



Gallagher Australia

INNOVATE

RECONCILIATION ACTION PLAN

JULY 2023 – JULY 2025



Insurance | Risk Management | Consulting

Message from Chief Executive Officer, Reconciliation Australia

Reconciliation Australia commends Gallagher Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Gallagher Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Gallagher Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and

Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. Gallagher Australia 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 Gallagher Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Gallagher Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer
Reconciliation Australia



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A Message from Sarah Lyons, Chief Executive Gallagher Australia

Building confidence and progressing our reconciliation journey, together at Gallagher

Having successfully implemented our Reflect Reconciliation Action Plan (RAP), I am proud to present our continued reconciliation journey by introducing our Innovate RAP for 2023-2025.

At Gallagher, we believe in an inclusive and diverse business for the benefit of our people, clients and the communities in which we live and work. Our commitment to reconciliation commenced with the Reflect RAP, which was our first step on a journey to build organisational awareness of Reconciliation and allowed us to reflect on our shared history.

It also gave us the opportunity to consider the actions that challenged us as an organisation in delivering on our RAP goals. It helped us identify our vision for reconciliation, actions we will undertake in order to strengthen our connection with Aboriginal and Torres Strait Islander communities and ways we can continue to acknowledge, respect and celebrate the rich diversity of histories and cultures of Australia's First Nations peoples.

In partnership with Reconciliation Australia, we continue our commitment to learn, seek and build respectful relationships and make a positive impact to align aspirations of Aboriginal and Torres Strait Islander people and communities.

Sincerely,



Sarah Lyons,

Chief Executive, Gallagher Australia





Our Vision for Reconciliation

Our purpose at Gallagher is to help our people, clients and partners “Face the Future with Confidence” and our vision for reconciliation is aligned to our purpose and unique culture, values and behaviours.

Our vision for reconciliation is an Australia that allows First Nations peoples to develop confidence in their futures through; a greater acknowledgement of our shared history; being listened to; respected for their diverse talents, perspectives and cultures and being provided with equal opportunities to develop their own economic journeys of self-determination.

We seek to be an influencer in the Australian Insurance and Risk Market and see a future where more First Nations peoples and businesses are provided with opportunities to be employed in the many disciplines our industry requires and to playing a role in driving awareness of industry employment opportunities, risk education and mitigation to help protect this future.

In our RAP journey, we will continue to create awareness of our shared history among our people, clients and partners, which has shaped the country we live in today and through broader acknowledgement, has the potential to develop a more equitable future for all.

Our business

We are all One Gallagher and stronger together.

Gallagher is one of the world's largest insurance brokerage, risk management and consulting firms. As a community insurance broker and trusted local consultant, we help people and businesses move forward with confidence. With more than 43,000 people working around the globe, we're connected to the places where we do business and to every community we call home. Managing risk with customised solutions and a full spectrum of services, helping to foster a thriving workforce, and always holding ourselves to the highest standards of ethics to help our clients face every challenge - that's The Gallagher Way.

One of the World's Most Ethical Companies®

Gallagher is proud to have been recognised as one of the World's Most Ethical Companies by the Ethisphere® Institute for twelve consecutive years to 2023 and to be a 13-time honoree.

The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices and this recognition underscores our commitment to leading ethical business standards and practices.

Client service across the globe

We have a network of more than 1200 offices in over 60 countries and supported by a network of partners in over 130 countries, because there is no substitute for local expertise.

Gallagher in Australia

Gallagher commenced operations in Australia in 1985, although many of our merger partners have their family business roots stretching back to the 1970s. Today, we are the chosen partner to more than 125,000 Australian organisations, from small businesses through to multinational corporations and iconic brands. Through our network of more than 30 metropolitan and regional branches and over 1,100 professionals across Australia, we understand local business communities because we are part of them ourselves.

We are also proud to be an Equal Employment Opportunity employer committed to the principles of workplace diversity and inclusion. We welcome all people regardless of ethnicity, faith, sexual orientation, gender or lifestyle choices.

At Gallagher we work hard to maintain a culture of openness, inclusion and transparency in all that we do. Gallagher is committed to building an inclusive workplace for the benefit of our clients, employees and the communities in which we live and work. We foster an environment that embraces inclusivity, diverse talents, perspectives and ideas of all employees, enabling everyone to reach their fullest potential. We strive to create a culture of respect and trust that is part of The Gallagher Way heritage (our values and behaviours) and is a source of strength in the marketplace.

