



# nib reflect

## Reconciliation Action Plan

October 2020 – April 2022

## acknowledgement

nib acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians, and pays respect to Elders past, present and emerging across all the lands on which we operate. We acknowledge the rich and meaningful contribution they make to life and culture in Australia, and we aim to be a partner in improving the quality of life and health of Aboriginal and Torres Strait Islander peoples.

We are thankful for the guidance and direction provided by all our Aboriginal and Torres Strait Islander community stakeholders who have supported the development of our Reconciliation Action Plan (RAP). We look forward to building stronger partnerships with you over the course of this plan.



### artist and artwork story

The nib RAP features an original design by artist, Jasmine Craciun. Jasmine is a proud Barkindji, Malyangapa woman who grew up in Newcastle, New South Wales, the Traditional Lands of the Awabakal people. Jasmine is a recent Visual Communication Design graduate from The University of Newcastle. She has a unique and diverse point of view, growing up alongside her European immigrant grandparents on her father's side and her Aboriginal family on her mother's side. Jasmine believes having this diverse background has given her the opportunity to see, design and create from a different perspective.

The work represents the natural features, landscapes and bodies of water located around nib's Newcastle office. It includes rock pools with seaweed, sea anemones and ripples. Water has been used as a theme as it represents nib reaching not just across Australia, but also across the Tasman Sea to New Zealand. Another connection to the Newcastle office is the use of

the seafern. The Honeysuckle area up to Nobbys Beach and the area around the nib building was traditionally known as "Muloobinba" which translates to "Place of Seafern". It was fitting to use the seafern in this work not only to hark back to the traditional namesake, but also to represent growth, both for the nib business and its RAP journey.



## a message from the chairman and managing director

We are proud to introduce nib's inaugural Reflect Reconciliation Action Plan. The title of "Reflect" aptly articulates the plan, as that is exactly what we intend to do as a business – to stop, listen to our Aboriginal and Torres Strait Islander communities and then learn and reflect on what it means to truly reconcile with our First Nations peoples to build meaningful relationships that endure for years to come.

nib operates in Newcastle as well as the Central Coast, Sydney and Melbourne, within the traditional lands of the Darkinjung (Kuring-gai) people, the Awabakal people, the Gadigal people of the Eora Nation and the Boon Wurrung and Woiwurrung (Wurundjeri) peoples of the Kulin Nation. We acknowledge that Aboriginal and Torres Strait Islander people were the First People of this land and that they have endeavoured to retain their culture and identity since colonisation over 200 years ago.

For more than 40,000 years, Traditional Land Owners have fished, gathered and hunted the lands where nib now operates. We are deeply sorry that the presence and existence of these peoples has not been acknowledged through the histories since colonisation. We recognise the devastating loss of physical land and cultural connection to Country, as well as the eradication of language and identity.

Our Reflect RAP has been designed using the Reconciliation Australia framework to allow us to reflect on the histories of Aboriginal and Torres Strait Islander peoples, in a concerted effort to promote equality and justice in our communities. We feel it's important for our people to be part of this reconciliation to build awareness of Aboriginal and Torres Strait Islander histories, as well as create an environment for everyone to be their true self to foster development and opportunities.

When we think about the nib purpose of *Your Better Health*, it's imperative for that statement to be true for all Australians, including Aboriginal and Torres Strait Islander peoples. Sadly, Aboriginal and Torres Strait Islander communities experience a disproportionate health disadvantage compared to their non-Indigenous counterparts, with a 10-year difference in current life expectancy rates. This is unacceptable. We believe more needs to be done for real change to occur and just as importantly as a health insurer we have a responsibility to play our part in helping to close this gap.

