Our contribution
2017/18

tal.com.au
“The Royal Flying Doctor Service is excited to have the support and assistance of TAL to provide better health access for those that live in rural and remote Australia, in a national partnership which makes a real difference.”

– Martin Laverty, CEO, Royal Flying Doctor Service
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Welcome to This Australian Life

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

ABOUT OUR CONTRIBUTION 2017/18
Our contribution 2017/18 covers the period from 1 April 2017 to 31 March 2018. It outlines the work TAL is doing to meet the needs of all of its customers and stakeholders, and contribute as a life insurer, an employer, and part of the Australian community.

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

I opened our last Our contribution report describing 2016/17 as a defining time for our industry, and I might well describe 2017/18 in similar terms. The life insurance landscape in Australia has been redrawn, with two of the major banks completing the sale of their life insurance businesses and multi-national life insurers increasing their presence in the Australian market. Meanwhile, the important public discussion on community expectations that started with 2017’s Parliamentary Joint Committee inquiry into life insurance continues with the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry. Financial services businesses must do more to demonstrate their purpose to customers and their role in the community, which is balanced appropriately to obligations to shareholders. Leaders in business need be mindful of their responsibilities to all stakeholders, with the commitment to customers and community front of mind. We are in a new era, and one I believe that will ultimately deliver better outcomes for the Australian community.

We have worked hard this year to lead and contribute positively to the industry discussions while continuing to focus on delivering on our Purpose of helping Australians live a life filled with choices, options and freedoms, no matter what happens. Supporting Australian families through the claims we pay is at the heart of this Purpose, and 2017/18 has been another record year, with nearly $1.6 billion in claims paid to over 25,000 Australians and their families. That’s about $6.6 million paid every working day, and we’re immensely proud of this contribution that we make and the help we provide to Australians when they need us most.

Again this year, around 60% of claims were paid in living benefits to support people recovering from major illness or injury. Increasingly, our contribution focuses on the role we play in supporting our customers in their ongoing health and then return to health and wellness after a significant illness or injury.

As part of this, there has been much commentary on the increasing prominence of mental health conditions as part of the whole picture of claims. Mental health is a topic of national importance for Australia. This is an area where we intend to lead the industry, challenging and changing how we handle mental health as an employer and as a life insurer. We recognise that to do this, we need to continue to build our internal capabilities. In 2017, we appointed a Head of Mental Health services, and developed external partnerships with the Black Dog Institute and the University of Sydney.

The way we think about our contribution to the Australian community goes beyond our everyday business activities and support to our customers. This year we were delighted to extend the impact of TAL SpotChecker – free professional skin cancer checks – to all the major state capitals. Nearly a quarter of those who had a skin check required onward referral, which reinforces to us the value of TAL SpotChecker in the community. We are committed to continuing to be a strong voice for skin cancer prevention and early detection.

We are delighted to be a national partner with the Royal Flying Doctor Service (RFDS). In 2017, we tapped into the spirit of our people with a TAL-wide fundraiser, which enabled us to donate 80 defibrillators to RFDS medical supplies across rural Australia.

We feel really privileged to be able to call the RFDS our partner and to help advance their great work in the Australian community.

We continue to develop and invest in new ways to better serve our partners, so that they can provide their members and clients with the best service. In November 2017, we launched the TAL Insurance Academy, a new online learning platform aimed at bolstering the knowledge and understanding of insurance among employees of our superfund partners. This joins our industry-leading TAL Risk Academy, which provides product-agnostic education services for financial advisers, in aiming to ensure every interaction customers have with our industry is a positive and informed one.

In an important year, I am proud of the way TAL has showed up. We are listening to our customers, partners, people, and community – and always challenging ourselves to ensure that everything we do continues to meet and exceed community expectations. That intent is reflected in the Ambition we have for our business: that our customers understand and value the protection they have and are confident we’ll be there when they need us most. I am committed that TAL continue to be the leading life insurer for the people who matter to us most: our customers, our partners, our people at TAL and the wider Australian community we are here to serve.

Brett Clark
TAL Group CEO and Managing Director
TAL is a leading Australian life insurance specialist. For more than 140 years, we have been protecting people, not things. Today, we protect around 4 million Australians and their families.

Life insurance has a special role in our community and Australian families place their trust in companies like TAL. Life insurance provides financial security for Australians when they need it most and gives them control and confidence when they might otherwise need Government support. Everyone at TAL takes this responsibility very seriously. We consider our role to be a privileged one that is earned, not given.

