

Gallagher Australia

# REFLECT



**RECONCILIATION ACTION PLAN**  
MAY 2021 – MAY 2022



**Gallagher**

Insurance | Risk Management | Consulting



## RAINBOW REGION

2020

David & Noni Cragg

Acrylic on canvas

121.9 x 213.4 x 3.5 cm

Through our RAP development journey to date, we have begun to learn the critical importance of storytelling to Aboriginal and Torres Strait Islander communities, through words and images. This led us to the commissioning of “Rainbow Region”, which in-part, aligns to Gallagher’s role in the education and protection of our clients risks.

‘Rainbow Region’ is a vibrant collaborative painting between siblings David Cragg and Noni Cragg . Set at dawn, the work foregrounds a dramatic mountainscape with a lush arrangement of Ferns, Banksia Serrata, Golden Guinea vine flowers, Flannel Flowers, Fiddler Beetle, Red-tailed Black Cockatoo, Regent Honey Eater and the Dirawong. The prolific creative duo weave depictions of totemic flora and fauna across their works, exploring critters of personal and cultural significance to their family or portrait sitters.

The Dirawong/Goanna *Varanus varius* reflects Noni and David’s Bundjalung heritage. For Bundjalung People the Dirawong, is a Creator Being that protects, guards, battles the Rainbow Snake and guides on matters of astronomy, medicine, food, design, cultural lore, ceremonies, dancing, art, songlines, technology and more. The Dirawong is known as a benevolent protector of its people (in the Bundjalung nation) from the Rainbow Snake (also known as the ‘Snake’ or ‘Rainbow Serpent’) and is also associated with rain. The Regent Honey Eater *Anthochaera phrygia*, (depicted left of centre) ties in the sibling’s familial preoccupation with birds. Endemic to southeastern Australia, its critically endangered status indicates their strong conservation stance. The Fiddler Beetle *Eupoecila australasiae* or ‘flower chafer’ included is part of the scarab beetle family and found in eastern Australia. The beetle has many creative interpretations and iterations, often symbolic of salvation, good luck, transformation, progress, dedication and immortality of the soul.

Amongst the plants included, Banksia Serrata (known as wiriyagan to the Cadigal people) becomes fire-tolerant by five to seven years of age, able to resprout after this period. Regrowth is generally from epicormic buds under their thick bark, symbolic of nature’s resilience and rebirth, post-Australia’s horrific and ecologically devastating 2020 fire season. Other flowering plants include the Rice Flower *Ozothamnus Diosmifolius*, Golden Guinea vine *Hibbertia Scandens* and Flannel flowers *Actinotus helianthi*, an iconic native flower to the Sydney Region, beloved of bushwalkers.

# Message from Chief Executive Officer, Reconciliation Australia

Reconciliation Australia welcomes Gallagher Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Gallagher Australia 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 over 2.3 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 Gallagher Australia 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 Gallagher Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



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# Message from the Chief Executive, Sarah Lyons

Building confidence and working to bring reconciliation to life, together at Gallagher

On behalf of Gallagher Australia, I am proud to champion our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples with our first Reflect Reconciliation Action Plan (RAP) for 2021-2022.

At Gallagher, we are committed to creating an inclusive and diverse business for the benefit of our clients, employees and the communities in which we live and work.

Developing this Reflect RAP is an important first step to advance and deepen more meaningful relationships with Aboriginal and Torres Strait Islander peoples. We are committed to building and strengthening our connection with the Aboriginal and Torres Strait Islander communities of this country. We acknowledge, respect and celebrate the rich diversity of histories and cultures of Australia's First Nations Peoples.

We are proud to join Reconciliation Australia in our commitment to work in partnership with Aboriginal and Torres Strait Islander peoples. We will seek to build respectful relationships to promote the aspirations of Aboriginal and Torres Strait Islander peoples and communities.

Sincerely,



**Sarah Lyons,**

Chief Executive, Gallagher Australia





# Our business

Gallagher is a global leader in insurance, risk management and consulting services, helping clients face challenges and providing effective solutions. In every community where we do business, nearly 30,000 employees of Gallagher worldwide create and work within a culture based on strong values, collaboration and professional excellence.

