



Insignia™  
Financial



# Innovate Reconciliation Action Plan

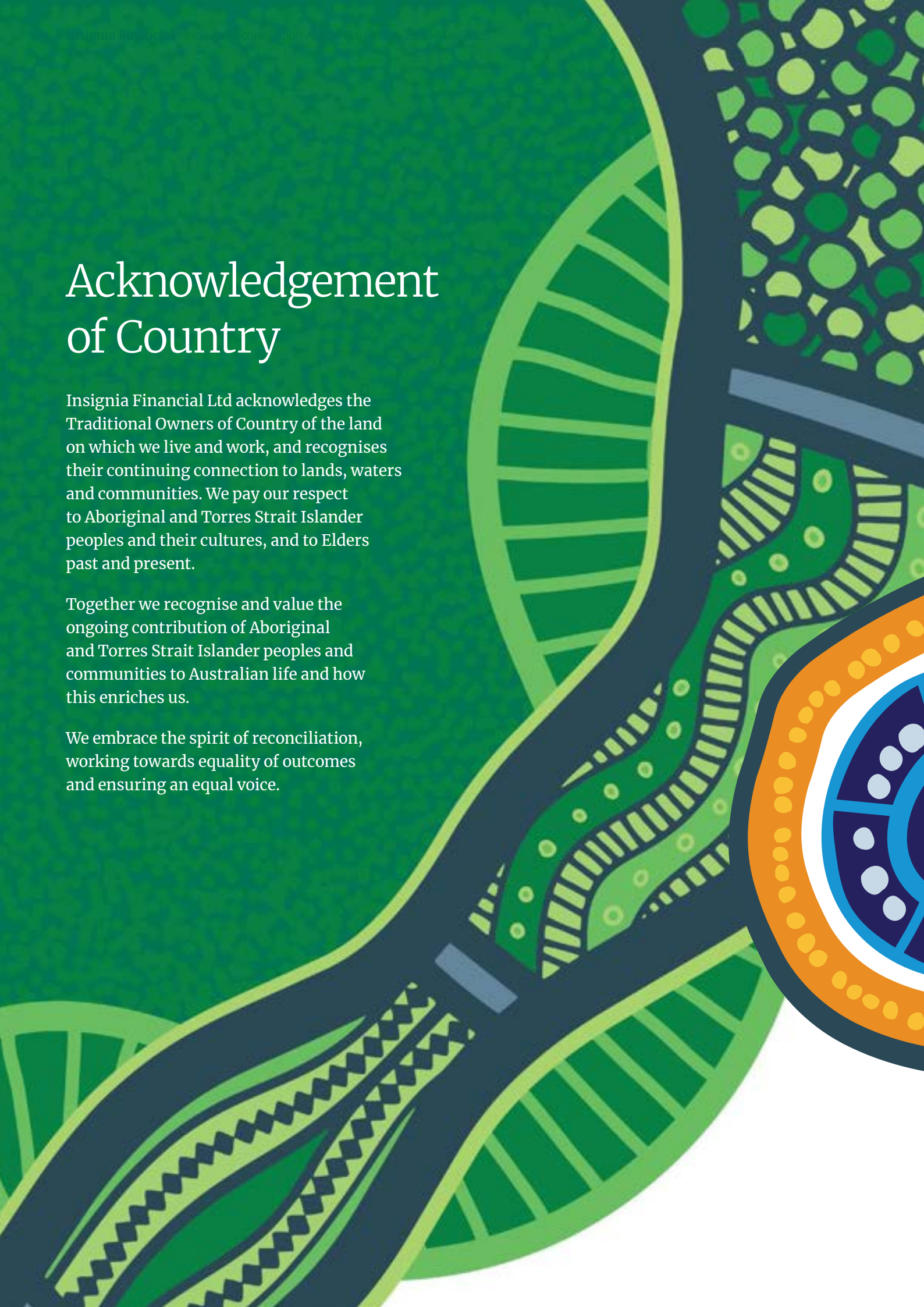
May 2023 – May 2025

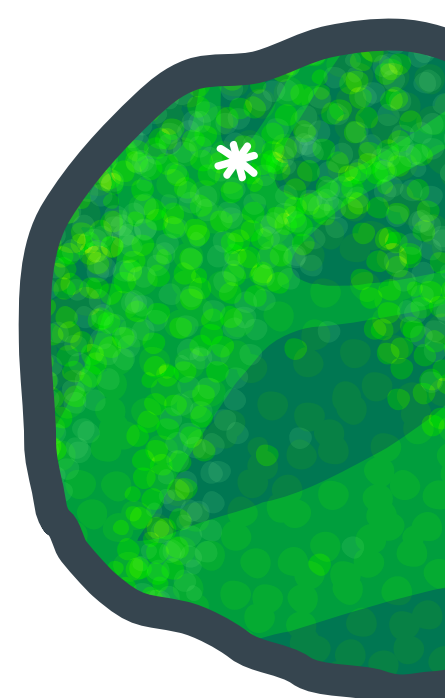
# Acknowledgement of Country

Insignia Financial Ltd acknowledges the Traditional Owners of Country of the land on which we live and work, and recognises their continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander peoples and their cultures, and to Elders past and present.

Together we recognise and value the ongoing contribution of Aboriginal and Torres Strait Islander peoples and communities to Australian life and how this enriches us.

We embrace the spirit of reconciliation, working towards equality of outcomes and ensuring an equal voice.





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# Message from our Chief Executive Officer

Wominjeka, on behalf of the Insignia Financial Group, I'm pleased to welcome you in Woiwurrung language of the Wurundjeri peoples on whose traditional lands our Melbourne offices lie.

