

# REFLECT RECONCILIATION ACTION PLAN

September 2023 – August 2024

VIRIDIAN FINANCIAL GROUP



## ACKNOWLEDGEMENT OF COUNTRY

Viridian Financial Group acknowledges Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians of the lands our offices are located on, where we conduct our business and the lands our people and clients are connected to.

We pay our respects to Ancestors, Elders past and present. We are committed to honouring Aboriginal and Torres Strait Islander peoples' continuous and unique cultural and spiritual relationship to the land, waters and seas and their generous contribution to society.





## OUR ARTWORK

This artwork was specifically created for the Viridian Financial Group and Viridian Foundation Reconciliation journey, highlighting its connection with Aboriginal and Torres Strait Islander peoples.

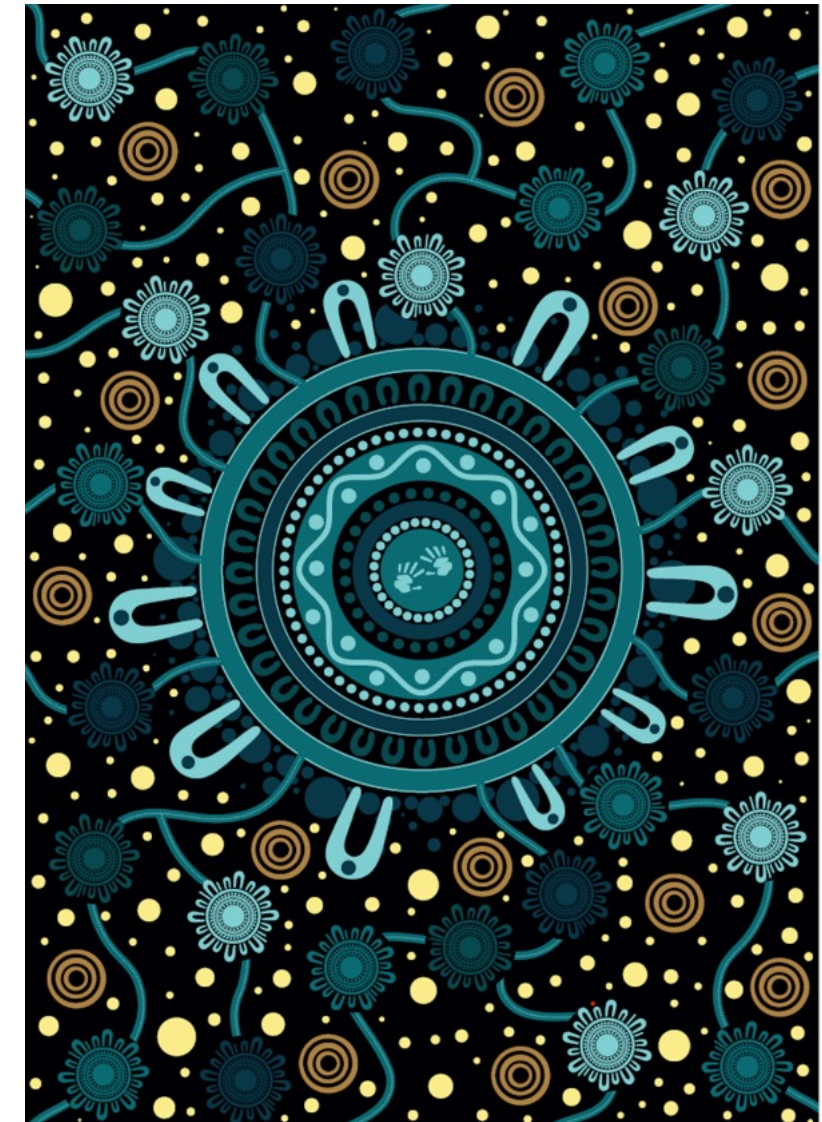
The artwork's central focus on the Gathering symbol beautifully aligns with the concepts of Viridian and reconciliation, capturing their essence and fostering a deep connection between them. Just as the Gathering symbol holds immense importance in Aboriginal culture, so too does Viridian strive to honour and celebrate diverse cultural traditions, including those of Indigenous communities.

The Gathering symbol acts as a powerful conduit for the transmission of cultural knowledge, enabling the sharing of ancestral wisdom and traditions from one generation to the next. Similarly, Viridian's mission is deeply rooted in the preservation and promotion of cultural heritage, recognising the invaluable contributions of Indigenous communities in shaping our shared human history. By providing a platform for cultural exchange and understanding, Viridian facilitates the revitalisation and safeguarding of ancestral traditions, promoting reconciliation through mutual respect and appreciation.

