

**BOQ  
GROUP**



# **INNOVATE RECONCILIATION ACTION PLAN**

**February 2023 – February 2025**

# Acknowledgment of Country on behalf of BOQ Group

Bank of Queensland acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land and waters throughout Australia. We pay our respects to Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander peoples, and recognise their strength, connection, custodianship, and resilience.

## Terminology

Throughout this document we have predominantly used “Aboriginal and Torres Strait Islander peoples” when referring to Australia’s First Peoples.

## Artwork

Created for Bank of Queensland by the Thuringowa Stars, Townsville in 2021.

The painting represents Mother Earth, and what we need to do to care for her. Because we all belong to her. The background represents the night sky, with the stars giving direction. The symbol in the middle represents the sun for all nature to thrive. Each design within the circles represents a diversity of cultures. The lines connecting the circles represent journey lines as well as how everything is connected. The animals represent native Australian animals that are also totems in Aboriginal and Torres Strait Islander cultures. The earth tone colours represent country. The blue represents sea waters and fresh waters, needed for life.



## Table of Contents

<b>Leadership Endorsement Messages</b>	<b>4</b>
<b>Our vision for reconciliation</b>	<b>6</b>
<b>Our commitment for this RAP</b>	<b>7</b>
<b>About BOQ Group</b>	<b>8</b>
<b>Our Reconciliation Action Plan</b>	<b>10</b>
Update on RAP Progress and Significant Changes	<b>12</b>
The RAP Working Group	<b>15</b>
Relationships	<b>16</b>
Respect	<b>18</b>
Opportunities	<b>20</b>
Governance	<b>22</b>
Contact	<b>24</b>



# LEADERSHIP ENDORSEMENT MESSAGES



**Patrick Allaway**  
Managing Director &  
CEO BOQ Group

The 2023 – 2025 Innovate Reconciliation Action Plan is a key step for us to deliver on our purpose of creating social capital through banking for our Aboriginal and Torres Strait Islander customers and communities.

Since the launch of our first RAP in 2018, we have been working towards forging a deeper connection with Aboriginal and Torres Strait Islander peoples so that we can provide better opportunities for our people and customers. We have a network of bankers supporting this goal who are passionate and committed to their communities, working every day to create positive outcomes in the work we do.

I am particularly proud of the continued development of our internal policies and strategies, and several national partnerships with community-led organisations like the

Clontarf and Stars Foundations, and more recently Head Start Homes, to leverage our resources to support their endeavours. Our financial literacy sessions with Stars and Clontarf are helping to prepare young First Nations students for life after school and we're looking forward to expanding these sessions this year through a national program led by our branches. We've also supported relationship building in communities through branch involvement in employment expos and helped educate our people on First Nations issues through events hosted and attended by Clontarf and Stars students and staff.

Close partnerships like these provide mutual benefits, and our people are fortunate to have the opportunity for ongoing involvement.

I would also like to recognise the work and momentum achieved by the First Nations Reconciliation Council to develop this RAP. This group, backed by our Executive Committee, continues to guide our reconciliation activity with a curious, inclusive, and collaborative approach.

On behalf of everyone at the BOQ Group, I look forward to what is ahead for us as part of our 2023 – 2025 Innovate RAP and building social capital for a reconciled and equal Australia.



**Claire Woodley**  
General Manager, BOQ  
Business and BOQ Finance  
& Co-Chair First Nations  
Reconciliation Council

At BOQ Group, our purpose is to build social capital through banking, a simple but powerful statement that gives us guidance not only in what we can do but what we should do in the communities that we live and work.

As a bank, we have the capability and resources to enact positive change. Through our refreshed Reconciliation Action Plan, we are committed to delivering on this purpose by walking alongside First Nations peoples towards a reconciled and equal Australia. We have already made progress by directing our effort into meaningful action across our organisation in targeted procurement practices, employment opportunities and improving cultural safety for our First Nations peoples.

Our enduring pursuit to achieve a reconciled Australia is deeply engrained in our purpose. I'm proud to be involved in such an important piece of work for BOQ Group.



