



Mutual Trust  
Reconciliation Action Plan (RAP)  
REFLECT August 2021 – July 2022



# Acknowledgement of Country

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Mutual Trust acknowledges the Traditional Custodians of the land on which we work, meet and live. We recognise their continuing connection to land, water and community. We also pay our respects to Elders past, present and emerging.

With offices located across Australia, we respectfully acknowledge the Traditional Owners of the regional lands as noted below.

## **Melbourne**

We respectfully acknowledge the Traditional Owners of the land, the Boon Wurrung and Woiwurrung (Wurundjeri) People of the Kulin Nation and pay respect to their Elders past, present and emerging.

## **Sydney**

We respectfully acknowledge the Traditional Owners of the land, the Gadigal People of the Eora Nation, and pay respect to their Elders past, present and emerging.

## **Adelaide**

We respectfully acknowledge the Traditional Owners of the land, the Kaurna People of the Adelaide Plains, and pay respect to their Elders past and present and emerging.

## **Perth**

We respectfully acknowledge the Traditional Owners of the land, the Whadjuk People of the Noongar Nation, and pay respect to their Elders past, present and emerging.

## **Acknowledgments**

Mutual Trust wishes to thank all contributors involved in the development of this Reconciliation Action Plan (RAP).

Prepared by the Mutual Trust RAP Working Group and Review Committee, including;

Julian Butler (Partner Family Office/ Trustee),  
Damian Bowden (Head of People and Culture),  
Andrew Morgan (Senior Client Manager Trustee),  
Nicole Hutchinson (Senior Client Manager Trustee),  
Esther Burrige (Strategy and Business Improvement Manager) and  
Taryn Collins (Executive Business Manager)

### **For more information please contact:**

Mutual Trust  
Mr Julian Butler  
Partner, Trustee and Family Office  
Phone: (08) 9230 7702 / 0412 301 062  
Email: [Julian.Butler@mutualtrust.com.au](mailto:Julian.Butler@mutualtrust.com.au)





**"Sacred Sun"** Original Artwork by  
Deborah Newenham-Coertse (Woods)  
and Melissa Spillman (Woods)



# About our art and design

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## Sacred Sun, Original Artwork

The Sun, the centre point of our culture. Bringing light and heat to our land. As the Sun shines bright, we travel across the land. Creating our pathways and learning new stories to share.

Deborah Newenham-Coertse (Woods) and Melissa Spillman (Woods) painted the Indigenous artwork that features on the cover and throughout this document.

This unique artwork has been selected because the artist and her story resonates with Mutual Trust and our client base. As a fourth-generation artist, Deborah watched and learned the art of painting from her Grandmother, Mother and Aunts and has passed this onto her own family. Mutual Trust was founded by family members who remain with our business six generations on. Our clients and their families are also guided by their ancestors, with impacts for the present day and future generations. Through her art, Deborah has gained confidence to try new things and challenge herself to build her identity.

Sacred Sun has been painted by two artists, Deborah and her daughter, Melissa. The central symbol of the sun (as mother) to this image providing guidance and light, together with the physical act of this painting being a shared family experience of storytelling and knowledge, (encompassing two generations) is at the heart of Mutual Trust's family based ethos.

The Sacred Sun highlights the role the sun has in uniting us. Similarly at Mutual Trust, our Purpose is

a guiding light for everything we do.

We connect with the representation of black circles on this artwork, symbolising meeting places of ancestors and dreamtime stories. At Mutual Trust, we take a holistic view of wealth, meaning it so much more than liquid capital and physical assets. It is about human fulfilment, relationships and contributing to the lives of others. The connection to family and the lessons we can learn from family members, helps to grow and protect this wealth. Like the artists, we firmly believe in documenting a vision and defined purpose and values. Clear communication helps protect and grow the 'wealth' of families, and communities for generations to come.

Footprints and representations of a journey, whether future, present or journeys taken by elders passed, illustrate where we learn and grow from. For our people, our clients and our communities, the stories and generations of shared memory are important to their identity and to building a future.

The presence of handprints represents what Mutual Trust offers, in guiding our families, communities and people, by providing insights, knowledge and experience.

