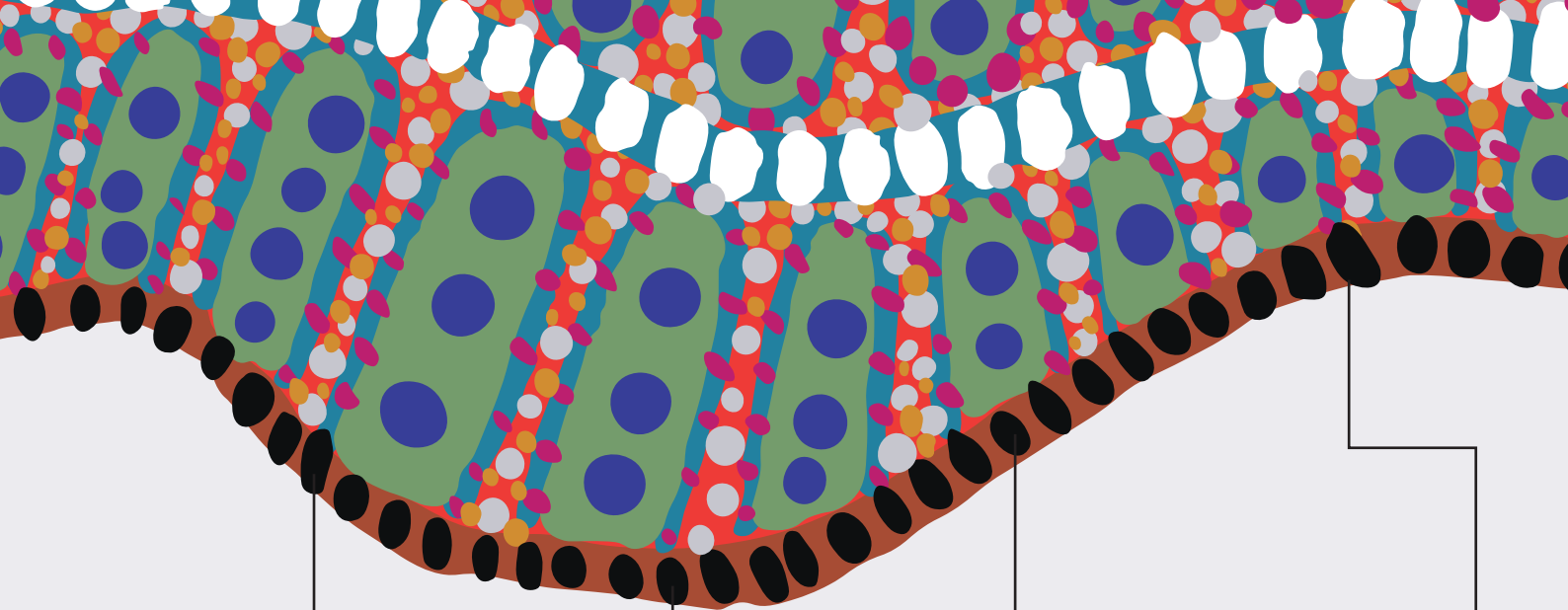
Aboriginal and Torres Strait Islander employees across QIC from one to six, we acknowledge that further progress in this area is one of the key reconciliation challenges we face. In response, we have concentrated our efforts on furthering our impact within our sphere of influence, particularly grassroots organisations and community engagements.

Over the course of our RAP journey, to ensure our reconciliation efforts are focused on the areas we can have the most impact, we developed our First Nations Strategy which frames our activities around five pillars:

- 1. Community Engagement & Awareness
- 2. Investment
- 3. Procurement
- 4. Employment
- 5. Governance & Reporting.

By implementing initiatives under each of these strategic areas, we can further embed reconciliation activities across QIC with the aim of enhancing outcomes for Aboriginal and Torres Strait Islander peoples. We will continue to deliver on this strategy as we move forward under our Stretch RAP.





2018

- Launched our Reflect RAP
- Partnered with CareerTrackers to provide internships for First Nations university students
- Began our relationship with Aunty Cheryl Moggs with the design of our Reflect RAP artwork

2019

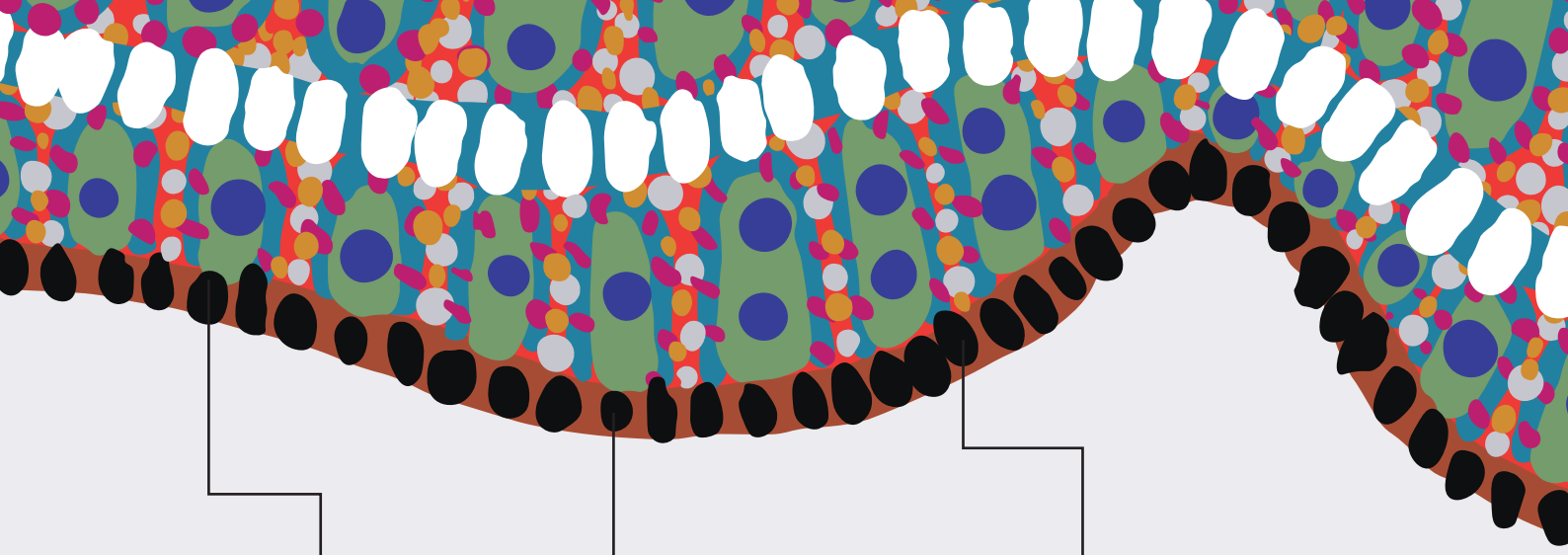
- Established the QIC First Nations Tertiary Scholarship through QUT and Griffith University
- Joined Supply Nation