Our business model embodies a fundamental principle: that Australians should have choice in how they access life insurance, reflecting their own needs and preferences. That means ensuring customers can access cover in the way they choose, on their terms:

- From a financial adviser
- From us, over the phone or online
- From their super fund
- From one of our alliance partners
Our business

A LEADING LIFE INSURANCE SPECIALIST

Around 4 million
Australians protected by TAL

#1 choice
for new customers¹

Insuranceline
#1 for customer satisfaction
ranked by customers²

$2.9 billion
in-force premiums as at 31 March 2018

$152 million tax paid
in Australia for year ended 31 March 2017

CLAIMS IS OUR BIGGEST AND BEST TALKING POINT

Over 25,000
Australians and their families helped

$1.6 billion paid in claims
from 1 January to 31 December 2017: a record for TAL and equivalent to around $31 million a week

60% of all claims
paid were for living benefits, helping our customers continue living their lives while recovering from an illness or injury

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ENDURING PARTNERSHIPS TO PROTECT MORE AUSTRALIANS

87/100
“Best in class” reputation with our partners based on the independent RepTrak® survey

AustralianSuper
Long-term commitment with Australia’s largest superfund, reflecting our trusted partnership

QANTAS ASSURE
Award winning partnership with Qantas Assure, The Digital Insurer’s Asian Insurance Innovation Award 2017

6,000+ advisers
and support staff trained through our industry-leading TAL Risk Academy

WE ARE A PEOPLE BUSINESS

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44% of our people
born outside Australia, contributing to our diverse workforce

Enduring partnerships to protect more Australians

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We are a people business

44% of our people born outside Australia, contributing to our diverse workforce

Four years running as Employer of Choice for Gender Equality Citation by the Commonwealth Equity Agency

Women’s Employer of the Year at the 14th Annual Australian Insurance Industry Awards

Most Improved Employer
Australian Workplace Equality Index Awards 2018

99% gender pay equity

1 For individual sales in 2017, NMG Total Market RDM 2 Annual Roy Morgan Single Source Survey (October 2017) 3 Annual Post Claim Email Survey (December 2017)
Our Purpose, Ambition and Priorities

OUR PURPOSE
We have an important job to do in the Australian community. Our core Purpose is:
Helping Australians live a life filled with choices, options and freedoms, no matter what happens.

To deliver on our Purpose, we are keenly aware of the need to continually evolve our products and practices, keeping pace with changing community expectations.

OUR AMBITION
Our philosophy is reflected in our Ambition, which signals the business we want to be 3 to 5 years from now:
To ensure our customers understand and value the protection they have and are confident we will be there when they need us most.

OUR PRIORITIES
Our Priorities reflect our view on the material issues relevant to our long-term performance and sustainability. Prioritising these issues is an integral part of our strategic process, led by TAL’s Executive Team. Our Priorities represent the areas we believe will help us meet the needs of all our stakeholders.

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 our stakeholders

**OUR CUSTOMERS**

**Nearly 9,000**

customers and advisers on average give us feedback on their experience each month, via 30 touchpoints in the customer experience.

**Over 3,300**

customers gave us feedback about their claims experience.

**90%**

of our people are proud of the work that they do at TAL.

**34**

of our people involved in the Health and Wellbeing Committee, including the physical, mental and financial health working group streams.

**OUR PEOPLE**

Ongoing, open dialogue with our stakeholders is an important part of how we operate. Through this engagement, we ensure we have a clear view of the most important issues affecting our customers, our partners, our people and the wider community we exist to serve.

**OUR COMMUNITY STAKEHOLDERS**

**1,892**

volunteer hours contributed by our people to community partners this year.

**40%**

of our people participated in a volunteering or fundraising activity.

**OUR PARTNERS AND ADVISERS**

**348**

key stakeholders from across all our partners took part in the independent RepTrak® survey to feed back on our business and reputation.

**Over 17,400**

advisers gave real-time feedback on our customer service levels in 2017.

**96/100 reputation score with our superfund partners: one of the highest scores for any company since RepTrak’s inception!**

"The [TAL] team works well with us, and it feels like a true partnership"

**91/100 citizenship score with our superfund partners. This means they think we’re good corporate citizens, supporting good causes and helping the community**

"An insurer that provides both peace of mind and financial security"

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"An insurer that provides both peace of mind and financial security"
Confidence in claims

Our promise is to pay valid claims promptly and support our customers return to health. Delivering on this promise is the most important thing we do.

We aim to lead the industry in delivering an outstanding claims experience. We’re making good progress, advocating and achieving better health outcomes for all Australians.

Our claims experience is where we make the biggest contribution in the eyes of the people who matter most.

WE’RE PROUD OF OUR CLAIMS TRACK RECORD

From 1 January to 31 December 2017, we paid around $1.6 billion in claims to more than 25,000 Australians and their families, providing significant help when they need us most.

The case manager is the face of the claims experience for our customers. We’ve been investing in continuing to improve the case manager model. This has included:

- **Investing in recovery**: a focus on tailored recovery interventions, drawing on the expertise of our in-house Health Services team and a range of external partners
- **Faster decisions and payments**: creating a team dedicated to advance payment of straightforward claims. This is materially speeding up the time to decision and payment for our customers
- **Ongoing training**: specialist training for case managers on how to support customers dealing with mental health conditions
- **Service culture**: implementing higher standards for ourselves to frequently exceed those in the FSC Life Insurance Code of Practice.

