



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

July 2026 - June 2028

 **Bendigo Bank**
The better big bank

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Acknowledgement of Country

Bendigo Bank acknowledges the Traditional Owners and Custodians of Country throughout Australia. We recognise the deep and continuing connection to land, waterways and communities of the land where we live, learn and work.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to the strength, courage and resilience of Elders, past and present who have cared for this land for more than 60,000 years.

Our head office is located on Dja Dja Wurrung land.



Our RAP Artwork

Bendigo Bank's RAP Artwork has been designed by **Iteka Ukarla Sanderson-Bromley**.



A Story of Connection

In celebrating our new Innovate Reconciliation Action Plan (RAP), our artwork tells of the relationships, connections and outcomes we have achieved through our former Reflect RAP. When we launched our Reflect RAP, Troy Firebrace, a local Djaara artist created an artwork that represented our strong connection to the Bendigo, Victoria region and depicted Bendigo Bank as a tree, deeply rooted in the lives of our people, customers and communities, beautifully illustrating a story of interconnectedness.

Now as we embark on our Innovate RAP, we are proud to build on this narrative. This new artwork continues our story of connection and reflects our deepening commitment to the local community it represents the next chapter in our reconciliation journey, acknowledging the foundation laid by our first RAP and celebrating our continued growth and engagement.

Iteka's artwork tells the story of Bendigo Bank as a tree, deeply rooted in the lives of our people, our customers, and our communities. The artwork is presented in three distinct, yet interconnected, sections:

- 1. Our Workplace (the branches):** The top section, in the Bank's signature plum colour, represents our workplace - our people, our teams, and our work community. Like the branches of a tree, this is where our journey begins, reaching out to the many places and people we serve. From this foundation, two strong roots descend through the entire artwork, anchoring our connection to every story.
- 2. The Customer's Journey (the path):** The middle section, in a sandy hue, illustrates the timeline of a customer's life. The footprints trace a personal journey, from the first few dollars deposited in a child's bank account to major life milestones. The subtle circles mark these significant moments, showing that the Bank is a constant and supportive companion every step of the way.
- 3. Our Community (the land and water):** The bottom section, in calming blues that reflect land and water, represents the wider community. The dark blue circular designs symbolise the multitude of relationships we have built through community involvement and partnerships. The continuous lines flowing throughout this section signify that our commitment is not a single act but an ongoing, deeply rooted connection.

The story of our RAP Artwork

Guided by culture: The family story woven into Our RAP

The beautiful, powerful artwork that represents our Innovate RAP is the culmination of a journey, one that began not with a commission, but with an act of listening and learning. Our relationship started with a respected Elder, Uncle Haydyn Bromley, and his cultural consulting business, Bookabee Australia.

Our first steps were taken on guided cultural tours through the Adelaide Botanic Gardens and the South Australian Museum. Led by both Uncle Haydyn and his son, Tjimari Mundara Sanderson-Milera, these immersive experiences laid a foundation of trust and understanding. We learned about Country, history, and the importance of deep listening, directly from the knowledge holders themselves.

This foundation of respect naturally evolved. As we sought to deepen our engagement, our partnership grew to include Tjimari's own business, Kumarninthe Cultural Education. The name Kumarninthe, meaning "becoming knowledgeable," perfectly describes the path we are on.

It was through this trusted, multi-generational relationship with the family that we were introduced to the exceptional artist Iteka Ukarla Sanderson-Bromley, Uncle Haydyn's daughter and Tjimari's sister.

Iteka is an acclaimed artist whose work is grounded in storytelling. "I feel it's important to not only create something beautiful that draws you in," she shares, "but also something that holds a deep meaning and story." Her philosophy resonated perfectly, and she designed the stunning digital artwork that visually represents our RAP.

Bringing Our Commitment to Life, Together

This partnership will culminate in a truly symbolic act at the launch of our RAP. The journey that began with Iteka's digital design will be transformed into a living expression of our shared commitment.

Iteka will pre-sketch her artwork onto silks. Then, during the launch event, members of our Mob@BEN employee group and the RAP Working Group will come together. Guided by Tjimari and Iteka in a cultural workshop, they will collectively bring the art to life by painting the silks together.

This collaborative act is reconciliation in action. It represents our pledge to move beyond words on a page, to actively participate, and to share ownership of our reconciliation journey. The finished silks will not just be beautiful pieces of art; they will be a tangible enduring reminder of the day we formally committed to walking this path together.

About the Artist



Iteka Ukarla Sanderson-Bromley is an Adnyamathanha (Flinders Ranges), Narungga (Yorke Peninsula) and Yarluyandi (Simpson Desert) woman born in 2000 in Tarntanya (Adelaide, South Australia). Connection to culture is paramount in her practice and she regularly spends time travelling home to Country and learning from family and Elders.

In 2022, she graduated from Adelaide University with a Bachelor of Arts, majoring in Sociology and Anthropology.

She is actively involved in sharing her culture through art, dance and education. She also works in cultural education providing guided cultural tours in Adelaide and Flinders Ranges and delivering cultural education sessions alongside her family. Iteka is a member of Aboriginal dance groups 'Of Desert & Sea' and Tal-Kin-Jeri.

In 2018, Iteka founded the Aboriginal art collective 'Malka Wiriwiri Arts' (meaning 'making art together' in Adnyamathanha language). Joined by her brother Temaana, together they create art sharing stories of their culture and family's knowledge. Iteka is a multi-disciplinary artist, working across mediums including acrylic on canvases, ceramics, silks, digital art, printmaking, mixed medias and more. In recent years, Malka Wiriwiri, Iteka and her brother have held multiple exhibitions and been featured in group exhibitions including Youth Scape and OUR MOB.

Iteka is a multi-award-winning artist. She received the Royal South Australian Society of Arts Youth Scape mixed media award in 2020 and 2022 and was selected as the City of Adelaide's NAIDOC Artist of the Year in 2022. In 2023, her artworks were acquired by the Governor of South Australia and the Adelaide Festival Centre's Works of Art Collection. Her work is also held in international private collections, including that of the President of Malta.

Iteka began her art journey young and quickly learnt that art can be another way of educating people and reaching broader audiences. Being raised by parents who began their careers in teaching, she has always understood the importance of educating people on Aboriginal people, history and culture. Iteka's art complements her work in cultural education, and she has been able to use this approach to shed light on some of the shared history between Australia and Aboriginal people.

Thank you

The creation of this Innovate Reconciliation Action Plan (RAP) has been a journey of deep listening, learning and collaboration. We extend our heartfelt gratitude to everyone who has contributed their time, passion and expertise to this important work.

At the very heart of this is Mob@BEN, our internal network of First Nations employees. We thank them for their courage, leadership and for sharing their invaluable lived experiences which have helped to guide us on our reconciliation journey. Their voices are our foundation, ensuring that our commitment to reconciliation is authentic, deeply felt and begins with our own people. They are our 'why', and their guidance is the compass that directs all our efforts.

This foundational guidance was championed by our internal RAP Working Group, who we thank for their hard work and commitment. Their dedication is critical in translating insights into deliverables that are meaningful and focused on real outcomes.

To ensure our path was aligned with broader community wisdom and Cultural authority, we were privileged to receive the support of our valued partners and Cultural guides. We extend our deepest gratitude to the First Nations leaders and organisations who have so generously shared their knowledge and guidance whose leadership has been invaluable.

A special thank you to those organisations and people who have supported us on our journey:

- Uncle Billy Jangala Williams
- Bookabee Australia
- David Liddiard Group
- Dja Dja Wurrung Clans Aboriginal Corporation (Djaara)
- IPS Management Consulting
- Karko Creations
- Kuma Kaaru
- Kumarninhi
- Reconciliation Australia
- Reconciliation SA
- Reconciliation Victoria
- Uncle Shane Charles

About our RAP Designer

Our RAP has been designed by Jordan Lovegrove of Karko Creations, a Ngarrindjeri man who has been creating Aboriginal art since 2011. Jordan's mob is from the riverland area of South Australia around the Coorong and the lower Murray River in Murray Bridge, Raukkan. He grew up in Tarntanya (Adelaide, South Australia) and enjoys visiting his family in Murray Bridge.

A creative at heart, Jordan also works as a Graphic Designer and Web Developer, creating a range of brands, artwork and digital platforms for a variety of clients from all over Australia.





