Our contribution
2016/17
tal.com.au
Welcome to
This Australian Life

At TAL, every day we work to help Australians live a life filled with choices, options and freedoms, no matter what happens. This is the purpose at the heart of our business – it is why we come to work.

TAL is owned by the Dai-ichi Life Insurance Company in Japan. Dai-ichi Life’s mission is “by your side for life”. This is more than just words and has deep cultural meaning for Dai-ichi Life and is a strong operating principle for all its businesses around the world.

All companies in the Dai-ichi Life Group aim to contribute to better lives and the development of our local communities by standing by the side of our customers and their loved ones, for life.

Principles for Sustainable Insurance (PSI)

TAL is a signatory to the United Nations’ Principles for Sustainable Insurance (UN PSI), a framework that encourages insurance companies worldwide to put social, governance and environmental concerns at the heart of their decision making. By taking part, we are publicly confirming that our responsibility goes beyond our performance in the marketplace. It is a manifestation of our belief in the social good of what we do.
Message from our CEO

2016/17 has been an unprecedented time for our industry. The life insurance market is undergoing generational change with significant regulatory reform, changing market composition and a shifting competitive landscape.

Through this period of change I am proud that TAL has continued to grow by staying focused on why we are here - helping Australians live a life filled with choices, options and freedoms, no matter what happens.

This has been a record year for claims payouts, with $1.4 billion paid to over 23,000 Australians and their families. That equates to around $5 million paid in claims every working day, an increase of 25% on 2015.

Importantly, around 60% of claims paid were in living benefits such as Income Protection, Critical Illness and Total and Permanent Disability (TPD) cover, reinforcing the role we now play in supporting individuals in their return to health and wellness.

In particular, mental health is a growing theme in society, our customers’ lives and in claims. We have been actively investing in our skills and knowledge in this area. There is work for our industry to do here and we intend to champion this from the front.

Over the last 12 months we have been eager contributors to a number of government and regulatory reviews of the life insurance industry. We welcome that scrutiny as, although uncomfortable at times, it will help us ensure that life insurance continues to play a valuable role in the community, helping our customers when they need us most, and reducing the strain on the government purse. Emerging from this period, we will be a sharper and better organisation, advancing better outcomes for our customers.

We have been a strong supporter and driving force in efforts to raise industry standards and this year I was proud to co-chair the development of our first Life Insurance Code of Practice. This is an important step but there is more work to do and it will require dedication, collaboration and diligence on the part of all life insurance industry members. We expect and demand to be held to the highest standards at TAL, and our ambition and strategy reflect that.

Being a business that inspires trust was the driver for the launch of our brand campaign, “This Australian Life”, this year. We are delighted with the reception it has had from our customers, partners and the wider community. This has also been the first full year of our TAL Community Foundation. Both these initiatives have been a source of immense pride for TAL employees.

I am confident that we will look back on 2016 and 2017 as a defining period for the Australian life insurance industry. TAL is committed to playing a leading role in continuing to drive positive and meaningful change. Life insurance plays a pivotal role in the lives of millions of Australians at a time when they need help most and that is why we do what we do every day.

Brett Clark
TAL Group CEO and Managing Director
Who we are

TAL is Australia’s leading life insurance specialist. For more than 140 years, we have been protecting people, not things. Today we protect close to 4 million Australians and their families.

TAL’s business model is distinct from others in the industry. It reflects a fundamental principle – that Australians should have choice in how they access life insurance, reflecting their own needs and preferences.

That may mean purchasing life insurance:

- Directly from us over the telephone or online
- Through a financial adviser
- Through their superannuation fund. We are proud to be the insurance partner for many of Australia’s leading superannuation funds
- Through an existing relationship with one of our corporate alliance partners (including health and general insurers).

We believe that each channel is complementary, serves its market in a different way and meets customers on their terms.

