



Insurance Council
of Australia

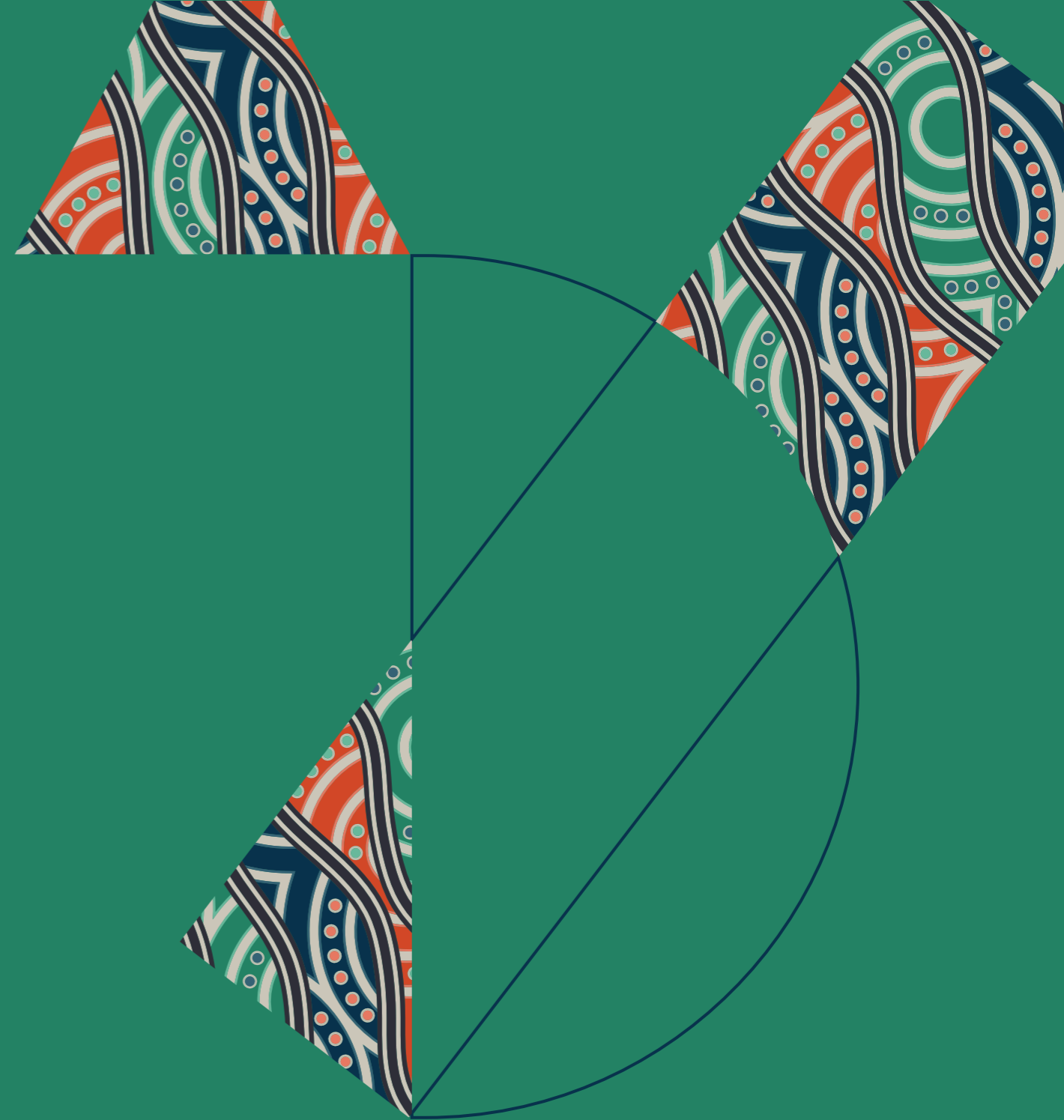


RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

April 2026 – April 2028





Acknowledgement of Country

The Insurance Council of Australia acknowledges the Traditional Owners of the various Countries throughout Australia and their continuing connection to land, culture, sea and community.

We recognise the tens of thousands of years of continuous custodianship and placemaking by Aboriginal and Torres Strait Islander peoples and their proud role in our shared future.

We particularly acknowledge the Gadigal people of the Eora Nation. We thank them for their custodianship of the Country. We pay our deepest respects to Elders past and present.

