



ClearBridge Investments Limited Reflect Reconciliation Action Plan

February 2023 – February 2024



RAP Working Group

The ClearBridge Investments RAP Working Group looks forward to reporting progress against the company's first Reflect RAP, sharing learnings and experience, as well as collaborating with the broader RAP community that we have now joined. The RAP Working Group has representation from various functions within the Australian business and is focused on raising awareness and learning more about First Nations' cultures and promoting reconciliation initiatives within our sphere of influence.

The ClearBridge Investments RAP Working Group consists of the following members:

- Director, Head of Australian Intermediary Sales
- Managing Director, Head of Legal, Risk & Compliance
- Head of Human Resources Australia
- Assistant Vice President, Legal Counsel
- Assistant Vice President, Office Manager

The RAP Working Group is also supported by the following:

- **Diversity and Inclusion Council** – consisting of members from Franklin Templeton Australia Limited and its specialist investment managers ClearBridge Investments and Martin Currie
- **ClearBridge Investments Social Committee** – consisting of members from ClearBridge Investments

Reconciliation Australia - CEO Statement

Reconciliation Australia welcomes ClearBridge Investments to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.



ClearBridge Investments joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ClearBridge Investments to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ClearBridge Investments, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Acknowledgement of Country

ClearBridge Investments acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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Our Business

ClearBridge Investments Limited (“**ClearBridge**”) is an Australian unlisted public company (ABN 84 119 339 052, AFSL 307727). ClearBridge is wholly, indirectly owned by Franklin Resources, Inc. (operating as “**Franklin Templeton**”), a publicly traded company listed on the New York Stock Exchange (NYSE:BEN).

ClearBridge was founded in 2006 and its head office is located in Sydney, Australia with satellite offices in Melbourne and Brisbane. ClearBridge and its subsidiaries provide investment management and advisory services to wholesale clients (both pooled funds and institutional clients) in Australia, New Zealand, EU and EEA, UK, USA, Canada (Ontario and Quebec), Kuwait, and Taiwan. The firm has a focus on global listed infrastructure as an asset class with an additional capability to provide access to other asset classes primarily derived via its Authorised Representative, ClearBridge Investments, LLC. As at 30 September 2022, infrastructure assets under management (“**AUM**”) were in excess of A\$11.9 billion with combined assets (including ClearBridge Investments, LLC) of ~A\$215.9 billion.

ClearBridge employs 40 staff (as at 30 September 2022). One member of staff is a Torres Strait Islander person, who performs the role of Head of Australian Intermediary Sales.

The ClearBridge RAP Champion, responsible for driving and championing internal engagement and awareness of the RAP, is an Executive Director of the ClearBridge Board.



Our Values

Embedded in Organisation
from the Bottom Up



- **Cultivate consistency in all we do** - we approach every opportunity with patience and diligence to better assess, and act with knowledge of, the full picture. Together, we use our diverse talents and expertise to create success and stability for our clients.
- **Go above and beyond** - we seek to exceed expectations in every aspect of our business, from engaging with the companies we own, to supporting our employees and delivering superior customer service.
- **Ensure responsiveness and accountability** - we succeed when clients succeed. Our culture of collaboration creates a strong sense of loyalty and accountability, encourages diverse contributions and enables responsiveness.
- **Promote a long-term perspective** - we are committed to long-term strategies and authentic active management to move our clients forward. We approach portfolio companies as business owners and hold stocks for an average of seven years.
- **Advocate for sustainability** - integrating ESG considerations into our fundamental research process, promoting sustainability in company engagements and following such practices across the firm can offer clients a return on their investments while making a positive impact.
- **Act with conviction** - differentiated thinking is the basis of our approach, giving us the confidence to invest where our research identifies opportunity that the consensus may overlook and to develop new solutions that benefit our clients.

Our Reconciliation Action Plan

As a company, ClearBridge has determined to take a more active role in promoting the objectives of Reconciliation within our sphere of influence. We are developing a RAP to achieve a number of goals and objectives. These include to increase our employees' understanding of First Nations issues by extending invitations to meet with First Nations representatives, to share their stories and experiences around Reconciliation. We also wish to identify opportunities for building closer relationships with First Nations people. We are currently exploring a number of potential strategies towards these goals and objectives.

We intend to approach implementing our RAP by establishing our RAP Working Group, consisting of representatives at various levels of the firm, including our Torres Strait Islander employee. The RAP Working Group will have overall responsibility for the implementation of the RAP and will report both internally to the ClearBridge Australia Leadership Team and Board as well as to Reconciliation Australia and other interested stakeholders on our progress.

