



# Innovate Reconciliation Action Plan

September 2021 – August 2023



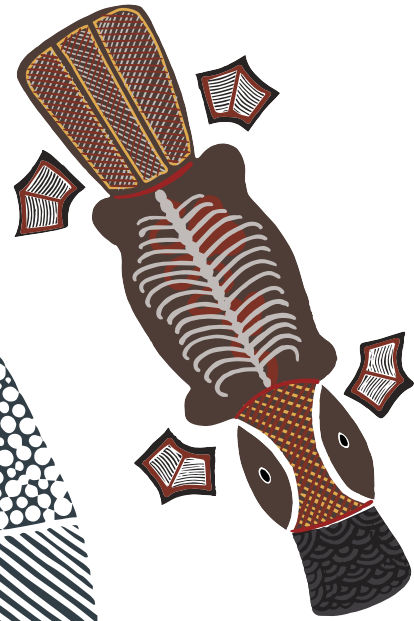




## Acknowledgement of Country

We acknowledge the Traditional Custodians of the Land in which our Head Office is based, the land of the Gadigal people of the Eora Nation, and recognise their deep connections to the land, sea, and culture.

We extend this acknowledgment to the many Traditional Lands that we operate across and pay our respects to Elders past, present and emerging.



## About our Artwork/Artist

Casey Atkinson is a proud Bangerang/ Wiradjuri man from Shepparton, Victoria who has lived in Melbourne since 2003. He is an avid musician and artist who takes great pride in the works he creates. He has worked in community and youth services for over 15 years where he dedicated this time to helping achieve positive outcomes for our young people and the community.

Casey's style incorporates both traditional and contemporary Aboriginal art and is quite intricate and detailed. He has created artworks using various mediums including acrylic paint on canvas, spray paint, epoxy resin, woodwork, wood burning and digital media. He approaches each art piece individually depending on mood, purpose and background behind the piece itself.



### The balance

Casey Atkinson (Bangerang/Wiradjuri)

This artwork represents the diverse and different communities across our beautiful state and our Country as a whole.

The mighty Murray River has always been the lifeline of many Aboriginal communities across Victoria. It stretches as far as Adelaide and Canberra maintaining the balance for all lifeforms who rely on it.

The Platypus, the Murray Cod and Bunjil (Wedge-tailed Eagle) along with the

Kangaroo and Emu tracks represent the wide array of native animals dependant on the Murray river.

Our footprints amongst the animal tracks represent our place within this system but also our impact on our land and the world in general.

In order for people to live in harmony with each other, it is essential that we first maintain the balance with nature in order to create a healthy environment in which we all thrive together.





# Contents

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## About Us

Message from the CEO	4
Statement from Reconciliation Australia	5
Our business	6
By your side, for life	7
Our Reconciliation Action Plan	8
Our working group	10

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## Reconciliation Action Plan Focus Areas

Relationships	12
Respect	14
Opportunities	16
Governance	18





## Message from the CEO

It is my privilege to present our first Innovate Reconciliation Action Plan (RAP), which lays the framework for how we will advance reconciliation within our company and the broader communities in which we operate over the next two years.

At TAL, our Purpose is to help Australians live a life filled with choices, options and freedoms, no matter what happens. We take this responsibility very seriously and recognise our impact extends beyond our customers, partners and stakeholders to contributing to the communities in which we serve.

TAL has a focus on supporting Australia's Aboriginal and Torres Strait Islander peoples and communities via both our TAL Community Foundation and our Diversity and Inclusion Council partnerships. We also embrace and encourage diversity to create a workplace that reflects the communities we serve and fosters a culture that is inclusive of all people.

We are pleased with the progress we've made to date in these areas, but we also recognise there is much work still to be done. This is why I'm delighted to be launching our first RAP.

Our RAP provides us with clear, meaningful actions to help further inclusion and reconciliation. It sets out our commitments in the areas of:

**Relationships:** working towards a reconciled future through our relationships with Aboriginal and Torres Strait Islander people and communities

**Respect:** continuing to demonstrate our respect for and recognition of Aboriginal and Torres Strait Islander people and cultures, including increasing employee understanding

**Opportunities:** delivering improved economic and employment outcomes for Aboriginal and Torres Strait Islander people and communities

**Governance:** providing support for the implementation of our commitments, and accountability and transparency through reporting against clear objectives and targets in the RAP.

I would like to thank those involved in our RAP journey so far, including Reconciliation Australia and our partner organisations, who have provided guidance and support, as well as our passionate TAL RAP Working Group members who have worked hard to help shape our commitment to reconciliation.



