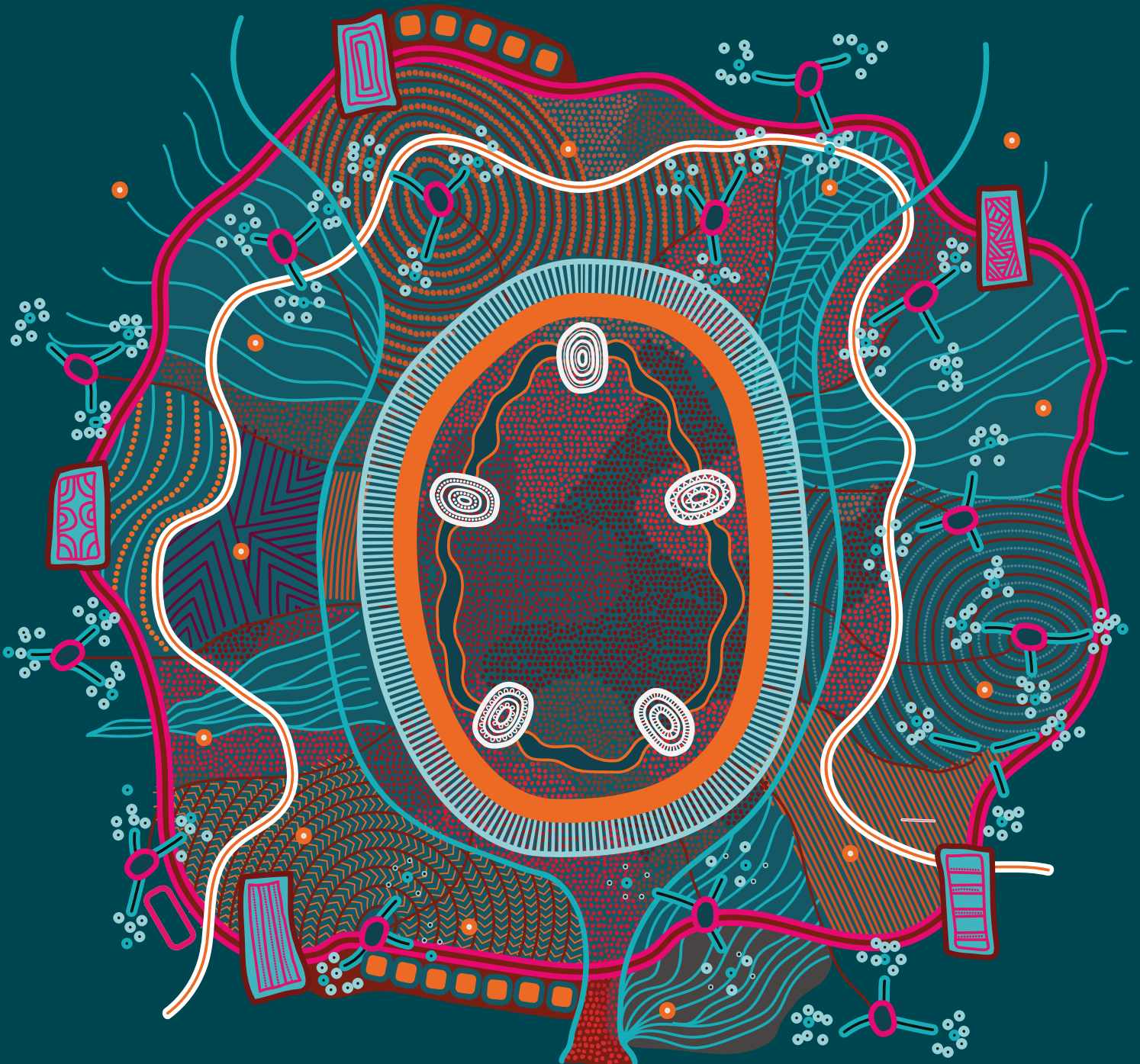


MLC Life Insurance Innovate Reconciliation Action Plan

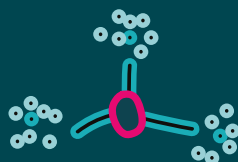
March 2024 — March 2026



Acknowledgement of Country

MLC Life Insurance¹ acknowledges that Aboriginal and Torres Strait Islander peoples are Australia's First peoples and the Traditional Custodians of the lands and waters where we live and work. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present, and embrace future generations.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge and perspectives throughout the development of our Innovate RAP.



Terminology

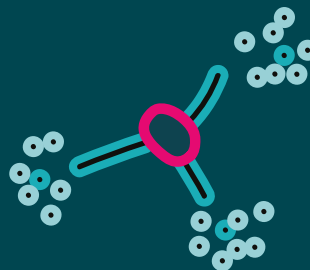
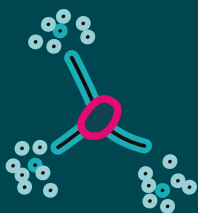
Wherever possible, MLC Life Insurance uses the term Aboriginal and Torres Strait Islander peoples rather than Indigenous. In some instances, we'll use the term Australia's First peoples to acknowledge the unique position and rights Aboriginal and Torres Strait Islander peoples have in Australia.

We may use the term Indigenous when referring to Indigenous peoples of the world articulated in International instruments such as the *United Nations Declaration on the Rights of Indigenous peoples*.