We intend to approach implementing our RAP with reference to the timetable provided in regard to each of the established goals and action items. This will be subject to review by the RAP Working Group, taking into account additional internal suggestions as well as Reconciliation Australia's advice and guidance.

We recognise that we are at an early stage on our reconciliation journey. To date, our Diversity and Inclusion Council have undertaken a survey to gauge our employees' level of knowledge and understanding of First Nations cultures. This survey indicated a broad diversity in the knowledge base and awareness of First Nations cultures across our employees, ranging from little to minimal knowledge to a broader general knowledge. Based on these results, we believe that the survey will help guide future initiatives, including in regard to the RAP. We expect to continue to utilise the Diversity and Inclusion Council in future endeavours, including cross company training and awareness raising.

In 2022, we participated in NAIDOC Week by hosting Mr Yuseph Deen, CEO of the NSW Aboriginal Land Council, who is a client of one of our Australian affiliates. We anticipate extensively leveraging the benefit of having an employee from the Torres Strait Islands (as noted above) who currently undertakes an active role in the First Nations community through his network. We are keen to develop greater knowledge and build stronger relationships as we determine how best to engage within our sphere of influence.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2023	<u>Lead</u> : Head of Australian Intermediary Sales (Head of AIS) <u>Support</u> : RAP Working Group (RWG)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	<u>Lead</u> : Head of Human Resources (Head of HR) <u>Support</u> : RWG
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	<u>Lead</u> : Office Manager <u>Support</u> : RWG and Social Committee
	RAP Working Group members to participate in an external NRW event.	27 May 2023 - 3 June 2023	<u>Lead</u> : Office Manager <u>Support</u> : RWG and Social Committee
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May 2023 - 3 June 2023	<u>Lead</u> : Head of HR <u>Support</u> : RWG and Social Committee
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	February 2023	<u>Lead</u> : Head of Legal, Risk & Compliance (Head of LRC) <u>Support</u> : RWG
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2023	<u>Lead</u> : Head of AIS <u>Support</u> : RWG
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2023	<u>Lead</u> : Head of LRC <u>Support</u> : Head of AIS
	Communicate our commitment to reconciliation to all staff.	February 2023	<u>Lead</u> : Office Manager <u>Support</u> : RWG
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2023	<u>Lead</u> : Head of LRC/Legal Counsel <u>Support</u> : Head of HR
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	<u>Lead</u> : Head of LRC/Legal Counsel <u>Support</u> : Head of HR



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	<u>Lead</u> : Head of AIS <u>Support</u> : RWG
	Conduct a review of cultural learning needs within our organisation.	August 2023	<u>Lead</u> : Head of LRC <u>Support</u> : RWG
	Investigate cultural learning opportunities for staff	August 2023	<u>Lead</u> : Head of LRC <u>Support</u> : RWG
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2023	<u>Lead</u> : Head of AIS <u>Support</u> : RWG
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2023	<u>Lead</u> : Head of AIS <u>Support</u> : RWG
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	<u>Lead</u> : Head of HR <u>Support</u> : Diversity and Inclusion Council
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	<u>Lead</u> : Head of HR <u>Support</u> : Diversity and Inclusion Council
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	<u>Lead</u> : Head of HR <u>Support</u> : Diversity and Inclusion Council



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2023	<u>Lead</u> : Head of HR <u>Support</u> : RWG
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	<u>Lead</u> : Head of HR <u>Support</u> : RWG
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2023	<u>Lead</u> : Office Manager <u>Support</u> : RWG
	Investigate Supply Nation membership.	August 2023	<u>Lead</u> : Office Manager <u>Support</u> : RWG



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Form a RAP Working Group to govern RAP implementation.	February 2023	Head of LRC
	Draft a Terms of Reference for the RAP Working Group.	February 2023	Head of LRC
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	February 2023	Head of LRC
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2023	<u>Lead</u> : Head of LRC <u>Support</u> : RWG
	Engage senior leaders in the delivery of RAP commitments.	February 2023	<u>Lead</u> : Executive Director <u>Support</u> : RWG
	Appoint a senior leader to champion our RAP internally.	February 2023	<u>Lead</u> : Head of LRC <u>Support</u> : RWG
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2023	Legal Counsel
12. 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	Head of LRC
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Head of LRC
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Head of LRC
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024	<u>Lead</u> : Executive Director <u>Support</u> : RWG

For More Information

Contact the RAP Working Group:

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This is the Reconciliation Action Plan for ClearBridge Investments Limited (ABN 84 119 339 052; AFSL 307 727) ("ClearBridge") at registered office Level 13, 35 Clarence Street, Sydney, NSW 2000.

ClearBridge and its subsidiaries are wholly, indirectly owned by Franklin Resources, Inc., and part of ClearBridge Investments, LLC.