

Innovate Reconciliation Action Plan
June 2018 - June 2020



Our reconciliation vision for the future

Our vision for reconciliation is for Australia's First Peoples to be valued, accepted and to experience equality in our society. We value their customs and rich heritage and want to see this preserved and celebrated for generations to come.

Through forging strong relationships with Aboriginal and Torres Strait Islander communities and organisations, we will lead by example to create opportunities that aim to make it possible for Aboriginal and Torres Strait Islander peoples to have equal and unbiased employment opportunities and importantly, to achieve their ambitions.

QBE seeks to display corporate leadership to influence the conversation more broadly within the community, and take action via our Reconciliation Action Plan commitments.

We know, if we all work together, we can make it happen!



Message from our CEO

I am extremely proud to introduce QBE's new Innovate Reconciliation Action Plan (RAP). As a long-standing insurer, we are uniquely placed to assist Australians when they find themselves in need. We are committed to playing an active role in the communities in which we operate; making it possible for them to develop, grow and progress.

For QBE, reconciliation is about creating an Australia where there is equality for all and we are pleased to be playing a part in driving this culture. As a global company, QBE is diverse by nature and, as an organisation, we know we are better for it.

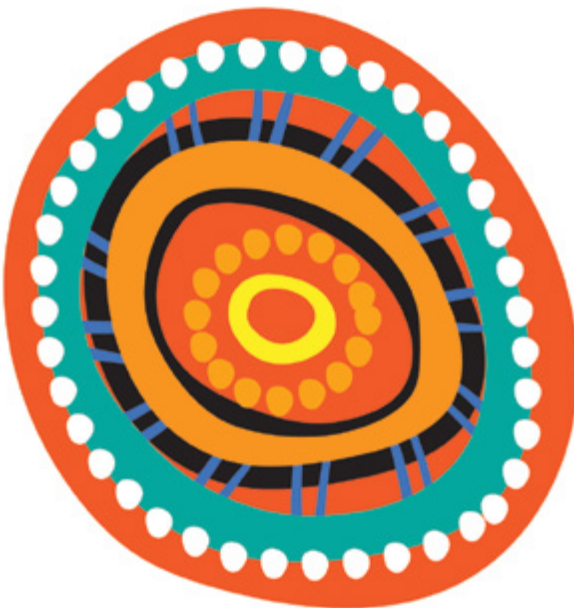
Many of our existing relationships with Aboriginal and Torres Strait Islander communities have grown organically through our business and sporting relationships. Our people have contributed to the growth of these relationships through programs such as Jawun and, from this, demonstrate greater understanding, respect and humility. This makes launching our second Innovate RAP an even greater opportunity, enabling us to take that commitment to the next level, to strengthen and to maximise the value these relationships can bring towards forging reconciliation. Through our RAP we can bring all our actions together and continue challenging ourselves to build upon our commitments moving forward.

At QBE we are working hard to forge a workplace that is fair, diverse and inclusive, and a culture that values and is respectful of all our people. Our aim is to help our people understand, appreciate and support differences in our workplace until it becomes an instinctive and intrinsic part of who we are and how we operate.

We believe genuine change can only happen by working together and by sharing many stories and voices. We are proud for the QBE story to be part of Australia's journey towards reconciliation and we look forward with great anticipation to see the impact these shared stories will have on our nation.

Vivek Bhatia

Chief Executive Officer, QBE Australia & New Zealand, QBE Insurance Group





Message from Reconciliation Australia CEO

Reconciliation Australia congratulates QBE on developing its second Reconciliation Action Plan (RAP).

QBE employs more than 14,000 people in 36 countries, and has a presence in all of the key global insurance markets. Through this Innovate RAP, it has developed a practical plan of action to achieve its own unique vision for reconciliation. The commitments outlined in the RAP will allow the organisation to take an aspirational and innovative approach to applying the three pillars of reconciliation - relationships, respect and opportunities, to its everyday business practices.