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# Message from the Chairman and CEO

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**Peter Hay**

Chairman

On behalf of Mutual Trust, we are delighted to present our Reconciliation Action Plan (RAP). The development of our RAP expresses our ambition to advance Mutual Trust's reconciliation journey. Positive reconciliation impact aligns closely with Mutual Trust's purpose of helping families achieve what matters most.



**Phil Harkness**

CEO and Managing Partner

Our RAP sets out clear, actionable commitments for the next year across the key pillars of reconciliation: relationships, respect, opportunities and governance with Aboriginal and Torres Strait Islander People. It aspires to establish a consistent and robust approach from which to progress our reconciliation efforts.

Our RAP will detail the steps we will undertake to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within Mutual Trust. Our RAP will be overseen by the Reconciliation Advisory Working Group, Board, staff and Traditional Owners who will meet regularly to review our progress in working towards the actions outlined.

# Our Business

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## Our Purpose is to help families achieve what matters most.

Mutual Trust is a multi-family office providing integrated wealth and family office services to our valued clients, whether they are families, family businesses, trustees, Indigenous communities, not-for-profits or individuals. We build purposeful, long-term relationships with our clients to help preserve and protect their wealth for future generations and their communities.

Building and sustaining multi-generational aspirations for family wealth and values does not just happen. It takes careful planning and deep engagement across generations. We listen carefully and work with our clients to understand and establish a clear vision, shared passion and definition for the purpose of their wealth and how to support the positive impacts of wealth.

We were founded to manage the affairs of the Myer and Baillieu families in the early 1900's. From our beginnings as two single-family offices, we have evolved to meet the needs of a changing world. In doing so we can expand the support we provide our clients in a trusted partnership, for greater impact to them and the Australian community as a whole.

The words Mutual Trust are more than just our company name. They represent an entrenched philosophy of integrity and shared purpose that is equally relevant to the way we engage our clients today, as it was to our predecessors.

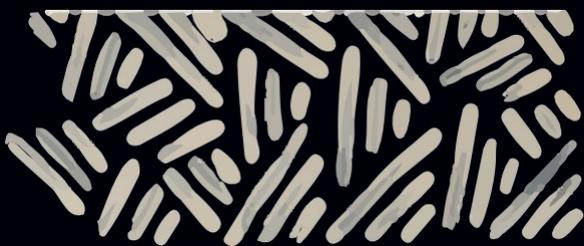
In 2017, Mutual Trust and The Myer Family Company merged to become Australia's largest multi-family office. Today, Mutual Trust has over 200 employees and four offices nationally, located in Melbourne, Sydney, Perth and Adelaide. While the number of First Nations employees is currently unknown, we will work within this RAP to determine culturally appropriate ways to understand this.

Mutual Trust has a diverse and inclusive workforce comprising employees from a number of different countries and backgrounds. As part of this RAP we are making a formal commitment to review our People & Culture policies and benchmark to best practice, to enhance race relations, anti-discrimination provisions and First Nations employment. As an organisation, we also have secured employment for First Nations People in their sectors of choice through the work we do with numerous Aboriginal Corporations and the broader business community.



“At Mutual Trust we take the time to truly listen to our families and understand their specific circumstances and their needs. They entrust us with so much more than their finances and we help them achieve what matters most to them – whatever that may be.”

PHIL HARKNESS,  
CEO and Managing Partner, Mutual Trust



### **Working in partnership with First Nations Trusts**

Mutual Trust provides traditional trustee company, investment and support services to many Traditional Owner groups. Working closely with First Nations communities, we develop a deep understanding and connection with the families we serve, allowing us to ensure the needs of Traditional Owners are respected whilst providing stewardship of significant assets.

# Our Reconciliation Action Plan

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Mutual Trust's Purpose is to help families achieve what matters most. We value caring for our families, our people and our communities.

Reconciliation should matter to all Australians, and it matters to Mutual Trust. We have highly experienced and capable employees, who work with our First Nations clients and have been doing so for the past 10 years, with the last 8 years in the role of Trustee. Our Perth office has extensive daily interaction with our First Nations clients. This team has collective experience of over 200 years in working with First Nations communities, in the role of independent trustee and assisting with economic and business development, estate planning and in the provision of other financial services including investment.