2020

- Launched our Innovate RAP
- Appointed our first Indigenous Manager

2021

- Launched our first First Nations Procurement Strategy
- Signed a three-year Memorandum of Understanding with the Aboriginal Carbon Foundation to purchase carbon credits each year to help offset our corporate emissions
- Launched the QIC Reconciliation Award to recognise staff that contribute to reconciliation at QIC
- Launched the QIC Real Estate First Nations Delivery Plan
- Commenced QIC's Laptop Donation program, donating over 500 pieces of used IT equipment through to early 2024 to First Nations organisations and communities



2022

- Launched our Cultural Protocol Document, providing advice to staff on cross-cultural communications and considerations
- Appointed investment manager for two Aboriginal organisations
- Began community partnership with the National Indigenous Fashion Awards (NIFA)

2023

- Launched our First Nations Employment, Retention and Professional Development Strategy
- Launched the First Nations Design Principles within our Real Estate team, in consultation with an external First Nations architect
- First Nations Affairs integrated into QIC's ESG team
- Created a new role within our Client Solutions and Capital team focused on wealth creation opportunities for Aboriginal and Torres Strait Islander organisations and communities

2024

- Launched our Stretch RAP

Key highlights

- Managing more than \$106M in funds under management for First Nations clients*
- Procured from over 60 different First Nations businesses since FY20, increasing our spend from A\$100,000 in FY20 to more than A\$1.4 million in FY23
- Supported 10 First Nations students for work experience, internships and school-based traineeships and awarded 11 First Nations Tertiary Scholarships
- Delivered 500 laptops to First Nations communities and organisations across Queensland

* As at 31 January 2024

Stories from our reconciliation journey

To demonstrate our progress since 2018, the following are some of the highlights of our reconciliation journey.

Investment manager for two Aboriginal organisations

QIC First Nations Strategy pillar: Investment

In financial year 2023, QIC was appointed investment manager for two Aboriginal corporations in the Northern Territory.

Today, the communities represented by our clients are heavily reliant on income provided through royalty payments from a mine on their Country. Our clients recognised the need to invest for the long-term economic security and independence of their communities as this current income stream will not last in perpetuity. We aim to assist them in securing an income stream and growing their wealth over the long-term.

Our primary objective is to drive strong, long-term risk-adjusted returns for our clients, while recognising that every client has different expectations and presents new opportunities.

Our engagement with these clients is also centred on:

- Supporting the economic independence of Aboriginal and Torres Strait Islander peoples through our investments
- Embedding two-way learning in which we increase the investment knowledge of the organisations' Boards while increasing our internal knowledge of their Lore and Culture.

We have already begun integrating their language and cultural stories into the way we report and engage with the respective Boards. This allows us to build a relationship based on trust, respect and transparency.

We look forward to continuing to work together to co-create positive financial outcomes for these communities and provide financial security for generations to come.



Front row L-R: Andrew Niven, Todd Hudson, Marjorie Brown, Luke Branagan, Belinda Wayne, Fiona Gibson, Robyn Lawson, Carol Green, Valerie Patterson. **Second seated row L-R:** Justin Brockman, Karina Menkhorst, David McCormack, Brian Wyborn. **Standing back row L-R:** Cyril Tasman, Warren Williams, Cliffy Tommy, Jacob Spencer, Gerald Watson, Joyce Herbert

CareerTrackers staff profile

QIC First Nations Strategy pillar: Employment

We recognise one of the levers to increase the economic participation of Aboriginal and Torres Strait Islander peoples is quality training and employment. At QIC, we are proud to participate in the CareerTrackers program. Since commencing with CareerTrackers in 2017, QIC has hosted 10 interns across our business.

CareerTrackers supports Aboriginal and Torres Strait Islander university students, connecting them with employers to participate in paid, multi-year internships. Students perform their internships with sponsorship organisations, with the aim of full-time employment upon completion of their university degree.



Introducing Emilee Smith

For three consecutive summers, Emilee interned at QIC in our Finance and People and Culture divisions. During her last internship in 2021 our Talent Acquisition team was delighted to offer Emilee a Graduate role. Today, Emilee is a HR Coordinator at QIC, employed in a full-time capacity.

"The opportunities from both CareerTrackers and QIC, from being an intern to a full-time employee, have helped me immensely with gaining real-world experience and discovering what I am passionate about. It has been a great way to learn about the business and extend my network."

Indigenous Literacy Foundation

QIC First Nations Strategy pillar: Community Engagement & Awareness

Aligned to our focus on education, since 2021 we have hosted the Great Book Swap across our Brisbane, Sydney and Melbourne offices to raise money and awareness for the Indigenous Literacy Foundation.

The Foundation supports remote and regional First Nations communities by sending books to children who may otherwise not have access to them, be it at home or school. We are proud to have raised over A\$4,000 for the Foundation, providing 400 books to remote and regional Aboriginal and Torres Strait Islander communities.



Real Estate Indigenous Design Framework

QIC First Nations Strategy pillar: Investment

The QIC Indigenous Design Framework is a practical guide to build culturally responsive processes that centre co-design and joint decision-making processes with the Aboriginal and Torres Strait Islander peoples and communities that QIC works alongside.