“Our business model reflects a fundamental principle - that Australians should have choice in how they access life insurance”
## Our business

### Australia’s leading life insurance specialist

<table>
<thead>
<tr>
<th>#1</th>
<th>#1 life insurer for Australians</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today we protect almost</td>
<td>4 million</td>
</tr>
<tr>
<td>$2.7 billion</td>
<td>premiums in force as at 31 March 2017</td>
</tr>
<tr>
<td>A record</td>
<td>$1.4 billion</td>
</tr>
<tr>
<td>paid in claims in the financial year to 31 March 2017</td>
<td></td>
</tr>
</tbody>
</table>

### Claims as our biggest and best talking point

| Over 23,000 | Australians and their families helped |
| Arround 60% | of all claims paid were for living benefits following an illness or injury |
| +41 | Net Promoter Score (NPS) of +41 for claims |
| 91% | of Insuranceline customers agree “Insuranceline made it easy for me to handle the claim” |
| (Source: Post Claim Email Survey, February 2017) |

### Enduring partnerships to protect more Australians

| QANTAS ASSURE. |
| Innovative new partnership with Qantas Assure launched in 2017, providing life insurance to their Frequent Flyer members |
| Protecting more Australian workers through new partnerships with NGS Super, TWUSUPER and Mine Wealth + Wellbeing |
| 87/100 | “Best in class” reputation with our partners based on the independently-verified RepTrak® survey |
| 4,000+ | Our industry-leading TAL Risk Academy program has helped train over 4,000 financial advisers and their support staff |

### We are a people business

| 1,600 | employees |
| A diverse workforce with 44% of our employees born outside of Australia |
| Gender pay equity within a 1% variance |
| Employer of choice for Gender Equality Citation by the Commonwealth Workplace Gender Equality Agency for three years in a row |
Our priorities

We have an important job to do in the Australian community. Australians often experience a life insurance sector that is too complex and hard to understand.

That, in turn, gets in the way of confidence and trust. At TAL, our ambition reflects our desire and commitment to change this. It is a straightforward ambition:

“To ensure our customers understand and value the protection they have and are confident we will be there when they need us most”.

Our ambition signals the business we want to be 3-5 years from now. We are well on our way and to ensure we get there we have made some clear choices on where to invest our resources and energies.

Customer and industry leadership
- Leading the industry by getting it right for our customers and partners.

People
- Building a culture that is high performing, confident and creates exciting opportunities for our people.

Growth
- Building on our existing business and finding new ways to help our customers and partners for the future.

Simplification
- Simplifying what we do and how we do it to be faster and more efficient.

Financial performance
- Delivering long-term, sustainable financial performance so that we will be here to deliver on our purpose and ambition.
### Engaging stakeholders

#### Our customers

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>20 real-time customer feedback in place across 20 touchpoints in the customer experience</td>
</tr>
<tr>
<td>6,250+</td>
<td>6,250+ customers each month giving us feedback on their experience</td>
</tr>
<tr>
<td>1,364</td>
<td>Customers gave us feedback in 2016 about their claims experience</td>
</tr>
</tbody>
</table>

#### Our employees

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Our people rank TAL among the leading employers in Australia for making a positive contribution to society (Source: TAL annual culture and engagement survey)</td>
</tr>
<tr>
<td></td>
<td>Employees from right across our business involved in the creation of our new company values – Our Spirit – to help build the best TAL culture</td>
</tr>
<tr>
<td></td>
<td>Health &amp; Wellbeing Committee formed to support the financial, mental and physical wellbeing of TAL people</td>
</tr>
</tbody>
</table>

#### Our partners and advisers

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>300+</td>
<td>Over 300 key stakeholders from across all our partners took part in the independently-administered RepTrak® survey this year to give feedback on our business and reputation</td>
</tr>
<tr>
<td>8,847</td>
<td>8,847 advisers gave real-time feedback on our customer service levels during 2016</td>
</tr>
</tbody>
</table>

#### Our community

<table>
<thead>
<tr>
<th>Key Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 in 5</td>
<td>1 in 5 of our people participated in a TAL Community Foundation volunteering or fundraising activity</td>
</tr>
<tr>
<td>21</td>
<td>21 charities and community groups helped by the TAL Community Foundation this year</td>
</tr>
<tr>
<td>#1</td>
<td>#1 corporate fundraiser for Movember campaign helping to improve men’s mental health</td>
</tr>
</tbody>
</table>
Raising industry standards

We have a responsibility to ensure we deliver public confidence and meaningful outcomes for our customers. As Australia’s largest specialist life insurer, we take that responsibility seriously and expect and demand to be held to the highest standards. We have been a strong voice and active player in efforts to raise industry standards and will continue to be.

