



Innovate
Reconciliation
Action Plan Report

July 2021 - July 2023



Acknowledgement of Country

AustralianSuper respectfully acknowledges the past, present and emerging Traditional Custodians of the land on which our Head Office in Melbourne is situated, the Wurundjeri People of the Kulin Nation.

The Wurundjeri People take their name from the Woiwurrung language word ‘wurun’ meaning the Manna Gum (Eucalyptus viminalis) which is common along ‘Birrarung’ (Yarra River), and ‘djeri’, the grub which is found in or near the tree. Wurundjeri are the ‘Witchetty Grub People’ and their ancestors have lived on the land for millennia.

We acknowledge the Traditional Custodians of the lands of all of our offices:

Sydney: the Gadigal people of the Eora Nation

Adelaide: the Kurna people

Brisbane: the Turrbal people from the north side of the river and the Yuggera/Jagera people from the south side of the river

Canberra: the Ngunnawal people

Darwin: the Larrakia people

Hobart: the Muwinina people

Launceston: the Palawa people

Perth: the Wadjuk Noongar people

Newcastle: the Awabakal and Worimi people

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Cover and Traditional Dance Ceremony images are of the Djirri Djirri Wurundjeri women’s dance group, performing for Reconciliation Week in 2023 and 2025.

Photographer Penny Stephens, 73 Stories.

Foreword from the Chief Executive

As we continue to support the journey of reconciliation, I am pleased to present our Innovate Reconciliation Action Plan (RAP) progress report. At AustralianSuper, our ambition is for all Australians to live well in retirement. Life in retirement for Australia's First Peoples is critical to realising this goal. We recognise that reconciliation is a continuous commitment which must be embedded within the fabric of our organisation.

As the super fund for all Australians it's a privilege to manage the superannuation of Aboriginal and Torres Strait Islander members and we'll continue to harness our size and capability to help deliver strong long-term returns and low fees and to advocate for policy and legislative outcomes that benefit them as well as implement changes to improve the experience we deliver.

Our Innovate RAP has provided a First Nations-led path towards fostering meaningful relationships, increasing our understanding and respect for Aboriginal and Torres Strait Islander cultures, and creating opportunities for empowerment. It reflected the tangible actions contributing to building a future where reconciliation thrives, both within our workplace and in the broader community.

From increasing cultural awareness and understanding among colleagues to implementing targeted strategies for First Nations employment and procurement, to improving the service we offer, every step we take reflects our commitment.

This commitment is grounded in a deep understanding of the historical injustices faced by Aboriginal and Torres Strait Islander peoples and a genuine desire to effect positive change. We understand that true reconciliation requires listening, learning and meaningful engagement with First Nations communities and we remain steadfast in our dedication to these principles.

As we reflect on the achievements outlined in this report we also acknowledge that our journey continues. There is still much work to be done and we are committed to meeting the challenges ahead with humility, empathy and determination.

I would like to thank everyone who has contributed to delivery of our Innovate RAP, especially Aboriginal and Torres Strait Islander colleagues, partners and advisors as well as our partners and collaborators in reconciliation and the RAP Working Group members. I would also like to thank colleagues for their support and participation in our RAP initiatives and events. Together, we can make a difference and create a more reconciled, just and equitable Australia.

Sincerely,

Paul Schroder
Chief Executive



Our vision for reconciliation

Our vision for reconciliation is a national superannuation system that meets the financial, emotional and social needs of Aboriginal and Torres Strait Islander members throughout the accumulation phase and in retirement where:

We build trust and confidence by understanding, respecting and appreciating Aboriginal heritage and cultures.

We provide straight-talking communications and easy-to understand information and helpful tools. Wherever practicable, we will communicate in language.

It is important to us that the confidence that Aboriginal and Torres Strait Islander members have in us is well-placed.

Through fairness and transparency, Aboriginal and Torres Strait Islander members can make informed decisions about their superannuation that are in their best interests.

We lead the industry to affect systemic change that results in better superannuation outcomes for Aboriginal and Torres Strait Islander peoples

We leverage our size and scale to deliver strong long-term returns and low fees, two essential ingredients for Aboriginal and Torres Strait Islander members to achieve their best retirement outcome.