It guides QIC project teams and external consultants and stakeholders to advocate for ways they can build participatory-based methods and co-design processes that respond to and embed First Nations voices, knowledge and priorities. It also aims to help project teams gain a better understanding of, and to better support, a strong and vibrant Aboriginal and Torres Strait Islander culture in our built environment.

Within the QIC Indigenous Design Framework, there are four cultural domains (Meaningful Engagement, Cultural Knowledges, Health and Wellbeing, and Economic Equity), which include participatory-based design principles and a checkpoint/indicator form that acts as an evaluation and accountability tool. The framework also includes a rework of the QIC Design and Delivery Process Map which draws upon each cultural domain and design principle and embeds this within the design and delivery process.

The QIC Indigenous Design Framework is intended to implement an embedded strategy from which QIC can meaningfully and effectively engage with Aboriginal and Torres Strait Islander communities, and respond to their needs and aspirations. This serves to create greater Aboriginal and Torres Strait Islander voice and agency, embed sustainable and Country-centred design thinking, create employment opportunities and continuously protect and be in the right relationship with Country. The QIC Indigenous Design Framework was developed and designed by Louis Mokak (Djugun) and informed by desktop research, both nationally and internationally.

QIC First Nations Procurement Strategy and Black Coffee partnership

QIC First Nations Strategy pillar: Procurement

We launched our initial First Nations Procurement Strategy in 2021 with an ambition to increase our procurement spend with Aboriginal and Torres Strait Islander businesses across our corporate operations and Real Estate assets. Our objectives were to increase annual expenditure compared to FY20 and to introduce a minimum number of Aboriginal and Torres Strait Islander businesses into QIC's supply chain.

This has been a great success for QIC as we have grown from circa A\$100,000 spend in FY20 to A\$1.4 million in FY23. We procured from 32 different Aboriginal and Torres Strait Islander businesses in FY23.

Our Black Coffee events, which we host in partnership with the Queensland Government and Black Coffee, is a contributor to this success. At these events, we provide opportunities for Aboriginal and Torres Strait Islander businesses to hear directly from QIC employees on upcoming opportunities for available spend on First Nations businesses. This successfully led to several introductions as well as contracts secured by Aboriginal and Torres Strait Islander businesses.

QIC First Nations Tertiary Scholarship

QIC First Nations Strategy pillar: Employment

Our First Nations Tertiary Scholarship program seeks to provide important financial support to Aboriginal and Torres Strait Islander university students as they progress with their studies.

In 2019, QIC awarded its inaugural QIC First Nations Tertiary Scholarship through QUT. Since then, we have worked closely with both QUT and Griffith University to award one scholarship per university, per year. We view this as an impactful initiative designed to create positive outcomes for Aboriginal and Torres Strait Islander people and their families.

Since 2019, we have awarded nine scholarships, with two more planned to be awarded in the first half of 2024.

QIC school-based traineeship

QIC First Nations Strategy pillar: Employment

Since we began our reconciliation journey in 2018, QIC has largely focused on university-level pathways for Aboriginal and Torres Strait Islander students to enter our business. In 2022, we sought to extend our impact. We held conversations with Australian Training Works (ATW) to identify an opportunity for a First Nations high school student to gain work experience at QIC while completing years 11 and 12 and earning a Cert III in Business.

This opportunity has been provided at our Toowoomba Grand Central Shopping Centre with our Community Relations Manager supervising the student. We are looking forward to evaluating this program upon completion and exploring ways to expand it to other parts of our business.

Laptop donations

QIC First Nations Strategy pillar: Community Engagement & Awareness

A highlight of our reconciliation activities is our laptop donation program, which we established in 2021 and deliver in partnership with social enterprise, Substation 33. Reducing waste from QIC and repurposing our devices for good are the dual objectives of the program. We have delivered approximately 500 reconditioned laptops, donating them to Aboriginal and Torres Strait Islander schools, communities and organisations to support educational outcomes.

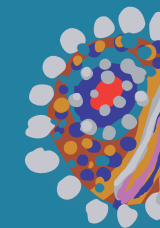
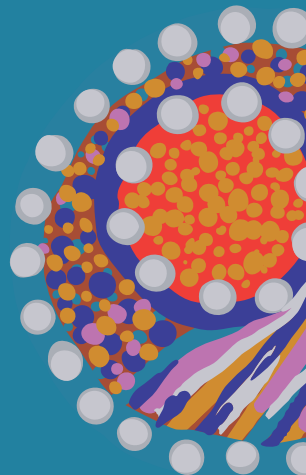
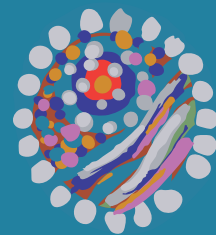
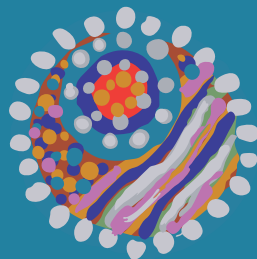
Laptop donations to Aboriginal and Torres Strait Islander organisations or programs have included the Cherbourg community Laptops for Learners Program, First Nations radio services, and First Nations schools and university education pathway programs. Our laptops have been taken to Kowanyama, Cooktown, Hopevale and Wujal Wujal communities.