We recognise that this is one step of many in our reconciliation journey and I look forward to providing an update on our progress in our next RAP. We also look forward to working in partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities to bring our RAP to life and deliver on our Purpose.

**Brett Clark**  
TAL Group CEO and  
Managing Director

## Statement from Reconciliation Australia

Reconciliation Australia commends TAL 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 TAL 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, TAL 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. TAL is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals TAL's 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 TAL on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Our business

For more than 150 years TAL has been protecting people, not things. As one of Australia's leading life insurers, today we protect approximately 4.5 million Australians and their families.

### Insuring This Australian Life

Life insurance has a special role in our community. It provides financial security for Australians when they need it most, providing control and confidence when they might otherwise need government support.

Our business model embodies a fundamental principle: that Australians should have choice in how they access life insurance.

That means ensuring our customers can access cover in the way they choose, on their terms:

- From a financial adviser
- From their superannuation fund
- From us, over the phone or online
- From one of our alliance partners

We take our responsibility to the Australian community seriously and have a strong sense of purpose that sets us apart: Every day we work to help Australians live a life filled with choices, options and freedoms, no matter what happens.



## Our statement of purpose for reconciliation

**Our vision for reconciliation is for non-Indigenous Australians and Aboriginal and Torres Strait Islander peoples and communities to walk side-by-side towards a reconciled and protected future.**

### We will do this by:

- **Creating opportunities for Aboriginal and Torres Strait Islander communities to live a life filled with choices, options and freedoms.**
- **Building the cultural competency of our people to help them practice reconciliation every day.**

## By your side, for life

TAL is owned by the Dai-ichi Life Group in Japan. Dai-ichi Life's mission is "by your side for life", which has deep cultural meaning and is a strong operating principle for Dai-ichi Life businesses around the world. Companies in the Dai-ichi Life Group aim to contribute to better lives and communities, standing beside our customers and their loved ones, for life. Since Dai-ichi Life first invested in TAL back in August 2008, we have grown to become a leading Australian life insurer.

Today, TAL employs over 2,000 people across Australia who contribute to this responsibility in locations across Sydney, Melbourne, Brisbane, Adelaide and Perth.

### We work alongside Aboriginal and Torres Strait Islander peoples and communities in a number of ways:



**Our customers:** We're committed to helping Australians access life insurance products that match their needs and to live a life that's as healthy and as full as possible.



**Our partners:** We collaborate with partners across the financial services industry, such as our superannuation fund partners and financial adviser network to better protect and service Australians through understanding the value of life insurance.



**Our people:** Our cultural learning programs and partnership with CareerTrackers help us to enhance cultural safety and employment opportunities for Aboriginal and Torres Strait Islander peoples.



**Our community:** We extend our approach and knowledge through active involvement with the TAL Community Foundation partners such as National Aboriginal Sporting Chance Academy (NASCA), our Supply Nation membership, our health advisory board, as well as local and national relationships.

While we acknowledge the historical factors that have contributed to the disparities faced by Aboriginal and Torres Strait Islander people, we want to make an impact by taking a strengths-based approach to addressing these disparities to create more opportunities for Aboriginal and Torres Strait Islander communities to live a life filled with choices, options and freedoms.

We know that we cannot make an impact without our people and that is why we are focused on building the cultural competency of our people to help them practice reconciliation every day.

Today, TAL has fewer than 10 employees that identify as Aboriginal and/or Torres Strait Islander peoples. The TAL Innovate Reconciliation Action Plan (2021-2023) includes actions to support the enhanced identification, and increased recruitment and retention of Aboriginal and Torres Strait Islander employees.



## Our Reconciliation Action Plan

At TAL, we are proud that our country is home to the world's oldest continuous living culture and since 2015 we have been on a journey towards building relationships with Aboriginal and Torres Strait Islander communities.

### Some of these include:

**2015:**

**CareerTrackers:**

TAL's CareerTrackers partnership offers internship opportunities to help prepare Aboriginal and Torres Strait Islander university students to join the workforce. Since 2015, TAL has facilitated nine placements across the organisation.

**2016-present:**

**NAIDOC Week:**

We celebrate Aboriginal and Torres Strait Islander cultures and highlight the importance of significant events, including our annual celebrations during NAIDOC week with educational and immersive experiences for our people.

**2016-2018:**

**Jawun:**

TAL's partnership with Jawun between 2016 and 2018 saw 12 TAL employees each undertake a six-week secondment to share their skills and knowledge to create real change for Aboriginal and Torres Strait Islander communities.