**Sophie Hammond**  
Brand Coordinator, Local Area  
Marketing & Co-Chair First  
Nations Reconciliation Council

As a Co-Chair for the BOQ Group's First Nation's Reconciliation Council and proud Arrernte woman, I am honoured to be a part of BOQ's reconciliation journey. As a CareerTrackers Alumni, I am particularly passionate about supporting the early careers of Aboriginal and Torres Strait peoples. I would personally like to thank the ongoing commitment and support of the First Nations Reconciliation Council members. I look forward to seeing how we can work together to further the Group's involvement in reconciliation and cultural inclusion.



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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bank of Queensland continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings

gained through effort and innovation are invaluable resources that Bank of Queensland will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Bank of Queensland using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Bank of Queensland to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Bank of Queensland will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Bank of Queensland's future RAPs and reconciliation initiatives, providing meaningful impact towards Australia's reconciliation journey.

Congratulations, Bank of Queensland, on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

# OUR VISION FOR RECONCILIATION

BOQ Group's vision for reconciliation is an Australia in which First Nations peoples have infinite opportunity and prosperity.

As a leading regional bank that prides itself on building long-term relationships based on mutual respect and understanding, we are committed to building social capital through banking with First Nations peoples.

We are dedicated to growing a culturally supportive workplace that builds strong relationships with, and provides opportunities for, First Nations peoples, customers, businesses, and communities.



BOQ Group employees celebrating NAIDOC week with a First Nations cultural immersion experience

# OUR COMMITMENT FOR THIS RAP



Establishing meaningful relationships with Aboriginal and Torres Strait Islander communities, stakeholders, customers, and employees.



Enhancing supplier diversity through procurement and supply chain practices which support Aboriginal and Torres Strait Islander business, communities and peoples.



Building and upholding an inclusive workplace that removes barriers, creates opportunities, and celebrates the diverse skills, perspectives and insights of Aboriginal and Torres Strait Islander peoples and communities at BOQ.



Advancing cultural inclusion through truth telling, celebration and sharing of Aboriginal and Torres Strait Islander peoples' cultures and histories.



Supporting social and economic participation through specifically designed financial access and literacy programs for Aboriginal and Torres Strait Islander peoples.



BOQ Group acknowledges the Traditional Owners at each office and branch location

# ABOUT BOQ GROUP

At BOQ Group our purpose is to build social capital through banking.

BOQ has been around since 1874 and our organisation has approximately 4,300 people, including those employed through our owner managed branches. As an organisation we have not routinely collected data on the number of people in our employee population that identify as Aboriginal and/or Torres Strait Islander people and as an organisation are taking steps to better understand our statistics and improve them. While BOQ is a national organisation, it was established in Queensland. There are 166 branches and transaction centres across Australia and 4 corporate offices in Brisbane, Sydney, Melbourne and Perth, and 2 contact centres.

BOQ's core business is providing access to banking and finance products that meet the needs of our customers. We pride ourselves on building long-term customer relationships that are based on mutual respect and understanding. We are one of the top 100 Australian Securities Exchange listed companies and are regulated by the Australian Prudential Regulation Authority as an Authorised Deposit-taking Institution.

BOQ also operates a number of brands which offer a diverse range of products and services for our personal and business customers.



Virgin Money Australia is a retail financial services company that aims to provide a wide range of financial products that are easy to understand and sort out as well as be a compelling alternative to the big banks. BOQ acquired Virgin Money Australia in 2013 and it operates as a standalone business that leverages support services from a number of central BOQ Group divisions. Virgin Money has a range of credit cards, home loans, superannuation, life insurance, income protection, home & contents insurance, car insurance and travel insurance.



BOQ Specialist delivers distinctive banking solutions to niche market segments including medical, dental, veterinary, and accounting professionals. BOQ acquired the business (previously Investec Professional Finance) as part of Investec Bank (Australia) Limited in 2014. BOQ Specialist operates as a separate division of BOQ's Business Bank.



A wholly owned subsidiary of the Bank of Queensland Limited specialising in asset, cash flow and structured finance solutions. BOQF is a mid-market financier providing deep industry and product skills to its partner base servicing over 100,000 customers across seven dedicated lines of business. BOQF believes in creating long-term relationships with shared goals and with over 45 years of history in the Australian and New Zealand markets, BOQF is Proudly Backing Businesses.



ME Bank is a retail bank focused on the customer, with a well-recognised brand, offering simple products, in straight forward language, and with an Australian based customer service support. BOQ acquired ME Bank in 2021.