BEYOND PAYING CLAIMS

We’re committed to supporting our customers’ recovery and return to health, and we understand that every situation is unique. We implement a tailored recovery approach so every customer receives the support that’s right for them.

In the last year, some of the ways we’ve supported our customers include:

- Providing career coaching
- Organising and paying for additional qualifications, such as a forklift driving licence, computer literacy course and a floristry course
- Visiting customers in hospital to assist with paperwork.

“Being able to help a customer recover and return to work is why I do the job I do.”
Lisa Dunlop, Claims Team
2017 LIFE INSURANCE CLAIMS

The most common reasons for making a claim

People often think life insurance is about payments to families when a loved one passes away, but around 60% of all our claims paid helped our customers continue living their lives while recovering from an illness or injury.

1. Claims statistics based on TAL’s total number of claims paid in 2017
2. Recovery insurance is also known as Trauma or Critical Illness insurance, and makes a lump sum payment if the customer is diagnosed with a specified serious illness or injury.
Investing in health

Health is at the core of our business

Aligned with our Purpose to help Australians live a life filled with choices, options and freedoms, no matter what happens, we’re on a mission to empower our customers to live their best lives. We view health holistically, with the following pillars being key to overall health and wellbeing:

- Physical health
- Mental health
- Financial health

We created our in-house Health Services team in 2016. With specialists in mental, preventative and musculoskeletal health, the expertise in the team reflects our customers’ claims experience. The team provides health practice, recovery and prevention expertise that supports our whole business, from product and underwriting to claims and innovation. The team also collaborate and partner with key health community stakeholders.

Dr Sally Phillips, General Manager – Health Services
Sally leads TAL’s Health Services team and, with a background as a medical doctor, has over 20 years’ experience in the insurance industry. Sally’s role focuses on adding value from a holistic health and medical perspective throughout the customer journey.

Sally drives TAL’s commitment to align with best medical practice through partnerships with the external health community. She plays an active role in pushing for positive change through her involvement in industry working groups and forums, and is an active participant in several medical, mental health and genetics FSC working groups.

“We recognise that mental, physical and financial health are intrinsically linked so it’s important to look at health across these dimensions. By providing customers with practical tools and techniques to help them manage ongoing health conditions, we can empower customers to live their best life through good health.”
OUR MENTAL HEALTH PARTNERSHIPS

Our mental health partnerships complement our internal programs and lead the way in identifying, preventing and treating mental health conditions. These partnerships reflect our wider health strategy: to expand our ability to enhance and support the mental, physical and financial health of all Australians. Our partnerships include:

- **With the Black Dog Institute**, we’re able to access evidence-based mental health resources to support our customers.

- **With the University of Sydney**, we’re working to explore alternative risk predictors of mental health disorders.

- **We partnered with Professor Neil Greenberg, Professor of Defence Mental Health at King’s College London**, to foster best practice management of traumatic stress among claims case managers, other associated partners and medical professionals.

- **Our partnership with Remedy Healthcare offers optional, free-of-charge life coaching services to customers on Income Protection claims associated with depression or anxiety.**

- **With SuperFriend**, we ensure we’re using the best, evidence-based practice in managing the wellbeing of our customers and our people.

**Glenn Baird, Head of Mental Health**

As part of the Health Services team, Glenn leads TAL’s mental health focus. A qualified psychotherapist, facilitator and trainer with over 14 years’ experience, Glenn’s supported a wide range of clients in their return to mental health, from professional athletes to lawyers and tradies.

Glenn’s passion for high performance sports, combined with his background playing professional basketball, has played a significant role in his preventative health focus, which he brings to TAL’s mental health strategy.

“**Mental health is an important focus for TAL and one of the top reasons our customers claimed in 2017.**

“We’re committed to providing the best possible support for customers with mental health conditions and one of the ways we do this is by facilitating access to mental health support through partnerships with the external health community.”

HELPING OUR CUSTOMERS BETTER UNDERSTAND THEIR CONDITIONS

To support customers during their recovery, we’ve developed a series of fact sheets and booklets that simplify and clarify the return to health process, and provide clear, accessible information about their condition and practical tips for managing it.

The materials were created by our Health Services team in partnership with relevant evidence-based organisations, including the Stroke Foundation, Cancer Australia and Arthritis Australia.

SPECIALIST ADVISORY BOARD

We’re proud to be the only Australian life insurer with an external Medical Specialist Advisory Board, ensuring we stay at the forefront of medical thinking for the benefit of our customers and partners.

We appointed an independent expert Specialist Advisory Board to further strengthen our medical capability and give us confidence that we’re providing our customers and partners with the best possible support. The Board shares updates on medical advancements and clinical protocols to ensure TAL’s approach to product, underwriting and claims reflects the latest medical best practice.