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About the Artwork

First Nations people have been living in harmony with the land and their environments for millennia. This art honours the importance of connection; a core cultural value and principle of First Nations people.

The many layers represent our diverse communities, countries and cultures. Each mob having their own lore and dreaming.

The patterns in between honour our songlines, they are ancient echoes that shapes our language, stories, journeys, trade economy and borders. Our songlines are what connects us and what makes us unique.

The art also honours First Nations Cultures as the worlds oldest continuum. It acknowledges our resilience throughout history and navigating imposed systems and injustices. Our deep spiritual connection to this land is what heals, maintains and sustains us.

This artwork was commissioned by the Insurance Council of Australia and it was influenced by its stated purpose as the voice for a resilient Australia and its brand's harmony with Australia's bold landscape and the perils it faces.

About the Artist

Bitja (Dixon Patten) is a proud Gunnai, Gunditjmara, Dhudhuroa and Yorta Yorta man with blood connection to Wiradjuri, Yuin, Wemba Wemba, Gweagal, Wadi Wadi, Monaro and Djab Wurrung.

He is an artist, designer, mentor, influencer and a strong community advocate.

Bitja's artistic practice is informed through a strong cultural value that his family and community have imprinted into his mind, heart, and spirit and the narratives often delve deep into familial history, often in celebration but also in search of healing.

Bitja's exploration of culture and connection and his willingness to share and learn are informed by the art of Deep Listening, or in his native Yorta Yorta language 'Gulpa Ngawul'.

This practice has guided many of Dixon's expressions by uncovering the layers, exploring trauma, exploring grief, reclaiming culture, bridging gaps, being accountable, learning to understand and also challenge systems, influencing spaces and learning to celebrate self.

He takes his role as a storyteller seriously and feels humbled to continue this strong aspect of Aboriginal culture.



Message from Reconciliation Australia

Reconciliation Australia commends the Insurance Council of Australia 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 the Insurance Council of Australia 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, Insurance Council of Australia 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. The Insurance Council of Australia 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 the Insurance Council of Australia'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 to the Insurance Council of Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from the Insurance Council of Australia

The Insurance Council of Australia is proud to launch its Innovate Reconciliation Action Plan (RAP), building on the foundations laid by our Reflect RAP, which was endorsed by Reconciliation Australia in 2023. This next phase moves beyond initial engagement to implementing meaningful actions that strengthen relationships with Indigenous peoples*.

Through our Reflect RAP, we:

- Expanded the Indigenous Advisory Committee to include First Nations Foundation, Australia's only national Indigenous financial wellbeing provider, offering an Indigenous financial perspective to the Insurance Council.
- Developed an Indigenous Engagement Strategy to improve financial resilience, insurance education, and cultural understanding.
- Hosted our first on-Country Indigenous Insurance Roundtable in Cairns, following Tropical Cyclone Jasper, bringing together key Indigenous stakeholders to explore how the insurance industry can better understand and serve Indigenous communities. The outcomes of this discussion further shaped our Indigenous Engagement Strategy.
- Delivered the Insurance Council's first staff cultural competency training and recognised NAIDOC Week with a member webinar on Indigenous leadership.

Our Innovate RAP builds on this progress and provides a framework for:

- Strengthening relationships with Indigenous peoples, organisations, and communities.
- Refining and continuing to implement our Indigenous engagement strategy to improve insurance access and financial outcomes.
- Promoting leadership opportunities and supporting Indigenous employment pathways within the insurance industry.
- Improving cultural understanding across the general insurance sector.

Indigenous communities often experience higher exposure to extreme weather events and barriers to insurance access - addressing these challenges is central to our vision of a resilient Australia.

We extend our gratitude to Reconciliation Australia, the Insurance Council's Indigenous Advisory Committee, and the Indigenous experts and advocates who have guided and supported us on this journey. We are committed to embedding the spirit of reconciliation in our actions and advocacy, ensuring our industry better serves Indigenous customers and communities.

Andrew Hall
CEO and Executive Director
Insurance Council of Australia



*The Insurance Council of Australia acknowledges that the Indigenous community is not a singular entity but rather a diverse collection of Aboriginal and Torres Strait Islander peoples. For brevity, the Insurance Council uses the term "Indigenous" to encompass and refer to these groups, recognising them as Aboriginal, Torres Islander, First Nations peoples, First Australians, or First Peoples.



Our Vision for Reconciliation

We believe an insurable Australia is a resilient Australia – and it's our purpose to be the voice for a resilient Australia.

