



Reconciliation Action Plan

November 2022 to November 2025

Acknowledgement of Country

Australian Unity acknowledges the Traditional Owners and Custodians of the lands and waters within Australia and recognises the important connection to Country that Aboriginal and Torres Strait Islander peoples have. We pay our respects to Elders past, present and emerging, and all knowledge holders.

Terms

Australian Unity recognises that many Aboriginal and/or Torres Strait Islander people prefer to be called and identified by cultural names. While we understand the terms Aboriginal and Torres Strait Islander and Indigenous do not reflect the diversity of Aboriginal and Torres Strait Islander peoples, the term Aboriginal and Torres Strait Islander is used throughout the document to reflect the Traditional Owners and Custodians of the many nations and lands which make up Australia. We use the word Indigenous only in certain cases such as specific program names, names of roles/businesses or where the term is preferred by Aboriginal and Torres Strait Islander peoples.

Acknowledgements

The development of our Reconciliation Action Plan would not have been possible without the commitment and effort of many – particularly past and current, internal and external members of our RAP Leadership and Working Groups. We also acknowledge Reconciliation Australia for their generous guidance and feedback, and our partnership with NGNY. Most importantly, to all those who have shared their own Reconciliation Story and inspired us to strive for a Stretch RAP, our sincere thanks and gratitude.

The motif

Australia is a nation made up of more than 250 Aboriginal and Torres Strait Islander language groups—each with unique traditions, customs and cultures. Connecting these language groups are rivers, lakes, waterholes and oceans that have sustained Aboriginal and Torres Strait Islander communities for thousands of years.

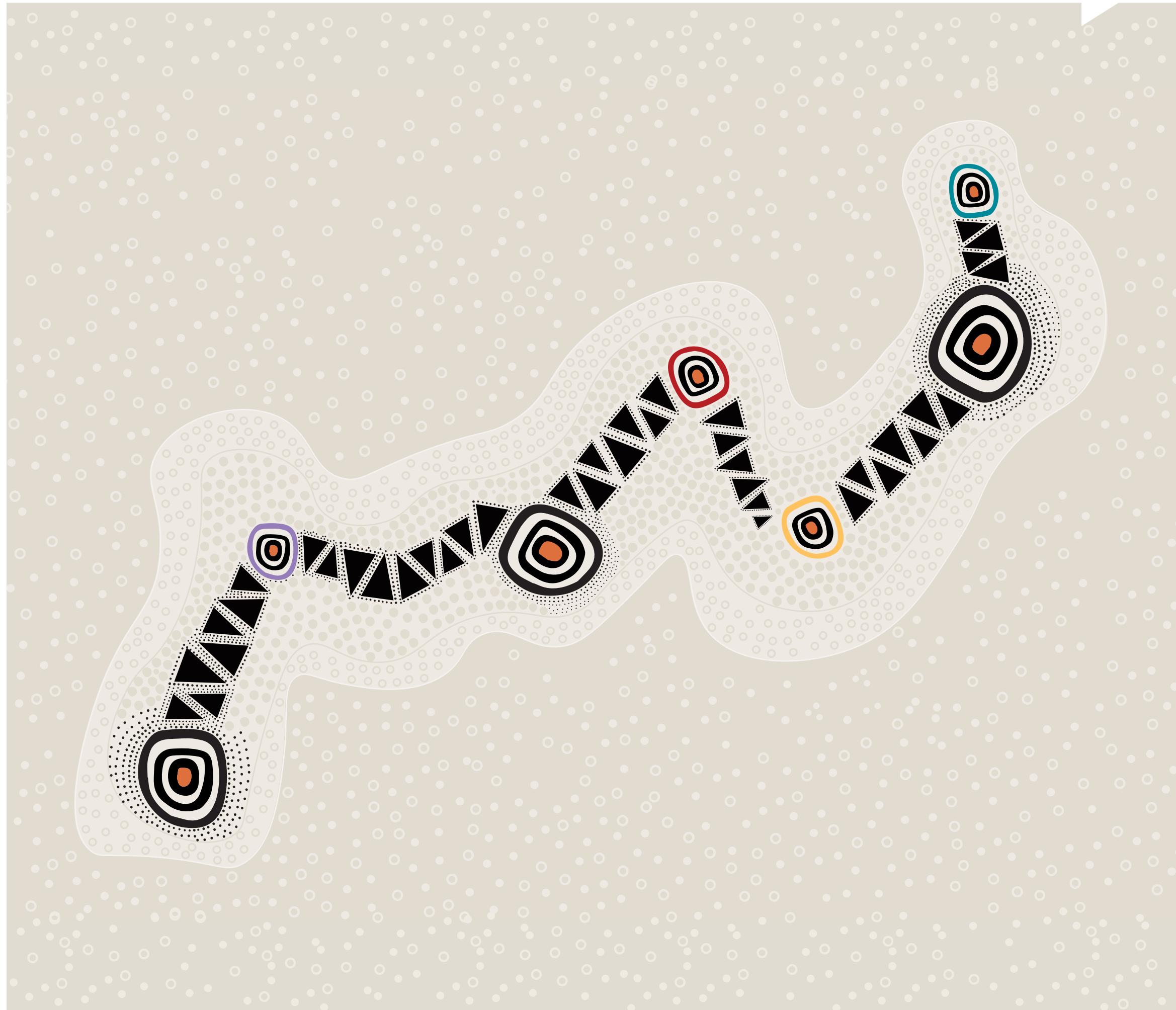
The Australian Unity reconciliation motif is a reinterpretation of the original river motif design from Australian Unity's first Reconciliation Action Plan.

The motif design combines a flow of waterways—representing our ongoing journey of reconciliation—and waterholes—symbolising the convergence of water, people and knowledge. The three larger waterholes represent the three areas of focus of our reconciliation vision, while the four smaller waterholes signify community, culture, connection and wellbeing—all of which are important themes for our customers, employees and community across our business.

About the artist

Ngakkan Nyaagu (NGNY) is a 100 percent Aboriginal-owned and operated digital agency established in 2014 by John Saulo and Liam Ridgeway. NGNY designed our first Reconciliation Action Plan motif in 2016 and has once again worked with Australian Unity to create a new take on the visualisation of our reconciliation journey.

Ngakkan Nyaagu means "see" in the Wergaia and Gumbaynggirr languages—which reflects NGNY's goal to assist clients to develop a strong presence to enable their audiences to "see" who they are, what their story is and what they do.



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We encourage you to consider whether you need to print this document.



Message from our Group Managing Director and Co-Chair of our Reconciliation Leadership Team

In 2016, Australian Unity launched our first Reconciliation Action Plan (RAP) to build strong and respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses. Underpinned by the guiding principles of Relationships, Respect and Opportunities, the plan committed us to progress reconciliation within Australian Unity and the broader community.

We've made solid progress on our reconciliation journey in the five years since the release of that first RAP—and we've celebrated some notable milestones along the way. With a focus on social and economic empowerment, we've built greater engagement with Aboriginal and Torres Strait Islander employees, customers, businesses and communities as we've sought to have a positive impact on their Real Wellbeing.

However, we recognise there is much more to do—as a company and as a country—if we are to truly alleviate and amend the pain and suffering inflicted on Aboriginal and Torres Strait Islander peoples over the two centuries that followed European colonisation. And Australian Unity, with its beginnings as one of this nation's original social enterprises just 52 years after European settlement, recognises it must show leadership in reconciliation.

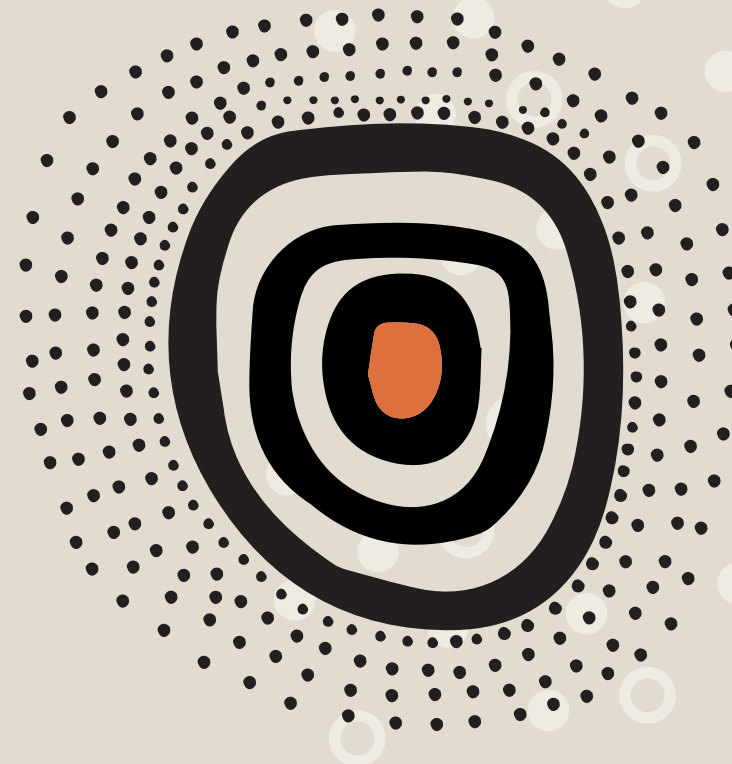
With our second RAP, we're lifting the bar. Built around the focus areas of Aboriginal and Torres Strait Islander business support and growth, meaningful careers and opportunities for Aboriginal and Torres Strait Islander

peoples, and embedding and improving cultural learning within our organisation, our RAP reaffirms our commitment to ongoing engagement and consultation with our community and employees. And it articulates how we will measure and evaluate our performance in these areas over the plan's three-year lifespan.

We welcome you on our journey—and look forward to reporting on its progress.



Rohan Mead
Group Managing Director
Co-Chair, RAP Leadership Team



Message from our Independent Co-Chair

The journey of Australian Unity on road of reconciliation is a changing and evolving one. From their first plan in 2016 to the commencement of this plan in 2022, Australian Unity has sought Aboriginal and Torres Strait Islander guidance and advice.

To their great credit, they very early on recognised that the real purpose of a Reconciliation Action Plan (RAP) is not to whisk through a range of activities and outputs in order to advance to the next level. Australian Unity understood that the real purpose of a RAP is to support a change in the relationship between Indigenous and non-Indigenous Australians, whether they be employees, members, clients, customers or the broader Australian public.

The establishment of the RAP Leadership Team, with Indigenous members external to the organisation, has been a key factor in Australian Unity's progress to date. It would have been much easier for AU not to expose itself to external critique, but this would have severely impaired its capacity to make real and lasting change. For Cristilee and I, as the external members of the Team, it has been both refreshing and exciting to work with an organisation that is genuinely committed to listening, learning and delivering on its undertakings to Aboriginal and Torres Strait Islander peoples and communities.

Like all endeavours of this nature, it has not been without its 'bumps' along the way – and that's OK. It is better to set high ambition and not quite get there even though you achieve great things along the way, than set easily attained goals that really don't make much difference one way or the other. Australian Unity has not been discouraged with setbacks – rather it has re-energised and refocused its efforts to succeed in its reconciliation determination.

I look forward to seeing Australian Unity progress on its journey of reconciliation, not only as an organisation, but more importantly as a collection of people who see it as a personal and professional responsibility to contribute to building a more equitable and fairer nation that truly embraces its First Nations peoples.



Ian Hamm
Co-Chair
RAP Leadership Team

Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I commend Australian Unity on its ongoing commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Using the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, Australian Unity has deepened its commitment to reconciliation and demonstrated its readiness to begin the next stage of its reconciliation journey.

As one of Australia's leading health, wealth and care service companies, Australian Unity has the capacity to drive considerable reconciliation outcomes through its work and across its sphere of influence. Since the release of its first RAP in 2016, Australian Unity has focused on improving Aboriginal and Torres Strait Islander wellbeing through social and economic empowerment. This has included bringing together Aboriginal and Torres Strait Islander business owners and Australian Unity subject matter experts to build commercial knowledge and capabilities, as well as reviewing its leading care and financial services to ensure they are tailored by and for Aboriginal and Torres Strait Islander peoples. Australian Unity has also demonstrated its commitment to truth-telling, including acknowledging its historical role in supporting 26 January as a national day for celebration, and advocating to change the date.

With this Stretch RAP, Australian Unity is embedding and expanding its reconciliation efforts to improve cultural learning, create meaningful careers for Aboriginal and Torres Strait Islander people, and support Aboriginal and Torres Strait Islander businesses. Promising new initiatives include introducing Deep Listening Leave to allow all employees to take leave to attend, participate and learn about Aboriginal and/or Torres Strait Islander cultures, committing to Aboriginal and Torres Strait Islander career growth that strives for 5 percent of Aboriginal and Torres Strait Islander employees in leadership positions, and targeting career growth in specific geographical areas and business units that are under-represented. It will also continue to increase Aboriginal and Torres Strait Islander business spend across the organisation in line with the Business Council of Australia's Raising the Bar commitments.

