

AON

# Innovate Reconciliation Action Plan

July 2021 – July 2023





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# Acknowledgement of Country

Aon acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation. We recognise and respect the cultural heritage, beliefs and relationship with the land of Aboriginal and Torres Strait Islander peoples.

## About the artwork

Artist: Joanne Caines

Meaning of the artwork: UNITY encompasses the five dimensions of reconciliation, as established by Reconciliation Australia, which are historical acceptance, race relations, equality and equity, institutional integrity and Unity.

These 5 dimensions are represented in the windows of the painting.

The colourful dots represent all the individuals within the organisation and their journeys both professionally and individually. There are no standouts, each is special in its own way and each has something important to contribute.

The 5 people at the bottom of the painting are reaching out to embrace the dimensions which are an integral part of the organisation.





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I am a saltwater woman from the Wadi Wadi Clan from Dharawal (Tharawal) Country in South East New South Wales. My mob are part of the original inhabitants of Hill 60 Port Kembla. I love to blend traditional and contemporary art, as it's a great way to teach people the meaning of our symbols.

Artist: Joanne Caines



# Our Vision for Reconciliation

Our vision is to leverage our knowledge and expertise across risk, retirement and health together with the passion of our colleagues to achieve equality and equity for Aboriginal and Torres Strait Islander peoples of Australia.

We are committed to preserving their cultural heritage and will work harmoniously with Aboriginal and Torres Strait Islander clients, communities, businesses and youth to deliver education, employment and procurement opportunities to realise this vision.

**As a firm, we commit to:**

Celebrating Aboriginal and Torres Strait Islander peoples

Increasing our employment of Aboriginal and Torres Strait Islander peoples and provide them with ongoing development

Supporting Aboriginal and Torres Strait Islander businesses through our procurement practices

Partnering with Aboriginal and Torres Strait Islander clients, communities, businesses and youth to build their knowledge and capability in the areas of Risk, Retirement and Health.





# Our Business



## Our locations around Australia

Aon is a leading global professional services firm providing a broad range of risk, retirement and health solutions enabled by data and analytics. Aon’s 50,000 colleagues operate across 120 countries around the world.

In Australia, we have almost 1900 employees who operate in more than 25 offices. At this stage we are aware of two colleagues that identify as Aboriginal and one of whom is a member of our Reconciliation Action Plan Working Group.



# Our Reconciliation Action Plan

The development of our second RAP further reinforces Aon's commitment to connect with, and in a meaningful way, positively impact Aboriginal and Torres Strait Islander communities, on a social level as well as in the business context.

