



RECONCILIATION  
ACTION PLAN

REFLECT


**JANA**

DEPTH WITH DIFFERENCE

# JANA INVESTMENT ADVISERS

## REFLECT Reconciliation Action Plan (RAP)

June 2023 – May 2024



**JANA respectfully  
acknowledges the  
Traditional Custodians of the  
land where we work and live.**

**We pay our respects to Elders past,  
present and emerging. We celebrate  
the stories, culture and traditions of  
Aboriginal and Torres Strait Islander Elders of all  
communities who also work and live on this land.**

## A Message from Reconciliation Australia

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

JANA Investment Advisers joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types; Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables JANA Investment Advisers to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations JANA Investment Advisers, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



## A message from our CEO

At JANA, we never lose sight of our purpose to provide world class investment insights that deliver long-term investment outcomes to help change the lives of millions of people for the better.

We acknowledge our privileged position to have an enduring impact on society and believe that through the work that we do, JANA can have a genuine impact on First Nations peoples, their communities and financial opportunities.

JANA values and respects individuals for their unique experiences and perspectives. We foster a diverse and inclusive workplace that represents our community, where people are safe to be their authentic selves and which nurtures the success of our people, clients and the communities we serve.

We are committed to creating meaningful engagement and respectful relationships that are authentic with a focus on delivering measurable benefit to First Nations businesses and communities. We understand that with concerted effort from businesses like ours, we can influence the future outcomes for First Nations people and contribute to building sustainable opportunities to empower communities.

Our RAP has been developed in consultation with JANA's RAP Working Group and TwoPoint Co, an 100% Aboriginal and Torres Strait Islander owned strategic consultancy specialising in engagement with Aboriginal and Torres Strait Islander peoples, and supported by JANA's Executive Leadership team and Board. We are excited to partner with Reconciliation Australia in our journey towards Reconciliation and look forward to working more closely with First Nations businesses and communities.

I am delighted to have been involved in the development of JANA's Reflect RAP and look forward to sharing our journey.

**Georgina Dudley**

CEO,  
JANA Investment Advisers Pty Ltd



## OUR BUSINESS

JANA Investment Advisers (JANA) provides customised global investment consulting to Australia and New Zealand investors to deliver superior long-term investment results that create prosperity and positive changes to the lives of millions of people. Our clients range across superannuation funds, insurance companies, government departments, universities, not-for-profit organisations, high net wealth and family offices. Whilst we consult to the Australian and New Zealand markets, our people leverage global investment knowledge and expertise conducting over 20 face to face research trips annually with investment managers around the world, and over 3000 manager meetings both domestically and offshore.

JANA employs approximately 145 people from diverse backgrounds however we do not currently have any employees who identify as Aboriginal and/or Torres Strait Islander people. JANA has two office locations, Sydney and Melbourne, with staff also located in Queensland, Western Australia and Tasmania.



# OUR RAP

At JANA, we acknowledge our privileged position to have an enduring impact on society and change the lives of millions of our clients' beneficiaries. We value and respect individuals for their unique experiences and perspectives and understand the importance of ensuring First Nations people have a voice as we work towards Reconciliation. Aboriginal and Torres Strait Islander people are the custodians and Traditional Owners of the land on which we all live today. We want to first listen and learn to shape partnerships that will have a genuine impact on First Nations peoples and their communities.

In 2022, JANA established its Reconciliation Action Plan (RAP) working group. The members of the group are:



**Ada Chan**  
Investment Consultant  
*CHAIR*



**Georgina Dudley**  
CEO  
*RAP CHAMPION*



**Rachel Halpern**  
Head of Sustainability



**Michael Maher**  
Head of Diversified Clients



**John Coombe**  
Principal Consultant  
*RAP CHAMPION*



**Karen Hamilton**  
Head of People



**Rachael Jones**  
Senior HR Associate



**Kevin Fernando**  
Client Development Director



**Tim Wingad**  
Senior Operations Support Analyst

The JANA RAP working group currently do not have Aboriginal and/or Torres Strait Islander people as members of the group, however we are currently exploring options to rectify this.