Explanation

This document is the Reconciliation Action Plan (RAP). There are several documents that support the RAP, including the MLC Life Insurance Sustainability Goals, Diversity and Inclusion Policy, Financial Hardship and Vulnerable Customer Policy, and the Community Investment Strategy.

¹ Insurance is issued by MLC Limited. MLC Limited uses the MLC brand under license from the Insignia Financial Group. MLC Limited is part of the Nippon Life Insurance Group and is not a part of the Insignia Financial Group.



Contents

The artwork	4
A message from the CEO	6
A message from the CEO of Reconciliation Australia	7
Our business	8
Our vision for reconciliation	9
Our RAP Journey	10
RAP Working Group	10
Our RAP Working Group structure	11
Relationships — Our commitment to fostering meaningful relationships	12
Respect — Our commitment to learning and demonstrating respect for Aboriginal and Torres Strait Islander	14
Opportunities — Our commitment to creating shared value	16
Governance — Our reconciliation governance and reporting	17



The artwork — *Invested in an equitable future for all*

This artwork tells the story of MLC Life Insurance's commitment to our reconciliation journey.

We are an organisation with strong values at our heart; values represented at the centre of the artwork. They exist beyond mere words, but in humble, authentic actions driven by the genuine commitment to do what's right.

We aim to support all Australians with our products and to shine a light for those in the wider industry to follow.

We know we can use our position for good. We know collaboration is key to bringing better results. And we know we should do more for First Nations people than we have in the past.

We recognise and address historical and ongoing injustices experienced by First Nations people. Through our position, we will seek to address those as we continue our reconciliation journey with a respectful and honest commitment.

By truly listening to understand on this journey of growth, learning, and action, we can meaningfully connect — through connections shown flowing from the edges of the artwork — with the people and communities we seek to empower.

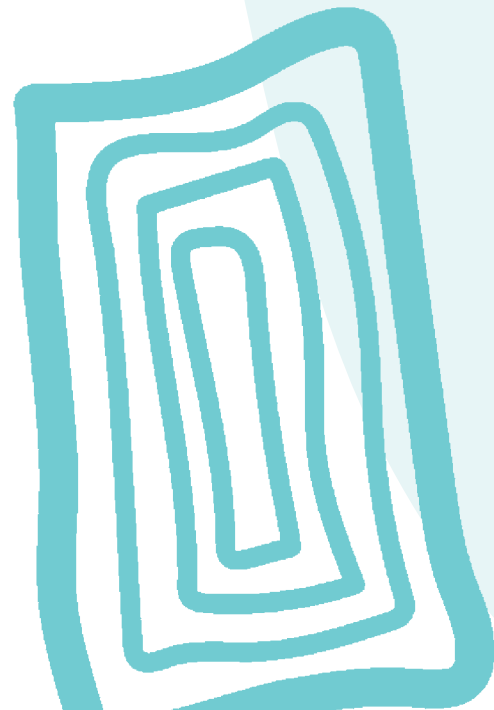
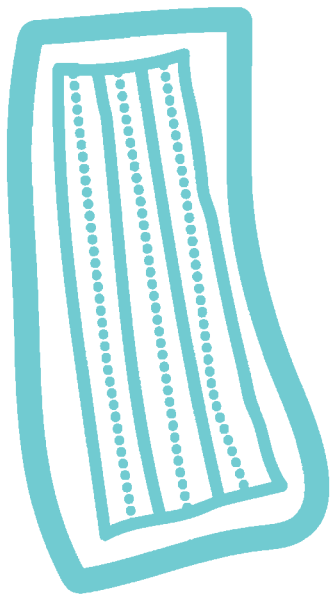
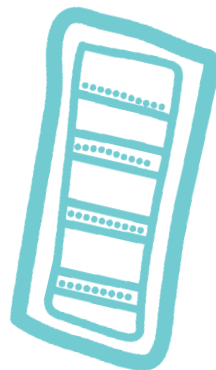
And by being prepared to work hard to deliver together we are invested in creating a more equitable future for all.