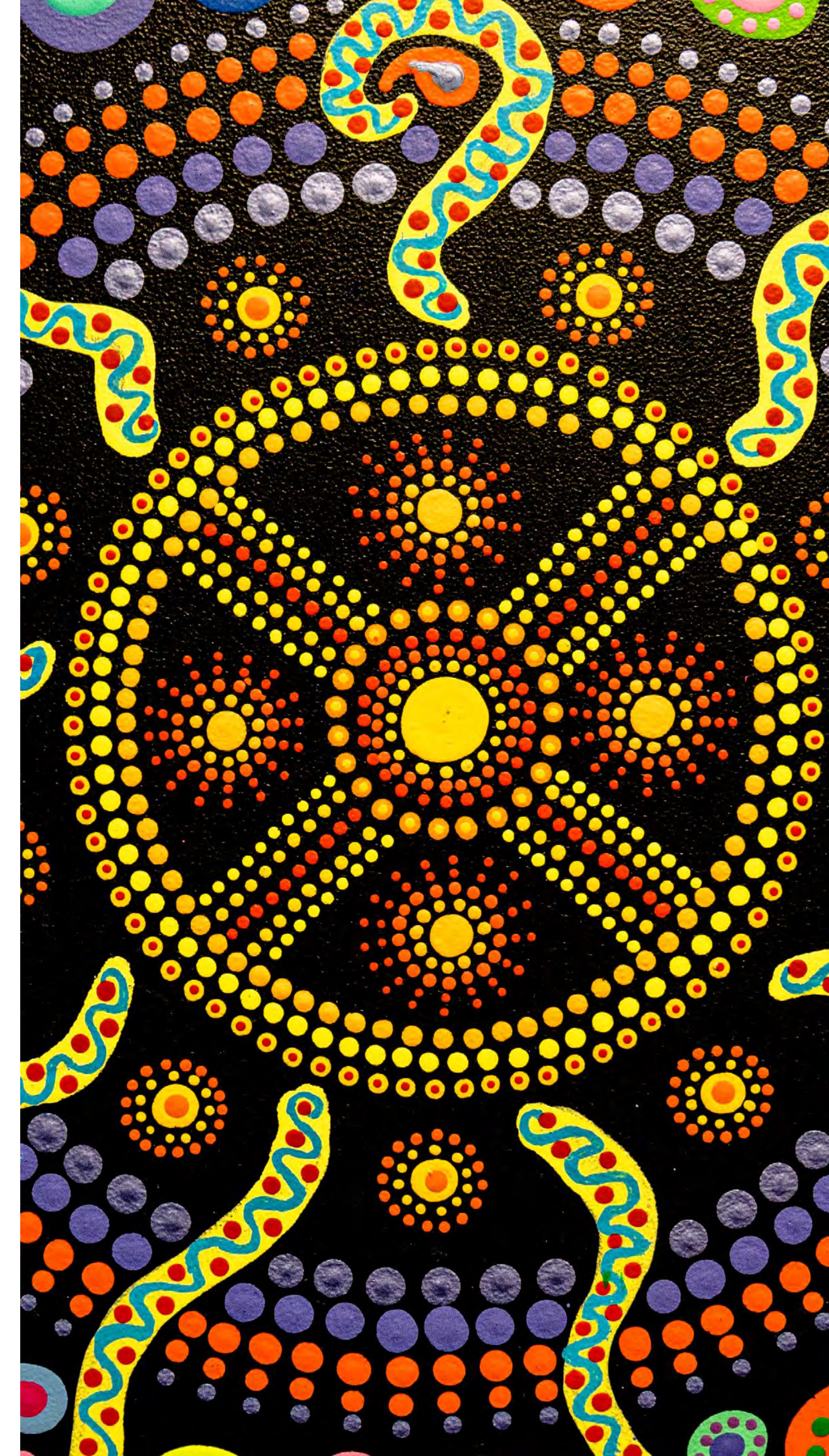
Our RAP aligns to our commitment to create greater diversity within our organisation, so that we are well positioned into the future to engage with Aboriginal and Torres Strait Islander communities throughout Australia. We recognise that with a deeper understanding and respect of the cultures, histories and customs of these communities, we become partners who go beyond the business value we provide.

Aon has been actively engaging with Aboriginal and Torres Strait Islander businesses and communities since the 1980s, through delivery of our core capabilities. Our charitable foundation has also been supporting a number of initiatives across a breadth of communities and cultures.

Our RAP is championed by our Aon United Board, which is comprising the leaders of our businesses and share service functions: James Baum, CEO Commercial Risk, Health Solutions and Affinity (CRHA); Steven Gaffney, CEO, Asia Pacific, Retirement and Investment; and Rob De Souza, President APAC, CEO Australia & NZ, Reinsurance Solutions; Bill Hooper, CFO and COO, Pacific.

**In their role as champion they are committed to:**

- Raise the profile of reconciliation as an organisational priority internally and externally
- Lead by example by actioning the commitments in the RAP





# RAP Working Group

- Kate Bible, Senior Actuary
- Gabby Dennis, Category Delivery Manager
- Sharni Fitch, Branch Manager, Darwin
- Sue McCorriston, IT Procurement and Admin
- Erin Morra
- Kevin O'Reilly, Director, Industry Verticals
- Jennifer Sandvold, Head of Communications and Content – Asia Pacific
- Lisa Thai, Procurement Officer

Our team was formed in 2017 and have overseen the development of our Reflect and Innovate Reconciliation Action Plans. One member of our team identifies as Aboriginal. She joined our team following the launch of our Reflect RAP.

While we do not have an official Aboriginal and Torres Strait Islander Advisory Group, we have strong relationships with Aboriginal organisations from who we regularly seek advice.





# Our Key Learnings from our Reflect RAP

Our first RAP, launched in 2018, has helped us focus on how Aon as an organisation can have a positive impact on Aboriginal and Torres Strait Islander peoples and communities around Australia.