Insignia Financial's Innovate Reconciliation Action Plan (RAP) for 2023-2025 reaffirms our commitment to the reconciliation process. It provides an important foundation for our actions over the next few years, and ensures we continue to develop our existing relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Insignia Financial has a long and proud history in Australia, and we are committed to ensuring that we have a diverse and inclusive workforce which fulfils our employees', customers' and shareholders' expectations, while building a sustainable future for our business.

This includes playing a role in further empowering Aboriginal and Torres Strait Islander peoples, communities and organisations. This Innovate RAP will help us to achieve these objectives by enhancing existing relationships and generating new opportunities under the three key areas of focus:



This Innovate RAP will provide an important foundation for our actions over the next few years.

- **Relationships** – we believe the key to building successful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples is to have ongoing engagement in the communities in which we work. We recognise the importance of Aboriginal and Torres Strait Islander customs and cultures, and are committed to being involved in events important to Aboriginal and Torres Strait Islander peoples.
- **Respect** – we will engage with our staff, encouraging and supporting them to build an understanding of Aboriginal and Torres Strait Islander peoples' cultures, history, achievements and challenges. Our program will advance reconciliation by building knowledge, understanding and advocacy skills to achieve positive change.
- **Opportunities** – fairness and equality results from giving people equal and equitable opportunities. We will investigate and support employment opportunities within our organisation and wider networks to increase the participation of Aboriginal and Torres Strait Islander peoples within the financial services sector.



We look forward to working with Reconciliation Australia and our partners to create the Australia we all want to live in, one where all Australians have the opportunity for a better financial future. I encourage all employees, clients, and suppliers to support us along this journey.

**Renato Mota**  
Chief Executive Officer  
Insignia Financial Ltd

# Message from Reconciliation Australia



Reconciliation Australia commends Insignia Financial 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 Insignia Financial 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, Insignia Financial 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. Insignia Financial 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 Insignia Financial'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 Insignia Financial on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# About our organisation

At Insignia Financial, we have been helping Australians secure their financial future for 175 years.

Today, Insignia Financial Ltd (Insignia Financial) is one of the largest financial services groups in Australia, an ASX Top 200 company and leading provider of financial advice, superannuation investment and portfolio administration services. In 2022, Insignia Financial completed the acquisition of MLC Wealth, bringing together two of Australia's longest-standing wealth management businesses to create one of Australia's leading wealth managers.

With more than \$291\* billion in funds under management and administration, the new Insignia Financial proudly serves some 2 million Australians. We administer more than \$205\* billion in superannuation assets, making us one of the largest super fund providers in Australia, and are one of the largest advice businesses with 1,483\* financial advisers in our network.

Currently our organisation has over 4,700\* employees, with offices in Melbourne, Sydney, Adelaide, Brisbane, Perth and Hobart. As part of our recent acquisitions and selling of our trustee business, we have identified a need to determine culturally appropriate ways to connect with our employees that identify as Aboriginal and/or Torres Strait Islander people. We will work within this RAP to determine the most suitable approach with the support of our advisory representatives.

Our goal is to help more Australians become good with money. We use our scale and expertise to offer advice and financial solutions that are easy to access, engaging and affordable. This is how we invest in a future that's better for everyone.

## Our organisational principles

At Insignia Financial, we have a culture that encourages passion and innovation. One that respects and embraces diversity, cares for others, communities and each other's wellbeing. Our inclusive culture is underpinned by five principles, which are at the heart of everything we do. These principles help us make better decisions and guide our day-to-day behaviour.



### Be human

We treat those around us the way we'd like to be treated – openly, honestly and respectfully.



### Deliver what matters

We make sure we understand what matters to every client and we make it happen.

\* As at 31 March 2023

North-east Arnhem Land is home to the Yolngu people, one of the largest Indigenous groups in Australia, who have succeeded in maintaining a vigorous traditional culture, and whose name for this area is Miwatj.





**Stronger together**

Only by working together  
can we truly serve  
our clients.



**Keep it simple**

We remove complexity.



**Do what's right,  
not what's easy**

We back ourselves to  
make the right call.  
We speak up.



# Our services

## Creating financial wellbeing for all Australians

We have a substantial opportunity to improve the financial wellbeing of all Australians. Our broad range of wealth management products and services means that we have an unparalleled ability to provide solutions to help our clients achieve their financial goals. Caring about our people and our clients, and providing quality service and consistent performance are key to our success.

### Financial advice

We believe in the value of financial advice and the importance of making advice more accessible, engaging and affordable. Whether provided through the organisations we partner with, or our own extensive adviser network, we believe financial advisers have a strong and enduring positive impact on clients by helping them build, maintain and protect their wealth.

### Investment management

Our investment capabilities are delivered by a highly skilled team of more than 100 investment professionals, operating out of four countries, with a proven investment process that focusses on delivering strong, consistent returns for our clients. Investment options include multi-asset and direct asset management across a range of specialist asset classes including global and domestic equities, fixed income, private equity and property.

The team also has access to world-leading investment managers across a broad range of asset classes to assist clients in achieving their investment goals.

### Portfolio administration

We offer financial advisers, clients and thousands of employers around Australia leading superannuation and investment solutions. We offer our own products as well as a selection of external, leading solutions. This open architecture model ensures advisers and their clients can choose the solutions that best suit their individual needs.







Known as Gariwerd by local Aboriginal people, the Grampians region has been home to the Djab Wurrung and Jardwardjali people for 20,000 years and contains the densest concentration of rock art paintings and the largest assemblage of Aboriginal art motifs in Victoria.



Young Yolngu girl swimming in Nhulunbuy, also referred to as Gove – a remote community located approximately 600 km from Darwin. The Gove Peninsula encompasses nearly 100,000 square km of land owned by the Yolngu people.

# Our brands

The Insignia Financial Group is made up of a number of leading brands that provide financial advice, superannuation, investment, and portfolio administration services.