Specialist Advisory Board member, Professor David Bryant, has extensive experience in the assessment and care of people with lung diseases and breathing disorders. He has a particular interest in the ongoing care and support of his patients and takes a holistic approach to treatment and health.

“**I’m very happy to join TAL’s Specialist Advisory Board. From my perspective this is an innovative and worthwhile venture that should be applauded. Being involved in this initiative will bring our professions closer together for the benefit of all Australians.”**

— Professor David Bryant
Our people and culture

Our priority for our people is to build a culture that is high performing, confident, and creates exciting opportunities.

That’s why we’re committed to providing a work environment that empowers our people to perform at their best. We don’t just encourage our people to shape our culture; we depend on it.

OUR SPIRIT

Our Spirit captures the behaviours that will help us achieve our Purpose and Ambition. They are us “on our best day”.

OUR 2017 CEO SPIRIT AWARD WINNER

Nerida is one of the best role models for our Spirit in action and was repeatedly nominated by her colleagues for a Spirit Award. It was typical of Nerida to take it upon herself to visit a customer who was in hospital following an accident, to help him complete his claims forms.

“To me, it was a no-brainer, it seemed like common sense: if we can help, we should help!”

Each quarter, through our Employee Insights survey, we ask for our peoples’ feedback on what we’re doing well and what we can do better. Last year, our people told us we were doing particularly well with:

- Our focus on risk and risk culture
- Providing clarity and direction via our Purpose, Ambition, Priorities and Spirit
- Doing the right thing by our customers and partners
AN INCLUSIVE WORKPLACE

Having a diverse workforce is an important way to reflect the communities we serve. We have a rich cultural diversity at TAL and we’re proud of it. Our Diversity and Inclusion Council works to ensure TAL remains a respectful and inclusive place to work where our people can be themselves. The Council focuses on three key areas:

LGBT+, gender equality and Indigenous internships

LGBT+

TAL has a large and diverse LGBT+ community. Our TAL Pride network is for all our people who identify as LGBT+, and their allies. TAL Pride was created to increase workplace inclusion for people of diverse sexuality and gender identity, creating a visibly inclusive environment which encourages our people to bring their whole selves to work.

GENDER EQUALITY

We have a long-standing commitment to gender equality in the workplace and are proud to be recognised as a leader in this space.

Employer of Choice for Gender Equality Citation
We were among just 120 organisations to be recognised, and the only Australian life insurer.

Women’s Employer of the Year: 14th Annual Australian Insurance Industry Awards
The judges were impressed that we’re not simply talking about gender equality – we’re living it.

Flexible working

- Annual pay gap analysis undertaken (1% variance tolerance)
- Domestic violence leave introduced in 2017
  Five days paid leave, training and support, as well as awareness training for people leaders
- Parental leave benefits for men and women
  Continued paid super and group insurance coverage for 12 months and guaranteed flexible work options for six months after returning to work

Career Partnership Program
Creating confidence, capability and opportunities for future female leaders to help them define a fulfilling career.

INDIGENOUS INTERNSHIPS

Together with our partner CareerTrackers, we were delighted to sponsor two interns in 2017 and prepare them for the workforce.

Our intern Steven said:
“I was stoked when I got the internship. I come from a family where my parents are bus drivers. I’m one of seven kids and the only one to go to uni. So going to uni and not doing what your parents did is quite different and this internship makes it even better, giving me work experience and more options later.”

BE WELL AT TAL

In 2017, our Employee Health and Wellbeing Committee – which focuses on physical, mental, and financial health – worked to improve our peoples’ health by: hosting educational seminars; encouraging them to participate in physical challenges; holding an expo day; providing tips and resources; and highlighting days of importance, such as R U OK Day.
Our community contribution

Our Purpose goes beyond the products and services we provide. We have a strong desire to make a contribution to the Australian community. We’re proud to help people live healthier lives through our funding of effective and practical community initiatives across Australia.

**TAL COMMUNITY FOUNDATION**

The TAL Community Foundation launched in 2015 to better coordinate and amplify the help we provide to the community. Since then, the Foundation has made a real difference through monetary donations and skills-based volunteering in three focus areas: helping children from disadvantaged backgrounds, supporting Indigenous communities, and promoting positive mental health.

- **$1,083,852** contributed to the community in FY17 (cash and in-kind support)
- **38** charities received donations from TAL
- **146** volunteer assignments were taken on
- **269** of our people used their community leave days and volunteered in FY17, contributing nearly 250 days of volunteering
- **123** of our people participated in mentoring programs
- **244** students gained critical career skills
- **646** of our people participated in a TAL Community Foundation volunteering or fundraising activity

Figures from April 2017 to March 2018
HELPING CHILDREN FROM DISADVANTAGED BACKGROUNDS

TAL partners with the Australian Business and Community Network (ABCN) to provide children from disadvantaged backgrounds with skills and work experience to help them make sound personal, educational and vocational choices. The program raises their awareness of life choices and provides unique opportunities for our people.

