

# Understanding our material issues.

Identifying IAG’s material issues helps us to understand the economic, social and environmental impacts to our business and the impact we have on the economy, society and the environment through operating our business. Applying a materiality process ensures that we are best placed to manage these impacts. Our material issues inform our enterprise-wide Safer Communities Business Plan and frame our reporting.

In FY21 we identified an opportunity to further embed our materiality process and material issues into the business. From FY22 we will run the process in the first quarter of the year (rather than the fourth), better aligning to our Enterprise Risk Profile, trends analysis and strategy setting, and business planning cycles. This year we continued to focus on the material issues identified in FY20, which are represented in the matrix below:



While we have not run a full stakeholder engagement process for this year’s materiality assessment, we did survey our customers to understand which issues they think are most important, and to validate our continued use of the FY20 material issues. In FY22 we are aiming to increase engagement in the process to ensure we continue to consider a broad range of stakeholder views.

The most important issues to our customers have remained fairly consistent over the last three years, with **access and affordability**, **privacy and data security** and **post-disaster relief and emergency response** the top three issues. In general, customers rate as more important those issues they see as directly affecting them and their livelihoods.

## United Nations Sustainable Development Goals (UN SDGs)

Although the work we do can contribute to many of the UN SDGs, we have prioritised four where we believe we can have the biggest impact. These are UN SDG 8 – Decent work and economic growth, SDG 9 – Industry, innovation and infrastructure, SDG 11 – Sustainable cities and communities and SDG 13 Climate action.

As well as identifying our ability to support the delivery of UN SDG goals, we recognise the importance of considering where our activities may detract from their delivery. This year we assessed our internal mapping, taking into account both positive and negative impact on the goals. We have also identified which key metrics align to the SDGs and their associated targets in our ESG data summary.

More detail of our materiality process, approach to the UN SDGs and our ESG data summary can be found in the Safer Communities section of [www.iag.com.au](http://www.iag.com.au).

# Focusing our approach.

Our purpose is to make your world a safer place. The Safer Communities enterprise-wide business plan supports the delivery of this purpose, our four strategic pillars and the management of ESG risks and opportunities for IAG. Our approach is shaped by our material issues and external frameworks, including the UN SDGs.

<p><b>Ambition:</b> Work with people and communities to improve their resilience, so they increasingly feel ready for anything</p>		
<p><b>Our priority area:</b> where we can make the most meaningful difference</p>	<p><b>Climate and Disaster Resilience</b></p> <p>We focus on enabling communities in Australia and New Zealand to better prepare for, adapt and respond to the impacts of natural hazards and climate change. We do this by reducing risk, playing a role in community-led resilience and managing our own climate risk and impacts. Using our unique capabilities to deliver this work allows us to create commercial opportunities.</p>	
<p><b>Our foundations:</b> maintaining IAG’s social licence to operate and connecting its people to purpose</p>	<p><b>Responsible and Ethical Business</b></p> <p>We deliver commercial benefit and an uplift in trust by being a responsible and ethical business that meets the expectations of our customers and communities. We do this through robust ESG risk management and transparent sustainability disclosure.</p>	<p><b>IAG Community Connection</b></p> <p>We play a role in safer and more resilient communities by connecting our people to IAG’s purpose through our community partners. This supports their personal development and increases employee engagement and advocacy.</p>

During FY21, in consultation with internal and external stakeholders, we refined our Safer Communities business plan to further prioritise our work on understanding and managing climate impacts and improving resilience to extreme weather events. By leveraging our capabilities, expertise and commitment to purpose we believe **Climate and Disaster Resilience** is an area where we can make the most meaningful difference for communities and customers, while supporting our commercial success.

The ability to drive change and have a positive impact in this area for both IAG and the community is facilitated by continuing to get the essentials right. This includes meeting the expectations of our key stakeholders as we operate our business and maintaining a social licence to operate. It is also important that we support our own people in their community contributions and connect them meaningfully to IAG’s purpose. We do this through: **Responsible and Ethical Business** and **IAG Community Connection**.