7. Relationships

In First Nations Ways of Knowing, Being and Doing, it is fundamental to form a relationship before a formal partnership. We will continue to deepen our connections with Aboriginal and Torres Strait Islander peoples, communities and organisations across Australia, ensuring our reconciliation efforts are genuine and from the heart. Looking forward, we will continue to participate in days of significance to acknowledge Australia's past while celebrating our unique First Nations heritage. We will also build on the momentum of our Reflect and Innovate RAPs as we use our influence to share knowledge, promote and support reconciliation in Australia.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander traditional owners, stakeholders and organisations to continuously improve our guiding principles for future engagement. Maintain genuine ongoing relationships with these groups of our managed assets and offices, with the objective of working together on initiatives to benefit the community.	Apr, Oct 2024, 2025, 2026 and Apr 2027	<i>Indigenous Affairs Lead, with nominated employees</i>
	Review, update and implement our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Maintain at least ten Partnerships and create an additional ten with some of our key Aboriginal and Torres Strait Islander peoples, communities and organisations to connect with on our reconciliation journey, particularly focusing on employment, procurement and investment initiatives.	Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead, Head of Talent and Head of Strategic Procurement</i>
	Use key internal and external stakeholders to assist in identifying, updating and maintaining relationships with Traditional Owners at QIC offices and managed assets, allowing us to strengthen our relationships through engagement and understanding their aspirations and how we work together to assist them.	Jan and Jun 2024, 2025, 2026 and Jan 2027	<i>Indigenous Affairs Lead and Community Manager, Real Estate</i>
Continue to participate in and build relationships through acknowledging National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials and events to our employees.	27 May – 3 Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead, RAP Working Group</i>
	RAP Working Group representatives will participate in two external NRW events.	27 May – 3 Jun 2024, 2025 and 2026	<i>RAP Working Group</i>
	Encourage and support all Australian-based employees and people leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2024, 2025 and 2026	<i>Executive Director, ESG</i>

Action	Deliverable	Timeline	Responsibility
	Organise two internal NRW events, including at least one organisation wide NRW event, each year.	27 May – 3 Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Use QIC's external communications platform to promote and celebrate NRW.	27 May – 3 Jun 2024, 2025 and 2026	<i>Marketing and External Communications team</i>
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
Promote reconciliation through our sphere of influence.	Maintain and implement strategies to engage our employees in reconciliation throughout the year.	Jan 2025, 2026 and 2027	<i>Indigenous Affairs Lead, Internal Communications and RAP Working Group</i>
	Communicate our commitment to reconciliation publicly to key stakeholders.	May 2024, 2025, 2026 and 2027	<i>Marketing and External Communications team</i>
	As part of the annual First Nations Strategy, incorporate strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Jan 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Collaborate with at least five organisations that have Reconciliation Action Plans, or other like-minded organisations to implement innovative approaches to advance reconciliation.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Continue to engage with external organisations and agencies to share our reconciliation learnings at forums or events.	Mar and Sep 2024, 2025, 2026 and Mar 2027	<i>Indigenous Affairs Lead</i>
	Celebrate and acknowledge key dates linked to reconciliation through QIC's cultural calendar, for example World Indigenous Day, NRW and NAIDOC week.	Dec 2024, 2025, and 2026	<i>Manager, Internal Communications</i>
	Use QIC's external platforms to promote and celebrate four days of significance on the First Nations calendar with a public post.	Dec 2024, 2025, and 2026	<i>Corporate Communications Manager</i>

Action	Deliverable	Timeline	Responsibility
	Representatives from the RAP Working Group to meet with key internal stakeholders to develop and build internal, executive-level support for our RAP and reconciliation initiatives from all First Nations Delivery Plans.	Mar, Jun, Sep, Dec 2024, 2025 and 2026 and Mar 2027	Indigenous Affairs Lead
	Representatives from the RAP working group and selected people leaders to attend a minimum of two key events, forums and discussions focusing on Australia's reconciliation journey.	May and Nov 2024, 2025, 2026 and May 2027	RAP Working Group and selected people leaders
	Utilise the QIC Indigenous Design Framework for major development activities.	Dec 2024, 2025 and 2026	Managing Director, Real Estate
	Continue to review and implement employee engagement plans to engage QIC employees and build understanding of how QIC's RAP commitments relate to them.	Mar 2025, 2026 and 2027	Indigenous Affairs Lead and Manager, Internal Communications
	Build awareness of our RAP and commitment to reconciliation for all new starters by providing information during onboarding and induction.	Jan, Mar, May, Jul, Sep, Nov 2024, 2025 and 2026, Mar and May 2027	Manager, Capability and Development
	Attend at least two of the quarterly RAP Leadership Gatherings per year.	Mar, Jun, Sep and Dec 2024, 2025, 2026 and Mar 2027	Indigenous Affairs Lead
Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jun 2024, 2025 and 2026	Executive Director, People and Culture
	Engage Aboriginal and Torres Strait Islander staff to improve our HR Policy, procedures, processes and strategy.	Jan 2025, 2026, and 2027	Executive Director, People and Culture
	Continue implementing and communicating any changes in our anti-discrimination policy for our organisation.	Feb 2025, 2026 and 2027	Executive Director, People and Culture
	Provide ongoing education to the Executive Committee and people leaders on the effects and impacts of racism.	Aug 2024, 2025 and 2026	Indigenous Affairs Lead
	Support International Day for the Elimination of Racial Discrimination.	Mar 2025, 2026 and 2027	Manager, Internal Communications

8. Respect

As we move through our Stretch RAP, we will continue to embed a culture of learning across QIC and, where possible, in our extended sphere of influence. Our goal is to foster an increased understanding of Aboriginal and Torres Strait Islander histories, cultures and ways and incorporate learnings into our operational practices, ensuring that we take time to celebrate successes and reflect these aspirations in our policies and operational activities. We will also actively work to increase the cultural confidence of our employees.