Currently we have less than five staff who identify as Aboriginal and/or Torres Strait Islander peoples. We will work within this RAP to explore strategies for attracting more First Nations staff and finding culturally appropriate ways of encouraging them to identify.



Global and Local Snapshot

Key Metrics

GLOBALLY

100+
Insurance and risk
management solutions

43,000+
Employees

\$8.4B
Total revenues

1200+
Offices in more than
60 countries

AUSTRALIA

125,000+
Clients

30+
Metro and regional
locations

1100+
Professionals



Geographic Locations in Australia

Adelaide	Dubbo	Newcastle	Torquay
Alice Springs	East Melbourne	North Sydney	Townsville
Archerfield	Gold Coast	Parramatta	Wagga Wagga
Ballarat	Hobart	Perth	Wangaratta
Brisbane	Horsham	Port Lincoln	Warragul
Cairns	Launceston	Shepparton	Wollongong
Canberra	Liverpool	Sunshine Coast	
Caulfield	Mackay	Tamworth	
Darwin	Mulgrave	Toowoomba	



Our Innovate Reconciliation Action Plan

Gallagher is committed to promoting and fostering continuous improvement in our social responsibility and development as an inclusive and diverse business. We understand reconciliation is built on mutual respect and working in partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities, and we are proud to be continuing our Reconciliation journey.

Continuing our RAP journey with this Innovate RAP is a demonstration of our ongoing commitment to inclusion and diversity and supports our vision for reconciliation. We believe it is important to continue our journey of understanding and respect of our shared history and appreciation of the diversity of Aboriginal and Torres Strait Islander cultures throughout Australia.

We will seek to embed the principles of **connection**, **acknowledgement** and **respect** into our organisational culture, structure and operations to actively promote and support prosperity and self-determination for Aboriginal and Torres Strait Islander people and communities.

By building our relationships through a deeper level of cultural understanding, our employees will better understand the importance of those relationships, allowing us to improve our social engagement and services to Aboriginal and Torres Strait Islander peoples.

A key focus for us during the Innovate RAP period will be the development and execution of an engagement strategy, where we will seek guidance from IWC and others with expertise and or experience, on the most culturally appropriate ways of engaging with First Nations communities across our diverse geographic footprint. It is our intention to engage in meaningful dialogue and seek to understand these communities and their aspirations, before we look to ways of partnering to assist in achieving these aspirations.

In order to facilitate this engagement, members of our Working Group will take ownership of designated geographic areas that align with First Nations communities and assign local distribution ownership to provide the best opportunity for successful engagement. We will have regular reporting on progress and issues identified that can be further incorporated into our strategy.

Gallagher's RAP Sponsors and Working Group

The Innovate RAP will continue to be lead by our RAP Working Group (RWG), comprised of employees from across our geographically spread business. Together with our Executive Sponsors, the RWG is looking forward to continuing to drive engagement across the whole organisation and creating meaningful connections with Aboriginal and Torres Strait Islander communities.

Sponsoring our RAP

Our Executive Sponsors:

Sarah Lyons	Chief Executive Australia	NSW
Lisbeth Rees	Group Human Resources Director ANZ	NSW
Paul Moorcroft	Managing Director, National Sales	NSW
Robin Moore	Head of Marketing & Communication	NSW

Our RAP Working Group

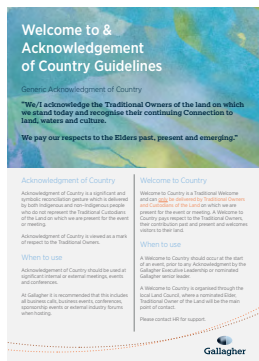
At implementation and integration level, our RAP is driven by a diverse representation of our business RAP Working Group

Ross Licciardello	Head of Internal Partnerships and Strategic Distribution (RWG Chair)	NSW
Kylie Hull	Head of Regional Branches	NSW
Damien Pile	Branch Manager, Darwin	NT
Mark Saunderson	Head of Metro Branches	ACT
Jo Tutton	Branch Director, Adelaide	SA
Ashley McCulloch	Branch Manager, North Queensland	QLD
Ryan Mansom	State Manager, Western Australia	WA
Sarah Walsh	Head of Talent & Leadership	NSW
Ben Farmer	Head of Legal	NSW
David Stanton	Property and Commercial Manager	NSW
Mathew Guy	Marketing Executive – Brands & Partnerships	NSW

Our RAP Journey

Our RAP journey to date, commenced with the establishment of a Working Group in July 2020 and culminated in the endorsement of our Reflect RAP in May 2021. Despite the challenges of COVID, our Reflect RAP journey saw the achievement of key awareness objectives, some of which are highlighted below:

Awareness Activity



Welcome to and Acknowledgement of Country Guidelines

To assist our people in adopting respectful practices in their day to day activity, meetings and events, we produced and released a guide to help educate on the correct language and use of an Acknowledgement of Country.