Innovate RAP highlights

- Launched a Fund-wide First Nations Cultural Learning Framework to support cultural knowledge with learning targeted appropriately for different roles.
- Increased cultural awareness and competency among colleagues and call centre colleagues through formal and structured learning, induction, communication and protocols.
- Drafted the Fund's Engagement Principles, supported by a dedicated implementation plan and consulted with internal and external First Nations stakeholders on the Principles.
- Established and maintained relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities through events, consultations and partnerships.
- Increased cultural awareness and celebrated culture through more than 15 events showcasing First Nations presenters, artists and performers.
- Achieved more than 1,400 colleague attendances at live, culturally-focussed events.
- Provided additional specific, tailored resources and information for First Nations members and Financial Counsellors on our website.
- Supported Aboriginal and Torres Strait Islander members to connect and engage with their superannuation through initiatives such as:
 - › the Financial Wellness Week, community outreach led by the First Nations Foundation.
 - › the CAAMA radio series, a 6-part radio series called Australian Super Made Easy Series Two. The series explores the essentials of superannuation and insurance as they relate to Aboriginal and Torres Strait Islander peoples.
 - › the Schools Plus Financial Literacy project, a program to improve financial literacy in some remote communities in the Northern Territory.
- Created positive shared value through implementation of a First Nations Procurement Strategy, training sessions and dedicated reporting on First Nations business expenditure.



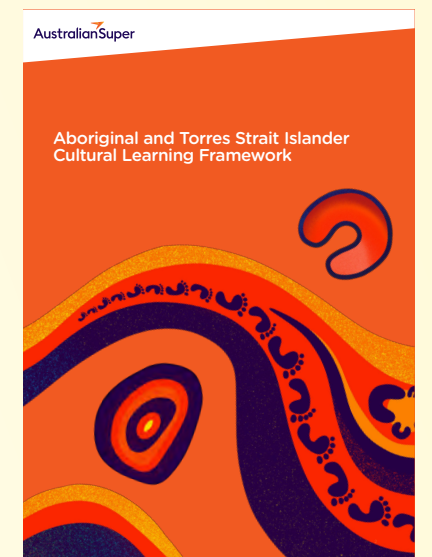
Auntie Joy Wandin Murphy and Ron Murray performing a Welcome to Country



Destiny Dewis and Eddie Buli, First Nations Foundation at a Financial Wellness Week



Kyle Dowling for CAAMA Radio



First Nations Cultural Learning Framework to support cultural knowledge

AustralianSuper INNOVATE RAP

Our INNOVATE RAP July 2021 – July 2023, offered us the opportunity to build on the learnings and perspectives gained through out Reflect RAP engagements. In the following pages we describe the initiatives and actions we undertook to further the Reconciliation journey.



Relationships



Respect



Opportunities



Governance





Relationships

Fostering positive relationships with Aboriginal and Torres Strait Islander organisations is critical if we are to work with Aboriginal and Torres Strait Islander communities to improve superannuation and retirement outcomes for members.

We have continued to strengthen our relationship with the First Nations Foundation, Supply Nation and with Financial Counsellors working in Community. Through direct engagement, the First Nations Super Summit and feedback from members, Executives and colleagues have made the time to listen to First Nations perspectives on superannuation, money and what's important to them as well as experiences of dealing with our Fund.

We recognise that effective engagement with Aboriginal and Torres Strait Islander

communities through organisations requires a sensitivity to the challenges and constraints these organisations face when engaging with outside bodies. Engagement may be for policy development, product & service development, program development or implementation.

Whatever the purpose, linking our engagement to Aboriginal and Torres Strait Islander aspirations is critical to our sustained success in meeting the needs of Aboriginal and Torres Strait Islander members.