“TAL’s commitment to ABCN’s mission of inspiring all young people to reach their potential extends well beyond their generous financial support of ABCN and the ABCN Scholarship Foundation.”
– Samantha Luck, ABCN General and Foundation Manager

SUPPORTING INDIGENOUS COMMUNITIES

Jawun is TAL’s Indigenous community partner. Through a six-week secondment in a remote Indigenous community, our people have an opportunity to make a real impact and create lasting change.

Jawun secondee Ashley worked at the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women’s Council in Alice Springs. Ashley revised and helped create compliance processes and resources for the NPY HR team, and said: “I felt humbled to be working for an organisation who works tirelessly to preserve this culture and language for future generations.”

Our community partnerships

TAL PEOPLE DONATE 80 DEFIBRILLATORS

Sudden cardiac arrest is one of Australia’s leading causes of death and the most common reason for medical evacuation by RFDS. Access to a defibrillator in the early stages of cardiac arrest dramatically increases survival rates.

The RFDS have medical chests across Australia, affectionately known as ‘the pharmacy in a box’. They are tremendously important to regional and rural communities: without them, many Australians would have to drive for hours to reach a medical centre or pharmacy.

Through our internal ‘Insuring the Heart of Australia’ campaign, we aimed to add to these medical chests. Across our business, our people made group and individual efforts to raise money – from sponsoring physical challenges to raffle draws to partnering with advisers – we put our heart into the campaign!

“The TAL executive and staff have set a new bar for corporate partnerships, with a deep connection for our cause, combined with ongoing creativity, diligence and professionalism to communicate the partnership to internal and external audiences.”
– Lana Mitchell, RFDS Communications Director

“TAL’s commitment to ABCN’s mission of inspiring all young people to reach their potential extends well beyond their generous financial support of ABCN and the ABCN Scholarship Foundation.”
– Samantha Luck, ABCN General and Foundation Manager

One of our General Managers, Niall has been mentoring Shadab Safa since 2016, when Shadab was in year 10. Now in his first year of a Commerce/Business degree, Shadab spent his summer holiday interning at TAL and learning more about the business. He explained that “without [the program] and Niall, I think I would have been very ambivalent about my future pathway”.

80 defibrillators donated to the RFDS

“TAL’s commitment to ABCN’s mission of inspiring all young people to reach their potential extends well beyond their generous financial support of ABCN and the ABCN Scholarship Foundation.”
– Samantha Luck, ABCN General and Foundation Manager

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Contributing to a better industry

RAISING INDUSTRY STANDARDS

As a leading life insurance specialist, we have a responsibility to deliver public confidence and meaningful outcomes for our customers. We continue to make a strong, active contribution to raising industry standards and we are always prepared to take a stand on issues we believe will help us deliver the best possible value for our customers and partners.

We’re committed to continuing to lead by example while working with our partners, industry bodies and regulators to ensure life insurance is an understood and valued part of Australians’ lives, and that our customers have confidence we will be there when they need us most.

LIFE INSURANCE CODE OF PRACTICE

On 1 July 2017, TAL adopted the FSC Life Insurance Code of Practice. The Code sets new and higher standards for our industry, reduces complexity for customers and makes us easier to do business with. It also sets new minimum standard medical definitions for cancer, heart attack and stroke for use in trauma/critical illness policies, which TAL strongly supports.

In several instances, we’ve been able to go above and beyond the requirements of the Code, including:

- Applying the minimum medical definitions to all new claims received on individual products purchased from 10 August 2009 (rather than the Code requirement of 1 July 2017)
- Introducing ongoing consumer testing to ensure TAL is consistently meeting the letter and spirit of the Code
- Working directly with customers to simplify product fact sheets for all direct products.

Adopting the Code was our first key milestone in achieving our Ambition. This achievement was made easier because many of TAL’s practices and our Spirit, Purpose and Ambition already align with the principles of the Code and our people and partners are committed to doing the right thing for our customers. The work we completed was primarily being able to demonstrate our ways of working, rather than changing our behaviour.

Brett Clark, Group CEO and Managing Director named Australian Insurance Executive of the Year 2017

The TAL team was delighted to see our CEO Brett Clark recognised for leading the industry through a defining period, to advance good outcomes for customers.
Investing in education

As a specialist insurer, we’re proud to take a leading role in life insurance education for financial advisers, aiming to ensure that every interaction customers have with our industry is a positive and informed one.

TAL RISK ACADEMY

Our industry-leading TAL Risk Academy provides product-agnostic education for financial advisers. Courses are accredited by the Association of Financial Advisers, Financial Planning Association of Australia and the Tax Practitioners Board and available in person, online or on-demand to help advisers tailor their education.

The Academy also helps advisers meet their new educational requirements set out in forthcoming regulation. We’ve partnered with Charles Sturt and Deakin Universities to offer accreditation towards the new requirements via Risk Academy courses.