The working group engaged Two Point Co. (TPC) to assist with the ideation and initial development stages of our first 2023-2024 Reflect RAP. TPC is an 100% Aboriginal and Torres Strait Islander owned strategic consultancy specialising in engagement with Aboriginal and Torres Strait Islander peoples through strategy design, facilitation, community consultation, research and social impact assessment. To support the development of the RAP, TPC designed and facilitated a series of online RAP workshops, including the RAP working group and JANA's Executive Leadership Team, tailored for JANA to ideate our Vision for Reconciliation and a set of aspirational and achievable deliverables for a 12 month road map.

TPC worked closely with the JANA RAP working group who have prepared the final version of the RAP draft for endorsement from Reconciliation Australia (RA), and for the implementation of the deliverables. JANA's RAP working group are committed to meaningful engagement and respectful relationships with Aboriginal and Torres Strait Islander communities, and we are clear that our first RAP needs to be authentic with a strong remit to ensure the organisation implements robust targets around engagement with First Nations businesses and delivery on key projects.

The working group have identified key owners for each initiative within the RAP, with an agreed timeframe for delivery. The working group will continue to meet every 4 to 6 weeks to ensure the agreed deliverables are implemented.

## OUR PARTNERSHIPS/ CURRENT ACTIVITIES

Over the past 12 months, we have started our education journey with staff, and externally via our LinkedIn page, and have also commenced our weekly all-staff meetings and large committee meetings with an Acknowledgement of Country. We have also added an Acknowledgement of Country to our intranet and website. We have worked with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to provide First Nations names for meeting rooms in our new office in Melbourne. We are also privileged to have Peter Yu, Senior Yawuru Man and Vice President First Nation Portfolio at Australian National University, join JANA's Sustainability Advisory Council.

JANA requested a 'Welcome to Country' through the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to open our 2022 conference. Unfortunately, the Elder was unavailable on the day, and therefore an 'Acknowledgement of Country' was conducted. We plan to invite an Elder to our annual conferences to open with a 'Welcome to Country' going forward.

JANA have partnered with Nyamba Buru Yawuru to provide pro-bono services including an investment committee / strategy workshop, review of investment policy and responsible investing principles. We have also offered stakeholder investment strategy and education to South West Aboriginal Land and Sea Council and expect this work to commence early to mid 2023.

Initial discussions have commenced with AFL SportsReady about potential partnership opportunities for First Nations students.



# RELATIONSHIPS

| ACTION  | DELIVERABLES  | TIMELINE             | RESPONSIBILITY   |
|---|---|----------------------|--|
| <b>ONE</b><br>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.   | JUNE 2023            | Lead: Investment Consultant<br>Support: Senior Analyst, Operations Support |
|   | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.                            | JUNE 2023            | Lead: Client Dev. Director<br>Support: Head of Not-For-Profit              |
|   | Investigate and build a business case for a skilled/unskilled volunteering initiative in partnership with First Nations communities/ First Nations-led organisations. | MAY 2024             | Lead: Head of CR Committee   |
|   | Develop a financial literacy learning initiative in partnership with a First Nations- led organisation.   | MARCH 2024           | Lead: Head of CR Committee   |
|   | Build a business case for a pro-bono initiative for First Nations-led organisations.  | JULY 2023            | Lead: Client Dev. Director<br>Support: Head of Not-For-Profit              |
| <b>TWO</b><br>Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.   | MAY 2023             | Lead: Senior HR Associate<br>Support: Investment Consultant                |
|   | RAP Working Group members to participate in an external NRW event.  | 27 MAY – 3 JUNE 2023 | Lead: Senior HR Associate<br>Support: Investment Consultant                |
|   | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.  | 27 MAY – 3 JUNE 2023 | Lead: Senior HR Associate<br>Support: Investment Consultant                |
| <b>THREE</b><br>Promote reconciliation through our sphere of influence.   | Continue to communicate our commitment to reconciliation to all staff.  | JUNE 2023            | Lead: CEO  |
|   | Identify external stakeholders that our organisation can engage with on our reconciliation journey.   | JUNE 2023            | Lead: Client Dev. Director<br>Support: Head of Not-For-Profit              |
|   | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.  | JUNE 2023            | Lead: Client Dev. Director<br>Support: Head of Not-For-Profit              |
| <b>FOUR</b><br>Promote positive race relations through anti-discrimination strategies.  | Research best practice and policies in areas of race relations and anti-discrimination.   | FEBRUARY 2024        | Lead: Investment Consultant<br>Support: Senior HR Associate                |
|   | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.   | FEBRUARY 2024        | Lead: Head of People<br>Support: Senior HR Associate                       |