Action	Deliverable	Completion Timeline	Responsibility
1. Promote positive race relations through anti-discriminatory strategies	Conduct a review of Colleagues & Culture (C&C) policies and procedures to identify existing anti-discriminatory provisions and future needs	Completed	Group Executive Colleagues and Culture (C&C)
	Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discriminatory policy	Completed	Group Executive Colleagues and Culture
	Develop, implement and communicate an anti-discrimination policy for AustralianSuper	Completed	Group Executive Colleagues and Culture
	Educate senior leaders on the effects of racism	Completed	Group Executive Colleagues and Culture
2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Completed	Head of Brand & Corporate Affairs – Completed by Corporate Relations & CSR due to internal changes
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Completed	Corporate Relations Manager
3. Increase awareness and build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources to all colleagues	Completed	Corporate Relations Manager
	RAP Working Group members to participate in an external NRW event	Completed	Corporate Relations Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	Completed	Group Executive Colleagues and Culture & Corporate Relations Manager

Action	Deliverable	Completion Timeline	Responsibility
4. Promote reconciliation through our sphere of influence	Organise at least one internal NRW event each year	Completed	Corporate Relations Manager
	Consider hosting a Smoking Ceremony to usher in NRW and/or opening of Wesley Place	Completed	Corporate Relations Manager
	Consider hosting a traditional dance ceremony during NRW	Completed as permitted by pandemic	Corporate Relations Manager
	Register all our NRW events on Reconciliation Australia's NRW website	Completed	Corporate Relations Manager
	Following the NSW example , advocate for the national legislation for the protection and revitalisation of Aboriginal languages	Not completed	Head of Brand & Corporate Affairs
	Implement strategies to engage our colleagues in reconciliation, including: - Update our intranet page on a monthly basis to support staff awareness of Innovate RAP actions and progress - Include a presentation at the Staff Conference or online briefings on the objectives and progress of our Innovate RAP	Completed	Corporate Relations Manager Head of Brand & Corporate Affairs
	Communicate our commitment to reconciliation publicly through the corporate website	Completed	Head of Brand & Corporate Affairs
	Communicate our Supply Nation membership on our corporate website	Completed	Corporate Relations Manager
	Engage Link Group and TAL in our RAP, including quarterly meetings to obtain feedback on member experience	Completed	Contact Centre Manager and TAL relationship manager
	Select and promote an Indigenous charity for AustralianSuper colleagues to support through skilled volunteering	Completed	Corporate Relations Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Completed	Head of Brand & Corporate Affairs
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	Completed	Corporate Relations Manager



Respect

Developing respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and traditions is at the core of building trust and relationships. AustralianSuper has worked towards developing respect by increasing understanding of and valuing the diversity of cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander peoples.

Recognising the historical injustices and some ongoing challenges that Aboriginal and Torres Strait Islander peoples face, helps us to understand influences which may affect their engagement with superannuation and financial services.

AustralianSuper colleague cultural competence has been built through formal and structured learning, through celebration and presentations from Aboriginal and Torres Strait Islander people and groups, and through direct engagement. A record number of AustralianSuper colleagues were engaged in learning throughout the duration of our Innovate RAP.

Action	Deliverable	Completion Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Provide opportunities for RAP Working Group members, P&C managers, key leadership and all colleagues to participate in formal and structured cultural learning	Completed	Group Executive Colleagues and Culture)
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	Completed	Group Executive Colleagues and Culture
	Conduct a review of cultural learning needs within our organisation and the call centre	Completed	Group Executive Colleagues and Culture & Contact Centre Channel Manager
	Develop, implement and communicate a formal structured cultural learning strategy for colleagues	Completed	Group Executive Colleagues and Culture
	Incorporate cultural sensitivity and values, including the importance of language to Aboriginal and Torres Strait Islander peoples including the importance of language to Aboriginal and Torres Strait Islander peoples in the colleague induction process	Not completed	Group Executive Colleagues and Culture
	Enable member-facing colleagues to participate in the Aboriginal and Torres Strait Islander Cultural Competence online course run by Cultural Learning: Centre for Cultural Competence Australia	Completed	Group Executive Colleagues and Culture
	Encourage call centre colleagues to participate in the Aboriginal and Torres Strait Islander Cultural Competence online course run by the Centre for Cultural Competence Australia	Completed	Contact Centre Channel Manager