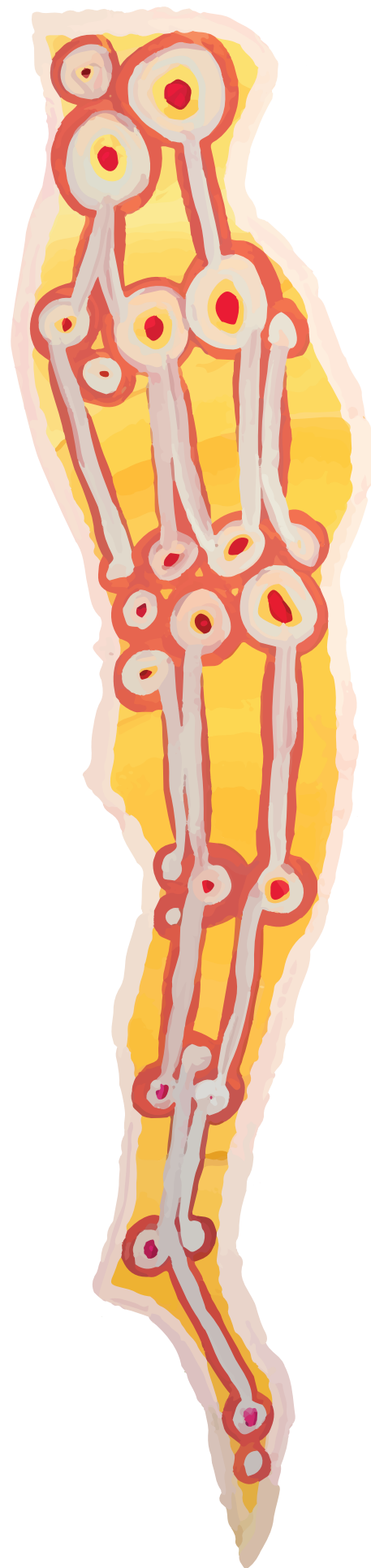
Over the past five years, our nib foundation has been working closely with seven Aboriginal health organisations on initiatives that focus on youth mental health and wellbeing to help bridge this gap in health outcomes for Aboriginal and Torres Strait Islander people. The more we engage with our Aboriginal community partners, the more we realise the role reconciliation plays in forming respectful relationships and the RAP framework is helping us to build on this journey.

We aim to bring something unique and special to our RAP through our focus on population and preventative health initiatives, and we look forward to building meaningful relationships with Aboriginal Community Controlled Health Organisations (ACCHOs) and Aboriginal Medical Services (AMS) in the areas where we operate.

We would like to thank Speaking in Colour for their cultural guidance and support in forming relationships with relevant groups as we begin to roll out our deliverables and actions. We are excited by what we can bring to our Aboriginal communities and what they can bring to us in terms of understanding and cultural learning. We look forward to providing updates on our RAP journey and efforts to improve the health and wellbeing of Aboriginal and Torres Strait Islander communities.

**Steve Crane**  
Chairman

**Mark Fitzgibbon**  
Managing Director



## a message from Reconciliation Australia

Reconciliation Australia welcomes nib to the Reconciliation Action Plan program with the formal endorsement of its inaugural Reflect RAP.

nib joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity and historical acceptance.

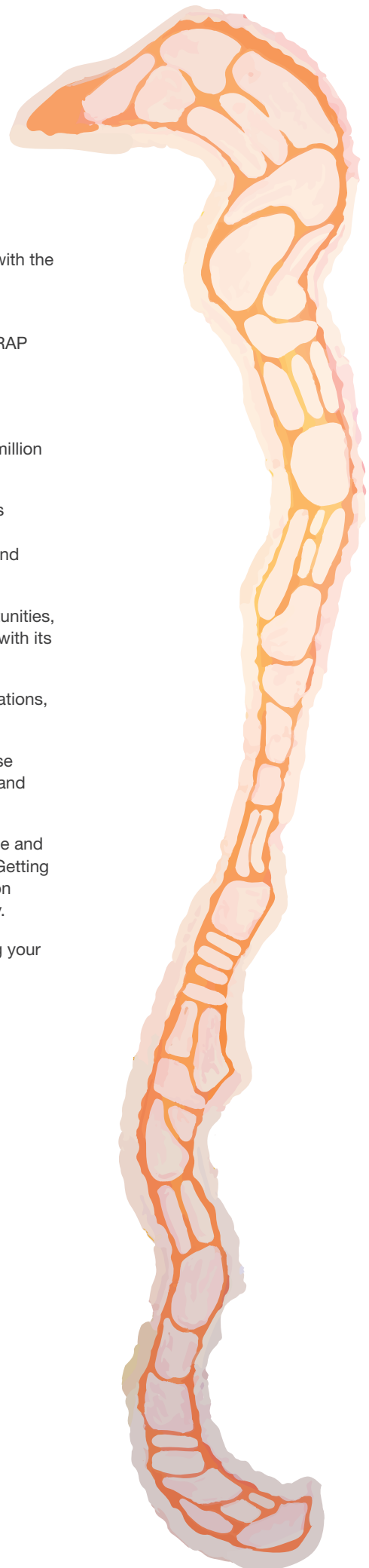
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables nib to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations nib, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



