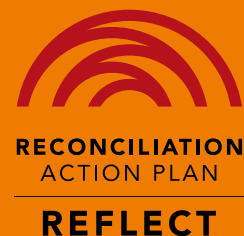


Bennelong Foundation and Bangarra Family Office



Reflect Reconciliation Action Plan

August 2022 - August 2023



Artist Statement

Title: 'Together We Walk'

Year: 2022

Artist: Frances Belle Parker using design elements of students from Maclean Public School.

Contributing Students: Olivia Parker-Dow, Sienna Stanley, Natasha Piper, Demarco Quinlin-Randall, David Clague, Jeremiah Kapeen, LeBron Mercy and Brian Daley.

Medium: Digital Artwork

The artwork 'Together We Walk' contains various design elements created by a group of Aboriginal Students at Maclean Public School in the Northern Rivers region of NSW. During Reconciliation Week 2022, artist, Frances Belle Parker and Aneika Kapeen, CEO of Mudyala Aboriginal Corporation, visited Maclean Public School where they worked alongside the children to create the artwork 'Together We Walk'.

The children were actively engaged throughout the workshop listening to Frances and Aneika talk about Aboriginal art, Reconciliation Week and learning about the work of the Bennelong Foundation. The students were excited to be given the opportunity in creating artwork for the Bennelong Foundation's Reconciliation Action Plan.

Each student created specific elements to be used within the final artwork. Elements which are incorporated into the final artwork include snakes, grass trees, footprints, meeting places, people, hills, mountains, tracks, rivers, stars, the moon and the night sky. The beauty of this artwork is that all of these elements symbolise the storyline and narrative of walking together as one, alongside each other, venturing across the land and being one with nature.

Together with the use of the vivid colours, which not only reflect the energy of the youth who played a pivotal role in the creation of this work, the colours also depict the vastness of the colours within the Australian landscape. This represents the journey of First Nations people across the country, and also the ongoing journey which continues to be taken by ALL Australians.

Together we walk.

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The Bennelong Foundation and Bangarra Family Office acknowledges Australia's First Nations Peoples as the custodians of Country on which we live, learn and work. We recognise their continuing connection to the lands throughout Australia, culture and communities. We pay our respects to all Aboriginal and Torres Strait Islander people, and to Elders past, present and emerging.

Foreword from our Reconciliation Champion



On behalf of the Bennelong Foundation and Bangarra Family Office, it is with great humility but also great pride that I submit our very first Reconciliation Action Plan. The Bennelong Foundation has supported First Nations projects and partnered with First Nations-led organisations for over 15 years across the areas of education, training & employment and community health & wellbeing.

In 2019 we embarked on a journey of education and learning which was transformational. As part of this education, we have undertaken several initiatives across the work of the Bennelong Foundation and Bangarra Family Office including this Reconciliation Action Plan which reinforces our commitment to partnering with First Nations communities and organisations to achieve a more fair and equitable future.

A handwritten signature in black ink that reads "Carena Shankar". The signature is fluid and includes a long, sweeping underline that extends to the right.

Carena Shankar
Chairperson, Bennelong Foundation
Co-Founder and Director, Bangarra Family Office



Foreword from Reconciliation Australia CEO



Reconciliation Australia welcomes the Bennelong Foundation and Bangarra Family Office to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Bennelong Foundation and Bangarra Family Office 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 Bennelong Foundation and Bangarra Family Office 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 Bennelong Foundation and Bangarra Family Office, 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

About the Bennelong Foundation and Bangarra Family Office

Bangarra Family Office is a private family business, founded by Jeff Chapman in 2000. It exists to build a healthier, more productive, and inclusive community. We do this through our commitment to responsible business and quality investment and through the Bennelong Foundation and Bennelong Foundation UK. It has a global reach, with core Australian businesses operating alongside businesses in London, Europe, and America. Subsidiaries of Bangarra Family Office include Bennelong Funds Management (Australia), BennBridge (UK), and Crown Golf (UK).

The Bennelong Foundation is the philanthropic arm and the sole beneficiary of the Bangarra Family Office. Founded in 2002, the focus of the Bennelong Foundation is to enhance community wellbeing and provide opportunities for positive and lasting change in our community. This is achieved by partnering with as many as 40 not-for-profit organisations each year to provide grants that support education and employment opportunities and community wellbeing through sport, nutrition, connection to culture, and social cohesion. The Bennelong Foundation has a particular focus on supporting and working with First Nations communities, new migrant and refugee communities, and communities experiencing socio-economic disadvantage.