“Prioritising our focus on Climate and Disaster Resilience enables us to deliver impact at scale. FY21 has helped us build strong foundations and we’re excited we’ve been able to significantly increase the number of customers and community members taking preparedness action. We look forward to driving further scale and engagement with our customers and communities in FY22.”

**JEN COBLEY AND GEORGIA WHITBREAD**  
 Executive Manager, Disaster Resilience – Safer Communities.  
 Jen and Georgia work on a job share basis that allows them flexibility and ensures IAG supports talent development





# Prioritising in a changing climate.

This year we have further prioritised our work to address Climate and Disaster Resilience. We focus on enabling communities in Australia and New Zealand to better prepare for, adapt and respond to the impacts of natural hazards and climate change. We do this by reducing risk, building community-led resilience and managing our own climate risks and impacts. Using our unique capabilities to deliver this work allows us to create commercial opportunities.

## Collaboration and leadership on climate action

We know climate and disaster resilience cannot be tackled in isolation and throughout FY21 we continued to collaborate, share expertise and advocate for change.

This year we maintained our involvement in the Australian Sustainable Finance Institute (ASFI), including our ongoing co-chair role and contributing to the development of a Roadmap which was released in November 2020 and has a strong focus on climate change. The Roadmap includes 37 commitments aimed at aligning Australia's financial system to 'support a thriving Australian society, a healthy environment and a strong and prosperous economy'. To support the implementation of the Roadmap, IAG has become the first founding member of the newly created permanent ASFI body created to drive the implementation of the Roadmap. In addition, our CFO Michelle McPherson will join the newly created permanent Board.

We also contributed to the equivalent Roadmap for Action in New Zealand, developed by the New Zealand Sustainable Finance Forum. At an industry level, we continued to play an active role in the Insurance Council of Australia's Climate Change Action Committee and related subcommittees.

In November 2020 IAG released the second peer-reviewed edition of *Severe Weather in a Changing Climate* in partnership with the US-based National Center for Atmospheric Research. The report draws on the expertise within IAG's Natural Perils team and builds on the first report which was released in 2019. It uses the latest scientific findings and discusses the increasing risk of multiple types of natural disasters impacting Australia. In contributing to the report, IAG made a deliberate decision to publish its internal research to help other stakeholders across our industry better understand physical climate risk.

From our research, claims data and engagement with our peers and the community, we know the impacts of climate change are growing, as is the risk they pose to our core operations. The risks, impacts and opportunities climate change presents are seen across our business value chain, from our investments, to products and pricing, to supporting customers through their claims.

We continue to see communities affected by the growing social and financial impacts of climate change. With extreme rain and flooding events in both Australia and New Zealand this year, the challenge of continuing to provide accessible and affordable insurance to areas

vulnerable to severe flooding has come into sharp focus. During the flood events in New South Wales this year, we are aware some customers experienced underinsurance, in some cases because optional flood cover was not added on to a standard property policy due to the higher premiums. We recognise the pressing nature of this societal challenge and the impact on our customers and the future viability of our products. We are continuing our focus on the complex issue of pricing for physical risk and working with customers and communities to help them understand their risks and the actions they need to take to be more resilient. These two issues are at the core of our focus on Climate and Disaster Resilience and have driven our work this year.

