





P&N Group

Reflect Reconciliation Action Plan

March 2024 - February 2025



P&N Group acknowledges the First Nations Peoples of Australia and their ongoing role as Traditional Custodians of the land and waters across Australia.

We recognise and respect the Aboriginal and Torres Strait Islander Peoples historical and ongoing connection to Country and pay respect to Elders past and present.

We thank our First Nations advisory partners, employees and communities for their guidance and support in preparing our Reflect Reconciliation Action Plan.



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Terms Used

Throughout this Reconciliation Action Plan, the terms Aboriginal and Torres Strait Islander and First Nations peoples are used interchangeably. For the purpose of this Reconciliation Action Plan, both terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. These terms, however, do not reflect the diversity of Aboriginal and Torres Strait Islander peoples and P&N Group acknowledges that many First Nations people prefer to be known by other cultural names.

Police & Nurses Limited is represented by P&N Group, P&N Bank and BCU Bank.

We believe we have an important role to play in supporting reconciliation and deepening our understanding of First Nations cultures and histories through our RAP initiatives.

A message from our CEO

On behalf of our retail banking brands P&N Bank and BCU Bank, it is with great pride that we present P&N Group's inaugural Reflect Reconciliation Action Plan (RAP), commencing our long-term commitment to support meaningful and long-lasting change for First Nations peoples, employees and members.

Our purpose at P&N Group is to enrich the lives of our members and their communities. Our members represent the diverse Australian community, and our principles of collectivism and inclusion remain proudly and deeply woven throughout our organisation. Our values of 'Improve and Learn', 'Trust & Collaborate' and 'Focus on Members' support our deep desire to both listen to and learn from First Nations voices, as we cultivate authentic partnerships to progress our reconciliation journey.

We recognise we have a role to play in encouraging conversations about the truth of Australia's history and are committed to ensuring as a purpose-led organisation, we go on our own journey in search of learning and understanding so we can play our part in enacting change.

We acknowledge that we are at the start of our journey and there is much to do; we believe we have an important role to play in supporting reconciliation and deepening our understanding of First Nations cultures and histories through our RAP initiatives. We are equally interested in deepening our understanding of our sphere of influence as a business, including opportunities to better support the financial inclusion of Aboriginal and Torres Strait Islander peoples particularly on Country where we operate.

I wish to thank Reconciliation Australia, our advisory partners, artists Kevin Wilson and Brenda Mau for their contributions, and our employees who have collectively worked to develop our Reflect RAP. I look forward to working with our people at P&N Group, First Nations communities, and our advisory partners towards meaningful change.

Andrew HadleyChief Executive Officer P&N Group





A message from the CEO of Reconciliation Australia

Reconciliation Australia welcomes P&N Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

P&N Group joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

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

Congratulations P&N Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

Karen Mundine

Chief Executive Officer Reconciliation Australia



With approximately 190,000 members, our members and owners are one and the same, and are at the heart of everything we do.



Principal Alanah Jack, DEI Coordinator Aimee Capararo, Principal Fiona Lugnan, P&N Group CEO Andrew Hadley joined by students of the Gumbaynggirr Giingana Freedom School at a recent visit

Our Business

We're P&N Group, one of Australia's largest member-owned banking organisations. Represented by P&N Bank in Western Australia, and BCU Bank in NSW and Queensland, we are driven by a genuine belief in the value of mutuality. We strive to achieve success on behalf of our members, our communities and each other with passion, energy, and commitment.

With approximately 190,000 members, our members and owners are one and the same, and are at the heart of everything we do. Our member focus is central to our purpose which is "to enrich the lives of our members and their communities" with equity and inclusion a key pillar of our culture, our brands, and our Employee Value Proposition. With a focus on member financial wellbeing, and member centric innovation, we continue to deliver improved banking experiences for our members of today and of the future.

Our People

With east and west coast presence, our Group operates under a unique multi-brand model. The team comprises some 600 employees who work across one of our two banking brands or in Group Services roles that operate across the three states. We support our retail and business banking members through a network of branch locations, business relationship managers, regional Contact Centres, mobile lending teams and online channels. Group HQ is in the Perth CBD with regional offices in Coffs Harbour and Brisbane.