**2019-present:**

**National Reconciliation Week:**

Since 2019, we have celebrated National Reconciliation Week with events and education campaigns to raise awareness and understanding about reconciliation and to start conversations of how we can all contribute to achieving reconciliation in Australia.

**2018:**

**Acknowledgment of Country plaques:**

In 2018, we recognised the valuable and unique status of Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land and waters of this nation by introducing Acknowledgement of Country plaques at the entries of our Sydney, Melbourne and Brisbane offices.

**2019-present:**

**Supply Nation:**

Since 2019, we have been a member of Supply Nation ensuring that our approach to strategic sourcing and procurement prioritises supplier diversity and greater economic opportunities for Aboriginal or Torres Strait Islander owned or operated businesses.

**2019-present:**

**National Aboriginal Sporting Chance Academy (NASCA):**

Since 2019, we have partnered with NASCA to provide a range of volunteering opportunities for our people to share their expertise and skills to help Aboriginal and Torres Strait Islander communities. Since the commencement of this partnership TAL had 23 staff participate in NASCA volunteering opportunities.

**2020:**

**RMIT Bundyi Girri for Business program:**

In 2020, we collaborated with RMIT on the Bundyi Girri for Business program, to explore how we might build our practice of reconciliation.

**Aboriginal and Torres Strait Islander Cultural Protocols:**

In 2020, we created our first Aboriginal and Torres Strait Islander cultural protocols document to provide TAL people with an understanding of some of the important protocols of Aboriginal and Torres Strait Islander communities that we can observe on our path to reconciliation.

By reflecting on our journey so far, we have been able to consider what steps we can take to ensure that our journey into the future is meaningful.

As an insurance industry leader, we believe in minimising the causes and effects of social and financial exclusion, by ensuring all Australians, including Aboriginal and Torres Strait Islander people, understand and value life insurance.

There is little publicly available information on the number of Aboriginal and Torres Strait Islander people who hold life insurance products, as it usually requires self-identification and many organisations do not ask for this information.

However, many Aboriginal and Torres Strait Islander people are likely to have a superannuation account with default life insurance.

Changes to legislation in recent years, including Protecting Your Super and Putting Member's Interest First may disadvantage Aboriginal and Torres Strait Islander peoples through the loss of existing cover for either people under 25, or those with low super balances and no regular contributions, leading to unintended financial exclusion in the event of injury or illness.

A 2019 report by the Centre for Social Impact\* revealed that Aboriginal and Torres Strait Islander communities appear to be underinsured, and obstacles such

as low levels of financial knowledge, confidence, geographical location and lack of trust can impact access to financial services and products.

As TAL works toward delivering our Innovate RAP, we aim to consider how we may embark on a journey towards improved insurance financial literacy across Aboriginal and Torres Strait Islander communities and subsequently an environment of economic inclusivity and prosperity.

While implementation of our Innovate RAP will be led by our RAP Working Group, the commitment to reconciliation is a collective effort across our entire organisation.

\*Weier, M., Dolan, K., Powell, A., Muir, K., Young, A. (2019) Money Stories: Financial Resilience among Aboriginal and Torres Strait Islander Australians. 2019. Centre for Social Impact (CSI) - UNSW Sydney, for National Australia Bank.





## Our Working Group

TAL's RAP Working Group (RAPWG) developed our inaugural Innovate RAP and is made up of 15 people from various parts of the business. Currently, this does not include a representative who identifies as an Aboriginal and/or Torres Strait Islander person.

### Our RAPWG is made up of the following people from across our business:

**Group CEO, RAP Executive Sponsor,**  
Brett Clark

**Senior Experience Designer and RAP Co-lead,**  
Danny Sherman

**Senior Manager, Member Engagement and RAP Co-lead,**  
Jen-Kui Maxwell

**TAL Community Foundation Manager,**  
Anthea Jackson

**Talent and Inclusion Manager,**  
Rebecca Cunningham

**Head of Strategic Sourcing,**  
Sebastian Shand

**Organisational Development Consultant,**  
Karlyn Molloy

**Senior Manager, Brand Strategy,**  
Camille Hiess

**Innovation Manager,**  
Moana Masaniai

**Customer Experience Specialist,**  
Moega Wright

**People and Culture Operations Team Leader,**  
Denise Walsh

**Events Manager,**  
Gabrielle Knox

**Client Relationship Manager,**  
Jerry Polites

**Head of Affinia,**  
Marcus O'Sullivan

**Client Relationship Manager,**  
Colleen Norris



## External Voice

Given our relatively low number of employees who identify as Aboriginal and/or Torres Strait Islander peoples, we have sought to develop a RAP with a strong voice from Aboriginal and/or Torres Strait Islander individuals and organisations, including our existing partners and stakeholders, to help inform our actions and deliverables.