## Managing our climate risks

In the face of these growing challenges and the complexity of the impacts of climate change, we have continued to evolve our approach to the risks and opportunities climate change presents:

- **Embedding in strategy** – when setting our strategy, we recognise climate change as a key trend that directly influences the stability and growth of our business. This year we have worked to ensure climate risk management is embedded within the four pillars of our strategy, which was refreshed this year.
- **Deepening our understanding of risks and opportunities** – we know even the most conservative future climate predictions will have a material medium to long-term impact on our business and customers. We have undertaken physical, transition and litigation risk modelling and these assessments confirmed that physical risks present the most material short, medium and long-term risks to IAG's business. This year we continued to evolve our understanding by using the latest climate science to inform our catastrophe modelling. We undertook physical risk modelling assessments for three potential temperature scenarios (+1.5°C, +2°C and >+3°C) and transition risk modelling for a range of policy stretch and business as usual scenarios for Australia and New Zealand (+1.5°C, +2°C and +4°C). This modelling helps us understand the impacts of future climate scenarios on insurance premiums and reinsurance requirements.
- **Moving from risk assessment to control effectiveness** – as we have further embedded the understanding of climate risk in our Enterprise Risk Profile, we have focused on uplifting control effectiveness. IAG's Climate Action Plan includes a suite of programs and initiatives that form the key controls for managing climate-related risks. These will be informed and improved by the ongoing work to further quantify impacts.

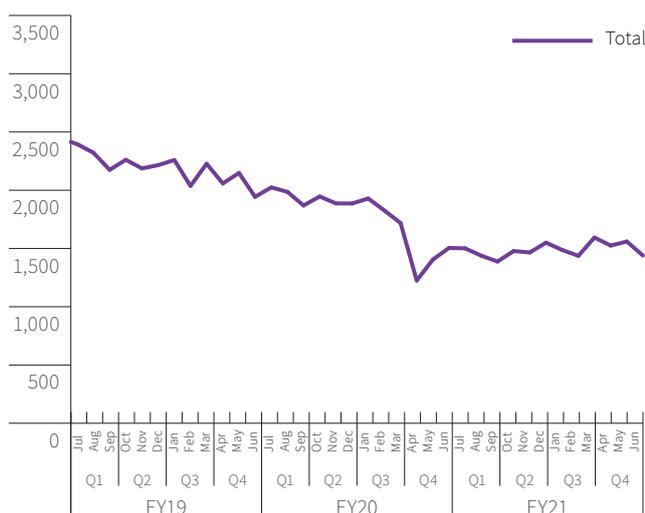
Detail of this work can be found in our fourth climate-related disclosure aligned to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Our disclosure addresses how we are managing climate risks and opportunities through governance, strategy, risk management, and metrics and targets. It can be read in full at [www.iag.com.au](http://www.iag.com.au).

### Managing our emissions

We continued to manage climate change impacts and have further strengthened our public commitments during the year.

We have been carbon neutral since 2012 and have set science-based absolute emission targets for scope 1 and 2 emissions to meet the Paris Agreement commitments to keep climate change below 2°C. Using financial year 2018 as a baseline, the targets for scope 1 and 2 emissions were a 20% reduction by 2020, which we achieved, and then 43% by 2025, 71% by 2030 and 95% by 2050. This year we achieved a 15% reduction in our scope 1 and 2 emissions to 18,059 tonnes CO<sub>2</sub>e and we remain on track to meet our 2025 science-based target. The continued downward trend in our total emissions (scope 1 and 2), is shown on Figure 1.

Figure 1: Scope 1 and 2 emissions trend (tCO<sub>2</sub>e)



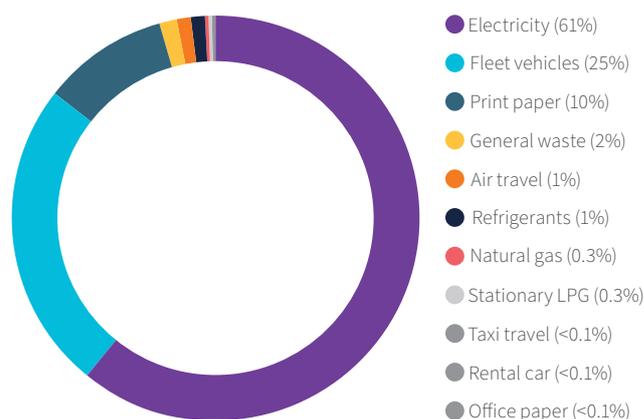
Our year-on-year reduction in emissions has continued to be driven in part by the impacts of COVID-19, through a reduction in operational energy and reduced travel and transport activities. This is illustrated in figure 1 below by a slight increase in recent months as many COVID-19 restrictions were lifted across Australia and New Zealand.