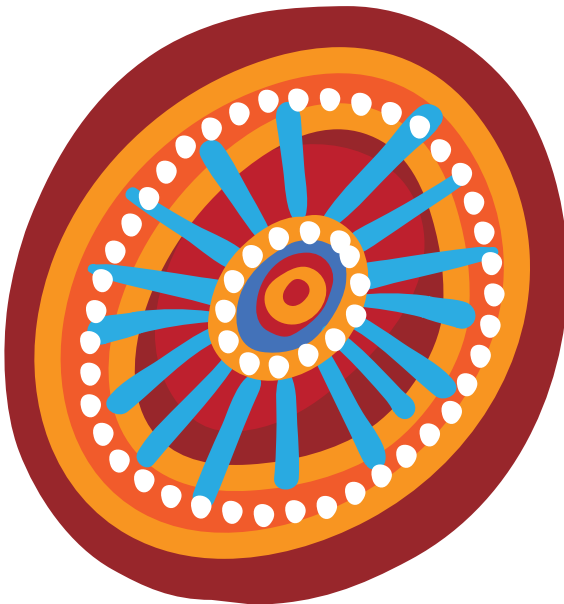
QBE understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations, in order to achieve mutually beneficial outcomes. The development and implementation of an engagement plan to work with its Aboriginal and Torres Strait Islander stakeholders and organisations will underpin the success of this RAP.

Respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to QBE's core values. It champions these values by committing to investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. By engaging with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, QBE will drive reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend QBE on its second RAP, and look forward to following its continued reconciliation journey.

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer, Reconciliation Australia





About QBE Australia

QBE Insurance Group is one of the world's leading insurers and reinsurers. We employ more than 14,000 people in 36 countries and have a presence in all of the key global insurance markets. Here, in Australia, our business has been a significant feature of the commercial landscape since our early beginnings in Far North Queensland more than 128 years ago. Now listed on the ASX and headquartered in Sydney, stable growth and strategic acquisitions have seen QBE become a truly global organisation and one of the top 20 insurers and reinsurers worldwide.

We provide one of the broadest product ranges of any insurer in Australia and offer all major lines of general insurance cover for personal and commercial risks. The majority of our business is written through intermediary brokers, agents and financial institutions, with the rest through personal lines and CTP sourced directly from consumers. From home and contents, motor and travel insurance to cover for mining companies,

universities, cargo ships and wineries, we aim to make things possible in the communities in which we operate.

With offices in all major cities and regional centres around the country, and employing over 2900 staff including 21 Aboriginal and Torres Strait Islander employees, our strength lies in our ability to provide customers with localised services that combine the broad knowledge of our product specialists with local expertise, resulting in innovative solutions specific to each state and territory.

At QBE, we are committed to recognising the importance of diversity and inclusion extending to all areas of our business practices. Our Values promote collaboration and teamwork and we openly embrace the unique diversity, skills and qualities of all our employees. These Values are underpinned by our strategic Cultural Elements which are, in turn, interwoven into who we are as an organisation, as teams and as individuals.

About our RAP

QBE aims to establish a diverse and inclusive workforce that reflects the diversity of our customers and the communities we work within. QBE is committed to building significant, long-standing partnerships with Aboriginal and Torres Strait Islander communities and organisations, demonstrated through several initiatives, including Jawun secondments, philanthropic support and volunteering via the QBE Foundation and our sponsorships. Our RAP formalises this commitment and the RAP Committee's primary objective is to facilitate its delivery.

Our original Innovate RAP was published in 2015 and our journey since has seen some great progress across our organisation. QBE has taken on Aboriginal and Torres Strait Islander interns through CareerTrackers who have brought so much to our business, in terms of skill, enthusiasm and also helping us talk about reconciliation across our teams. We worked with Aboriginal and Torres Strait Islander artists to develop artwork that tells the story of QBE and have several prints standing in our major offices, with the intention to display artwork and recognition of Traditional Owners in all offices. We have seen the profile of our Jawun secondees grow, as our internal communications channels provide new and interactive ways for them to share their stories of community once back at QBE.