# RESPECT

| ACTION   | DELIVERABLES  | TIMELINE      | RESPONSIBILITY   |
|--|---|---------------|--|
| <b>FIVE</b><br>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | JUNE 2023     | Lead: Investment Consultant<br>Support: Senior Analyst, Operations Support |
|  | Conduct a review of cultural learning needs within our organisation and investigate cultural learning opportunities for staff.  | JUNE 2023     | Lead: HR Consultant<br>Support: Senior Analyst, Operations Support         |
|  | Work with First Nations communities to present a series of Storytelling sessions to educate staff as part of our cultural learning approach.  | OCTOBER 2023  | Lead: Client Development Director<br>Support: Head of Not-For-Profit       |
| <b>SIX</b><br>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.  | Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.  | FEBRUARY 2023 | Lead: Senior HR Associate  |
|  | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                        | JULY 2023     | Lead: Head of People   |
| <b>SEVEN</b><br>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.   | Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.   | JUNE 2023     | Lead: Senior HR Associate  |
|  | Introduce our staff to NAIDOC Week by promoting external events in our local area.  | JUNE 2023     | Lead: Senior HR Associate  |
|  | RAP Working Group to participate in an external NAIDOC Week event.  | 3-7 JULY 2023 | Lead: Senior HR Associate  |

# OPPORTUNITIES

| ACTION   | DELIVERABLES  | TIMELINE    | RESPONSIBILITY                                       |
|--|---|-------------|--|
| <b>EIGHT</b><br>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.   | AUGUST 2023 | Lead: Head of People<br>Support: Senior HR Associate |
|  | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | AUGUST 2023 | Lead: Head of People<br>Support: Senior HR Associate |
| <b>NINE</b><br>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                   | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.  | JUNE 2023   | Lead: Head of Sustainability                         |
|  | Investigate Supply Nation membership.   | JUNE 2023   | Lead: Head of Sustainability                         |

# GOVERNANCE

| ACTION  | DELIVERABLES  | TIMELINE              | RESPONSIBILITY                             |
|---|---|-----------------------|--|
| <b>TEN</b><br>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.   | Maintain a RWG to govern RAP implementation.  | MAY 2024              | Lead: Head of People                       |
|   | Draft a Terms of Reference for the RWG.   | JUNE 2023             | Lead: Head of People                       |
|   | Establish Aboriginal and Torres Strait Islander representation on the RWG.  | JUNE 2023             | Lead: Investment Consultant                |
| <b>ELEVEN</b><br>Provide appropriate support for effective implementation of RAP commitments.   | Define resource needs for RAP implementation.   | JUNE 2023             | Lead: Investment Consultant                |
|   | Engage senior leaders in the delivery of RAP commitments  | JUNE 2023             | Lead: CEO                                  |
|   | Maintain a senior leader to champion our RAP internally   | MAY 2024              | Lead: CEO<br>Support: Principal Consultant |
| <b>TWELVE</b><br>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Define appropriate systems and capability to track, measure and report on RAP commitments   | JUNE 2023             | Lead: Head of People                       |
|   | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | JUNE ANNUALLY         | Lead: Head of People                       |
|   | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 AUGUST ANNUALLY     | Lead: Senior HR Associate                  |
| <b>THIRTEEN</b><br>Continue our reconciliation journey by developing our next RAP.  | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 SEPTEMBER ANNUALLY | Lead: Senior Analyst, Operations Support   |
|   | Register via <a href="#">Reconciliation Australia</a> to begin developing our next RAP.   | MARCH 2024            | Lead: Head of People                       |



## **CONTACT**

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