

6 March 2026

The Hon Tony Burke MP

Minister for the Arts

Parliament House

Canberra ACT 2600

Dear Minister,

Thank you for your letter of 4 November 2025 outlining your expectations for the National Museum of Australia (the Museum). On behalf of the Museum's Council, I am pleased to respond with this Statement of Intent. It should be read in conjunction with the Museum's Strategic Plan 2024–29 and the current Corporate Plan.

The Museum was established to develop and maintain the National Historical Collection for the benefit of the nation, and to bring to life the rich and diverse stories of Australia. Central to the Museum's role as a national institution is our focus on meaningful engagement with all Australians in the telling of their stories, and our commitment to the histories and cultures of Australia's First Nations peoples.

The Museum is the only national institution that is wholly devoted to the complex and comprehensive story of Australia, from deep time to the present and into the future, and in undertaking our work, we aim to inspire, challenge and empower.

Our Strategic Plan 2024–29 aligns our priorities with the five pillars that underpin the National Cultural Policy, *Revive: a place for every story, a story for every place*, and we will continue to take a leadership role in promoting and delivering the government's strategic objectives:

- First Nations first: Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.
 - One of our core goals is the creation of a new permanent gallery to replace the ethically and methodologically obsolescent Gallery of First Australians that represents the rich and diverse histories and experiences of First Nations people.
- A place for every story: Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.
 - We will ensure our rich collection is cohesive, relevant and accessible to audiences and is recognised as one of Australia's great historical resources.

- Centrality of the artist: Supporting the artist as workers and celebrating artists as creators.
 - We will embrace the diverse stories of Australian life and experience by building and strengthening our programs and activities and collaborating with people, communities and the wider creative industry. Including building the capacity of the Museums First Nations workforce.
- Strong cultural infrastructure: Providing support across the spectrum of institutions which sustain our arts, culture, history and heritage.
 - We will expand our points of engagement and international influence and support the Australian Government's commitment to creating shared understanding between nations.
- Engaging the audience: Making sure our stories connect with people at home and abroad.
 - We will transform our digital and technology environment to improve and expand access, reach and engagement, amplifying our brand, building our audience and increasing our relevance and social impact.

The Museum continues to work with Government, the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, our fellow National Collecting Institutions and the broader cultural sector, and will keep the Minister updated on our progress through regular reporting.

The following Statement of Intent provides detail on the actions the Museum is committed to delivering in support of the Government's expectations.

You can be assured that the Museum's focus is to ensure our rich collection is cohesive, relevant and accessible and is recognised as one of Australia's great historical resources. I invite you to visit the Museum with me at any time to see for yourself the remarkable work, passion and vision of the current NMA team.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Clare Wright', written in a cursive style.

Professor Clare Wright OAM

Chair of Council

NATIONAL MUSEUM OF AUSTRALIA

ACTIVITIES IN SUPPORT OF THE MINISTER'S STATEMENT OF EXPECTATIONS

The National Museum of Australia will undertake a range of activities in support of your Statement of Expectations.

Assist in the delivery of *Revive*, including supporting our historians, researchers and publishers and contributing to actions such as the refresh of *Significance 2.0*.

Participate in the government's consultation on a new National Cultural Policy.

Work closely with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts and other parties, especially other National Collecting Institutions, to efficiently achieve the objectives of *Revive*.

The Museum continues to support the vision and objectives of the National Cultural Policy, *Revive*. We recognise its important social, cultural and economic impact and its aims are reflected in our corporate plans, policies and activities.

Our core goals from our 2024–29 strategic priorities are:

- The creation of a new permanent gallery that represents the rich and diverse histories and experiences of First Nations people.
- The establishment of NMA Young, a new purpose-built wing to foster curiosity, knowledge, learning and confidence in our youngest visitors.
- With a growing audience and solid financial base backed by philanthropic support, we can explore new territory, have bold ideas and push our leadership and impact well beyond our core capability.
- Pragmatic investment in building a strong foundation enables us to focus our energies on our core purpose – being a National Museum that instils a sense of pride in all Australians.