The Bangarra Family Office and Bennelong Foundation are managed by a team of six, with offices located in Sydney on Gadigal Country and in Melbourne on Wurundjeri Woi Wurrang Country. We acknowledge Australia's First Nations peoples as the Custodians of Country on which we live, learn and work. We recognise their continuing connection to the lands throughout Australia, cultures, and communities. We pay our respects to all Aboriginal and Torres Strait Islander people, and to Elders past, present, and emerging.

Our RAP

At the heart of the Bangarra Family Office is community and caring. Since inception Bangarra Family Office and the Bennelong Foundation has had a deep respect for First Nations peoples, our names inspired to celebrate and recognise strong and bold Aboriginal leadership. In 2019 the Group made a commitment to Aboriginal and Torres Strait Islander Cultural Awareness Training to improve our knowledge and increase our capacity to work safely, respectfully, and effectively with Aboriginal and Torres Strait Islander peoples, families, and communities. We were introduced to the world of Indigenous histories and cultures, ways of being, the impacts of colonisation, and the local communities where we work.

Through this journey we have been moved and inspired, we have learned the importance of truth-telling and acknowledged the shared histories of First Nations peoples of Australia and other Australians as well as the necessity to heal past and ongoing injustices. It has deepened our commitment to an Australia that embraces unity and a shared vision of the future and opened opportunities for the Group of businesses to participate in the reconciliation journey beyond grant-making.

The development of our Reflect RAP will create a framework to continue the Group's commitment to strengthening our knowledge and understanding of Aboriginal and Torres Strait Islander cultures and support the best practices and reach of our initiatives. Our Reflect RAP will also create an opportunity to share our work and provide inspiration to others to participate in the reconciliation journey. Our Reflect RAP is endorsed by the Chairs of the Bennelong Foundation and Bangarra Family Office and our Reconciliation Working Group is led by the senior executives of the Group.

Our Reconciliation Action Plan is championed across the Group by our Founders
- Carena Shankar and Jeff Chapman.

Our Reconciliation Working Group

Sandra Jacobs – CEO, Bennelong Foundation

Greg Thomas – CEO, Bangarra Family Office



Our Partnerships and Current Activities

Over its 20-year history, the Bennelong Foundation has partnered with 40 organisations and distributed 79 grants to support First Nations Communities across Australia with equity opportunities in education, pathways to employment, and economic participation as well as connection to and preservation of culture. Our philosophy is to support projects that are influenced, designed, and led by the communities they seek to support. Our approach is that of a working partnership and we value the opportunity to develop relationships and learn from our grant partners. Where possible the Group also supports grant partners through volunteering and utilising the assets with the subsidiaries.

We have spent time learning about the Wurundjeri Woi Wurrang community, the Custodians of the lands where our Melbourne office is located, and have commenced dialog with Custodians and communities in other parts of Australia where we work.

We seek to create a culture of inclusion, diversity, and respect. To support this, we commit to an ongoing journey of learning and have been privileged to participate in Aboriginal and Torres Strait Islander Cultural Awareness training with the Koorie Heritage Trust (Cultural tour of Birrarung Marr), BlackCard, Wurundjeri Woi Wurrang Cultural Heritage Trust, and Acknowledge This!

In 2020 staff across the Group were supported to learn about and invited to commence using Acknowledgement of Country to recognise and pay respect to the Traditional Owners and Custodians of the lands on which we live, learn and work.

Below: Geoff Major – Senior Community Engagement Coordinator, Woorabinda, at the Community Spirit Foundation (formally the Cathy Freeman Foundation). Image courtesy of the Community Spirit Foundation



Top image courtesy of First Hand Solutions – IndigiGrow employment program participants



Bottom image courtesy of Common Ground, Bedtime Stories project



Our Reconciliation Journey

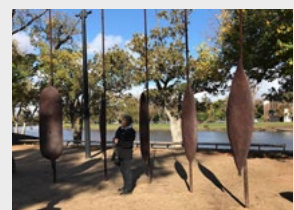
- 2021 Commencement of our Reconciliation Action Plan
Acknowledgement of Country training with Acknowledge This!
- 2020 Staff and Directors participate in Wurundjeri Woi Wurrung Cultural Awareness training with Uncle Bill Nicolson Jnr
- 2019 Staff and Directors participate in first cultural awareness training with BlackCard
- 2018 – 2019 Bennelong Foundation staff and community support SNAICC with packing bags for National Aboriginal and Torres Strait Islander Children’s Day
- 2017 Staff and Directors participate in a Koori Heritage Trust Tour of Birrarung Marr