The RAP Committee Charter was republished in October 2017. This document outlines the expectations and commitments of the RAP Committee members, with a strong emphasis on adherence to RAP Committee vision and values.

The RAP Committee seeks a stronger presence in our regional offices, with the ambition of having a truly national RAP Committee within the current term of this RAP. Our footprint and ability to bring change continues to grow as we learn more about our Aboriginal and Torres Strait Islander employees, partners and customers. Our RAP committee and our senior leaders at QBE have a passion to make a difference, and work towards reconciliation and Aboriginal and Torres Strait Islander inclusion at QBE.

We see the next two years of this Innovate RAP as a really important and exciting time for our organisation, our partners and for the community. The RAP Committee recognises that real change takes time, but we have achieved a lot and there is now a sense of momentum.

We are committed to taking the next steps forward in our RAP journey, to making positive change, and to really making a difference!



Our partnerships and current activities

We are committed to building significant and long-standing partnerships with Aboriginal and Torres Strait Islander communities and organisations. QBE is proud to have forged strong relationships with several Aboriginal and Torres Strait Islander organisations, including:

- ▶ Jawun
- ▶ Goodes O'Loughlin (GO) Foundation
- ▶ CareerTrackers

Our RAP provides the opportunity and vehicle to strengthen the reach and impact of each of these partnerships by ensuring our commitments are aligned to empowering Aboriginal and Torres Strait Islander communities and peoples and by creating long-lasting change.



The QBE Foundation

Through our major corporate responsibility initiative, the QBE Foundation makes it possible for the communities in which we operate to develop, grow and progress. QBE's corporate responsibility mirrors our insurance role in the community where we are uniquely placed to assist people when they find themselves in need through accident or misadventure.

The Foundation has a simple vision: to help people overcome disadvantage, strengthen their abilities and live more independently, successfully and productively. The Foundation strives to support women and men, both the young and old, to overcome disadvantage and to expand their abilities.

The Foundation commits to supporting Aboriginal and Torres Strait Islander communities via partnerships with charity

organisations that provide a large array of tailored support depending upon community needs.

The Foundation has provided community grants to charitable organisations such as the GO Foundation and, in doing so, enables young Aboriginal and Torres Strait Islander peoples to access academic scholarships. The Foundation's charity partnerships also present an excellent opportunity to broaden our reach - partnering with Foodbank to deliver fresh fruit and vegetables to remote Aboriginal and Torres Strait Islander communities across Australia and partnering with Mission Australia to provide young people with vocational training at the Charcoal Lane restaurant in Melbourne.



Our Lismore branch



Jawun Secondment
Lower River Murray, South Australia



Charcoal Lane, Melbourne

Our partnership with Jawun

The QBE Foundation has been in partnership with Jawun – a not-for-profit organisation aimed at providing programs that promote self-reliance, entrepreneurial activity and business planning among Aboriginal and Torres Strait Islander peoples – since 2011. Through our partnership, QBE employees have played an active role in empowering First Nations Peoples around Australia by supporting their communities over six-week secondments, from Redfern and Shepparton to Cape York and the Kimberley. Our employees spend a few weeks sharing their expertise, skills and knowledge with the community and, in return, our Aboriginal and Torres Strait Islander partners share their stories, values and cultures. In Western Australia, our people helped to develop procedures to promote a safe working environment and best practice in supporting the Kimberley Land Council and the Bardi Jawi Rangers. Our team

has also provided the Nyul Nyul Rangers on the Dampier Peninsula with IT training and business planning for eco-management.

Our partnership with Jawun started as a pilot in 2011, where the QBE Foundation sent four employees on secondments to Cape York, Redfern and Shepparton. The feedback we received from secondees was so overwhelmingly positive we have now seen over 60 employees seconded, as well as several senior executive secondments since our partnership commenced, and our aim and commitment is to grow participation year-on-year.

In December 2017, QBE hosted the Jawun National Reconnection event with over 100 Jawun Alumni, Regional Directors and supporters in attendance. A fantastic opportunity for all in attendance to connect and share their stories.