Our Innovate RAP includes actions to support the development and strengthening of Aboriginal and/or Torres Strait Islander representation to inform our strategy and actions. This will include the creation of external advisory channels that will complement our existing engagement with partners and Aboriginal and Torres Strait Islander communities.

As we work towards delivering on our RAP, we hope to be able to create the conditions to support more of our people who identify as Aboriginal and/or Torres Strait Islander to actively contribute to the RAPWG and to our reconciliation journey.





## Relationships

Through our relationships with Aboriginal and Torres Strait Islander peoples and communities, we will work towards a reconciled and protected future, by collaborating to build respect, understanding and pride within our networks. TAL's relationships and partnerships provide us with the opportunity to support education, employment and health outcomes, while helping create an inclusive and safe workplace.

### Focus area: Customer & Industry Leadership

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2022	Chief Executive Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2022	Chief Executive Officer
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June, [2022-2023]	Chair of Community Foundation
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, [2022-2023]	Chair of Community Foundation
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, [2022-2023]	Chair of Community Foundation
	Organise at least one NRW event each year.	27 May- 3 June, [2022-2023]	Chair of Community Foundation
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	27 May- 3 June, [2022-2023]	Chair of Community Foundation

### Focus area: Customer & Industry Leadership

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	August 2023	General Manager, People & Culture
	Communicate our commitment to reconciliation publicly.	June 2022	Chief Executive Officer and Executive Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2022	Chief Executive Officer and Executive Team
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	June 2022	Chief Executive Officer and Executive Team
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2022	General Manager, People & Culture
	Review and refine anti-discrimination policy and continue to communicate this across our organisation.	October 2022	General Manager, People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2022	General Manager, People & Culture
	Educate senior leaders on the effects of racism.	December 2022	General Manager, People & Culture





## Respect

As Australia's leading specialist life insurer, respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights are important to us as an organisation. Developing a shared understanding and appreciation among our people is key to ensuring that we provide products and services for our diverse customer base, and that we are able to contribute more broadly as a large organisation to reconciliation.

### Focus area: People

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	July 2022	General Manager, People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the development and implementation of a cultural learning strategy.	July 2022	General Manager, People & Culture
	Develop, implement and communicate a cultural learning strategy for our staff.	July 2022	General Manager, People & Culture
	Provide opportunities for RAP Working Group members, human resources managers and other key leadership staff to participate in formal and structured cultural learning.	December 2022	General Manager, People & Culture
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Chief Executive Officer and Executive Team
	Continue to promote, amplify and embed the TAL Aboriginal and Torres Strait Islander Cultural Protocols across the TAL business.	July 2022	Chief Executive Officer and Executive Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023	Chief Executive Officer and Executive Team
	Include an Acknowledgement of Country at TAL Together sessions and other appropriate protocols at the commencement of important meetings.	September 2021	Chief Executive Officer and Executive Team

### Focus area: People

Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	July [2022-2023]	General Manager, People & Culture
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022	General Manager, People & Culture
	Promote and encourage participation in external NAIDOC Week events to all staff.	July [2022-2023]	General Manager, People & Culture
<b>8. Build respect and recognition for Aboriginal and Torres Strait Islander people through external facing communications</b>	Conduct a review of Brand guidelines to identify existing requirements, and scope out future needs for representing Aboriginal and Torres Strait Islander peoples through external facing communications.	September 2021	General Manager, Customer & Brand
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our brand guidelines approach to representing this group in our external communications.	June 2022	General Manager, Customer & Brand
	Develop, communicate and embed our updated brand guidelines requirements with our people and agency partners in all future communications.	June 2022	General Manager, Customer & Brand
	Embed our relationship with an Aboriginal and Torres Strait Islander creative agency partner who can support TAL in the creation and communication of Aboriginal and Torres Strait Islander related projects and campaign initiatives.	June 2022	General Manager, Customer & Brand





## Opportunities

Through our relationships with Aboriginal and Torres Strait Islander people and communities, we will work towards a reconciled and protected future, by delivering improved economic outcomes with Aboriginal and Torres Strait Islander people and communities so that can live a life filled with options, choices and freedoms.