In summary, the central focus on the Gathering symbol within the artwork beautifully mirrors the core principles of Viridian and the concept of reconciliation. It highlights the importance of cultural revitalisation, healing, and the preservation of ancestral traditions. By embracing the spirit of the Gathering symbol, Viridian seeks to create a platform where cultural knowledge can be shared, spiritual bonds can be formed, and a sense of community and identity can flourish. Through these connections, Viridian aims to promote reconciliation by fostering understanding, respect, and unity among individuals from diverse backgrounds.

Furthermore, the artwork features circles that radiate from the central gathering symbol, symbolising the various Viridian offices situated across the land. These circles are interconnected by pathways, symbolising the ongoing connection and journey Viridian undertakes in its mission. Additionally, three ringed golden circles are incorporated into the artwork, representing the profound connection that Viridian shares with the communities it serves. The lighter golden dots within the artworks represent the lands associated with these communities.

Finally, the colours employed throughout the artwork align with Viridian's branding colours, further reinforcing the organisation's visual identity and harmonising it with the overall composition.



Viridian – Journey to Reconciliation



## THE ARTIST

**Lani Balzan** is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans Design and document design. Lani is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe.

Her family originates from Mudgee but she grew up all over Australia and lived in many different towns starting her business in the Illawarra NSW and recently relocating to Mid-North Queensland. In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating art Aboriginal art since 2013 and has continued success across the country. One of her biggest goals and inspirations with creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about the amazing culture we have here in Australia.



Aboriginal Art by Lani

[www.aboriginalartbylani.com.au](http://www.aboriginalartbylani.com.au)



Viridian – Journey to Reconciliation





## OUR VISION FOR RECONCILIATION

It is our vision that all people who reside in Australia, regardless of race or birth, embrace and celebrate the diverse cultures, histories, values and strengths of Aboriginal and Torres Strait Islander peoples. We acknowledge their unwavering connection to and unbroken care for Country and recognise the ongoing enrichment First Nations communities bring to the cultural landscape.

Our vision includes a commitment to truth-telling where people who reside in Australia, collectively strive for understanding, respect and healing, recognising that we are better together. Learning from and understanding the perspectives and heritage of First Peoples enriches us all and can only lead to the breakdown of the long-term structural inequalities, strengthening the fabric of our society.

Through reconciliation, we envisage a future for Australia that is more inclusive and equitable, where Aboriginal and Torres Strait Islander individuals, communities and businesses have equal opportunities and outcomes, reaching their full potential and uplifting our collective identity, prosperity and social unity.

We remain dedicated to providing professional financial services that are inclusive of all people, their cultures and traditions and reflective of the needs of the individuals and communities we serve. Combining our diverse knowledge, skills and experiences, we can create a more resilient, connected and healthier society.

As we progress through our reconciliation journey, we commit to embedding reconciliation across the Viridian Financial Group and actively champion the virtues of reconciliation throughout our sphere of influence. Utilising our professional skills and resources to engage with Aboriginal and Torres Strait Islander individuals, communities and businesses, fostering beneficial relationships and taking guidance on how we positively contribute to advancing the lived experiences of Aboriginal and Torres Strait Islander peoples, truth-telling, recognition and nurturing reconciliation.





## FROM OUR CEOS AND RAP CHAMPION

The Reflect RAP is our initial step in seeking to build long lasting respectful relationships with Aboriginal and Torres Strait Islander communities. We commit to listen, to learn and to be guided in our journey. We commit to value the knowledge we gain, so we may purposefully and actively contribute to reconciliation.

As we embark on our reconciliation journey, we will lay strong foundations to build our cultural competency and understanding of First Peoples' cultures, traditions, histories and identify opportunities promote impactful initiatives within our sphere of influence.

VFGL is an inclusive organisation, where our people are valued and respected, as we strive to create a welcoming workplace allowing for authentic expression. The Reflect RAP builds on our core values, supporting our efforts to enhance and celebrate cultural diversity within our organisation, to reflect the clients we serve and the communities in which we operate.

We believe VFGL's Reflect RAP complements our vision, to help people achieve financial wellbeing and live the lives they choose. It is our aspiration to explore how our business can contribute to addressing some of the economic and social imbalances experienced by Aboriginal and Torres Strait Islander peoples due to intergenerational injustices.