The Museum is committed to supporting historians, researchers and publishers through our comprehensive research program. We support research fellows and associates, whose research in targeted areas expands and develops our intellectual and creative resources. We also support undergraduate and postgraduate university programs through lectures, talks and tours, and partner with universities to co-present courses, host interns and jointly supervise PhD candidates. The Museum is a partner in the Australian Emulation Network, a project supported by the Australian Research Council that aims to stabilise and provide access to culturally significant born-digital objects. It provides the Museum with:

- a community of practice, support and onsite training on preservation and emulation strategies for born-digital collection holdings
- access to AusEaaS, an Emulation-as-a-Service Infrastructure that supports obsolete digital technologies and formats.

The Museum acknowledges the value of *Significance 2.0* and we will continue to work alongside the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts and other cultural institutions to review and update this important document. Several case studies that highlight the Museum's approach to determining significance will contribute to this vital work.

Strong cooperative relationships and collaborations underpin the work of the Museum and we will continue to work closely with the Department and with other National Collecting Institutions to achieve the objectives of *Revive*. We look forward to contributing to the development of a new National Cultural Policy.

Foster appreciation and understanding of First Nations arts, culture and knowledge systems in line with the principle that First Nations arts and culture are First Nations led.

The Museum supports the expression, preservation and maintenance of First Nations culture through our exhibitions, public and education programs, digital activities and the continued development of the National Historical Collection. The First Nations priority in the Museum's Strategic Plan 2024–29 identifies the following goals:

- develop a case for a new permanent gallery that represents the rich and diverse histories and experiences of First Nations peoples, as required by the *National Museum Act 1980*
- implement a plan that grows our investment in First Nations initiatives
- work with First Nations people to establish a shared responsibility for the cultural material we care for
- build core capabilities to work with First Nations histories, cultures and materials and bring cultural practices and understanding to bear on decision-making
- collaborate with First Nations people to embed language, Country and cultural vitality in our practices, collections, systems and programs.

In 2024–25 the Museum realigned our community engagement activities through the establishment of a new First Nations division under the leadership of a Deputy Director, First Nations. This division has strategic responsibility for engaging broadly and deeply with First Nations people and works in close collaboration with First Nations communities to develop and support a culturally informed approach to providing them with access to their collections.

The Museum continues to expand our sphere of influence in First Nations outreach and cultural diplomacy. The highly acclaimed *Songlines: Tracking the Seven Sisters* exhibition and the pop-up digital experience *Walking through a Songline* will continue to tour internationally. They are currently on show at the Humayun's Tomb Museum in partnership with Kiran Nadar Museum of Art in New Delhi, India, until 15 March 2026 before moving to the National Museum of China, Beijing, in late 2026.

The Museum is in partnership with the ASEAN–Australia Centre, the Department of Foreign Affairs and Trade and Maningrida Arts & Culture to develop a First Nations digital art experience that will tour Southeast Asia from 2027. *Water Spirits* will feature the stories of Yawkyawk – mermaid-like ancestral spirits that are active in the waterways of Central and Western Arnhem Land. The digital experience will

also be transformed into an exhibition displaying objects created by artists from the region and curated by community members.

At the centre of the Museum's forward program is a range of innovative events that feature First Nations peoples, from artists, musicians and authors to educators and academics. The program includes a First Nations-focused community event on Australia Day, artist-led family holiday and adult workshops, book launches, story time programs, creative workshops, panel conversations and seasonal Tasting Australia tours across the year. Key dates such as NAIDOC and Reconciliation Weeks will also be celebrated with a series of related events.

Provide strong leadership and collaboration with national and international museums and cultural sectors, including developing networks and partnerships in the Indo-Pacific and working with Pacific diaspora communities.

The Museum maintains an extensive network of partnerships with leading cultural institutions around the world, with a particular focus on the Indo-Pacific region. The ongoing collaborations with our international partners support the exchange of knowledge, exhibitions and expertise and strengthen cultural connections across the region and more widely.

The Museum's exhibition *Songlines: Tracking the Seven Sisters* is currently on show in New Delhi, India, and will travel to Beijing, China in late 2026. In exchange, the Museum will welcome an exhibition featuring the Terracotta Warriors from the Shaanxi Cultural Heritage Promotion Centre in December 2026.

With support from the ASEAN-Australia Centre and DFAT, and developed in collaboration with Bawinanga Aboriginal Corporation and Senior Custodians from Western Arnhem Land, the Museum will tour a digital art experience, *Water Spirits*, to six ASEAN countries from 2026-29. The project will serve as a platform for cultural exchange, fostering connections between Australia and Southeast Asia through art and storytelling.