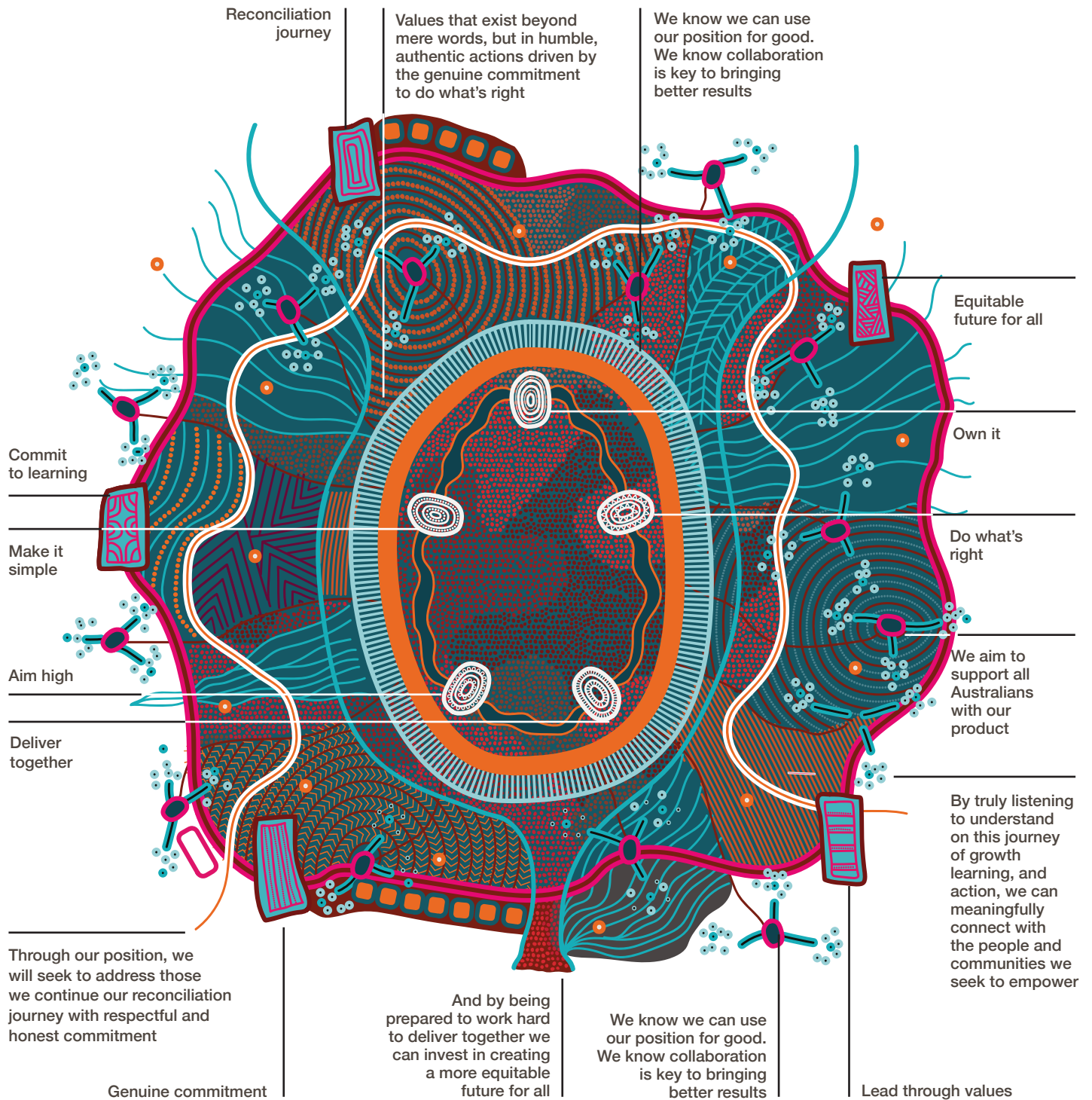


Artist
David Williams
Gilimbaa

As a proud Wakka Wakka man, Artist and Executive Director of Gilimbaa, David brings a lifetime of culture and connections to Gilimbaa. David was influenced by his immediate family and his Elders who encouraged him to use his creative skills as a tool to connect his culture to the wider community.

David uses creativity as an effective tool of 21st century communication, using this as a platform to share, educate and celebrate First Nations culture.





A message from the CEO

I am proud to present MLC Life Insurance's inaugural Innovate Reconciliation Action Plan (RAP).

MLC Life Insurance's vision is to be 'Australia's leading and most trusted insurer' and we are driven by a people-first philosophy. This means we are dedicated to keeping our customers at the heart of everything we do and to focus on serving their diverse needs. It also inspires our approach to providing safe and inclusive workspaces for our people.

Our commitment to reconciliation is underscored by this approach and by the core values of our organisation, which we have followed throughout the development of our RAP.

Our Innovate RAP formalises our continuing reconciliation journey, and allows us to lay considered, deliberate, and ambitious foundations over the next two years. The actions and aspirations within our RAP aim to create a lasting impact for our customers, our partners, and the communities in which we operate.

Throughout our journey, we have made a commitment to listening, to collaboration and to learning. We acknowledge the ancestors who lived on, walked, and managed these lands for many generations and left a strong legacy of wisdom, culture, and knowledge.

We also acknowledge that the financial services industry has historically not served the best interests of Australia's First Peoples and ongoing gaps in access to financial services persist. We have a long way to go as an organisation and as an industry.

The actions within our RAP have been developed to leverage our commitment to inclusivity and to create lasting impact.

We not only want to attract more First Nations students and peoples to our business and industry, but to ensure there is a network of support through considered workplace environments, training and development and mentorship.

We also strive to deeply understand the needs, circumstances and frustrations of our First Nations customers and to ensure our products, policies and processes are equitable and appropriate.

Our Innovate RAP is a key step forward for our business and to champion inclusivity and improvement across our industry. We want to play an active role in improving the financial futures of our First Nations peoples as we continue to learn from, build on and evolve our commitments to reconciliation over the coming months and years of our journey.

I am truly proud of the work we do at MLC Life Insurance and the commitments we have made to grow and evolve. I want to acknowledge the people across our business who have advocated for us to develop this RAP, and those who have contributed to its development. I would also like to acknowledge the knowledge, humility and time of our external support team and the Aboriginal and Torres Strait Islander peoples and organisations who helped us formalise this RAP. Finally, I wish to thank Reconciliation Australia for their valuable contributions and endorsement of our RAP. We look forward to working together into the future.



Kent Griffin
Chief Executive Officer
MLC Life Insurance

A message from the CEO of Reconciliation Australia

First Innovate RAP. Reconciliation Australia commends MLC Life Insurance 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 MLC Life Insurance 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, MLC Life Insurance 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. MLC Life Insurance is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals MLC Life Insurance'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.