Action	Deliverable	Completion Timeline	Responsibility
	In collaboration with Traditional Owners review appropriate communications to translate into Aboriginal & Torres Strait Islander languages	In progress	Head of Brand & Corporate Affairs & Head of Customer Experience & National Manager Advice Delivery
	Following review, have appropriate communications translated into at least two Aboriginal & Torres Strait Islander languages	Not completed	Senior Manager, Communications
2. Increase recognition of Aboriginal and Torres Strait Islander languages	Promote translated materials as appropriate	Not completed	Corporate Relations Manager
3. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Completed	Corporate Relations Manager
	Place an Acknowledgement of Country in each meeting room of all AustralianSuper offices in Australia	Completed	Corporate Relations Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Completed	Corporate Relations Manager
	Increase understanding among colleagues of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Completed	Corporate Relations Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Completed	Corporate Relations Manager Corporate Relations Manager
4. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Distribute a list of NAIDOC events, by state, to all colleagues	Completed	Corporate Relations Manager
	Curate internal NAIDOC events to be accessible to a variety of colleagues, and promote and encourage staff participation in internal and external NAIDOC events	Completed	Corporate Relations Manager
	Collaborate with Traditional Owners to incorporate Aboriginal and Torres Strait Islander languages in the Fund's NAIDOC Week events	Completed	Corporate Relations Manager
	Review P&C policies and procedures to remove barriers to colleagues participating in NAIDOC Week	Completed	Head of RAP Working Group
	RAP Working Group to participate in an external NAIDOC Week	Completed	Head of RAP Working Group



Opportunities

Identifying and pursuing opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities to develop financial literacy skills remains important to AustralianSuper.

AustralianSuper acknowledges that in addition to structural barriers, such as access to technology, financial confidence and capability are major barriers to accessing superannuation. Within our realm of control is the support we provide on education. Throughout the duration of the Innovate RAP, AustralianSuper provided support to Schools Plus for a limited number of remote community schools with high levels of First Nations students to increase financial literacy teacher development, student education and community education. We re-recorded the Australian Super Made Easy Radio series in both English and Western Arrernte, with CAAMA playing the program twice in English and for the first time in Western Arrernte.

Helping to improve education outcomes for Aboriginal and Torres Strait Islander people in need also helps to improve employment outcomes, supporting AustralianSuper's ambition for all Australians to live well in retirement.

The onus is on us to understand the cultural approaches to money and learning among Aboriginal and Torres Strait Islander peoples. Approaches to resources have historically differed from those of the capitalist economy, and many of these approaches remain relevant today.

Action	Deliverable	Completion Timeline	Responsibility
1. Improve industry standards with respect to products and services provided to Aboriginal & Torres Strait Islander members	Collaborate with the Aboriginal and Torres Strait Islander Working Group of the Australian Institute of Superannuation Trustees, to develop a Prudential Standard for Vulnerable Members, including vulnerable Aboriginal and Torres Strait Islander people. Where possible, this is to include the application of consistent processes and rules for servicing the needs of Aboriginal and Torres Strait Islander peoples	Not completed	Senior Manager Reputation and Corporate Communications
	Lobby the government and regulators to make the superannuation system fit for purpose for Aboriginal and Torres Strait Islander peoples, addressing kinship and access issues	Completed	Senior Manager Reputation and Corporate Communications and Strategic Policy Advocate
	Advocate for legislative reform that recognises lower life expectancy of Aboriginal & Torres Strait Islander members by enabling an adjustment of the preservation age for Aboriginal & Torres Strait members to reflect their life expectancy	Ongoing	Head of Brand & Corporate Affairs
	Engage with the Chair of the Aboriginal Social Emotional Well-being Reference Group and the Balit Murrup: Aboriginal Social and Emotional Wellbeing Framework to understand how better superannuation and insurance outcomes for Aboriginal and Torres Strait Islander members can assist with better mental health outcomes	Not completed	Head of Brand & Corporate Affairs

Action	Deliverable	Completion Timeline	Responsibility
	Investigate opportunities that support the teaching of basic financial literacy in remote or disadvantage schools through a partnership program	Completed	Head of Brand & Corporate Affairs
2. 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	Completed	Group Executive Colleagues and Culture
	Engage with Aboriginal and Torres Strait Islander colleagues and/or advisors on our recruitment, retention and professional development strategy	Partially completed	Group Executive Colleagues and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	Not completed	Group Executive Colleagues and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Completed	Group Executive Colleagues and Culture
	Review C&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples participation in our workplace	Completed	Group Executive Colleagues and Culture
	Increase the percentage of Aboriginal and Torres Strait Islander Colleagues employed in our workforce	Completed	Group Executive Colleagues and Culture
3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Renew Supply Nation membership	Completed	Corporate Relations Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Completed	Procurement Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Completed	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Completed	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Completed	Procurement Manager