Code of practice
Our Group CEO, Brett Clark, co-chaired development of the industry’s first Life Insurance Code of Practice (Code). The introduction of the Code in July 2017 places new and higher standards on life insurers to reduce complexity and effort and improve transparency in the customer experience. The Code’s principles firmly align with our own ambition around customer understanding, value and confidence.

Insurance in Superannuation Working Group (ISWG)
Insurance through superannuation plays a valuable role in providing cover for those who may otherwise struggle to access life insurance. We are proud to be a driving force in the Insurance in Superannuation Working Group (ISWG), bringing together industry leaders for the first time to focus on delivering a better group insurance system for millions of Australians.

The ISWG is tasked with developing a Code of Practice for superannuation trustees that is focused on the member and that will deliver a simple, consistent experience across the industry. This, amongst others, will include attention to the issues of appropriate levels of cover, member communication and data, multiple policies and timely claims assistance.

Sales practices and incentives
For some time, we have been investing in modernising our direct insurance business, Insuranceline, to ensure we keep pace with consumer and community expectations. Our balanced incentive structure for frontline sales teams focuses on quality conversations and sustainable business with explicit attention to customer understanding and affordability. We have a zero tolerance policy for overly pushy sales conversations. We are proud to see this play out in industry-leading levels of recommendation (Net Promoter Score) from our existing Insuranceline customers.
Supporting a high quality financial advice sector

TAL Risk Academy

We believe in the value of a vibrant, well-informed financial advice sector to ensure that Australians’ conversations around life insurance are positive and credible. TAL invests in adviser education through our industry-leading financial adviser education program, TAL Risk Academy. This support helps financial advisers to grow their skills and their businesses, improves professional standards across the industry and provides better outcomes for customers.

With 35 courses on offer, we continue to add to the curriculum. For example, we responded to media coverage on heart attack definitions by adding a specific module on heart attacks and bringing in the expertise of our own in-house, medically-qualified Health Services team.

TAL Risk Academy is the first program to provide accredited training solutions for advisers that are available to be completed on site at TAL, from an adviser’s office, while travelling, or from home.

Recognising the time demands placed on advisers and the difficulties that regionally based advisers have with access, we have changed the way training can be provided by helping advisers attain the necessary and important education easily.

The life insurance industry is going through change with the government raising industry standards for advisers, including requirements for reaching degree equivalent status and undertaking continuous professional development (CPD). TAL Risk Academy has had a significant impact on improving the professionalism and standards in the life insurance sector. More than 4,000 financial advisers and support staff have been through the program to date, with 23,386 CPD points made available. Advisers like the program: participants give it an average overall rating of 4.4 out of 5.

The courses at TAL Risk Academy aren’t about TAL: they are about supporting financial advisers to be better financial advisers and all fees are donated to our Community partner, Australian Business and Community Network (ABCN), helping disadvantaged children around Australia.
Brand and reputation

We make promises to our customers for the long-term, so we need to be a business that inspires trust. In the last year, we have invested in our brand to demonstrate our belief in the value of life insurance in protecting the choices, options and freedoms that matter to Australians, no matter what happens.

This Australian Life

In July 2016, we launched our first ever TAL brand campaign “This Australian Life” to start a new conversation with Australians about the value of life insurance. We wanted to bring an emotional connection to the work we do, demonstrating to Australians that what matters to them matters to us.

We are proud that our “This Australian Life” campaign was recognised as the best in the industry when it was named “Marketing Campaign of the Year” for 2016 at the Australian Insurance Awards.

More importantly though, we are proud of the feedback from our existing customers: 82% like the campaign and two in three say it makes them more comfortable with TAL. Our partners feel similarly positive about our investment in brand.