Our Diversity, Equity & Inclusion (DEI) Strategy, which forms part of both our Environment Social and Governance (ESG) Strategy and our Employee Value Proposition (EVP), focuses on building an inclusive workplace, inclusive brands and inclusive design of our products and services. With DEI an integral part of our culture, values, and the way we work, we are currently developing more inclusive processes, systems and policies to help us reach our goals. Ensuring we create a culture of belonging for our people, bi-annually we measure the workplace experience of our people through our employment engagement survey, using voluntarily submitted demographic data insights to help direct our focus on fostering inclusion and finding ways to do better for marginalised groups. Based on our voluntary internal survey in late April 2023, 1.6 per cent of our workforce identified as having Aboriginal and/or Torres Strait Islander ancestry. We are committed to increasing Aboriginal and Torres Strait Islander representation in our workforce to better represent the communities which we serve.

Our Reconciliation Action Plan

As part of the development of our inaugural ESG strategy, and in keeping with our purpose of enriching the lives of our members and their communities, we reviewed our opportunities for social impact and have explored how we can better contribute within our circle of influence to the journey of reconciliation in Australia. We are proud that as an organisation we have identified that the next step on our journey is the development of our Reflect Reconciliation Action Plan, which will allow us to build awareness and understanding of the value of reconciliation for our organisation, and for Australia, and consider ways in which we can make a tangible and lasting positive difference for Aboriginal & Torres Strait Islander peoples.

Through education and empowerment, we have commenced building purposeful relationships with leaders in First Nations communities, working to understand how we can do better and be better on our Reconciliation journey. We are committed to change; actively listening, learning, and growing so that we can amplify the voices of Aboriginal and Torres Strait Islander peoples.

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A team of employees working with Noongar Artist Shane Hansen to create a beautiful piece of artwork during NAIDOC week 2021. The artwork represents what connections mean to the P&N Group, with each other, to our members, to our community and to our First Nations histories and Cultures.





We have developed ten key implementation principles which will ensure that the delivery and embedment of this plan is authentic, genuine, and sustainable.

Our Approach to Implementation

The successful implementation of our Reconciliation journey is paramount. We have developed ten key implementation principles which will ensure that the delivery and embedment of this plan is authentic, genuine, and sustainable with the aim of achieving continued organic growth of initiatives across the organisation.

Our ten key principles for implementation:

Item	Principles	Description
1	Commitment from Leadership	Ensure top-level commitment and support for the RAP within the organisation.
2	Consultation	Engage with Aboriginal and Torres Strait Islander communities and stakeholders to understand their perspectives and collaborate in the development of the RAP.
3	Setting Clear Goals	Define specific, measurable, and achievable goals for RAP deliverables.
4	Education and Training	Provide cultural competency training to employees to enhance their understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives to foster a more inclusive workplace.
5	Promoting Employment for Aboriginal and Torres Strait Islander peoples	Actively promote the employment and career development of Aboriginal and Torres Strait Islander people within our organisation. Explore mentorship programs, scholarships, or targeted hiring initiatives.
6	Cultural Awareness Initiatives	Organise events, workshops, or cultural activities that promote understanding and appreciation of Aboriginal and Torres Strait Islander cultures among employees.
7	Regular Monitoring and Evaluation	Establish a system to track progress and evaluate the impact of the RAP. Regular assessments will help us identify successes and areas that need improvement.
8	Partnerships and Collaboration	Collaborate with Aboriginal and Torres Strait Islander organisations and communities on various initiatives, demonstrating our commitment to Reconciliation beyond the workplace.
9	Transparent Communication	Communicate the progress of the RAP to employees, stakeholders, and the public to build trust and confidence in our commitment to meaningful change.
10	Adaptability	Be open to feedback and be willing to adapt the RAP based on changing needs and perspectives.

We also acknowledge that the implementation of a RAP should be an ongoing, evolving process, reflecting the long-term commitment of the organisation to fostering reconciliation and creating a more inclusive workplace.

Our Reconciliation Action Plan Committee

Before we commenced our Reconciliation Action Plan journey, we engaged local Elders, Community Members, and numerous Aboriginal and Torres Strait Islander consultants. We wanted to understand how we could best ensure our organisation embedded strategies for delivering authentic, genuine change, and how to navigate potential barriers within our sector.

We received consistent feedback that a lack of representation by Aboriginal and Torres Strait Islander people on internal RAP working groups or Committees, an imbalance of Executive support, and change only being delivered from the top down were some of the key reasons why RAPs can falter in implementation.