# OUR RECONCILIATION ACTION PLAN

BOQ established its first Innovate Reconciliation Action Plan (RAP) in May 2018. The RAP's objective was to make a difference and formalise our commitment to working with Aboriginal and Torres Strait Islander peoples and the communities with a focus on:

- building relationships and partnerships
- building an understanding and knowledge of Aboriginal and Torres Strait Islander people's histories and cultures
- creating an empathetic and inclusive workplace at BOQ for Aboriginal and Torres Strait Islander peoples
- creating opportunities for Aboriginal and Torres Strait Islander peoples through partnerships, supply chain and employment
- promoting financial literacy in the Aboriginal and Torres Strait Islander communities through our community partnerships with Stars and Clontarf foundations.

Consultation sessions were run throughout the organisation (including the Extended Leadership team) in order to garner support and identify key focus areas for the RAP before it was developed. It was decided the appropriate level of RAP for BOQ at this time was Innovate. This also reflected work already progressed with the Clontarf Foundation and CareerTrackers.

A RAP Working Group (RWG) consisting of the Diversity and Inclusion Lead and relevant representatives from a range of different areas across BOQ was put in place, with responsibility for the implementation of the RAP. The Chair of BOQ Group's Inclusion Committee provided oversight alongside an Executive Sponsor.



BOQ Group is a proud partner of the Clontarf Foundation



# Update on RAP Progress and Significant Changes

Progress made in relation to the majority of key deliverables for the RAP include:

- The establishment of a Diversity and Inclusion Strategy and Policy which promotes the creation of a safe space for all, including Aboriginal and Torres Strait Islander peoples.
- The establishment of national partnerships with the Clontarf Foundation (2017) and Stars Foundation (2019). Both foundations aim to improve education, discipline, life skills, self-esteem and employment prospects for young Aboriginal and Torres Strait Islander peoples.
- The establishment of a strategic sourcing strategy to ensure a focus on Aboriginal and Torres Strait Islander procurement partners including a partnership with Supply Nation.
- The establishment of a partnership with CareerTrackers, which involves placing Aboriginal and Torres Strait Islander university interns with relevant business areas. This has seen 26 students supported with internships, and 3 graduates are now permanently employed in their chosen business areas.
- Hosting and participating in celebratory events associated with National Reconciliation Week and National Aborigines and Islanders Day Observance Committee (NAIDOC) across the business. Events have been well attended and received very positive feedback.

- Customer related initiatives, including ensuring Aboriginal and Torres Strait Islander peoples can comply with identification requirements, and incorporation of cultural awareness information in vulnerable customer content (aligned with the Banking Code of Conduct).
- Sponsor of the QLD Reconciliation awards business category in 2021, 2022 and 2023.
- Championing of RAP by the Executive Committee.
- Displaying customised Acknowledgement of Country plaques in all BOQ Group offices and Branches.

Approximately 70% of BOQ's current RAP commitments were met. The shortfall was due to budget limitations; capability and resource capacity (now revised); and leadership transition. From the commencement of our 2018 Innovate Reconciliation Action Plan to date we have seen a new CEO enter the organisation, a range of senior leadership and leadership transition in key roles, including executive sponsorship, Chair and members of the RAP Working Group, Diversity & Inclusion team changes. During this time BOQ Group launched a new strategic plan, purpose and values; and acquired ME Bank. These organisational and people changes have impacted momentum, level of capability and resourcing within the team to deliver the objectives, and budget commitment. The commitments which were impacted by these challenges include:

- significant increase in First Nations representation in employment
- developing and embedding a Financial Literacy Program
- deepening cultural awareness amongst BOQ employees

Having resolved the above shortfalls, we are confident that we are better placed to bring our vision for reconciliation to life through the key actions outlined in our second Innovate RAP. Notably, we have taken applied learnings from the implementation of our first RAP into this iteration. Specifically, that our reconciliation actions and organisation will benefit from a cultural learning strategy to deepen the understanding of, connection to and engagement with Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledges and communities. This cultural learning will benefit our employees at an individual level, but also contribute to the broader cultural safety within our organisation and strengthen

the support, representation and retention of Aboriginal and Torres Strait Islander peoples. Our FY23–24 inclusion strategy, which is underpinned by enhanced governance of our RAP, RAP Working group and Inclusion committee will greatly contribute to the success of reconciliation across the BOQ Group.