New office space at 555 Collins St in Naarm, Melbourne features integrated artwork Bargoongagat Ballert – Gather Strong by First Nations artist Samantha Richards. Depicted is our Social Hub rug.

A message from our

Chair



It is a privilege to endorse Bendigo Bank's Innovate RAP, the vital next step on the journey we formally began with our first Reflect RAP in 2023. That initial plan laid the firm foundations for listening and understanding. This Innovate RAP builds upon it, turning our learnings into deeper, more impactful actions.

Our commitment to reconciliation is anchored in our purpose: to feed into the prosperity of our customers and communities. We recognise this cannot be achieved without acknowledging our nation's history and strengthening our relationships with Aboriginal and Torres Strait Islander peoples.

Our Bank was founded on the land of the Dja Dja Wurrung and the Taungurung Peoples, and we carry that history with a deep sense of responsibility. We know this journey requires us to continue seeking a better understanding of our shared past to help build a more equitable future.

As a Board, we see our role as one of steadfast stewardship. The journey of reconciliation is not always linear; it requires patience, humility and an enduring commitment. We will support our leadership and team members in their progress, ensuring our commitment to inclusivity and diversity at work remains a central part of our identity for many years to come.

While our Chief Executive Officer champions the actions we take today, our Board affirms the long-term vision outlined in our RAP. We are proud of the foundations we have built and are resolute in our commitment to the work ahead.

On behalf of our Board, we endorse this Innovate RAP. We are committed to continuing this journey in genuine partnership, to help shape a future where all Australians can prosper.

Vicki Carter

Chair, Bendigo Bank

A message from our

RAP Champion & Chief Executive Officer



As the Chief Executive Officer of Bendigo Bank, I view our commitment to reconciliation not just as a corporate responsibility, but as a personal one. Our RAP is deeply connected to our purpose: to feed into the prosperity of customers and communities. This can't be fully realised until we create a truly equitable nation, and that involves acknowledging and elevating our First Nations peoples.

I am incredibly proud of the foundational steps we have already taken in our first RAP, launched in 2023.

We've established vital partnerships with organisations like Djaara in the Bendigo area, built our First Nations employee network Mob@BEN, and have seen first-hand the positive impact of genuine and authentic engagement.

This work has laid the groundwork for what's to come, but it is just the beginning.

Our Innovate RAP, the second stage in our reconciliation journey, is our roadmap for action. It is how we deepen our relationships with First Nations customers by building culturally safe products and services. It is how we will create dedicated and thriving career pathways for Aboriginal and Torres Strait Islander employees here at our Bank. And critically, it is how we will hold ourselves accountable with measurable targets that ensure our intentions translate into real, tangible outcomes.

Looking ahead, our vision is clear. We will leverage our powerful connections to the communities we serve to drive meaningful social and economic change. The journey requires a sustained focus from every single one of us, and I am personally committed to championing this work at every level of our organisation.

I am confident that by working together, and in genuine partnership with First Nations communities, we will not only make a significant contribution to a more reconciled nation, but will also become a better, stronger and more prosperous bank for all Australians.

Richard Fennell

RAP Champion & Chief Executive Officer, Bendigo Bank

A Statement from

CEO of Reconciliation Australia



Reconciliation Australia commends Bendigo Bank on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Bendigo Bank to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Bendigo Bank, on will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bendigo Bank is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Bendigo Bank readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Bendigo Bank on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer, Reconciliation Australia

Our vision for reconciliation

At Bendigo Bank, our commitment to reconciliation is deeply rooted in our purpose to create shared prosperity. We acknowledge Australia's complex history and recognise that a prosperous future must be one that is equitable for all Australians - especially for Aboriginal and Torres Strait Islander peoples. Our journey has been one of listening and learning, and as we move forward with this Innovate RAP we are guided by a clear and ambitious vision for a reconciled nation.

Our vision for reconciliation is for an Australia where the economic empowerment of Aboriginal and Torres Strait Islander peoples is a celebrated cornerstone of our national identity where barriers are removed and opportunities to thrive are plentiful.

We see a future built on genuine partnerships, trust and respect. Where First Nations peoples and communities have equitable access to capital and culturally safe financial services. In this future, the resilience, knowledge, and richness of First Nations cultures are championed as one of our nation's greatest strengths.

By helping to close the economic gaps, we contribute to a stronger, more connected, and truly prosperous Australia for all.





Bendigo

Bank

Bendigo Bank Reflect RAP Launch April 2023, Bendigo Victoria.

Our business

Our purpose is simple: to provide banking and financial services that feed into the prosperity of our customers and communities. What makes us unique is our commitment to building more capable, resilient and self-determining communities. We are proud of our Bank and the positive impact we create.

Founded on the Victorian Goldfields in 1858, we have grown into a national organisation and the only ASX 100 company with its headquarters located in regional Australia in Bendigo, Victoria. While the Goldrush of the 1800s brought prosperity to the region and our business, we acknowledge this came at the cost of the dispossession of Aboriginal and Torres Strait Islander peoples, culture and land.

Our identity and values are deeply rooted in regional and rural Australia, where relationships are built on trust, care and a strong sense of community. This long-standing commitment has earned us our position as one of Australia's most trusted brands.

Through our Bendigo Bank brand, we provide banking products and services to our Consumer, Business, and Agribusiness customers via a national network of branches, Community Banks, relationship managers and third-party distribution partners. Through our Up brand, we are a mobile only bank, creating financial freedom through technology, innovation and creativity.

Relationships are at the heart of everything we do. We have more branches per customer than any other bank, and our digital bank, Up, has grown to more than 1.2 million customers since 2018. Through our unique Community Bank model, we have delivered more than \$416 million back to Australian communities since 1998, demonstrating our unwavering commitment to shared success.

Our people are core to who we are, and through our Belonging at BEN diversity and inclusion strategy we're committed to creating a workplace where everyone can feel supported to bring their best self to work.

As of December 2025, Bendigo Bank and its Community Bank branch network had over 7000 employees, 46 of whom self-identified as Aboriginal and/or Torres Strait Islander Australians during our 2025 Demographic survey¹.

¹ Based on a participation rate of 52% with 3650 responses achieved. Survey held 10th – 14th November 2025.

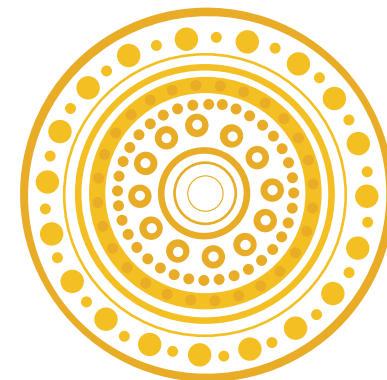
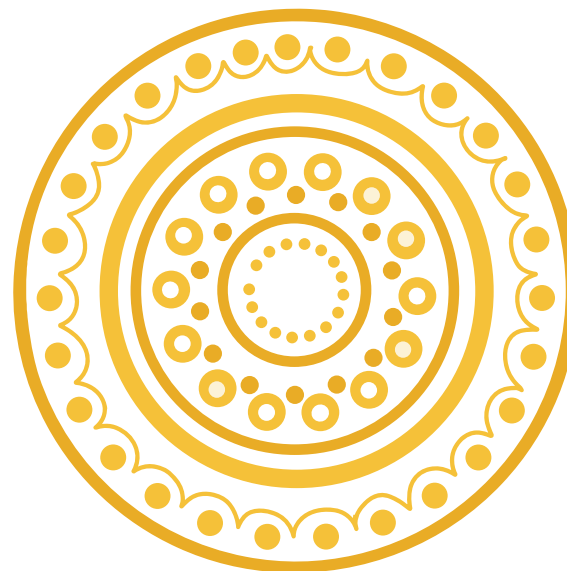
Aboriginal and/or Torres Strait Islander employees

Our 2025 Demographic survey indicated that at Bendigo Bank First Nations employees represent 1.4% of our total workforce¹.

Our reach

Our geographic spread is nation-wide, with corporate offices located in Bendigo (Djandak), Adelaide (Tarntanya), Melbourne (Naarm), Perth (Boorloo), Sydney (Gadigal Country), Brisbane (Meanjin) and Ipswich (Tulmur).