## our business

nib is a trusted international health partner, empowering our members and travellers to make better decisions and improve health outcomes through greater accessibility to affordable health services and information.

nib provides health and medical insurance to over 1.4 million Australian and New Zealand residents. We also provide health insurance to more than 200,000 international students and workers in Australia.

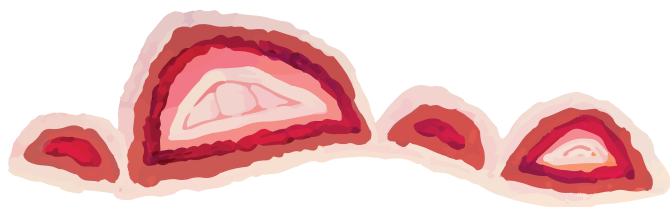
In addition, we are Australia's third largest travel insurer and global distributor of travel insurance through our business nib Travel, providing financial protection and assurance to travellers wherever they are in the world.

Our purpose is *Your Better Health*. We are a trusted partner in helping our members and travellers make more informed healthcare decisions, transact with healthcare systems and generally live healthier lives.

In FY2020, nib employed over 1,500 people across six countries with just under 80% or 1,194 of those employees situated in Australia. At this early stage in nib's Reflect RAP journey, we are unaware of the number of employees who identify as Aboriginal and/or Torres Strait Islander people. As a part of our Reflect RAP, we will ensure that we research this information in a culturally sensitive way.

nib's operations in Australia are based in Newcastle, New South Wales.





## our RAP & our community

### Our RAP

In 2018, nib developed and launched its Sustainability Principles which encompass five key focus areas, including population health. The quality of individual health is much influenced by that of the communities in which they live and work. We pursue and invest in broad community-based programs which aim to tackle disease, lift health literacy and generally improve population health including via our nib foundation.

Our RAP Champion and Executive Sponsor is Group Executive Legal & Chief Risk Officer, Roslyn Toms, who has organisational responsibility for the development and execution of the RAP.

### Our People

In 2018, nib developed and launched its Diversity & Inclusion Strategy for FY19-FY21, in line with nib's Sustainability Principles. The Economic Development & Employment pillar refers to our efforts to create wealth and employment in the communities in which we operate. The Diversity & Inclusion Strategy sets out the actions required to achieve our sustainability ambitions, specifically through the Heritage & Culture focus area.

This Reflect RAP will offer our employees the opportunity to engage with Aboriginal and Torres Strait Islander cultures, histories and develop an appreciation of these unique cultures. For us, creating an inclusive work environment that celebrates diversity means people feel they belong and can contribute their opinions, ideas and raise concerns.

We feel that engaging with Reconciliation Australia to develop a RAP also reflects our nib values which are ingrained in our workforce, specifically:

- Everyone deserves respect: we treat others how we like to be treated and we have no room for arrogance or bullying.
- If it's worth doing, it's worth doing better than anyone else: We say what we'll do and more. We strive for continuous improvement and excellence.
- We before me: We swarm around opportunities and challenges and we thrive on 'calls to action'.
- Being accountable: We set targets and are accountable individually and collectively for performance. We prefer explanations over excuses.
- Smart is cool: We view diversity as a strength. We encourage curiosity and a global view of our business.
- Making the world a better place: We aspire to be a responsible and respected corporate citizen. We give back to the communities we serve and leave positive footprints.