Action	Deliverable	Completion Timeline	Responsibility
4. Leverage other initiatives to strengthen Aboriginal enterprise	Understand and engage with the national Aboriginal and Torres Strait Islander Business Sector Strategy 2018-2028 and the Tharamba Bugheen Victorian Aboriginal Business Strategy 2017-2021 to ensure we adequately support and expand our Aboriginal business membership and advocate for superannuation provisions for Aboriginal self-employed or small business owners	Not completed	Head of Brand & Corporate Affairs
5. Support equal and equitable financial outcomes for Aboriginal and Torres Strait Islander members	Participate in the Big Super Day Out events or alternative online events	Completed	Head of Corporate Affairs & National Education Manager
	Explore and leverage opportunities to build on the work being done to support and advise Aboriginal and Torres Strait Islander peoples and communities about connecting with their super and improving their financial wellbeing	Completed	Head of Brand & Corporate Affairs
	Explore available grants to support improved financial literacy education in disadvantaged schools	Completed	Corporate Relations Manager
	Explore opportunities to promote AustralianSuper Aboriginal and Torres Strait Islander members engagement with financial literacy development tools including ASIC's 'Money Smart' www.moneysmart.gov.au and First Nations Foundation https://indigenoussuper.com.au/	Completed	Corporate Relations Manager
	Update the CAAMA radio series and article series and determine ways to promote to First Nations audience	Completed	Corporate Relations Manager and National Manager, Education
	Conduct regular teleconferences with organisations such as the Cape York Partnership to provide on-going education on superannuation and insurance	Not completed due to change of role	Head of Brand & Corporate Affairs
	Create an information pack for relevant organisations and Financial Counsellors that addresses the key topics of interest to Aboriginal and Torres Strait Islander peoples	Completed	Corporate Relations Manager and Senior Manager Editorial Governance
	Engage with the Victorian Government on the Victorian Aboriginal Affairs Framework 2018-2023 to explore opportunities to support or amplify efforts that relate to directly and/or indirectly superannuation outcomes	Not completed	Corporate Relations Manager
	Invite the Hon Gabrielle Williams MP, Minister for Aboriginal Affairs to talk to us about the framework	Completed	Corporate Relations Manager



Governance

At AustralianSuper, governance of our RAP initiatives and outcomes encompasses the processes by which we direct, control and hold to account the realisation of outcomes. It includes the authority, accountability, leadership, direction and control exercised within the Working Group and the broader organisation.

By ensuring that we have Aboriginal and Torres Strait Islander voices to provide guidance as we implement our RAP, we preserve and strengthen stakeholder confidence. Good governance will allow us to better develop a supportive external stakeholder base, including above all, Aboriginal and Torres Strait Islander organisations. Good

governance will provide the foundation for our RAP to be impactful by ensuring the achievement of goals. A key governance function will be to provide the framework for planning, implementation and monitoring of progress.

Action	Deliverable	Completion Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG	Completed	Head of Brand & Corporate Affairs
	Review existing Terms of Reference for the RAP Working Group and amend as appropriate to ensure currency	Completed	Head of Brand & Corporate Affairs
	Meet at least four times per year to drive and monitor RAP implementation	Completed	Head of Brand & Corporate Affairs
	Explore available grants to support improved financial literacy education in disadvantaged schools	Completed	Corporate Relations Manager
2. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP	Completed	Corporate Relations Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments, including Executive and Board updates	Completed	Head of Brand & Corporate Affairs
	Maintain appropriate systems to track, measure and report on RAP commitments	Completed	Head of Brand & Corporate Affairs
	Appoint and maintain an internal RAP Champion from senior management	Completed	Head of Brand & Corporate Affairs

Action	Deliverable	Completion Timeline	Responsibility
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	Completed	Head of Brand & Corporate Affairs
	Report RAP progress to all colleagues and senior leaders quarterly	Completed	Head of Brand & Corporate Affairs
	Publicly report our RAP achievements, challenges and learnings, annually	Completed (Annual report)	Corporate Relations Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Completed	Head of Brand & Corporate Affairs
4. Develop our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	Completed	Head of Corporate Affairs