“”

It brings awareness to life insurance and this is a good thing as a lot of people are often uninsured
– Financial adviser

The campaign leaves you with a very warm feeling. TAL seems to have the wellbeing of all Australians as their prime objective
– Alliance partner

“”
Our partnership with The Royal Flying Doctor Service of Australia

We are proud to be partnering with the Royal Flying Doctor Service (RFDS) in 2017. The RFDS is one of the largest and most comprehensive aeromedical organisations in the world and uses aviation, medical and communications technology to provide primary health care and 24-hour emergency services to those who live, work and travel throughout Australia.

As a major national partner, we will work with the RFDS to improve the profile of education around good health for all Australians.

TAL SpotChecker

In the summer of 2016 we successfully piloted our TAL SpotChecker program, offering professional skin checks for Australians while at the beach. Sadly, skin cancer is often dubbed “Australia’s cancer” on account of it being our most commonly diagnosed cancer. Research shows that early detection can improve the chances of successful treatment.

TAL SpotChecker appointments were offered first to our customers but then opened up to the wider community in the vicinity of Sydney’s Bondi Beach and Newcastle’s Bar Beach. We were overwhelmed by the response. Over two weekends, 681 Australians received free professional skin checks, with 100 referred for further follow-up checks.

83% of participants rated their experience with TAL SpotChecker a 9 or above out of 10.

Reputation with our partners

Given the important work we do together, we are committed to building on our partnerships.

We measure our partners’ view of our reputation annually through the independent and globally-regarded RepTrak® Pulse model. The RepTrak® Pulse measures reputation on a scale of 0–100 based on four variables measuring a respondent’s esteem, admiration, trust and overall feeling about TAL.

Our results this year show our continuing strong reputation amongst all our partner groups and the inherent strength in those relationships.

We are immensely proud of this picture. Our partners are at the heart of our success.
Confidence in claims

Delivering on the promises we make to our customers and paying all legitimate claims is the most important thing we do. Our claims experience is where we make the biggest contribution in the eyes of the people who matter most.

In the year to 31 March 2017, we paid out a record $1.4 billion in claims, an increase of 25% on the previous year. This was an increase across all of our products and through all channels – insurance through superannuation, insurance sold through an adviser and insurance sold direct.

It is often thought that life insurance is about payments to families when a loved one passes away, but last year around 60% of claims paid helped our customers return to their best possible health following an illness or injury. These living benefits demonstrate the value of Income Protection, Critical Illness and Total and Permanent Disability (TPD) cover in protecting the choices, options and freedoms of Australians.

“The income support was a true gift from TAL, but the understanding and compassionate approach used by your staff was priceless.”

“The human side of this and the understanding that you were able to convey, made it easier for me to deal with trying to put my life back together. I am so grateful.”
We deeply respect the significance to our customers of the claims experience they have with TAL. This year we have continued to embed the claims commitments that we put in place last year to ensure all our customers are treated with sensitivity and professionalism.

Continually improving the claims experience is important to us. Last year, we collected feedback from 1,364 customers to help measure the effectiveness of our claims commitments. The surveys found that 83% were satisfied with their claims experience, 82% agreed that “TAL/InsuranceLine made it easy for me to handle the claim”, while 74% of respondents gave us a rating of 9/10 or 10/10 for staff professionalism.

During 2017, the new Life Insurance Code of Practice will place clearer standards on life insurers at claims time. We are fully committed to meeting our obligations under the Code.

Our claims commitments

We will always:

1. Put ourselves in your shoes
2. Tell you what we are doing – and do it
3. Take the initiative to make your life easier
4. Be informed and find the answers
5. Ask the right questions to make sure we understand your situation

We are investing more in the claims experience than any other part of our business.

- 30% reduction in time to decision
- 6% reduction in complaints

We deeply respect the significance to our customers of the claims experience they have with TAL. This year we have continued to embed the claims commitments that we put in place last year to ensure all our customers are treated with sensitivity and professionalism.