On behalf of Reconciliation Australia, I commend Australian Unity on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

About Australian Unity

Established in 1840, we are Australia's first member-owned wellbeing company, delivering health, wealth and care services.

We are committed to the Real Wellbeing of Australians. More than just our physical health, this includes our standard of living, personal safety, future security, relationships, achieving in life and our community connectedness.

We recognise that Aboriginal and Torres Strait Islander peoples are the First Peoples of Australia and the original inhabitants of this country. We celebrate their rich cultures and customs—which extends to our customers and workforce.

We understand the importance of community, culture and Country to the wellbeing of Aboriginal and Torres Strait Islander peoples, which shapes the way we design and deliver our care and services.

We're proud to have a large number of employees—particularly in New South Wales—who identify as Aboriginal and/or Torres Strait Islander people. They work across our Aboriginal Home Health business and are dedicated to providing culturally tailored care and support to Aboriginal and Torres Strait Islander clients in their local communities.

Our core businesses: health, wealth and care

Australian Unity operates a diverse, but thematically linked portfolio of health, wealth and care businesses organised under four customer-focused "platforms".

Our **Home Health platform** is an integrated healthcare business—comprising our Home Care Services, Aboriginal Home Health and Remedy Healthcare businesses—that supports Australians to age well through solutions tailored for in-home, community, virtual and telehealth settings. Remedy Healthcare operates our Healing Minds program—Australia's first mental and emotional wellbeing coaching service designed for and delivered by Aboriginal and Torres Strait Islander people. The platform also includes our Aboriginal Home Care business—dedicated to designing and providing quality, culturally-tailored care and support to our Aboriginal and Torres Strait Islander customers in their local communities.

Our **Specialist Care platform** is dedicated to delivering specialist capabilities and services in tailored settings via our residential communities, dental and disability services businesses.

Our **Retail platform** brings together our private health insurance, banking, and general insurance businesses. Focusing on the needs of our customers, members and the broader community, the Retail platform seeks to provide packages and solutions that contribute to solving affordability challenges and meeting the contemporary needs of Australians.

In 2021, the Australian Unity Bank partnered with Indigenous Business Australia (IBA) to support Aboriginal and Torres Strait Islander peoples achieve financial wellbeing and economic independence by making banking products and home ownership more accessible.

The **Wealth & Capital Markets platform** leads Australian Unity's efforts in helping Australians achieve and sustain their financial wellbeing by delivering accessible investment, capital and infrastructure solutions that meet community needs. The platform's extensive investments and projects in healthcare, aged care, childcare, student accommodation and specialist disability accommodation seek to contribute to addressing Australia's growing social infrastructure challenge.

Wealth & Capital Markets' businesses include property, advice services, life and super, and investments. We were the first organisation to ensure that funeral bonds were culturally appropriate and would cover sorry business. We continue to look at safe and trustworthy products that will support Aboriginal and Torres Strait Islander people in life and in death, ensuring they have a funeral reflecting their wishes. Additionally, we operate a trustee's business—which includes the management of Aboriginal and Torres Strait Islander Community Trusts and working with local Aboriginal and Torres Strait Islander communities—to effectively manage and invest funds to build community capacity and growth.

Australian Unity's three platforms are supported by corporate, technology, governance and finance function areas. This includes People & Culture, who are responsible for the development, communication, implementation and ongoing evaluation of our Reconciliation Action Plan, as well as other Group-wide initiatives such as diversity, work health and safety, and our philanthropic activities.

Our people

Australian Unity employs over 7,000 people—with more than 5,000 of these employees (approximately 70 percent of the workforce) providing aged care, home care and disability services.

Since June 2021, we've been capturing data voluntarily provided by new and existing employees on a range of areas, including whether they identify as an Aboriginal and/or Torres Strait Islander person. We set the baseline data in our employee record systems in December 2021 with 205 people, or 2.9 percent of our workforce, identifying as Aboriginal and/or Torres Strait Islander people. And, as of June 2022, this number has increased to 270 or 3.9 percent. Of this cohort, 89 percent, or 242, are women.

We continue efforts to engage with our employees to help them understand why all diversity data is important to us, and to make them feel safe and confident in providing this data.

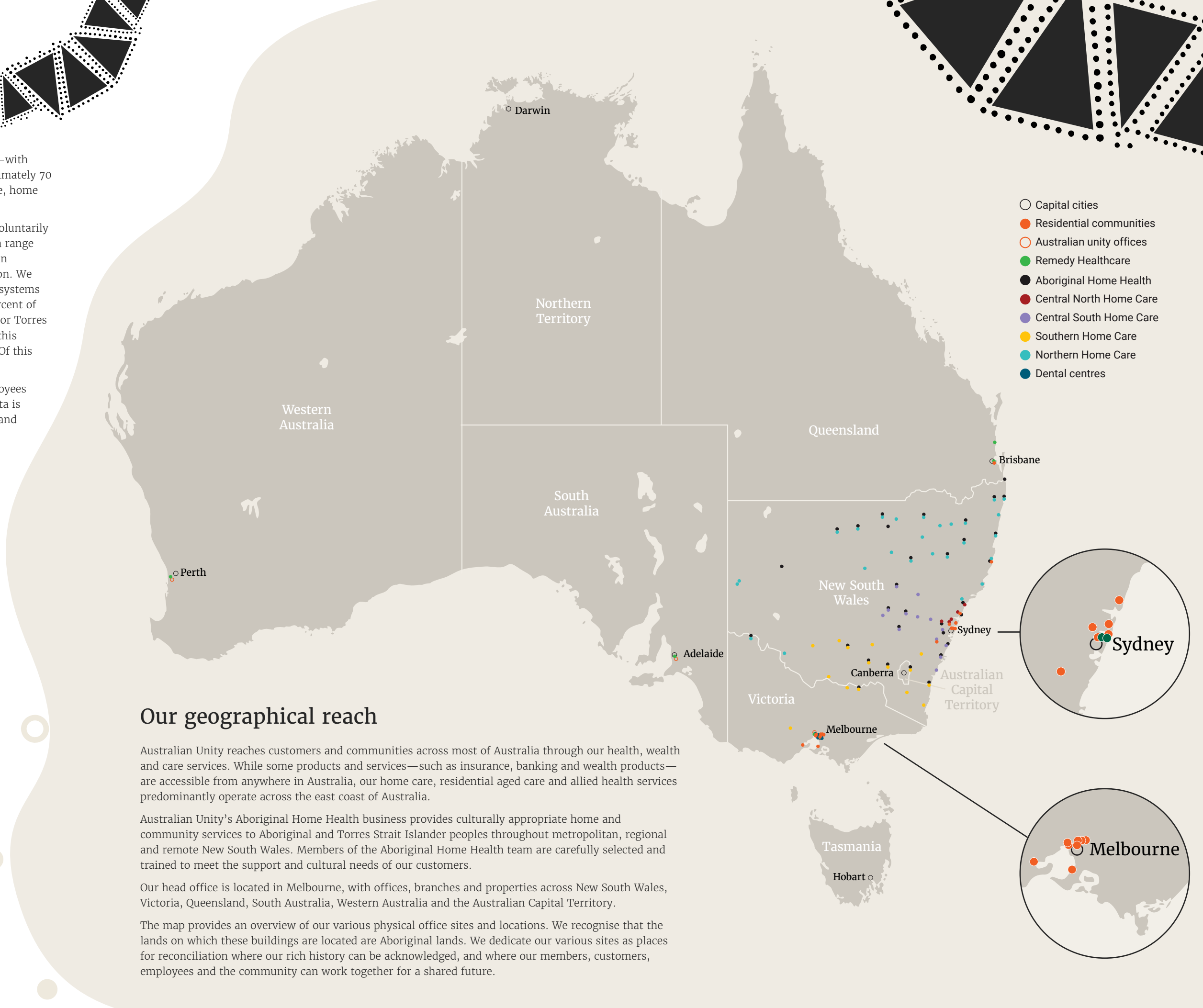
Our geographical reach

Australian Unity reaches customers and communities across most of Australia through our health, wealth and care services. While some products and services—such as insurance, banking and wealth products—are accessible from anywhere in Australia, our home care, residential aged care and allied health services predominantly operate across the east coast of Australia.

Australian Unity's Aboriginal Home Health business provides culturally appropriate home and community services to Aboriginal and Torres Strait Islander peoples throughout metropolitan, regional and remote New South Wales. Members of the Aboriginal Home Health team are carefully selected and trained to meet the support and cultural needs of our customers.

Our head office is located in Melbourne, with offices, branches and properties across New South Wales, Victoria, Queensland, South Australia, Western Australia and the Australian Capital Territory.

The map provides an overview of our various physical office sites and locations. We recognise that the lands on which these buildings are located are Aboriginal lands. We dedicate our various sites as places for reconciliation where our rich history can be acknowledged, and where our members, customers, employees and the community can work together for a shared future.



Our influence

Since our beginnings in 1840, Australian Unity has played an active role in advocacy and thought leadership on topics that matter and support the wellbeing of our members, customers, employees and the broader community. Today, we continue this in our reconciliation efforts—as reflected in our motif design and its representation of the flow of people and knowledge across community, culture, connection and wellbeing.

We are active members of key industry bodies, such as the Business Council of Australia and the Business Council of Co-operatives and Mutuals, both of which support the important role of business and mutuals in contributing to Australia's journey to reconciliation.

We also participate extensively in consultation across the government, not-for-profit and academic sectors, utilising our experience in designing and delivering services to Aboriginal and Torres Strait Islander customers and communities, and as an employer of Aboriginal and Torres Strait Islander peoples.

Our strategy

Our strategic approach guides us as a mutual wellbeing company, our strategy guides how we in how we design and deliver our health, wealth and care services to the Australian community. Despite our diverse range of businesses, these strategic themes ultimately drive our decisions and actions.



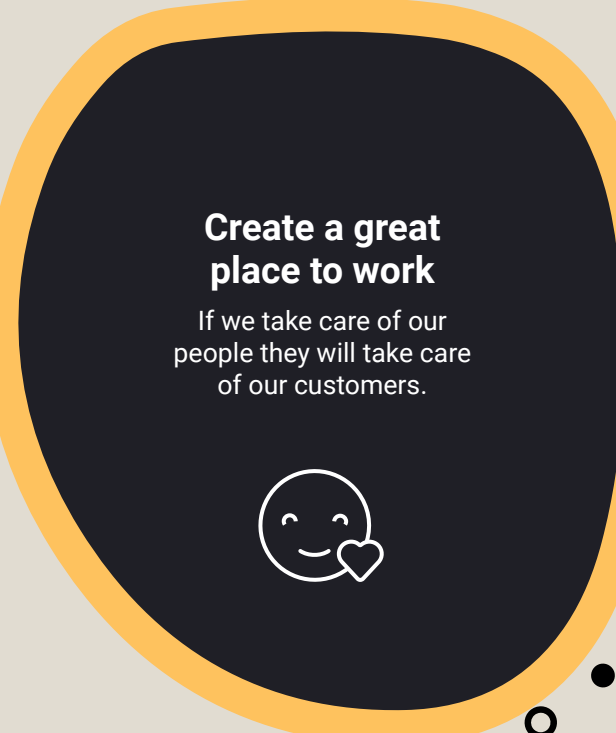
Make a difference in our community
Community is at the heart of what we do.




Put customers and members front and centre
Customers and members have choices and we want them to choose us.



Deliver sustainable performance
We've been here for 180 years and we want to be here for many more.



Create a great place to work
If we take care of our people they will take care of our customers.



Our why

Our vision for reconciliation

Reconciliation is everybody’s business, and it takes a community to create change. At Australian Unity, we are committed to progressing reconciliation—not just through our employee initiatives, but also through our influence and involvement with our customers, community, stakeholders and the wider public.

Our vision for reconciliation is to empower our people to become lifelong champions for reconciliation so they positively progress reconciliation in their own way and as part of our Reconciliation Action Plan. We seek to create a culturally capable environment where we share knowledge and stories of reconciliation, and where Aboriginal and Torres Strait Islander employees feel culturally confident to identify as Aboriginal and Torres Strait Islander people and are willing to build a meaningful and positive career with Australian Unity.

We also seek to support Aboriginal and Torres Strait Islander peoples to thrive through Real Wellbeing. We see a future where Australian Unity supports Aboriginal and Torres Strait Islander individuals, communities and businesses to prosper by building financial security and resilience through economic empowerment and opportunities. We aim to co-design specialised products and services that provide financial security and resilience for Aboriginal and Torres Strait Islander customers, such as banking, healthcare and trustee services.

We seek to support Aboriginal and Torres Strait Islander businesses so that we may contribute to the growth of their businesses, their employees and those who will be impacted in their community from the flow-on economic and social benefits.

Our commitment to reconciliation is demonstrated by the implementation of three focus areas that bring to life our vision: cultural learning, meaningful careers, and business support and growth. Our vision will be maintained by the foundations of good governance, engagement and communication and is designed to impact on our employees, as well as across our sphere of influence.