This practice has been adopted in our monthly all company meetings and town halls, as well as by our teams presenting webinars to large and diverse audiences online.

Unsettled Exhibition – The Australian Museum, Sydney

As part of our commitment to our Reconciliation Action Plan, our Sydney based Executives and RAP Chair had the opportunity to have a tour of Unsettled at The Australian Museum.

Unsettled is an exhibition from a First Nations Elder perspective. They were fortunate enough to have had a guided tour of the exhibition with one of the key Curators, Laura McBride. Laura's close connection to the exhibition allowed a sharing of personal insights and stories through this Indigenous led exhibition.



Photo: Images of Executive team attending Unsettled

Attending this event helped our leadership solidify their purpose in our reconciliation journey by acknowledging that we live and work on Aboriginal land and how vital it is that we listen to other perspectives, so we can reflect on our own assumptions and beliefs to ensure we act on our commitments through our RAP.

The Smith Family – Charity Gala Dinner

Early in 2020 we announced The Smith Family as our official charity partner. The Smith Family is Australia's largest children's charity helping children experiencing disadvantage get the most out of their education, so they can create better futures for themselves.



Photo: Image of Special guest Aunty Norma Ingram, presenting a Welcome to Country at The Smith Family Charity Gala

In July we hosted a Charity Gala Dinner and through our partnership with The Smith Family we have helped raise funds to support 37 Aboriginal and Torres Strait Islander students. Helping them gain access to vital learning and mentoring programs, fit in at school, keep up with their peers and build aspirations for a better future for themselves.

We are committed to ensuring large portions of funds raised through this partnership are allocated to support individuals from Aboriginal and Torres Strait Islander communities.

Our RAP Journey

Supporting NAIDOC, National Reconciliation Week and the International Day of the Worlds Indigenous Peoples.

The International Day of the World's Indigenous Peoples is observed around the world each year on August 9 with a goal of promoting and protecting the rights of Indigenous Peoples. Gallagher celebrated this important day for the first time in 2022.

Gallagher's Global Inclusion and Diversity team planned a unique "global conversation" for all Gallagher colleagues to join and continue their education on cultural histories and current challenges, Australian Head of Regional Branches and member of our RWG, Kylie Hull joined a global panel of peers to lead the conversation.

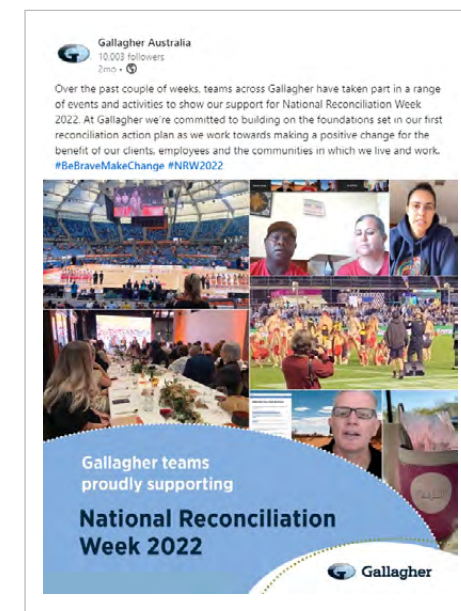


Image: Supporting NAIDOC, National Reconciliation Week and the International Day of the Worlds Indigenous Peoples.

Additionally we:

- ◆ Implemented The 7 Steps cultural awareness training e-learn modules and executive training facilitated by Evolve Communities. We chose not to mandate the e-learn training and very pleasingly achieved a 95% completion rate, which has highlighted our organisations appetite for Gallagher's involvement in the RAP.
- ◆ Through the training and starting our all staff calls with an Acknowledgement of Country, we have grown significantly in our awareness and education levels as an organisation across the dimensions of race relations, equality and equity and historical acceptance.
- ◆ Cultural Awareness training is also a part of our new starter's orientation training, so we continue to facilitate awareness and engagement in our RAP journey.
- ◆ Despite the challenges of COVID, we achieved greater organisational awareness in NAIDOC and Reconciliation week.