We continue to actively pursue emissions reduction opportunities that materially reduce our emissions. These include upgrading end-of-life assets to more energy efficient models (for example the chillers in our Melbourne Data Centre); office renovations to improve efficiency and consolidate floor space at our West Perth site (with an additional three sites in the pipeline for retrofits in FY22); and upgrading to new, more fuel-efficient vehicles within our tool of trade fleet.

In New Zealand we made the commitment to transition to electric and hybrid vehicles and reduce the size of our fleet.

Figure 2 breaks down our emissions profile to show the majority of our impacts come from electricity use and fleet vehicles, which is why we continue to focus our emissions reduction programs in these areas.

Figure 2: Total GHG emissions profile (tCO<sub>2</sub>e) by source



Our impact goes beyond managing emissions within our operations, it also covers our investments, underwriting and supply chain. This year we strengthened our investment approach with a new commitment in our Climate Action Plan aligning our investment activity with net-zero portfolio emissions by 2050, in line with the goals of the Paris Agreement. Progress on this, and our commitment to cease underwriting entities predominantly in the business of extracting fossil fuels and power generation from fossil fuels by 2023, can be found in the metrics section of our climate-related disclosure on [www.iag.com.au](http://www.iag.com.au).

Our Climate Action Plan lays out IAG’s commitments and actions needed to tackle the impacts of climate change to our business. Our current Action Plan was launched in 2018 and comes to an end in October 2021. We will share our final scorecard in FY22 alongside the launch of the next evolution of the Climate Action Plan for FY22-24.

This year we completed the installation of a 99kW solar system on our Melbourne Data Centre. The panels are now operating and generating around \$1,400 of clean energy each month. The system is expected to generate over 100 megawatt hours of energy each year, equivalent to reducing 116tCO<sub>2</sub>e of IAG’s annual emissions, which equates to approximately 0.9% of IAG’s scope 2 emissions. This has roughly the same impact as planting 5,000 mature trees or neutralising the impact of 50 cars.

The installation was driven by David Wait, the manager of our data centre who saw the opportunity to make a difference.

**“The more I understood the problem, the more I realised I could become part of the solution. There were two things that really stood out to me: investing in renewables and doing something in your community.”**

**DAVID WAIT**  
IAG Data Centre Services Manager



# Building resilience.



### Enabling communities to better prepare for, adapt and respond to the impacts of natural hazards

We continue to see the impacts natural hazards have on communities in Australia and New Zealand. With climate change increasing the frequency and severity of natural hazards, it is important we play a role in helping our customers and communities understand their risks, recommending actions they can take to reduce those risks, and how they can build resilience. We know more resilient communities bounce back quicker when disasters happen.

### Understanding our customers' and communities' views on Climate and Disaster Resilience

So we can have meaningful impact, we base our approach on a deep understanding of our customers and communities. During FY21 we continued research to understand views of Climate and Disaster Resilience. The customer survey we ran as part of our materiality process showed an increase in customers rating climate change and its impacts as the most important issue, moving from one in 16 customers in 2020 to one in 10 in 2021. In addition, four in 10 customers agreed that climate change has an impact on their insurance choices.

For the last four years we have run our Climate Poll in New Zealand to understand New Zealanders' attitudes to climate change, their readiness to adapt, and expectations of business and government. The survey found 79% agreed that climate change is important to them, with 55% saying they are already taking steps to reduce the impact climate change will have on them. However, only 32% said they felt they had all the information they needed about those impacts and how to reduce them.