### Our Members & Community

The communities in which we operate, in Australia and internationally, are a central focus for nib's Sustainability Principles, under the banner of Community Spirit & Cohesion. Strong community spirit and cohesion are good for the psychological and physical resilience of all communities, including Aboriginal and Torres Strait Islander communities. We believe a strong sense of belonging, social justice, practicing tolerance and respect of differences is essential to fostering resilience in communities.



## our current position

At this early stage in the journey, we recognise that we have a limited understanding of the number of Aboriginal and Torres Strait Islander people in our workforce and we consider ourselves to be at the Reflect RAP type within the RAP framework, in terms of our maturity. We see this as being a time for us to reflect on how we've been involved with Aboriginal and Torres Strait Islander communities to date and investigate and identify opportunities to work together in the future, as well as share information and cultural understanding with our employees.

From an nib perspective, we include an Acknowledgement of Country at the beginning of all formal and major events hosted by nib in Australia, including our internal events and externally, our Annual General Meeting for shareholders.

From here we hope to evolve our RAP over the coming years to be more involved with a “hands on” approach. That said, we have some fantastic community projects at play with Aboriginal and Torres Strait Islander communities through our nib foundation and we have a wealth of RAP resources available to us through our joint major sponsor partnership with Richmond Football Club, who are widely considered to be a leader in this space.

### Current Partnerships & Activities

In October 2019, nib foundation announced a new \$1 million commitment to expand its work in the area of Aboriginal and Torres Strait Islander health and wellbeing. The Aboriginal Health Partnerships program will contribute to our nation's efforts to close the 10-year health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

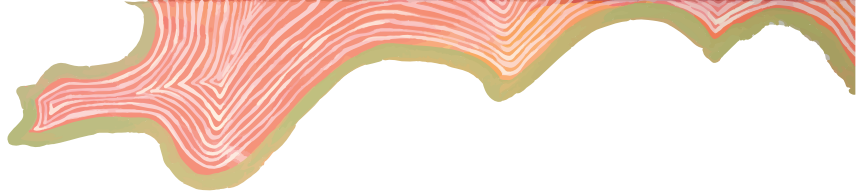
Every health outcome is linked with the environment in which we are born, grow, live, work, play and age – and this is especially so for Aboriginal and Torres Strait Islander peoples. Throughout recent stakeholder consultations, Aboriginal communities expressed their concern about the wellbeing of their youth being impacted by racism, socioeconomic disadvantage, intergenerational trauma, opportunity to develop skills and ability to find work.

For this reason, our Aboriginal Health Partnerships program is partnering closely with organisations who specialise in providing holistic, wrap-around support to Aboriginal and Torres Strait Islander peoples. Through these partnerships nib foundation is investing \$250,000 each year in projects that focus on building emotional and social wellbeing of Aboriginal and Torres Strait Islander youth and young adults.

Funded projects focus on one or more of the following pillars that are critical to achieving long term emotional and social wellbeing for young Aboriginal and Torres Strait Islander peoples:

- Value family and country
- Strengthen cultural connection and safety
- Support education and employment pathways
- Look after physical health and fitness

In developing this program, our foundation spent many months listening to First Nations stakeholders to ensure that our response is well considered and culturally appropriate, reflects the wishes of the Aboriginal and Torres Strait Islander communities that it is designed to serve, and also leverages the assets of the broader nib Group to best effect.



## our current position continued

We drew on the collective wisdom of our colleagues and networks including local groups (Awabakal Land Council, Wollatuka Institute), not-for profit organisations such as the Clontarf Foundation and the National Centre of Indigenous Excellence, as well as the peak body for Aboriginal Community Controlled Health Organisations, the National Aboriginal Community Controlled Health Organisation, and the Awabakal Aboriginal Medical Service. We also liaised with past partners of the foundation, as well as other experts in this field to help build our understanding of current community needs and best practice responses and determine how we can have the most impact. This represents our initial stakeholder consultation to help inform nib’s strategy and more comprehensive work with be done through the RAP to build more relationships with Aboriginal Controlled Organisations within our sphere.

We are also applying what we have learned from our current and past nib foundation community partnerships, which is that often the most impactful and successful Aboriginal and Torres Strait Islander peoples health initiatives are those that are conceived by the community, designed in collaboration with the community, and community-led.