MLC provides investments and superannuation products and services to corporate, institutional and retail customers. We offer choice and expertise with super solutions delivered through powerful platforms, retirement solutions and evolving investment options from some of the world's leading fund managers.



ASSET MANAGEMENT

Established some 35 years ago, the MLC Asset Management business is responsible for pioneering the multi-manager investment approach in the Australian market, and now aims to provide a wide range of market-leading investment capabilities across multi-asset, equities, fixed income and alternatives.



Plum provides innovative super and pension solutions to employees of Australian organisations, with a range of investment choices, including pre-mixed, diversified, and sector-specific options.



IOOF offers a broad range of financial solutions for individuals, advisers and employers – providing market-leading range of products and services that can be tailored to an individual's needs. IOOF multi-manager investment and superannuation funds have received awards and recognition from respected ratings agencies and industry associations.

## Our advice brands

Providing solutions and leading-edge technology to financial advisers, across all states and territories within Australia, each of our advice networks holds a unique position within the financial services sector. We have a range of options for our financial adviser network covering the salaried, self-employed and self-licensed channels with the overarching aim of improving the financial wellbeing of all Australians.

Salaried advisers



Licensee services



# Our vision for reconciliation

Our vision for reconciliation is that we live in a community that accepts and acknowledges our shared history, and an Australia where Aboriginal and Torres Strait Islander peoples experience equal outcomes and opportunities to experience social, emotional and financial wellbeing.

We aspire to decrease the wellbeing inequity and are committed to engage with Aboriginal and Torres Strait Islander peoples in ways that are responsive and relevant to their needs, resulting in improved financial wellbeing outcomes for all. To achieve this, we recognise that building strong, respectful partnerships with Aboriginal and Torres Strait Islander peoples and communities is a vital step towards reconciliation.

May we join together and build a future based on compassion, hope and reconciliation.



## Our Innovate Reconciliation Action Plan

Insignia Financial recognises that we have a role to play in supporting Reconciliation Australia's vision for "a reconciled, just and equitable Australia".

We have undertaken the development of our Innovate Reconciliation Action Plan (RAP) as a mechanism to work towards developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation. It is an important step towards our strategic ambition to create financial wellbeing for every Australian. As a financial service organisation, we are committed to improving financial wellbeing in all local communities. We recognise the importance of addressing the unique experiences of disadvantage within Aboriginal and Torres Strait Islander communities and are committed to reviewing how we can ensure our current and future First Nation clients are connected to their own money.

The implementation and delivery of a single RAP incorporating our diversified group will affirm and formalise our commitment to the reconciliation process, as well as Aboriginal and Torres Strait Islander peoples and communities. This will be our first RAP as Insignia Financial, enabling the lessons learned from our heritage organisations to be shared and aligning our commitments, programs, initiatives and outcomes.

## Our bespoke reconciliation design

As part of increasing our employees' experience and learning more about Aboriginal and Torres Strait Islander cultures, we have introduced our reconciliation design, which is used across internal and external communications to demonstrate our commitment to taking meaningful action in advancing reconciliation.

The Insignia Financial reconciliation design was developed by Leigh Harris, a proud Kangoulu and Gunggari man based in Queensland. Drawing on his Aboriginal heritage, and weaving in our organisational purpose and principles, Leigh captured in his design our reconciliation journey. It depicts the key elements of building relationships, respect and opportunities, as well as the work of Insignia Financial's people in improving the lives of Aboriginal and Torres Strait Islander peoples across Australia.

The design was launched on 4 July 2022 in an all-staff webinar by Leigh Harris, where he shared the symbolism of the various design elements and reminded all that "NAIDOC Week is an opportunity to discover more about First Nations Peoples, the importance of all belonging and the need to join hands to work together."





Such an awesome opportunity to have been a part of the creative process in design Insignia Financial Reconciliation Action Plan. So great to such a large corporate showing true commitment towards improved understanding and building and improving relationships with First Australians and who are committed to truth telling throughout the process.

Following your NAIDOC address I hope that staff, leadership and stakeholder all get closer to building and improving opportunities and relations with us mob. Was truly a great experience working on this RAP design.”

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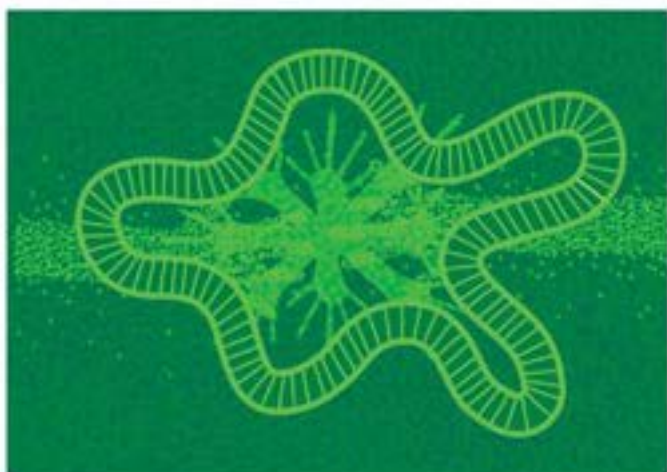
**Leigh Harris**

Chief Creative Director at ingeous studios  
(Indigenous digital design studio) and  
Co-founder of IndigeDesignLabs



# The meaning behind our Indigenous design

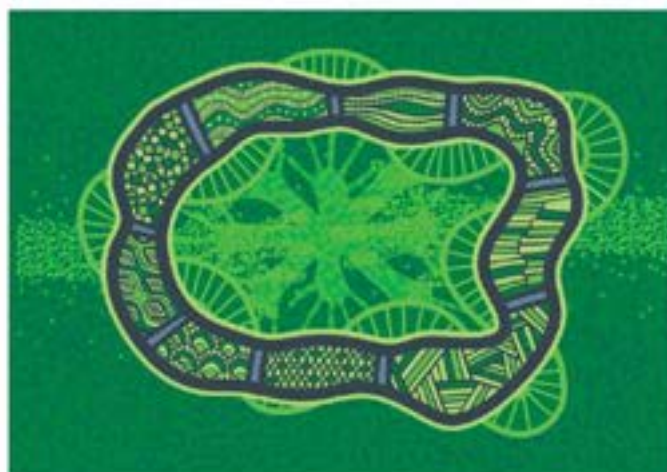
## Element 1



The background elements of the design represents the many people and families that Insignia Financial touches through its work to create financial wellbeing of all Australians.