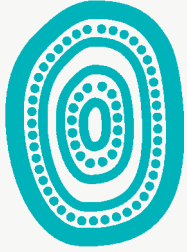
Congratulations MLC Life Insurance on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

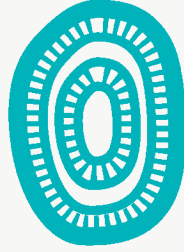
Our values



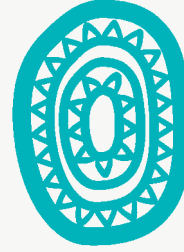
Make it simple



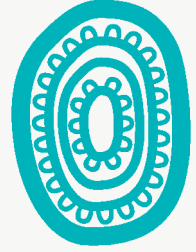
Own it



Deliver together



Do what's right



Aim high

A Promise for Life

MLC Life Insurance is led by a noble purpose, 'A promise for life'.

Protecting our customers sits at the heart of everything we do, and we are committed to having a positive impact on the lives of all Australians and their families.

We believe that a person and their family's ability to earn an income or maintain a business are worth protecting. This is why our vision is 'to be Australia's leading, most trusted life insurer'.

Whether it is our team behind the scenes or those working directly with our customers and the people we protect, we all strive to make a difference. We're passionate about supporting the financial security of Australians and we're committed to being a leader when it comes to life insurance.

Life insurance provides a helping hand when Australians need it most. No one likes to think about bad things happening in life, but we help Australians with financial security for them, and their loved ones, if things do go wrong.

We are there for our customers when they need support the most.

Our life insurance and income protection products provide our customers with peace-of-mind and financial security when they face serious life events such as death, disability or a critical illness. We aim to provide every Australian with better life insurance options and access to products that are innovative, competitive and flexible enough to suit their needs.

MLC Life Insurance is part of Nippon Life Group. This partnership, with one of the world's leading life insurers, Nippon Life Insurance, positions us well to continue to deliver on our vision, our purpose, and our goals.

Our story

MLC Life Insurance was founded by James Garvan in 1886, who had a unique vision — to provide Australians with the enduring security and protection of life insurance. MLC Life Insurance has nearly 1.1 million insurance customers* and we are still fulfilling our original goal.

In 2016, MLC Life Insurance became part of the Nippon Life Group. Nippon Life, founded in 1889 and based in Osaka, Japan, is operating life insurance and asset management businesses in the Asia-Pacific region and globally, and is the largest private asset owner in Japan. It has 15 million customers and has a philosophy of 'co-existence, co-prosperity and mutualism'.

Together with Nippon Life, we continue our important work of providing the confidence, security, and protection of life insurance.

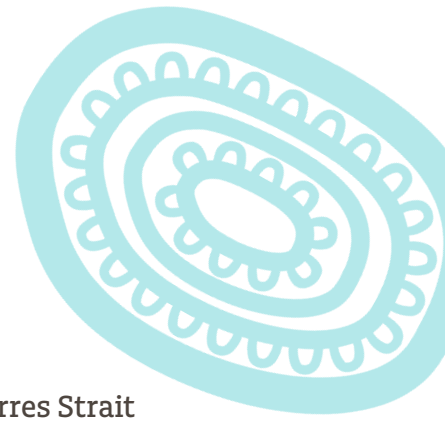
* As of June 2021

Our places and people

MLC Life Insurance has offices based on the Traditional lands of Wurundjeri Woi-wurrung Country and Bunurong Boon Wurrung Country, Cammeraygal Country, Turrbal Country, Kaurna Country and Whadjuk Country.

A recent voluntary survey of MLC Life Insurance employees indicated that three of our over 1,300 people at MLC Life Insurance identify as Aboriginal and/or Torres Strait Islander people. As part of our RAP and our broader commitment to reconciliation, we're taking practical steps to understand and increase Aboriginal and Torres Strait Islander employment within our organisation and to continue to improve cultural safety within our workplace.

Our vision for reconciliation



MLC Life Insurance's mission is to be Australia's leading and most trusted life insurer.

Our vision for reconciliation is to support a future where Aboriginal and Torres Strait Islander peoples enjoy equal and equitable social, health and economic prosperity for generations to come.

Our vision embodies the importance of integrity, trust, building respectful partnerships and our commitment to our people, customers and partners through our journey of reconciliation.