In the past five years nib foundation has committed over \$390,000 in grant funding to seven Aboriginal and Torres Strait Islander health initiatives with a focus on youth mental health and wellbeing.

For example, we continue to support the Black Dog Institute to develop and expand iBobbly, a youth suicide and mental illness prevention app designed so that everything seen, heard and experienced in the app is shaped by, or delivered by Aboriginal and Torres Strait Islander people.

We also worked with Smiling Mind and NPY Women’s Council to develop Australia’s first mindfulness meditation program in the Aboriginal languages of Pitjantjatara and Ngaanyatjarra. This world first project is being used by teachers in rural schools in the APY lands of central Australia to build resilience, honour culture and preserve language. We are thrilled to see Aboriginal and Torres Strait Islander communities engage strongly with this project, with over 3,700 subscribers the programs to date.

Our foundation recognises that sustained effort will be needed in coming years to achieve Aboriginal and Torres Strait Islander health equality and like many other organisations, feel a strong responsibility to play our part.

### nib RAP alignment with the United Nations Sustainable Development Goals







## Relationships

Reconciliation Australia defines Relationships in the statement: 'Strong, meaningful and mutually beneficial relationships between Aboriginal and Torres Strait Islander peoples and the broader community form the foundation of reconciliation efforts.'

2019 RAP Impact Measurement Report, Reconciliation Australia

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2020	Head of Community, Community
	2. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2020	Head of Community, Community
	3. Establish relationship with Aboriginal Community Controlled Health Organisations and other relevant groups to discuss ways to improve health outcome for Aboriginal and Torres Strait Islander peoples.	March 2022	Head of Community, Community
	4. Investigate sponsorship partnerships with Aboriginal and Torres Strait Islander events (including NAIDOC Week) and organisations to promote better health and nib's RAP.	July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
2. Build relationships through celebrating National Reconciliation Week (NRW).	1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. RAP Working Group members and RAP executive sponsor to participate in an external NRW event.	27 May – 3 June 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Encourage and support employees to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	4. Encourage senior leaders to participate in at least one external local community event to recognise and celebrate NRW and promote their participation on internal and external social media channels.	27 May – 3 June 2021	Sustainability Manager, Corporate Affairs & Investor Relations
3. Promote reconciliation through our sphere of influence.	1. Communicate our commitment to reconciliation to all employees.	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2020	Sustainability Manager, Corporate Affairs and Investor Relations
	3. Identify RAP and other like-minded organisations (including sponsors and strategic partners) that we could approach to collaborate with on our reconciliation journey.	December 2020	Sustainability Manager, Corporate Affairs and Investor Relations
4. Promote positive race relations through anti-discrimination strategies.	1. Research best practice and policies in areas of race relations and anti-discrimination.	March 2022	Diversity & Inclusion Lead, People & Culture
	2. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2020 November 2021	Diversity & Inclusion Lead, People & Culture
5. Build awareness of nib's RAP with external stakeholders including general public, investors and members.	1. Develop bespoke communications strategy to build awareness of nib's RAP among all external stakeholders.	September 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Share stories regarding nib's RAP progress externally including in relevant annual reports, website and social media platforms.	April 2022	Sustainability Manager, Corporate Affairs & Investor Relations
6. Build employee awareness of nib's RAP initiatives.	1. Introduce RAP to all employees through induction sessions.	December 2020	Diversity & Inclusion Lead, People & Culture
	2. Investigate Lunch & Learn sessions through our nib foundation Aboriginal Health Partnerships and other stakeholders for employees in key offices (Newcastle, Sydney and Melbourne).	July 2021	Diversity & Inclusion Lead, People & Culture
	3. Share stories regarding nib's RAP progress with employees via Workplace and other appropriate internal channels.	April 2022	Sustainability Manager, Corporate Affairs & Investor Relations

## Respect

Reconciliation Australia defines Respect in the statement: 'Organisations are stronger when they understand, promote, and celebrate Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.'