With over 400 branches across the country our branch network is unique, with a mix of Corporate (27%) and Community Bank (73%) branches at 31 December 2025. Our Community Bank branches are run by Community Bank Companies that are independently governed, community-oriented enterprises.



Our spheres of influence

Our spheres of influence are defined by our purpose to feed into the prosperity of our customers and communities. As one of Australia's most trusted brands, our influence extends nationally through our customers, our people, our community partnerships, and our role in the broader economy. It is within these spheres that we have the greatest opportunity to make a difference and contribute to reconciliation.

Our customers and financial services

With more than 2.9 million customers, our most significant influence lies in our core business to provide financial services to Australians. With this opportunity to advance financial wellbeing and drive economic participation, we can better support our vulnerable customers by:

- Promoting financial inclusion by designing and delivering accessible and culturally safe banking services.
- Supporting the growth of First Nations businesses through tailored advice and financial products.
- Empowering individuals and families to achieve their financial goals.

Our people and culture

With our extensive network of employees in branches and corporate offices across Australia, we know that they are our greatest ambassadors for reconciliation. They are the faces of our Bank in branches and corporate offices across Australia. Guided by our value to Be Better Together, our influence within this sphere is focused on:

- Building a deep and authentic understanding of First Nations cultures, histories and contributions across our entire workforce.
- Creating a culturally safe and inclusive workplace where our First Nations employees feel they belong and can thrive.
- Developing the next generation of First Nations leaders in the financial services sector through dedicated employment pathways.

Our communities

Our unique Community Bank model, which since inception has returned over \$416 million² to local initiatives, places us at the heart of communities across the country. This model provides a powerful template for genuine, community-led partnership. Within this sphere, we have the influence to:

- Leverage our established community relationships to partner with local Aboriginal and Torres Strait Islander organisations to achieve positive outcomes.
- Support community-controlled initiatives through grants and our broader community investment programs, which totalled \$50.2 million³ in FY25.
- Use our local presence to facilitate conversations and champion reconciliation at a grassroots level.

Our business and economic partnerships

As an ASX listed Australian company, we have a significant role in playing our part in the broader economic ecosystem. In line with our strategic pillar to set the benchmark for trust and societal impact, we influence our supply chain and business partners by:

- Intentionally growing our procurement from Aboriginal and Torres Strait Islander businesses, using our purchasing power to support First Nations economies.
- Encouraging our suppliers and corporate partners to join us on their own reconciliation journeys.
- Setting an example within the financial services industry for what meaningful corporate action on reconciliation looks like.

Through these interconnected spheres, we have a significant opportunity to contribute to a more just, equitable, and reconciled Australia.

² Cumulative community contributions at 30 June 2025 since inception of the Community Bank model in 1998.

³ FY25 ESG Data Summary [esg-data-summary-2025.xlsx](#)

Our reconciliation journey

Our reconciliation journey began with a formal commitment to listen, learn and build a strong foundation for lasting action through our inaugural Reflect RAP, launched in May 2023.

This foundational period focused on building capability from within. We ensured our Board, Executive, Senior Leaders, and RAP Working Group members participated in cultural immersion experiences to gain a respectful understanding of First Nations cultures. This commitment to learning has been critical to our progress.

Our journey has been defined by turning our commitments into tangible outcomes. This includes:

- Amplifying First Nations voices on a national scale through our successful **NAIDOC Week podcast, 'A Yarn with our Elders'**.
- Providing practical support for our First Nations colleagues by introducing **First Nations Cultural and Ceremonial Leave**.
- Driving economic empowerment by increasing our procurement from Supply Nation certified Aboriginal and Torres Strait Islander businesses to over **\$850,000 since the launch of our Reflect RAP in May 2023**.
- Building on our long-term investment in future leaders through our **Aboriginal and Torres Strait Islander Scholarship Program**, which has been supporting students since 2018. Since inception, our scholarship program has supported 40 Aboriginal and Torres Strait Islander students. Our Community Bank network have supported a further 26 students since 2023.
- Creating culturally safe spaces, including through Mob@BEN for our Aboriginal and Torres Strait Islander team members to gather and share experiences.
- Increasing our Aboriginal and Torres Strait Islander workforce from 1.3% in 2023 to 1.4% at 14 November 2025⁴.
- Sharing relevant and important information on key reconciliation milestones including the 2023 Indigenous Voice to Parliament referendum.

By May 2024, we had delivered on all 42 commitments in our Reflect RAP.

Learnings from our Reflect RAP

The successful delivery of our Reflect RAP provided valuable lessons that have been foundational in shaping the strategic, action-oriented commitments within this Innovate RAP.

Our journey highlighted that strong, visible leadership and clear accountability are critical for embedding reconciliation into our organisation's business practices. By realistically assessing our internal capacity and resources from the outset, we were able to scope and prioritise our actions effectively. This process underscored that for reconciliation to be successful, it must be a shared responsibility, supported by robust change management and championed at all levels of the business.

A central learning was the need for continuous and structured cultural learning to bridge knowledge gaps relating to Aboriginal and Torres Strait Islander histories, cultures and contemporary issues. This commitment to education proved essential for building the cultural safety and respect necessary to foster authentic relationships.

We learned that creating genuine, trust-based partnerships with Aboriginal and Torres Strait Islander peoples, communities and businesses requires sustained, respectful engagement that moves beyond transactional interactions to create shared value.



These core learnings have been directly applied in the development of this Innovate RAP, ensuring our commitments are not only ambitious but also measurable, achievable and deeply embedded within our core business practices. This plan marks our progression from a foundational stage to the next step of our reconciliation journey, with a clear focus on delivering tangible and lasting outcomes in partnership with Aboriginal and Torres Strait Islander peoples.

First Nations Customer Lead, Mob@BEN member Jaimee Boneham NAIDOC 2024.

⁴ Based on a participation rate of 52% with 3650 responses achieved. Survey held 10th - 14th November 2025.

Our RAP outcomes

Embedding respect into policy: First Nations Cultural and Ceremonial Leave

The introduction of five days Cultural and Ceremonial Leave demonstrates a practical commitment to the Respect pillar of our Reflect RAP. In addition to this, employees are also provided two additional days of Bereavement Leave (on top of the existing three days Bereavement Leave available to all employees) to attend to Sorry Business obligations.

These additions recognise the importance of providing paid leave to enable and encourage our Aboriginal and Torres Strait Islander employees to attend and participate in culturally significant practices and ceremonies, whilst creating a culturally safe and inclusive workplace.

Investing in future leaders: Our scholarship program

A key feature in our journey has been our continued investment in the next generation of First Nations leaders. Established in 2018, the Aboriginal and Torres Strait Islander Scholarship program continues to support and grow our first-year University and TAFE students who are experiencing challenging circumstances by providing financial support opportunities - helping them to achieve their educational and professional aspirations.

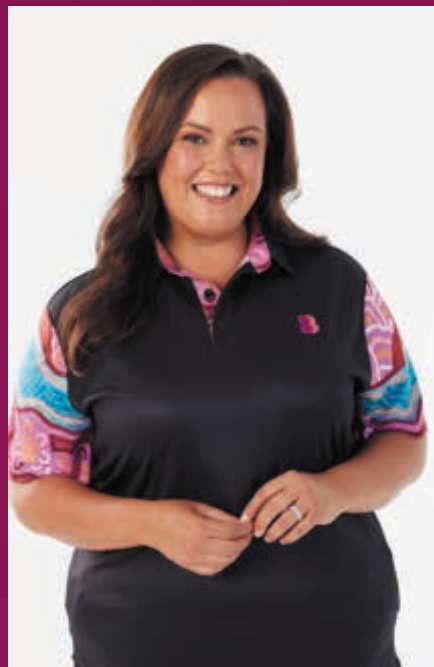
Each University and TAFE recipient receives \$6,500 per year, for up to two years.

Since inception, Bendigo Bank has supported 40 Aboriginal and Torres Strait Islander students through our scholarship program with a total of \$382,000 in funding. Since 2023, the Community Bank network have supported 26 Aboriginal and Torres Strait Islander students through their scholarships, with a total of \$77,000 in funding.