Our values of **Bold, Warm and Honest** steer our vision for reconciliation and align with Reconciliation Australia’s pillars of Relationship, Respect and Opportunities.



Why reconciliation is important to us

Australian Unity's 180-year history in providing community care and services—while remarkable—pales in comparison to the rich histories and continuing connections to Country of Aboriginal and Torres Strait Islander peoples.

Our brief shared history coincides with periods of discrimination and inequality against Aboriginal and Torres Strait Islander peoples—with many of the economic, health and social challenges remaining to this day. Indeed, some of our predecessor organisations were influential in various government policies and interventions at the time that bore negative impacts on Aboriginal and Torres Strait Islander peoples and communities.

It was not until the 1950s that the Australian Natives' Association—which merged with Manchester Unity in 1993 to form Australian Unity—began work to improve the conditions and welfare of Aboriginal and Torres Strait Islander peoples. These efforts, combined with our core objective of supporting the wellbeing of all Australians, continue to resonate with us today as we further progress our reconciliation journey.

We believe reconciliation—strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples—involves everyone and we actively encourage all our employees to support the process of reconciliation. From marking days of significance and setting RAP-related individual goals, to public support for the *Uluru Statement from the Heart* and advocating for a considered discussion on changing the date of Australia Day, Australian Unity seeks to actively encourage our employees to not only appreciate reconciliation but to be strong advocates and champions of change.

Australian Unity believes the business sector has an important role in reconciling the nation, and we are determined to provide practical support to Aboriginal and Torres Strait Islander peoples and to the broader reconciliation process.

Acknowledging our role

While we celebrate our 180-year history as a wellbeing company, it's important for our reconciliation journey to acknowledge our organisation's role in our nation's treatment of Aboriginal and Torres Strait Islander peoples in the past. This awareness helps us understand why reconciliation is particularly important to Australian Unity and to continue our efforts in bringing meaningful and positive change.

Our position on the Australia Day date

The Australian Natives' Association, formed in the late 1800s, was an early proponent of celebrating a national day and in 1888—the centenary of the First Fleet's arrival in Australia—proposed 26 January as a date for celebration. This proposed date was contested until 1935 when all states except New South Wales adopted 26 January—although it was not until 1994 that the date became a recognised national holiday.

With the discomfort for many associated with this date—particularly Aboriginal and Torres Strait Islander peoples—we believe a date to celebrate Australia as a nation should be sought that is most capable of celebration for all its peoples. Given our role in creating Australia Day—as well as our commitment to reconciliation and as a wellbeing company—we believe we should play an important part in the public discourse on this matter. Therefore, we have been, and will continue to be, advocates for a national conversation around the date of Australia Day.

Our journey through truth and understanding

Starting our reconciliation journey 2016–22

In 2016, we launched our first Reconciliation Action Plan (RAP). It ran from January 2017 to December 2019 and affirmed our strong and respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses. The RAP outlined key actions across our business to progress and promote reconciliation at Australian Unity and in the broader community. Since this time, we’ve sought to continue to grow our positive impact on and steps towards reconciliation.

“We know that Aboriginal and Torres Strait Islander peoples remain over-represented among financially vulnerable Australians, and that home ownership can lead to significantly improved socio-economic outcomes.”

—Christine Yates
CEO Retail and RAP Leadership Team Member

“When we talk about our culture, we talk about ‘our way’. It’s about our mob, our health, our way.”

—Jenny Beath
Wiradjuri woman, and General Manager of Service Delivery
Aboriginal Home Health and RAP Leadership Team Member

Aboriginal Home Health



Through Australian Unity’s Aboriginal Home Health business, we proudly provide culturally tailored home and community services that help our clients to connect and take part in community activities, such as NAIDOC Week, National Reconciliation Week and Sorry Day.

Healing Minds



Our Healing Minds program was launched in 2020 as Australia’s first phone-based coaching service for mental and emotional wellbeing designed for—and delivered by—Aboriginal and Torres Strait Islander people. Healing Minds is designed to provide a culturally tailored, strengths-based program to support self-determination and enhance quality of living.

Annual gathering



Australian Unity’s Aboriginal Home Health Gatherings are a regular opportunity to come together and connect over culture and language, and to share family histories. These regular gatherings are an opportunity for customers and employees to have fun, learn and appreciate each other's cultural connections.

IBA home loans



We have partnered with Indigenous Business Australia (IBA) to support Aboriginal and Torres Strait Islander peoples achieve financial wellbeing and economic independence by making banking products and home ownership more accessible.

TomorrowMoney support



We are proud to support TomorrowMoney, an initiative by First Nations Foundation empowering young Aboriginal and Torres Strait Islander peoples to take control of their own financial future. With financial content written by Aboriginal and Torres Strait Islander people and industry professionals, the resource provides a trusted source of information for young people, many of whom lack a go-to person to provide strong guidance on financial matters.

Community trusts



Australian Unity with a number of Aboriginal and Torres Strait Islander communities with the management of community trusts, working closely through Community Advisory Groups and members of these communities to ensure funds are invested according to their wishes to support capacity building and engagement.

Our journey to this Stretch RAP

2016

Australian Unity launches its first Reconciliation Action Plan (Innovate) in December with Recognise representatives.

Australian Unity acquires Home Care New South Wales (NSW) and introduces a standalone business dedicated to providing home care services to Aboriginal and Torres Strait Islander customers. The business goes on to become one of the biggest employers of Aboriginal and Torres Strait Islander women in NSW.

The first identified Aboriginal and Torres Strait Islander recruiter joins Australian Unity to support increased representation across Aboriginal Home Care.

Australian Unity begins identifying spend and engagement opportunities with Aboriginal and Torres Strait Islander suppliers and businesses.

Australian Unity commences its membership with Supply Nation—Australia’s largest national database of Aboriginal and Torres Strait Islander suppliers and businesses.

Australian Unity leaders attend the Garma Festival—Australia’s leading Indigenous Aboriginal and Torres Strait Islander cultural exchange event, organised by the Yothu Yindi Foundation.

Australian Unity engages four Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$40,000.

2017

Australian Unity publicly endorses the *Uluru Statement from the Heart*.

Australian Unity publicly supports a national conversation about changing the date of Australia Day.

We introduce leave arrangements to support all employees to participate in NAIDOC Week activities and removing barriers to participate.

The Australian Unity Recruiting Aboriginal and Torres Strait Islander People Guide is introduced for managers and recruiters involved in hiring practices.

Australian Unity expands its Employee Public Holiday Exchange program to include 26 January.

A dedicated strategy for Aboriginal and Torres Strait Islander business spend is implemented—focusing on enabling engagement, investment, capability uplift and economic development.

Inaugural "Capability Uplift" event held in Melbourne—bringing together Aboriginal and Torres Strait Islander business owners and Australian Unity subject matter experts to build commercial knowledge and capabilities in the Aboriginal and Torres Strait Islander business sector.

Australian Unity engages Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$205,000.

Australian Unity proactively removes barriers to entry for Aboriginal and Torres Strait Islander suppliers and increases to 19 suppliers.

Australian Unity works with the Business Council of Australia (BCA) and Supply Nation to develop the Raising the Bar Framework to grow Indigenous procurement capability and impact of BCA members.

2018

Australian Unity Foundation awards a two-year grant to First Nations Foundation to fund the My Money Dream program, an award-winning online financial literacy training program designed to financially empower Indigenous Australians.

Australian Unity hosts its first Aboriginal Home Care Gathering on the lands of the Wiradjuri people (Dubbo, NSW)—attended by more than 250 customers.

An Aboriginal and Torres Strait Islander supplier directory is implemented in Australian Unity's internal procurement system to support and identify spend opportunities.

The Capability Uplift event is held by Australian Unity in Brisbane.

Australian Unity engages Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$440,000.

Australian Unity commences using an internal procurement system to track and report on spend with Aboriginal and Torres Strait Islander businesses—engagement increases to 23 suppliers.



2019

Australian Unity sponsors the NAIDOC Week Awards Gala held in Canberra.

Australian Unity awards a grant to Purple House to support the running of the Purple Bus, getting dialysis patients back to country.

Australian Unity hosts its Aboriginal Home Care Gathering on the lands of the Wonnarua people (Hunter Valley, NSW)—attended by more than 290 customers.

The new Spring Street, Melbourne (Naarm) head office is opened, with meeting rooms and collaboration spaces named after important Indigenous people, such as William Barak, David Unaipon and Molly Kelly. An art installation by prominent Aboriginal artist, Kent Morris is installed in the building.

In partnership with Kinaway Aboriginal Chamber of Commerce, the third Capability Uplift event is held in Melbourne.

Australian Unity engages 32 Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$1.82 million.

Australian Unity begins distributing the fortnightly *Koori Mail* newspaper at its Spring Street offices.

Australian Unity become a founding member of the BCA’s Raising the Bar Framework—committing to meeting incremental procurement spend year-on-year with Indigenous businesses.



Our journey to this Stretch RAP

2020

Remedy Healthcare, a subsidiary of Australian Unity, launches Healing Minds—a coaching service designed for and delivered by Aboriginal and Torres Strait Islander peoples.

Grants are awarded to First Nations Foundation, Purple House and Black Dog Institute (Aboriginal and Torres Strait Islander Lived Experience Centre) to support various Aboriginal and Torres Strait Islander programs.

Australian Unity hosts its Aboriginal Home Care Gathering in Dharawal country (Wollongong, NSW)—attended by over 300 customers.

A diversity and inclusion identifier is across Australian Unity's people management system to enable employees to voluntarily identify their background.

John Briggs Consulting is engaged to support Australian Unity's cultural awareness strategy, including education and communication activities.

Australian Unity engages 35 Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$2.51 million.

A quarterly procurement report, including Indigenous spend and impact, is introduced for the Australian Unity Group Leadership Team to inform decision making and determine impact.

2021

Australian Unity partners with Indigenous Business Australia (IBA) to make banking products and home ownership more accessible to Aboriginal and Torres Strait Islander peoples.

Grants are awarded to First Nations Foundation, Purple House, Australian Literacy and Numeracy Foundation, and Royal Far West.

NAIDOC Week Leave arrangements are updated to enable employees undertake a cultural learning day anytime throughout the year.

Prominent Indigenous leader Ian Hamm, a Yorta Yorta man, joins Australian Unity's RAP Leadership Group as an external member.

Two Capability Uplift sessions are held virtually and attended by over 50 Aboriginal and Torres Strait Islander business representatives.

Australian Unity engages 48 Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$1.81 million.

Eighty percent of Australian Unity employees complete mandatory refreshed Reconciliation learning module.

Potential candidates are given the option of identifying as an Aboriginal or Torres Strait Islander person during the job application process.

2022

Australian Unity launches its second Reconciliation Action Plan, which is our first Stretch RAP.

Cristilee Houghton, a proud Pitta Pitta woman, joins our RAP Leadership Team.

Australian Unity engages 61 Aboriginal and Torres Strait Islander business suppliers with a procurement value of \$3.2 million. This includes \$1.7 million of procurement spend with 46 Aboriginal and Torres Strait Islander business suppliers registered or certified with Supply Nation.

NAIDOC Week Leave is renamed to Deep Listening Leave to reflect our people's feedback to make it easier to take a day of leave any time in the year to attend, participate and learn about Aboriginal and/or Torres Strait Islander cultures in a way that works for them.

Ian Hamm is invited to be co-chair of the RAP Leadership Group.





Continuing our journey to reconciliation: 2022–25

Building on our first plan, this RAP articulates our 2022–25 reconciliation vision—to empower our people to become lifelong champions for reconciliation so they positively progress reconciliation in their own way and as part of our RAP, and to support Aboriginal and Torres Strait Islander peoples to thrive through Real Wellbeing.

To realise this vision, Australian Unity has identified three focus areas to further progress reconciliation. These include:

1. Embed and improve cultural learning within our organisation
2. Create meaningful careers and opportunities for Aboriginal and Torres Strait Islander peoples; and,
3. Aboriginal and Torres Strait Islander business support and growth. In addition to these focus areas, we continue ongoing engagement and consultation with the community and employees.

These focus areas resulted from careful internal and external engagement, discussion and reflection on our last RAP. We have taken time to understand where and how we can actively advance reconciliation. Our last RAP was focused on five key action areas that covered our entire business operations. While Australian Unity has a number of products and services designed for Aboriginal and Torres Strait Islander peoples, such as Aboriginal Home Health and Healing Minds, our RAP Leadership Team agreed to focus on the areas with greatest impact on reconciliation. For our 2022–25 RAP, we stretch our focus to more tightly align with our overall vision of Real Wellbeing for our employees and customers, so they have opportunities to champion and respond to reconciliation.

Importantly, this document articulates how our strategic efforts will be measured and evaluated over the three-year period between 2022 and 2025, which has been refined and improved since our last plan.