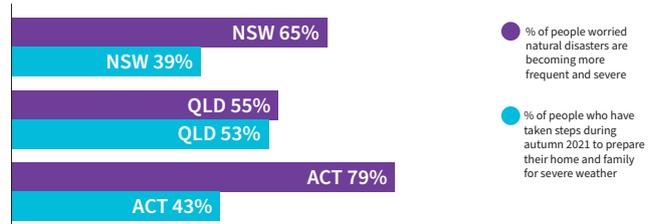
In Australia we have used customer surveys and feedback on product preferences to focus on developing a deeper understanding of our customers' and communities' understanding of the impact natural hazards are having and the importance of being prepared.

This year we released the first NRMA Insurance Wild Weather Tracker, a seasonal analysis of NRMA Insurance claims data and research on consumer attitudes on natural hazards, climate change, and preparedness levels. This tracker will be released quarterly and aims to help people understand the impact natural hazards are having in their communities.

Figure 4 provides a seasonal comparison from 2015 to 2021, illustrating the recent impact of bushfire and floods.

The tracker included consumer research, which showed people were concerned that natural disasters were becoming more frequent; however there were low levels of action being taken by

Figure 3: Consumer research from the NRMA Insurance Wild Weather Tracker



people to prepare their homes for severe weather. This is illustrated in Figure 3.

### Helping our customers and the community understand and reduce their risk

NRMA Insurance's First Saturday campaign is a great example of where we have used our insights and the reach of our brands to work at scale to help people understand their risk and take action to reduce it. The campaign has focused on supporting community resilience by sharing tasks people can complete on the first Saturday of each month to make their homes safer. The campaign sets achievable risk reduction tasks each month and is influencing behaviours with one in four people surveyed taking action and customers signing up to 149,000 risk reduction task reminders.

### Helping younger generations understand risk

NRMA Insurance worked in partnership with Minecraft to develop 'Climate Warriors' – a first-of-its-kind game that uses IAG's real world data to show the future impacts of climate change and the need for preparedness. The game is aimed at educating children between the ages of seven and 12 on how to be prepared for natural hazards such as bushfires and includes information on how to protect homes, wildlife and livelihoods. As the game is part of Minecraft Education Edition it is free to all New South Wales government schools under access funded by the New South Wales Government. In partnership with Microsoft, we developed curriculum-aligned lesson plans, student worksheets and additional downloadable resources to help teachers educate students about the importance of preparedness against the increasing risk of natural hazards. It has been very successful with over two million downloads since launch.

### Partnering for scale and impact

Helping our customers and communities be more resilient to the impacts of climate change and natural hazards is not something we can tackle alone. This year we continued to work with our community partners to help increase the reach and impact of



our programs, with our disaster awareness and preparedness communications campaigns run with the Australian Red Cross and NSW SES having a potential reach of 7.49 million people.

This year marked the 10-year anniversary of our partnership with the NSW SES and a decade of work to create more resilient communities. We recognise we are more impactful when we work together, and this has been proven over the last 10 years through initiatives like the significant storm season awareness campaigns, which reached an average of five million people each year, over the last five years. In addition, to date, we have supported over 170 local community education activities to improve community safety.

Our partnership with the Australian Red Cross also helped us increase the impact of our work and we continued to promote the Get Prepared app which we developed together. The app helps users establish a network of contacts, consider the risks relevant to where they live and create a list of actions to undertake. The Get Prepared app has been downloaded over 40,000 times since its launch in October 2017.

In New Zealand we have launched a new partnership with Habitat for Humanity NZ through our brand AMI. The partnership aims to improve the lives of 75,000 New Zealanders over the next three years by helping those living in substandard housing to make their homes more liveable.