Key Learnings and Challenges

The implementation of our first Reflect RAP has been an organisational journey with the following key learnings:

- ♦ Change that involves cultural learning and embedding this learning within an organisation takes time, consistency in actions and messaging and cannot be rushed. It involves taking staff at all levels on a journey and requires patience.
- ♦ Not everyone in the organisation is going to embrace the journey at first or ever, which is a reality, but this shouldn't discourage the journey. Pleasingly for Gallagher, with a 95% completion of our e-learn cultural awareness modules, which were not mandated, we have high levels of staff engagement, which was motivating for the Working Party and RAP Executive.
- ♦ Genuine enthusiasm to want to rush out and “help” First Nations communities needs to be tempered with a real desire to first understand the local First Nations communities, who can have different local challenges in different geographies.
- ♦ It is not only about how we can “help” First Nations communities, which can be an initial motivation, but what can we learn along the journey through genuine engagement. To be successful, this journey must start with listening, a progressive building of trust based on a genuine desire to engage and learn, before actions are developed that may add value to these communities.
- ♦ The more we learn about First Nations histories, the more we realise how much we have to learn from one of the most ancient recorded civilizations. For example, in the Executive Training, it was very encouraging to hear our Executive discuss and reflect on aspects of how First Nations peoples have an extended family of kinship and support for one another, beyond immediate family and how we could try and learn from this in evolving our organisational culture.

All of these key learnings have helped shape and inform our engagement strategy moving forward as we adopt a locally led area management approach with First Nations communities, with a listen first and build trust through engagement consistency and understanding focus. It is also at a local level, supported by Executive endorsement, that our staff will see our RAP in action and we hope encourage First Nations staff to identify in a culturally safe environment. We also believe that developing locally led relationships, may encourage potential First Nations staff to feel safe and supported in considering joining Gallagher as a potential employer.

Our Partnerships

We proudly have a number of community partnerships with Aboriginal and Torres Strait Islander peoples and organisations and look forward to forming more as we proceed through our RAP journey.

Existing Aboriginal and Torres Strait Islander Relationships

Bond University Indigenous Program – Bronze Sponsor



For the past five years Gallagher has sponsored the Bond University Indigenous Program, enabling 12 Aboriginal and Torres Strait Islander students to be granted a scholarship, helping them receive a prestigious education and all the experiences Bond University offers. As a key client, and as an organisation that closely aligns with our core values, we're proud to support Bond University in empowering students, particularly Indigenous student opportunities and help contribute to a common goal of educating young Indigenous people.

Gallagher has also attended and supported fundraising at Bond University's signature event, The Indigenous Gala, which serves as their major fundraising event and another opportunity to bring Indigenous cultures to the wider community.

Indigenous Workforce Consulting - Engagement

As part of our RAP journey, we have engaged with Indigenous Workforce Consulting (IWC), an Indigenous owned consulting group, to assist Gallagher in developing and finalising this RAP and continue to engage with us as we progress along the Innovate RAP journey.

Client Engagement with NSW Aboriginal Land Council:

Gallagher have been working with the NSW Land Council over the past three years to assist them better understand the insurable risks that sit across the assets of the group and then recommend to the Council a comprehensive and cost effective risk protection program. Through this journey, Gallagher are now pleased to call the NSW Land Council a valued client and in alignment with our RAP vision, we will continue to assist with risk education for the benefit of Aboriginal and Torres Strait Islander peoples, for economic journeys of self-determination.

Evolve Communities - Engagement



As part of our RAP journey, we engaged with Evolve Communities who delivered our Cultural Awareness training both in face to face sessions with our Executive and in our e-learn platform to the broader staff, using their "7 Steps to Practical Reconciliation" program.

95% of Gallagher people have undertaken and completed this awareness training as a part of our commitment to improving our education and understanding of our shared history.

Existing Aboriginal and Torres Strait Islander Client Relationships

Gallagher is proud to have a significant number of Aboriginal and Torres Strait Islander owned businesses as broking clients across Australia.

As we evolve our understanding of and relationships with Aboriginal and Torres Strait Islander peoples through our RAP journey and given the extensive geographic spread of our branch network, we look forward to being of even greater service, and to developing deeper relationships with Indigenous clients in the future.