The implementation of this RAP has been assigned as a priority in Australian Unity's Group Strategic Plan and aligns with the following organisational plans and initiatives that support a culturally aware and diverse company:

- Attraction and Workforce Strategy
- Inclusive and Diverse Workplace Standard
- Indigenous Services Strategy
- Employee Value Proposition
- Our Vision and Values
- Strategic Vision 2022–25
- ESG focus and Community and Social Value Framework

Our three focus areas

Embed and improve cultural learning

Strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples—which is at the heart of reconciliation—involves shared knowledge and understanding of the history, experience and ongoing challenges faced by Aboriginal and Torres Strait Islander peoples.

We encourage and aim to provide opportunities for our employees to learn more about reconciliation and to participate in formal and informal activities that support their understanding of Aboriginal and Torres Strait Islander histories, cultures and lived experience.

Cultural learning not only supports our wider reconciliation journey, but also contributes to how we operate as an organisation. By creating a safe, inclusive and culturally intelligent environment, we allow all our people—whatever their background or culture—to thrive.

In our last RAP we introduced NAIDOC Week Leave to remove barriers for people to participate in NAIDOC Week celebrations. Listening to our people and knowing that NAIDOC Week can be difficult for some to participate in, we have renamed this leave to Deep Listening Leave. This will allow all employees to take a day of leave any time in the year to attend, participate and learn about Aboriginal and/or Torres Strait Islander in a way that works for them.



NAIDOC Week

We know it is important for our employees to participate in cultural learning opportunities that are Australian Unity generated, and run and organised external to the company. That is why we have changed our NAIDOC Week Leave to be a day of leave that can be taken at any time of the year to support an employee's cultural learning. This is important, particularly for our employees who work in our Aboriginal Home Health service business. Often these employees are busy supporting our customers so they can participate in the week's activities, and miss out on the opportunity to take leave themselves, as it is confined to this one week. Allowing this leave to be taken any time throughout the year removes barriers for people to participate in NAIDOC Week but also provides the employee with an opportunity to self-determine their learning experience.

We launched this leave in NAIDOC Week 2022 and had more than 250 employees join us on a virtual roadtrip, with team members sharing what deep listening and cultural learning opportunities were in their area. This launch not only emphasised the change but provided people with examples and practical ideas on how they could use this important leave.



Reconciliation: it starts with understanding

In 2021, we implemented our foundation e-learning module for all employees to complete. This is the baseline learning for everyone in the organisation. Developed with John Briggs Consulting, the module provides a snapshot of cultural learning, which reflects history, our company's impact, the reason why we are focused on reconciliation, and provides practice tips to support cultural safety in the workplace.

How will we achieve this objective?

- Promote cultural confidence and strive for a welcoming and respectful workplace where people can bring their full selves to work, and feel safe to speak up, identify and do their best.
- Build cultural capability for all through culturally relevant practices and by offering cultural learning options and pathways that allow people to practice cultural capability and be proactive and accountable for their own learning.
- Facilitate truth-telling and share reconciliation stories to enable deep understanding, learning and trust building that connects customers and staff to our reconciliation journey.
- Deliver impactful events and activities for National Reconciliation Week and NAIDOC Week, as well as for other days of significance
- Encourage and promote Deep Listening Leave for all employees to utilise, as well as other leave options for Aboriginal and Torres Strait Islander employees to utilise, such as cultural leave.
- Organise community activities that support and raise awareness of Aboriginal and Torres Strait Islander charities and not-for-profit organisations.
- Partner with the employee reference group to identify enhancements and ongoing improvements to our cultural learning strategy.

Create meaningful careers for Aboriginal and Torres Strait Islander people

Australian Unity’s commitment to supporting the economic empowerment of Australians—including Aboriginal and Torres Strait Islander peoples—is evident in our dedication to creating meaningful, positive and rewarding careers and employment opportunities.

Integral to our products and services and the satisfaction of our customers and members are our people. And when it comes to providing care and support to Aboriginal and Torres Strait Islander clients and customers, we understand the importance of community and culture when designing and delivering these services.

We strive to be an employer of choice for Aboriginal and Torres Strait Islander peoples across Australia and have identified three aims to help us get there.

Increase employment of Aboriginal and Torres Strait Islander peoples

As demand for our products and services tailored to Aboriginal and Torres Strait Islander peoples increases, so too does the need for a larger workforce with the necessary cultural knowledge, capability and awareness to support the design and delivery of these services.

By 2025, we seek to have a workforce where a minimum of 5 percent of employees identify as an Aboriginal and/or Torres Strait Islander person—an uplift from our baseline identified in December 2021 of 2.1 percent.

What have you liked about working for Australian Unity in your first few months?

My experience has been very positive and I have been supported from the first day I started in my role as the Community Access Coordinator. Australian Unity staff are always there to support you when you require assistance, whether it is in person or by phone.

If you could say something to someone else in the community about working for Australian Unity, what would you say?

We are an Aboriginal service with Aboriginal staff, working with our People. Our Elders are paramount in our communities, they hold invaluable knowledge, culture and they fought hard for us—it is time for us to give back to our Elders.

Would you recommend Australian Unity to other people and why?

The Australian Unity Aboriginal Home Health team is very supportive, caring, and passionate about the work we do in all communities. Australian Unity is a large organisation providing many important services and unlimited career opportunities.

—Sabana Quayle
Community Access Coordinator

Grow internal talent

We pride ourselves on helping our people be the best they can be at what they do through building meaningful careers at Australian Unity. We have long-term and real commitments to career development, opportunities and diversification across our wide-ranging portfolio of businesses. This includes supporting the careers and development of our Aboriginal and Torres Strait Islander employees—with a focus on fostering managers and community leaders to uplift our culture and service delivery capabilities.

By 2025—and in addition to our uplift of a minimum of 5 percent of our employees identifying as Aboriginal and/or Torres Strait Islander people—we aim to see 5 percent of this cohort in leadership positions*.

We recognise that leaders can be people who have influence across community, teams and the company that may not fit our leadership definition, therefore we also aim to see 21 percent of people in positions of influential leadership^.

*Defined as a leader whose role is Band 6 and above
^Defined as an influential leader, including definition above and those that may be in roles such as Service Coordinators and Community Liaisons (as examples)

Fostering a diverse organisation

Australian Unity welcomes and celebrates difference. We nurture a respectful and inclusive culture that provides equal opportunity to grow, learn and develop, and we use diversity to our advantage in the design and delivery of health, wealth and care services to a similarly diverse Australian community.

By creating a culturally safe workplace, we seek to attract individuals from all walks of life to flourish and to also reap the benefits from a diverse environment.



We support the Munderoo Generation One aspiration to achieve employment parity within a generation... this means lifting employment levels to match non-Indigenous Australians. At Australian Unity, we are raising the bar to over-achieve parity by attracting and retaining 5 percent of our workforce as identified Aboriginal and Torres Strait Islander employees.”

—Lorraine Riddoch
General Manager, Talent and Workforce Acquisition

How will we achieve this objective?

- Increase overall Aboriginal and Torres Strait Islander employment across the company through the implementation of a dedicated attraction and workforce strategy.
- Target career growth areas in specific geographical areas and specific business units.
- Increase the number of internships and work placements for Aboriginal and Torres Strait Islander peoples.
- Build strong links among internal and external recruiters to support growth in Aboriginal and Torres Strait Islander employment.
- Improve Aboriginal and Torres Strait Islander employee satisfaction through measurement of a net promoter score.
- Reduce employee attrition through initiatives based on onboarding and exit insights.

Generation One Indigenous Employment Index

Australian Unity was pleased to be one of the first 42 organisations to participate and be benchmarked in the Indigenous Employment Index 2021. The results highlighted that there is still more work to be done to improve the employment outcomes of Aboriginal and Torres Strait Islander peoples.

Australian Unity takes this matter seriously and, aligned with our Meaningful Careers focus area, ran a practitioner deep-dive workshop in collaboration with Generation One in July 2022. The workshop provided Generation One with the opportunity to promote the Index, and allowed participating and non-participating organisations to unpack actions that work and those that don't. By sharing our experiences and learning from each other we collectively progress the realisation of the Index goals within one generation.

To read a copy of the 2021 Index results, [click here](#).



Aboriginal and Torres Strait Islander business support and growth

As a wellbeing company, one of our core goals is to support the financial security and resilience of all Australians. We see a future where Australian Unity supports Aboriginal and Torres Strait Islander individuals, businesses and communities to prosper through economic empowerment and opportunities.

We seek to create economic opportunities for our Aboriginal and Torres Strait Islander customers through co-designed and specialised products and services that provide financial security and resilience, and which recognise the specialised needs of these customers. This builds on new products and services in banking, Remedy Healthcare and our trustee services.

We also acknowledge that spending with Aboriginal and Torres Strait Islander businesses contributes to the economic empowerment of individuals and communities—by supporting businesses, their employees and others in their community benefit from the flow-on economic and social impacts. Research by Supply Nation—Australia’s leader in supplier diversity, with a national database of Aboriginal and Torres Strait Islander businesses—states that every dollar spent with Aboriginal and Torres Strait Islander businesses generates \$4.40 in social return. We seek to further our positive impact in this area by identifying and acting on opportunities to assist Aboriginal and Torres Strait Islander businesses to grow and prosper through business capability, development and other in-kind supports that we are well-positioned to offer.

Business Capability Uplift Sessions

Commencing in 2017, Australian Unity has held yearly Business Capability Uplift sessions, providing an opportunity for Aboriginal and Torres Strait Islander businesses to gather and learn a range of skills from our expert employees. The first Capability Uplift session took place at Charcoal Lane, Melbourne and focused on risk management and marketing concepts. Though the pandemic has meant pivoting to virtual sessions over the past couple of years, this has allowed us to expand our reach of attendees and topics including business banking, contractual relationships, social media, talent acquisition and financial management. As part of this sessions, employees of Australian Unity volunteer their time in providing their subject matter expertise. In line with this new RAP, we look forward to having more Capability Uplift events in person.

“We are pleased to offer these capability uplift sessions, which provide access to industry expertise and the opportunity for Indigenous businesses to take away ideas and ‘tips and tricks’ that should be useful in their operations. The sessions are targeted to provide ‘real world thinking’ and the in-person sessions particularly provide the ability for businesses to network with the AU presenters and other businesses. We are proud to play a part in supporting the growth of the Indigenous business sector”. John Georgakopoulos, General Manager, Finance Operations.

A spotlight on Position Promo

Position Promo is an Aboriginal-owned business that seeks to provide long-term employment opportunities and to engage with other Aboriginal-owned businesses to support economic participation and inclusion. The company provides marketing, personal protective equipment (PPE) and other promotional items to various companies. Australian Unity has utilised Position Promo in the past for marketing materials, but it wasn’t until the pandemic that our relationship changed.

Position Promo was vital to Australian Unity during the early stages of the COVID-19 pandemic when there was a global shortage of essential PPE for our frontline care staff. After Australian Unity had exhausted all other options with companies that specialise in PPE equipment, Position Promo stepped in to help fill the gap, providing much-needed and essential items for the safety of our customers, residents and employees. More than \$250,000 was spent with Position Promo to provide:

- 200,000+ face masks.
- 10,000+ sanitisers.
- 30,000+ nitrile gloves .

The adaptability of Position Promo was key in Australian Unity continuing to deliver safe and reliable service cross the 18 months of the pandemic.



Pipeline Talent

Pipeline Talent—a Supply Nation-certified recruitment agency—was appointed to Australian Unity’s preferred recruitment panel in 2019, and its contract has since been extended through to 2024.

Pipeline Talent recently successfully assisted Australian Unity with a project to source, hire and retain six senior Aboriginal and Torres Strait Islander roles within the Independent and Assisted Living platform (now Home Health and Specialist Care platforms). The roles included three Regional Manager and Manager roles across customer service, operations and product design. All roles were filled by Indigenous candidates in regional NSW.

Our partnership with Pipeline Talent has delivered multi-faceted benefits with positive employment outcomes for Aboriginal and Torres Strait Islander peoples, an uplift in our capabilities and revenue for an Aboriginal and Torres Strait Islander —owned business.



A spotlight on NPM Indigenous

NPM Indigenous—also a Supply Nation-certified organisation—was appointed to Australian Unity’s refurbishments panel for the next three years following a procurement process in 2022.

Our overall annual spend across the preferred refurbishments panel providers was approximately \$6.85 million, with NPM Indigenous being one of only six providers appointed to the panel. NPM Indigenous was appointed to the panel due to its ability to service all geographic regions and its capability and substantial experience. NPM Indigenous completed its first Australian Unity project in the last quarter of FY2022 valued at \$70,000.

How will we achieve this objective?

- Continue to increase Aboriginal and Torres Strait Islander business spend across the organisation in line with the Business Council of Australia’s Raising the Bar Commitments, which will see 3 percent of contestable spend procured through Aboriginal and Torres Strait Islander businesses by 2023 and then an increase of 0.5 percent each year thereafter.
- Build multi-year partnerships with Aboriginal and Torres Strait Islander businesses.
- Create organisational awareness of the benefits and opportunities of Australian Unity’s commercial activities in the Aboriginal and Torres Strait Islander business sector.
- Continue to run and further develop Capability Uplift workshops and forums to support Aboriginal and Torres Strait Islander business development and growth.
- Continue to promote stories and connections across the mutual sector to emphasise and promote the Aboriginal and Torres Strait Islander businesses.
- Co-design Australian Unity products and services—particularly those that are health- and finance-related—so they offer specific benefits to Aboriginal and Torres Strait Islander peoples across our platforms.