Case Study **Melinda Bell – Senior HR Business Partner**

Tribal Warrior Association is an Aboriginal tourism and training organisation in Sydney. It offers a cultural harbour cruise and charter service, commercial maritime training for Aboriginal and Torres Strait Islander peoples and non-Indigenous people, and a range of youth mentoring initiatives. Tribal Warrior has been receiving Jawun secondees since 2010 with five QBE employees having been on secondment since 2013, supporting a range of Aboriginal and Torres Strait Islander-led development and enterprise initiatives through strategic planning, risk management, fundraising, human resources (HR) support and event management.

In 2015, on a six-week secondment at Tribal Warrior, Senior HR Business Partner Melinda Bell oversaw a HR restructure and new performance management framework. Her work focused on a program called Clean Slate Without Prejudice, a stand-out initiative for urban Aboriginal and Torres Strait Islander youth. Set up in 2009 by Redfern Police Superintendent Luke Freudenstein, alongside Shane Phillips and other Aboriginal and Torres Strait Islander leaders. Clean Slate is a boxing and mentoring program between the police and young people, including prisoners from Long Bay Correctional Centre. CEO Shane Phillips remembers Melinda's secondment as having

been a great fit. She delivered a productive training workshop, efficiently streamlined roles and responsibilities, developed new HR policies, and left a more professional and equipped team. Melinda also stayed in touch with Tribal Warrior to provide ongoing HR advice where needed. Tribal Warrior's Mentor Manager, Jeremy Wright, values this ongoing support greatly: "Mel is a lovely, mature resource to access when we need to. She provides ongoing advice as a sounding board to Tribal on HR issues when required."

In addition, Melinda lived up to her original intention of building relationships within her local Aboriginal and Torres Strait Islander community. She has a strong friendship with the Clean Slate team - when the cry of 'Partner up!' launches the early morning boxing sessions, Melinda is likely to be there with gloves on.

As a footnote, in July 2017 we were really excited to welcome the Tribal Warrior Mentors, Augustinian Volunteers and some of the young people from the Redfern community to host a workshop in our QBE offices to share some of the local Sydney language they have been learning. A fabulous workshop to celebrate the NAIDOC Week theme, Our Languages Matter.

Our partnership with the Sydney Swans and the GO Foundation

QBE has been the principal sponsor of the Sydney Swans for more than 30 years. Our commitment to the Swans is reflective of our business philosophy - creating and growing long-term mutually rewarding partnerships. Recognised as one of the most enduring relationships in Australian sport, we've been the name behind the Swans through the highs and lows, providing support when required and celebrating important achievements. Through this relationship, and during the 2014 AFL Indigenous Round, we pledged our commitment to the Goodes O'Loughlin (GO) Foundation.

The GO Foundation, co-founded by Swans greats Adam Goodes and Michael O'Loughlin, is about creating a brighter future for young Aboriginal and Torres Strait Islander peoples via education. Since 2011 QBE has, in total, donated more than \$120,000 to this great cause. The life-changing work of the GO Foundation to self-empower Aboriginal and Torres Strait Islander communities through education and employment highlights the QBE Foundation's philosophy and helping to make such schemes work possible is exactly what we strive to do.

It is clear that QBE's support has made a difference in many ways, funding scholarships, computers and Wi-Fi access, tutoring, canteen meals, sports equipment, music lessons, excursions, uniforms and more! Both QBE and the GO Foundation are excited to continue this great relationship and we seek to empower through education.



Marn Grook at the SCG



Our commitment to CareerTrackers interns

QBE partners with CareerTrackers, a national non-for-profit organisation that creates private sector, multi-year, paid internships for talented Aboriginal and Torres Strait Islander university students.

Students perform their internship with the aim of building their professional experience with the intention of transitioning from intern to full-time employee upon completion of their university degree. In addition, CareerTrackers also provides a wide spectrum of support to help prepare students for leadership in the workplace and community.

