

Reflect

Reconciliation Action Plan

May 2022 – May 2023



**TEACHERS MUTUAL
BANK LIMITED**





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Acknowledgement of Country

Teachers Mutual Bank Limited acknowledges the Traditional Custodians of Country through Australia and their continuing connection to land, water and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures: their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



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Reflect

Reconciliation Action Plan

Reconciliation Australia welcomes Teachers Mutual Bank Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.



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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

Congratulations Teachers Mutual Bank Limited, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
CEO, Reconciliation Australia

CEO's Message



On behalf of Teachers Mutual Bank Limited, I am very proud to be launching our first Reconciliation Action Plan (RAP). This RAP is a reflection of our values and the first formal step on our reconciliation journey.

As a values-based, socially responsible bank, it is important that we acknowledge past injustices. This RAP is an opportunity to develop deeper and long lasting relationships with Aboriginal and Torres Strait Islander peoples and communities.

Our Reflect RAP is part of our commitment to diversity and inclusion. It provides a firm foundation from which we can contribute to reconciliation through ongoing cultural awareness and employee engagement programs that will evolve over time. Our vision for reconciliation is that it is embedded across our organisation and informs the way we work and interact with each other, our members and the wider community.

We want to have a meaningful impact on reconciliation by establishing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and organisations.

We would like to acknowledge our RAP Working Group who have developed this plan, and for championing reconciliation. And we thank Reconciliation Australia for their support and guidance along the way.

As one of Australia's largest mutual banks, we are aware of the difference we can make when we collaborate with others. We're excited to be on this journey.

Steve James
CEO, Teachers Mutual Bank Limited

Our Business

Teachers Mutual Bank Limited (“the Bank”) is one of Australia’s largest mutual banks supporting five divisions under our umbrella: Teachers Mutual Bank, UniBank, Firefighters Mutual Bank, Health Professionals Bank and Hiver.

We conduct business throughout Australia, with our headquarters located in Homebush, NSW, and 10 other offices across the country. We directly employ over 580 people and in 2021 a Diversity and Inclusion survey indicated we have four staff that identify as an Aboriginal and/or Torres Strait Islander person.

Our purpose is to provide banking for good, for those who do good. We are underpinned by our three core values: Advocacy, Passion and Sustainability. We are proudly serving more than 220,000 members and maintaining over \$10 billion in assets. As a mutual bank, we operate on a ‘one member, one share’ model and reinvest profits back into our business to improve the service we offer.

We are a world leading socially responsible bank, and we believe our bank is a force for good. Social responsibility drives everything we do – our business practices, our people, and our products. We are a member of the Global Alliance for Banking on Values (GABV), a global network of banking organisations deeply committed to creating positive change in society as a whole. Being responsible and ethical are part of our core promise to members and society.

We have a physical presence in the following locations (pictured opposite):

- Sydney CBD, (NSW)
- Homebush, (NSW)
- Rooty Hill, (NSW)
- Hamilton, (NSW)
- Parramatta (NSW)
- Docklands (VIC)
- Melbourne (VIC)
- Brisbane (QLD)
- West Perth (WA)
- Murdoch University (WA)
- Belconnen (ACT)



Our Reconciliation Action Plan

We are developing a Reflect Reconciliation Action Plan that will provide a firm foundation from which we can contribute to reconciliation through ongoing cultural awareness and employee engagement programs, as well as how we can partner with the communities in which we conduct our business.

We acknowledge the injustices of the past and seek to build an environment that encourages honest conversations, deep learning and practical actions that respect and celebrate Aboriginal and Torres Strait Islander peoples and their cultures.

In September 2019, a group of senior leaders took part in a values based leadership program led by the GABV (Global Alliance for Banking on Values) and in partnership with Bank Australia. One of the themes was "Closing the Gap" where leaders were immersed in learning journeys about Aboriginal and Torres Strait Islander peoples and their lived experiences.

This time of reflection provided a perspective and the Bank's leaders emerged from the program with a passion to do more and a vision of a Bank that supports the delivery of better outcomes for Aboriginal and Torres Strait Islander peoples and their communities. A vision that provides meaningful opportunities for Aboriginal and Torres Strait Islander peoples in education, emergency services, health and finance. That recognises the strength of the oldest living, continuing cultures on the planet. The leadership program also identified a number of our partners already

include an Acknowledgement of Country and where appropriate a Welcome to Country at major events. In addition to this, the current Chair of Teachers Mutual Bank Limited's board was instrumental in establishing an Acknowledgement of Country across NSW public schools.

Since 2016, Teachers Mutual Bank has been a sponsor of the NSW Premiers Teachers Mutual Bank Aboriginal Education Scholarship supporting excellence in Aboriginal education. A proposal was submitted to the Executive team with recommendations on how we might engage our people, reflect on and build our cultural competency levels, and become active participants in Australia's reconciliation journey.

The Teachers Mutual Bank Limited Reconciliation Action Plan is being developed and implemented by a group of senior leaders and people from across the bank who are passionate about our members and the communities they impact. In 2021, a Reconciliation Action Plan working group was formed as part of our Diversity and Inclusion program to develop a Reflect RAP. The intent of the group was to drive internal awareness and engagement.