Governance, engagement and communication

Through strong governance and engagement, we will ensure our RAP actions are managed, tracked and reported on. Our governance structures include our RAP Leadership Team and Reconciliation Working Group who meet regularly to monitor and evaluate our actions to ensure progress towards reconciliation.

We will engage our sphere of influence (which includes employees, customers, the community that we service and work in, and the wider public that sees us as a brand) across the actions and deliverables that we are taking to progress reconciliation. Through the guiding principles mentioned on page 19, we will work with and co-design with Aboriginal and Torres Strait Islander peoples to implement this RAP. We will listen, yarn, act and empower Aboriginal and Torres Strait Islander voices so they are heard on matters that impact on them through the establishment of an Aboriginal and Torres Strait Islander reference group that also helps to share the "cultural load".

By communicating our progress at regular intervals and through a variety of channels, such as internal and external communications (such as social media), we can also reach across our sphere of influence. Whilst our three core focus areas will see important progress made, our Governance, Engagement and Communication Strategy (refer *Deliverable 11.1*) will ensure we keep our stakeholders informed and aware of our work.



Measurement and Reporting Framework

As part of our governance and communication process, our RAP will be supported by a Measurement and Reporting Framework.

This framework will:

- Focus our attention and action to deliver on key performance indicators.
- Allow us to track our impact, on and developments in reconciliation to see the work we set out to do is achieving the deliverables and meeting our actions.
- Provide a source of truth, transparency and consistent approach to data collection and analysis for reporting our results.
- Support our ability to meet our internal and external reporting requirements.
- Support transparency of information across our sphere of influence.
- Align to our Community and Social Value (CSV) Framework.
- Use to identify potential barriers and challenges as outlined on page 46.

Overall, this framework will support us measuring our overall vision and our RAP objective—to empower our people to champion and respond to reconciliation and to help Aboriginal and Torres Strait Islander peoples thrive through real wellbeing.

What community, culture, connection and wellbeing means to our customers

Our RAP motif design has been developed with input from our customers. In 2020, we asked our customers what community, culture, connection and wellbeing meant for them. This feedback was captured and utilised in the consultation phase of developing our revised and updated RAP motif, and will continue to inform aspects of our reconciliation process.

When asked about these four words, some of the responses from our customers included:

Community

“Coming together to pave the way for a better future for the next generation.”

Culture

“Culture to me is about tradition and my spirituality, and to later pass on and teach to the future generations—respect.”

Wellbeing

“Striving to have a better lifestyle with the aim of living longer than the stars.”

Connection

“Belonging. As a survivor from the past. Lost family, connections, loved ones. Learning connection all over again. Lost but not forgotten.”



Our guiding principles

To help us deliver meaningful change in our reconciliation journey, we will be guided by the following principles:

Co-design with a strong voice and representation in informing our reconciliation journey.

Reconciliation is only effective when co-designed in collaboration with Aboriginal and Torres Strait Islander peoples. Co-design of key projects and initiatives commenced as part of the 2022–25 RAP is what we strive for. Our RAP, implementation and ongoing monitoring activities will involve employees, leaders and members of Aboriginal and Torres Strait Islander communities.

All focus areas contribute equally to reconciliation.

Each of the RAP focus areas are complementary and should be read, and actioned, in conjunction with each other. All focus areas are important, and none can fully succeed without the others, including the program of Governance, Engagement and Communication.

Be specific about our reconciliation actions.

As a diverse company, there is often a reliance on generic strategies or initiatives that can easily be applied regardless of the business area setting. However, reconciliation requires meaningful change that necessitates the need for clarity on the role business areas and individuals have to contribute to Australian Unity's journey.

Demonstrate our commitment to reconciliation as a Group.

We have an important role to play as a business—particularly one with dedicated services for Aboriginal and Torres Strait Islander customers and employees—to contribute to Australia's progress towards reconciliation and play a leading role across the business sector.

Involve everyone in our reconciliation journey.

Reconciliation is everyone's business, and we are committed to supporting all of our employees who both identify and don't identify as an Aboriginal and/or Torres Strait Islander person to be part of the reconciliation process.



Our plan

Our approach to reconciliation

Reconciliation is everybody's business and it takes a community to create change. At Australian Unity, we are committed to progressing reconciliation—not just through our employee initiatives, but also through our influence and involvement with our customers, community, stakeholders and the wider public.

Reconciliation Australia's 2021 *State of Reconciliation Report* subtitled "Moving from safe to brave" strongly resonates with our values of being Bold, Warm and Honest, and sets the tone for our RAP. Through our initiatives, we will look to deepen the positive impact we create across our focus areas that emphasise the importance of relationships, truth-telling and cultural learning.

Creating the journey together

Engagement with the Aboriginal and Torres Strait Islander peoples is an integral component of understanding and progressing the reconciliation process. Similarly, involving and supporting non-Indigenous peoples makes up the other part of the reconciliation journey. Our wellbeing company is in a unique position to have a significant workforce and customer base from the Aboriginal and Torres Strait Islander communities. We seek to leverage this unique attribute as much as we can to strengthen our reconciliation efforts. Through our sphere of influence, Australian Unity will take steps to engage with the following groups.

Strategic partnerships

In addition to these activities, across our sphere of influence we have engaged specialist organisations and individuals experienced with supporting and uplifting reconciliation efforts in companies such as Australian Unity. Organisations such as Reconciliation Australia, Supply Nation, Minderoo Foundation, CareerTrackers, John Briggs Consulting and the Diversity Council of Australia will support and guide us to ensure our reconciliation efforts are well-informed, best practice and meaningful.

Employee	Customer	Community	Public
Showcase employee stories during days of significance such as NAIDOC and National Reconciliation Week.	Showcase customer stories in internal- and public-facing communications and publications.	Include community representatives as key advisers and members of our Reconciliation Leadership Team.	Participate in advocacy opportunities to raise important issues relating to reconciliation, with a focus on opportunities that highlight the role of business in the reconciliation process.
Capture diversity data and responses to inform and measure the ongoing effectiveness of the strategy.	Support customers to participate in Australian Unity and community events to celebrate days of significance, such as NAIDOC and National Reconciliation Week.	Conduct ongoing consultation with, and participation in events, led by Reconciliation Australia.	Raise awareness through external and social media.
Engage employees in the development of activities and initiatives.	Create regular face-to-face opportunities, such as Aboriginal Home Health Gatherings and YarnUps.	Deliver a quarterly publication and feedback opportunities on our strategic focus area actions.	Make our positions known on certain issues like 26 January as Australia Day and our support for the <i>Uluru Statement from the Heart</i> recommendations.
Participate in surveys, benchmarking and initiatives to boost Aboriginal and Torres Strait Islander employment opportunities.		Continue vendor engagement and active identification of new opportunities to engage Aboriginal and Torres Strait Islander businesses and Supply Nation.	
		Identify greater opportunities to work with existing and new community partners with philanthropic and in-kind support.	

Roles and responsibilities

Our RAP is supported by strong governance to ensure both accountability and appropriate engagement on the actions and initiatives that we undertake. Through our two-tier governance framework, our teams will work with internal and external stakeholders and representatives to ensure our RAP is designed first and foremost with Aboriginal and Torres Strait Islander peoples, while remaining aligned to our strategic priorities and operating responsibilities. Our governance approach also includes the monitoring and ongoing evaluation of our actions to ensure our activities remain relevant, effective and deliver real progress towards reconciliation.

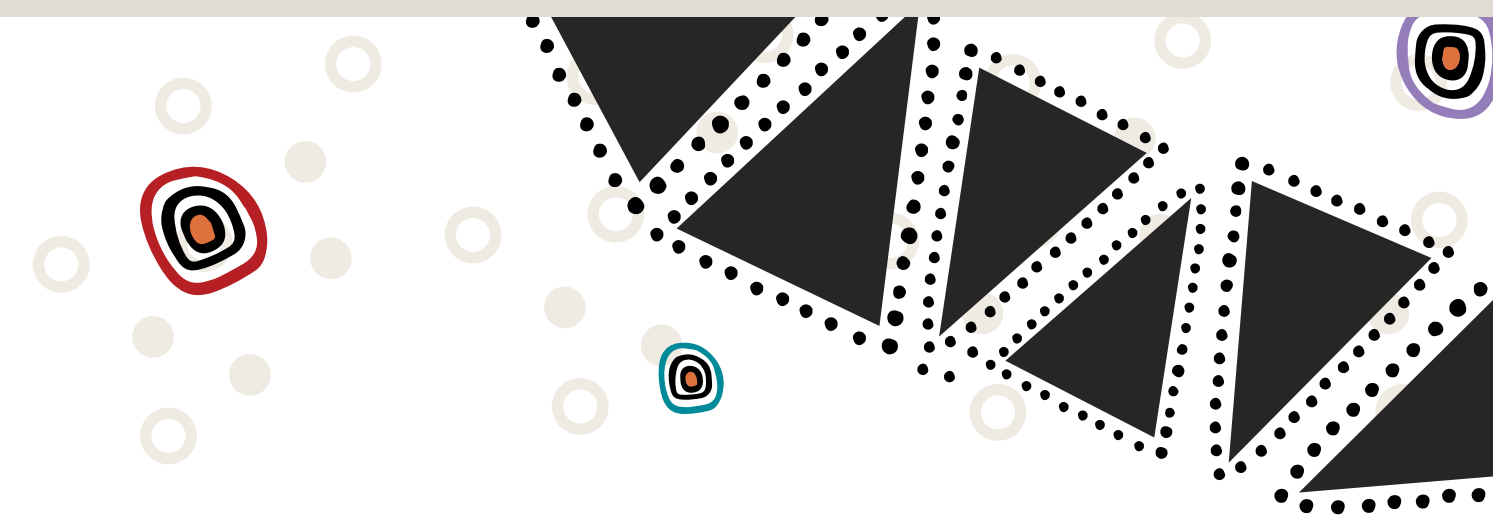
Reconciliation Leadership Team

The Reconciliation Leadership Team holds ultimate responsibility for Australian Unity’s progress towards reconciliation and provides oversight of the actions outlined in this plan. The Leadership Team comprises the Australian Unity Group Managing Director, our external independent members and senior executive managers from across the business, who also act as executive sponsors for each of the RAP’s three focus areas and the overall program.

The Leadership Team meets at least four times per year to review progress, provide strategic direction, and manage any implementation issues and challenges that may arise.

Co-Chairs	Rohan Mead	Group Managing Director
	Ian Hamm*	Chair, First Nations Foundation
External members	Ian Hamm*	Chair, First Nations Foundation
	Cristilee Houghton*	Head of Indigenous Affairs, Coles Group
	Christine Yates	Chief Executive Officer, Retail
Members	Prue Bowden	Group Executive, Home Health
	Dean Chesterman	Acting Group Executive, People & Culture
	Adnan Glinac	Executive General Manager, Life & Super
	Jenny Beath*	General Manager, Service Delivery Aboriginal Home Health
	John Georgakopoulos	General Manager, Finance Operations
	Trish Oxford*	General Manager, Indigenous Business & Community Engagement
	Naomi Fox	Head of Organisational Development
Secretariat	Angela Donovan*	Reconciliation Practice Lead

* Identifies as an Aboriginal and/or Torres Strait Islander person



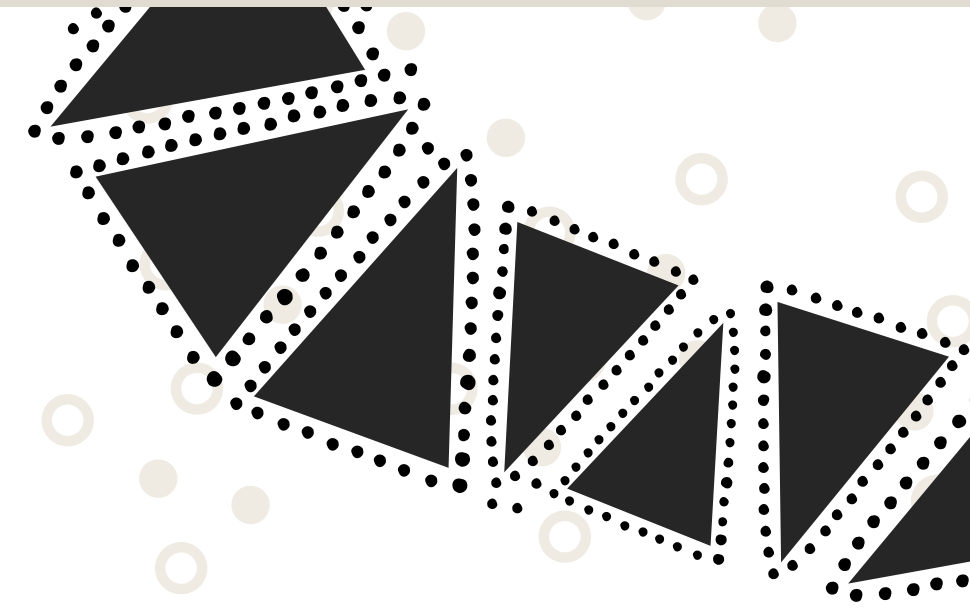
Reconciliation Working Group

The Reconciliation Working Group is responsible for designing, implementing and tracking activities outlined in this plan. The Working Group comprises key managers across Australian Unity who act as focus area leads and/or contribute specialist advice to the overall reconciliation program of work.