The majority of courses are available free of charge, with masterclasses attracting a fee that is donated to charity. In 2017, the Academy raised over $55,000 for the Australian Business and Community Network Scholarship Foundation to help educate and mentor disadvantaged children.

EXTENDING THE RISK ACADEMY TO OUR SUPERFUND PARTNERS

Building on the success of the Risk Academy with our adviser partners, in 2017 we introduced the TAL Insurance Academy, supporting our superfund partners with education tailored to their needs.

As a group life insurer, our purpose is to help our superfund partners provide the best possible experience for their members. Developed in consultation with partners, the TAL Insurance Academy aims to increase knowledge and understanding of insurance among superfund staff.

The Insurance Academy courses focus on key aspects of group insurance and health issues commonly faced by customers, helping our superfund partners make decisions based on their members’ best interests.

2015
Launch of the TAL Risk Academy

6,000+ attendees since launch

50+
product-agnostic, risk-focused courses

31,012
Continuing Professional Development points offered: equivalent to 1,000 years of adviser education

$180,000
raised for charity via fees charged for masterclasses

4.44/5
adviser satisfaction rating

OUR PEOPLE LEADING THE INDUSTRY

Jenny Oliver (General Manager – Group)
FSC Industry Leader Award 2018

Ashton Jones (Head of Investments, Retirement and New Propositions)
FSC Young Achiever Award 2018

Chad Downie (General Manager – Legal)
FSC Industry Excellence Award 2018
A positive conversation

We’re strong advocates for the value of life insurance to the Australian community.

Through our brand campaign, we’re committed to creating a more positive conversation about life insurance and helping more Australians understand why it could be important for them and their families.

**Award-winning “This Australian Life”**

- Winner: Marketing/Advertising Campaign of the Year
  - Australian Banking + Finance 15th Annual Australian Insurance Awards
- Finalist: Advertising Campaign of the Year
  - Financial Standard 2017 Marketing, Advertising and Sales Excellence Awards
- Silver: Financial Services Category
  - Effie Award 2017

**THE VALUE OF YOU**

This year we created a social media campaign called “The value of you”. It wasn’t about TAL or our products; rather, it was designed to help people connect with the intrinsic value that life insurance provides. The campaign was based on a simple insight that we all tend to overlook: that the greatest, but most often undervalued, asset for you and your family is in fact, you.

**PROUD PARTNERS OF THE ROYAL FLYING DOCTOR SERVICE**

In May 2017, we announced a landmark three-year partnership with the RFDS, providing financial support to help them deliver life-improving medical services.

TAL and the RFDS are working together to provide health care services, expertise and education across regional Australia. Both organisations have proud histories of being there for Australians when they need us most and we share a focus on finding innovative ways to make a real difference.

In the summer of 2017/18, we were proud to be able to make a very meaningful contribution to the RFDS with the launch of a new TV commercial. We hope this will help the RFDS build awareness of what they do with a younger city audience. The commercial celebrates the idea of people helping people: something of enormous importance to both TAL and the RFDS.
Originally a winning idea from the annual TAL-wide Innovation Challenge, over the 2017/18 summer we ran our TAL SpotChecker program for the second time. Skin cancer is Australia’s most common cancer, but it is also one of the most easily detectable and preventable.

Through TAL SpotChecker, we’re aiming to reduce the impact of skin cancer by encouraging Australians to embrace sun safety and have a skin check with a qualified professional. Of those who visited TAL SpotChecker, more than half were having their first ever skin check.

95% of our visitors said they’ll now commit to regular skin checks

24% of our visitors were referred for further testing

We want to spread the message that skin cancer is easily treated if detected early. Australians need to be vigilant, not only in terms of sun safety but also in getting annual checks, to identify changes to moles that can signify melanoma. In the coming months, we’ll continue working with our partner, the Royal Flying Doctor Service, to provide skin checks to over 27,000 Australians.

“The accessibility of SpotChecker is something that made this daunting process much easier.”
Sustainable insurance

Ensuring there’s alignment between our long-term financial performance, customer affordability, and value is at the heart of sustainable insurance. We have a responsibility to ensure our products deliver sufficient value to customers and members over time. We also have a responsibility to deliver long-term sustainable financial performance so we inspire confidence for all our stakeholders and will be here to deliver on our commitments.

We’re motivated every day to challenge ourselves to innovate, evolve and ensure life insurance represents outstanding value to the Australian community.

SUSTAINABLE INSURANCE FOR WORKING AUSTRALIANS

Most working Australians have life insurance through super, often referred to as “group insurance”. This has been an important part of TAL’s business for many years. We’re proud to partner with many of Australia’s leading super funds and together, protect millions of Australians and their families.

There’s been much public discussion on the effectiveness of group insurance arrangements and specifically, their appropriateness for certain segments of the population, including younger workers and those with low super balances.