Celebrating culture: dates of significance and First Nations polos

Over the course of our Reflect RAP, we worked to bring our commitment to life in visible and engaging ways for our people. Our NAIDOC Week podcast series became a key platform for sharing stories, raising awareness and celebrating culture across our national network. Ranking in the Top 5% of the most listened to podcast in Australia (July 2023). The podcast can be found here.

We also introduced our First Nations polos to our uniform range. With the design inspired by our Reflect RAP artwork, these polos have been embraced by our people as a visible symbol of pride and allyship and can be worn anytime.



First Nations Polo worn by Mob@BEN member Kimberley Dean.



Uncle Shane Charles sharing a yarn with us as part of our podcast series 'A Yarn with our Elders' during NAIDOC Week 2024.



Fiona Thompson, Chief People Officer, and members of Mob@BEN during our inaugural Mob@BEN conference at Tarntanya, Adelaide, May 2025.

Building understanding: Cultural awareness and immersion

In our Reflect RAP, we progressed Respect actions by enabling our Board, Executive, Senior Leaders, RAP Working Group and our Mob@BEN employee network group to participate in culturally immersive learning experiences with First Nations organisations and Elders across the country.

Over three hundred Bendigo Bank Directors and employees participated in these sessions in Naarm (Melbourne), Djandak (Bendigo), Tarntanya (Adelaide), Sydney (Gadigal Country) and Brisbane (Meanjin) from 2023 to 2025.

These activities strengthened cultural capability, deepened understanding of First Nations histories and cultures, and supported respectful, culturally safe leadership and decision making while embedding accountability for reconciliation across multiple levels of the organisation.

RAP Working Group & Mob@BEN cultural intelligence experience

In February 2024 we brought together our RAP Working Group and Mob@BEN employee network group at Coranderrk Aboriginal Station, Healesville, Victoria to spend time with Uncle Billy Jangala Williams and Uncle Shane Charles for a Cultural Intelligence Experience.

This experience provided deep insights into the histories, traditions and contemporary challenges of First Nations communities. Critically, it also offered a valuable platform for our Mob@BEN employee network group members to further explore and share their own cultural stories.

The knowledge and experience shared have enabled us to develop a more inclusive, culturally sensitive and effective Innovate RAP that is respectfully aligned with the needs of First Nations peoples.



Coming together, speaking truth: Our landmark first Mob@BEN Conference

National Reconciliation Week is a time for all Australians to learn about our shared histories, cultures, and achievements. This week of significance starts with the anniversary of the 1967 Referendum (27 May) and ends on Mabo Day (3 June) which commemorates the historic 1992 High Court of Australia decision led by Eddie Koiki Mabo.

In May 2025, during this significant week, we took an important step in our own reconciliation journey by hosting our first-ever Mob@BEN National Conference.

This landmark event, now set to become a regular fixture on our calendar, enabled our Aboriginal and Torres Strait Islander employees from across the country to connect, learn and truth-tell with each other and our most senior leaders of the organisation.

A circle of connection and learning

For many, the conference was the first time meeting face-to-face and began with a deep cultural immersion session led by our Elder in Residence, Uncle Billy Jangala Williams, grounding the event in wisdom, respect and a shared sense of purpose.

The agenda was designed to foster genuine, two-way dialogue. Throughout the conference, members had dedicated time for career conversations with senior leaders, focusing on professional development and future pathways within the Bank.

The heart of the conference, however, was the yarning circles. An intimate session with our CEO (and RAP Champion) and Chief People Officer provided a safe space for open and honest conversation. This was followed by a groundbreaking yarning circle that brought together all Mob@BEN members with the entire Board and Executive team.

This was an unprecedented opportunity for deep listening. It was a chance for our First Nations employees to be heard directly by the Bank's ultimate decision-makers, to share their lived experiences, and to show powerful leadership by speaking their truth. For our leaders, it was an equally valuable opportunity to listen, learn and deepen their understanding of the challenges and opportunities we face on our reconciliation journey.

A foundation for the future

The impact of this first conference continues to resonate. It has strengthened the bonds within our Mob@BEN community, created direct lines of communication with leadership and reinforced our collective commitment to the actions outlined in our RAP.

By making this a regular event, we are fostering our culture of accountability and psychological safety into how the Bank operates, and ensuring the voices, wisdom, and leadership of our First Nations employees will play a role in our journey forward.



Bendigo Bank team members at Reconciliation SA Breakfast, Tarantanya Adelaide, May 2025.

Voice of our people: Mob@BEN

Mob@BEN is Bendigo Bank's employee network group established in 2023 to support our Aboriginal and Torres Strait Islander colleagues and their allies.

Its purpose is twofold: to foster a culturally safe and supportive internal community where our First Nations employees can connect and thrive, and to provide invaluable guidance to the Bank on our reconciliation journey.

Mob@BEN plays an integral role in our governance, providing cultural advice and leading initiatives that celebrate and elevate First Nations cultures across the business. Through their leadership, we are building a workplace where First Nations employees feel a deep sense of belonging and are empowered to succeed.

Sharing our stories

I re-joined Bendigo Bank back in 2021 (having previously worked in branch 2009 - 2011) and have been a proud member of Mob@BEN since 2023. Mob@BEN is where I feel safe to share, listen and connect with my fellow First Nations colleagues. I am accepted for who I am and I take comfort in the fact that our deadly members have created an environment where we all feel comfortable in sharing our own story.

Being part of Mob@BEN has enabled me to contribute to the development of our RAP and to provide insight into the financial vulnerabilities associated with mob - which is why I am excited about the future of reconciliation at Bendigo Bank.

Sacha Williams, Team Leader, AML/CTF & Sanctions, Compliance and Financial Crimes Risk, Bendigo Bank

Making culturally safe workspaces

I joined Bendigo Bank originally in 2015 but left in 2019 to pursue a different pathway and become a Mum. I returned in 2024, and it has been the best decision and has allowed me to be part of the Mob@BEN community - which was not something available previously.

For me, Mob@BEN is a group of amazing First Nations colleagues who provide ongoing support and provide a safe space. We all connect and work together to ensure we are making culturally safe workspaces and coming together during times of change.

Being part of Mob@BEN has given me the opportunity to share the work I do; I have been able to connect with local organisations to organise branch morning teas during NAIDOC week and giving input for the RAP and all other initiatives that we take part in.

I am excited about the future of reconciliation at Bendigo Bank because it allows me to take part and share my views and to be an active member in both the branch and community to share our RAP and to provide culturally safe spaces for all First Nations people.

Karisa Rapana, Bundjalung Woman,
Customer Service Officer, Bendigo Bank



Uncle Billy Williams with members of Mob@BEN.

Walking together: a new chapter in our reconciliation journey with Elder in Residence, Uncle Billy Jangala Williams

Our commitment to reconciliation extends beyond plans and policies; it is about people, relationships, and a deep, genuine connection to culture. It is with gratitude and respect that we have welcomed a new guide on our journey: Uncle Billy Jangala Williams, who has joined us as our first Elder in Residence.

This significant appointment marks a new chapter for Bendigo Bank, embedding cultural leadership and wisdom at the very heart of our organisation. For our RAP Working Group, First Nations employees, and the wider Bank, Uncle Billy's presence represents an important step towards grounding our reconciliation efforts in cultural integrity.

Guidance with wisdom and humility

A respected Elder and cultural knowledge holder, Uncle Billy is known for his wisdom, humility, and an unwavering commitment to the principles of truth-telling and reconciliation. His leadership is one that invites learning and encourages a deeper understanding of the enduring strength of First Nations peoples.

As Elder in Residence, Uncle Billy's primary focus is to provide dedicated support for our First Nations employees. The members of Mob@BEN shared what his presence means to them:

"For our First Nations employees, having Uncle Billy here means everything. He is a calm, wise, and a grounding presence — a true Elder who understands our journey. He has created a space where we feel seen, heard and deeply valued, both as individuals and as a collective. We are incredibly grateful to be able to walk alongside and learn from him."

This powerful sentiment underscores the importance of having culturally safe and supportive mentorship within our workplace.

Deepening our understanding

Beyond this support, Uncle Billy plays a key role in enriching our organisation's reconciliation journey by: providing crucial cultural advice, offering support in our engagements with Aboriginal and Torres Strait Islander communities, and helping to deepen our understanding of what it means to respect Country, community, and culture.

With Uncle Billy's guidance, we can ensure our actions are culturally sound and meaningful, enabling us to translate the commitments in our RAP into tangible change.