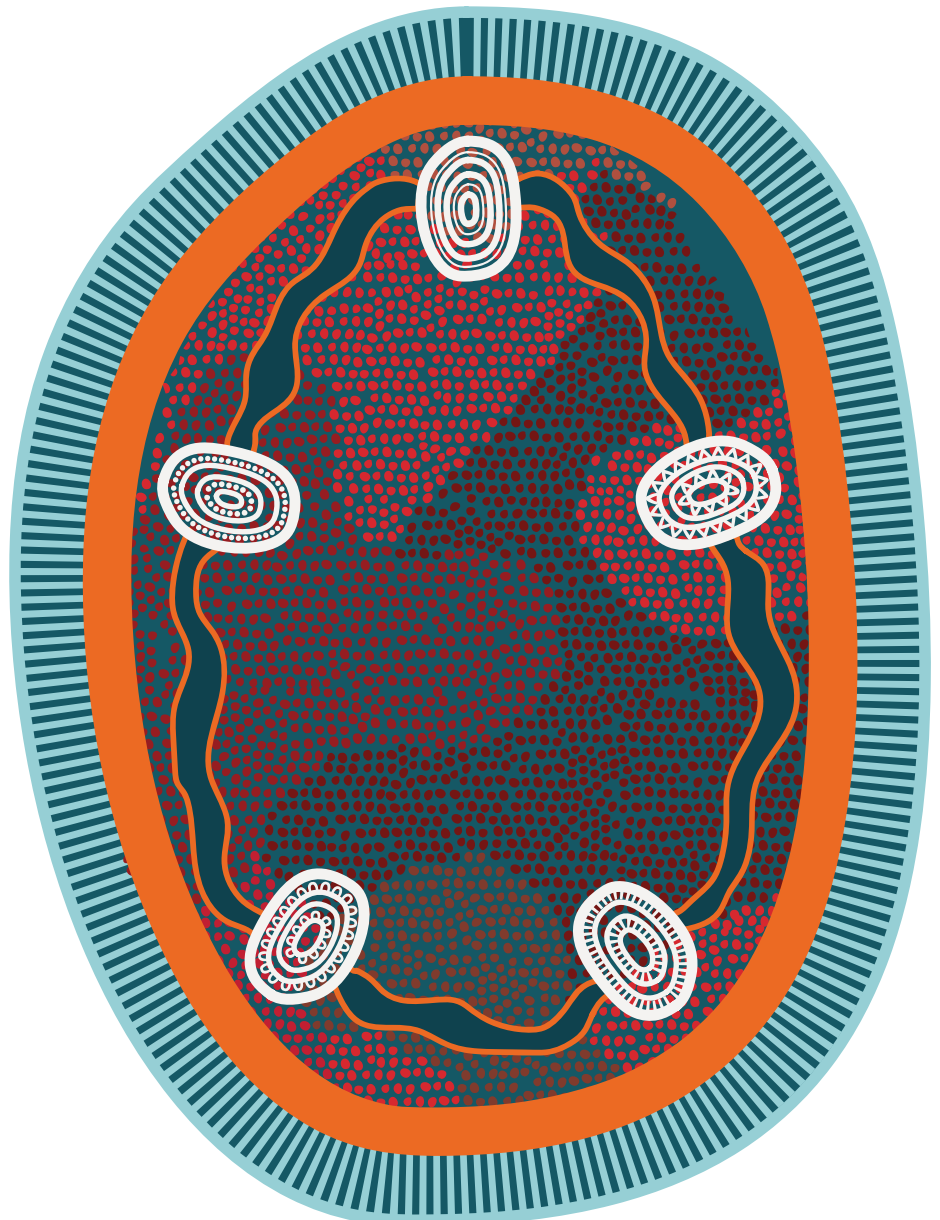


Our RAP is a long-term commitment that MLC Life Insurance is proud to make. We're proud to be one of many organisations working to address challenges affecting the quality of life of First Nations peoples in Australia.

As an organisation, we acknowledge that the life insurance industry has not always acted in the best interest of First Nations peoples or taken into account the specific challenges they face in obtaining appropriate and affordable life insurance. We want to make sure that MLC Life Insurance is paving the way for a better, more inclusive future for Aboriginal and Torres Strait Islander peoples. We also aim to ensure our workforce reflects the communities and customers we represent.

Our 2024 – 2026 Innovate RAP gives MLC Life Insurance the opportunity to progress our commitments to reconciliation, develop opportunities to increase the employment of First Nations peoples and build the cultural capability of MLC Life Insurance as an organisation.

We commit to regularly reporting on our RAP progress and will continue to engage First Nations stakeholders to seek their contribution, guidance and feedback as we progress our RAP commitments.



Our RAP journey

Our inaugural RAP formalises our reconciliation journey and consolidates reconciliation actions we had already embarked on.

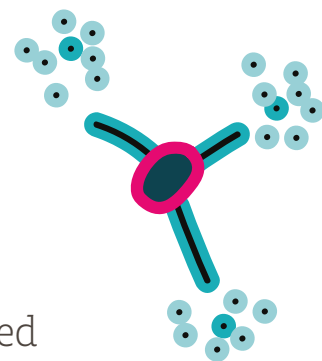
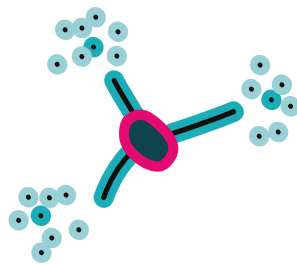
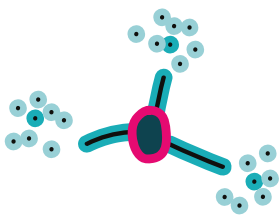
We provide our people with access to cultural resources, including acknowledgment resources and information about the traditional lands on which our offices stand, as well as other training resources to drive awareness and engagement. We also recognise and celebrate milestone weeks, including National Reconciliation Week and NAIDOC Week, providing further opportunities for our people to learn.

We have also benchmarked the level of historical and cultural understanding across our organisation. With these insights, we are able to more effectively use our RAP actions to build and enhance the learning opportunities for our people. This commitment,

along with our RAP actions, continues to play a role in ensuring our workplaces are culturally safe and to attract more First Nations people to work at our organisation.