To-date, we have had seven interns working at QBE during their winter and summer university holidays. Through our partnership with CareerTrackers, we create opportunities for our interns to build a career at QBE and hope to have our first CareerTracker intern join the 2019 Graduate Program intake.



Case Study

Jenna Hawes - Wiradjuri woman from Newcastle, NSW and CareerTrackers intern at QBE

In 2015, Jenna joined the Human Resources team through the CareerTrackers program. Jenna continues to intern at QBE in her university holidays and has had exposure to various areas within the business.

Jenna is a proud Wiradjuri woman from Newcastle and is currently studying a Bachelor of Development Studies majoring in Culture and Citizenship at the University of Newcastle.

Jenna sees a positive future for QBE and its commitment to reconciliation. She says, "To be given the opportunity to intern at a company like QBE is an amazing opportunity and privilege. It demonstrates that QBE is taking their reconciliation journey seriously."

"My internship with QBE has been my first insight into what I can achieve post-university. Prior to interning with QBE through CareerTrackers I had no idea what was involved in being employed in an organisation like QBE or the process that I would have to follow to achieve that. Now, I have more confidence in myself knowing that I do have potential and I would also love to empower others to reach theirs. I thoroughly enjoy my time at QBE and feel that the organisational values align to my personal values."

"Through my experience at QBE I have had the opportunity to share my knowledge, empower other young Indigenous people and make my family and community proud."



Our business relationships

QBE is proud to be the insurer of several Aboriginal and Torres Strait Islander organisations, and is one of the largest insurers of Aboriginal and Torres Strait Islander communities, including public housing, vehicles and community business initiatives. This business is written through our Intermediary Distribution channel largely throughout Queensland and Western Australia. This insurance provides Aboriginal and

Torres Strait Islander businesses with the security of financial protection against fire, business interruption, accidental damage and crime. Through our RAP we seek to gain a deeper understanding of these business relationships and, by fostering these relationships, provide continued support to local communities and our customers.



Relationships

Strong relationships and partnerships are the foundation of QBE's customer-centric culture where we aspire to build long-term relationships built on trust and respect. QBE is committed to embedding a shared understanding of Aboriginal and Torres Strait Islander peoples, heritage and communities for the mutual benefit of our people, our customers and partners, our shareholders and the communities we support.

Action	Deliverables	Timeline	Responsibility
1. RAP Committee (RC) actively monitors RAP development and implementation of actions, tracking progress and reporting	1.1 RC oversees the development, endorsement and launch of the RAP.	Jun 2018	RC Lead; Head of D&I
	1.2 Ensure Aboriginal and Torres Strait Islander peoples are represented on the RC.	Dec 2018, 2019	RC Lead; Head of D&I
	1.3 Meet monthly to monitor and report on RAP implementation.	Jul 2018 - Jun 2020	RC Lead; Head of D&I
	1.4 Develop and distribute an expression of interest to join the RC to key Aboriginal and Torres Strait Islander peoples within our sphere of influence.	Dec 2018, 2019	RC Lead; Diversity / HR Representative
2. 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 Organise at least one internal NRW event each year and commit to including all major offices and regions.	May 2019, 2020	RC Lead; Communications & Events Lead
	2.2 Register NRW events via Reconciliation Australia's NRW website.	May 2019, 2020	RC Lead
	2.3 Download Reconciliation Australia's NRW resources and circulate to staff.	Apr 2019, 2020	Education & Awareness Lead
	2.4 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.	Apr 2019, 2020	RC Lead
	2.5 Ensure our RC members participate, and encourage staff to participate, in external events to recognise and celebrate NRW.	Apr 2019, 2020	RC Members
	2.6 Support an external NRW event and include this in communication to staff.	May 2019, 2020	RC Lead