Board, Executive and Senior Leader On Country Immersion

In May 2023, members of the Board, Executive and other senior leaders were privileged to take part in an 'On Country Immersion' experience on the lands of the Dja Dja Wurrung people (Bendigo, Victoria). This full-day event was a journey into the living traditions and rich cultural heritage of the Djaara people, fostering a deeper connection to the ancient culture and offering a more complete understanding of Bendigo's past, present, and future.

The day included visits to culturally significant sites in the area including Leanganook (Mount Alexander, Victoria), Bendigo Law Courts where Bunjil the Creator Spirit is proudly on display, Wartaka Wanyarra Dum (The Frog Ponds) and the Rotunda at Roslind Park where the Recognition and Settler Agreement between the Dja Dja Wurrung Clans Aboriginal Corporation and the State Government of Victoria was signed. This agreement recognises the Dja Dja Wurrung as the Traditional Owners of central Victoria, granting rights to land, culture and self-determination.

We hosted a similar cultural immersion activity in July 2023, led by Jack Buckskin of Kuma Kaaru Cultural Services. In this event, twenty Board, Executive and RAP Working Group Members were invited to the Living Kurna Cultural Centre in Tarntanya (Adelaide, South Australia) along with special guests: Jason Downs, Chief Executive Officer Reconciliation SA, and Jeremy Johncock, First Nations Program Manager Adelaide Crows and Reconciliation SA Board Co-Chair.



Board, Executive and Senior Leader On Country Immersion, Leanganook (Mount Alexander), Victoria, May 2023.



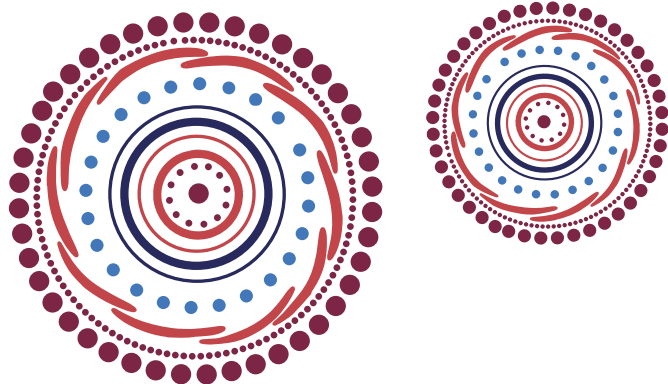
Growing economic opportunity: First Nations procurement

We are dedicated to supporting the growth of Aboriginal and Torres Strait Islander businesses; a commitment we formalise through our ongoing membership with Supply Nation. We are proud that since the inception of our RAP in 2023, we have procured more than \$850,000 in goods and services from First Nations suppliers. To build on this success and meet evolving regulatory requirements, we introduced BENBuy, our new Source to Pay system, in May 2025. This system has been instrumental in uplifting our social procurement activities, allowing us to better identify and prioritise Aboriginal and Torres Strait Islander businesses in our supply chain.

Community-led support: Our Community Bank network

A unique aspect of our reconciliation journey is activating and engaging our Community Bank network in our work. Established in 1998, our unique Community Bank model has created partnerships with community companies across the country to build business value for the Bank and deliver on our purpose of feeding into the prosperity of our customers and communities. Community Banks operate on a shared value model where profits generated from shared revenue are invested back into local initiatives to address specific community needs.

Across Australia, our local Community Bank branches have empowered community-led support for grassroots First Nations programs, organisations and initiatives. This model ensures that support is directed where it is needed most, fostering genuine relationships and creating local impact, from sponsoring community events to funding local art projects.



Community Bank support: Me-Mandook Galk Indigenous Education Place

Community Bank Maldon and District (Maldon, Victoria) was proud to support Nalderun Education Aboriginal Corporation (NEAC) in 2025 with an \$850,000 grant for the development of the Me-Mandook Galk Indigenous Education and Bush Tucker Place, on Djaara Country in Chewton, Victoria. This culturally significant site is home to Me-Mandook Galk, the ancient grandmother tree.

For more than 15 years, Nalderun (the Djaara word for 'all together') has been working towards a future where First Nations youth grow up strong, proud and connected to Country, community and culture. The organisation's work is relational, holistic and strengths-based, providing wrap-around support to First Nations youth, families, educators and the broader community.

The purpose-built Indigenous Education and Bush Tucker Place is an Elder and community-led design inspired by the Creator Spirit Bunjil and Waa, The Protector, symbolising connection, balance, and respect for Country.



Community coming together to celebrate the announcement of funding to build Me-Mandook Galk Indigenous Education Place. Chewton, Victoria. November 2025.

Community Bank support: BoorYul-Bah-Bilya (Mandoon-Helena River) Program

The BoorYul-Bah-Bilya Program, or BBB, is an initiative by the Bibbul Ngarma Aboriginal Association (BNAA) aimed at addressing the declining health of rivers in Australia,

BBB is using the Mandoon Bilya (Helena River) catchment in the Perth Hills to create a transformative new model of river management to mark the 2029 Perth Bicentenary. Their ambition is not just to restore one river, but to create a transferable model that inspires the revival of all rivers across Australia and beyond.

At its heart, BBB brings together thousands of years of Noongar knowledge and stewardship with the latest modern scientific approaches and methods. This blending of old and new knowledge is having an enormous impact by restoring ecosystems, reinvigorating culture, and reconnecting communities with their rivers.

BNAA's work includes river restoration, water sampling, plant surveys, fauna monitoring, fire management, heritage protection, trails audits and community education. They are also creating opportunities for the local community to connect with the river - working with local schools and TAFE to host bioblitz events, installing seating and interpretive signage, and developing a riverpark to create a living legacy for the 2029 Perth Bicentenary.

Recently, BBB celebrated a major milestone, with the launch of a BBB Rangers team. The BBB Rangers are now out working on Country, caring for the river and working with the community to share knowledge.

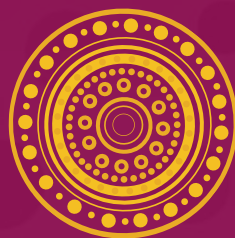
The Community Bank Mundaring (Western Australia) are proud to have supported the BBB Program through several grants totalling \$45,517 excl GST, which have allowed BNAA to purchase a 4WD vehicle to safely access remote areas of the catchment, fauna cameras to monitor the threatened Perth Hills quokkas, and host a free community festival to celebrate the river.



Community Bank Mundaring have proudly supported the Booryul Bah Bilya program funding the purchase of a 4WD to help reach remote areas of Mandoon Bilya catchment.

BNAA Executive Director, Francesca Flynn, told us that this support has been transformative for the BBB Program: "We are so grateful for the grants provided by our local community bank and the huge impact they have had on our organisation – the 4WD has been an absolute game-changer for us in allowing us to visit remote sites that were previously inaccessible, and the fauna cameras are supporting quokka monitoring that is critical to the long-term protection of this iconic Western Australian species. We couldn't have done this without Community Bank Mundaring – thank you so much!"

For more information, visit www.bibbul.org or contact admin@bibbul.org



Our Innovate RAP

At Bendigo Bank, we believe that meaningful reconciliation requires sustained action, authentic connections and a deep commitment to cultural understanding.

We are invested in empowering First Nations peoples and communities to create opportunities for better outcomes. This Innovate RAP outlines how we will achieve this through building cultural capability across our workforce, making banking more accessible through culturally safe service channels, and supporting dedicated employment pathways.

We are walking this journey together, listening to our people, our customers and our communities. We are focused on strengthening the relationships that will help deliver more inclusive banking products and initiatives.

By deepening our cultural capability and working in genuine partnership with First Nations customers, communities, and stakeholders, we aim to foster equality and contribute to a reconciled Australia. This is an approach that acknowledges the injustices of the past while building stronger, more sustainable futures.

We are proud to present this Innovate RAP as the next chapter in Bendigo Bank's reconciliation journey. While our Reflect RAP provided a strong foundation, this plan moves us beyond intent to embed reconciliation into our governance, policies and everyday practices. Our goal is to leverage our role as an Australian financial institution to listen to First Nations voices, learn from lived experiences, and actively support improved economic participation and self-determination.