Critical to assist with this desire, will be the development and implementation of our engagement strategy focused on seeking to understand First Nations' opportunities and challenges, so that we can develop meaningful assistance together in partnership.



RAINBOW REGION

2020

David & Noni Cragg

Acrylic on canvas

121.9 x 213.4 x 3.5 cm

Aboriginal and Torres Strait Islander Emerging Artists (Noni and David Cragg)

To assist further Aboriginal and Torres Strait Islander communities engagement, we commissioned emerging artists Noni and David Cragg to help us tell the Gallagher “story” of delivering risk management and education services to help protect our clients and allow them to “face the future with confidence” along with imagery important to their heritage.

As well as being proudly on display in our head office foyer, the finished artwork featured in our endorsed Reflect RAP document and will again be used in our Innovate RAP, also serving as a showcase for Noni and David’s artwork and their story.

The Dirawong as a protector spirit in the Dream Time has been recommended as imagery that aligns to the Gallagher RAP. The Dirawong is a creator known as a benevolent protector of its people in the Bundjalung nation (Coastal New South Wales). It is believed to have shared a vast range of knowledge, teaching them everything from astronomy to medicine. The Dirawong, a benevolent protector, an unseen spiritual creature also known as the goanna spirit that protects and guards the people in ‘the land of the three rivers.’

The Bundjalung people tell us that the Rainbow Serpent and Dirawong worked together to create the northern rivers of NSW and areas of Queensland, causing the world to take on the shape it has today. Believing that the spirits of wounded warriors are present within the mountains, their injuries manifested as scars on the mountainside, and thunderstorms in the mountains recall the sounds of their battles. The patch of ‘red ochre’ on top of Goanna Headland shows the wound where the Rainbow Serpent bit the Dirawong in Dreamtime.

The people of the Bundjalung nation believe that the rocks, rivers and waterholes are more than just a reminder or a symbol of the Dreamtime, but represent reality and eternal truth. The spiritual relationship with the mythical beings of the Dreamtime are such that tribal groups of the Bundjalung nation believe in a united world of body and spirit with every aspect of the land, both living and non-living.

GALLAGHER AUSTRALIA

Innovate - Reconciliation Action Plan

Relationships

OUR INNOVATE RECONCILIATION ACTION PLAN

At Gallagher we recognise the importance of building strong, positive relationships with the Aboriginal and Torres Strait Islander peoples and communities we support. These relationships are founded in trust, respect, listening and understanding and are crucial to the service we deliver as insurance and risk experts, as we drive solutions to help deliver better economic, social and cultural outcomes.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Mar 2024	• Branch Director, Adelaide
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2024	• State Manager, Western Australia
		Maintain and strengthen our current ongoing relationship with NSW Aboriginal Land Council and seek to establish relationships with other state equivalents	Dec 2023, 2024	• Managing Director, National Sales
2	Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2024, 2025	• Marketing Executive – Brands & Partnerships
		RAP Working Group members to participate in an external NRW event	27 May-3 Jun 2024, 2025	• Chair of Working Group
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May-3 Jun 2024, 2025	• Managing Director, National Sales
		Organise at least one NRW event each year.	27 May-3 Jun 2024, 2025	• Marketing Executive – Brands & Partnerships
		Register all our NRW events on Reconciliation Australia's NRW website	May 2024, 2025	• Chair - RAP Working Group
3	Promote reconciliation through our sphere of influence	Develop and implement an annual staff engagement strategy to raise awareness of reconciliation across our workforce.	Apr 2024, 2025	• Head of Talent & Leadership
		Communicate our commitment to reconciliation publicly.	Jun 2024, 2025	• Marketing Executive – Brands & Partnerships
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Dec 2023, 2024	• Managing Director, National Sales
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2023, 2024	• Head of Talent & Leadership
		Engage with Insurance industry bodies such as NIBA and ANZIIF to explore possible First Nations career forums.	Dec 2023, 2024	• Chair - RAP Working Group
4	Promote positive race relations through anti-discrimination strategies	Conduct an annual review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2023, 2024	• Head of Talent & Leadership
		Review and communicate an anti-discrimination policy for our organisation, updated annually	Nov 2023, 2024	
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Sep 2023, 2024	
		Continue to Educate senior leaders on the effects of racism.	Nov 2023, 2024	