Some of our key learnings are:

- The Reflect RAP gave us a framework to a path of understanding what we needed to know but didn't know. It also really helped us to identify what we needed to do to lay the foundation stones for our readiness for significantly contributing to reconciliation.
- The importance of cultural awareness training to help our colleagues understand why we have decided to be actively involved in reconciliation and to seek the support of our colleagues. We also learnt the thirst our colleagues have to continue their learning.
- The passion many of our colleagues across the country have for reconciliation together with their willingness to be involved.
- We discovered the number of clients we already have who are Aboriginal and/or Torres Strait Islander organisations or are representing Aboriginal and/or Torres Strait Islander communities.
- Members of Aboriginal and Torres Strait Islander communities share a perspective with us which is to have mutually beneficial relationships based on mutual trust.
- Identifying Aboriginal and/or Torres Strait Islander colleagues in our organisation has taken time.
- We have discovered the unique skills and expertise we have that can be used to realise our revised vision for reconciliation.
- We also learnt the need to listen to our colleagues to understand their thoughts on where we should focus going forward and how we can contribute to reconciliation. This led to a revised vision for reconciliation and many suggestions on actions we can explore.





# Case Study 1

## Cultural Awareness Training

As part of our RAP journey, we identified the opportunity to develop Cultural Awareness training for all Aon colleagues in Australia via our internal education platform.

With a stronger understanding of these communities, we became partners who go beyond the normal business value we provide. It helps us to look beyond the business side of things. This training also helped our colleagues understand why we have decided to embark on a journey of reconciliation.

All existing colleagues were invited to complete a series of cultural awareness training modules and the training is now a part of our on-boarding process. The modules create a greater understanding of history, cultural behaviours, practices and issues that may impact on your interaction with Aboriginal and Torres Strait Islander peoples within the workplace, our client base and society.

As of 2 December 2019, 1266 colleagues have completed the training.





# Case Study 2

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## Celebrating NAIDOC Week

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NAIDOC Week 2019 was celebrated in our Kent Street office in Sydney. Over 120 colleagues came along to experience indigenous food and learn about AIME Mentoring and the journey of their amazing and authentic Co-CEO Sherice Jackson.

Some of the indigenous food items that tantalised our taste buds were:

Cob - caramelised onion with kangaroo

Freshly baked damper with native jams, fresh cream and Cokky's Joy

Cookies with native flavours of wattle seed or lemon myrtle

Cupcakes with native flavours of mini wattle seed, lemon myrtle, native plum and riberry rose

Our very own Sue McCorriston delivered the Acknowledgement of Country. Josephine Simeone, Head of People and Culture spoke about the importance of reconciliation and MC Nick Vindin then introduced Sherice Jackson and asked her a range of questions about AIME as well as seeking advice from Sherice on what individuals can do to advance reconciliation, and one of her key pieces of advice was to read the [Uluru Statement from the Heart](#). Sherice responded to several questions from the audience, helping us gain further insights and understanding of Aboriginal cultures.

[AIME](#) is a wonderful organisation providing support and mentors to Indigenous high school students. Sherice said "every Indigenous student needs to connect with someone for guidance and advice".





# Case Study 3

## Tahmai Byron Shares Her Story

Our Brisbane office celebrated NAIDOC Week with a morning tea. The event was opened by Tahmai Byron in our Client Services team who provided a great introduction and background to the importance of NAIDOC Week along with her personal connection as being part of the Wiradjuri community.

A bit of Tahmai presentation to the audience below:

Yuwin Ngadhi Tahmai - my name is Tahmai

Dyrimadilinya Badhu Wiradjuri - I am proud to be Wiradjuri

Firstly, I would like to acknowledge the Jagera and Turrbul People as the Traditional Owners of the land where we gather today and recognise that this land has always been under their custodianship. I pay my respect to Elders past and present and to emerging community leaders. I also extend respect to all Aboriginal and Torres Strait Islander people here today.

NAIDOC Week celebrations are held across Australia each July to celebrate the history, cultures and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in Indigenous communities, but by Australians from all walks of life. The week is a great opportunity to participate in a range of activities and to support your local Aboriginal and Torres Strait Islander community.

I recommend having a read of the [NAIDOC historical timeline](#) as well as the [Uluru Statement from the Heart](#) which I have provided copies of throughout the kitchen.”