Continually improving the claims experience is important to us. Last year, we collected feedback from 1,364 customers to help measure the effectiveness of our claims commitments. The surveys found that 83% were satisfied with their claims experience, 82% agreed that “TAL/InsuranceLine made it easy for me to handle the claim”, while 74% of respondents gave us a rating of 9/10 or 10/10 for staff professionalism.

During 2017, the new Life Insurance Code of Practice will place clearer standards on life insurers at claims time. We are fully committed to meeting our obligations under the Code.
Product design and pricing are at the heart of life insurance sustainability. We have a responsibility to ensure our products remain affordable and deliver sufficient value to customers and members over time. We also have a responsibility to deliver long-term sustainable financial performance so that we inspire confidence from all our stakeholders and will be here to deliver on our commitments.

Sustainable Retail insurance

Two issues have remained at the forefront of sustainability in Retail life insurance: adviser commissions and the updating of medical definitions.

We are committed to seeing the financial advice industry thrive through the changes introduced to adviser commissions through the Life Insurance Reform package. We continue to find new ways to help advisers grow and evolve their business.

We have always regularly reviewed the medical definitions within our products. This year we have been investing in an in-house, medically-qualified Health Services team to ensure we are part of the conversation on the latest medical opinions and continue to make the best, most objective decisions we can at both the point of underwriting and during claims.
**Sustainable Direct insurance**

Traditionally, the Direct channel of life insurance provides access for customers who are not being served by financial advisers. It enables customers to access life insurance more easily with simple products to meet straightforward insurance needs.

We have been proud to lead the market in providing simple products with level premiums. We were the first company to introduce exclusively level premiums and age-appropriate marketing for funeral insurance products and were a very strong voice on including these conditions for all funeral insurance sales as part of the Life Insurance Code of Practice.

Since altering the funeral plan premium rate structure in 2014 we continue to see reductions in policy cancellations. This is a strong sign of a positive customer outcome. Our direct brand Insuranceline’s customer satisfaction and advocacy is consistently rated at the top end of the market.

Of course, consumer behaviour and expectations continue to evolve and, in particular, we continue to see a move towards more self-directed behaviour. In 2016 we launched TAL Lifetime Protection to enable self-directed consumers to have greater control over their life insurance research and choices.

---

**Sustainable Group insurance**

Group insurance is a highly efficient and customer-centric model returning a very high proportion of premiums to members in claims payouts. In terms of benefits to consumers and the community it is a world-leading model. It also provides access to insurance that many members of the community may not otherwise be able to obtain.

We have been working with our superannuation partners for some time to ensure insurance arrangements for their members are sustainable in the long-term and avoid unexpected price fluctuations. During 2016, we saw several examples of funds passing on significantly smaller premiums adjustments as a result of this aligned approach to managing price volatility.

In 2016 we paid out over $1b in claims to our Group insurance members.

**Insuranceline**

93% of customers agree or somewhat agree that the products, services and benefits they receive from Insuranceline are well worth the money they pay.

---

“**We have been proud to lead the market in providing simple products with level premiums**”

---

**TAL Lifetime Protection**

- Life Insurance
- Total Permanent Disability Insurance
- Recovery Insurance
- Income Protection
Health services

We have a role to play in encouraging and supporting the health and wellbeing of all Australians. We believe in a holistic approach to health that recognises the role of physical, mental and financial wellbeing on our overall health.

We created our Health Services team in 2016 to ensure our approach to underwriting and claims reflect evolving medical best practice. We have appointed Recovery, Musculoskeletal and Chronic Disease managers to continually build our expertise in these areas.

In addition, we have established two specialist groups to support the health services we provide for our customers:

1) A specialist advisory board – a group of independent and objective specialists who guide us on new developments and definitions in their various medical fields as well as providing a final medical opinion on escalated complaints

2) Specialist advice panel – a group of specialists for our Chief Medical Officer to refer to for day-to-day medical opinion outside their area of expertise. TAL has strict procedures in place to prevent doctor coercion, bullying or doctor shopping.

We are proud to be the only life insurer in Australia with this type of structure and approach to health services.