To ensure BOQ delivers and embeds its key Innovate RAP commitments, BOQ will implement a second Innovate RAP and continue to develop and test reconciliation initiatives.



NAIDOC cultural immersion with Kieron Anderson



BOQ Group is a proud partner of the Stars Foundation





# The RAP Working Group

The RAP Working Group, known internally as the First Nations Reconciliation Council, is overseen by the Inclusion Committee, which is responsible for ownership of the overall Diversity and Inclusion strategy; maintaining alignment of the Inclusion strategy to the broader business strategy and driving accountability for the strategy. The Reconciliation Action Plan is part of the broader Inclusion strategy.

There are three First Nations employees who are active members of the First Nations Reconciliation Council; one being a co-chair and the other two members. We are continuing to ensure that we proactively engage and recruit new members to the team who identify as Aboriginal and/or Torres Strait Islander people.

The Inclusion Committee, Diversity and Inclusion Lead and First Nations Reconciliation Council are all responsible for championing the RAP internally.

The role of the First Nations Reconciliation Council is to:

- develop an overall action plan to ensure successful implementation of the RAP including timelines
- establish a collaborative/consultative process for engaging our people across BOQ and Aboriginal and Torres Strait Islander communities in relation to the RAP
- regularly liaise with relevant organisational areas and key stakeholders to review progress of RAP actions

- consider RAP implementation issues and consult with relevant areas to find solutions
- track the progress and implementation of initiatives.

The council is co-chaired by a First Nations BOQ employee and consists of individuals and leaders passionate about championing the RAP internally who can contribute strategic thinking and have positional responsibility for implementing key components of the RAP. This group meets bi-monthly to discuss progress, barriers and next steps in relation to the key RAP deliverables. Current co-chairs and members are detailed below:

- General Manager, BOQ Business & BOQ Finance (Co-Chair)
- Brand Coordinator, Local Area Marketing (Co-Chair)
- Senior Manager Talent, Diversity & Inclusion
- Organisational Development Specialist – Diversity & Inclusion
- Community Investment Manager
- Junior Business Analyst
- Lending Performance Manager QLD – Retail Banking
- Business Manager, Property Procurement & Workspace
- State Manager (NSW) – Retail Banking
- Manager, Client Service Centre – Business Banking
- Group Social and Content Lead
- Senior Manager Public Affairs
- Verification Officer – Operations, ME Bank

Implementation Leads for key areas within the RAP are accountable for delivering outcomes within their area of responsibility. These Leads meet quarterly with the Diversity & Inclusion team to track progress:

- Community: Community Investment Manager
- Employment: Senior Manager Talent, Diversity & Inclusion
- Supply Chain: Head of Procurement

The Current RAP Executive Sponsor is also the Co-Chair of the First Nations Reconciliation Council (General Manager, BOQ Business & BOQ Finance) and is supported by the Group Executive People & Culture/Chair of the Inclusion Committee.







# Relationships

At BOQ we recognise that reconciliation must be centred on genuine and strong relationships with Aboriginal and Torres Islander peoples whereby First Nations voices, knowledges and cultures are heard and uplifted to ensure RAP actions and achievements are meaningful and relevant to First Nations peoples and communities.

We continue to be committed to working with Aboriginal and Torres Strait Islander communities, partners and organisations to establish empathetic, positive and reciprocal relationships. This is exemplified by our ongoing partnerships with CareerTrackers, Clontarf Foundation, Stars Foundation and Supply Nation. We intend to further strengthen and develop these relationships, whilst building new ones to better support reconciliation and building of social capital.

Action	Deliverable	Timeline	Responsibility
1 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 stakeholders and organisations to develop guiding principles for future engagement.	June 2023 & June 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion & Community Implementation Lead
	Implement and review our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion & Community Implementation Lead
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2023 & 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	First Nations Reconciliation Council members to participate in an external NRW event.	27 May to 3 June 2023 & 2024	<b>Lead:</b> Co-Chairs First Nations Reconciliation Council
	Encourage and support our people and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2023 & 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Organise at least one NRW event each year.	27 May to 3 June 2023 & 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Support the QLD Reconciliation Awards as main sponsor of the business category.	27 May to 3 June 2023 & 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Register all BOQ Group NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2023 & 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
3 Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement plan to raise awareness of reconciliation across our workforce.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Communicate our commitment to reconciliation by including an overview of the RAP in employee onboarding and via regular updates on our internal intranet pages.	June 2023 & June 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Communicate our commitment to reconciliation publicly through annual reporting and social media engagement.	June 2023 & June 2024	<b>Lead:</b> Senior Manager Diversity and Inclusion & Head Of Sustainability
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion & Supply Chain Implementation Lead