# Case Study 4

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## Raising Awareness in the Insurance Industry

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As part of [Dive In, The Festival for Diversity & Inclusion in Insurance](#), Aon and Swiss Re jointly held an event focusing on Impact Through Reconciliation.

We hosted a panel session discussing the diverse benefits reconciliation can have on corporate culture, and the outcomes that can be achieved for a more inclusive workforce and were joined by:

Paul Dodd, CEO and Principal Consultant, [Corporate Culcha](#)

Sherice Jackson, Co-CEO of AIME Mentoring

Alison Smith, Regional Director - Commercial, Aon

[Paul Dodd](#), founder of Corporate Culcha, identifies as a Bundjalung man, the traditional Aboriginal language group of his mother. Paul has worked with many organisations and shared his insights and experience of the impact reconciliation has for him personally, his people and culture.

[Sherice Jackson](#) is a proud Bundjalung woman who joined AIME as a Year 9 student in 2013 and through the support of the organisation and her mentor, found her voice for the first time. Upon completion of her degree, Sherice re-joined AIME as a mentor and stepped into the role of AIME's Co-CEO for 2019.

The event was attended by 125 people. Dive In is a global festival with over 100 events held across 30 countries and 60 cities, and we are very proud that the Aon and Swiss Re event was the only one to focus on reconciliation.





# Relationships

Relationships are at the heart of Aon's business. Key to this is understanding the Country in which we operate, its history and its people.

As Australia's First Peoples, Aboriginal and Torres Strait Islander People add to our diversity of thought which will contribute to innovation and foster learning and growth within our business and for our people. Our shared responsibility is to engage with our local communities to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and to contribute back by providing community support and programs in line with our vision for reconciliation.

Partnering with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement, as well as identifying opportunities for us to channel our knowledge and expertise to activities that will benefit Aboriginal and Torres Strait Islander People, will in part help create greater security, stability and opportunity for our communities, our clients and our people.





# Focus Area: Engagement and Communication

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Partner with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2021	CEO CRHA, CEO Retirement Solutions, CEO Reinsurance Solutions
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2021	Head of Reconciliation Action Plan Working Group
	Develop action plan for each branch to engage their specific community with a focus on risk and retirement education for Aboriginal and Torres Strait Islander communities	March 2022	Managing Director – Commercial
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our colleagues.	May 2022 and May 2023	Head of Organisation Development
	RAP Working Group members to participate in external NRW events annually	June 2022 and June 2023	Head of Organisation Development
	Encourage and support colleagues and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2022 and June 2023	Head of Reconciliation Action Plan Working Group
	Organise at least one NRW event per year and utilise Aboriginal and Torres Strait Islander suppliers.	June 2022 and June 2023	Head of Reconciliation Action Plan Working Group
	Each year promote the meaning behind NRW via our internal communication platforms and distribute email signature template prior to and during NRW.	May 2022 and May 2023	Head of Reconciliation Action Plan Working Group
	Invite our clients and industry partners to join us at NRW events.	May 2022	Head of Reconciliation Action Plan Working Group
	Register our NRW events on Reconciliation Australia’s <a href="#">NRW website</a> .	April 2022 and April 2023	Head of Reconciliation Action Plan Working Group



# Focus Area: Engagement and Communication

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2022	CEO Commercial Risk, Health Solutions & Affinity
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	April 2022	Head of Reconciliation Action Plan Working Group
	Ensure Aon Colleagues are aware of how to access Aon Innovate RAP; supported by an internal communications campaign	July 2022	Head of Internal Communications
	Demonstrate and promote our commitment to reconciliation with displays in our reception and meeting rooms	April 2022	Head of Office Services
	Implement strategies to engage our staff in reconciliation.	April 2022	Head of Reconciliation Action Plan Working Group
	Equip our colleagues with materials enabling them to create awareness amongst their clients of the need for reconciliation in Australia	December 2021	Head of Reconciliation Action Plan Working Group
	Develop a plan for demonstrating Aon’s support for reconciliation through social media	December 2021	PR & Social Media Manager
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2021	Director of People & Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2021	Director of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2021	Director of People & Culture
	Educate senior leaders on the effects of racism.	February 2022	Director of People & Culture



# Respect

At Aon we recognise what matters by appreciating contributions, embracing perspectives, and supporting each other professionally and personally. Respect for Aboriginal and Torres Strait Islander Peoples, cultures, lived experiences and history is a vital part of Aon's commitment in Australia, as well as developing a shared sense of understanding through cultural learning for our people.