In FY20, in Australia we saw the impact that the Black Summer Bushfires and COVID-19 were having on our communities, and in response we announced a \$4 million community investment working with the Full Stop Foundation and Lifeline to make households safer. This year, in partnership with RACV, we have

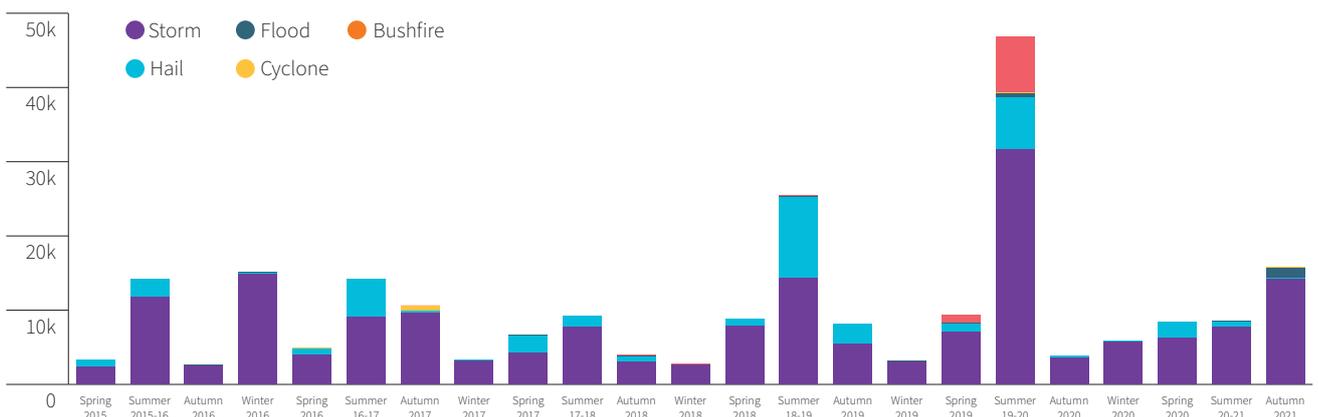
progressed our work supporting Lifeline including its 'Community Connectors' program and expanding tele-health counselling services. During the program's first year, 958 Community Connectors have been trained in 18 regions. In addition, 70 tele-health sessions have been made available weekly to support communities most affected by the bushfires and COVID-19.

Our community partnerships and programs have a long history of making an impact. To ensure this continues, we undertake reviews and have recently made changes to ensure alignment to our priority area of Climate and Disaster Resilience. An example of a change is our Good Hoods' program where we narrowed our focus to climate and disaster resilience to drive greater scale and impact. In parallel we have captured place-based resilience learnings to inform how we undertake ongoing community preparedness programs and make changes where necessary.

As with climate change, collaboration and advocacy are key to driving change. IAG is a founding member of the Australian Business Roundtable for Disaster Resilience & Safer Communities. Through the Roundtable, we work to effect change in public policy, increase investment in building safer and more resilient communities, and improve the capacity of people and businesses to better withstand future natural disasters.

We have been invited by the governments in Australia and New Zealand to play a role in climate change management, including active engagement and contribution to the National Disaster Risk Reduction Framework National Action Plan in Australia. We welcomed the Australian Government's (May 2021) \$600 million investment in disaster mitigation and the creation of The National Recovery and Resilience Agency and look forward to supporting these in the future.

Figure 4: A seasonal comparison of natural hazard claims from the NRMA Insurance Wild Weather Tracker



# Being a responsible and ethical business.

Ensuring we act as a responsible and ethical business, that meets our customers' and communities' expectations, is key to building and maintaining our social licence to operate.

### Continuing to strengthen our governance

During FY21 we have focused on strengthening our governance of social and environmental issues by ensuring our policies and commitments were fit for purpose. This work builds on existing strong governance foundations which include our Safer Communities Steering Committee. The Steering Committee supports our Group Executive, People, Performance and Reputation to shape IAG's strategic approach to making communities safer, shared value, sustainability and broader community activity. In addition, we have a Climate Risks and Opportunities Steering Committee and Reconciliation Action Plan Steering Committee, and our performance is formally reported to our Board twice a year.