Onsite, the Museum continues to deliver culturally dynamic experiences for our audiences. Our 2025-26 exhibition dives headlong into new territory with an exciting exploration of Korean culture. *Hallyu! The Korean Wave*, from the Victoria and Albert Museum, London, takes visitors on a journey through the world of Korean film, drama, music, fashion and beauty.

The Museum is a leader in the field of repatriation, care and custodianship of ancestral remains held by museums. We continue to contribute to the global discourse around this important issue and are active participants in the return of ancestors to their communities.

In 2025, the Museum joined with the Museum of New Zealand Te Papa Tongarewa to facilitate the repatriation of Moriori Ancestors from Australia to the Hokotehi Moriori Trust. This initiated a commitment between the National Museum and Te Papa to work together to support the aspirations of the First Nations communities we represent. This partnership further expanded to inform a highly successful

session on Cultural Diplomacy at the ASEAN–Australia–New Zealand Dialogue in Malaysia in September 2025.

Also in 2025, presentations at the National Museum of Ethnography in Osaka, the University of Hokkaido, the National Ainu Museum in Sapporo and the Australian Embassy in Tokyo established strong relationships that resulted in successful repatriation activities between Australia and Japan.

Through an active global network, the Museum is committed to playing a role in connecting communities with their dispersed cultural patrimony. Recognising that the National Museum is uniquely positioned to connect communities with their collections, our activities continue to expand as our relationships develop and diversify.

Ensure active policies and procedures to promote diversity, sustainability, reconciliation and inclusion.

The Museum continues to make significant progress with the development and implementation of policies and procedures that promote diversity, sustainability, reconciliation and inclusion.

The Museum’s Council recently approved a new Diversity, Equity, Inclusion and Belonging Strategy 2025–28. The strategy sets out the Museum’s commitment to valuing and increasing diversity in the workplace and will be supported by a series of action plans with targeted initiatives for First Nations, cultural diversity and inclusion, diverse genders and sexualities, disability and accessibility and neurodiversity and accessibility.

In recognition of the environmental impacts of our operations, the Museum launched our inaugural Environmental Sustainability Action Plan (ESAP) 2023–30 in 2023. Through the ESAP, we have committed to reducing our impact on the environment in line with the United Nations Sustainable Development Goals and empower and communicate with audiences to work towards a more sustainable future. During 2025–26 we will review the ESAP to ensure it reflects the government’s initiative, APS Net Zero 2030. The Museum has also appointed a dedicated Environmental Sustainability Officer who has been developing an Emissions Reduction Pathway and an Emissions Reduction Plan.

Reconciliation is a living practice at the Museum. We continue to implement our Stretch Reconciliation Action Plan, which has a strong focus on fostering First Nations employment initiatives, particularly the attraction and retention of First Nations employees. With the appointment of the new Deputy Director, First Nations, and the establishment of the First Nations division, significant work is being done to re-position and enhance the Museum’s cultural rights and engagement framework.

Ensure the Museum has a current Disability Action Plan to support greater equity, access and inclusion for d/Deaf and disabled artists and arts workers, and audiences with disability, in line with the government's Equity: The Arts and Disability Associated Plan.

At the Museum we recognise diversity as a source of strength. By respecting people of all races, ethnicities, genders, sexualities, ages, abilities, religions, socio-economic backgrounds and perspectives, we create a welcoming and inclusive space for staff and visitors.

The Museum's recently approved Diversity, Equity, Inclusion and Belonging Strategy 2025–28 is guided by five action plans that support targeted initiatives across multiple diversity groups and their intersectionality. These are:

- First Nations
- Cultural diversity and inclusion
- Diverse genders and sexualities
- Disability and accessibility
- Neurodiversity and accessibility.

Through our Disability and Accessibility Action Plan, the Museum aims to be a genuinely inclusive employer. We will ensure our workplaces, systems and practices are accessible, provide tailored support and foster a culture that values people living with disability and enables them to thrive.

In partnership with RMIT University, the Museum supports a PhD student in Digital Design. The project, 'Neurodiversity and the museum: Enabling equitable digital access to national public literacy through design', will create tools for galleries, libraries, archives and museums to make online content that is more accessible for neurodiverse people.