### Focus area: Strengthening the business

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	General Manager, People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2022	General Manager, People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2022	General Manager, People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2022	General Manager, People & Culture
	Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2022	General Manager, People & Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2023	General Manager, People & Culture

### Focus area: Strengthening the business

Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2021	General Manager, Performance & Expense Management
	Build on our ongoing Supply Nation membership by exploring options to increase supplier diversity across our sphere of influence with our partners.	June 2022	General Manager, Performance & Expense Management
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2021	General Manager, Performance & Expense Management
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	General Manager, Performance & Expense Management
	Explore opportunities to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2023	General Manager, Performance & Expense Management
	<b>11. Understand Aboriginal and Torres Strait Islander financial literacy of life insurance to improve our support of Aboriginal and Torres Strait Islander customers and members</b>	Build understanding of current Aboriginal and Torres Strait Islander needs in the areas of financial literacy and life insurance to inform future opportunities.	June 2022
Collaborate with existing partners and others in the financial services industry to identify opportunities to improve financial literacy and life insurance service delivery.		June 2023	Chief Customer & Brand Officer





## Governance

Through our RAPWG, we will develop a governance framework that supports the implementation of our RAP commitments. We will report our RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.

### Focus area: Strengthening the business

Action	Deliverable	Timeline	Responsibility
<b>12. Establish and maintain an effective RAPWG to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	December 2022	Diversity and Inclusion Council
	Review and refine Terms of Reference for the RAPWG.	March 2023	Diversity and Inclusion Council
	RAPWG meets on a bi-monthly basis to drive and monitor RAP implementation.	Bi-monthly, 2021 to 2023	Diversity and Inclusion Council
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	July 2021	Diversity and Inclusion Council
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2021	Diversity and Inclusion Council
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2021	Diversity and Inclusion Council
	Review internal RAP Champions from senior management program and explore options to expand.	December 2021	Diversity and Inclusion Council

### Focus area: Strengthening the business

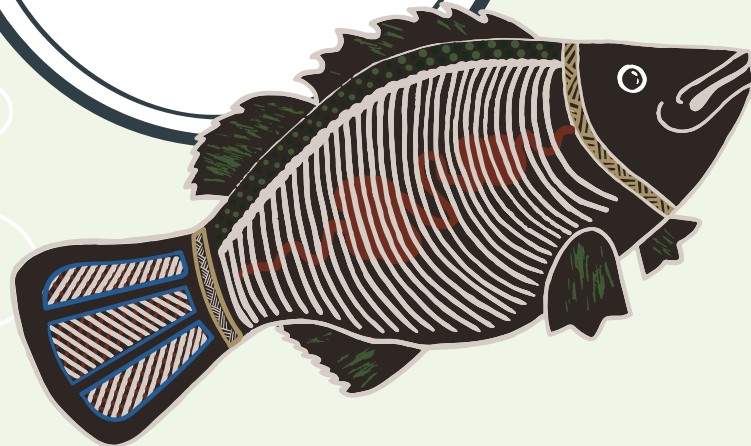
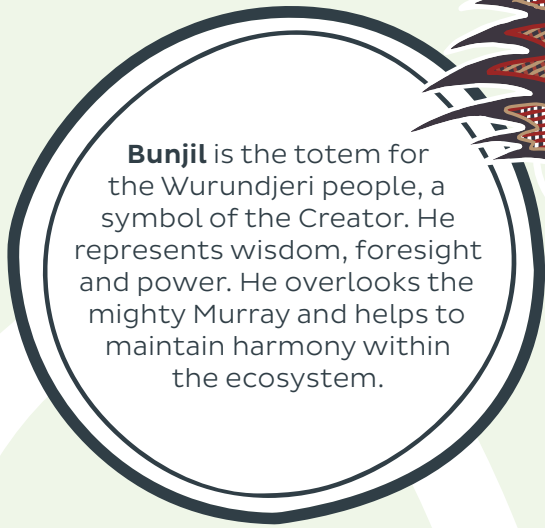
Action	Deliverable	Timeline	Responsibility
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021 and 2022	Chief Executive Officer
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly, 2021 to 2023	Chief Executive Officer
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2022	Chief Customer & Brand Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2022	Chief Executive Officer
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	December 2022	Chief Executive Officer



## Artwork description

In order for people to live in harmony with each other, it is essential that we first maintain the balance with nature in order to create a healthy environment in which we all thrive together.

**The balance**  
Casey Atkinson (Bangerang/Wiradjuri)





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**TAL**