Key activities this year included:

- **Our Code of Conduct and Ethics** (the Code) – a refreshed Code was approved by our Board of Directors and launched in November 2020. The Code outlines our core values and behaviours and provides guidance to our people on how to recognise risk and what to do when they see inappropriate behaviour. Mandatory training was rolled out to our people to make sure the code was understood and embedded in our ways of working.
- **Our Social and Environmental Framework** (the Framework) – our Social and Environmental Policy was replaced by the Board-approved Framework. It outlines our commitments to managing social and environmental risks and helps our people understand their role in upholding our commitments. The Framework aligned commitments across several of our policies including the Supplier Code of Conduct and Group Procurement Policy.
- **Responsible Investment Policy** – a Board-approved policy was launched in FY21. The Policy outlines our commitments to managing environmental, social and governance risks within our investment portfolio. Our approach to investment is underpinned by a belief that successful investing requires consideration of sustainable business practices, as well as traditional financial risk and return assessments.

We are proud to adopt the General Insurance Code of Practice 2020 (the Code), which came into effect on 1 July 2021. To uplift the culture of our industry, we believe it is important for all of our people, distributors and service suppliers to understand GICOP, including its focus on supporting vulnerable customers. In alignment with Code requirements, all of our people and distributors completed training. Additionally, and above and beyond the Code requirements, we provided training to service suppliers. Our approach ensures we all have a common understanding of the requirements in the Code and a shared, consistent culture that enables honesty and fairness at all levels of the organisation.

### Access and affordability – supporting customers experiencing vulnerability

We continue to work across our whole business to seek to provide accessible and affordable insurance. We know barriers for access vary for our customers and we may need to provide additional support for those who are experiencing vulnerability. Throughout FY21 we continued to invest in our people to ensure they have the skills needed to support customers experiencing vulnerability. This included deep vulnerability training for more than 7,000 of our customer-facing employees and team leaders. We also created specialist roles with deeper expertise to better support our most vulnerable customers.

More detail on all these refreshed policies and frameworks can be found at [www.iag.com.au](http://www.iag.com.au).

In FY21 when our customers experienced extreme rain and flooding events on Australia's East Coast, IAG's Major Event response team leveraged the insights of our disaster resilience partners to support our customer response. In Australia we helped develop a support package for vulnerable customers without flood cover by providing immediate access to much-needed items and referrals for disaster assistance through our partners GIVIT and the Australian Red Cross.

### Responsibility and purpose in our supply chain

Throughout this financial year we have continued to work with partners in our supply chain to ensure high social and environmental standards.

In March 2021, we published our first Modern Slavery Statement which details the activities taken to identify, assess and mitigate modern slavery risks in our operations, investments and supply chain. Details of progress will be included in IAG's FY21 Modern Slavery Statement due to be published by the end of 2021.

We continued to embed our approach to, and governance of, responsible sourcing, with a focus on sharing our Supplier Code of Conduct (Supplier Code) with our active, contracted suppliers across our Australian and New Zealand operations. So far 2,426 of our suppliers have received the code, which represents 100% of our managed supplier base. In addition to sharing the Supplier Code, we are continuing to make progress with the completion of supplier risk assessment questionnaires to understand compliance with the Supplier Code. We have focused on high and material risk suppliers, with 1,186 assessments completed, covering 50% of our supplier base.

For additional information on our progress against IAG's commitments, further data summaries and IAG's Climate-related disclosures visit the Safer Communities section of [www.iag.com.au](http://www.iag.com.au).

# Connecting our people to purpose.

Connecting our people to purpose supports the role we play in safer and more resilient communities, while supporting our people's personal development and increasing employee engagement. We do this through connecting our people to community partners with volunteering and fundraising activities, as well as the work we do through our Indigenous Engagement Strategy.

### Connecting our people to purpose

During FY21 the impacts of COVID-19 presented challenges to how we connect our people to purpose through volunteering and fundraising. Where possible we worked with community partners to provide opportunities for our people to volunteer their time in an appropriate way, whether remotely or with social distancing.