Action	Deliverable	Timeline	Responsibility
3 (cont.) Promote reconciliation through our sphere of influence.	Collaborate with RAP organisations, peak bodies, and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Develop a range of marketing collateral for internal and external use to promote our commitment to reconciliation.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion   Marketing Coordinator
	Increase staff awareness and understanding of the Uluru Statement from the Heart.	June 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Co-Chairs First Nations Reconciliation Council
4 Promote positive race relations through anti-discrimination strategies.	Review and update BOQ's Harassment, Discrimination and Bullying Policy, to ensure it adequately addresses racism in the workplace.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Conduct a review of existing anti-discrimination policy and broader HR policies and procedures to identify future needs and areas for improvement.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Educate senior leaders on the effects of racism through specific anti-discrimination training.	Dec 2023	<b>Lead:</b> Senior Manager Culture & Leadership <b>Support:</b> OD Specialist Diversity & Inclusion
	Regularly inform staff of our anti-discrimination policy, and ensure that this is easily accessible for all staff.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Develop a program of volunteering opportunities for staff linking with our partners at Clontarf Foundation, Stars Foundation and CareerTrackers.	July 2024	<b>Lead:</b> Senior Manager Culture & Leadership <b>Support:</b> OD Specialist Diversity & Inclusion
5 Support and build relationships with Aboriginal and Torres Strait Islander communities through programs and initiatives.	Pilot work experience program for Aboriginal and Torres Strait Islander high school students through our partners at Clontarf Foundation, Stars Foundation and CareerTrackers.	July 2024	<b>Lead:</b> Community Implementation Lead   <b>Support:</b> OD Specialist Diversity & Inclusion



# Respect

BOQ recognises Aboriginal and Torres Strait Islander peoples as the First Australians and the oldest, continuing living cultures in the world. Acknowledging and instilling this respect for Aboriginal and Torres Strait Islander peoples, cultures and histories is an important part of our commitment to reconciliation. We are dedicated to ensuring our people understand, are committed to and exposed to ongoing cultural learning, cultural protocols and cultural events to further develop, celebrate and embed this understanding.

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	May 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Senior Manager Culture & Leadership
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Develop, implement and communicate a cultural learning strategy for our people, including the completion of cultural awareness training.	Aug 2023	<b>Lead:</b> Senior Manager Culture & Leadership <b>Support:</b> OD Specialist Diversity & Inclusion
	Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Include truth-telling activities within the cultural learning strategy- focused on colonial conflict and dispossession, while acknowledging the strength and resilience of Aboriginal and Torres Strait Islander peoples and cultures.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Senior Manager Culture & Leadership
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Uplift and promote a webpage that communicates cultural protocols, including Welcome to Country and Acknowledgement of Country.	May 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023 & June 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Feb 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Display Acknowledgement of Country plaques in all BOQ Group offices.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion

Action	Deliverable	Timeline	Responsibility
8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	First Nations Reconciliation Council to participate in a minimum of one community-based NAIDOC Week event.	July 2023 & July 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Create and support opportunities for BOQ employees to participate in external, community-based NAIDOC Week events.	July 2023 & July 2024	<b>Events &amp; Engagement Implementation Lead:</b> OD Specialist Diversity & Inclusion
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	Mar 2023 & Mar 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
9 Celebrate and acknowledge dates of cultural significance for Aboriginal and Torres Strait Islander peoples internally and externally.	Celebrate First Nations peoples' histories and cultures within the workplace by regularly promoting internal and external events and experiences.	June 2023 & June 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> First Nations Reconciliation Council
	Create an annual activation plan for days of significance for Aboriginal and Torres Strait Islander peoples to enhance employee knowledge and understanding of Aboriginal and Torres Strait Islander cultures and shared histories.	Feb 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> First Nations Reconciliation Council
10 Enhance workplace inclusion for Aboriginal and Torres Strait Islander people through key policy and practice changes.	Develop and implement a First Nations Cultural Leave policy.	June 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Provide avenues for Aboriginal and Torres Strait Islander employees to access an Employee Assistance Program with First Nations expertise.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Employee Relations
	Work with First Nations organisations and advisory to investigate opportunities to improve cultural safety within BOQ.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Employee Relations