The development of this Innovate RAP was a collaborative and consultative process guided by our cross-functional RAP Working Group. The group brings together diverse perspectives from across the business and includes six Aboriginal and Torres Strait Islander members, whose cultural knowledge and leadership are central to our accountability.

The process was also informed by our senior leadership and enriched by the external guidance from the David Liddiard Group. The RAP is championed at a senior level by our Chief Executive Officer, Richard Fennell.

Learning on Country: A powerful stop on our Board, Executive and Senior Leader On Country immersion. This striking four-story copper artwork of Bunjil (the creator wedge-tailed eagle) by artist Racquel Kerr at the Bendigo Law Courts represents the protector spirit overseeing Dja Dja Wurrung country.



RAP Working Group Members

There are two forums which work to deliver our RAP. The RAP Action Owner Group is accountable for actions and oversight of delivery, while our RAP Implementation Leads drive the implementation across our organisation:

- Head of Corporate Affairs – Lauren Andrews
- Regulatory Compliance Manager & Mob@BEN member – Bonnie Bertoncin
- First Nations Customer Line Manager & Mob@BEN member – Jaimee Boneham
- Customer Advocate – Hayley Bransgrove
- General Manager Enterprise Procurement – Elyse Brown
- Inclusion Specialist, RAP Lead & Mob@BEN member – Emily Chapman
- Procurement Officer – Isabelle Conder
- Head of People Capability – Jo Doody
- General Manager Business Banking – Andrew Eastwood
- Head of Workplace Relations – Heidi Fairhall
- Chief Executive Officer & RAP Champion – Richard Fennell
- Marketing Project Manager - Nadia Goddfrey
- Senior Consultant Employee Relations – Simone Gogorosis
- General Manager Customer Operations – Hannah Janson
- Senior Communications Manager - Laura Keogh
- Head of Internal Communications – Leigh Lutz
- Senior Manager Diversity, Equity & Inclusion – Lisa Mignone
- Head of Community Bank – Justine Minne
- General Manager Data and AI Engineering - Ollie Murphy
- General Manager Community Strategy & Social Impact – Robert Musgrove
- People and Culture Lead Digital - Lauren Mutzelberg
- General Manager Finance, Strategy, Transformation & Execution & Mob@BEN member – Nicole Nelson
- Head of Growth Digital - Sebastian Neylan
- General Manager Customer Contact - Megan Papadopoulos
- Head of ESG & Sustainability – Brooke Pettit
- Head of Risk Transformation – Heidi Poynter
- General Manager People Strategy and Capability – Jake Pickard
- Business and Agribusiness Project Coordinator - Lorelle Richter
- Senior Manager Workplace Design – Jarrod Sinclair
- General Manager Retail – Dennis Teale
- General Manager Marketing - Janet Thompson
- Sustainability Specialist - Alexis Tram
- Senior Manager Customer Outcomes - Rungano Valacos
- Risk and Compliance Specialist Digital and Mob@BEN member - Tenille Verrier
- Team Leader AML/CTF Sanctions & Mob@BEN member– Sacha Williams
- Talent Acquisition Manager - Narelle Kinsman
- Early Career Lead - Kelly Boots

Driving outcomes in partnership with Aboriginal and Torres Strait Islander Australians



I joined Bendigo Bank in 2006 and have been a proud member of Mob@BEN since its inception in 2023. For me, Mob@BEN brings together people that have faced the same challenges as you, are walking the same discoveries as you, and are always on hand to have a yarn. It is a culturally safe space where we advocate, mentor, and support each other no matter what.

Being part of Mob@BEN has allowed me to learn from others' lived experiences, be a voice on matters impacting our people and communities, represent and communicate our perspectives, and work alongside leaders and executives to advance reconciliation and meaningful First Nations inclusion.

I am excited about the future of reconciliation at Bendigo Bank as we are shifting the intent into action. We are moving beyond commitment statements to measurable impact, and that gives me real hope for stronger relationships, better outcomes and lasting change!

Em Chapman, Yuwaalaraay woman, Inclusion Specialist & RAP Lead, Bendigo Bank



Relationships

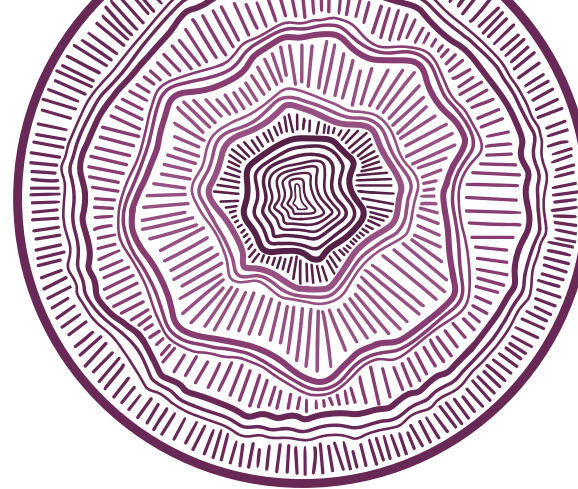
Building strong relationships with Aboriginal and/or Torres Strait Islander peoples is key to supporting Bendigo Bank to deliver on our purpose to feed into the prosperity of our customers and communities. Maintaining deep and meaningful relationships with First Nations Australians goes beyond our social responsibility - deep and meaningful relationships are integral to our business.

Thriving Aboriginal and/or Torres Strait Islander communities strengthen Australia's economic and social wellbeing. By maintaining authentic two-way relationships with Aboriginal and/or Torres Strait Islander peoples and communities, at both leadership and customer facing levels, our perspectives are informed and enhanced, so that we can create more inclusive products and services.

This, in turn enhances our organisation's reputation, as well as enable us to deliver on our 2030 Strategy to set the benchmark for trust and societal impact. It also helps us to better service our customers and attract diverse talent to our culturally safe environment, building a more equitable and sustainable future for all.

Focus area: Setting the benchmark for trust and societal impact by maintaining authentic two-way relationships with Aboriginal and/or Torres Strait Islander Australians.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	Collaborate with local Aboriginal and/or Torres Strait Islander stakeholders and organisations to co-design guiding principles that strengthen our approach to culturally informed and respectful engagement with Aboriginal and/or Torres Strait Islander communities.	November 2026	Senior Manager Diversity Equity and Inclusion
	Develop a targeted First Nations community engagement plan to establish and strengthen mutually beneficial relationships with key First Nations organisations, communities and groups in the key corporate Head Office locations of the Bank.	April 2028	General Manager Community Strategy & Social Impact, supported by Senior Manager Diversity Equity and Inclusion
	Hold annual Mob@BEN conference (virtually or in person depending on business requirements) to build relationships between Aboriginal and/or Torres Strait Islander employees and senior leaders across the Bank.	May 2027, May 2028	Mob@BEN Chair
	Investigate the appetite to establish an internal Employee Network Group comprised of Mob@BEN members and allies across the organisation, to act as an internal voice on reconciliation and matters impacting Aboriginal and/or Torres Strait Islander peoples, cultures and communities.	July 2026	Mob@BEN Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Drive awareness, build education and support the promotion of NRW and its significance by circulating Reconciliation Australia's NRW resources and reconciliation materials to our employees via internal communication channels including Viva Engage and newsletters.	May Annually	Head of Internal Communications
	Ensure RAP Working Group members participate in at least one external NRW event annually to recognise and celebrate NRW week.	27 May - 3 June Annually	RAP Working Group Chair
	Encourage and support all employees, including senior leaders and Board of Directors, to engage in at least one external event to recognise and celebrate NRW annually.	27 May - 3 June Annually	RAP Working Group Chair
	Organise at least one NRW event each year.	27 May - 3 June Annually	Senior Manager Diversity Equity and Inclusion
	Register all NRW events on Reconciliation Australia's NRW website.	May Annually	Senior Manager Diversity Equity and Inclusion