The element on the top of the hands represents healing waterways, symbolising the knowledge sharing and understanding shared across Insignia Financial and the communities it works with.

## Element 2



Overlaying the healing waterway design element are elements which represent the way Insignia Financial works with different First Nations people throughout the Country.

Embedded in the design are patterns which represent the diversity of both Aboriginal and Torres Strait Islander peoples.

## Element 5



The five larger Aboriginal and Torres Strait Islander cultural motifs symbolise Insignia Financial's values, which help its people make better decisions and guide day-to-day behaviours.

## Combined reconciliation design



The combined design depicts the key elements of building relationships, respect and opportunities, as well as the ongoing work of Insignia Financial's people in improving the lives of Aboriginal and Torres Strait Islander peoples across Australia.

### Element 3



Surrounding the primary design elements are symbols of First Nations individuals and families, representing the communities that Insignia Financial works with. The star elements represent the birthing of a brighter future for First Nations people through mutual understanding and guidance.

On the outer of the primary design are simple elements which represents the knowledge and healing of country.

### Element 4



The motifs dotted along the healing waterways represent the communities and Traditional Owner groups that Insignia Financial works with throughout the country.

### Acknowledgment motif



Sharing the knowledge and understanding of First Nations People with Insignia Financial's employees and stakeholders.

A hands-up approach to building opportunities for First Nations Peoples, communities and organisations.

Working with First Nations Peoples, communities and organisations throughout the Country and being inclusive about decisions making for First Nations matters.

Larger Spirit figures represent First Nations People involved in decision making with Insignia Financial and it's communities.

Small Spirit figures represent young people and future generations.

# Our Reconciliation Action Plan

This RAP has been developed in consultation with our Board, CEO, RAP Steering Committee (RAPSC), RAP Working Group (RAPWG), and our team members across the group who believe in making sustainable change.

The development of our Innovate RAP reaffirms our commitment to the reconciliation process through respect of culture and heritage, maintaining positive community relationships, and providing meaningful employment opportunities.

Insignia Financial has the responsibility for overseeing the development of this RAP and liaising with Reconciliation Australia. Insignia Financial and its businesses are responsible for implementing the actions under the governance of the Insignia Financial RAPSC.

On behalf of the Insignia Financial Directors, our Chief Financial Officer is our RAP Champion who oversees both the RAPSC and RAPWG. Our working group members bring together several years' experience working towards reconciliation from involvement with the RAP program within our organisation and in prior roles. When developing our Innovate RAP, our working group reflected on key considerations for organisations that are starting their journey. These included:

- It is simply not enough to have a RAP. Each individual within the organisation must understand the importance and be proud advocates of the RAP.
- A RAP cannot rely on one single person only. It takes a genuine team spirit approach to achieve reconciliation.
- Connecting with other RAP organisations is an opportunity to share experiences and learn best practice.
- A RAP is an ongoing process that needs to be kept alive and communicated broadly and regularly.
- Community partnerships are at the heart of the RAP. They provide an opportunity to connect, support and learn what reconciliation means, especially for the remote communities we work with.
- It is important to remain committed to turning good intentions into real outcomes.

## Our Indigenous Ambassador – Troy Cook, Traditional Owner

Troy is our RAP Ambassador and will be actively involved in the delivery of our aims and objectives. He is passionate about building the capacity of Aboriginal and Torres Strait Islander peoples and will help us to build the capacity for our clients. Troy will be part of a team playing a vital role to help the RAP Working Group deliver.

## Our RAP Steering Committee

We recognise the importance of ensuring that ownership of RAP targets is shared by, and embedded into, the work practices of all our employees. Our Chief Financial Officer chairs our RAP Steering Committee. This groups meets a minimum three to four times a year and consists of independent external Aboriginal and Torres Strait Island leaders and internal leaders who guide our RAP progress and monitor implementation into the business

To support the steering committee and working group we are engaging IPS Management Consultants (IPS) a certified majority Indigenous-owned company providing innovative and focused consulting services to meet organisational capability. IPS have extensive experience in reviewing company policies and procedures, cultural competency / immersion programs, and diversity leadership.

### Members of the RAP Steering Committee are:

- Chief Financial Officer (RAP Executive Champion and Chair)
- Head of Corporate Relations & Reputation (Secretary)
- Chief People Officer
- General Manager Organisational Development
- General Manager Corporate Affairs & Reputation
- General Manager Workplace Solutions
- Head of ESG







## Our RAP Working Group

The RAP Working Group bring together teams responsible for delivering the RAP to oversee effective and timely implementation. The RAPWG are an important component of the governance arrangements for our RAP. This group is led by Insignia Financial's Head of Reconciliation & Community Partnerships and meets a minimum of six times a year. The group has a vast representation from department leaders with the capability to drive agreed actions and to ensure buy-in from our broader team.