Action	Deliverable	Timeline	Responsibility
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	3.1 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders and organisations; Report annually.	Dec 2018, 2019	RC Lead; Head of D&I
	3.2 Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement; Report annually.	Dec 2018, 2019	RC Lead; Head of D&I
	3.3 Explore opportunities to strengthen relationships with current partners for mutually beneficial outcomes, which include: Jawun, CareerTrackers and GO Foundation.	Dec 2018, 2019	RC Lead; Head of D&I; Foundation Manager
	3.4 Maintain commitment of 18 annual Jawun secondments to a range of locations including Inner Sydney, Cape York and others.	Dec 2018, 2019	RC Lead; Head of D&I; Foundation Manager
	3.5 Maintain a commitment to QBE Senior Leaders participating in Jawun Executive visits.	Dec 2018, 2019	RC Lead; Head of D&I; Foundation Manager
	3.6 Promote the Jawun experience through an annual publication, key events, and QBE intranet.	Dec 2018, 2019	RC Lead; Head of D&I; Foundation Manager
	3.7 Enter into Aboriginal and Torres Strait Islander partnerships to support cultural learning and awareness of QBE employees and contribute to Aboriginal and Torres Strait Islander organisations and businesses.	Dec 2018, 2019	RC Lead; Head of D&I; Foundation Manager
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	4.1 Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	Jun 2018, 2019	RC Lead; Head of D&I Education & Awareness Lead
	4.2 Promote reconciliation through ongoing active engagement with all internal stakeholders.	Mar, Jun, Sep & Dec	RAP Executive Sponsors



Respect

Each of the actions listed below are focused on lifting our cultural awareness through training, visible symbols, celebrations and adopting practices that show respect for Aboriginal and Torres Strait Islander peoples. Through these actions our objective is to be open and transparent, and visible and vocal, to help our staff live these practices day-to-day.

Action	Deliverable	Timeline	Responsibility
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	5.1 Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face-to-face workshops and cultural immersion).	Jul 2018, 2019	Head of D&I; Education & Awareness Lead
	5.2 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Jul 2018, 2019	Head of D&I; Education & Awareness Lead
	5.3 Provide opportunities for RC members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	Jul 2018, 2019	Head of D&I; Education & Awareness Lead
	5.4 Promote Reconciliation Australia's Share Our Pride online tool to all staff and include in New Starter onboarding.	Dec 2018	Education & Awareness Lead
	5.5 In partnership with our Foundation Partners and associated charities, identify local cultural experiences and immersion opportunities.	Dec 2018	Education & Awareness Lead
6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	6.1 Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	Dec 2018	Head of D&I
	6.2 Update cultural protocol document annually	Dec 2019	Head of D&I
	6.3 Develop an Aboriginal and Torres Strait Islander Community Engagement cultural awareness document.	Dec 2019	Head of D&I

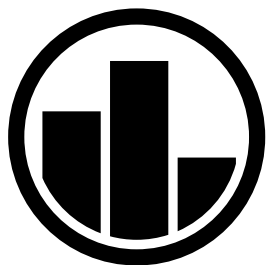
Action	Deliverable	Timeline	Responsibility
6. CONT'	6.4 Encourage QBE leaders and employees to deliver an Acknowledgement of Country at any external events.	Dec 2018	Head of D&I
	6.5 Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	Dec 2018	RC Lead; Head of D&I
	6.6 Invite a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week.	Jun 2019, 2020	RC Lead; Communications & Events Lead
	6.7 Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	Jul 2018	RC Lead; RAP Executive Sponsors
	6.8 Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	Jul 2018	RC Lead; Head of D&I
	6.9 Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	Sep 2018	RC Lead; Communications & Events Lead
	6.10 Organise to display an Acknowledgment of Country plaque in all office locations.	Dec 2018	Head of D&I
7. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	7.1 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Jun 2018, 2019	Head of D&I
	7.2 Provide opportunities for all staff to participate in NAIDOC Week activities.	Jul 2018, 2019	RC Lead; Communications & Events Lead
	7.3 Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.	Jun 2018, 2019	RC Lead; Head of D&I
	7.4 Support an external NAIDOC Week community event.	Jul 2018, 2019	RC Members
	7.5 Contact our local NAIDOC Week Committee to discover events in our community.	Jun 2018, 2019	RC Lead; RC Members
	7.6 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	Jul 2018, 2019	RC Lead; RC Members
8. Actively promote and celebrate Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements internally	8.1 Showcase artworks in public areas of QBE offices including an acknowledgment of artwork and artists.	Dec 2018	RC Lead
	8.2 Name at least one meeting room in each QBE office in the traditional language of the area, in consultation with local community and Elders.	Dec 2019	RC Lead