Our vision for reconciliation is an Australia where Indigenous peoples have equitable access to insurance products, services and systems that respect and reflect their unique experiences, cultures and aspirations.

Our vision is a general insurance sector where Indigenous communities are empowered through genuine partnerships and respectful engagement and approaches that recognise and value their knowledge.

We recognise our role in influencing sector-wide change and through improved cultural understanding and the continued implementation of our Indigenous Engagement Strategy, we aim to reduce barriers to insurance access and build meaningful, lasting relationships.

Guided by Indigenous voices and expertise, we seek to champion reconciliation - shaping a fairer, more inclusive insurance industry that supports a resilient future for all Australians.

Our Business

The Insurance Council is the representative body of the general insurance industry and the driving force behind the industry's collective strength, ensuring that insurance is accessible to all Australians.

General insurance plays a vital role in our economy by safeguarding individuals and businesses against the financial consequences of damage, loss, or disaster - providing the assurance needed for them to thrive and prosper. The Insurance Council operates within a broad sphere of influence that spans all levels of government, industry, community, and customers.

As the voice of the general insurance industry, we work closely with policy makers, regulators, and local governments – particularly in the context of disaster recovery and resilience. With our 50 members, we maintain strong relationships with industry bodies, consumer advocates and local communities. As we progress through our RAP journey, we are committed to leveraging this influence to support reconciliation.

The Insurance Council is headquartered in Sydney on the Gadigal Lands of the Eora Nation. We employ approximately 40 people across Australia with office spaces in Brisbane (Turrbal and Jagera peoples), Canberra (Ngunnawal peoples) and Melbourne (Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples). The Insurance Council does not currently have Indigenous staff representation, accurate at the end of April 2026.



Our RAP

Indigenous communities are disproportionately impacted by extreme weather events and more likely to be either uninsured or underinsured, placing them at greater risk of vulnerability.

In 2021 the Insurance Council established an Indigenous Advisory Committee (IAC), led by Sean Gordon AM. This committee advised on Indigenous consumer issues to improve customer outcomes, support reconciliation efforts, enhance industry understanding of the challenges Indigenous communities experience, and raise awareness of cultural and heritage concerns.

In 2023 the Insurance Council stood up a First Nations Working Group, renamed the Indigenous Engagement Working Group in 2025 following the winding up of the IAC, with the primary goal of bringing our members together to improve outcomes for Indigenous consumers and support reconciliation efforts. The Working Group is comprised of 8, external, member representatives and gathers quarterly for in-session meetings, with regular digital communication and information sharing from other Insurance Council working groups complementing this cadence.

Our RAP Working Group

The purpose of the Insurance Council's internal RAP working group is to ensure that the Insurance Council continues to deliver on its commitments to reconciliation and close the gap between Aboriginal and Torres Strait Islander peoples and the broader community.

This internal working group manages the overarching governance of the Insurance Council's RAP and contributes to the development, implementation and reporting phases.

Key working group members are:

- General Manager, Governance, Legal & Risk
- Senior Adviser, Social Policy
- Adviser, Communications and Engagement
- Social Policy Project Assistant
- Senior Adviser, Strategic Policy

External contributor:

- Sean Gordon AM – provides strategic advice and guidance on reconciliation engagement with Indigenous Communities.

The Insurance Council's RAP Working Group recognises that there are no Aboriginal and Torres Strait Islander people represented, however we are guided by a network which includes Indigenous experts, advocates and professionals, including our Indigenous Engagement Working Group.

We are grateful to Reconciliation Australia and the Insurance Council's Indigenous Advisory Network for their invaluable expertise, guidance and leadership. Their advice has been instrumental in supporting us through our RAP journey.

The Insurance Council is pleased to announce ICA General Manager, Climate, Social Policy, and International Engagement, as the RAP Champion.

The Insurance Council seeks to ensure that our industry's services are tailored to meet the unique needs and aspirations of Indigenous communities. The Insurance Council's Reflect RAP played a significant role in scoping and developing relationships with Indigenous stakeholders, guiding our vision for reconciliation and exploring our sphere of influence

The Insurance Council's Reflect RAP journey

Our Reflect RAP marked the beginning of a formal journey towards reconciliation, focusing on:

- Building awareness and understanding of the views and needs of Australia's Indigenous peoples.
- Developing new approaches to drive better consumer outcomes for Indigenous peoples and communities.
- Improving dialogue and promote closer relationships between the general insurance industry and Indigenous elders, organisations and communities.