Bennelong Foundation hosts Clontarf Students visiting from Derby in Western Australia
- 2016 Bennelong Foundation hosts students participating in the Cathy Freeman Foundation Horizon’s leadership trip at Bennelong Foundation
- 2015 Bennelong Foundation Co-founder and current Chair, Carena Shankar visits Woorabinda
- 2008 – 2016 Bennelong Foundation hosts Ganbina students participating in their leadership program at the Bangarra offices and includes tour of MCG and Parliament House
- 2006 First grant made to support First Nations communities - Koori Economic Employment Training Agency Inc. now known as Ganbina

Supporting First Nations projects becomes a key focus area for the Bennelong Foundation
- 2002 2002 Bennelong Foundation is founded
- 2000 2000 Bangarra Family Office is founded



Image courtesy of Uncle Bill Nicolson Jnr, Wurundjeri Woi Wurrng Cultural Heritage Trust



Ganbina students participating in the year 10 leadership program 2009

Our history of partnering and supporting First Nations programs



Between 2006 and 2019 the Bennelong Foundation supported programs delivered by Ganbina through grants and hands-on professional development and leadership experiences. Located on Yorta Yorta Country, Ganbina mentor young Aboriginal and Torres Strait Islander people, from the ages of six to 25 years old, to make sure they gain the education, skills and life experiences they need to unlock their full potential. Programs include learning support, life skills training, cultural appreciation, career guidance and financial assistance.

During this time the Bennelong Foundation annually hosted the leadership group of Year 10 students for a day in Melbourne. The day included a visit to Swinburne University, Parliament House, and the MCG. Students also had the opportunity to meet and spend time with employees of Bangarra Family Office, who shared their education and employment journeys.

Members of the Bennelong Foundation and Bangarra Family Office community host year 10 students participating in the Ganbina leadership program on a visit to Parliament House in 2016



Organisations delivering projects to support First Nations communities, supported by the Bennelong Foundation 2006 – 2022

Organisation Name	Full Project Title
3Bridges Community Ltd	Aunty Program Post COVID Wrap Around Support for Aboriginal People experiencing Homelessness
Aboriginal Literacy Foundation	Homework and school assistance program including literacy, numeracy and mentoring of students in the Bacchus Marsh/Melton area. Books for Learning Program NSW Literacy Support Service Ballarat
Australian Catholic University	Bennelong Foundation Scholarship (3 years)
Be Centre Foundation	Improving long term outcomes for Aboriginal children by addressing trauma early (2 years)
Cathy Freeman Foundation	Woorabinda CFF Programs (5 years) Scholarship Program (3 years) Bike Incentive Program
Centre for Eye Research Australia	Trachoma related research project (2 years)
Children's Ground	Bilingual early years education in Central Australia and Arnhem Land
Clontarf Foundation	Matraville Sports High School Sydney
Common Ground	First Nations Bedtime Stories
CQUniversity Australia	Better Lives for Mackay's Indigenous Youth AIME Program
Engineers Without Borders Australia Foundation	REGIONEERING - reinforcing STEM education outcomes for Aboriginal and Torres Strait Islander Communities students
EON Benevolent Fund Inc	Building community capacity and skills to ensure the sustainability of EON Thriving Communities into the future
First Hand Solutions Aboriginal Corporation	IndigiGrow Employment Project
Ganbina Inc	JOBS4U2 - Accelerated Learning Program (6 years)
General Sir John Monash Foundation	Scholarship for Indigenous Student Sylvia Lockyer
Gidarjil Development Corporation	Indigenous community access program (icap)
Gimuy Walubara Yidinji Elders Aboriginal Corporation	Yidinji Language Revival