The Museum continues to offer accessible and inclusive programs including:

- monthly quiet hours sessions in the Tim and Gina Fairfax Discovery Centre and regular quiet hours in our major exhibitions
- monthly community days with free access to the Discovery Centre
- curator-led tours of the Great Southern Land gallery with Auslan interpretation and audio description
- live captioning and accessibility in Spotlight Conversations panel events
- bespoke tours for the Canberra Blind Society and Talkback Groups for people with aphasia
- specific programs for International Day of People with Disability and Global Accessibility Awareness Day

Provide greater opportunities for all Australians to access arts and culture, including through a diverse range of exhibitions, programs, events and digital offerings, and engage in activities to enrich arts and cultural education at all levels.

A key priority for the Museum is inclusive and accessible programming for visitors at all stages of life. We aim to provide opportunities for lifetime engagement through a breadth of exhibitions, activations, engagement, programs and digital experiences, delivered onsite, online and on tour. These include early childhood experiences in the Tim and Gina Fairfax Discovery Centre, education programs for K–12 students and online access to Australia's Defining Moments Digital Classroom, touring exhibitions that take the National Historical Collection to remote and regional Australia, and major exhibitions and events that bring international collections to Canberra and attract new and diverse audiences to the Museum.

Significant investment in digital infrastructure will improve access to the National Historical Collection, extend our national and international reach and drive new opportunities for knowledge exchange and community engagement.

The Museum's extensive exhibition program continues to provide significant opportunities for Australians to access and enjoy arts and culture across the country. In line with the Museum's Strategic Plan and our commitment to realising the National Cultural Policy, the Museum will deliver Australian content that draws on the National Historical Collection. In 2026 over 200 objects from the recently acquired National Antarctic Heritage Collection will feature in a temporary exhibition that explores Australia's fascination and unique connection with Antarctica. The hugely popular *Mr Squiggle and Friends* exhibition will begin its national tour in 2026.

The forward exhibitions program remains focused on securing partnerships with other major international institutions and will continue to bring the world's most significant collections to Australian audiences. To that end, the Museum will host an exhibition featuring the iconic Terracotta Warriors in late 2026.

The Museum's diverse range of programs and community events draws upon the skills, stories and experiences of experts, knowledge holders and creative and cultural practitioners. Our suite of paid programs includes public exhibition launches, 'Curators in Conversation' and 'Spotlight Conversation' panel discussions, school holiday and teen programs and artist-led workshops. Free events include cultural and community festivals, family programs such as Story time and Sensory play, and monthly community days with free access to the Tim and Gina Fairfax Discovery Centre. We also partner with a number of organisations and local businesses to deliver events that extend beyond our core activities, including the Canberra Symphony Orchestra, Canberra Writer's Festival and Canberra Archaeological Society.

Our Education team develop and deliver onsite and online learning resources and programs to students and teachers across the country. Current projects and programs are: a picture book series aligned with the stories told in the Tim and Gina Fairfax Discovery Centre, the 'Museum to You' kit available for loan for use in the classroom, 'Museum in the Classroom' incursions, digital excursions and Australia's Defining Moments Digital Classroom – a treasure trove of free online learning resources aligned with the Australian

Curriculum. The Museum is partnering with ABC Education to produce a series of videos exploring key events in Australian history that will feature on both the ABC's education portal and the Museum's Digital Classroom.

Support and promote artists and arts and cultural workers, and ensure they are remunerated appropriately and able to work safely.

The Museum supports artists and cultural workers through our collections, exhibitions, events and programs. We understand that the Museum is a workplace for creatives, including contractors, artists and cultural workers, and ensure they are remunerated appropriately and are able to work safely.

Across Hallyu! The Korean Wave, Songlines: Tracking the Seven Sisters and Water Spirits, the Museum has embedded fair remuneration, cultural authority and safe working practices into the development and delivery of each project. For *Hallyu! The Korean Wave*, Australian artists and creative contributors were engaged under clear contractual arrangements, with defined briefs, payment schedules and conditions aligned to industry-standard rates. This ensured transparency, certainty and appropriate professional recognition for creative labour throughout the project's life cycle.