We're a member of the Super Members Council (SMC) Indigenous Superannuation Working Group (ISWG), chaired by the First Nations Foundation. The ISWG brings together superannuation funds, life insurers and regulators to actively promote industry initiatives that better support Aboriginal and Torres Strait Islander superannuation fund members. This industry collaboration, along with our other customer-focused initiatives, supports our work to better understand our customers and their unique lives.

We also have existing partnerships with First Nations owned and operated businesses. In addition to the First Nations owned and operated businesses that have and continue to contribute to the development and implementation of our RAP, in early 2023, MLC Life Insurance worked closely with a First Nations-owned and operated business to supply vending machines in our offices. We hope to grow our partnerships with businesses owned and operated by First Nations peoples into the future through the development of appropriate procurement principles in our RAP actions.



RAP Working Group

To prepare our RAP, MLC Life Insurance established a RAP Working Group in early 2023.

Employees from across all areas of the business were invited to self-nominate and participate in the RAP Working Group to ensure strong representation across our business units. Our Leadership Team also participated in the design and development of the RAP, including collaborating with our RAP Working Group on our vision for reconciliation.

Throughout the development of our RAP, we worked with an Indigenous business that provided MLC Life Insurance's RAP Working Group with best practice guidance and support to

co-design our vision for reconciliation, RAP commitments and RAP governance. Their advice was invaluable in the development of our RAP and in supporting our ongoing cultural development.

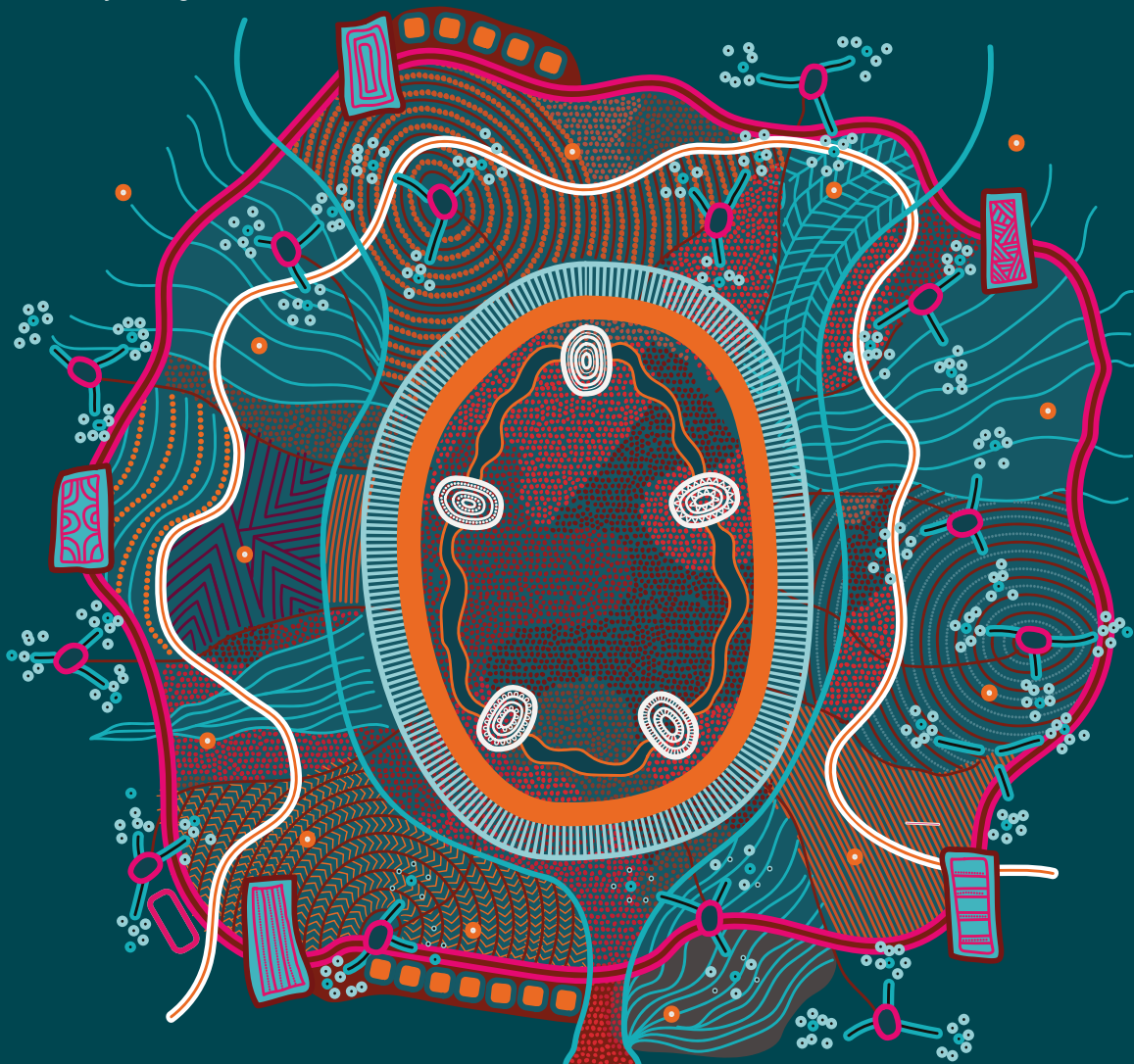
Our RAP Working Group ensures that ownership of our RAP actions is embedded across the business and consists of internal business leaders and external Aboriginal and/or Torres Strait Islander leaders. We'll also work with community partners and other organisations to expand the horizon of our reconciliation actions.