Opportunities

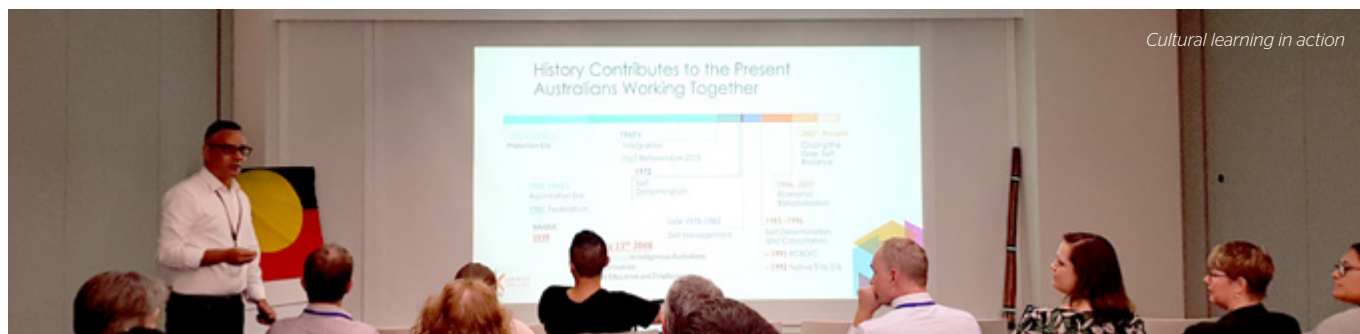
QBE 'opportunity' actions have been developed to demonstrate our commitment to promoting employment and training opportunities for Aboriginal and Torres Strait Islander peoples, not only within QBE but across the broader business landscape in Australia. Our aim is to empower Aboriginal and Torres Strait Islander peoples to achieve their ambitions through having a solid education and unbiased employment opportunities.

Action	Deliverable	Timeline	Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	9.1 Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Dec 2018, 2019	Head of D&I
	9.2 Continue to support the education and employment of Aboriginal and Torres Strait Islander students through formal programs and charities such as CareerTrackers Internships and GO Foundation.	Dec 2018, 2019	RC Lead; Head of D&I
	9.3 Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	Jun 2019	Head of D&I
	9.4 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Dec 2018, 2019	RC Lead; RC Members; Head of D&I
	9.5 Advertise all vacancies in Aboriginal and Torres Strait Islander media.	Jun 2019	Head of D&I
	9.6 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Dec 2018	RC Lead; Head of D&I
	9.7 Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'	Jul 2018	Head of D&I
	9.8 Develop and implement Aboriginal and Torres Strait Islander employment pathways strategy via partnership with CareerTrackers Internships.	Dec 2018, 2020	RC Lead; Head of D&I
10. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	10.1 Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2019, 2020	RC Lead; Procurement Lead
	10.2 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	Jun 2019	RC Lead
	10.3 Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	Dec 2019	RC Lead; Procurement Lead
	10.4 Investigate Supply Nation membership.	Jun 2019	RC Lead; Procurement Lead



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
11. Report RAP achievements, challenges and learnings to Reconciliation Australia	11.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Sep 2018, 2019	RC Lead
	11.2 Investigate participating in the RAP Barometer.	May 2020	RC Lead
	11.3 Develop and implement systems and capability needs to track, measure and report on RAP activities.	Jun, Dec 2018, 2019	RC Lead
12. Report RAP achievements, challenges and learnings internally and externally	12.1 Report annually, both internally and externally on our RAP achievements, challenges and learnings, using all available communications channels.	Jun 2019, 2020	RC Lead
13. Review, refresh and update RAP	13.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Nov 2019	RC Lead; Education & Awareness Lead
	13.2 Send draft RAP to Reconciliation Australia for review and feedback.	Dec 2019	RC Lead
	13.3 Submit draft RAP to Reconciliation Australia for formal endorsement.	May 2020	RC Lead



Connections. Past, present, future.