Songlines: Tracking the Seven Sisters operates under a First Nations-led remuneration and governance framework that recognises Indigenous Cultural and Intellectual Property (ICIP) and the central role of cultural authority. Remuneration extends across advisory roles, curatorial and governance participation, performances and international engagement. Cultural Ambassadors were appropriately supported and remunerated for international travel, with administrative and logistical assistance provided to ensure they could participate safely and respectfully. Oversight by the Songlines Curatorium ensures First Nations consent, authority and cultural integrity at every stage.

For *Water Spirits*, remuneration reflects the collaborative and community-led nature of the project, encompassing payments for consultation, digital collaboration, governance roles and IP licensing. Governance structures are community-driven, ensuring cultural authority and decision-making remain with knowledge holders. On-Country consultation is fully funded and scheduled in alignment with cultural obligations, supporting safe, respectful and sustainable engagement.

Collectively, these approaches demonstrate the Museum's commitment to supporting and promoting artists and cultural workers, ensuring they are fairly remunerated, culturally respected and able to work safely within frameworks that reflect best practice and the Museum's broader obligations.

The Museum is revising our retail strategy based on a review of current operational and financial performance. As part of this strategy, the Growth and Engagement and First Nations divisions are working together on a new approach that will partner with First Nations communities and arts hubs to develop commercial opportunities, supporting artists and arts centres to build sustainable retail businesses.

The Museum has a comprehensive WHS management system that prioritises the safety of Museum staff, volunteers, contractors and visitors. This comprises our WHS policy and a series of supporting policies, plans and procedures that ensure the Museum is a physically and psychologically safe environment.

The funding uplift provided by the Government in the 2023–24 Federal Budget and negotiation of the Museum’s Enterprise Agreement 2024–27 has provided stability and tenure for staff. This has improved staff morale, optimism and workplace culture but also allowed us to grow our workforce, enabling the Museum to deliver on our core functions.

Manage Information in accordance with the *Archives Act 1983* and the National Archives of Australia’s *Building trust in the public record: managing information and data for government and community policy*.

The Museum has developed an Information Governance Framework which establishes an organisation-wide, structured approach to governing the Museum’s information assets. Effective records management enables us to demonstrate responsible stewardship of public resources, supports informed decision-making and ensures compliance with legislative obligations.

The framework directs the governance of information assets in accordance with the *Archives Act 1983* and other applicable legislation. It is supported by the Museum’s Information Management policy, which ensures complete and accurate records of all Museum activities and functions are created, managed, retained and disposed of appropriately.

A recent internal audit health check found that the establishment of the Information Management Framework and updates to policies are consistent with National Archives of Australia policies. Implementation of the framework will enable the Museum to fully demonstrate compliance with *Archives Act* requirements.

The Museum has also recently updated our Records Management policy and developed a supporting Records Management Framework. Compliance with the Act will be strengthened through the implementation of this framework, development of a comprehensive information asset register and the upgrade of our records management system.

Ensure those appointed to the Museum Council understand their obligations, including under the *National Museum of Australia Act 1980* and the *Public Governance, Performance and Accountability Act 2013*, and that Council members and Museum staff are aware of, and abide by, the requirements of the Museum’s social media policy.

When appointed to the Museum Council, members are provided with information to assist them in understanding the governance and operating framework of the Museum including:

- *Public Governance, Performance and Accountability Act 2013* (PGPA)
- *National Museum of Australia Act 1980*

- Council and Committee charters and
- corporate plans, performance statements and other corporate documents.

Council members are also provided with a schedule of induction activities including tours of the Museum's galleries and detailed briefings with the Museum Executive on finance, governance and collections.

The Museum has a current Council charter which is reviewed at least once every two years and describes the roles and responsibilities of Council in leading, governing and setting the strategic direction of the National Museum. It outlines Council's legal and other responsibilities, clarifies roles and expectations of Council members and management and provides guidance to Council members on public commentary.

The Council has also recently undertaken an in-person training day with topics on:

- Directors Duties and Due Diligence training (including public governance, PGPA foundations and conflict of interests)
- risk management
- fraud and corruption prevention, focusing on the National Anti-Corruption Commission
- work health and safety
- neurodiversity.