Respect

OUR INNOVATE RECONCILIATION ACTION PLAN

At the centre of our organisations' values is our respect for the diverse cultures and perspectives of the people we support and the communities in which we live and work. Continued education in the histories, knowledge and rights of Aboriginal and Torres Strait Islander peoples is a critical path in our vision for reconciliation and we will seek out opportunities to share stories and celebrate the culture and achievements of First Nations People.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Continue to review and update cultural learning needs within our organisation.	Sep 2023,2024	• Head of Talent & Leadership
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Oct 2023,2024	
		Develop, implement, and communicate a cultural learning strategy document for our staff, update annually and include in induction programs for new starters	Mar 2024, 2025	
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning and consider cultural immersion opportunities for staff	Dec 2023,2024	
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and establish annual reminder communication	Jun 2024,2025	• Marketing Executive – Brands & Partnerships
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and establish annual reminder communication.	May 2024, 2025	
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	May 2024, 2025 review	
		Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2024, 2025 review	
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2024, 2025	• Chair - RAP Working Group
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Apr 2024, 2025	• Head of Legal
		Promote and encourage participation in external NAIDOC events to all staff.	Jun 2024, 2025	• Managing Director, National Sales

Opportunities

OUR INNOVATE RECONCILIATION ACTION PLAN

We recognise the challenges and barriers of entry into the insurance and risk management industry and are committed to identifying the opportunities to create clear pathways for Aboriginal and Torres Strait Islander people to work, grow and excel in a diverse and inclusive business. We are also committed to making an impact beyond our own walls through procurement and development of commercial relationships. We recognise the importance of offering under-represented communities the opportunity to compete for business on equal footing.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2023	• Head of Metro Branches
		Continue sponsorship of the Bond University Indigenous Program and Indigenous Gala to increase opportunities for First Nations students	Nov 2023, 2024	• Marketing Executive – Brands & Partnerships
		Continue the partnership with the Smith Family, to support Aboriginal and Torres Strait Islander school aged children in the Learning for Life program,	Sep 2023, 2024	• Marketing Executive – Brands & Partnerships
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jun 2024	• Head of Regional Branches
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Nov 2024	• Head of Metro Branches
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Nov 2023	• Head of Talent & Leadership
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Nov 2023, 2024	• Head of Regional Branches
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Nov 2023	• Property and Commercial Manager
		Investigate Supply Nation membership	Nov 2023	
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Mar 2024	
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Mar 2024	
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Jun 2024	
10	Explore ways of assisting First Nations startup businesses with our risk and organisational expertise	Investigate appropriate ways of identifying First Nations people that are entering a startup business process	Jun 2024	• Chair - RAP Working Group
		Explore the development of a pro-bono initial risk assessment offering, for suitably sized First Nations startups	Nov 2024	• Managing Director, National Sales
		Determine appropriate ways of communicating this offer to reach First Nations stakeholders	Dec 2024	• Marketing Executive – Brands & Partnerships

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
11	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Apr 2024, 2025	• Chair - RAP Working Group
		Establish and apply a Terms of Reference for the RWG.	Jul 2023, 2024	• Head of Legal
		Meet at least four times per year to drive and monitor RAP implementation.	Aug, Nov, 2023 Feb, May, Aug, Nov 2024 Feb, May 2025	• Chair - RAP Working Group
12	Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	Aug 2023, 2024	• Chair - RAP Working Group
		Engage our senior leaders and other staff in the delivery of RAP commitments.	Sep 2023, 2024	• Managing Director, National Sales
		Define and maintain appropriate systems to track, measure and report on RAP commitments	Aug 2023	• Head of Legal
		Maintain an internal RAP Champion from senior management.	Aug 2024, 2025	• Managing Director, National Sales
13	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	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.	Aug 2024, 2025	• Chair – RAP Working Group
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2023, 2024	• Chair – RAP Working Group
		Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2023, 2024	• Head of Legal
		Report RAP progress to all staff and senior leaders quarterly.	Aug, Nov, 2023 Feb, May, Aug, Nov 2024 Feb, May 2025	• Managing Director, National Sales
		Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2023, 2024	• Managing Director, National Sales
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	• Head of Legal
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	May 2025	• Chair - RAP Working Group
14	Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	Jan 2025	• Chair - RAP Working Group

Contact

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We acknowledge the Traditional Owners of the land on which we stand today and recognise their continuing Connection to land, waters and culture.

We pay our respects to the Elders past, present and emerging.

Arthur J. Gallagher & Co (Aus) Limited. REF3385-0623-1.1



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