2019 RAP Impact Measurement Report, Reconciliation Australia

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2020	Diversity & Inclusion Lead, People & Culture
	2. Conduct a review of Aboriginal and Torres Strait Islander cultural learning needs within our organisation. Based on identified needs, identify appropriate cultural awareness training approaches for roll out.	April 2021	Diversity & Inclusion Lead, People & Culture
	3. Promote Reconciliation Australia's Share Our Pride online resources on Workplace and encourage employees to explore the resources through targeted communications.	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	4. Highlight dates of significance for Aboriginal and Torres Strait Islander people internally to employees through our internal communications platforms, Workplace and Sharepoint.	April 2022	Sustainability Manager, Corporate Affairs & Investor Relations
	5. Explore meaningful cultural immersion experiences for Board and Senior leadership to raise awareness and engagement.	October 2021	Head of Community, Community
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	1. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through Lunch & Learn sessions.	November 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Develop protocols for Acknowledgement of Country and Welcome to Country.	November 2020	Diversity & Inclusion Lead, People & Culture
	4. Include an Acknowledgment of Country to recognise and pay respect to Traditional Owners on email signatures, website and member communications.	November 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	5. Engage with Local Traditional Custodians to commence a 'place name' project for all nib offices.	March 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	6. Investigate ability to display Aboriginal and Torres Strait Islander flags at nib owned offices.	March 2021	Sustainability Manager, Corporate Affairs & Investor Relations

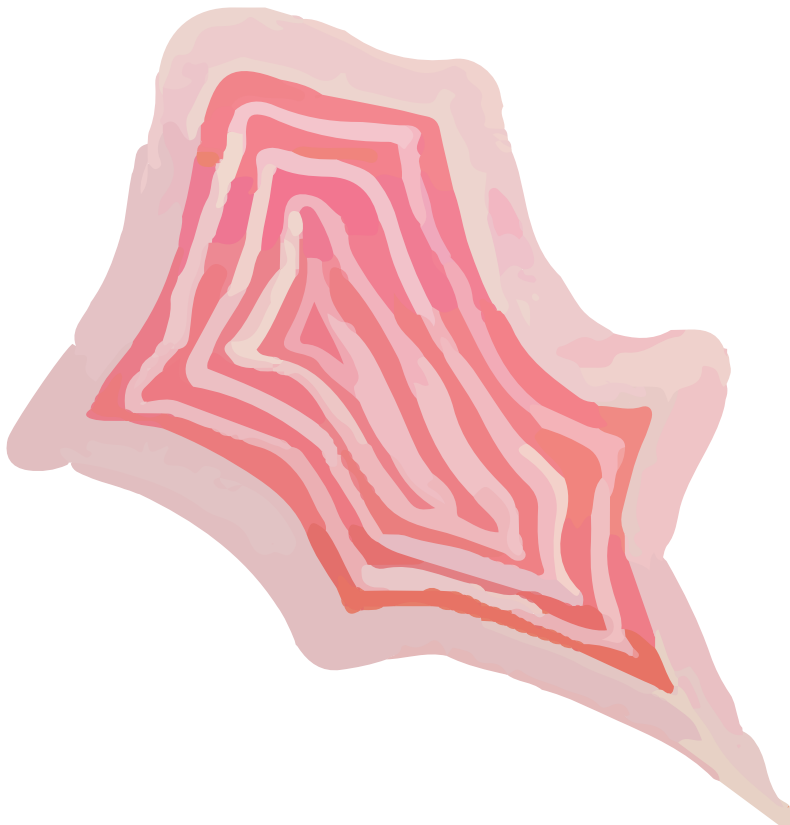


## Respect

Reconciliation Australia defines Respect in the statement: 'Organisations are stronger when they understand, promote, and celebrate Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.'