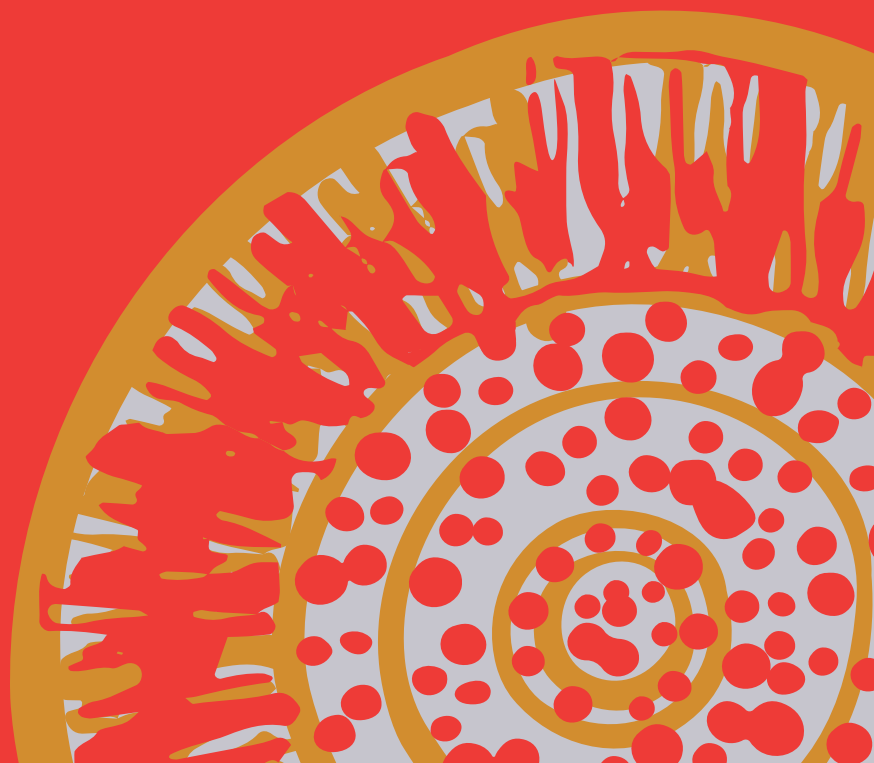
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Annually review cultural learning needs within our organisation and update as required.	Mar 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Feb 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Communicate cultural learning strategy internally.	Sep 2024, 2025 and 2026	<i>Manager, Capability and Development</i>
	Make online baseline cultural training available to all employees to complete.	Dec 2024	<i>Manager, Capability and Development</i>
	Provide face to face, in-depth training opportunities for RAP Working Group members, HR managers, Executive Committee and others nominated to participate in formal and structured cultural learning.	Nov 2024, 2025 and 2026	<i>Indigenous Affairs Lead and external facilitators</i>
	Provide online in-depth training opportunities for all RAP Working Group members, HR managers, Executive Committee and others nominated to participate in formal and structured cultural learning.	Aug 2024, 2025 and 2026	<i>Indigenous Affairs Lead and external facilitators</i>
	Create cultural immersion or On Country experiences for QIC Executive Committee members and nominated leaders.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Collect feedback annually from Aboriginal and Torres Strait Islander employees to inform future changes that should occur to enhance the cultural learning needs and experiences provided by QIC to employees.	Jan 2024, 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Head of Talent</i>
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, as part of our employee cultural engagement activities (NRW and NAIDOC), cultural learning modules and the sharing of our cultural protocol guidelines documents.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Review and maintain QIC's current cultural protocol document, including protocols for Welcome to Country, Acknowledgement of Country, and words of significance, ensuring communication of any new changes.	May 2024, 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country at the Board offsite each year and provide fair compensation for their time, knowledge, and cultural contribution.	Apr 2025, 2026 and 2027	<i>Indigenous Affairs Lead with event planner</i>

Action	Deliverable	Timeline	Responsibility
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead with Head of Marketing – Real Estate</i>
	Invite a Traditional Owner or Custodian to provide a Welcome to Country at one QIC owned or managed asset each year and provide fair compensation for their time, knowledge and cultural contribution.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead with Head of Marketing – Real Estate</i>
	All employees provide an Acknowledgement of Country or other appropriate protocols at all public events.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Display an Acknowledgement of Country at key entry points for our offices and shopping centres, key meeting rooms and reception areas.	Dec 2024, 2025 and 2026	<i>Head of Facilities and Corporate Real Estate</i>
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group representatives to participate in an external NAIDOC Week event.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead and RAP Working Group</i>
	Continue to build awareness and share information with all QIC employees about the meaning of NAIDOC week, including information on Aboriginal and Torres Strait Islander peoples and the communities we operate in.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Manager, Internal Communications</i>
	Promote and encourage participation in at least one external NAIDOC event to all employees.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Manager, Internal Communications</i>
	Maintain HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	May 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Executive Director, People and Culture</i>
	Host at least one internal all staff event to strengthen awareness and celebrate NAIDOC Week and encourage all employees to participate.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Manager, Internal Communications</i>
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support or sponsor two external NAIDOC Week events each year. E.g. Local family events.	Jul 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Corporate Communications Manager</i>



9. Opportunities

We will continue our efforts to unlock opportunities for Aboriginal and Torres Strait Islander communities. Leveraging our size, reach and capabilities, we seek to co-create opportunities in partnership with First Nations peoples, organisations and communities with the aim of increasing economic participation and improving employment and educational outcomes for the people and communities we support. As we move forward, we look forward to extending this impact by expanding our sphere of influence.



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander employees to consult on the effectiveness of our First Nations recruitment, retention and professional development strategy.	Jul 2024, 2025 and 2026	<i>Head of Talent</i>
	Review, update and share our First Nations recruitment, retention, and professional development strategy annually.	Aug 2024, 2025 and 2026	<i>Head of Talent</i>
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	Dec 2024, 2025 and 2026	<i>Head of Talent</i>
	Maintain HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Apr 2025, 2026 and 2027	<i>Executive Director, People and Culture</i>
	Maintain existing and increase the number of new Aboriginal and Torres Strait Islander peoples employed in our workforce to ten FTE by end of May 2027.	May 2027	<i>Indigenous Affairs Lead and Head of Talent</i>
	Continue to investigate, create, and develop new learning or employment pathways for Aboriginal and Torres Strait Islander students and external community partner organisations.	Mar and Sep 2024, 2025, 2026 and Mar 2027	<i>Indigenous Affairs Lead and Head of Talent</i>
	Maintain our relationship with CareerTrackers.	Jan 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Maintain our relationship with Australian Training Works for traineeships in QIC Real Estate.	Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Investigate and establish relationships with First Nations Units at Griffith University, QUT and ACU to create new opportunities within QIC.	April 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Manager, Talent Advisory</i>
	Invest in career and professional development for all Aboriginal and Torres Strait Islander employees to progress their careers into higher levels or management via coaching, mentoring and sponsorship opportunities.	Feb 2025, 2026 and 2027	<i>Head of Talent</i>
Maintain and strengthen QIC's First Nations Tertiary Scholarship program. Minimum two per year.	Jan 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>	
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and further embed our Aboriginal and Torres Strait Islander procurement strategy.	Jun 2024, 2025 and 2026	<i>Head of Strategic Procurement</i>
	Continue our membership with Supply Nation and engage with Supply Nation members and other Aboriginal and Torres Strait Islander owned organisations.	Mar 2025, 2026 and 2027	<i>Head of Strategic Procurement</i>