TAL has been an active participant in these discussions. We’re firmly of the view that any changes made to group insurance arrangements need to reflect the specific needs of the workers they exist to protect, which can vary significantly across industries. Throughout this year, we’ve been working with our partners and their members to prototype and test a “smart default” group insurance proposition. We see an opportunity to personalise default insurance, beyond broad age-based bands, to ensure that the benefits reflect each member’s situation at the time of need.

COLLABORATING ACROSS THE SYSTEM

An important aspect of group insurance is working not only with our super fund partners but also workers’ compensation providers and employers to ensure we are collectively delivering the best possible experience.

Depending on the industry they’re in, different employers face different profiles of claims experience. For the NSW Police Force, for instance, a major focus is Post-Traumatic Stress Disorder (PTSD). To discuss best practice management of PTSD, TAL hosted a Mental Health Awareness Day, which brought together the NSW Police Force, their workers’ compensation provider, customers and experts.

We were grateful for the opportunity to learn about two former police officers’ lived experience in dealing with PTSD day-to-day. The forum provided a great chance to reflect on the importance of tolerance and talking about mental health conditions openly.
Evolving Our Products to Keep Pace with Changing Community Expectations

TAL invests in ongoing programs of customer research and development to ensure our products continue to meet the needs of the customers they’re designed for.

Through our brand Insuranceline, we’re a key player in the funeral insurance market. We continue to work hard to deliver good customer outcomes, in line with changing community expectations.

We were the first life insurer to move to offering only level premium products to new customers, while also limiting future price rises for our older customers. This year, we’ve made further improvements for launch in the coming year.

Reaching Customers on Their Terms

Over the last few years, changes in customer behaviour have been blurring the lines between “retail insurance” (sold through independent financial advisers) and “direct insurance”. As the only life insurer in Australia with a strong presence in both the adviser and direct channels, we’re uniquely placed to respond to that change.

Two years ago, we launched TAL CoverBuilder to meet the needs of self-directed customers who want access to the most comprehensive products on offer but prefer not to go to a financial adviser. TAL CoverBuilder lets them build their own comprehensive cover.

This year, we focused on customers who want advice but need help to find it. We’ve been successfully piloting a program to contact customers who had been in touch with our direct insurance team, but wanted to have a more in-depth conversation about their financial situation.

Through the pilot, we offered these consumers a free, face-to-face consultation with a financial adviser, to discuss their situation and products from a range of insurers.

TAL Health Sense

Encouraging and supporting the good health of our customers is an important part of insurance sustainability. One of the ways we do that is through our Health Sense: Fit for life program. Launched in 2015, it offers a premium discount to customers whose BMI falls within a healthy range.

Through Health Sense we are supporting advisers to have a more rounded conversation with their clients, drawing the link between financial, physical and emotional fitness.
Our digital evolution

Over the last few years we have made major investments in our digital capability with the aim of improving the experience for both our customers and our partners. We don’t see digital as a separate channel – our customers and partners expect an experience that is seamless across all and any channels they choose to use. TAL led the market in using digital to meet the needs of self-directed consumers: TAL CoverBuilder enables you to build your own cover and make an informed decision on your choices.

Over the last year we have focused our energies and investments on using these same digital capabilities to tackle effort for our superannuation partners and their members. In the year ahead we’ll be launching a new and improved “TAL Adviser Centre”, redesigned with the input and involvement of adviser businesses of many kinds and sizes.

EXTENDING OUR DIGITAL CAPABILITIES TO OUR SUPERFUND PARTNERS

Our superfund partners deserve and expect the same intuitive digital experience when they deal with TAL as any of our customers. So we have been applying the same design principles that went into TAL CoverBuilder to design and build “Group HQ.”

Group HQ is the user-friendly home for partners to access real-time updates on their members’ underwriting applications and claims. It also houses the TAL Insurance Academy – TAL’s suite of education modules relevant to insurance in super.

To design Group HQ we took the same approach as we do to refining our customer websites, involving users at every step of the way. Through a series of workshops with our superfund partners and their administrators we got a clear understanding of what they need from us to help them support their members in a timely, reassuring way, whether they are topping up their group insurance cover or making a claim. Group HQ is the end result.
MEMBER SERVICES ONLINE

Our insurance Online portal extends the idea of Group HQ, and serves our superfund partners’ members. It enables members to log-in and review the details of their insurance, including cover, premiums, and a needs calculator. Members can also choose to top-up, transfer, or cancel their cover with us at any time.

Through insurance Online, we receive 2,600 applications directly from superfund members to top-up their insurance every month.

We know it’s important that members have a transparent and efficient claims experience. Tracking an order online is something we all expect to be able to do but the life insurance industry has been slow to make this possible when it comes to tracking a claim. Our Claims Assist app makes online claim tracking a reality and the claims process as simple as possible.