2019 RAP Impact Measurement Report, Reconciliation Australia

Action	Deliverable	Timeline	Responsibility
<b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	1. Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	November 2020 and July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Introduce our employees to NAIDOC Week by promoting external events in our local area.	November 2020 and July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Celebrate NAIDOC week with at least one event for employees in each of nib's major office locations (Newcastle, Sydney, Melbourne).	July 2021	Diversity & Inclusion Lead, People & Culture
	4. RAP Working Group to participate in an external NAIDOC Week event.	November 2020 and July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
<b>10. Demonstrate respect by creating culturally welcoming office locations.</b>	1. Show respect by displaying local First Nations artists in each office location.	July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Include information about the First Nations artists with the artwork, paying respect to the story in the artwork and the process of creating it.	July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Include information about Traditional Owners in and around our office space, letting people know about the lives of the people who once lived and continue to live in the area.	July 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	4. Create a space and platform via Workplace for people to identify as Aboriginal and/or Torres Strait Islander on their work profiles as an option.	November 2020	Diversity & Inclusion Lead, People & Culture





**Opportunities**

Reconciliation Australia defines Opportunities in the statement: 'Equal participation in a range of life opportunities is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples.'

A framework for reconciliation action, Reconciliation Australia (2019)

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2020	Diversity & Inclusion Lead, People & Culture
	2. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2020	Diversity & Inclusion Lead, People & Culture
	3. Explore Career Trackers or other Aboriginal and Torres Strait Islander traineeships.	December 2020	Diversity & Inclusion Lead, People & Culture
	4. Advertise jobs on Aboriginal and Torres Strait Islander networks (such as Maxima) and employment platforms and work with an Aboriginal and Torres Strait Islander employment specialist to understand common barriers to accessing opportunities.	March 2021	Diversity & Inclusion Lead, People & Culture
	5. Consider specific engagement with Aboriginal and/or Torres Strait Islander employees (i.e. consultation on employment strategies, specific career progression support etc).	November 2021	Diversity & Inclusion Lead, People & Culture
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	1. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Investigate Supply Nation membership.	October 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Review Procurement Policy to ensure no barriers exist for procurement with Aboriginal and Torres Strait Islander owned businesses.	April 2021	Sustainability Manager, Corporate Affairs & Investor Relations
13. Investigate opportunities to improve health outcomes for Aboriginal and Torres Strait Islander peoples.	1. Investigate partnership opportunities, including through our nib foundation, to support programs that improve Aboriginal and Torres Strait Islander health outcomes.	March 2021	Head of Community, Community
	2. Investigate culturally appropriate preventative health programs to offer to members with Health Management team.	October 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Conduct review of nib health and travel insurance products to ensure no barriers for Aboriginal and Torres Strait Islander peoples and that needs are considered.	July 2021	Sustainability Manager, Corporate Affairs & Investor Relations





## Governance

Reconciliation Australia defines Governance in the statement: 'Strong governance is vital to turning good intentions into action to support the national reconciliation movement.'

2019 RAP Impact Measurement Report, Reconciliation Australia

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	1. Form a RAP Working Group to govern RAP implementation (nib RAP Advisory Committee).	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Draft a Terms of Reference for the RAP Working Group (nib RAP Advisory Committee).	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group (nib RAP Advisory Committee).	January 2021	Sustainability Manager, Corporate Affairs & Investor Relations
15. Provide appropriate support for effective implementation of RAP commitments.	1. Define resource needs for RAP implementation.	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Engage senior leaders in the delivery of RAP commitments including appointment of an executive sponsor.	October 2020	Head of Community, Community
	3. Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2020	Sustainability Manager, Corporate Affairs & Investor Relations
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	1. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Ensure quarterly reporting to nib's Management Sustainability Committee, PARCO and nib foundation Board on progress.	December 2020, March 2021, June 2021, September 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	3. Ensure RAP progress is included within nib's Annual Reporting suite including Annual Report, Community Report and Sustainability Report.	September 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	4. Refine actions in the nib Diversity & Inclusion Strategy to align with nib's RAP.	November 2020	Diversity & Inclusion Lead, People & Culture
17. Continue our reconciliation journey by developing our next RAP.	1. Review nib's RAP and identify opportunities for improvement and success.	December 2021	Sustainability Manager, Corporate Affairs & Investor Relations
	2. Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	December 2021	Sustainability Manager, Corporate Affairs & Investor Relations

### Contact details

Name: Renee Walker  
 Position: Sustainability Manager  
 Phone: 0403 478 722  
 Email: r.walker@nib.com.au