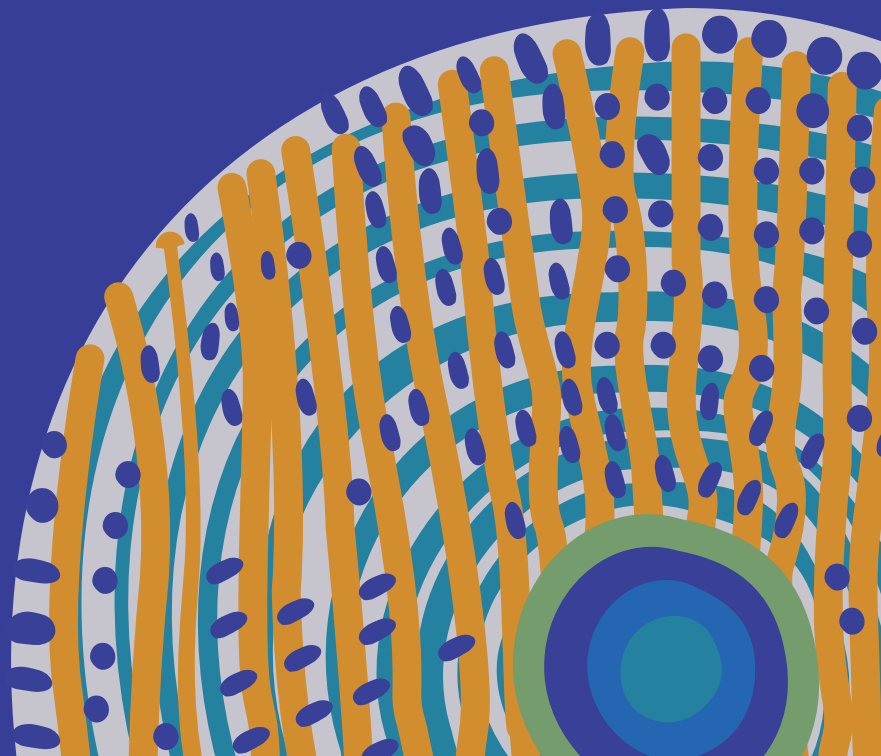
Action	Deliverable	Timeline	Responsibility
	Continue education for QIC employees to build an understanding of the mutual benefits of QIC's commitments to procurement from Aboriginal and Torres Strait Islander owned businesses, including training relevant staff in Supply Nation or an equivalent organisation where appropriate.	Apr 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Head of Strategic Procurement</i>
	Engage with our current Aboriginal and Torres Strait Islander suppliers to review and maintain procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Head of Strategic Procurement</i>
	Maintain commercial relationships with at least 25 Aboriginal and/or Torres Strait Islander businesses annually.	Dec 2024, 2025 and 2026	<i>Head of Strategic Procurement</i>
	Increase procurement spend from Aboriginal and Torres Strait Islander businesses by 15% each year for two years from FY23 spend.	Jul 2024, 2025 and 2026	<i>Head of Strategic Procurement</i>
	Review, update and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees and provide employees with key tools and contacts. (e.g Black Coffee) resulting in at least 15 introductions.	May and Nov 2024, 2025, 2026 and May 2027	<i>Indigenous Affairs Lead and Head of Strategic Procurement</i>
	Continue to leverage our relationship with First Nations businesses to promote and build awareness of our tenders to the Aboriginal and Torres Strait Islander business community.	Apr 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Head of Strategic Procurement</i>
Continue to build understanding of investment aspirations and investigate opportunities for Aboriginal and Torres Strait Islander investment.	QIC will maintain an identified position to manage Aboriginal and Torres Strait Islander affairs at a corporate level.	Jan 2025, 2026 and 2027	<i>Chief Executive Officer</i>
	Learn from existing Aboriginal and Torres Strait Islander clients within QIC to inform our approach for engaging new clients.	Apr 2025, 2026 and 2027	<i>Indigenous Partnership and Senior Product Manager</i>
	Continue engaging with key stakeholders to further understand Aboriginal and Torres Strait Islander investment aspirations and opportunities for Aboriginal and Torres Strait Islander investment.	Oct 2024, 2025 and 2026	<i>Indigenous Partnership and Senior Product Manager</i>
	Continue to participate in industry-relevant and Australia-wide initiatives or working groups that promote the increased participation, socially and economically, of Aboriginal and Torres Strait Islander peoples. (RIAA and ASFI)	Mar, Jun, Sep 2024, 2025, 2026 and Mar 2027	<i>Indigenous Affairs Lead and Indigenous Partnership and Product Manager</i>