## One of the World's Most Ethical Companies®

In 2020, for the ninth consecutive year, we have been recognised by Ethisphere for our commitment to doing the right thing, every day and everywhere.

The Ethisphere® Institute is the global leader in defining and advancing the standards of ethical business practices and, as the only insurance broker to have won this award, the recognition underscores our commitment to leading ethical business standards and practices.

## Client service in over 150 countries

We have a network of more than 900 offices across the globe, because there is no substitute for local expertise.

## Gallagher in Australia

Gallagher commenced operations in Australia in 1985, although many of our merger partners have their family business roots stretching back to the 1970s. Today, we are the chosen partner to more than 100,000 Australian organisations, from small businesses through to multinational corporations and iconic brands.

Through our network of more than 30 metropolitan and regional branches and over 1,000 professionals across Australia, we understand local business communities because we are part of them ourselves. We currently do not record the number of Aboriginal and Torres Strait Islander staff in our organisation and will work within this RAP period to determine culturally appropriate ways to understand this.

We are also proud to be an Equal Employment Opportunity employer committed to the principles of workplace diversity and inclusion. We welcome all people regardless of ethnicity, faith, sexual orientation and gender.

At Gallagher, we work hard to maintain a culture of openness, inclusion and transparency in all that we do. Gallagher is committed to building an inclusive workplace for the benefit of our clients, employees and the communities in which we live and work. We foster an environment that embraces inclusivity, diverse talents, perspectives and ideas of all employees, enabling everyone to reach their fullest potential. We strive to create a culture of respect and trust that is part of The Gallagher Way heritage (our values and behaviours) and is a source of strength in the marketplace.

**We are all One Gallagher and stronger together.**

# Global and Local Snapshot

## Key Metrics

### GLOBALLY

**100+**  
Insurance and risk  
management solutions

**32,000+**  
Employees

**\$5.7B**  
Total revenues

**950+**  
Offices in more than  
45 countries

### AUSTRALIA

**100,000+**  
Clients

**30+**  
Metro and regional  
locations

**1000+**  
Professionals



### Geographic Locations in Australia

Adelaide	Dubbo	Mulgrave	Tamworth
Alice Springs	East Melbourne	Newcastle	Toowoomba
Ballarat	Hobart	North Sydney	Townsville
Beenleigh	Horsham	Parramatta	Wagga Wagga
Brisbane	Katherine	Perth	Wangaratta
Cairns	Launceston	Port Lincoln	Warragul
Canberra	Liverpool	Shepparton	Wollongong
Darwin	Mackay	Sunshine Coast	



# Our Reflect Reconciliation Action Plan

We understand reconciliation is built on mutual respect and working in partnership with Aboriginal and Torres Strait Islander peoples, organisations and communities, and we are proud to be commencing our reconciliation journey.

Development of this RAP is connected to our ongoing vision for inclusion and diversity. We believe it is important for us to have an understanding and respect of our shared history and appreciation of the diversity of Aboriginal and Torres Strait Islander cultures throughout Australia.

We will seek to embed the principles of connection, acknowledgement and respect into our organisational culture, structure and operations to actively promote and support prosperity and self-determination for Aboriginal and Torres Strait Islander people and communities.

By building our relationships through a deeper level of cultural understanding, our employees will better understand the importance of those relationships, allowing us to improve our social engagement and services to Aboriginal and Torres Strait Islander peoples.

Gallagher established its RAP Working Group in July 2020, to develop, implement and monitor progress of the RAP and engage in activities to promote Gallagher's reconciliation journey.

The RAP Working Group has the full support of the Executive Leadership at Gallagher and this RAP is our practical plan of action built on developing meaningful relationships, creating awareness, respect and opportunities.



# Our Partnerships

*We proudly have a number of community partnerships with Aboriginal and Torres Strait Islander peoples and organisations and look forward to forming more as we proceed through our RAP journey.*

## Existing Aboriginal and Torres Strait Islander Relationships

### Bond University Indigenous Program – Bronze Sponsor



For the past three years, Gallagher has sponsored the Bond University Indigenous Program; enabling 12 Aboriginal and Torres Strait Islander students to be granted a scholarship, helping them receive a prestigious education and all the experiences Bond University offers. As a key client, and as an organisation that closely aligns with our core values, we're proud to support Bond University in empowering students, particularly Aboriginal and Torres Strait Islander student opportunities and help contribute to a common goal of educating young Aboriginal and Torres Strait Islander people.