Inclusion at Aon is characterised by a sense of belonging and purpose, where our Aboriginal and Torres Strait Islander colleagues feel respected and valued for who they are, in a work environment where everyone can do their best work, have fair and equal access to opportunities and resources, and can contribute fully to our shared success.

The alignment and integration of this, taking pride in First Peoples' cultures and histories, while building understanding, appreciation, and acknowledgment of experiences and knowledge across all areas of Aon, will drive a shared sense of purpose and commitment while creating valuable opportunities for clients, colleagues and communities.





# Focus Area: Collaboration and Continuous Improvement

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation	August 2021	Head of Organisation Development
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2021	Head of Organisation Development
	Develop, implement and communicate a cultural learning strategy for our staff.	September 2021	Head of Organisation Development
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2022	Head of Organisation Development
	Establish a series of morning or afternoon tea learning sessions featuring local Elders who will increase our cultural awareness through storytelling.	August 2021	Head of Organisation Development
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2021	Head of Reconciliation Action Plan Working Group
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2021	Head of Reconciliation Action Plan Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2023	Head of Reconciliation Action Plan Working Group
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2023	Head of Reconciliation Action Plan Working Group



# Focus Area: Collaboration and Continuous Improvement

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2021	Director of People & Culture
	Promote NAIDOC Week on internal communication platforms and distribute email signature templates to colleagues during NAIDOC Week each year.	July 2021 and July 2022	Head of Reconciliation Action Plan Working Group
	Each year promote and encourage participation in external NAIDOC events to all colleagues.	July 2021 and July 2022	Events Manager and Head of Office Services
	In 2022 work with Leadership teams in Brisbane, Sydney, Melbourne, Adelaide and Perth to host a morning tea during NAIDOC Week and invite clients and involve Aboriginal and/or Torres Strait Islander colleagues and set this up as an annual action.	July 2021	Head of Reconciliation Action Plan Working Group
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021 and July 2022	Head of Reconciliation Action Plan Working Group
Build respect for Aboriginal and Torres Strait Islander peoples through demonstrating organisational support of the Uluru Statement from the Heart.	Develop a plan to raise awareness and understanding of the Uluru Statement from the Heart across Aon.	March 2022	Head of Reconciliation Action Plan Working Group
	Invite a guest speaker to the organisation to speak to the Uluru Statement from the heart.	May 2022	Head of Reconciliation Action Plan Working Group



# Opportunities

At Aon we are passionate about success through innovation and operating as one. We're committed to creating a diverse, inclusive and collaborative workplace culture—one where colleagues feel empowered to achieve their full potential while expanding client and community impact and enabling business growth. We believe diversity drives insight, and by giving our top talent seats at our table, we'll produce the best outcome for clients.

Key to this is providing real opportunities and removing barriers to success at Aon for Aboriginal and Torres Strait Islander people by:

- Consulting on our recruitment, retention and professional development strategies;
- Supplementing our onboarding program to ensure the needs of Aboriginal and Torres Strait Islander new hires are accommodated;
- Reviewing HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
- To be a leading professional services firm, we must be an inclusive work environment and deliver an unmatched and diverse talent strategy where everyone has opportunities for growth and development. We know that leveraging the diverse cultures, backgrounds, and experiences of our colleagues improves work quality, fosters innovation, and enhances results.





# Focus Area: Development and Achievement

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	Director of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2021	Director of People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with the aim of increasing the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	August 2021	Head of Organisation Development
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2021	Director of People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2021	Director of People & Culture
	Partner with Career trackers for intern and graduate recruitment and commence first Intern intake for July 2021.	November 2021	Director of People & Culture
	Continue to work with Universities and Aon's recruitment suppliers to recruit Aboriginal and Torres Strait Islander students for Graduate intakes: 2022 – 1 x Graduate 2023 – 1 x Graduate	December 2021 & December 2022	Director of People & Culture
	Track professional development opportunities provided to Aboriginal and Torres Strait Islander colleagues.	April 2023	Head of Organisation Development
	Identify additional actions to be included in Aon's onboarding program to ensure the needs of Aboriginal and Torres Strait Islander new hires are accommodated and educate our managers on these requirements.	September 2021	Head of Organisation Development
	Develop a mentor program specifically for Aboriginal and Torres Strait Islander colleagues, supporting their growth and development in Aon.	September 2021	Head of Organisation Development