Our work with Traditional Owner clients is focused on providing real impact and self-actualisation on an individual level, delivering benefits and opportunities for communities. Examples of this include:

- o Helping to develop over 130 charitable trusts and direct benefits trust policies over the last 8 years.
- o Assisted beneficiaries with the purchase of more than 100 houses in the past two years.
- o Processing over 30,000 distributions annually to assist with wealth creation purposes including home ownership, business and economic development, superannuation contributions, and charitable purposes, including lore and culture, education, health and the relief of poverty.
- o Receiving and making more than 700 phone calls each week to beneficiaries and suppliers, to provide efficient service delivery on processing applications, distribution and assisting enquiries.

Harnessing this wealth of experience and knowledge, we are now looking to formalise our approach to advance Cultural Awareness and Reconciliation amongst our employees and families, through an extension of our Diversity and Inclusion Policy. In recent years Mutual Trust has undertaken a series of internal initiatives, to improve awareness and understanding of diversity and inclusion, with this RAP being an important next step. A core focus during this process, is striving to make our engagement with First Nations People more meaningful. By building on our core work competencies and relationships, we hope to create more opportunities and positive change.

This process will be ongoing as we continue to develop and grow as an organisation, and push our own boundaries and practices, to ensure we deliver on our commitment.

We aim to start our reconciliation journey and create a work environment where our employees become more engaged in learning about Aboriginal and Torres Strait Islander People, their history, their heritage and culture.

Our initial RAP Working Group will also engage with Mutual Trust's Leadership Team (including the Mutual Trust Board), to champion reconciliation and progress our reconciliation journey. Our RAP Champion is Maria Liu (Partner, Head of Client Experience) who will be responsible for driving internal engagement and awareness of the RAP.



Our Purpose is to help families achieve what matters most.

We do this by:

- o Caring for our families, our people and communities, not just their finances
- o Delivering what they require under one roof
- o Providing pre-eminent independent advice
- o Enabling our families to have a positive impact on society

We do this with people who are excellent, heartfelt, inspiring and principled.

In doing so, we will be *the* exceptional multi-family office.

Our first Reconciliation Action Plan will hold us accountable to these values.

# Our Partnerships

Mutual Trust works with clients' philanthropic foundations, to support long-term, community-driven strategies and initiatives to redress systemic inequity for First Nations People.

Mutual Trust Trustee employees collaborate with trust committees and entities and external stakeholders, to ensure Traditional Owners connect to Country and thrive. Activities and initiatives funded include mentoring and scholarships for First Nations children, early learning and literacy programs, bi-cultural education programs, culturally appropriate mental health, family violence and suicide prevention interventions. We also assist with alternative pathways to reconnect people with education and training, to become work-ready and secure meaningful employment. Additionally, funding and activity in the environmental space continues to grow, with increasing support being diverted to First Nations ranger programs, as they provide communities with employment on Country, as well as delivering strong social and environmental outcomes.

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#### Examples of organisations we work with include:

Aurora Education Foundation	Soap Aid Inc
Children's Ground	Kimberley Foundation Australia Ltd
Jawun	Kirrae Health Service
Karrkad Kanjdji Trust	Thamarrurr Indigenous Youth Corporation
Stars Foundation	Cultural Infusion Foundation
Australian Indigenous Mentoring Experience (AIME)	Kimberley Land Council
Fred Hollows Foundation	Indigenous Literacy Foundation
The Goodes O'Loughlin Foundation Limited	Worawa Aboriginal College
Charlie Perkins Scholarship Trust	Feed the Little Children
Australian Literacy & Numeracy Foundation	Nari Nari Tribal Council

Mutual Trust is Trustee and Investment Advisor for a number of First Nations Trusts across Australia. This work has enabled Mutual Trust employees to develop strong relationships with the related Traditional Owner groups and their respective Corporations. Our stakeholder relationships with service providers in the First Nations sector, is not limited to the work we do with the management of First Nations Trusts and philanthropic endeavours. Where possible we engage with stakeholders to provide assistance to our clients for health, education and economic development. Such providers are Puntukurnu Aboriginal Medical Service (PAMS), Aboriginal Liaison Officers at Sir Charles Gardiner Hospital, Fiona Stanley Hospital and Perth Children's Hospital.