Organisation Name	Full Project Title
Gudjagang Ngara Li-dhi Aboriginal Corporation	Aboriginal Cultural Pathways of Purpose
Gunawirra	YAMP Young Aboriginal Mothers Project (2 years) Sustaining Aboriginal Health through Nutrition Garden
Headspace Inala	Social & Emotional Wellbeing for Aboriginal and Torres Strait Islander Young People
KidsXpress	KidsXpress & KARI - Working together to support Aboriginal children in out of home care
Mission Australia	Charcoal Lane Project (3 years)
Monash University	Internship for an Indigenous Student to the UN (4 years) Indigenous Prison Homework Club
Mudyala Aboriginal Corporation	Skills for Life (2 years)
Role Models and Leaders Australia	Girls Academy - Post School Options program (2 years)
Royal Flying Doctor Service (South Eastern Section)	Scholarship for Indigenous Medical Student Justin Gladman (4 years)
Seed Foundation Australia	First People's Health Program – Bwgcolman Community School (2 years)
SharingStories Foundation	Community Directed, Culturally Relevant Learning for Nyikina Young People
SNAICC National Voice for our Children	Welcome to School Kits: transitioning Indigenous children into primary school
Stars Foundation	Stars Foundation Educational Engagement & Wellbeing program for Aboriginal and Torres Strait Islander Communities girls
Swinburne University of Technology	Indigenous Youth Development Program (3 years)
The Charitable Foundation for Books in Homes Australia	Books in Homes Australia program
The Malpa Project	Young Doctors Project
The Torch	Indigenous Women's Arts Officers in Prisons and Community
Wangal United Aboriginal Corporation	Koori Programs Coordinator
Weave Youth and Community Services	Aboriginal Cultural Mentoring Program
World Literacy Foundation Australia	Indigenous Literacy Project
Worthwhile Ventures	Scaling up - WV Business Development Manager
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	NARRAP and Collingwood Children's Farm Nursery Training Program
Yalari	Rosemary Bishop Scholarship for Mareeya Pigram (5 years)
Your Angel	Koori Kulcha Indigenous Youth Initiative
Youth Solutions	ARTucation: Celebrating Indigenous Culture and Creativity

Reconciliation Action Plan





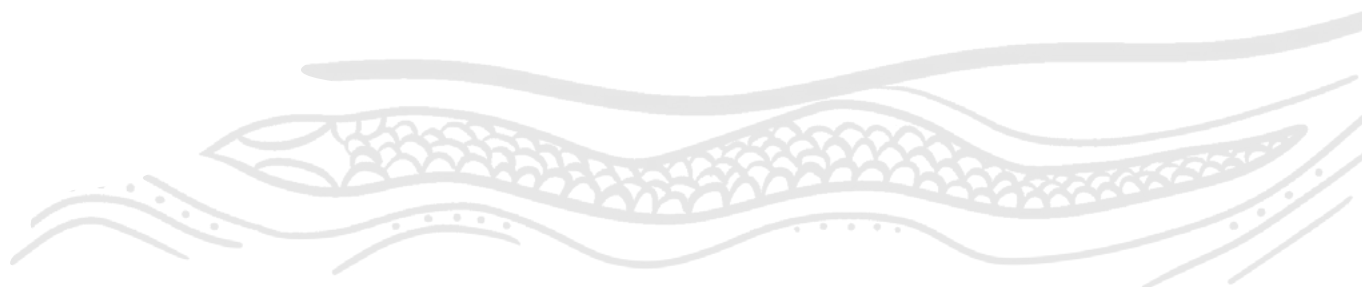
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	August 2022	Bennelong Foundation CEO
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	August 2022	Bennelong Foundation CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff 	May 2023	Bennelong Foundation CEO
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2023	Bennelong Foundation CEO
	<ul style="list-style-type: none"> 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	Bangarra Family Office CEO
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	September 2022	Bennelong Foundation CEO
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	September 2022	Bennelong Foundation CEO
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	September 2022	Bennelong Foundation CEO
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2022	Bangarra Family Office CEO
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	September 2022	Bangarra Family Office CEO



Respect

Action	Deliverable	Timeline	Responsibility
5. 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.	October 2022	Bennelong Foundation CEO
	• Conduct a review of cultural learning needs within our organisation.	October 2022	Bennelong Foundation CEO
6. 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	Bennelong Foundation CEO
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2022	Bennelong Foundation CEO
7. 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	Bennelong Foundation CEO
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Bennelong Foundation CEO
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Bennelong Foundation CEO





Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	March 2023	Bangarra Family Office CEO
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	Bangarra Family Office CEO
9. 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.	November 2022	Bangarra Family Office CEO
	• Investigate Supply Nation membership.	November 2022	Bangarra Family Office CEO





Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	August 2022	Bennelong Foundation CEO
	• Draft a Terms of Reference for the RWG.	September 2022	RWG Chair
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2023	Bennelong Foundation CEO
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2022	RWG Chair
	• Engage senior leaders in the delivery of RAP commitments.	September 2022	RWG Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2022	Bennelong Foundation CEO
12. 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.	July 2023	RWG Chair
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Bennelong Foundation CEO



Contact details

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Together We Walk

Year: 2022

Artist: Frances Belle Parker using design elements of students from Maclean Public School.

Contributing Students: Olivia Parker-Dow, Sienna Stanley, Natasha Piper, Demarco Quinlin-Randall, David Clague, Jeremiah Kapeen, LeBron Mercy and Brian Daley.