We recognise the need to determine culturally appropriate ways to connect with our employees who identify as Aboriginal and/ or Torres Strait Islander people and seek their engagement with and participation in our RAP Working Group. Within this RAP we will work with our Indigenous Ambassador, Troy Cook, our community partners and our people to determine the most suitable approach and ensure participation of Aboriginal and Torres Strait Island employees in our RAP Working Group.

The workstream leaders have the RAP as part of their annual KPIs.

## Reputation and communication

- Head of Environment, Social & Governance (ESG)
- Head of Reconciliation & Community Partnerships
- Head of Corporate Relations & Reputation
- Senior Consultant Marketing


## People and culture

- General Manager P&C Business Partnering & Talent Acquisition
- Head of Organisation Development
- Head of Workplace Relations
- Senior P&C Partner

## Governance and suppliers

- Risk Learning Manager
- Senior Legal Counsel
- Supplier Consultant
- Finance Manager external reporting/ policy
- Business Analysis Practice Lead

## Services and relationships

- Head of Client Relationships Employer Super
  - Wealth Advisors
  - Consultant, Superannuation
  - Client Relationship Manager
- 

# Our commitment to the community

We recognise the value of sharing our knowledge and continually exploring ways of collaborating with and learning from national and local community partners.

For example, our philanthropic foundation, the IOOF Foundation, has long term partnerships with several Aboriginal and Torres Strait Islander-led organisations. With funding from the IOOF Foundation, we have focussed on programs that support the youth in remote and regional Australia to keep them engaged in their education. To date we have committed over \$500,000 in funding and are looking for more opportunities to support Aboriginal and Torres Strait Islander-led programs. Following are examples of some of our partnerships and programs.

## Girls from Oz

G-oz provides high-quality performing arts education to engage girls and young women in remote and regional Australia.

The vision is to foster a sense of belonging and connectedness between participants and their community, giving students the self-assurance to speak and perform in front of their peers and families and to feel proud of their achievements as empowered, resilient and confident young women. Annually, the girls travel from rural Australia to Sydney where they have the once-in-a-lifetime opportunity to perform at the Sydney Opera House with the Australian Girls Choir.

## Lockhart River Engagement Program

In the fifth year of our partnership with g-oz, we committed to covering the program cost for a further two years of performing arts program delivery in Lockhart River, in remote Far North Queensland. This includes the direct costs of eight week-long visits to the Lockhart River community, along with the travel and other expenses incurred during the week-long travel program where selected Lockhart River students visit an Australian capital city.

## Red Dust

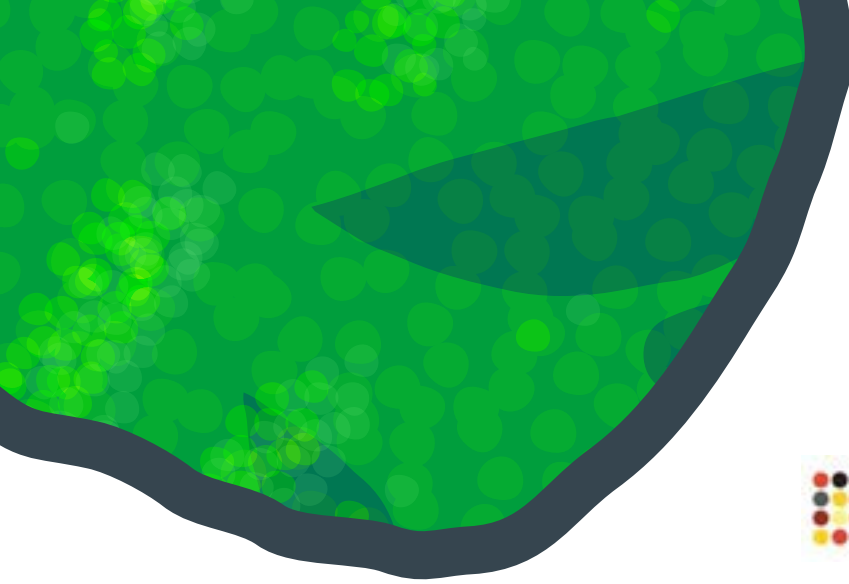
Encourages Aboriginal and Torres Strait Islander youth to learn more about health and make healthy lifestyle choices through the mentoring and influence of positive role models in sport, art, music and dance.

Red Dust believes that good health is the key to a bright future – and that health outcomes can only be made possible through a two-way exchange with communities. Working together to enrich lives, improve health and strengthen the future of Indigenous youth and families, Red Dust's unique approach to achieving health outcomes is working. The team at Red Dust partner with communities to best target specific local needs – as this is not a one size fits all approach. Through improving knowledge and skills of Indigenous youth, they hope to inspire them to live a healthy lifestyle through the influence of positive role models.

NRW2023 Insignia Financial  
Barangaroo Walk

Image courtesy  
of Girls from Oz





### Voices of First Nations communities

Our Foundation supports Red Dust to strengthen existing remote community partnerships and build community resilience. The projects are designed to provide opportunities for remote Aboriginal and Torres Strait Islander youth to:

- increase interest in attending school
- gain exposure to new experiences
- develop interests in learning new skills
- connect with their culture.

### Aboriginal Literacy Foundation

The Aboriginal Literacy Foundation believes that positive and practical change to closing the gap between Indigenous and non-Indigenous young people starts with literacy and numeracy. Our vision is for a future where all Indigenous children can pursue quality education, reach their full potential and contribute to their community and the country.

We are proud to support the development of their Job Ready program. The key to success of this program is the provision of both literacy studies and practical advice through the involvement of First Nations mentors. Literacy tutoring centres on language relating to work, and in particular that which is required under the new Occupational Health and Safety Act.

Another important aspect of the Job Ready program is the writing of resumes, and of course job applications. Through this program, many young First Nations Australians will have the opportunity for employment to help contribute towards improved lifetime outcomes for Aboriginal and Torres Strait Islander communities.