Through our Reflect RAP, the Insurance Council established strong foundations and initiated important conversations with Indigenous communities and stakeholders.

As we move to the Innovate RAP, we are moving from raising awareness and defining scope, to driving action, greater collaboration, and embedding reconciliation across our governance. Our approach is evolving in the following ways:

- The Insurance Council's reconciliation work has progressively deepened its ties with Indigenous communities and reshaped the way the organisation engages with Aboriginal businesses and community groups.
- Following the major 2022 floods, senior representatives from the Insurance Council of Australia travelled to affected regions and spoke directly with local representatives about their experience with recovery and the unique challenges faced by Indigenous organisations.
- Building on this momentum, the Insurance Council subsequently delivered webinars to members on the insurance challenges faced by the Indigenous community, featuring panel discussions from Indigenous non-government organisations.
- Following Tropical Cyclone Jasper in 2024, the Insurance Council met with Indigenous organisations in Cairns in a dedicated roundtable with local Indigenous businesses, land councils as well as consumer advocates to discuss the structural challenges facing indigenous businesses and communities in high-risk locations in obtaining affordable insurance.

Moving Forward

Key lessons we've learnt as we developed our Innovate RAP:

- Building meaningful engagement starts with relationships, prioritising active listening and collaborative problem-solving.
- Being open and transparent about our limitations – particularly the Insurance Council's role in addressing community insurance challenges directly – while consistently advocating for the role of insurance to protect and enable economic prosperity, has built greater understanding and strengthened trust with stakeholders.
- We have also learned that our reconciliation journey requires embedding practices across the organisation. This approach ensures continuity and builds upon progress, independent of personnel changes.

Moving forward with our new RAP, we are applying these learnings to deepen relationships, expand our advocacy, and reinforce organisational capability for lasting reconciliation.

The Insurance Council's Innovate RAP focuses on:

- Strengthening relationships and empowering Indigenous peoples through our formal stakeholder mapping and Indigenous Advisory Network.
- Introducing stronger Indigenous governance, with formalised inclusion of Indigenous perspectives in Insurance Council's Climate and Social Policy working groups and committees.
- Uplifting industry Indigenous Leadership and representation, aligned with the Insurance Council's Talent Roadmap, including research into what attracts Indigenous talent and how to improve procurement practices to support Indigenous businesses.
- Continuing to implement the Insurance Council's Indigenous Engagement Strategy to build on the success and learnings of our Reflect RAP and the Indigenous Insurance Roundtable.
- Working to improve the cultural, social and financial wellbeing outcomes for Indigenous peoples by promoting leadership and improving cultural understanding and safety.



Relationships

Developing strong and respectful relationships is fundamental to our role in supporting Indigenous consumers and communities. Research highlights that insurance coverage does not always align with the specific needs of Indigenous communities and small businesses

The Insurance Council highly values the connections we have established and is dedicated to further developing positive relationships with Indigenous peoples. Our goal is to better understand their needs and support the industry through active listening, continuous learning and collaboration to create culturally safe and accessible insurance solutions that are fit for purpose.

The Insurance Council is committed to strengthening industry engagement with Indigenous peoples. Through our industry-wide reach, we promote awareness of consumer challenges and support meaningful reconciliation action. By connecting insurers with community groups and organisations, we aim to improve collaboration and outcomes for Indigenous consumers.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Indigenous stakeholders and organisations to develop guiding principles for future engagement. Develop and implement an engagement plan to work with Indigenous stakeholders and organisations. 	<p>June 2026</p> <p>June 2026</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>GM Climate, Social Policy & International Engagement</p>
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Organise at least one NRW event each year. Register all our NRW events on Reconciliation Australia's NRW 	<p>May 2026</p> <p>27 May – 3 June 2026</p> <p>27 May - 3 June 2026</p> <p>27 May - 3 June 2026</p> <p>May 2026</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>GM Climate, Social Policy and International Engagement</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>GM Public Affairs</p>
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Communicate our commitment to reconciliation publicly. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	<p>April 2026</p> <p>May 2026</p> <p>July 2026</p> <p>December 2026</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>GM Public Affairs</p> <p>GM Climate, Social Policy and International Engagement</p> <p>GM Climate, Social & International Engagement</p>
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Develop, implement, and communicate an anti-discrimination policy for our organisation. Engage with Indigenous staff and/or Indigenous advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. 	<p>June 2026</p> <p>October 2026</p> <p>September 2026</p> <p>July 2026</p>	<p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p>
5. Build relationships to improve customer outcomes for Indigenous peoples	<ul style="list-style-type: none"> Develop a detailed stakeholder map of key organisations such as peak bodies, land councils and Indigenous legal services to identify gaps and target engagement and relationship building for both projects and policy advocacy. Engage with Indigenous stakeholders and communities to better understand the challenges Indigenous peoples experience in accessing insurance. 	<p>April 2026</p> <p>October 2026</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>GM Climate, Social Policy and International Engagement</p>