# Focus Area: Development and Achievement

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Action	Deliverable	Timeline	Responsibility
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.	September 2021	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2021	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2023	Head of Procurement
	Partner with our regional branch network and head office locations to increase the number of Aboriginal and Torres Strait Islander suppliers they partner with.	April 2023	Head of Office Services
	Update procurement practices to ensure Aboriginal and Torres Strait Islander businesses are considered a supplier for Requests For Proposals.	September 2021	Head of Office Services
	Use an Aboriginal and/or Torres Strait Islander catering supplier for Aon hosted events that are part of the Innovate Reconciliation Action Plan.	April 2023	Head of Office Services
	Maintain membership of Supply Nation and attend relevant events organised by Supply Nation.	April 2023	Head of Office Services
	Advocate for the use of Supply Nation suppliers amongst our clients.	April 2023	Head of Office Services
	Increase the number of Aboriginal and Torres Strait Islander suppliers engaged by Aon through the implementation of a target.	December 2021	Head of Office Services
	Develop a plan for opportunities to partner with high schools to provide employment opportunities or work experience as part of a transition to employment program.	December 2021	Director of People & Culture



# Focus Area: Development and Achievement

Action	Deliverable	Timeline	Responsibility
Support equal and equitable education opportunities for Aboriginal and Torres Strait Islander students	Explore opportunities through Aon’s education practice to support Aboriginal and Torres Strait Islander high school students.	January 2022	Managing Director - Broking
	Work with the Aon Charity Foundation’s four supported charities to identify opportunities for those charities to support the education and wellbeing needs of Aboriginal and Torres Strait Islander peoples.	December 2021	Manager Aon Charitable Foundation
	Investigate the feasibility for Aon to sponsor an Indigenous Art Scholarship to provide funds and support for an Aboriginal and/or Torres Strait Islander student ensuring they have the necessary support to continue their art studies and work.	December 2021	Head of Reconciliation Action Plan Working Group
	Investigate opportunities for our colleagues to mentor Aboriginal and Torres Strait Islander students to support their growth and development.	February 2022	Head of Organisation Development
	Provide consulting services in the areas of risk, retirement and health to Aboriginal and Torres Strait Islander clients on a pro-bono basis.	April 2023	CEO Commercial Risk, Health Solutions and Affinity



# Focus Area: Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Action Plan Working Group.	April 2022 & April 2023	Head of Organisation Development
	Establish and apply a Terms of Reference (include frequency of meetings) for the Reconciliation Action Plan Working Group.	July 2021	Head of Organisation Development
	Meet at least four times per year to drive and monitor RAP implementation.	October 2021, January 2022, April 2022, July 2022, October 2022, January 2023, April 2023 & July 2023	Head of Reconciliation Action Plan Working Group
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for Innovate Reconciliation Action Plan implementation.	July 2021	Head of Organisation Development
	Engage our senior leaders and other key colleagues in the delivery of Innovate Reconciliation Action Plan commitments.	July 2021	Head of Reconciliation Action Plan Working Group
	Update current tracking system to reflect Innovate RAP commitments to measure and report on outcomes.	July 2021	Head of Reconciliation Action Plan Working Group
	Appoint and maintain an internal RAP Champion from senior management.	July 2021	Head of Reconciliation Action Plan Working Group



# Focus Area: Governance, Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2021 & September 2022	Head of Reconciliation Action Plan Working Group
	Report RAP progress to all colleagues and senior leaders quarterly.	October 2021, January 2022, April 2022, July 2022, October 2022, January 2023, April 2023 & July 2023	Head of Reconciliation Action Plan Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2021 & December 2022	Head of Reconciliation Action Plan Working Group
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2022	Head of Reconciliation Action Plan Working Group
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.	November 2022	Head of Reconciliation Action Plan Working Group





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## About

Aon plc (NYSE: AON) exists to shape decisions for the better—to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

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