In recognition of this feedback, we understood that the creation of a RAP Committee and supporting working group was essential to the success of our Reconciliation journey. The business was purposeful in appointing the RAP Committee, with the intention to appoint employees who were driven by the pursuit of equity. We ensured there was representation across all levels of leadership and a diverse range of business segments to increase visibility and engagement. The Committee was formed May 2022, comprising the following employees across the organisation, including two employees who identify as First Nations.

We wanted to understand how we could best ensure our organisation embedded strategies for delivering authentic, genuine change, and how to navigate potential barriers within our sector.



Christine MacKenzie, Chief People Officer (RAP Champion)



Lauren Grimaldi, Customer Care & Retention Lead



Elijah Graham, Multi Media Consultant



Aimee Capararo, Diversity, Equity & Inclusion Coordinator, Chair



Jessica Wilson, Senior Content Marketing Specialist



Ashton Boobyer, HQ Specialist Retail Distribution



Kaine Adamson, General Manager Broker (Executive Sponsor)



Amanda Herf, Business Readiness & Delivery Lead



Hayley Tapia, Human Resources Officer



This map features the traditional names for locations where we maintain a physical presence, including our branches and head office sites. While our physical footprint is strategically positioned along both the East and West Coasts, our diverse customer base extends beyond these boundaries. We value connections across many traditional Countries, emphasising our commitment to inclusivity and respect for the cultural diversity that characterises Australia's landscape.



Gubbi Gubbi

Maroochydore

Yuggera & Turrbal

Brisbane

Bundjalung

Ballina Lismore Tweed Heads

Gumbainggir/ Bundjalung/Yaegl

Maclean

Gumbainggir/ Gumbaynggirr

Bellingen Coffs Harbour Dorrigo Grafton Macksvile Nambucca Heads Toormina Urunga Woolgoolga Yamba

Biripi/Birpai

Port Macquarie

Delivering tangible change and building opportunities across

our business.

Our Reconciliation Journey

The P&N Group formally commenced our Reconciliation journey in 2021 as part of our overarching Diversity Equity and Inclusion strategy. As a Group, we identified key areas where change in how we operate was required, not just through acknowledging days of significance and public support of First Nations people but through delivering tangible change and building opportunities across our business.

Some of our achievements to date include:

2020

Commemorated National Reconciliation Week and Celebrated NAIDOC Week for the first time and have continued to celebrate each year. This includes employees participating in Group organised events and promoting externally organised events within our footprint

Employee Participation in an education session with Acknowledge This! where our people learnt how to conduct a respectful and appropriate Acknowledgement of Country.

2021

We provided our West Coast employees access to a Noongar Language course.

Commenced our education pathway for employees which has included hosting keynote Aboriginal speakers to talk to their experience and educate our employees through storytelling, panel events and Q&A.

2022

Engaged in an informal partnership with a First Nations bilingual school, the Gumbaynggirr Giingana Freedom School, where we have been able to financially assist and support the school and their evolving needs.

Launched an Acknowledgement of Country guide for employees and Executives including the Traditional Country per location and phonetic spelling to assist with pronunciation. We worked with local Elders, Aboriginal Land Councils across our regions and engaged our Aboriginal and Torres Strait Islander Consultants to develop this guide.

Introduced an organisation-wide process and format to include Acknowledgement of Country for all formal meetings i.e. Board meetings, all employee meetings, Executive Committee meetings.

2023

P&N Bank proudly supported the Perth Wildcats NBL Indigenous Round and as part of the sponsorship provided 100 young Aboriginal & Torres Strait Islander basketball players from the Koordoormitj Institute Grassroots Basketball Program the opportunity to attend the game.

P&N Group recently won the Gerard Daniels Human Resource Management Excellence Award in the AIM WA Pinnacle Awards for our cultural renovation program and donated the prize 'leadership and management training' to the value of \$20,000 to Noongar Mia Mia.



Our Advisory Partners

At P&N Group we want to ensure we are learning, listening, and being guided by First Nations voices and leaders. We are committed to engaging with Traditional Owners and community leaders on the respective Countries on which we work. We are proud and honoured to partner with two Aboriginal and Torres Strait Islander consultants to support us on our RAP journey.

We want to ensure we are learning, listening, and being guided by First Nations voices and leaders.