Through the delivery of our RAP, the RAP Working Group is also focused on the need to connect with our employees who identify as Aboriginal and/or Torres Strait Islander people and to seek their engagement with the RAP Working Group in ways that are culturally appropriate and fair to those employees.

To drive the implementation of our RAP, the whole Working Group will meet at least four times a year.

Our RAP working group structure

- **Executive Sponsor** — our Chief Operating Officer, representing the RAP to the Executive Team and a member of the RAP Working Group Steering Committee.
- **External First Nations RAP Working Group voice and support** — **Yarnnup**, to provide First Nations support to MLC Life Insurance in RAP implementation and governance, as well as cultural mentorship and guidance
- **Steering Committee** — a combination of leaders across the business who will be responsible for owning key deliverables throughout the implementation of the RAP:
 - Chief People Officer
 - General Manager Sustainability and Corporate Affairs
 - Company Secretary and Head of Governance and Risk Strategy
 - Head of Digital and CX
 - Head of Sourcing and Partnerships
 - Head of Finance Services
 - Sustainability Manager
- **Employee Advisory Group** — representing employees across levels, business areas, and geographic locations who support the Steering Committee in the delivery of our RAP deliverables:
 - Technical Underwriting Lead
 - Senior Finance Manager
 - Graphic Designer
 - Senior Change Manager
 - Quality and Enablement Associate
 - Recovery Specialist
 - Capability and Development Consultant
 - Complaints Resolution Associate
 - Senior HR Business Partner
 - Event Management Consultant
 - Life Trauma and ECM Lead
 - Category and Commercial Manager





Relationships

Our commitment to fostering meaningful relationships

One of MLC Life Insurance's values is 'Deliver together' and strong, meaningful partnerships are integral to MLC Life Insurance's core business. Through delivering on our Innovate RAP, MLC Life Insurance is committed to developing and fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities in which we operate.

MLC Life Insurance recognises that we are starting our formal RAP journey and will need to invest early to ensure that we develop meaningful and mutually beneficial relationships. We will work as a team to build an understanding of reconciliation across our business and for our customers.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	General Manager Sustainability and Corporate Affairs
	Identify and meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to support develop guiding principles for future engagement.	June 2024	General Manager Sustainability and Corporate Affairs
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander Stakeholders and organisations.	June 2025	General Manager Sustainability and Corporate Affairs
	Participate in the Indigenous Superannuation Summit.	July 2024, 2025	Chief Group Officer
2 Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials out to our employees.	May 2024, 2025	Chief People Officer
	RAP Working Group members to participate in external NRW event.	May 2024, 2025	RAP Working Group Chair
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2024, 2025	RAP Executive Sponsor
	Organise at least one NRW event annually and register all events on Reconciliation Australia's NRW website, encouraging Indigenous and Non- Indigenous participation.	May 2024, 2025	Chief People Officer
	Review and explore options for employee volunteering leave to include reasons to encourage participation in community sponsored NRW events.	May 2024	Chief People Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country to commence NRW.	May 2024, 2025	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	Chief People Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2024	General Manager Sustainability and Corporate Affairs
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	General Manager Sustainability and Corporate Affairs
	Communicate our commitment to reconciliation to all employees; as well a public statement.	June 2024	RAP Working Group Chair
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2024	General Manager Sustainability and Corporate Affairs
	Collaborate with RAP organisations and like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025	General Manager Sustainability and Corporate Affairs
4 Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	RAP Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	RAP Working Group Chair
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2025	RAP Working Group Chair
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2024	RAP Working Group Chair
	Educate senior leaders on the effects of racism.	June 2024	RAP Working Group Chair



Respect

Our commitment to learning and demonstrating respect for Aboriginal and Torres Strait Islander peoples

MLC Life Insurance understands that reconciliation is a journey. We acknowledge and respect Australia's First Peoples and their cultural and linguistic diversity, histories, and achievements.

The following actions focus on building an understanding of culture across our business through training, participation in events and adopting practices that highlight our commitment to reconciliation.

We are committed to learning and listening to Aboriginal and Torres Strait Islander peoples to ensure that our business is culturally responsive and inclusive. We are committed to creating inclusive workplaces, where our employees feel they can bring their whole self to work. We acknowledge that we want to provide information and resources to people across our business to build a shared understanding of Aboriginal and Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning	Formally acknowledge the need for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	March 2024	RAP Working Group Chair
	Conduct a review of cultural learning needs within our organisation.	June 2024	Chief People Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Chief People Officer
	Develop, implement, and communicate a cultural learning strategy document for our employees.	June 2025	Chief People Officer
	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	December 2025	Chief People Officer
	Review Volunteering Leave Policy to encourage use of volunteer days with an Aboriginal and/or Torres Strait Islander organisation	December 2024	Chief People Officer
	Develop an Intranet page with dedicated resources to expand the ongoing education of employees.	June 2024	RAP Working Group Chair
	Develop a plan to highlight MLC Life Insurance's commitment to reconciliation through visible displays in our offices.	June 2024	Chief People Officer
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2024, 2025	Chief People Officer
	Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024, 2025	Chief People Officer
	Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2024, 2025	Chief People Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2024, 2025	Chief People Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024, 2025	Chief People Officer