"A Reflect RAP assists us to identify where we are at as an organisation, imagine what could be possible and establish a firm foundation to create long lasting change as well as prepare for future RAPs and reconciliation initiatives."



'Growing Our Community Strong Together' by Lee Hampton

RAP Working Group and Roles

Melanie Holdsworth (RAP Sponsor, RWG Chair)
Head of Organisational Process Excellence (Head of Opex)

Trent Bennett (RAP Champion)
Financial Accountant – Regulatory Reporting

Kaylene Collis (RAP Project Co-ordinator)
Sustainability Project Manager

Jose Fredes
Head of Property and Facilities

Glinda Major (RAP Champion)
Sponsorship Manager

Corin Millais
Head of Socially Responsible Banking

Carolyn Murphy
Chief Digital Bank Officer

Tim Powell
Head of National Contact Centre and Payments

Sue Rennett (RAP Champion)
Change Manager

There have been nine meetings of the RAP working group to explore and develop the RAPs key actions and key deliverables across the areas of Respect, Relationships and Opportunities. The RAP working group will continue to meet weekly to oversee and drive the implementation of the RAP, measure, track and report on progress, as well as work with leaders from across the business who will be responsible for deliverables. We have identified RAP champions who will drive internal awareness and engagement.

Teachers Mutual Bank Limited and Koori Kicks Art

Teachers Mutual Bank Limited partnered with Koori Kicks Art (www.koorikicksart.com.au) to commission an artwork by Lee Hampton for our very first Reflect Reconciliation Action Plan. Lee Hampton grew up on Dharug land, in Penrith, and is a descendent of the Wodi Wodi, Worimi and Yuin People. His artwork style is best described as Urban Aboriginal art, using both traditional ochre tones, along with bright colours. Titled 'Growing Our Community Strong Together' The various patterns and colours surrounding the meeting places and journey lines, showcase the diversity of community members, and their connection to one another and to Teachers Mutual Bank Limited. Coming together to make a real change for the future of all of our Nation's people. Remembering the past and building the future together. Below the large central meeting place is a set of hands reaching up out of the lush green earth. Two trees growing up and morphing into hands that support the earth. This represents a message of support for growth, the environment, connection and helping but also represents that Teachers Mutual Bank Limited understands the significance of the Aboriginal culture that has supported, and lived in cohesiveness with the environment. The hands represent growth, and nurturing but at the same time they represent Teachers Mutual Bank Limited commitment to working towards embracing and looking after the environment, the nurturing hands also represent inclusivity. The original painting showcased in this document is proudly displayed in our Head Office at Homebush, NSW.



Our partnerships and current activities

2010

Acknowledgement of Country added to the start of the Annual General Meeting.

2012

The “Burbangana” book launched with NSW Department of Education to celebrate the achievements of Aboriginal and Torres Strait Islander students and staff in the Sydney Region. See BURBANGANA (tmb.com.au)

2017

Partnered with Department of Education and Communities to provide a work placement program for Aboriginal and Torres Strait Islander students attending Western Sydney high schools.

Sponsored the inaugural NSW Premier's Teachers Mutual Bank Aboriginal Education Scholarship.

2019

NSW Premier's Teachers Mutual Bank Aboriginal Education Scholarship sponsorship.

September

Senior Leaders attended a Values Based Leadership Program key theme “Closing the gap”.

2011

February

Partnered with Indigenous Business Australia to provide Home Loans.

2016

Introduced a Future Teachers Scholarship program which is \$5,000 and ensures an Aboriginal and Torres Strait Islander is amongst the winners.

2018

Sponsored the 2018 Nanga Mai Award for excellence in outstanding educational achievement by Aboriginal and Torres Strait Islander and other staff members, and outstanding leadership in Aboriginal and Torres Strait Islander education and Aboriginal languages.

2020

NSW Premier's Teachers Mutual Bank Aboriginal Education Scholarship was postponed due to COVID.

August

Presented proposal to Executive Management to recognise Aboriginal and Torres Strait Islander peoples as Custodians of the lands on which we do business and embed a culture across the Bank that advocates for and supports Reconciliation.

September

Second group of leaders attend Values Based Leadership Program key theme "Closing the Gap".

October

Introduced an Acknowledgement of Country at Senior Leadership Meetings.

2021

Introduced an Acknowledgement of Country at Town Hall events and Management meetings.

May

Launch search for Supply Nation consultant to provide cultural advice and council on embedding Aboriginal and Torres Strait Islander perspectives into our RAP.

Registered with Reconciliation Australia.

June

Budget allocated in FY22 to support draft development of Reflect Reconciliation Action Plan (RAP) and cultural awareness training.

Announced plan to commit to Reflect Reconciliation Action Plan across the Bank and RAP Working group formed.

RWG attended two Diversity Council Australia events – Gari Yala Speak the Truth and Gari Yala Deep Dive.

We participated in NAIDOC week "Heal Country" and Acknowledgement of Country training.