The Working Group meets at least 12 times per year to report the progress of the implementation of each pillar and broader program activities, identify opportunities and challenges, and escalate any issues or concerns to the Leadership Team.

Chair	Reconciliation Practice Lead*	
	General Manager, Talent & Workforce Acquisition	
	Acting General Manager, Safety, Compensation & Reporting	
	Head of Internal Communications	
	Head of Organisational Development	
	Head of Public Affairs	
	Senior Manager, Sourcing	
	Regional Manager, Indigenous Services Western*	
	Standing members	Reconciliation Leadership Team





Implementation leads

The Leadership Team Working Group are responsible for implementing the focus area strategies as outlined below, as well as ensuring we meet the deliverables and actions allocated by Reconciliation Australia set out in this RAP across the pillars of Respect, Relationships and Opportunities.

Focus area	Embed and improve cultural learning	Create meaningful careers	Aboriginal and Torres Strait Islander business support and growth	Governance, engagement, and communication
Lead	Head of Organisational Development	General Manager, Talent & Workforce Acquisition	General Manager, Finance Operations	Secretariat
Leadership Team sponsor	Group Executive, Home Health	Group Executive, People & Culture General Manager, Service Delivery Aboriginal Home Health	Chief Executive Officer, Retail Executive General Manager, Life & Super	General Manager, Indigenous Business & Community Engagement

In addition to working with individuals, Australian Unity will also work with external organisations to support our reflection process, development and partnering stages when executing our RAP. These organisations, such as Reconciliation Australia, as well as the Traditional Owners of the land in which we operate, are examples of stakeholders that will help inform and guide our reconciliation direction.



Managing the challenges

As a large organisation with many business units delivering various health, wealth and care services, we acknowledge the need to ensure our reconciliation actions and messages are both relevant to our diverse cohorts of employees and customers, as well as consistent from an organisational perspective. Not capturing this balance runs the risk of diminishing our reconciliation efforts and failing to meet stakeholder expectations.

Managing these challenges will be a critical aspect of ensuring our activities and initiatives bring real and meaningful change in the reconciliation process.

Challenge	Understanding and managing the challenge
Having breadth and depth of voice and representation.	In addition to co-designing the development and implementation of our Reconciliation Strategy with Aboriginal and Torres Strait Island peoples, it is important to ensure intersectionality (such as community and cultural background, sexuality, disability and age) is similarly considered, represented and supported as part of our reconciliation efforts.
Managing the expectation to follow our competitors or other organisations.	While we are inspired by, and support, reconciliation activities and initiatives by other organisations, we identify where our impact and change would be most effective based on our customer and employee demographics. This tailored approach helps us to avoid undertaking "tokenistic" or unsuitable actions due to pressure to follow others. Through our RAP Leadership Team conversations, we continue to check in on our progress to stay true to what we commit to achieve.
Supporting reconciliation efforts across all business units.	Aboriginal Home Health, part of our Home Health Platform, has traditionally driven our reconciliation efforts. The team co-design with the many areas of Australian Unity that now deliver specialist products and services to Aboriginal and Torres Strait Islander customers, such as our banking, Remedy Healthcare and trustees businesses. We will continue to learn from and co-design with this area to deliver further specialist products and services to support economic empowerment, lifelong wellness and strong communities for Aboriginal and Torres Strait Islander peoples.
Maintaining a focus on reconciliation among business unit challenges and priorities.	We acknowledge that the competing priorities, challenges and resources across our business units will impact on this important work, and, as such, we seek to embed reconciliation into our day-to-day systems, processes and behaviours. For example, we will create a seamless process to consider and engage Aboriginal and Torres Strait Islander suppliers, and include reconciliation goals as part of our yearly performance goal setting.
Recognising that engagement doesn't always have to be transactional to be effective.	While the vast majority of our reconciliation efforts involve two-way and open engagement with our customers, employees, communities and specialist advisers, we acknowledge that there are times we are able to contribute to the reconciliation process without necessarily being transactional or expecting something in return. For example, we prioritise raising awareness on social media and public forums, participating in government and advocacy efforts to promote social and economic opportunities for Aboriginal and Torres Strait Islander peoples, and highlighting where we can be a role model business in contributing to the reconciliation process.

Our actions



RECONCILIATION
ACTION PLAN

STRETCH



Relationships

As a wellbeing company, we know that people's wellbeing is linked to the connections and relationships they have with others. We know that by building greater relationships across our sphere of influence, we are supporting the shared knowledge and understanding of reconciliation among all Australians. Working with, and alongside, Aboriginal and Torres Strait Islander peoples, businesses and communities, we know that a positive and respectful working relationship based on understanding and reciprocity is essential for reconciliation.

Our journey to this second RAP has been focused on working with members of our RAP Leadership Team and Working Group, external members and stakeholders to ensure our plan is well informed, respectful and delivers on our shared goal. Through the actions outlined below and on the following pages, we look to build greater engagement and communications over the course of this RAP through partnerships and sharing experiences, particularly those that embed and improve cultural learning.

Through our Governance, Engagement and Communication focus area, we aim to build stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians, including our employees, customers and the community. We will engage further with Aboriginal and Torres Strait Islander leaders and communities to continuously learn and develop our delivery to reconciliation, and the products and services we provide.

Action	Deliverable	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations including Traditional Owners of the local areas in which we operate.		
	1.1 Review, update and implement our Governance, Engagement and Communication strategy to support our work with Aboriginal and Torres Strait Islander employees, partners, suppliers and customers to support community connectedness and respectful relationships.	December 2022–24	Secretariat
	1.2 Establish and maintain over the three year RAP period, three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2023	Secretariat
	1.3 Meet with at least three local Aboriginal and Torres Strait Islander stakeholders and/or organisations each year to review, improve and update our engagement plan and principles for engagement.	December 2023	Secretariat
	1.4 Develop and strengthen relationships with local land councils and Traditional Owner groups to support a list of key contacts for Welcome to Country and other significant events.	July 2023	Secretariat
2	Build relationships through celebrating National Reconciliation Week.		
	2.1 Circulate Reconciliation Australia's resources and reconciliation materials to all employees in advance of National Reconciliation Week.	May 2023–25	Head of Internal Communications
	2.2 Promote National Reconciliation Week and share materials internally via our all-employee intranet site and communications. This includes (but is not limited to) sharing reconciliation-related stories, information and thought leadership across various communication channels and mediums.	The month of May and during 27 May–3 June 2023, 2024, 2025	Head of Internal Communications
	2.3 Promote National Reconciliation Week and share materials externally via our social media site and public-facing website.	27 May–3 June 2023, 2024, 2025	Head of Brand and Content
	2.4 Promote National Reconciliation Week and other days and weeks of significance across the year, and share materials on our public-facing website.	27 May–3 June 2023, 2024, 2025	Head of Digital Channels
	2.5 Ensure RAP Leadership Team and Working Group members participate in at least one internal and two external events during National Reconciliation Week.	27 May–3 June 2023, 2024, 2025	RAP Leadership Team Co-Chairs
	2.6 Ensure all Australian Unity executives participate in at least one internal or external National Reconciliation Week event annually.	27 May–3 June 2023, 2024, 2025	Group Managing Director
	2.7 Organise four internal National Reconciliation Week events each year, including at least one organisation-wide event. Examples include keynote speaker, Q&A session, film viewing or group competitions.	27 May–3 June 2023, 2024, 2025	Head of Organisational Development
	2.8 Register all our events on Reconciliation Australia's National Reconciliation Week website in advance of National Reconciliation Week.	May 2023, 2024, 2025	Secretariat
2.9 Encourage and support our people, from frontline employees to senior leaders, to participate in external events to recognise and celebrate National Reconciliation Week.	The month of May and during 27 May–3 June 2023, 2024, 2025	Head of Internal Communications	

Action	Deliverable	Timeline	Responsibility	
3	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.			
	3.1	Group Managing Director to promote the updated RAP to all employees highlighting our three focus areas and the way this plan will support our product and service delivery to Aboriginal and Torres Strait Islander peoples, as well as build on reconciliation.	May 2023, 2024, 2025	Head of Internal Communications
	3.2	Continue to publicly support the <i>Uluru Statement from the Heart</i> through internal and external advocacy, and recognise its importance in reconciliation.	The month of May and during 27 May–3 June 2023, 2024, 2025	Head of Internal Communications
	3.3	Advocate for a national conversation around the date of Australia Day, and encourage a respectful and informed discussion of views on this topic.	27 May–3 June 2023, 2024, 2025	Head of Brand and Content
	3.4	Advocate through our associated memberships, such as the Business Council of Australia and Business Council of Co-operatives and Mutuals, on a range of topics relating to health and economic outcomes for Aboriginal and Torres Strait Islander peoples.	27 May–3 June 2023, 2024, 2025	Head of Digital Channels
	3.5	Actively celebrate and share stories, information and thought leadership to employees across internal channels.	27 May–3 June 2023, 2024, 2025	RAP Leadership Team Co-Chairs
	3.6	Communicate our commitment to reconciliation on the following public channels: <ul style="list-style-type: none"> • Australian Unity website • Australian Unity social media channels • internal and external forums, such as the Business Council of Australia, industry-specific associations, supply networks, and so on • external recruitment channels. 	27 May–3 June 2023, 2024, 2025	Group Managing Director
	3.7	Review our company website collateral and improve the Acknowledgement of Country and commitment to reconciliation on our website.	Review September 2022, 2023, 2024	Secretariat
	3.8	Implement our visual motif of reconciliation across our inbound and outbound marketing channels, including the company website.	November 2022	Head of Digital Channels
	3.9	Promote significant events through our external channels for the following dates, highlighting the theme and what we are doing in relation to that theme: <ul style="list-style-type: none"> • Lead up to 26 January (Australia Day/Day of Mourning) • Anniversary of the Apology • National Reconciliation Week, including Mabo Day and the anniversary of the 1967 referendum • Sorry Day • NAIDOC Week • Indigenous Business Month. 	27 May–3 June 2023, 2024, 2025	RAP Leadership Team Co-Chairs
3.10	Promote significant events through our external channels for the following dates highlighting the theme and what we are doing in relation to that theme <ul style="list-style-type: none"> • Lead up to January 26 (Australia Day/Day of Mourning) • Anniversary of the Apology • National Reconciliation Week including Mabo Day and the Anniversary of the 1967 referendum • Sorry Day • NAIDOC Week • Indigenous Business Month. 	27 May–3 June, 2023, 2024, 2025	Head of Internal Communications	

Action	Deliverable	Timeline	Responsibility
3.11	Work with five other like-minded organisations who also have a RAP to implement ways to advance reconciliation across mutual focus areas.	July 2025	Secretariat
3.12	Develop content, stories and information relevant to our RAP and focus areas that can be promoted through our internal and external channels.	Review impact December 2022, 2023, 2024	Secretariat
3.13	Amplify the stories and voices of Aboriginal and Torres Strait Islander employees, communities and businesses across internal communications.	Review impact December 2022, 2023, 2024	Head of Internal Communications
3.14	Amplify the stories and voices of Aboriginal and Torres Strait Islander peoples, communities, and businesses across our external communications.	Review impact December 2022, 2023, 2024	Head of Public Affairs, Head of Brand and Content
3.15	Use different learning and engagement opportunities, such as YarnUps, Aboriginal Home Health Gatherings and soil groundbreaking to echo our reconciliation commitment to our employees.	Review impact December 2022, 2023, 2024	Head of Organisational Development
3.16	Communicate our RAP, and the impact we are striving to achieve across its timeline, to customers across all business units.	Annually by June 2023, 2024, 2025	Head of Brand and Content
3.17	Investigate and sponsor at least one Aboriginal and/or Torres Strait Islander national programs and/or awards event that celebrates the successes and achievements of Aboriginal and Torres Strait Islander people and/or businesses each year. Examples include NAIDOC Week Awards and the Supply.	Review each July 2023, 2024, 2025	Secretariat
3.18	Support employees to embed reconciliation aims in their performance goals each year from our RAP library of goals. These may include using Deep Listening Leave, supporting Aboriginal and Torres Strait Islander businesses or attending a cultural learning event.	Complete August and January 2022, 2023, 2024, 2025	Acting General Manager, Safety, Compensation and Reporting
3.19	Review employee performance goals set to impact on reconciliation to learn what goals people are setting and tailor our learning approach to support people achieve their goals.	August 2022, 2023, 2024	Acting General Manager, Safety, Compensation and Reporting
3.20	Display a range of visual symbols, such as Acknowledgment of Country plaque, Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Indigenous Map and the <i>Uluru Statement from the Heart</i> , in our corporate offices.	August 2023	General Manager, Finance Operations
3.21	Investigate with tenants of our Australian Unity-owned assets the ability to display a range of visual symbols within the premises, such as Acknowledgment of Country plaques, AIATSIS Map and the <i>Uluru Statement from the Heart</i> .	December 2023	Secretariat