The following pages outline the commitment Mutual Trust is making in our Reflect RAP regarding relationships, respect, opportunities and governance.



# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations	o Explore and identify First Nations stakeholders and organisations within our local area or sphere of influence	September 2021	Corporate Services, Executive Business Manager, Trustee
	o Research best practice and principles that support partnerships with First Nations stakeholders and organisations	September 2021	Corporate Services, Executive Business Manager, Trustee
2. Build relationships through National Reconciliation Week (NRW)	o Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees	27 May to 03 June 2022	Partner, Family Office/ Trustee Marketing Manager, Corporate Services,
	o RWG members to participate in an external NRW event	27 May to 03 June 2022	Executive Business Manager, Senior Client Manager, Trustee
	o Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May to 03 June 2022	Executive Business Manager, Senior Client Manager, Trustee
3. Promote reconciliation through our sphere of influence	o Communicate our commitment to reconciliation to all employees o Launch RAP internally o Celebrate Harmony Day o Celebrate other significant days relevant to our employees/client group	August 2021	Chief Executive Officer, D & I Chair, Marketing Manager, Corporate Services
	o Identify external stakeholders that our organisation can engage and collaborate with on our reconciliation journey	August 2021	Marketing Manager, Corporate Services
	o Actively engage and foster meaningful relationships with stakeholders who have an interest in supporting our client's aspirations i.e. financial literacy, intergenerational wealth, succession planning (will drafting, Powers of Attorneys), purchasing assets i.e. share holdings	March 2022	Partner, Family Office/ Trustee, Senior Client Managers, Trustee
	o Promote First Nations persons success stories i.e. home ownership and business ownership	March 2022	Senior Client Managers, Trustee
	o Raise awareness and share stories and learnings among employees about our Reconciliation journey and positive outcomes from our work with First Nations People	March 2022	Communications Manager, Corporate Services
	o Immerse targeted, key Mutual Trust People Leaders into situations to work and learn about our work with our First Nations Clients	June 2022	Head of People & Culture Partner, Family Office / Trustee

<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
	o Promote our Reconciliation Action Plan on the Mutual Trust website	September 2021	Marketing Manager, Corporate Services
	o Promote our Reconciliation Action Plan in our new-starter induction pack	September 2021	Head of People & Culture
4. Promote positive race relations through anti-discrimination strategies	o Explore People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs	November 2021	Partner Family Office/ Trustee Marketing Manager, Corporate Services Head of People & Culture
	o Research best practice and policies in areas of race relations and anti-discrimination, specifically in support of First Nations People	November 2021	Head of People & Culture
	o Explore People & Culture policies to identify existing policy content against best practice research, as it relates to First Nations anti-discrimination provisions	December 2021	Head of People & Culture
	o Communicate changes to employees	February 2022	Head of People & Culture, Marketing Manager



# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nation cultures, histories, knowledge and rights through cultural learning	o Explore and identify ways of increasing understanding, value and recognition of First Nation cultures, histories, knowledge and rights within our organisation	October 2021	Partner Family Office/ Trustee Senior Client Managers Trustee
	o Conduct a review of cultural learning needs within our organisation	February 2022	Head of People & Culture
	o Understand any cultural awareness areas for improvement of key client facing employees	September 2021	Head of People & Culture
	o Raise broader cultural awareness of People Leaders & Mutual Trust Partners as part of Diversity & Inclusion Policy	December 2021	Head of People & Culture
	o Immerse targeted, key Mutual Trust People Leaders into situations to work and learn about our work with our Traditional Owner Clients	June 2022	Head of People & Culture Partner Family Office/ Trustee
	o Raise awareness and share information amongst employees about the other culturally significant days, including National Sorry Day and Mabo Day	May 2022	Communications Manager, Corporate Services
6. Demonstrate respect to First Nations People by observing cultural protocols	o Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	November 2021	Communications Manager, Corporate Services
	o Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	November 2021	Communications Manager, Corporate Services
	o Purchase Acknowledgement of Country signage for all offices	September 2021	Communications Manager, Corporate Services
	o Include and Acknowledgement of Country in all larger external client forums	August 2021	Marketing Manager, Corporate Services
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week	o Raise awareness and share information amongst employees about the meaning of NAIDOC Week	July 2022	Communications Manager, Corporate Services
	o Introduce employees to NAIDOC Week by promoting external events in our local areas	June 2022	Communications Manager, Corporate Services
	o RAP Working Group to participate in an external NAIDOC Week event	June 2022	Executive Business Manager, Trustee Senior Client Manager, Trustee



# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing First Nations recruitment, retention and professional development	o Promote Mutual Trust as an equal opportunity employer and encourage First Nations People to apply for all vacant positions advertised	September 2021	Head of People & Culture
	o Build understanding of current First Nation staffing to inform future employment and professional development opportunities	September 2022	Head of People & Culture
9. Increase Aboriginal and Torres Strait Islander People supplier diversity to support improved economic and social outcomes	o Research procurement options from Aboriginal and Torres Strait Islander owned businesses and explore incorporating into Mutual Trust business needs	December 2021	Partner Family Office/ Trustee Head of Corporate Services
	o Utilise Supply Nation business directory for suppliers of goods and services i.e. stationery, catering, cultural awareness training, consulting firms etc.	February 2022	Corporate Services, Executive Business Manager, Trustee
	o Procure First Nations artwork for all Mutual Trust Offices	June 2022	Corporate Services, Executive Business Manager, Trustee





# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> <li>o Form a RWG to govern RAP implementation and include               <ul style="list-style-type: none"> <li>- An employee from each office, i.e. Sydney, Adelaide, Melbourne and Perth</li> <li>- A member of the Mutual Trust Board</li> <li>- Invite First Nation People of our Trust or stakeholder group to be a member/Chairperson of the RAP Working Group</li> </ul> </li> </ul>	November 2021	Partner Family Office/ Trustee Partner, Family Office & Client Experience
	o Draft Terms of Reference for the RWG	November 2021	Head of People & Culture Partner Family Office/ Trustee
	o Establish First Nations representation on the RWG	November 2021	Head of People & Culture Partner Family Office/ Trustee
11. Provide appropriate support for effective implementation of RAP commitments	o Define resource needs for RAP implementation	September 2021	Head of People & Culture Partner Family Office/ Trustee
	o Engage senior leaders in the delivery of RAP commitments	September 2021	Head of People & Culture Partner Family Office/ Trustee
	o Define appropriate systems and capability to track, measure and report on RAP commitments	September 2021	Strategy and Business Improvement Manager
	o Develop a framework for delivery and reporting of outcomes	September 2021	Strategy and Business Improvement Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> <li>o Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> <li>o Report on achievements, what we learned from creating and implementing our first RAP, and how we can meet the challenges</li> </ul>	September 2021	Partner Family Office/ Trustee
	o Report on achievements, what we learned from creating and implementing our first RAP, and how we can meet the challenges	June 2022	Partner Family Office/ Trustee
13. Continue our reconciliation journey by developing our next RAP	o RWG to meet to self-assess outcomes of this RAP and to develop a subsequent draft RAP	May 2022	Partner Family Office/ Trustee
	o Send Draft Innovate RAP to Reconciliation Australia for review, feedback and endorsement	July 2022	Partner Family Office/ Trustee

For all public enquiries please contact

Mr Julian Butler  
Phone: (08) 92307702 or  
Email: [julian.butler@mutualtrust.com.au](mailto:julian.butler@mutualtrust.com.au)



MUTUAL TRUST

Melbourne  
Level 32  
360 Collins Street  
Melbourne VIC 3000  
T +61 3 9605 9500

Sydney  
Level 30  
9 Castlereagh Street  
Sydney NSW 2000  
T +61 2 9224 7600

Perth  
Ground Floor  
22 Stirling Highway  
Nedlands WA 6009  
T +61 8 9230 7700

Adelaide  
Level 2  
28 Franklin Street  
Adelaide SA 5000  
T +61 8 7082 3900

[info@mutualtrust.com.au](mailto:info@mutualtrust.com.au)  
[www.mutualtrust.com.au](http://www.mutualtrust.com.au)  
ABN: 71 004 285 330  
AFSL: 234590