August

Engaged with Corporate Culcha to partner and support the development of the Teachers Mutual Bank Limited's first RAP.

NSW Premier's Teachers Mutual Bank Aboriginal Education Scholarship was postponed due to COVID.

September

Executive and Senior Leadership attend Cultural Awareness and Competency workshop run by Corporate Culcha.

Conducted an internal Diversity and Inclusion Survey.

RWG attended Diversity Council Australia event – Speaking Culture, Knowledge and Australia's Truth.

Third group of leaders attend Values Based Leadership Program key theme "Closing the Gap".

Appointment of Lee Hampton, Koori Kicks Art to design Teachers Mutual Bank Limited's Reconciliation Action Plan artwork.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop a list of Aboriginal and Torres Strait Islander stakeholders and organisations within the local areas of our physical sites or sphere of influence and connect with them as part of our part of our reconciliation journey.	May 2022	<ul style="list-style-type: none"> • Sponsorship Manager • Strategic Partnership Manager • General Manager • National Manager Retail • Branch Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022	<ul style="list-style-type: none"> • RWG Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	<ul style="list-style-type: none"> • Head of OPEX
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022	<ul style="list-style-type: none"> • Chair, RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022	<ul style="list-style-type: none"> • Head of OPEX
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2022	<ul style="list-style-type: none"> • CEO
	Update corporate standards, websites and email signatures with an Acknowledgement of Country	May 2022	<ul style="list-style-type: none"> • Head of Marketing
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2022	
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2022	<ul style="list-style-type: none"> • Chair, RWG
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2022	<ul style="list-style-type: none"> • Chief People & Culture Officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2022	<ul style="list-style-type: none"> • Chief People & Culture Officer



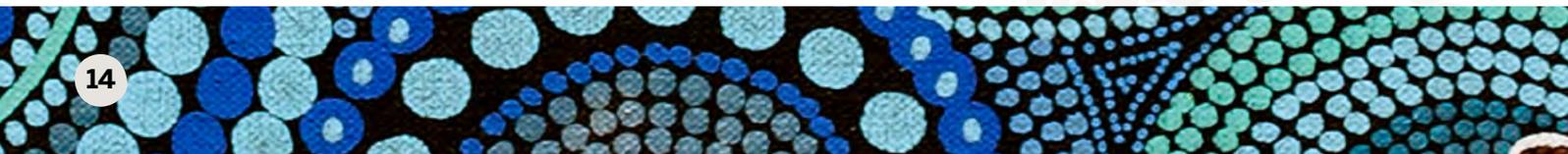
Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2022	• Head of OPEX
	Conduct a review of cultural learning needs within our organisation.	July 2022	• Head of Organisational Development
2. 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 Teachers Mutual Bank Limited physical sites.	November 2022	• Head of Property and Facilities
	Engage a local artist to produce an Acknowledgement of Country plaque for each site.	August 2022	• National Manager Retail • General Manager
	Incorporate an Acknowledgement of Country on our websites and email signatures	May 2022	• Community Partnership Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022	• Design Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	First week in July, 2022	• Head of OPEX
	Introduce our staff to NAIDOC Week by promoting external events in the local areas around our physical sites.	June, 2022	• National Manager Retail • Community Partnership • Manager • General Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022	• Chair, RWG



Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2022	<ul style="list-style-type: none"> Chief People and Culture Officer
	Review recruitment policies and processes to identify potential barriers to the employment of Aboriginal and Torres Strait Islander peoples.	August 2022	<ul style="list-style-type: none"> Chief People and Culture Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2022	<ul style="list-style-type: none"> Chief People and Culture Officer
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2022	<ul style="list-style-type: none"> Head of Property and Facilities Chief of Digital Bank Officer Chief Financial Officer
	Investigate Supply Nation membership.	December 2022	<ul style="list-style-type: none"> Head of Property and Facilities





Governance

Action	Deliverable	Timeline	Responsibility
1. Maintain and Review an effective RAP Working Group (RWG) to drive governance of the RAP.	Meet monthly to manage, monitor and report on the activities detailed in the Reflect RAP	Monthly from May 2022	• Chair, RWG
	Review Terms of Reference for the RWG	June 2022	• Chair, RWG
	Maintain a diverse RWG of staff and decision makers from across the organisation.	From May 2022 to May 2023	• Chair, RWG
	Establish Aboriginal and Torres Strait Islander representation on the RWG	June 2022	• Chair, RWG
	Engage staff with the Reflect RAP events via Town Halls, learning circles and a dedicated getSmart (intranet) site	August 2022	• Head of Organisational Development
	Establish Reconciliation Action Plan Advisory Committee to provide cultural advice and counsel on actions, projects and commitments to the RWG.	September 2022	• Chair, RWG
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2022	• RWG
	Maintain a Senior Leader to champion our RAP internally	November 2022	• Head of Organisational Development
	Engage senior leaders in the delivery of RAP commitments.	June 2022	• RWG
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2022	• RWG
3. 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.	30 September, 2022	• Chair, RWG
	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 2022	• Chair, RWG
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, 2022	• Chair, RWG
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	• Chair, RWG



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