Gallagher has also attended and supported fundraising at Bond University's signature event, The Indigenous Gala, which serves as their major fundraising event and another opportunity to bring Aboriginal and Torres Strait Islander cultures to the wider community.

### Indigenous Workforce Consulting – Engagement



As part of our RAP journey, we have engaged with Indigenous Workforce Consulting (IWC), an Aboriginal and Torres Strait Islander owned consulting group, to assist Gallagher in developing and finalising this RAP and engage with us as we progress along the Reflect RAP journey.

### Existing Aboriginal and Torres Strait Islander Client Relationships

Gallagher is proud to have a significant number of Aboriginal and Torres Strait Islander owned businesses as broking clients across Australia.

As we evolve our understanding of and relationships with Aboriginal and Torres Strait Islander peoples through our RAP journey and given the extensive geographic spread of our branch network, we look forward to being of even greater service, and to developing deeper relationships with Aboriginal and Torres Strait Islander clients in the future.

### Aboriginal and Torres Strait Islander Emerging Artists (Noni and David Cragg) - Engagement

To assist further Aboriginal and Torres Strait Islander communities' engagement, we have commissioned emerging artists Noni and David Cragg to help us tell the Gallagher "story" of delivering risk management and education services to help protect our clients and allow them to "face the future with confidence" along with imagery important to their heritage.

The Dirawong as a protector spirit in the Dream Time has been recommended as imagery that aligns to the Gallagher RAP.

The Dirawong is a creator known as a benevolent protector of its people in the Bundjalung nation (Coastal New South Wales). It is believed to have shared a vast range of knowledge, teaching them everything from astronomy to medicine. The Dirawong, a benevolent protector, an unseen spiritual creature also known as the goanna spirit that protects and guards the people in 'the land of the three rivers.'

The Bundjalung people tell us that the Rainbow Serpent and Dirawong worked together to create the northern rivers of NSW and areas of Queensland, causing the world to take on the shape it has today. Believing that the spirits of wounded warriors are present within the mountains, their injuries manifested as scars on the mountainside, and thunderstorms in the mountains recall the sounds of their battles. The patch of 'red ochre' on top of Goanna Headland shows the wound where the Rainbow Serpent bit the Dirawong in Dreamtime.

The people of the Bundjalung nation believe that the rocks, rivers and waterholes are more than just a reminder or a symbol of the Dreamtime, but represent reality and eternal truth. The spiritual relationship with the mythical beings of the Dreamtime are such that tribal groups of the Bundjalung nation believe in a united world of body and spirit with every aspect of the land, both living and non-living.

# Gallagher's RAP Sponsors and Working Group

The development of Gallagher's inaugural RAP has been led by our RAP Working Group (RWG), comprised of employees from across our geographically spread business. Together with our Executive Sponsors, the RWG is looking forward to driving engagement across the whole organisation and creating meaningful connections with Aboriginal and Torres Strait Islander communities.

## Sponsoring our RAP

Our Executive Sponsors:

<b>Sarah Lyons</b>	Chief Executive Australia and RAP Champion	NSW
<b>Anthony Niardone</b>	General Manager, Legal Risk & Compliance	WA
<b>Lisbeth Rees</b>	Group Human Resources Director ANZ	NSW
<b>Paul Moorcroft</b>	Managing Director, National Sales	NSW
<b>Robin Moore</b>	Head of Marketing & Communication	NSW

## Our RAP Working Group

At implementation and integration level, our RAP is driven by a diverse representation of our business RAP Working Group:

<b>Ross Licciardello</b>	Head of Internal Partnerships and Strategic Distribution (RWG Chair)	NSW
<b>Kylie Hull</b>	Head of Regional Branches	NSW
<b>Damien Pile</b>	Branch Manager, Darwin	NT
<b>Jo Tutton</b>	Branch Director, Northern Territory	NT
<b>Ashley McCulloch</b>	Branch Manager, North Queensland	QLD
<b>Ryan Mansom</b>	State Manager, Western Australia	WA
<b>Simon Long</b>	Senior Manager, Brand & Partnerships	QLD
<b>Sarah Walsh</b>	Head of Talent & Leadership	NSW
<b>Ben Farmer</b>	Senior Legal Counsel	NSW
<b>Lisa Fenwick</b>	Senior Bid Manager	NSW
<b>Paul Lemieszek</b>	Facilities Manager	VIC

# GALLAGHER AUSTRALIA

## Reflect - Reconciliation Action Plan



# Relationships

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
1	<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	Sep 2021	• Managing Director, National Sales
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	Sep 2021	• Facilities Manager
		Develop an Aboriginal and Torres Islander Engagement plan	Nov 2021	• Branch Manager NT
2	<b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2021	• Head of Talent & Leadership
		RAP Working Group members to participate in an external NRW event	May 27 - June 3, 2021	• Chair of Working Group
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 27 - June 3, 2021	• Head of Talent & Leadership
3	<b>Promote reconciliation through our sphere of influence</b>	Communicate our commitment to reconciliation to all staff	May 2021	• Senior Manager, Brand & Partnerships
		Identify external stakeholders that our organisation can engage with on our reconciliation journey	Aug 2021	• Managing Director, National Sales
		Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	Aug 2021	• Senior Bid Manager
4	<b>Promote positive race relations through anti-discrimination strategies</b>	Research best practice and policies in areas of race relations and anti-discrimination	Oct 2021	• Head of Talent & Leadership
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2021	
		Communicate any changes to HR policies and procedures to all staff.	Oct 2021	



# Respect

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
5	<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	Sep 2021	• Senior Legal Counsel
		Conduct a review of cultural learning needs within our organisation	Oct 2021	• Head of Talent & Leadership
		Develop a Cultural Safety Training Plan	Oct 2021	• Head of Talent & Leadership • Senior Legal Counsel
		Source and engage a cultural awareness training provider	Oct 2021	• Head of Talent & Leadership • Senior Legal Counsel
6	<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	Oct 2021	• Senior Legal Counsel
		Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Oct 2021	• Senior Manager, Brand & Partnerships
7	<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week scheduled for first week of July	Jun 2021	• Senior Manager, Brand & Partnerships
		Introduce our staff to NAIDOC Week by promoting external events in our local area	Jun 2021	• Senior Manager, Brand & Partnerships
		RAP Working Group to participate in an external NAIDOC Week event	First Week of Jul 2021	• Chair RAP Working Group



# Opportunities

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
8	<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	Dec 2021	• Head of Talent & Leadership
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Nov 2021	• Head of Talent & Leadership
		Develop an Aboriginal and Torres Strait Islander Employment Plan	Feb 2022	• Head of Talent & Leadership
9	<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	Oct 2021	• Facilities Manager
		Investigate Supply Nation membership	Jul 2021	• Facilities Manager
		Develop an Aboriginal and Torres Strait Islander Procurement Plan	Feb 2022	• Facilities Manager



# Governance

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
10	<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>	Form a RWG to govern RAP implementation	Jun 2021	• Chair RAP Working Group
		Draft a Terms of Reference for the RWG	Jun 2021	• Senior Legal Counsel
		Establish Aboriginal and Torres Strait Islander representation on the RWG	Aug 2021	• Head of Talent & Leadership
11	<b>Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation	Jul 2021	• Chair RAP Working Group
		Engage senior leaders in the delivery of RAP commitments	Aug 2021	• Chair RAP Working Group
		Define appropriate systems and capability to track, measure and report on RAP commitments	Aug 2021	• Senior Legal Counsel
12	<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep 2021	• Chair RAP Working Group
13	<b>Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's website to begin developing our next RAP	Jan 2022	• Chair RAP Working Group

# Contact

## **Ross Licciardello**

*Head of Internal Partnerships & Strategic Distribution*

Gallagher Australia

Level 12 80 Pacific Highway, North Sydney 2060

**Direct:** +61 2 9424 1887

**Mobile:** +61 41 8658 562

**Email:** [ross\\_licciardello@ajg.com](mailto:ross_licciardello@ajg.com)