Image courtesy of  
Aboriginal Literacy Foundation



# Reconciliation actions

## Relationships

We believe the key to building successful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples is to have ongoing engagement in the communities in which we work. We recognise the importance of Aboriginal and Torres Strait Islander customs and cultures and are committed to being involved in issues and events important to Aboriginal and Torres Strait Islander peoples.

Action	Item	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	1.3	Establish a partnership to support the First Nations Foundation's vision to achieve financial prosperity for Indigenous Australians.	Oct-23	Lead: Head of Client Relationships Employer Super Support: Distribution
	1.4	Review, update and expand a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to invite to participate in our RAP	Jun-23 Jun-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through our internal channels and where viable external touch points	May-23 Apr-24	Lead: Head of Employee Engagement Support: People & Culture
	2.2	RAP Working Group members to participate in an external NRW event	May-23 May-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May-23 May-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	2.4	Organise at least one NRW event each year, inviting employees, clients, other RAP organisations, as well as connected non-Indigenous and Aboriginal and Torres Strait Islander peoples and organisations	May-23 May-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	2.5	Register our NRW events on Reconciliation Australia's NRW website each year	May-23 Apr-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	2.6	Invite members of Aboriginal and Torres Strait Islander communities to share their story of reconciliation	Jul-23 Apr-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation



Action	Item	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	3.1	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	Jun-23 Jan-24	Lead: Head of Employee Engagement Support: People & Culture
	3.2	Promote our RAP activities and information to clients and other external stakeholders via our website, newsletters and social media	May-23 May-24	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	3.3	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Feb-24 Feb-25	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	3.4	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	Feb-24 Feb-25	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	3.5	Develop an internal webpage through our Intranet which provides information about our reconciliation journey and our Reconciliation Working Group for all staff	May-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	3.6	Provide details of our RAP and RAP journey with all new staff as part of the induction process	Jul-23	Lead: Head of Organisation Development Support: People & Culture
Promote positive race relations through anti-discrimination strategies	4.1	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Dec-24	Lead: Head of Workplace Relations Support: People & Culture
	4.2	Develop, implement, and communicate an anti-discrimination policy for our organisation	Dec-24	Lead: Head of Workplace Relations Support: People & Culture
	4.3	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Feb-24	Lead: Head of Organisation Development Support: People & Culture
	4.4	Educate senior leaders on the effects of racism	Oct-23 Jul-24	Lead: Head of Organisation Development Support: People & Culture
Broaden the reach of our reconciliation initiatives beyond our head office locations	5.1	Broaden the regional representation within the RAP Committee by seeking to recruit employees from our offices located outside Sydney and Melbourne	May-24 May-25	Lead: Head of Organisation Development Support: People & Culture
	5.2	Encourage acknowledgement and celebration of key events including NRW and NAIDOC Week within our regional offices	Apr-24 Apr-25	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation



## Respect

We have the utmost respect and admiration for Aboriginal and Torres Strait Islander peoples, cultures, histories and connection to Country. Insignia Financial employees are actively engaged in our reconciliation agenda and the benefits from their participation in cultural training, learning and demonstrating respect for cultural protocols and celebrating important Aboriginal and Torres Strait Islander events are evident in policy and program development and a diverse and respectful workplace.

Action	Item	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	6.1	Conduct a review of cultural learning needs within our organisation	Jul-23	Lead: Head of Organisation Development Support: People & Culture
	6.2	Develop, implement, and communicate a cultural learning strategy document for our staff	Mar-24	Lead: Head of Organisation Development Support: People & Culture
	6.3	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	6.4	Engage with Red Dust on key dates for our employee lunch and learn series and 'yarning-up' annual sessions for the RAPWG	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	6.5	Investigate the development of a 'yarning up' annual session to provide Elders and community leaders an opportunity to share local stories'	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	6.6	Prioritise opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in cultural training, including implementation of a cultural immersion program for staff with Red Dust	Oct-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	6.7	Incorporate the Cultural Awareness Training into Insignia Financial's induction training and make available to all staff and Board members.	Mar-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	6.8	Develop a shared learning location on the intranet where links, readings, film clips, podcasts etc. can be accessed by all Insignia Financial's teams including promotion of the Reconciliation Australia's Share Our Pride online tool to all staff	Jul-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation



Action	Item	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	7.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Jul-23 May-24	Lead: Head of Employee Engagement Support: People & Culture
	7.2	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	May-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	7.3	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year including but not limited to the Annual Member Meeting	Jul-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	7.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important internal and external meetings	Jul-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	7.5	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence, including a list of key contacts for organising a Welcome to Country	Jun-23 Dec-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	7.6	Display a statement of Acknowledgement of Traditional Owners and Custodians on the Insignia Financial's Groups websites and other touch points including but not limited to email signatures	Jul-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	7.7	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building	Jul-23	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	7.8	Commence the program of work to update our employee signature and postal address to acknowledge the Traditional Owners of the land	Sep-23	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	7.9	Engage with local Traditional Owners to investigate renaming our state office meeting room in local traditional language	Sep-23	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	7.10	Engage with local Traditional Owners and Wurundjeri Council to investigate potentially renaming our board room in Wurundjeri Woi-wurrung language'	Sep-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation

Action	Item	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	8.1	Actively promote NAIDOC activities amongst our staff and the meaning of NAIDOC Week, which includes providing information about local Aboriginal communities and by promoting community events in our local area	Jun-23 Jun-24	Lead: Head of Employee Engagement Support: People & Culture
	8.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week	May-23 May-24	Lead: Head of Organisation Development Support: People & Culture
	8.3	Contact and scope opportunities to support our local NAIDOC week committees to discover local events and support and promote staff participation in events as appropriate	Jun-23 Jun-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	8.4	RAP Working Group to participate in a minimum of one external NAIDOC Week event	July-23 July-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
Increase the visibility of Aboriginal and Torres Strait Islander cultures within Insignia Financial through First Nations artwork	9.1	Engage with a First Nations artist to develop an artwork that focuses of Insignia Financial’s RAP journey	May-23	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	9.2	Work with an Aboriginal and/or Torres Strait Islander artist to license artwork and images that showcase our RAP journey	Dec-23	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation







## Opportunities

Fairness and equality results from giving people equal and equitable opportunities. We are committed to continuing and expanding our support for and building the capacity of Aboriginal and Torres Strait Islander peoples within our spheres of influence.