Nick Abraham Warrang-Bridil

Mervyn (Nick) Abraham is the owner and lead guide at Warrang-Bridil (meaning 'Enlighten to Acknowledge' in the Noongar language). Warrang-Bridil is an Aboriginal cultural tours and consultancy company.

With direct connection to the Whadjuk, Yued, Ballardong, Wilmen, Wardandi and Binjerup People and Country, Nick grew-up in Perth and spent his teenage years in and around the Native reserves of the Great Southern region of Western Australia, before permanently returning to Perth in 1979.

Nick created Warrang Bridil with a vision to close the gap on knowledge and understanding of Noongar peoples heritage and culture. Nick Abrahams is also the co-host of radio program Moorditj Mag and volunteers with numerous Aboriginal community organisations which strive to improve education, housing, justice sports and wellbeing outcomes.



Clark Webb

Bularri Muurlay Nyanggan Aboriginal Corporation (BMNAC)

Wajaana Yaam Gumbaynggirr Adventure Tours provides the Gumbaynggirr people with the opportunity to ensure the continuation of the transfer of intergenerational cultural knowledge whilst also providing employment.

Furthermore, a proportion of the tour profits are invested in Bularri Muurlay Nyanggan Aboriginal Corporation (BMNAC). BMNAC delivers weekly after school learning centres, cultural camps and extensive Gumbaynggirr language revitalisation initiatives.

Wajaana Yaam Gumbaynggirr employ local Aboriginal and Gumbaynggirr people with strong connections to Country and invaluable knowledge of the land and culture. Their consulting services and transfer of knowledge is paramount to the successful continuation of the Gumbaynggirr dialect.





Relationships

Given our position as a member-owned organisation, P&N Group see fostering and nurturing relationships with our people, our members and our communities as key to our existence. Strong relationships foster trust, collaboration, and meaningful engagement and developing strong relationships with Aboriginal and Torres Strait Islander communities, members, employees, and stakeholders is crucial for promoting cultural understanding, inclusion, and reconciliation.

These relationships create opportunities for mutual learning, support economic empowerment, and foster a sense of belonging, ensuring that the voices and perspectives of our First Nations peoples are heard and valued.

Our key area of focus throughout our Reflect RAP are Community Connection and increased employee participation and engagement through volunteering.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2024	RAP Committee Chair
relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	RAP Committee Chair
2. Build relationships through celebrating	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2024	RAP Committee Chair
National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	RAP Committee Chair and RAP Committee Members
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2024	RAP Committee Chair
3. Promote reconciliation through our sphere of		October 2024	CEO
influence.	Communicate our commitment to Reconciliation publicly.	October 2024	CEO
	Identify external stakeholders that our organisation can engage with on our Reconciliation journey.	April 2024	RAP Committee Chair
	Identify RAP at other like-minded organisations that we could approach to collaborate with on our Reconciliation journey.	April 2024	Manager Sustainability
4. Promote positive race relations through	Research best practice and policies in areas of race relations and anti-discrimination.	May 2024	RAP Committee Chair
anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Senior Manager People Capability, Wellness & Culture Senior Manager People Services & Learning

Respect

To foster a spirit of reconciliation and inclusivity, our organisation seeks to approach its inaugural RAP journey with respect and empathy. Respect forms the foundation upon which meaningful reconciliation can be built and mirrors our commitment to creating a respectful and inclusive working environment. We feel that we can demonstrate respect by honouring the diverse cultures, histories, and knowledge systems of First Nations peoples, acknowledging their rights and contributions, and valuing their perspectives. By actively listening and learning from one another, we aim to create an environment where mutual respect guides our actions and decisions. Together, we embark on this Reconciliation Action Plan with a shared commitment to fostering respect, understanding, and positive change.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	April 2024	Manager Sustainability RAP Committee Chair
Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	May 2024	Senior Manager People Services & Learning RAP Committee Chair
icaning.	Investigate cultural learning opportunities for our employees	May 2024	Senior Manager People Services & Learning RAP Committee Chair
6. Demonstrate respect to Aboriginal and Torres Strait Islander	Owners or Custodians of the lands and waters within our organisation's operational area.	August 2024	Manager Sustainability RAP Committee Chair
peoples by observing cultural protocols.	Continue to increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2024	RAP Committee Chair
7. Build respect for Aboriginal and Torres	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	June 2024	RAP Committee Chair
Strait Islander culture and histories by	Introduce our employees to NAIDOC Week by promoting external events in our local area.	June 2024	RAP Committee Chair
celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Manager Sustainability
			RAP Committee Chair



Opportunities

This RAP provides us with a platform to address past injustices, build relationships, and promote meaningful change through increased employment opportunities and purposeful supply chain choices. It offers a chance to bridge divides, forge partnerships, and create a future that embraces diversity, equity, and inclusion. Through the implementation of this plan, we can foster a society where all individuals, regardless of their background, can thrive and fully contribute. By embracing opportunities, we can work towards healing, reconciliation, and a shared vision of a more just and equitable society for all.