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy, informed by internal and external subject matter experts, to raise awareness and understanding of reconciliation across our workforce.	May 2027	Head of Internal Communications
	Communicate our commitment to reconciliation publicly, through social media platforms, Annual Reports, employee on boarding/Induction programs, and via external network/ industry focus groups.	August Annually	RAP Working Group Chair
	Explore opportunities to positively influence our external stakeholders through the Community Bank network and other stakeholders to drive more meaningful reconciliation outcomes.	June 2027	Head of Community Bank
	Collaborate with RAP organisations, financial institutions and other like-minded organisations to develop innovative approaches to advance reconciliation.	December Annually	RAP Working Group Chair
	Ensure the Bank's approach to reconciliation and RAP outcomes are shared with investor audiences through annual sustainability reporting and sustainability-related investor engagements.	August Annually	Head of ESG & Sustainability
	Show leadership as an organisation by exploring opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2026	Head of Corporate Affairs
4. Promote positive race relations through anti-discrimination strategies.	Continue to review HR policies and procedures biennially to identify existing anti-discrimination provisions, unconscious bias and future needs, such as specifically addressing First Nations people and culture.	September 2027	Head of Workplace Relations
	Engage with Aboriginal and/or Torres Strait Islander employees and/or Aboriginal and/or Torres Strait Islander external advisors to consult on our anti-discrimination policy.	September 2027	Head of Workplace Relations
	Review existing Discrimination & Harassment Policy to ensure it adequately calls out and include steps to be taken to address racism in the workplace.	September 2027	Head of Workplace Relations
	Educate senior leaders on the effects of racism.	May 2028	Head of Workplace Relations

Helping our customers with respect, reconciliation and restoration

I've been a part of the Bendigo Bank group since 2010, originally joining in South Australia under the Adelaide Bank brand.

During my tenure I've been privileged to live and work in Adelaide (the Kaurna Yerta) and Bendigo (the Djaara lands). These communities have very proud and storied cultures.

Mob@BEN for me is a sacred space where I can connect with other Brutha's and Sista's to have a yarn and to receive and provide support when it is needed.

My role focuses on helping people through respect, reconciliation and restoration. When we think of those concepts as a part of the national discussion, they're as vital today as they have ever been. And when it comes to improving the lives of the many communities we serve, the Bank has a terrific opportunity ahead of it, so I'm excited to see what positive real world impacts will be generated from our RAP.

Sam Grosvenor, Awabakal man, Customer Remediation Officer, Mortgage Help Centre, Bendigo Bank



Torrens River walk Mob@BEN conference Tarrantanya, May 2025.

Connecting to culture through Mob@BEN

I joined Bendigo Bank in March of 2025 and have been a proud member of Mob@BEN since starting. For me, Mob@BEN is a place where I feel connected to my culture and it creates a space where inclusion for First Nations people within the Bank and community is at the forefront of every conversation.

Being part of Mob@BEN has given me the ability to pass that connection on through the servicing of customers within the branch and create a safe space for them to communicate their feelings and/or issues they are facing. I am excited about the future of reconciliation at Bendigo Bank as it pushes us closer towards inclusion of everyone - and most importantly, connection and acceptance.

Maddie Jackson, Muthi Muthi & Wiradjuri woman, Customer Advisor, Bendigo Bank

A Place of True Belonging: The Impact of Mob@BEN

I joined Bendigo Bank in 2020 and have been an active member of Mob@BEN since it was established in late 2022 lead by proud Munanjali Woman Simone Sexton, BEN's inaugural Inclusion Specialist for First Nations People.

For me, Mob@BEN allows me to be my authentic self, there's a powerful feeling of kinship and understanding in our group, which makes sharing our experiences feel natural and supportive. I always look forward to our yarns, as they are an opportunity to connect with the passions, successes, and sometimes the challenges that my fellow Mob are navigating. Mob@Ben is a unique and invaluable part of our workplace culture. I feel incredibly fortunate to have this platform for connection, and to have our voices not only heard but actively supported at Bendigo Bank.

I am excited about the future of reconciliation at Bendigo Bank because we are embedding the principles of respect and partnership into everything we do. I see a genuine commitment to creating tangible opportunities and fostering a deeper cultural understanding, we are building a culture where First Nations' voices are actively shaping our strategies and making this a place of true belonging. I am proud to be part of the journey.

Bonnie Bertoncin, Burrumattagal woman, Regulatory Compliance Manager, Group Risk, Bendigo Bank

Expanding our reach: awareness for all

Building on this foundation, our Innovate RAP focuses on scaling this commitment to ensure every employee has the opportunity to learn.

We have taken two significant steps to broaden our educational reach:

1. Compulsory learning for our frontline teams

We have a mandatory online cultural awareness program for our frontline teams specifically designed to support the respectful servicing of our regional and remote First Nations customers. We are proud to have over 3000 of our frontline team members complete this essential training, equipping them with a foundational understanding to create a more welcoming and respectful experience for all.

2. A partnership with SBS for continuous learning

To ensure learning is accessible to everyone, anytime, we have partnered with SBS to launch an online Cultural Awareness course. This high-quality resource is now available to all Bendigo Bank employees, providing a flexible way for our people to continue their learning journey at their own pace.

By combining deep, immersive experiences for our leaders with broad, accessible education for all our people, we are building a shared foundation of knowledge and respect. It is an ongoing commitment to learning that will empower all of us to play a role in Australia's reconciliation journey.

Furthering First Nations Representation at Up



Uncle Shane Charles Birrarung River walk, November 2023.

The First Nations network within our Digital Division is taking intentional steps to deepen our collective learning and strengthen our commitment to reconciliation. Guided by the Group's Reflect RAP, we are focused on creating a workplace that recognises and respects the enduring connection of Aboriginal and Torres Strait Islander peoples to Country.

- Cultural recognition through art: We are honoured to have secured an original artwork by Naarm-based Gumbaynggirr artist and activist, Aretha Brown. Aretha's bold, graphic work explores the intersectionality of First Nations identity, queer lived experience, and contemporary youth culture. By bringing this piece into our space, we aim to put First Nations stories back into the modern landscape, ensuring they are a visible and vital part of our daily environment
- Meaningful partnerships: We are exploring a relationship with Yirramboi, a First Nations Cultural Festival that platforms truth-telling and self-determination through experimental art. This partnership will focus on celebrating First Nations excellence in its most contemporary forms.
- Connecting to Country & presence: Guided by the value to "leave things better than we found them," we are enhancing our physical office to better reflect the land we work on. This includes a Native herb garden: A considered project to integrate Indigenous knowledge into our environment, creating a space for staff to engage authentically with native flora and its cultural significance.





Respect

Respect for First Nations cultures, histories, knowledge, and rights is both an ethical responsibility and a strategic priority for Bendigo Bank.

Our success depends on the strength of the communities we serve, and genuine respect enables us to operate effectively and sustainably. Acknowledging and valuing First Nations knowledge systems fosters innovation, strengthens relationships, and builds trust.

Embedding this respect across our business drives inclusivity, advances reconciliation, and supports a stronger, fairer society – and a more successful Bendigo Bank.

Focus area: Setting the benchmark for trust and societal impact by engaging respectfully with Aboriginal and/or Torres Strait Islander peoples, cultures and communities.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	November 2027	Senior Manager Diversity Equity and Inclusion
	Conduct a review of cultural learning needs required within customer facing teams as part of First Nations Customer Plan.	November 2026	General Manager Retail
	Develop, implement and communicate a Cultural Learning Framework for all our employees.	March 2028	Senior Manager Diversity Equity and Inclusion
	Consult local Traditional Owners and/or Aboriginal and/or Torres Strait Islander advisors assist with inform our cultural learning framework.	March 2028	Senior Manager Diversity Equity and Inclusion
	Provide opportunities for RAP Working Group members and other key leadership roles to participate in formal and structured cultural learning with options of on-country experiences, and interactive face to face sessions.	May Annually	Senior Manager Diversity Equity and Inclusion
6. Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples by observing cultural protocols.	Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2028	Mob@BEN Chair
	Develop, communicate and implement a Cultural Protocol Resource, including protocols for Welcome to Country and defining at which meetings an Acknowledgement of Country is appropriate within the Bank.	February 2027	Senior Manager Diversity Equity and Inclusion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol, at significant events each year.	May Annually	RAP Working Group Chair
	Include an Acknowledgement of Country or other appropriate protocol at the commencement of any event or meeting that meets requirements defined within the Cultural Protocols Resource.	March 2027	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week each year.	September Annually	Head of Workplace Relations
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July Annually	RAP Working Group Chair
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July Annually	RAP Working Group Chair
	Support NAIDOC community events in regional locations where we have branch offices.	First week in July Annually	General Manager Retail
8. Create a welcoming environment, demonstrating respect for culture and awareness of local First Nations histories, languages, protocols & people.	Incorporate First Nations art and signage into branch layouts.	April 2028	General Manager Retail
	Incorporate First Nations art, design elements and signage into head office locations. Meaningful elements and/or overlay may include Welcome to Country ceremonies, engaging with local Elders, Indigenous artefacts and art installations as well as meeting room naming conventions in line with the Cultural Protocol Resource.	June Annually	Head of Finance, Strategy, Transformation and Execution



Caring for Country through bushfire recovery

The Black Summer bushfires of 2019/2020 devastated communities on the South Coast of New South Wales. Ngungwulah Aboriginal Corporation and Illaroo Cooperative Aboriginal Corporation joined forces to collaborate on Cultural Burning for Resilience project. Through a \$20,000 contribution from Bendigo Bank Southeast and South Coast Bushfire recovery grants, the project was able to present a powerful short film documenting a cultural immersion program held for Aboriginal youth across 14 locations in the Shoalhaven region in New South Wales.