As a family of motivated and inspiring individuals, we believe our people have the capability and motivation to embrace this opportunity and make a difference.

Our Board and Group Executive Team fully support the Reflect RAP. It will be governed by the Viridian RAP Working Committee, with accountability to the Diversity, Inclusion, Equality and Belonging (DIEB) Council to ensure that we deliver on our commitments.

Glenn Calder, Raamy Shahien and Michael Ehrentraut  
Joint CEOs and RAP Champion  
**Viridian Financial Group Ltd**

We are delighted to present the Viridian Financial Group Ltd (VFGL) inaugural Reflect Reconciliation Action Plan (RAP), marking the commencement of an ongoing commitment by our Group and the Viridian Foundation to support the prosperity and empowerment of Aboriginal and Torres Strait Islander peoples.







## A MESSAGE FROM RECONCILIATION AUSTRALIA CEO KAREN MUNDINE



Reconciliation Australia welcomes Viridian Financial Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

**Viridian Financial Group 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 Viridian Financial Group 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 Viridian Financial Group, 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**



## OUR BUSINESS

**Viridian Financial Group Ltd** ('VFGL') (Viridian) is an advisory firm focused on truly understanding our clients, their hopes, and dreams for the future. This purposeful and deep understanding guides us in helping our clients to confidently prioritise what is most meaningful to them, make prudent financial decisions and bring their aspirations for the future to life.

In line with our core principle of Inclusivity, VFGL is 100% owned by staff, clients and connected parties, and our aim is for all staff to be aligned 'owners' and share in the business's long-term success. With over 365 staff and 27 offices, spread across all the States and Territories of Australia, we are an innovative, high-achievement organisation that recognises the power of people working together.

As of July 2023, Viridian has one person who identifies as a Torres Strait Islander person working for VFGL. Having recently undertaken our first cultural and diversity staff survey we are committed to utilising the generous input and feedback to determine culturally appropriate ways to positively engage with and provide opportunities for staff that wish to participate in our reconciliation journey.

## OUR FOUNDATION

Our principal focus is, and will always be, on client outcomes, but we believe our responsibility does not end there. Born from this belief, the Viridian Foundation ('VF') and our Community Program are about "making a difference in moments that matter" and driving positive social change. To this end, we partner with leaders in business, community groups and society at large to address and support the relevant and crucial challenges faced by our communities.

The Viridian Foundation is our own public ancillary fund and the core of our Community Program. It is the embodiment of our aspiration and focus on creating a lasting and positive impact on the world around us. Giving back and financially supporting community initiatives, guided by the engagement of our staff in identifying social causes that have personal meaning, we collectively create and deliver moments that matter in our communities.



## OUR FOCUS

Our broader Viridian 'family' - including staff, our Viridian Advice Network partners and clients - play an integral role in helping to drive impactful contributions at a local level, whether through donations, volunteering, or the provision of pro bono services.

VFGL focuses on:

- Delivering on our enduring commitment to our people and shareholders, delivering on financial goals, professional development, wellbeing and connectivity with our community.
- Implementing business structures that deliver strong leadership, governance, diverse specialisation and performance.
- Achieving meaningful and sustainable business growth.
- Courageously embracing technology across our business and demonstrating agility in an ever-transformational industry, continuously enhancing our governance and competitive offering.

We embrace the necessity of the real steps we must take to ensure our workplaces are welcoming, culturally safe and create meaningful opportunities for Aboriginal and Torres Strait Islander peoples to contribute to and thrive within our organisation.



**VIRIDIAN**  
FINANCIAL GROUP





# OUR RAP

We are guided by our core purpose and our key principle of inclusivity in our commitment to reconciliation. VFGL acknowledges the need for real action we welcome the opportunity to embark on a journey of learning and respectful engagement with First Peoples.

Acknowledging the rich heritage and perspectives of Aboriginal and Torres Strait Islander peoples, who have cared for and survived on these Lands for millennia. We see immense value for our organisation in seeking their guidance and working towards long-lasting, mutually beneficial relationships. We know this to also be the best course of action to ensure our meaningful and impactful contributions to reconciliation.

The RAP process and the execution of our commitments provide a unique opportunity to reflect on our history and to publicly commit to our aspiration of driving meaningful outcomes for a reconciled Australia.