A	ction	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2024	Senior Manager People Services & Learning	
	professional	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2024	Senior Manager People Services & Learning
9.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2024	Senior Manager Procurement
		Investigate Supply Nation membership.	April 2024	Senior Manager of Procurement

Governance

Governance plays a pivotal role in the success of a Reconciliation Action Plan, ensuring accountability, transparency, and effective decision-making. A robust governance framework establishes clear roles, responsibilities, and processes for implementing and monitoring the plan.

Action	Deliverable	Timeline	Responsibility
10.Establish and maintain an effective RAP	Maintain a RWG to govern RAP implementation.	March 2024	Manager Sustainability
Working Group (RWG)	Review and update a Terms of Reference for the RWG.	March 2024	RAP Committee Chair
to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	RAP Committee Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2024	Manager Sustainability
	Engage senior leaders in the delivery of RAP commitments.	March 2024	Manager Sustainability
	Maintain a senior leader to champion our RAP internally.	September 2024	RAP Committee Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2024	Manager Sustainability
12.Build accountability and transparency through reporting RAP achievements,	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Committee Chair
challenges, and learnings both	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Committee Chair
internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Manager Sustainability
13.Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Manager Sustainability

P&N Group Reflect Action Plan Artwork

We wish to acknowledge and thank Kevin Wilson and Brenda Mau for creating this meaningful design that represents P&N Group, our two bank brands and our Reconciliation journey.

Kevin Wilson

Kevin Wilson is a Wongi man with family ties to the Goldfields region, Leonora and South Australia. With an instinct for visual storytelling, Kevin runs Nani Creative, an Aboriginal owned and led design agency focusing on bringing more mob into the creative industry.

Kevin facilitates creative workshops to bring emerging talent into creative industries. He is an Artist Member of the Indigenous Art Code, winner of 2021 WA Aboriginal and Torres Strait Islander Student of the Year Award and runs a First Nations DJ course for young musicians.

Kevin's Artwork Story

This artwork is an evolution from the original P&N Group Reflect Reconciliation Action Plan artwork, created in collaboration with Brenda Mau. The P&N Group RAP artwork tells the story of our cultural heritage ties to Country and family on the western and eastern sides of Australia.

The P&N Bank artwork speaks to my connection to Western Australia, with family across the state and a focus on the Goldfields, my great-Nan's Country.

The artwork is a celebration of the diversity of Western Australia, and the variety of landscape, cultures and people.

Within the design are waterways, hills, deserts and animal tracks. These represent the communities P&N Bank services, and to where the benefits of the Reconciliation Action Plan will flow.





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Brenda Mau

My name is Brenda Mau, I am a Torres Strait Islander, Mandubarra, Kalkadoon, Wuthathi, Ngadjonjii woman, who was born on MaMu country of North Queensland. I have always loved being artistic from a young age, but started delving into art more towards the end of my career in mining. I love expressing my individual creativity to share with the community, and show that our First Nations culture is beautiful and our identity is strong.

Brenda's Artwork Story

Elements within the artwork (banana bunches, leaves, flowers and hearts) speak to the story of small businesses that founded BCU, mainly banana farmers. The footprints and meeting place elements show the journeys across the land going from community to community where we sit listening, learning and collaborating. We build relationships, respect and trust which creates a safe and authentic connection with one another, where we can walk along side each other and recognise the contributions each person gives to their communities.

The other elements such as the people, digging sticks, coolamon, shields, boomerangs and spears are a representation of what we use to connect with each other. We use these tools to listen and learn, we share stories, we look after each other, we trust each other. These values are imbedded and understood from generation to generation.

We give respect and thanks to the land and what it gives us – water to drink, food to eat, providing us with shelter and healing. In taking care of the land, the land will take care of us in return.



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