Our community investment is down by 34% year-on-year, at \$13.4 million. This is due to higher than usual levels of community investment during FY20, driven mainly by the \$4 million donation to the Full Stop Foundation and Lifeline to address family and domestic violence and mental health related to the compounding impacts of the black summer bushfires and COVID, as well as increased use of the NRMA Insurance helicopter during the 2019/2020 bushfires.

Our volunteering hours were down by 56% year-on-year at 2,389 hours. In previous years the majority of our volunteering opportunities have been in person. This year, with the impact of COVID-19 and ongoing lockdowns in Australia and New Zealand, it was challenging to continue to offer safe opportunities for our people and communities. However, we worked with our community partners to pivot to remote volunteering opportunities. We continued to support communities and provide development opportunities for our people through programs like the national telephone service COVID Connect, set up by the Australian Red Cross to build connections with people in the community who reported feelings of isolation following COVID-19, and our skilled volunteering pilot with GIVIT linking our people's skills with the needs of charities.

### Indigenous Engagement

Our Indigenous Engagement Strategy includes our Elevate Reconciliation Action Plan (RAP) in Australia and our He Rautaki Māori (Māori Engagement Strategy) which we launched this year in New Zealand.

In 2013 we were the first insurer to introduce a RAP. Our current Elevate RAP includes actions aimed at providing employment, education and professional development opportunities to First Nations people, as well as supporting Indigenous businesses and increasing cultural awareness among IAG employees and partners. We continue to make good progress on delivering the actions within our RAP and are on track to complete the majority of actions before it comes to an end in February 2022.

One key action within our RAP is to reduce the incarceration and re-offending rates for Indigenous Australians. We work with Just Reinvest to support a place-based approach in the Sydney suburb of Mount Druitt. This is an area where we experienced challenges in 2021, with the Learner Driver program being delayed due to the impacts of COVID-19 and resourcing issues in finding a Program Manager. We expect the program to commence in FY22. We have made progress in other areas with Just Reinvest including supporting the organisation to address the over-representation of First Nations People, in particular young people, in all aspects of the criminal justice system and supporting the Mount Druitt local Community Engagement Officer to attend Darwin's Change Fest to continue to bring back and share knowledge to improve practice in the local area.

To support raising awareness of the traditional lands of First Nations peoples, NRMA Insurance continued to roll out the First Nations billboards. This year NRMA Insurance partnered with Local Aboriginal Land Councils and Boomalli Aboriginal Artists Co-operative to create nine billboard artworks on the major highways around New South Wales and the first billboard in Queensland.

Our 2022-2024 RAP is currently being developed in partnership with Reconciliation Australia and will be launched at the beginning of 2022.

In New Zealand, we launched our He Rautaki Māori (Māori Engagement Strategy) which targets four outcomes to help lift Māori prosperity and wellbeing: embracing Te Ao Māori; fostering Māori leadership; supporting Māori business; and becoming a leading supplier to Māori. Our initial focus is on growing our cultural competence by enabling our people to engage in and celebrate Te Ao Māori (the Māori world view).

We have worked with Jawun since 2014 to provide opportunities for our people to use their skills to support Indigenous communities and organisations on-country. During FY21 it was not possible to provide on-country volunteering opportunities; instead we offered a number of virtual secondments.

**“I found the virtual secondment a great experience as it allowed me to participate in the program remotely but did not hinder the relationships I was able to build, or the value I was able to add. I had a real sense of accomplishment that my contribution was received positively from those using the system, and that my work will have a positive impact on its members and the initiatives First Nations Media delivers for its stakeholders. I will forever feel a connection to this organisation and have a more profound respect and understanding of the challenges experienced by the Indigenous community and the upside that can be delivered when we all work together as Australians.”**

**DARREN MITCHELL**  
Specialist III – Engineer, IAG – Technology

Darren was virtually seconded to First Nations Media in Alice Springs to review its Customer Relationship Management Processes & Systems