Action	Deliverable	Timeline	Responsibility
	Continue to embed and enhance the way we measure initiative outcomes for First Nations peoples to direct and improve initiatives towards activities that create greater community outcomes.	Oct 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Social Lead ESG</i>
	Review opportunities to embed Aboriginal and Torres Strait Islander economic participation activities into QIC's existing funds/products.	Jun 2024, 2025 and 2026	<i>Indigenous Partnership and Product Manager, Investment Team ESG leads</i>
	Maintain and increase the number of Aboriginal and Torres Strait Islander organisations that invest with QIC.	Dec 2024, 2025 and 2026	<i>Indigenous Partnership and Product Manager</i>
	Collaborate with QIC's non-First Nations clients to identify potential partnership opportunities for wealth creation for Aboriginal and Torres Strait Islander organisations, people and communities.	Febr 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Indigenous Partnership and Product Manager</i>
	Maintain and strengthen QIC's relationship with the Deadly Innovation team to create opportunities for Aboriginal and Torres Strait Islander wealth creation activities in partnership with the Queensland State Government.	Jan and Jun 2024, 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Indigenous Partnership and Product Manager</i>
	Explore strategic partnerships to support the creation of economic independence for Aboriginal and Torres Strait Islanders.	Sep 2024, 2025 and 2026	<i>Indigenous Partnership and Product Manager</i>
Create First Nations Delivery Plans for investment teams.	Create a specific First Nations delivery plan for all investment teams within QIC with an annual review.	Apr 2025, 2026, and 2027	<i>Indigenous Affairs Lead and relevant team leader</i>
	Continue to use annual review of First Nations delivery plans to inform new outcomes and targets for the following year.	Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead and relevant team leader</i>
Technology for good.	Continue to repurpose 60% of QICs reconditioned technology for Aboriginal and Torres Strait Islander organisations to create learning opportunities for communities and individuals.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead and Manager Technical Support</i>
	Share learnings from the laptop program with external RAP partners to expand it beyond QIC.	Oct 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
Use employee skillsets to benefit First Nations communities and organisations.	Provide employees with opportunities to volunteer with First Nations community organisations to create and develop two-way education experiences within these communities.	Feb 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Social Lead ESG</i>
	Provide employees with the opportunity to use their professional skills in corporate volunteering to build internal capability within First Nations organisations or organisations that support First Nations peoples.	May 2024, 2025, 2026 and 2027	<i>Indigenous Affairs Lead and Social Lead ESG</i>

10. Governance

True reconciliation relies on all parties delivering on their commitments. We believe in holding ourselves to account for the commitments we make.

To monitor our progress in delivering the actions in our Stretch RAP, we will rely on the stringent monitoring and reporting practices that are integrated into our operational activities, ensuring we remain transparent and accountable in our commitments. Actively tracking, monitoring and reporting on our progress is essential to delivering our Stretch RAP and will enable us to identify key learnings and additional opportunities as we continue our reconciliation journey.



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Jan 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Review and update the Terms of Reference/ Charter for our RAP Working Group.	Apr 2025, 2026 and 2027	<i>Indigenous Affairs Lead with RAP Working Group</i>
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, Aug, and Nov 2024, 2025, 2026 and Feb 2027	<i>Indigenous Affairs Lead and RAP Working Group</i>
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation within corporate budget.	Mar 2025, 2026 and 2027	<i>Indigenous Affairs Lead</i>
	Embed key RAP actions in performance expectations of executive committee and all relevant employees.	Aug 2024, 2025 and 2026	<i>Executive Director, ESG</i>
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead and People and Culture Data team</i>
	Maintain an internal RAP Sponsor from Executive Committee.	Jan 2025, 2026 and 2027	<i>Chief Executive Officer</i>
	Include our RAP and First Nations delivery plans as a standing agenda item at quarterly business reviews and distribute results to the First Nations Partnerships team.	Mar, Jun, Sep, Dec 2024, 2025, 2026 and Mar 2027	<i>Executive Director, ESG</i>
	Formal quarterly reporting sent to Executive Committee Sponsor for sharing at the QIC Board HR and Remuneration Committee.	Jan, Apr, Jul, Oct 2024, 2025, 2026 and Jan, Apr 2027	<i>Indigenous Affairs Lead and Executive Director, ESG</i>
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Aug 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep 2024, 2025 and 2026	<i>Indigenous Affairs Lead</i>
	Report RAP progress to all employees and Executive Committee quarterly.	Mar, Jun, Sep, and Dec 2024, 2025, 2026 and Mar 2027	<i>Indigenous Affairs Lead</i>

Action	Deliverable	Timeline	Responsibility
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings as part of our annual sustainability reporting.	Dec 2024, 2025 and 2026	<i>Indigenous Affairs Lead, ESG team and Marketing and External Communications team</i>
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Feb 2026	<i>Indigenous Affairs Lead</i>
	Submit progress report to Reconciliation Australia at the conclusion of this RAP.	Feb 2027	<i>Indigenous Affairs Lead</i>
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2026	<i>Indigenous Affairs Lead</i>

Glossary

Partnership is a mutually beneficial relationship where both parties have equal input