The Museum's social media policy was recently updated and informs all staff of their responsibilities when using social media. The Museum recognises that many staff use social media and public websites to communicate with and contribute to online communities. The policy seeks to empower staff to participate confidently in social media conversations while protecting the interests and reputation of the Museum and the APS.

Funding Commitment: The Museum should have well-developed plans for how best to use additional funding to protect existing jobs, support ongoing and long-term financial sustainability, and better maintain facilities so it can continue to preserve and share Australia's collective history and cultural heritage.

The Museum's Council and the Audit, Finance and Risk Committee will continue to closely monitor the allocation of resources to ensure that we deliver outcomes as sustainably and cost effectively as possible, within available resources. The Museum continues its commitment to deliver balanced budgets and to maintaining appropriate levels of cash reserves.

In August 2025 we released the Strategic Plan 2024–29, which will guide the future direction of the Museum and make sure we build operational capability to underpin our strategic ambitions. Key priorities under this plan are improving existing facilities, establishing a new leased storage facility and investing in our workforce by embedding the key initiatives identified in our Strategic Workforce Plan.

The funding uplift provided by the Government in the 2023–24 Federal Budget has enabled the Museum to deliver a suite of urgent and unavoidable capital replacement programs to better maintain our facilities.

This has included an upgrade of the building management and fire safety systems at the Museum's Acton site, and upgrades to the IT network and storage infrastructure.

Capital works and additional reporting: Contributions to biannual reporting process to raise awareness of forecast funding pressures and financial performance, and maintain an accurate Asset Management Plan to enable capital maintenance to be managed proactively.

The Museum will continue to contribute to the biannual reporting process and raise awareness of funding pressures. We have developed a Strategic Asset Management Plan (SAMP) to support the prioritisation and delivery of asset management activities, and to enable capital maintenance to be managed proactively to protect the collection and keep workplaces safe, efficient and suitable for visitors. The SAMP sets out a program of works valued at \$188 million over the next decade to ensure facilities remain safe and fit for purpose. Target areas of the SAMP are WHS, security, operational and environmental efficiency and public amenity. The Museum is also developing detailed 5-year budget projections (reflecting financial and asset condition information in the SAMP) as well as creating an asset risk assessment and high-level asset plans for critical asset types, to support the delivery of the budget and workplan. Additionally, work has commenced on a business case for the replacement of the HVAC system, as well as development of a lighting masterplan to help better inform project costs and timing, including the opportunity for staging these works over a longer period than is currently forecast in the SAMP.

Maximise own-source revenue through philanthropic and private sector opportunities.

The establishment of the Growth and Engagement division in early 2025 consolidated all own-source revenue business units under a single, accountable Executive. Throughout 2025 the Museum laid strong foundations to drive sustainable growth across philanthropic and commercial revenue streams and to unlock private sector opportunities.

Key actions included:

- Building new capability across the existing philanthropy, retail, tourism and commercial teams to enhance relationship management, fundraising and commercial delivery.
- Enhancing our major exhibitions and supporting programs, events and commercial activities through targeted in-house product development and exhibition-aligned public programs, retail and cafe offerings designed to grow revenue from both free and paid exhibitions.
- Conducting a detailed financial review of retail performance to identify opportunities to grow revenue and improve margins across physical and online stores.
- Reshaping our philanthropy strategy to reflect shifts in individual and private sector giving across Australia.
- Investing in digital platforms to simplify and modernise how supporters donate to and purchase from the Museum.

With these foundations established, we will progress a portfolio of initiatives to maximise both growth and predictability of own-source revenue.

- Our philanthropic efforts will focus on expanding our donor portfolio, strengthening our philanthropic value proposition, deepening engagement and improving the retention of existing donors.
- We will pursue new private sector partnerships with global, national and local organisations through our own efforts and in collaboration with government partners including DFAT, Tourism Australia and Visit Canberra.
- We will continue to expand our integrated Exhibitions and Programming strategy, scaling existing offerings and developing new ones that deepen audience engagement and drive stronger revenue outcomes.
- We will continue deploying technologies that support digital giving, such as tap points, post-transaction prompts and online integration, and enhance commercial revenue capture across new and existing channels.
- We will also leverage our Customer Relationship Management system and analytics capability to identify untapped opportunities and strengthen our data-driven fundraising and commercial decision-making.