Action	Deliverable	Timeline	Responsibility
4 Promote positive race relations through anti-discrimination strategies.	4.1 Review our Welcoming Difference Policy suite, which includes anti-discrimination, equal opportunity and negative behaviour stances, as well as the associated compliance module to continually develop the language and content.	Review March 2023, 2024, 2025	Head of Learning
	4.2 Review our “Reconciliation: it starts with understanding” e-learning program and work with the learning provider to continuously improve the content, which speaks about examples of discrimination and stereotypes and encourages people to speak up, call out and report racism or discrimination.	Review March 2023, 2024, 2025	Head of Learning
	4.3 Promote avenues of support, including Speaking Up Policy, dedicated Employee Assistance Program for Aboriginal and Torres Strait Islander employees and access to Mindstep and Healing Minds, to promote places for employees to seek support if they’re experiencing negative workplace and community behaviours that impact on their cultural confidence and safety.	Review March 2023, 2024, 2025	Acting General Manager, Safety, Compensation and Reporting
	4.4 Engage with Aboriginal and Torres Strait Islander advisers and employees to continuously improve our Welcoming Difference Policy and associated anti-discrimination standards.	March 2023, 2024, 2025	Head of Organisational Development
	4.5 Communicate our Welcoming Difference Policy, Speaking Up Policy and associated anti-discrimination standards and procedures to all employees.	Review August 2022, 2023, 2024	Head of Internal Communications
	4.6 Continue membership with Diversity Council Australia and promote learning opportunities to senior leaders.	Review July 2023, 2024, 2025	Head of Organisational Development
	4.7 Provide ongoing education opportunities for senior leaders and managers on the effects of racism through activities and initiatives, including (but not limited to) membership with Diversity Council Australia.	Review March 2023, 2024, 2025	Head of Organisational Development
	4.8 Encourage Group Leadership Team and senior leaders to publicly support anti-discrimination and anti-racism initiatives through their sphere of influence.	Review approach March 2023, 2024, 2025	Group Executive, People & Culture
	4.9 Plan and implement strategies to improve awareness of intersectionality and diversity of Aboriginal and Torres Strait Islander peoples, such as community and cultural background, sexuality, disability and age, and ensure these are considered, represented and supported as part of our reconciliation efforts.	Review March 2023, 2024, 2025	Head of Organisational Development
5 Listen and learn from employee and customer experiences to continuously improve relationships, strengthen products and services, practices and procedures.	5.1 Implement strategies to ensure Aboriginal and Torres Strait Islander employee and customer voices are heard on issues that impact on them in communities through consultations, YarnUps and Annual Gatherings.	Review September 2022, 2023, 2024	Secretariat
	5.2 Investigate, co-design and implement an employee reference group. This group/network will be a place for employees to connect, be consulted and provide advice to our formal governance structures.	December 2022	Secretariat
	5.3 Promote the opportunity for Aboriginal and Torres Strait Islander people to voluntarily identify within our people system to reflect a culturally confident workforce and culturally safe workplace.	Review August 2022, 2023, 2024	Head of Internal Communications
	5.4 Participate each year in external surveys and benchmark indexes, such as the Generation One Indigenous Employment Index, to understand the employee experience and learn from these tools.	September 2022, 2023, 2024	Secretariat
	5.5 Investigate and capture insights from employees through onboarding and offboarding feedback, people pulse and other employee engagement strategies to obtain employee feedback to better improve our workplace system, culture and practices.	Review approach September 2022, 2023, 2024	Head of Organisational Development
	5.6 Listen to and consult with Aboriginal and Torres Strait Islander employee and customer voices, experiences, and perspectives when reviewing and amending internal mechanisms and procedures to ensure future initiatives and strategies are co-designed.	Review approach September 2022, 2023, 2024	Head of Organisational Development
	5.7 Consider current Australian Unity products and services—particularly health and economic-related products and services—and investigate how these may be altered or refined so they offer a specific offering to Aboriginal and/or Torres Strait Islander people across our four platforms (Retail, Wealth & Capital Markets, Home Health and Specialist Care).	December 2022, 2023, 2024	RAP Leadership Team Co-Chairs

Action	Deliverable	Timeline	Responsibility
6 Demonstrate strong leadership among the RAP network to advance reconciliation in Australia	6.1 Approach our strategic community partners, as well as select commercial clients, and offer to assist in the development and implementation of their RAPs.	Review September 2023, 2024, 2025	Head of Organisational Development
	6.2 Seek opportunities to recognise and share our company's truth when speaking and working with the RAP network to highlight the reason why we are committed to reconciliation.	Review July 2023, 2024, 2025	RAP Leadership Team Co-Chairs
	6.3 Attend and participate in a minimum of two RAP leadership gathering events annually hosted by Reconciliation Australia.	Review September 2022, 2023, 2024	Secretariat
	6.4 Ensure at least one representative attends the RAP Conference annually.	Review July 2023, 2024, 2025	Secretariat



Respect

We strive to become Australia's most trusted wellbeing company and for that to occur we must be respectful and provide culturally safe, confident and appropriate outcome-based services to Aboriginal and Torres Strait Islander peoples. Through observing cultural protocols, Acknowledgment of Country, learning about our past and the truth of this nation, our organisation can strive to move forward together for a shared future filled with opportunities.

Cultural learning not only supports our wider reconciliation journey, but also contributes to how we operate as an organisation. By creating a safe, inclusive and culturally-confident environment, we allow all our people—from diverse backgrounds and cultures—to thrive. By supporting our whole workforce to learn about Aboriginal and Torres Strait Islander cultures and histories, they can become conscious allies and advocates across our sphere of influence, and respectful of their place in supporting reconciliation.

Action	Deliverable	Timeline	Responsibility
7 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	7.1 Review our cultural learning strategy to ensure it is meeting the needs of the organisation and supports the cultural learning focus area.	Review August 2022, 2023, 2024	Head of Organisational Development
	7.2 Review employee performance goals set to impact on reconciliation to learn what goals people are setting and tailor our learning approach to support people achieve their goals.	Review August 2022, 2023, 2024	Acting General Manager, Safety, Compensation and Reporting
	7.3 Continually consult and engage local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers on the implementation of a cultural learning strategy.	Review July 2023, 2024, 2025	Head of Organisational Development
	7.4 Work with Traditional Owners and community organisations in the local areas where we intend to take employees for physical cultural learning activities, such as walks on Country, to understand the options to boost our cultural learning strategy.	December 2022	Head of Organisational Development
	7.5 Ensure all Reconciliation Working Group, Reconciliation Leadership Team and other key senior leaders participate in structured cultural learning (face-to-face and/or on-Country immersion).	July 2025	Head of Organisational Development
	7.6 All new employees to undertake the <i>Reconciliation: it starts with understanding</i> elearning module within three months of joining the organisation	Review July 2023, 2024, 2025	Head of Learning
	7.7 Develop and deploy an all-employee cultural awareness program.	December 2022	Head of Learning
	7.8 Ensure all employees complete online cultural awareness training.	December 2023	Head of Learning
	7.9 Ensure more than 50 percent of employees undertake formal and structured cultural learning opportunities through a hybrid program (face-to-face and virtual) and immersion programs by 2025.	July 2025	Head of Learning
	7.10 Promote Deep Listening Leave throughout the year, and encourage and support employees and senior leaders to participate in at least one event of their choosing that supports self-directed learning.	Review June 2023, 2024, 2025	Head of Internal Communications
	7.11 Annually report on the number of employees who have taken Deep Listening Leave to the Group Leadership Team.	July 2023, 2024, 2025	Secretariat
	7.12 Review the cultural learning needs of our employees each year to measure and track understanding and improvement across identified learning outcomes.	Review July 2023, 2024, 2025	Head of Learning
	7.13 Support 10 employees from across Australian Unity to attend and support the Aboriginal Home Health Gathering to engage, learn and participate in the production of this gathering.	Review July 2023, 2024, 2025	General Manager, Indigenous Business & Community Engagement
	7.14 Engage the employee reference group and/or our internal employee community to support the implementation of a cultural learning strategy across all business units.	December 2022	Head of Learning

Action	Deliverable	Timeline	Responsibility
8 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	8.1 Develop, implement and communicate a cultural protocol resource and/or e-learning module tailored for all employees and outlining the best ways to engage with colleagues who identify as Aboriginal and/or Torres Strait Islander people. Protocol to include information on Welcome to Country and Acknowledgement of Country, sorry business, cultural obligations, and men's and women's business.	December 2022	Head of Organisational Development
	8.2 Take the employee cultural protocol resource and/or e-learning module and adapt this as required for the context of communities and customers ensuring it respects cultural protocols and customer dignity in the communities in which we operate.	June 2023	General Manager, Indigenous Business & Community Engagement
	8.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including Australian Unity Annual General Meetings, and office or site openings.	August 2022, 2023, 2024	Group Managing Director
	8.4 Promote the importance of Acknowledgement of Country and Welcome to Country with specific focus and resources to ensure all employees are aware of the significance and cultural protocols for these activities.	December 2022	Head of Internal Communications
	8.5 Encourage and support all employees to continue to facilitate and include an Acknowledgement of Country or other appropriate protocols at both internal and external events, including town halls, business unit meetings and events.	Review July 2023, 2024, 2025	Head of Internal Communications
	8.6 Ensure senior leaders deliver an Acknowledgement of Country or other appropriate protocols at both internal and external events, including business unit meetings and events.	Review yearly August 2023, 2024, 2025	Group Managing Director and Group Executives
	8.7 Audit our corporate offices to ensure they contain visual acknowledgements, and where required, install appropriate visual cues and plaques.	August 2022	General Manager, Finance Operations
9 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.	9.1 Ensure Reconciliation Leadership Team and Working Group participate in at least one external and one internal NAIDOC Week event each year.	First week in July 2023, 2024, 2025	Secretariat
	9.2 Promote the Australian Unity Taking Time Policy, which supports employees with opportunities for community leave, wellbeing leave, cultural learning leave, cultural obligations leave and sorry business leave.	Complete each July 2023, 2024, 2025	Head of Internal Communications
	9.3 Run traditional ceremonies on our corporate sites in line with NAIDOC Week to recognise the land we gather and work on.	July 2023, 2024, 2025	General Manager, Finance Operations
	9.4 Support our people to take leave that is appropriate to them to use in activities such as listening to, and engaging with, Aboriginal and Torres Strait Islander peoples. This one-day-a-year leave offering changes from a specific NAIDOC Week to an all of year offering for deep listening.	June 2023, 2024, 2025	Secretariat
	9.5 Support all employees to participate in NAIDOC Week events in their local area, including NAIDOC Week marches, customer events and cultural awareness events by communicating and emphasising opportunities.	First week in July 2023, 2024, 2025	Secretariat
	9.6 In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one internally arranged NAIDOC Week event across NSW or Victoria, and in a regional location each year.	July 2023, 2024, 2025	Secretariat
	9.7 Recognise and acknowledge Australian Unity's role in the establishment of Australia Day (26 January) and continue to engage in respectful discussion around a change of date, as well as other aspects of our history relevant to reconciliation.	Each January 2023, 2024, 2025	Head of Public Affairs



Opportunities

We will make a concerted effort to promote and provide opportunities within our three focus areas. It's important that we ensure people have opportunities for careers and not just roles at Australian Unity, and for people to stay with us, move through our multi-business unit organisation and grow into leadership positions.

Providing opportunities for small businesses is also important to support the economic empowerment of the businesses and the individuals they employ. To ensure we provide a culturally confident workplace, we will also support our people leaders and hiring managers with the skills to feel confident in providing opportunities to their teams, and to recruit and retain Aboriginal and Torres Strait Islander employees.