Co-Founder & Chief Sustainability Officer, Chair Viridian Foundation  
**Michael Ehrentraut**  
– *RAP Champion*

Wurundjeri Country



Client Service Manager & NSW Community Champion  
**Fay Voyastis** – RAPWC Chair

Dharawal Country



Non-Executive Director VFGL  
Director Viridian Foundation  
**Dolores Diez**

Wurundjeri Country



Senior Operations Manager & NSW Community Champion Leader  
**Jan Gettman**

Gamaragal Country



Executive Financial Advisor  
**James Walker**

Gadigal Country



Executive Financial Advisor & WA Community Champion  
**David Pitt**

Whadjuk Nyoongar Country



Client Service Manager  
**Belinda Costello**

Dharawal Country



Executive Financial Advisor & NSW Community Champion  
**David Ross**

Dharawal Country



Policy and Regulatory Manager  
**Karyn White**

Quandamooka Country



Director of Mirriyu Cultural Consulting  
**Bonnie Chew**

Wadawurrung Country



# OUR RAP WORKING COMMITTEE


VFGL’s RAP Working Committee (RAPWC) developed our inaugural Reconciliation Action Plan, made up of people from across the business.

While forming our RAP Working Committee, we sought the guidance of Bonnie Chew, Director of Mirriyu Cultural Consulting and proud Wadawurrung woman. Bonnie joined our RAP Working Committee as a non-staff member during the early development stages of our Reconciliation Action Plan, her extensive knowledge, thoughtful guidance, and teachings during this time have been invaluable and greatly appreciated. We are thrilled and excited to continue our relationship with Bonnie and grateful for her continued involvement as a member of our RAP Working Committee as we move into the implementation phase of our Reconciliation Action Plan.

The RAP Working Committee is tasked with overseeing the delivery of our Reconciliation Action Plan and providing strategic recommendations to key VFGL stakeholders. It is accorded the full support of the VFGL Board and Executive Team, the VFGL Diversity, Inclusion, Equality and Belonging Council (DIEB) and all staff across our business.



# RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
 <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2024	RAPWC Chair <i>Supported by RAPWC</i>
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	RAPWC Chair <i>Supported by RAPWC</i>
	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff. NRW (27 May - 3 June 2024).	May 2024	Head of Marketing & Communications <i>Supported by RAP Champion &amp; RAPWC</i>
 <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	2.2 RAP Working Committee members to participate in an external NRW event.	27 May- 3 June 2024	RAPWC Chair <i>Supported by RAPWC</i>
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week (NRW).	27 May- 3 June 2024	RAP Champion <i>Supported by DIEB Council &amp; RAPWC</i>





# RELATIONSHIPS

## Action

## Deliverable

## Timeline

## Responsibility



**Promote reconciliation through our sphere of influence.**

- 3.1 Communicate our commitment to reconciliation to all staff and publicly.
- 3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.
- 3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.
- 3.4 Develop a staff engagement and communication strategy to raise awareness of reconciliation across our workforce.
- 3.5 Drive Senior leadership & Board engagement and participation across RAP activities and key events.

October 2023

Head of Marketing & Communications  
*Supported by RAP Champion & RAPWC*

December 2023

RAPWC Chair  
*Supported by RAPWC*

January 2024

RAPWC Chair  
*Supported by RAPWC*

January 2024

Head of Marketing & Communications  
*Supported by RAPWC*

April 2024

RAP Champion  
*Supported by DIEB Council & RAPWC*



**Promote positive race relations through anti-discrimination strategies.**

- 4.1 Research best practice and policies in race relations and anti-discrimination and consider appropriate and relevant options for the business.
- 4.2 Conduct a review of HR policies and procedures to identify existing anti-racism and anti-discrimination provisions, and future needs.
- 4.3 Develop and conduct a staff cultural survey.

December 2023

Head of HR  
*Supported by RAPWC*

April 2024

Head of HR  
*Supported by DIEB Council and RAPWC*

October 2023

Head of HR  
*Supported by RAPWC & DIEB Council*



# RESPECT

## Action

## Deliverable

## Timeline

## Responsibility



**Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

5.1

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 2023

RAP Champion  
*Supported by DIEB Council & RAPWC*

5.2

Conduct a review of cultural learning needs within our organisation.

March 2024

Head of HR  
*Supported by DIEB Council & RAPWC*

5.3

Research best practice, potential resources and solutions for the development of a cultural learning strategy.