Health and wellbeing

Around 60% of our claims payouts made in 2016 were in living benefits to help our customers following an illness or injury. More than ever, our role is about supporting our customers to maintain good health or return to their best possible health. To do this, we have built a comprehensive approach to health and wellbeing.
Mental health

Mental health is a growing theme in our business and now represents the second largest category of claims after cancer. In the year to 31 March 2017, we paid over $200 million in mental health claims. We are focused on treating mental health disorders with fairness and good faith. This doesn’t just involve providing customers with a financial payout – we also look to provide additional support to assist their recovery.

In 2017, we appointed a Head of Mental Health to advise on the rehabilitation of customers suffering from mental health illnesses. We are also participating in industry working groups, such as the Financial Services Council (FSC) Mental Health Working Group, that aim to make a positive contribution to relevant mental health initiatives. In addition, we are undertaking a pilot with True North in 2017 that is aimed at reducing secondary mental health disorders post diagnosis and treatment for prostate cancer. We have also made mental health one of the three focus areas of the TAL Community Foundation.

Health and wellbeing

As part of our commitment to encouraging health and wellbeing, we have a number of programs in place to help Australians understand and manage their health. TAL is currently engaging with external support groups such as the Heart Foundation and Stroke Foundation in order to ascertain where we can work with them to add additional value in both disorder prevention and claims support. We are also developing educational material for our customers to help increase their understanding of diseases such as stroke and heart disease, as well as providing tools and techniques to improve health and wellbeing during their recovery.

Extending Health Sense

We launched the TAL Health Sense: Fit for Life program, available through financial advisers, in 2015 to encourage customers to adopt healthier lifestyles and reward them for doing so through lower premiums. TAL Health Sense provides discounts ranging from 7.5% to 15% for customers who fit within a healthy Body Mass Index (BMI) range. The program continues to receive positive feedback from financial advisers on driving meaningful conversations with their clients about the benefits of good health.
Our people and culture

Our purpose is to help Australians live a life filled with choices, options and freedoms, no matter what happens. That extends equally to our employees and our focus is on building a culture that is high performing, confident and creates exciting opportunities for our people. We have a strong commitment to developing and supporting our people’s health and wellbeing.

Our Spirit
In 2017 we launched Our Spirit, capturing the behaviours that will help us achieve our purpose and ambition. Given what we do, building the very best culture is at the heart of our success.

Through close consultation with our people, we identified four qualities that together embody what makes us unique at TAL.

These are:
• Aiming higher
• Doing the right thing
• Being straightforward
• Getting it done.

Our people’s wellbeing
We understand the importance of having a healthy and engaged team. In 2017, we introduced a Health & Wellbeing Committee who oversee a range of initiatives to support the financial, mental and physical wellbeing of everyone at TAL.

We also support our people to stay healthy through initiatives such as free flu vaccinations in Autumn each year, providing an onsite gym or fitness facilities, cycling facilities, free fruit in the workplace, online support resources and working parents programs to help our people balance their responsibilities.

Men’s mental health
Following our support of Movember’s 2016 campaign, TAL partnered with the Movember Foundation to hold consultation workshops with male employees. These workshops provided an opportunity for our people to confidentially discuss the issues that can affect their health and what TAL can do to help them through wellbeing initiatives.

Our people's wellbeing
We understand the importance of having a healthy and engaged team. In 2017, we introduced a Health & Wellbeing Committee who oversee a range of initiatives to support the financial, mental and physical wellbeing of everyone at TAL.

We also support our people to stay healthy through initiatives such as free flu vaccinations in Autumn each year, providing an onsite gym or fitness facilities, cycling facilities, free fruit in the workplace, online support resources and working parents programs to help our people balance their responsibilities.
Developing our people

We recently launched our new Career Partnership Program. This initiative, sponsored by our Diversity & Inclusion Council, is designed to recognise and invest in the development of our high potential female emerging leaders. The program builds on our previous female coaching program.

In early 2017, we also kicked off the pilot of our new Enhance leadership program. Designed for experienced people leaders, the program is focused on building capability to lead in an increasingly complex and changing environment. The program takes place over six months and includes a combination of workshops, leadership coaching, peer learning groups and 360 degree feedback.