Action	Deliverable	Timeline	Responsibility
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2024, 2025	Chief People Officer
	Introduce our employees to NAIDOC Week by promoting external events in our local area.	July 2024, 2025	Chief People Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week	March 2024, 2025	Chief People Officer
	Promote and encourage participation in external NAIDOC events to all employees.	June 2024, 2025	Chief People Officer
	Partner with other finance industry organisations to increase industry sector involvement in NAIDOC week.	July 2024, 2025	General Manager Sustainability and Corporate Affairs
	Create and promote virtual backgrounds for NAIDOC week.	July 2024, 2025	Chief People Officer
8 Build organisational cultural capability and respect for Aboriginal and Torres Strait Islander customers	Develop robust internal protocols around engaging with Aboriginal and Torres Strait Islander customers.	December 2024	Head of Digital and CX
	Review external communications and related materials for consistent messaging and language around culturally inclusivity (ie Claim forms, Customer Experience Journeys etc).	December 2024	Head of Digital and CX



Opportunities

Our commitment to creating shared value opportunities to advance reconciliation

MLC Life Insurance is committed to building opportunities within our business and within our industry in partnership with Aboriginal and Torres Strait Islander peoples, communities and organisations that are focused on improving economic and social outcomes of Australia's First Peoples.

We want to empower Aboriginal and Torres Strait Islander peoples to access education and employment pathways within our industry. The below actions identify the steps that MLC Life Insurance intends to take to develop opportunities for First Peoples within our business and to enhance exposure to the life insurance industry.

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Assess Aboriginal and Torres Strait Islander employment and support needs within our organisation.	June 2024	Chief People Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024, 2025	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	December 2024	Chief People Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	Chief People Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024	Chief People Officer
	Research university relationships and internship programs to develop Aboriginal and Torres Strait Islander internship pathways into the business.	June 2025	General Manager Sustainability and Corporate Affairs
	Assess current and future opportunities procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2024	Head of Sourcing and Partnerships
10 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.	June 2025	Head of Sourcing and Partnerships
	Investigate Supply Nation membership.	June 2024	Head of Sourcing and Partnerships
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	July 2025	Head of Sourcing and Partnerships
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	January 2025	Head of Sourcing and Partnerships
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025	Head of Sourcing and Partnerships
11 Contribute to increasing Aboriginal and Torres Strait Islander financial literacy and exposure to the life insurance industry	Explore partnerships with organisations (ie universities, financial organisations) to develop inclusive financial literacy education materials.	June 2025	General Manager Sustainability and Corporate Affairs
	Advocate within the industry body, Council of Australian Life Insurers (CALI), to prioritise improving how the industry serves First Nations communities.	July 2024, 2025 December 2025	General Manager Sustainability and Corporate Affairs



Governance

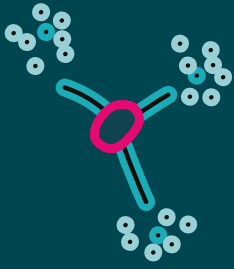
Our reconciliation governance and reporting

Our governance structures, policies and processes as a large organisation are multi-layered and there is support for the RAP from executive leaders across our business. We view the MLC Life Insurance RAPs governance as equally important as other business governance structures that we have in place. We will ensure that effective and sustainable decision making, diligence, reporting and accountability are embedded into how we implement our reconciliation commitments.

The following deliverables outline our governance structures and deliverables that we plan to utilise throughout the implementation of this RAP.

Action	Deliverable	Timeline	Responsibility
12 Continue to maintain an effective RAP Working Group (RWG) to drive governance of RAP	Continue to maintain MLC Life Insurance RAP Working Group, including the RAP Steering Committee and RAP Advisory Body, to govern RAP implementation.	January 2025, 2026	RAP Executive Sponsor
	Continue to periodically review MLC Life Insurance RAP Governance Terms of Reference to ensure it is fit for purpose to embed reconciliation within our business.	January 2025, 2026	RAP Working Group Chair
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2024, 2025	RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2024 and 2025	RAP Working Group Chair
	Review membership of RAP Working Group annually.	January 2025, 2026	RAP Executive Sponsor
13 Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	September 2024, 2025	RAP Executive Sponsor
	Engage our senior leaders and other employees in the delivery of RAP commitments.	March 2024, 2025	Chief People Officer
	Maintain an internal RAP Champion from senior management.	January 2025, 2026	RAP Executive Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2024, 2025	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
14 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.	June 2024, 2025	RAP Working Group Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024, 2025	RAP Working Group Chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024, 2025	RAP Working Group Chair
	Report RAP progress to all employees and senior leaders quarterly.	March, June, September, December 2024, and 2025	RAP Executive Sponsor
	Publicly report our RAP achievements, challenges and learnings, annually.	March 2024, 2025	General Manager Sustainability and Corporate Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Working Group Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	January 2026	RAP Working Group Chair
15 Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	RAP Working Group Chair



Contact us

We welcome enquiries and feedback on our Innovate Reconciliation Action Plan commitments and are happy to discuss any aspect of our reconciliation commitments with interested persons.

Please email our RAP Working Group and Sustainability Manager — Sophie Wroe, at RAP@mlcinsurance.com.au

Postal address

MLC Limited
PO Box 23455
Docklands VIC 3008

You can find further details on our website mlcinsurance.com.au