March 2024

RAPWC Chair  
*Supported by RAPWC*

6.1

Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.

September 2023

RAPWC Chair  
*Supported by RAPWC*

6.2

Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

November 2023

RAP Champion  
*Supported by RAPWC*

6.3

Develop and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.

November 2023

Head of Marketing & Communications  
*Supported by RAPWC*

6.4

Include an Acknowledgement of Country and other appropriate protocols at all important meetings and events.

October 2023

Head of Marketing & Communications  
*Supported by RAPWC*

6.5

Include an Acknowledgement of Country into all internal & external presentation formats and update the VFGL website to include Traditional Owners of the lands of each of our office locations.

October 2023

Head of Marketing & Communications  
*Supported by RAPWC*




**Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**



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RESPECT

Action	Deliverable		Timeline	Responsibility
 <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	7.1	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	RAP Champion <i>Supported by Head of Marketing &amp; Communications and RAPWC</i>
	7.2	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	RAP Champion <i>Supported by Head of Marketing &amp; Communications and RAPWC</i>
	7.3	RAP Working Committee, and VFGL leadership to participate in an external NAIDOC Week event	First week in July 2024	RAP Champion <i>Supported by RAPWC</i>





# OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
 <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	8.1      Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2024	RAP Champion <i>Supported by DIEB Council &amp; RAPWC</i>
	8.2      Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2024	Head of HR <i>Supported by RAPWC</i>
	8.3      Research best practice for the development of an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	May 2024	Head of HR <i>Supported by RAPWC &amp; DIEB Council</i>
 <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	9.1      Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2024	Business Operations Manager <i>Supported by RAP Champion</i>
	9.2      Investigate Supply Nation membership.	May 2024	Business Operations Manager <i>Supported by RAPWC</i>







# GOVERNANCE

Action	Deliverable		Timeline	Responsibility
 Establish and maintain an effective RAP Working Committee (RAPWC) to drive governance of the RAP.	10.1	Form and maintain a Reconciliation Action Plan Working Committee (RAPWC) to govern RAP implementation.	September 2023	RAPWC Chair <i>Supported by RAPWC</i>
	10.2	Establish and maintain a Terms of Reference for the Reconciliation Action Plan Working Committee (RAPWC).	September 2023	RAPWC Chair <i>Supported by RAPWC</i>
	10.3	Establish and maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Committee (RAPWC).	September 2023	RAPWC Chair <i>Supported by RAPWC</i>
	10.4	RAPWC to meet monthly to drive and monitor RAP implementation.	April 2023	RAPWC Chair <i>Supported by RAPWC</i>
 Provide appropriate support for effective implementation of RAP commitments.	11.1	Define resource needs for RAP implementation.	October 2023 & April 2024	RAP Champion <i>Supported by RAPWC</i>
	11.2	Engage our board members, senior leaders and other key staff in the delivery of RAP commitments.	November 2023	Non-Executive Board Member <i>Supported by RAPWC</i>
	11.3	Appoint and maintain an internal RAP Champion from senior management.	September 2023	Non-Executive Board Member <i>Supported by RAPWC</i>
	11.4	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2023	RAPWC Chair <i>Supported by RAPWC</i>



# GOVERNANCE

Action	Deliverable		Timeline	Responsibility
 <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	12.1	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence. (June 2024)	June annually	RAPWC Chair <i>Supported by RAPWC</i>
	12.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. (1 August 2024)	1 August annually	RAPWC Chair <i>Supported by RAPWC</i>
	12.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. (2024)	30 September, annually	RAPWC Chair <i>Supported by RAPWC</i>
	12.4	Report RAP progress to all staff and senior leaders quarterly.	Dec 2023, & Mar, Jun, Aug 2024	RAP Champion <i>Supported by RAPWC</i>
	12.5	Report our RAP achievements, challenges, and learnings, annually. (August 2024)	Aug 2024	Head of Marketing & Communications <i>Supported by RAPWC</i>
 <b>Continue our reconciliation journey by developing our next RAP.</b>	13.1	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	April 2024	RAPWC Chair <i>Supported by RAPWC</i>







## CONTACT DETAILS



**Michael Ehrentraut**

**Viridian Reconciliation Action Plan Champion**

*Co-Founder, Chief Sustainability Officer  
and Chairman of the Viridian Foundation - RAP Champion*



**Fay Voyiatsis**

**Viridian RAP Working Committee Chair**

*Client Service Manager and Community Champion*

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