The short film highlighted the benefits of traditional fire practices and caring for Country across the region with the impacts of the Black Summer fires weighing heavily on the community. The presentation of the film across various community halls in the area were designed to help guide conversations on Healed Country and Healed People in an attempt to address some of the residual trauma being felt in the communities.

Uplifting First Nations customer experiences

In 2024 we undertook an extensive research project with IPS Management Consultants, a Supply Nation certified business, to understand how we could better service our First Nations customers and uplift employee experiences. A number of recommendations are now being implemented as part of our Innovate RAP (Actions 1.2, 4.1-4.4, 5.1-5.5, 6.1, 9.1.2, 10.1-10.5, 12.1-12.4 and 13.1 relate to this initiative).



Demonstrating respect through First Nations cultural design elements

In 2025 we partnered with Aboriginal owned design agency Balarinji and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to bring to life our new office at 555 Collins St in Naarm (Melbourne, Victoria) in a way that honours, respects and celebrates the heritage, values and beliefs of our First Nations people.

Artist, Samantha Richards, brought us Bargoongagat Ballert – Gather Strong. A visual expression of connection, strength, and shared purpose. Rooted in community energy and common ground, it celebrates individuals coming together— each bringing unique inspiration, effort and values to a collective space. It reflects a culture where people feel grounded, inspired to grow, and energised by one another. It reminds us that every person plays a role and that working together creates something greater than the sum of its parts.

This stunning piece has been represented in various ways throughout the office space at 555 Collins. The first of which is an arrival projection which is a prominent feature from the moment you arrive. Other elements include a rug in the social space, and meeting room window glazing. Meeting rooms names have also been associated with the artwork balit murrup (Strong Spirit) and balit marra (strong Mob / Community).

New Office space at 555 Collins St Naarm, Melbourne, featuring integrated artwork Bargoongagat Ballert - Gather Strong by First Nations artist Samantha Richards.



Opportunities

Creating opportunities in partnership with Aboriginal and/or Torres Strait Islander peoples and communities is vital for Bendigo Bank to deliver on our purpose to feed into the prosperity of our customers and communities.

Supporting First Nations businesses through targeted procurement practices stimulates economic growth and strengthens local economies. Investing in First Nations businesses empowers individuals and communities, fostering greater financial inclusion and self-determination.

Recruiting First Nations talent enriches our workforce with diverse perspectives while strengthening our capacity for innovation and problem-solving. This commitment builds trust, enhances our reputation, and contributes to a more equitable and sustainable future for all.

Focus area: Set the benchmark for trust and societal impact by creating opportunities in partnership with Aboriginal and/or Torres Strait Islander peoples, communities and cultures to bring our vision for reconciliation to life.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and/or Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and/or Torres Strait Islander employees to inform future recruitment and development opportunities and decisions.	June 2027	Head of People Capability
	Engage with Aboriginal and/or Torres Strait Islander employees and external organisations to consult on our recruitment, retention and development approaches to inform our ongoing review and update activities.	June 2027	Head of People Capability
	Develop principles and approach for Aboriginal and/or Torres Strait Islander employee recruitment informed by relevant engagement and consultation with Aboriginal and/or Torres Strait Islander employees or external organisations.	April 2028	Head of People Capability
	Develop principles and approach for Aboriginal and/or Torres Strait Islander employee development informed by relevant engagement and consultation with Aboriginal and/or Torres Strait Islander employees or external organisations.	April 2028	Head of People Capability
	Develop a process that captures and records new Aboriginal and/or Torres Strait Islander candidate experiences and feedback to inform our recruitment and onboarding processes.	June 2027	Head of People Capability
	Review People & Culture procedures and policies (related to recruitment and development) to identify and remove barriers to Aboriginal and/or Torres Strait Islander participation in our workplace. Including consideration for cultural load and recognising the additional expectations and responsibilities often carried by Aboriginal and/or Torres Strait Islander employees representing culture and reconciliation.	April 2028	Head of People Capability
	Continue to refine and offer Bendigo Bank Scholarship Program for Aboriginal and/or Torres Strait Islander students.	December Annually	General Manager Community Strategy and Social Impact
	Explore the potential rollout and implementation of a First Nations Traineeship pilot program within Retail Business unit.	November 2027	General Manager Retail Banking

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and/or Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to refine our Aboriginal and/or Torres Strait Islander procurement strategy, building on our current business suppliers.	May 2028	General Manager Enterprise Procurement
	Increase our spend with Aboriginal and/or Torres Strait Islander suppliers by 5% each FY (FY26 baseline).	May 2028	General Manager Enterprise Procurement
	Establish mechanism to track, report and promote Aboriginal and/or Torres Strait Islander procurement activity across the Group. Report outcomes to management each quarter.	May 2028	General Manager Enterprise Procurement
	Continue Supply Nation membership.	May 2028	General Manager Enterprise Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to employees.	May 2028	General Manager Enterprise Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	May 2028	General Manager Enterprise Procurement
11. Develop and embed inclusive banking practices that enhance accessibility to product and services for Aboriginal and/or Torres Strait Islander customers.	Review and assess existing products and services for barriers to access for Aboriginal and/or Torres Strait Islander customers.	December 2026	Customer Advocate
	Implement and maintain a dedicated First Nations Customer Phone Line, supported by trained First Nations employees and culturally informed customer service representatives, to ensure culturally safe and accessible banking assistance for Aboriginal and/or Torres Strait Islander customers, including Elders.	June 2027	General Manager Customer Contact
	Review and update current educational materials explaining banking services (e.g. savings accounts, investments, loans etc.) in plain English with no jargon, to ensure they are accessible, relevant and culturally appropriate for Aboriginal and/or Torres Strait Islander customers.	December 2026	Customer Advocate
	Drive the adoption and awareness of the streamlined account opening process for Aboriginal and/or Torres Strait Islander customers, which includes alternative forms of ID and address verification to ensure it is well-known and consistently used.	May 2028	General Manager Retail
12. Build connections with First Nations businesses to strengthen financial capability and economic participation.	Meet with small groups of First Nations businesses to discuss their business banking needs, challenges, and aspirations.	April 2028	General Manager Business Banking
	Use these insights to help inform future partnerships and opportunities for co-design of culturally informed financial solutions.	June 2028	Customer Advocate

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and/or Torres Strait Islander representation on the RWG.	January, April, July, October 2026/2028	RAP Working Group Chair
	Establish and apply a Terms of Reference for the RWG.	July 2026	RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2026/2028	RAP Working Group Chair
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026	RAP Champion
	Engage our senior leaders and other employees in the delivery of RAP commitments.	July 2026	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2026	Senior Manager Diversity Equity and Inclusion
	Maintain internal RAP Champion from senior leadership team.	July 2026	Senior Manager Diversity Equity and Inclusion
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	Senior Manager Diversity Equity and Inclusion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September Annually	Senior Manager Diversity Equity and Inclusion
	Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2026/2028	Senior Manager Diversity Equity and Inclusion
	Publicly report our RAP achievements, challenges and learnings, annually.	August Annually	RAP Champion
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2028	Senior Manager Diversity Equity and Inclusion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Senior Manager Diversity Equity and Inclusion
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	Senior Manager Diversity Equity and Inclusion



Board, Executive and Senior Leaders On Country Immersion, Bendigo, May 2023.



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