Each year we hire a small group of talented graduates to join the TAL team. In 2017, we also partnered with CareerTrackers to provide internship opportunities for Indigenous university students.

Diversity and Inclusion

We have a rich cultural diversity at TAL with 44% of our employees born outside of Australia and 35% of our people speaking more than one language. Having a diverse workforce is an important way to reflect the communities we serve. Equally as important is creating an inclusive culture that encourages fairness and equality so that everyone feels safe, secure and supported in their careers.

Gender equality

TAL’s commitment to gender equality remains a key part of our success. Our gender objectives include maintaining gender pay equity within a 1% variance, and increasing our representation of women in leadership roles. We are proud to have received, for the third year running, an Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency (WGEA). Our Group CEO, Brett Clark, is also one of WGEA’s pay equity ambassadors, championing gender equality.

As part of our commitment to maintaining gender equality, we celebrated International Women’s Day on 8 March 2017 with a series of events in our Sydney and Melbourne offices. We heard from our senior women leaders on juggling successful careers with family life and held a robust Executive Team debate on whether Australia is still a man’s world in 2017.

TAL Pride

Supporting our people who identify as LGBT+ (Lesbian, Gay, Bi-sexual, and Transgender plus other sexual minorities) is a key focus of TAL’s diversity and inclusion agenda in 2017. To help us learn more about how we can best support our people, TAL has partnered with Pride in Diversity, a not-for-profit employer support organisation for all aspects of LGBT+ workplace inclusion. We also demonstrated our support for the LGBT+ community through participating in Fair Day – one of the premier events of the Sydney Gay and Lesbian Mardi Gras – in February 2017.
Supporting the community

We have a strong desire to make a contribution to the Australian community that goes beyond providing life insurance. We created our TAL Community Foundation to build our focus on contributing to the communities we serve. We are immensely proud of our first full year of activity.

TAL Community Foundation
We launched our TAL Community Foundation in December 2015, to better coordinate and amplify the help we provide to the community. In its first year, the TAL Community Foundation made a real difference through a combination of monetary donations and skills-based volunteering in the three focus areas of: helping children from disadvantaged backgrounds, supporting Indigenous communities and promoting positive mental health.

Helping children from disadvantaged backgrounds
TAL partners with the Australian Business and Community Network (ABCN) to provide children from disadvantaged backgrounds with the skills and work experience they require to make sound personal, educational and vocational choices. The program raises their awareness of life choices and also provides a unique development opportunity for our people. In 2016, 97 of our people volunteered or mentored with the ABCN, helping children to develop critical skills that will help them in their careers.

In 2017 we will support a range of ABCN programs that build critical literacy and numeracy skills in primary school age students, or leadership development and employability skills among secondary students.
The emotional impact of a Jawun secondment
by Laura Jamieson

I think the most challenging emotional experience of the secondment is the first (and subsequent) visits out to the community. Up to this point, you have been working with passionate, dedicated people in a large(ish) urban centre – Alice Springs. When you get to the community, you are confronted with how different the reality of life for remote Indigenous Australians is (and the workers who live in the community). I have read books and articles regarding the history and issues of remote communities and discussing the massive differences of opportunity, but experiencing it first hand is challenging, enlightening and ultimately rewarding. I found it really important to discuss my feelings and reactions with the other secondees and the people I am working with. For me, it is really important to keep remembering that every small contribution helps to make large change.

Supporting Indigenous communities

Jawun is TAL’s Indigenous community partner. Through undertaking a six-week secondment in an Indigenous community, our people have an opportunity to make a real impact and create lasting change that will improve lives. This program also provides a great opportunity for leadership development. In 2016, four of our people took part in Jawun secondment programs, providing valuable assistance to remote Indigenous communities.

Promoting positive mental health

November 2016 was a hairy month at TAL. We were proud to be the highest corporate fundraiser for Movember, with our 101 participants raising more than $115,000 to improve men’s mental health. Through our partnership with Movember, we also developed programs for staff and customers in support of their mental health and wellbeing.