A winning idea from one of our people through the annual TAL Innovation Challenge, the Claims Assist app is due to launch soon with one of our superfund partners.

Not designed to replace our existing claims processes, the app enables a superfund member to track their claim in real-time and photograph and upload documents. Tested with members along the way, we’re confident this will be a positive step forward in confidence at claims time.

INVESTING IN DIGITAL TO SUPPORT OUR ADVISERS

The TAL Adviser Centre (TAC) is the platform our adviser partners use to create quotes, submit applications and manage their customers’ policies.

This year we have been redesigning TAC to better support our adviser partners in their interactions with their customers. Across Australia, we immersed ourselves into our advisers’ practices – from small to large – by joining them in customer meetings and observing their processes in giving their customers unique and personalised advice.

With our advisers, we collaborated and proposed new ideas and concepts for TAC, to create tangible co-designed solutions. Our workshops taught us that there is no “one size fits all”, so we focused our design on building flexibility into the TAC platform, to suit different adviser approaches. A universal truth among our advisers was that they all wanted to spend less time dealing with administrative processes, and more time providing the best support to their customers.

To further our understanding, we also asked our advisers’ customers why they sought financial advice, what they expect from the experience, and how the experience could be improved.

The customer insights gave us an opportunity to challenge old processes and push ahead on reimagining a digital platform to better serve our advisers and their customers.

The result of these insights led us to launch an enhanced and flexible platform, where advisers can:

- Explore different customer solutions, using multiple quoting capability
- Access real-time updates on customer application and underwriting status
- Simply search for clients, key messages, and information
- Sign up for Risk Academy and other education courses
- View and create real-time reporting

With the Claims Assist app available 24/7, customers can:

- Track the status of their claim
- Submit and upload relevant information
- View and track payments
- View and track payments

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Innovating for our future

We don’t take our position as a leading Australian life insurer for granted. We recognise the need to continually evolve our products and customer experience to meet and exceed the needs of the Australian community, now and in the future.

We’re proud of our challenger spirit and continue to tackle complexity and changing consumer expectations through our investments in digital, data and innovation.

OUR CULTURE OF INNOVATION

Annual Innovation Challenge
Approaching its fourth year, our Annual Innovation Challenge is a chance for our people to unleash their creativity and suggest new ways to better serve our customers.

In 2017, 42% of TAL people got involved and the winning ideas were part of a hackathon hosted at Sydney fintech incubator Stone & Chalk.

Last year’s winning idea is an app designed to make it easier for our customers to manage their claim in real time, upload documents and track its progress. The app is currently being piloted with one of our partners.
Incubating new capabilities

THE INCUBATOR

Our in-house Incubator team is a focal point for using data and emerging technology to streamline processes and develop better experiences for customers. We know we don’t have all the answers, so we’ve been developing a number of external partnerships with universities and the start-up community.

We’ve sponsored work placements for data science students, giving us access to current academic thinking and research and in the long-term, helping us attract talent and provide great opportunities for students.

We’re also an active part of the wider start-up eco-system as a founding corporate partner of fintech incubator, Stone & Chalk. We believe that exposing some of our industry challenges to the collective talents of the start-up community is an important part of advancing better outcomes for customers in the long-term.

TAL SPONSORS THE 2018 STONE & CHALK INSURTECH PROGRAM

Together with Hall & Wilcox and QBE, TAL sponsored Stone & Chalk’s first Insurtech program, bringing together major players with Australian fintech start-ups to tackle a set of challenges. Each program partner has set problems for start-ups to apply. TAL’s problem statement focused on how we can better support people living with chronic conditions like diabetes. The best ideas are short-listed and put forward for solution workshops.

“Together with TAL and its Insurtech Program, we’re working with start-ups to deliver the future today.”

– Alex Scandurra,
CEO, Stone & Chalk

Experiments in Artificial Intelligence

EXTENDING QUALITY ASSURANCE WITH WUNDERWRITER

We see Artificial Intelligence (AI) as a promising area for life insurance, with the potential to help us speed up processes and help our people to better serve our customers.

Our award-winning Wunderwriter tool uses machine-learning to carry out instant quality assurance (QA) on all our underwriting decisions, flagging any potential inconsistencies for our QA team to follow up. The potential productivity improvements are exciting and we’re continuing to experiment with AI to benefit our customers and partners.

GETTING BACK ON YOUR FEET WITH HELP FROM CORA

Cora is a chat-bot support service designed to help our customers during their return to health after a claim. It uses a messaging tool to share stories from people who’ve been through a similar journey, drawing on the collective lived experiences of previous claimants who’ve opted to be part of the pilot. Cora regularly checks in to see how you’re feeling and provides relevant tips, videos and encouragement based on where you’re at. We hope that, over time, the Cora community will grow.
Important information: Our contribution 2017/18 has been prepared by TAL Life Limited ABN 70 050 109 450 based on information current at 31 March 2018. Our contribution 2017/18 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.