We aim to achieve a workplace culture that values diverse skills and perspectives for positions across the entire organisation for both current and prospective employees and have developed our Diversity & Inclusion Action Plan. The following measures aim to meet these stated goals in respect of Aboriginal and Torres Strait Islander peoples.

Action	Item	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	10.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Feb-24	Lead: Head of Talent Acquisition Support: People & Culture
	10.2	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	Mar-24	Lead: Head of Talent Acquisition and Head of Organisational Development Support: People & Culture
	10.3	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	Jul-24	Lead: Head of Talent Acquisition and Head of Organisational Development Support: People & Culture
	10.4	Advertise appropriate job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Oct-23	Lead: Head of Talent Acquisition Support: People & Culture
	10.5	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Oct-23	Lead: Head of Talent Acquisition Support: People & Culture
	10.6	Attend relevant recruitment seminars and forums that relate to increasing Aboriginal and Torres Strait Islander employment	May-24	Lead: Head of Talent Acquisition Support: People & Culture
	10.7	Investigate opportunities for Aboriginal and Torres Strait Islander cadetships and work experience within our organisation and/or through external service providers. Including the not-for-profit organisation Career Trackers	Feb-23	Lead: Head of Organisational Development Support: People & Culture
	10.8	Offer Aboriginal and Torres Strait Islander staff funding each year to attend a national conference as part of their professional development plan	Dec-23	Lead: Head of Organisational Development Support: People & Culture

Action	Item	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	11.1	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	May-24	Lead: Head of Procurement Support: Finance
	11.2	Investigate Supply Nation membership	Sep-24	Lead: Head of Procurement Support: Finance
	11.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Dec-24	Lead: Head of Procurement Support: Finance
	11.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Feb-24	Lead: Head of Procurement Support: Finance
	11.5	Review the opportunity to align with the Aboriginal Carbon Foundation (AbCF) or similar organisation to invest in Aboriginal and Torres Strait Islander communities and rural towns connecting to projects that make a positive contribution towards tackling climate change	Jul-24	Lead: Head of ESG Support: Corporate Affairs and Reputation
Explore opportunities to further support improved educational outcomes for Aboriginal and Torres Strait Islander peoples	12.1	Continue to review existing partnership arrangements to identify educational or development opportunities for Aboriginal and Torres Strait Islander peoples	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	12.2	Continue funding of Red Dust traineeship program in the Northern Territory	Jun-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	12.3	Explore other potential Aboriginal and Torres Strait Islander scholarship opportunities in the field of banking and finance	Jul-24	Lead: Head of Talent Acquisition Support: People & Culture
Explore opportunities to enhance the financial wellbeing of Aboriginal and Torres Strait Islander Peoples	13.1	Scope opportunities to provide estate planning and financial advice guidance to Aboriginal and Torres Strait Islander communities	Jun-24	Lead: Head of Advice Support: Distribution
	13.2	Identify businesses that could be interested in partnering with Insignia Financial to deliver pro-bono financial services to Aboriginal and Torres Strait Islander communities	Jun-24	Lead: Head of Advice Support: Distribution





Action	Item	Deliverable	Timeline	Responsibility
Support opportunities to improve cultural appropriateness of current industry legislation for Aboriginal and Torres Strait Islander peoples	14.1	Actively participate in the Indigenous Superannuation Working Group (ISWG) by attending meetings and providing resource support on key initiatives.	Jun-23	Lead: Head of Advice Support: Distribution
	14.2	Review the current Code of Conduct regarding Aboriginal and Torres Strait Islander members to identify current policies and practices.	Jul-24	Lead: Head of Client Relationships Employer Super Support: Distribution
	14.3	Work with First Nations organisations and stakeholders to identify opportunities to improve current Code of Conduct policies to be more accessible and culturally appropriate	Jul-24	Lead: Head of Client Relationships Employer Super Support: Distribution
	14.4	Explore and identify financial literacy resources available for First Nations members to ensure they are easily accessible and regularly updated as required.	Mar-24	Lead: Head of Client Relationships Employer Super Support: Distribution
	14.5	Review our governance practises when providing products and services to ensure the potential impact for Aboriginal and Torres Strait Islander members is identified	Mar-24	Lead: Head of Client Relationships Employer Super Support: Distribution
	14.6	Investigate opportunities to improve our current products and services to be more culturally appropriate and accessible for First Nations members	Dec-24	Lead: Head of Client Relationships Employer Super Support: Distribution
	14.7	Commence a review of the Insignia Financials' superannuation client portfolio to elevate current small bronze plans that included First Nations clients to a higher service plan to ensure First Nations clients are connected to their own money	Mar-24	Lead: Head of Client Relationships Employer Super Support: Distribution
Contribute to equitable education and employment outcomes for Aboriginal and Torres Strait Islander women	15.1	Support Girls from Oz to provide mentoring and unique experiences to Aboriginal and Torres Strait Islander young women	Dec-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	15.2	Investigate opportunities to expand the Support Girls from Oz program to reach more young First Nations women in similar organisations	Oct-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	15.3	Explore opportunities for Insignia Financial to provide additional, non-financial support to our aligned First Nations community partners like Girl from Oz (e.g. workshops, media advocacy)	Jul-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	15.4	Identify additional opportunities to increase representation of female CareerTrackers and Aboriginal and Torres Strait Islander graduates at Insignia Financial	Mar-24	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation

## Governance

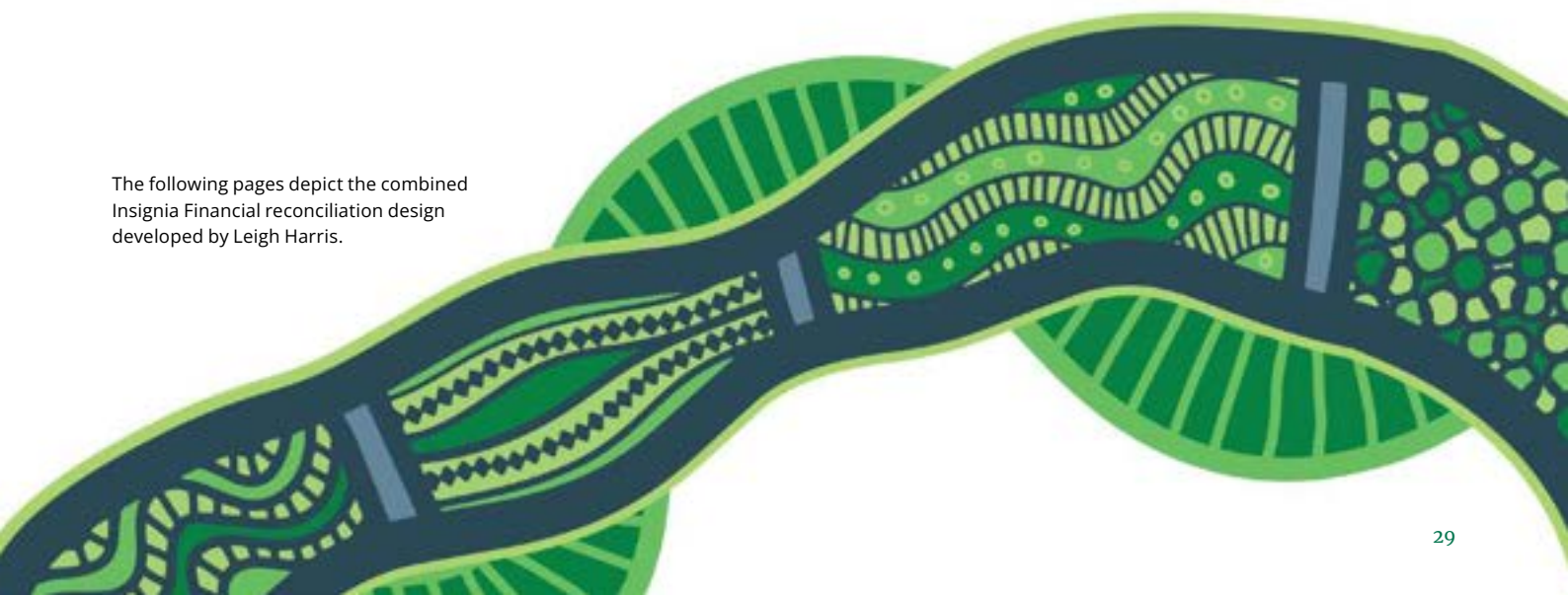
Reporting is an essential mechanism to ensure that the targets we set are being achieved, and that the process of creating and implementing a RAP is not only meaningful to us and our stakeholders but that we are held accountable for our actions.

Action	Item	Deliverable	Timeline	Responsibility
RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting	16.1	Maintain Aboriginal and Torres Strait Islander representation on the Insignia Financial RAP Working Group	May-23,24 Jul-23,24 Oct-23,24 Feb-24,25	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	16.2	Establish and apply a Terms of Reference for the RAP Working Group	May-23	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
	16.3	Meet at least four times per year to drive and monitor RAP implementation	May-23,24 July-23,24 Oct-23,24 Feb-24,25	Lead: Head of Reconciliation & Community Partnerships Support: Corporate Affairs and Reputation
Provide appropriate support for effective implementation of RAP commitments.	17.1	Define resource needs for RAP implementation	Aug-23	Lead: Chief Financial Officer Support: Corporate Affairs and Reputation
	17.2	Engage our senior leaders and other staff in the delivery of RAP commitments.	Aug-23	Lead: Chief Financial Officer Support: Corporate Affairs and Reputation
	17.3	Define and maintain appropriate systems to track, measure and report on RAP commitments	Aug-23	Lead: Chief Financial Officer Support: Corporate Affairs and Reputation
	17.4	Appoint and maintain an internal RAP Champion from senior management	Aug-23	Lead: Chief Financial Officer Support: Corporate Affairs and Reputation



Action	Item	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	18.1	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	Jun-23,24	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	18.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	Aug-23,24	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	18.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep-23,24	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	18.4	Report RAP progress to all staff and senior leaders quarterly	May-23,24 Jul-23,24 Oct-23,24 Feb-24,25	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	18.5	Publicly report our RAP achievements, challenges and learnings annually	Nov-23,24	Lead: Head of ESG Support: Corporate Affairs and Reputation
	18.6	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May-24	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
	18.7	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Mar-25	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation
Continue our reconciliation journey by developing our next RAP.	19.1	Register via Reconciliation Australia's website to begin developing our next RAP	Mar-25	Lead: Head of Corporate Relations & Reputation Support: Corporate Affairs and Reputation

The following pages depict the combined Insignia Financial reconciliation design developed by Leigh Harris.







# Insignia<sup>TM</sup> Financial

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