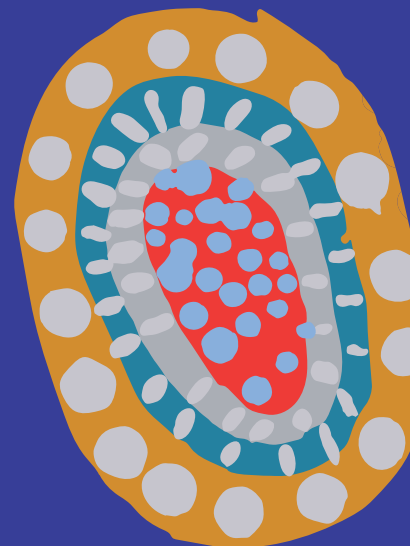
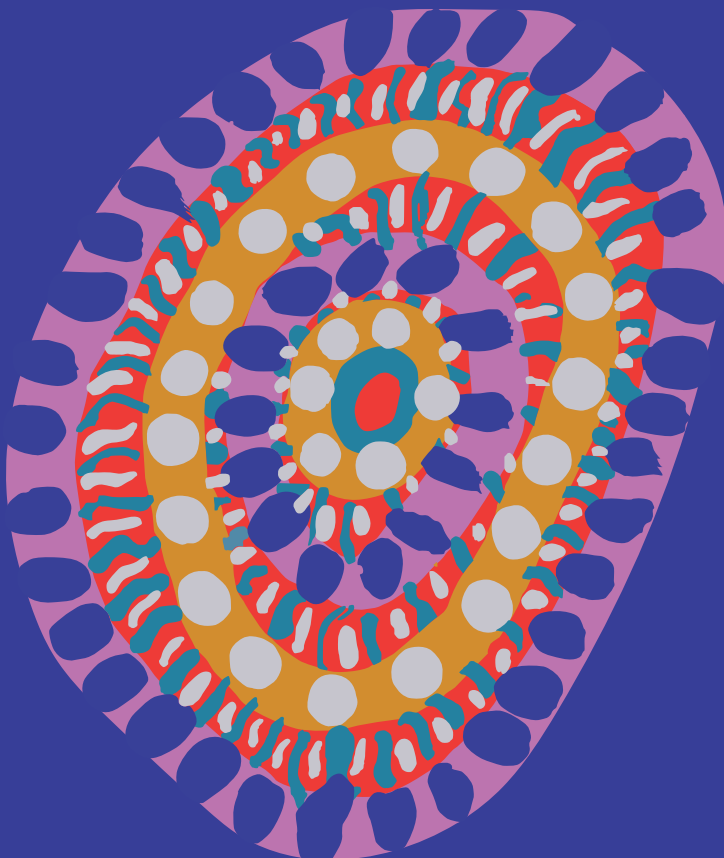
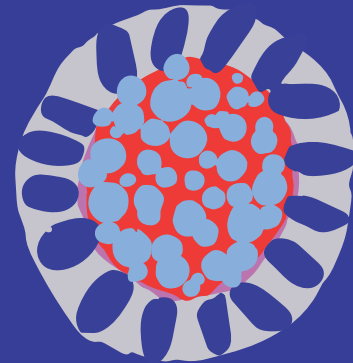
Formal partnership refers to a partnership that has been formalised by Memorandum of Understanding (MOU)

Informal partnership refers to an ongoing relationship between organisations, however the scope and timeframe for working together is not defined

Important meeting is a meeting involving external people or internal meetings of 5 or more people

Significant events at QIC would be offsites or QIC sponsored events

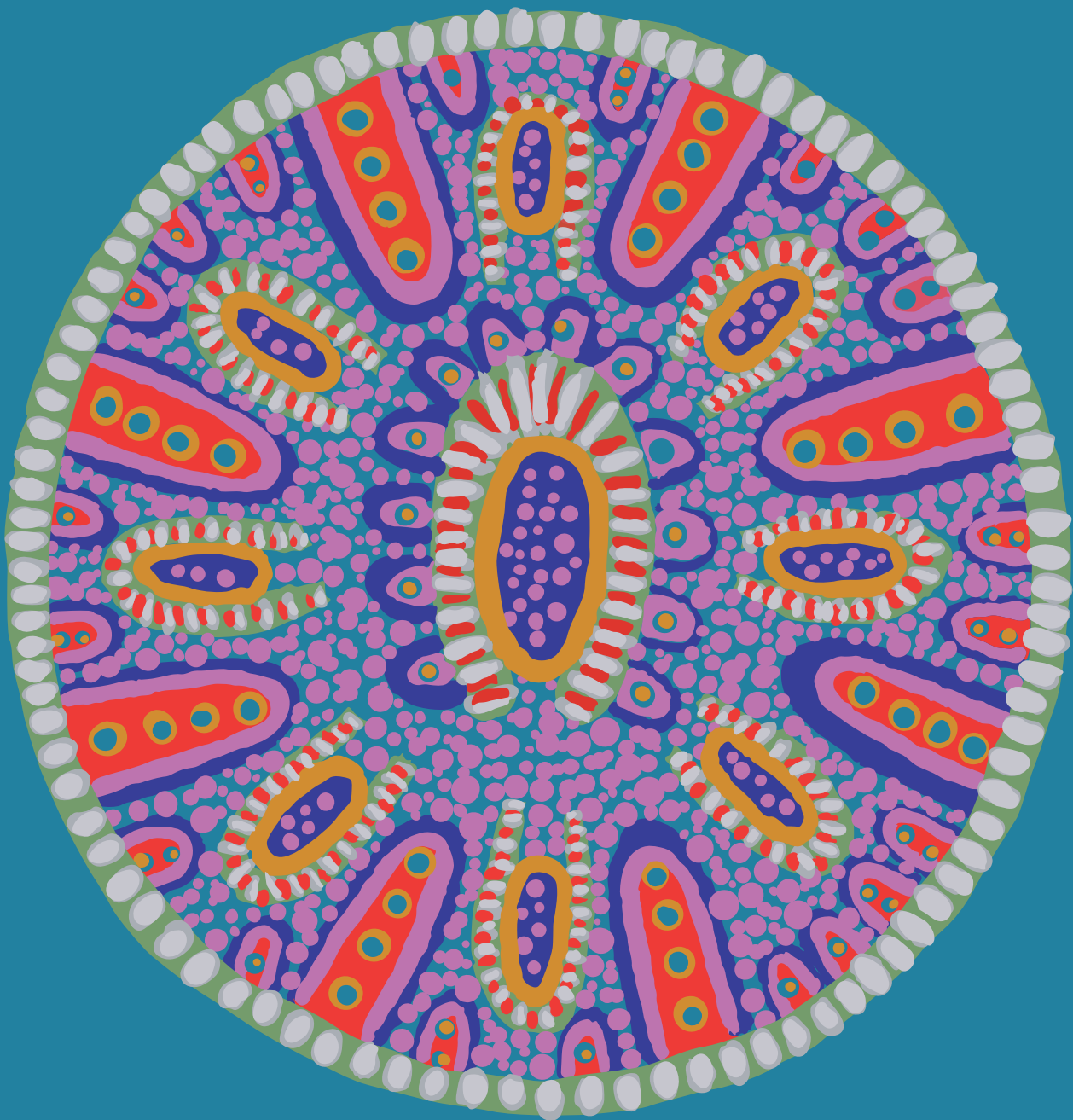
Commercial relationships are those where commercial transactions take place



11. Contact details

For enquiries about our RAP:

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Position: Indigenous Affairs Lead
Phone: +61 436 959 454
Email: jwelfare@qic.com



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