We also continue to support SuperFriend, a national workplace mental health foundation created by the Industry Funds Forum that helps foster mentally healthy and supportive work environments. TAL is working with SuperFriend to implement their programs in our workplace.

Supporting our people’s passions

In 2016, 1 in 5 of our people participated in a TAL Community Foundation volunteering or fundraising activity. To drive engagement across the organisation the TAL Community Foundation also matches funds raised by our people in support of charities that align with the Foundation’s three key focus areas. In 2016, TAL donated more than $350,000 to 21 different charities or community groups, helping our people make an even greater difference for the community.
Innovating to meet changing customer needs

We may be Australia’s leading life insurer today but we do not take that position for granted. We recognise the need to continue evolving our products and customer experience to continue meeting and exceeding the needs of the Australian community – now and in the future.

The life insurance industry has been slow to innovate. Despite our size, at TAL we pride ourselves on our challenger energy and we continue to tackle legacy, complexity and evolving consumer expectations through our investments in digital, data and innovation.

Culture of innovation
We value an innovative mindset from all our people. We are now approaching the third year of our CEO-sponsored staff ideas Challenge. In 2016, 30% of TAL people chose to get involved and the winning ideas were part of a “hackathon” hosted at Sydney fintech incubator Stone & Chalk. TAL SpotChecker, providing free skin checks at our beaches over the summer, was one of the winning ideas which made it to market.

Innovating with our partners
Working jointly with our partners to meet unmet customer and member needs is key to our future success. In the latter part of 2016 we reviewed and reinvigorated our Innovation program to reflect this. Our flagship Accelerator program brings a joint team together to fast-track ideas to market, using design sprints, prototyping and extensive testing with customers. Partner feedback has been very strong and we are solving customer problems together.
“Insurtech”

Innovation in life insurance has been slow to find the right focus but the insurtech scene is slowly beginning to break through.

At TAL through our small Innovation Incubator team in Melbourne we are exploring how we can leverage new technologies like artificial intelligence to tackle legacy processes and transform the customer experience. The potential is to address effort, speed and transparency.

It is important that we are part of the conversation with the start-up community, exposing the challenges we face and looking for opportunities to solve them together. We continue to be a corporate partner of Sydney’s Stone & Chalk incubator and this year co-sponsored the first Australian Insurtech Challenge. We are also building our relationships with a number of universities to broaden our own perspective and access deep expertise in areas from mental health to data science.

We pride ourselves on our innovative approach. In 2016, we placed 24th in The Australian Financial Review’s Top 50 Most Innovative Companies out of the 1,000+ companies that entered and were proud to achieve the highest position by an insurance company.

Innovation in action

Empowering the self-directed consumer

In July 2016 we launched TAL Consumer, an innovative life insurance proposition for self-directed mid-market consumers. At the heart of the offer is TAL CoverBuilder, enabling those self-directed consumers to play with their options, build their own cover and reach an informed decision in a way that meets their need for control. This is a first in the Australian marketplace.

We refined the customer journey through extensive testing with consumers in our user experience lab in Melbourne. Our aim was to get each consumer to the point of a confident decision, with a clear understanding of what was covered and what wasn’t, and how their product worked.

The TAL CoverBuilder journey enables a prospective customer to move between online and a phone conversation (and back again if they wish) as they research their options. The systems in the background are designed to support our staff in “following” that journey so they can best help the customer. As a capability this is important and provides a platform for further customer-led innovation.

Importantly, the product behind CoverBuilder, TAL Lifetime Protection, is different to the traditional simple offerings of direct insurance and much closer to the type of product an adviser would sell. By breaking the cover down into blocks, customers are able to add in and take out options until they are confident they have what they need.
Important information: Our contribution 2016/17 has been prepared by TAL Life Limited ABN 70 050 109 450 based on information current at 31 March 2017. Our contribution 2016/17 does not take into account your objectives, financial situation or needs and is not financial, legal or tax advice. We recommend that you read the relevant Product Disclosure Statement and obtain independent advice specific to your circumstances before making a financial decision.