Connections. Past, present, future explores the journey of the power and impact people and relationships have on communities, personally, locally, nationally and internationally.

At the heart of the QBE Reconciliation Action Plan artwork sits the journey and evolution of relationships, and the impact individuals can have on communities when they build genuine relationships based on mutual respect and understanding.

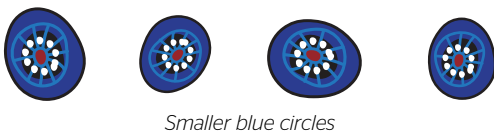
From an initial spark of inspiration through to a growing global network of support, from the beginning QBE's foundations have been based on individuals and networks of support nurturing through belief and purpose.

At the centre of the artwork, the yellow dot represents the idea, or the concept, that the initial founders of QBE had to help others in time of need.

The three gatherings of people (at the bottom, centre and top of the artwork) represent both the journey of time (past, present and future) and the evolution of relationships and reconciliation (respect, relationships and opportunities).



The rippling arcs represent layers in time, periods of growth and expansion through landscapes across Australia. The diversity of cultures and people is represented in both the cultural markings and the colours found in different country; expanding across Australia from freshwater, to saltwater, bush and desert.



The smaller blue circles scattered across the landscape represent the on-the-ground impact QBE has on individuals, families and community groups.

The five larger motifs represent QBE's collaboration with community, building genuine relationships based upon mutual respect and understanding.



People sitting around a campfire or meeting place, people and family groups that QBE were helping within the community are represented by these semi-circle motifs.



The symbol of the hands represents the work and labour QBE has undertaken to develop the business. The shaking of hands symbol represents the agreement and unity.

The orange circular symbol represents QBE's present position. Having grown to 36 different countries around the world. The blue circular symbol represents QBE in the future, separate from the present symbol, and QBE's journey yet to unfold.



Artist Profile

Luke Mallie was born in Brisbane, but his Mother is from the Kuku Yalanji Nation in Daintree north of Cairns and his father is from Moa Island in the Torres Strait Islands.

Luke has drawn since he was a young child and has since gone on to study a BA of Visual Art and a BA of Multimedia Studies. His artistic styles range from original paintings to graphic design to illustrations and murals.

To view more of Luke's work visit malliedesigns.com





The RAP Committee comprises the following QBE employees:

RAP Committee Lead

Kylie Glew (*Kamilaroi People*)

Quality Assurance Manager

RAP Executive Sponsors

Declan Moore

Chief Underwriting Officer

Pita Williams

General Counsel

RAP Champions

Catherine McNair

Head of Diversity and Inclusion, ANZO

Rikki Hickey

QBE Foundation Manager

RAP Committee Members

Beca Nelson (*Bandjin People*)

Complex Insurance Specialist

Eva Crossett

Service Manager

Heath Butler

Business Development Manager

Janine Niumata (*Yorta Yorta, Pangerang People*)

Case Manager

Jenna Hawes (*Wiradjuri Nation*)

CareerTrackers Intern; Human Resources

Jonathan Rostron

Graduate; Marketing

Kimberley Barrett

Planning Analyst

Nick Rouen

Training & Development Officer

Peter Minnett

Business Intelligence Manager

Rachel Spooner

National Product Manager

Raquel Kearns

Service Manager

Sara Hamer

Underwriting Manager

Simone Bogue

Global Learning Programme Manager

Sonya Wallbridge

Personal Assistant

RAP Committee Supporters

Corey Dodd (*Dharug Nation*)

CareerTrackers Intern; Marketing

Suzanne Ross (*Dharug Nation women, Stolen generation*)

CareerTrackers Intern; Workers Compensation

Talk to us

We welcome your thoughts and feedback

E externalcomms@qbe.com **P** 133 723 **W** qbe.com.au/therap





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