Action	Deliverable	Timeline	Responsibility
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1 Engage with Aboriginal and Torres Strait Islander employees and organisations to consult on our recruitment, retention and professional development strategies.	Review July 2023, 2024, 2025	General Manager, Talent & Workforce Acquisition
	10.2 Continuously develop and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategies.	Review July 2023, 2024, 2025	General Manager, Talent & Workforce Acquisition
	10.3 Review and update our <i>Hiring Manager Guide</i> to ensure people leaders and hiring managers are aware of the talent management practices supporting the recruitment and retention of Aboriginal and/or Torres Strait Islander people in a culturally confident way.	December 2022	General Manager, Talent & Workforce Acquisition
	10.4 Evaluate the rollout of the <i>Hiring Manager Guide</i> , capturing continuous improvement opportunities to better support the talent management of Aboriginal and Torres Strait Islander employees.	July 2023	General Manager, Talent & Workforce Acquisition
	10.5 Reassess, evaluate, and redesign where required the <i>Hiring Manager Guide</i> to support cultural confidence.	July 2024	General Manager, Talent & Workforce Acquisition
	10.6 Co-design an employee profile persona that captures the characteristics, wants and needs of Aboriginal and Torres Strait Islander employees to inform the design of relevant employment initiatives, and review that persona on a yearly basis.	December 2022 and review July 2023, 2024	General Manager, Talent & Workforce Acquisition
	10.7 Recruit a dedicated Employment and Program Manager role to be responsible for developing a sustainable pipeline of talent, partnerships and career pathways for Aboriginal and Torres Strait Islander employees.	August 2022	General Manager, Talent & Workforce Acquisition
	10.8 Continue to engage with Aboriginal and Torres Strait Islander agency recruiters and onboard them to the preferred suppliers' list.	Review July 2023, 2024, 2025	General Manager, Talent & Workforce Acquisition
	10.9 Review and update job advertisement templates and other talent management interfaces to ensure they are effective and appropriate, and to maximise their reach to as many Aboriginal and Torres Strait Islander peoples as possible, including future and current employees.	Review July 2023, 2024, 2025	General Manager, Talent & Workforce Acquisition
	10.10 Track and activate targeted campaigns for meaningful careers in geographical areas where high demand and supply are complementary.	Complete by July 2023, ongoing deliverable	General Manager, Talent & Workforce Acquisition
	10.11 Reassess, evaluate and improve attraction campaigns by sharing employee stories and experiences.	Complete by July 2024 ongoing deliverable	General Manager, Talent & Workforce Acquisition
	10.12 Advertise job vacancies through a range of media and platforms that reach Aboriginal and Torres Strait Islander peoples and communities.	Review July 2023, 2024	General Manager, Talent & Workforce Acquisition
	10.13 Review recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, including review of our expression of interest, onboarding and job vacancy advertising processes.	December 2022	General Manager, Talent & Workforce Acquisition
	10.14 Explore and develop opportunities for Aboriginal and Torres Strait Islander employees to take on positions of leadership, as defined on page 16 of the RAP, so we meet our 5 percent and 21 percent targets.	July 2023	General Manager, Talent & Workforce Acquisition
	10.15 Achieve a workforce representation of a minimum of 5 percent self-identified Aboriginal and Torres Strait Islander employees across Australian Unity by 2025. Interim goals per financial year: September 2022: 3 percent July 2023: 3.5 percent July 2024: 4.5 percent.	July 2023	General Manager, Talent & Workforce Acquisition

Action	Deliverable	Timeline	Responsibility
11 Provide opportunities for young Aboriginal and/or Torres Strait Islander people to enter the workforce and build a career from the very start.	11.1 Explore and assess Australian Unity's engagement with the CareerTrackers program, and co-design and implement a sustainable program across the different platforms at Australian Unity.	December 2022	General Manager, Talent & Workforce Acquisition
	11.2 Launch program for intern or graduate roles and commit to quarterly program checkpoints thereafter, with mentors and participants to support continuous development of the program.	July 2023, February, May, August, November 2024, February, May, July 2025	General Manager, Talent & Workforce Acquisition
	11.3 Recruit and train up to 10 Aboriginal and/or Torres Strait Islander interns each year.	July 2023, 2024	General Manager, Talent & Workforce Acquisition
	11.4 Build an alumni program of interns who will support engagement and ongoing ambassadorship for the intern and graduate program.	July 2023	General Manager, Talent & Workforce Acquisition
	11.5 Engage young Aboriginal and/or Torres Strait Islander people through an internally designed program for graduates and interns to support entry to roles where they will experience meaningful careers.	July 2023	General Manager, Talent & Workforce Acquisition
	11.6 Implement intern measurement strategies to track the engagement and growth of the intern in the workplace, and assess the level of cultural confidence they have in their time working at Australian Unity.	July 2023	General Manager, Talent & Workforce Acquisition
	11.7 Develop and maintain a relationship with at least one student-based organisation each year, such as a university or CareerTrackers.	Review July 2023, 2024, 2025	General Manager, Talent & Workforce Acquisition
	11.8 Explore opportunities for Australian Unity to participate in regional school career expos highlighting careers in care, and roles available for Aboriginal and Torres Strait Islander students in Home Health, Specialist Care and across our business.	July 2023	General Manager, Talent & Workforce Acquisition
	12 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	12.1 Continue to engage and work with Supply Nation to support procurement goals for Aboriginal and Torres Strait Islander business growth and support.	Renew yearly in November 2022, 2023, 2024
12.2 Promote Aboriginal and Torres Strait Islander businesses and case studies to both vendor managers within business units and all employees of Australian Unity to promote the products and services on offer through these businesses and the engagement of these opportunities.		Review each July 2023, 2024, 2025	General Manager, Finance Operations
12.3 Promote Aboriginal and Torres Strait Islander businesses during NAIDOC Week and Indigenous Business Month to encourage support for these businesses among our employees.		July 2023, 2024, 2025	Head of Internal Communications
12.4 Investigate the opportunities for service-based businesses, such as consulting, financial and legal services, and promote these to relevant business units during tender processes.		July 2023	General Manager, Finance Operations
12.5 Review and update procurement practices and tender documents to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, including the revision of payment terms.		December 2022	General Manager, Finance Operations
12.6 Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses and engage with more businesses each year. Targets are July 2022: 50 businesses July 2023: 60 businesses July 2024: 70 businesses		Review yearly July 2023, 2024, 2025	General Manager, Finance Operations
12.7 In line with Australian Unity's commitment to the Raising the Bar initiative, increase spending by \$500,000 per annum. July 2022: \$2.5 million or 2.5 percent of contestable spend July 2023: \$3.0 million or 3 percent of contestable spend July 2024: \$3.5 million or 3.5 percent of contestable spend		Review yearly July 2023, 2024, 2025	General Manager, Finance Operations

Action	Deliverable	Timeline	Responsibility		
	12.8	Deliver refresher training for all procurement team members and relevant vendor management to showcase to them the opportunities available with Supply Nation members.	December 2022	General Manager, Finance Operations	
	12.9	For all tenders over \$100,000, approach suitable Aboriginal and Torres Strait Islander businesses to apply for the tender. Where a suitable Aboriginal and Torres Strait Islander business is not available, record this with the procurement team for checking against the Supply Nation database.	Review practice yearly July 2023, 2024, 2025	General Manager, Finance Operations	
	12.10	Actively engage stakeholders (including Business Council of Australia and Business Council of Co-operatives and Mutuels) in FY 2023 to review the Raising the Bar Campaign and discuss how further impact can be made across the sector.	June 2024	General Manager, Finance Operations	
	12.11	Continue membership and attendance of the Business Council of Australia's Business–Indigenous Network.	Review September 2022, 2023, 2024	General Manager, Finance Operations	
	12.12	Participate in the Supply Nation Connect event each year.	May 2023, 2024, 2025	General Manager, Finance Operations	
	12.13	Continue to support the annual Supply Nation Supplier Diversity Awards.	May 2023, 2024, 2025	General Manager, Finance Operations	
	13	Strengthen the capacity of Aboriginal and Torres Strait Islander-owned businesses to support greater economic and social outcomes.	13.1	Deliver two Business Capability Uplift sessions every financial year from October 2022 to provide subject-matter expertise and networking opportunities between peer businesses and Australian Unity senior leaders.	Review April and October 2022, 2023, 2024
13.2			Review how the Business Capability Uplift session program can be extended to achieve greater impact on Aboriginal and Torres Strait Islander businesses; for example, to connect with more businesses and/or provide a deeper level of expertise to a smaller number of businesses.	July 2024	General Manager, Finance Operations
14	Increase social impact through philanthropic and community activities, such as volunteering and fundraising for Aboriginal and Torres Strait Islander organisations and programs of work.	14.1	Continue to support and strengthen charitable giving to Aboriginal and Torres Strait Islander community organisations that support positive social impact.	June 2023, 2024, 2025	Secretariat
		14.2	Include Aboriginal and Torres Strait Islander employees in the Australian Unity Foundation Working Group to have input into and support our community-giving strategy.	June 2022	Head of Organisational Development





Governance

Well-informed decisions and actions support our reconciliation effort overall. Through good governance, reporting and diverse representation, our strategy and action plan have been—and will be—managed through specific RAP-focused teams and individuals. While we will focus on delivering across our focus areas and our overarching action plan, our efforts to ensure our work incorporates Aboriginal and Torres Strait voices and perspectives is important to us.

Through internal and external engagement, as well as people from different business units, leadership levels and genders, our RAP Leadership Team and Working Group will deliver on the overall Reconciliation Strategy captured in our Australian Unity yearly goals and strategic plan. We will aim to keep accurate records of the work that has been achieved and report on our progress and impact to stakeholders, our sphere of influence and employees regularly.

Action	Deliverable	Timeline	Responsibility
15 Establish and maintain an effective Reconciliation Leadership Team and Working Group to drive governance of the RAP.	15.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Leadership Team and Working Group, and the RAP Governance structure, to support the implementation of the RAP.	Review July 2023, 2024	Secretariat
	15.2 Engage and maintain at least two external members to be part of the RAP Leadership Team.	Review July 2023, 2024,	Secretariat
	15.3 Revise and update the Terms of Reference to govern the operations of the RAP Leadership Team and RAP Working Group.	Review July 2023, 2024	Secretariat
	15.4 Ensure the Reconciliation Leadership Team meet at least four times per year to drive and monitor RAP implementation and progress towards the action plan and the associated strategies.	February, May, August, November 2022, 2023, 2024, 2025	Secretariat
	15.5 Ensure the Working Group meet monthly to progress the deliverables, continuously improve deliverables and report any blockers in achieving timeframes.	Each month during 2022, 2023, 2024 Review July 2022, 2023, 2024	Secretariat
16 Provide appropriate support for effective implementation of our RAP commitments.	16.1 Assess the progress of the RAP actions and deliverables, and confirm adequate resourcing is provided for successful implementation.	Review July 2023, 2024	RAP Leadership Team Co-Chairs
	16.2 Embed performance expectations in the development goals of key Group Leadership Team members to progress reconciliation and RAP implementation.	July 2023, 2024	Group Managing Director
	16.3 Use systems to record and track the progress of actions, and to measure the capability and delivery of our RAP commitments.	Review July 2023, 2024	Secretariat
	16.4 Maintain an internal RAP champion from senior management to oversee the overall RAP and its implementation.	Review July 2023, 2024	Group Executive, People & Culture
	16.5 Continue to have at least one specific role dedicated within the company whose remit includes the coordination and reporting of RAP activities as RAP Secretariat.	Review July 2023, 2024	Group Executive, People & Culture
	16.6 Embed the RAP as a featured part of strategic offsites and is discussed at appropriate leadership meetings on a regular basis.	Complete April 2023, 2024, 2025	Group Managing Director
	16.7 Support employees to embed reconciliation aims in their performance goals each year from our RAP library of goals. These may include using Deep Listening Leave, supporting Aboriginal and Torres Strait Islander businesses, or taking the team to a cultural learning event.	Complete August and January 2023, 2024, 2025	Acting General Manager, Safety, Compensation and Reporting

Action	Deliverable	Timeline	Responsibility
17 Build accountability and transparency through reporting on our RAP achievements, challenges and learnings, both internally and externally.	17.1 Update Reconciliation Australia with any changes to our primary and secondary contacts to ensure we are receiving important correspondence.	June 2023, 2024, 2025	Secretariat
	17.2 Complete the RAP Impact Measurement Questionnaire and submit to Reconciliation Australia each year.	30 September 2022, 2023, 2024	Secretariat
	17.3 Develop a Measurement and Reporting Framework to drive clarity and accountability, while measuring and reporting progress and impact of our RAP.	December 2022	Secretariat
	17.4 Report the progress of our RAP on a six-monthly basis to all employees and senior leaders.	January and July 2023, 2024, 2025	Head of Internal Communications
	17.5 Report annually on RAP achievements, challenges and learnings through a specific RAP Progress report and/or existing reports, such as the annual report and our RAP progress statements and updates.	August 2022, 2023, 2024	Group Executive, People & Culture
	17.6 Include social impact highlights and achievements across our RAP projects in the Group's <i>Our Impact</i> report each year.	August 2022, 2023, 2024	Secretariat
	17.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Head of Organisational Development
	17.8 Engage and meet with Reconciliation Australian to report and gain feedback on the implementation of our RAP.	By June and December 2022, 2023, 2024	Secretariat
18 Continue our reconciliation journey by developing our next RAP.	18.1 Six months before the end of this RAP, register an expression of interest with Reconciliation Australia via their website to begin developing our next RAP.	December 2024	Secretariat
	18.2 Supply a traffic light report to Reconciliation Australia to support strategic insight for our next RAP.	December 2024	Secretariat

Contact details

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