## Opportunities

One way of building social capital with Aboriginal and Torres Strait Islander peoples and communities is through employment opportunities and diversification of our BOQ Group supply chain. Our aim is to gain clarity on and further increase the proportion of Aboriginal and Torres Strait Islander people employed across the BOQ Group. We aspire to offer an employee value proposition that recognises and celebrates the diverse perspectives and experiences of Aboriginal and Torres Strait Islander employees, and a professional environment which is culturally safe and inclusive. We acknowledge our influence on growing First Nations-led businesses and are therefore committed to utilising our strategic sourcing policy and strategy to prioritise and support Aboriginal and Torres Strait Islander organisations.

Action	Deliverable	Timeline	Responsibility
11 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and career development.	Uplift organisational data capability to provide representation insights into employees identifying as Aboriginal and Torres Strait Islander.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Develop and implement a recruitment, retention and career development plan to support Aboriginal and Torres Strait Islander employees.	Aug 2023	<b>Lead:</b> Senior Manager Diversity & Inclusion   OD Specialist Diversity & Inclusion <b>Support:</b> Talent Acquisition
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and career development strategy.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Support Aboriginal and Torres Strait Islander employees to connect with each other through an informal platform that provides the opportunity to connect, share knowledge and experiences.	Aug 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2023 & June 2024	<b>Lead:</b> Talent Acquisition <b>Support:</b> Senior Manager Talent Acquisition
12 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Determine current representation and set a target to increase the percentage of Aboriginal and Torres Strait Islander employees employed in our workforce.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Talent Acquisition   Senior Manager Talent, Diversity & Inclusion
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2023	<b>Lead:</b> Head of Procurement <b>Support:</b> First Nations Reconciliation Council   OD Specialist Diversity & Inclusion
	Maintain Supply Nation membership and support the education of the BOQ group on the purpose and benefits of the membership.	Feb 2023	<b>Lead:</b> Head of Procurement Support: First Nations Reconciliation Council
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our people.	Feb 2023	<b>Lead:</b> Head of Procurement <b>Support:</b> First Nations Reconciliation Council   OD Specialist Diversity & Inclusion

Action	Deliverable	Timeline	Responsibility
12 (cont.) Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Aug 2023	<b>Lead:</b> Head of Procurement <b>Support:</b> First Nations Reconciliation Council   OD Specialist Diversity & Inclusion
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Aug 2023	<b>Lead:</b> Head of Procurement <b>Support:</b> OD Specialist Diversity & Inclusion
	Engage our Tier 1 & Tier 2 supplier base to understand their policies, approach and services provided from First Nations firms – and any potential to increase (or commence) through those services to BOQ.	Aug 2023	<b>Lead:</b> Head of Procurement <b>Support:</b> OD Specialist Diversity & Inclusion
13 Continue our partnership with CareerTrackers to provide opportunities for Aboriginal and Torres Strait Islander university students.	Continue our current partnership with CareerTrackers, ensuring the identification of potential future employment opportunities across the Bank for Aboriginal and Torres Strait Islander students.	Feb 2023 & Feb 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion <b>Support:</b> Talent Acquisition   Senior Manager Talent, Diversity & Inclusion
	Support First Nations CareerTrackers students to engage with Aboriginal and Torres Strait Islander employees at BOQ to connect and share knowledge and experiences.	Aug 2024	<b>Lead:</b> OD Specialist Diversity & Inclusion
	Develop a transition plan for First Nations CareerTrackers interns converting to permanent employment with BOQ Group post graduation to enhance success.	Aug 2023	<b>Lead:</b> Senior Manager Talent, Diversity & Inclusion <b>Support:</b> Talent Acquisition
	Communicate and engage internal BOQ teams and leaders on the importance of our relationship with CareerTrackers and the programs purpose.	Aug 2023	<b>Lead:</b> OD Specialist Diversity & Inclusion
14 Support improved financial literacy and access amongst Aboriginal and Torres Strait Islander peoples and customers.	Develop a tailored financial literacy program with and for Aboriginal and Torres Strait Islander peoples and communities.	Aug 2023	<b>Lead:</b> Community Investment Manager <b>Support:</b> OD Specialist Diversity & Inclusion
	Implement Financial Literacy program with BOQ's First Nations community partners.	Nov 2023	<b>Lead:</b> Community Investment Manager <b>Support:</b> OD Specialist Diversity & Inclusion
	Explore financial access strategies to help support Aboriginal and Torres Strait Islander peoples and their needs.	Aug 2023	<b>Lead:</b> Customer Advocate <b>Support:</b> OD Specialist Diversity & Inclusion
	Establish stronger governance to identify Aboriginal and Torres Strait Islander customers.	Aug 2023	<b>Lead:</b> Customer Advocate <b>Support:</b> OD Specialist Diversity & Inclusion
	Explore partnerships and initiatives to support and uplift financial resilience and inclusion with Aboriginal and Torres Strait Islander customers and communities.	July 2023	<b>Lead:</b> Customer Advocate <b>Support:</b> OD Specialist Diversity & Inclusion   Community Investment Manager