Respect

The Insurance Council is committed to providing an inclusive workplace where all our people feel welcome, respected and safe. We will work hard to ensure that there is a shared understanding and respect for Indigenous peoples, recognising their histories and achievements.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Indigenous cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. Consult local Traditional Owners and/or Indigenous advisors to inform our cultural learning strategy. Develop, implement, and communicate a cultural learning strategy document for our staff. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate 	<p>July 2026</p> <p>October 2026</p> <p>December 2026</p> <p>April 2027</p>	<p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p>
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Include instructions for employees on how to deliver an Acknowledgement of Country to the internal communications and events resource information. 	<p>July 2026</p> <p>August 2026</p> <p>Ongoing, review October 2026, 2027</p> <p>Ongoing, review October 2026, 2027</p> <p>Ongoing, review October 2026, 2027</p>	<p>GM Public Affairs</p> <p>Deputy CEO and Chief Operating Officer</p> <p>GM Public Affairs</p> <p>GM Public Affairs</p> <p>GM Climate, Social Policy and International Engagement</p>
8. Build respect for Indigenous cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. Promote and encourage participation in external NAIDOC events to all staff. 	<p>First week July 2026, 2027</p> <p>June 2026, 2027</p> <p>First week July 2026, 2027</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p>



Opportunities

The Insurance Council will work with relevant stakeholders to explore opportunities to identify and address causes of underrepresentation of Indigenous employees and barriers to Indigenous participation in our industry. This aligns with the Insurance Council's strategy to position the general insurance industry as an employment sector of choice as well as to reflect the diversity of the communities in which insurers operate.

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Indigenous recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Indigenous staffing to inform future employment and professional development opportunities. Engage with Insurance Council's Indigenous Engagement Working Group to consult on our recruitment, retention and professional development strategy. Develop and implement an Indigenous recruitment, retention and professional development strategy. Advertise job vacancies to effectively reach Indigenous stakeholders. Review HR and recruitment procedures and policies to remove barriers to Indigenous participation in our workplace. 	<p>April 2026</p> <p>June 2026</p> <p>October 2026</p> <p>Ongoing, review October 2026, 2027</p> <p>June 2026</p>	<p>GM Climate, Social Policy and International Engagement</p> <p>GM Climate, Social Policy and International Engagement</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p>
10. Increase Indigenous supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Indigenous procurement strategy. Investigate Supply Nation membership. Develop and communicate opportunities for procurement of goods and services from Indigenous businesses to staff. Review and update procurement practices to remove barriers to procuring goods and services from Indigenous businesses. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	<p>June 2026</p> <p>August 2026</p> <p>June 2026</p> <p>May 2026</p> <p>December 2026</p>	<p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>Deputy CEO and Chief Operating Officer</p> <p>GM Climate, Social Policy and International Engagement</p>



Governance

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain continued Indigenous guidance and input on the RWG through the Insurance Council's Indigenous Advisory Network. 	June, September, December 2026, March, June, September 2027, March 2028	GM Climate, Social Policy and International Engagement
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RAP Working Group. 	April 2026	GM Climate, Social Policy and International Engagement
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	June 2026	GM Climate, Social Policy and International Engagement
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	June, September, December 2026, March, June, September 2027, March 2028 Quarterly	GM Climate, Social Policy and International Engagement
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2026	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	April 2026	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	April 2026	GM Climate, Social & International Engagement
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	April 2026	GM Climate, Social Policy and International Engagement
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August annually	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Quarterly	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	September 2026, 2027	GM Public Affairs
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2027	Deputy CEO and Chief Operating Officer
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	March 2028	Deputy CEO and Chief Operating Officer
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	March 2028	Deputy CEO and Chief Operating Officer



Insurance Council
of Australia

For more information please contact:

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