## Governance

### Action

15

Establish and maintain an effective First Nations Reconciliation Council (RAP Working Group – RWG) to drive governance and implementation of the BOQ RAP.

### Deliverable

Maintain Aboriginal and Torres Strait Islander representation on the RWG.

### Timeline

Mar/July/Sept/Nov 2023 & Mar/July/Sept/Nov 2024

### Responsibility

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs | Senior Manager Diversity & Inclusion

Maintain and update the Terms of Reference for the RWG in line with revised RAP.

Feb 2023

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs | Senior Manager Diversity & Inclusion

Meet at a minimum four times per year to drive and monitor RAP implementation.

March/June/Sept 2023 & March/June/Sept 2024

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs | Senior Manager Diversity & Inclusion

16

Provide appropriate support for effective implementation of RAP commitments.

Define resource needs for RAP implementation.

Feb 2023

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs

Maintain an internal RAP Champion from Senior Leadership.

Dec 2023 & Dec 2024

**Lead:** Working Group Co-Chairs  
**Support:** Senior Manager Diversity & Inclusion | OD Specialist Diversity & Inclusion

Engage our senior leaders and other employees in the delivery of RAP commitments.

Feb 2023

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs | Senior Manager Diversity & Inclusion | Implementation Leads

Define and maintain appropriate systems to track, measure and report on RAP commitments.

Feb 2023

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Working Group Co-Chairs | Senior Manager Diversity & Inclusion | Implementation Leads

### Action

17

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

### Deliverable

Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.

### Timeline

Sept 2023 & 2024

### Responsibility

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Senior Manager Diversity & Inclusion

Report RAP progress to all employees and senior leaders quarterly.

Mar/June/Sept/Dec 2023 & Mar/June/Sept/Dec 2024

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Co-Chairs First Nations Reconciliation Council

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 2023 & 2024

**Lead:** OD Specialist Diversity & Inclusion Support: Senior Manager Diversity & Inclusion

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.

August 2023 & 2024

**Lead:** OD Specialist Diversity & Inclusion Support: Senior Manager Diversity & Inclusion

Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.

Feb 2025

**Lead:** OD Specialist Diversity & Inclusion Support: Senior Manager Diversity & Inclusion

Publicly report our RAP achievements, challenges and learnings, annually within our sustainability report and/or annual report.

Oct 2023 & 2024

**Lead:** OD Specialist Diversity & Inclusion Support: Head of Sustainability

Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.

May 2024

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Senior Manager Diversity & Inclusion

18

Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's [website](#) to begin developing our next RAP.

July 2023

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** Senior Manager Diversity & Inclusion

Communicate progress, achievements and challenges quarterly to the Inclusion Committee (subcommittee of the Executive team)

Feb/May/Aug/Oct 2023 & Feb/May/Aug/Oct 2024

**Lead:** OD Specialist Diversity & Inclusion  
**Support:** First Nations Reconciliation Council





## Contact

### Emma Guest

Diversity & Inclusion Specialist

E [emma.guest@boq.com.au](mailto:emma.guest@boq.com.au)

P 07 3212 3494

