



Bupa Reconciliation Action Plan

March 2023 – March 2026





Acknowledgement of Country and Traditional Owners

Bupa would like to acknowledge and show respect to the Traditional Custodians of Australian land. We pay our respects to Elders past and present and recognise their cultural heritage, beliefs and continuing connection to land, waters and community. We thank you for your ongoing custodianship.

Terminology

Throughout our Reconciliation Action Plan, the terms Aboriginal and Torres Strait Islander peoples and First Nations is predominantly used. However, we understand that some Aboriginal and Torres Strait Islander peoples identify with other cultural names and the terminology used in this document may not reflect the diversity of all Aboriginal and Torres Strait Islander peoples.

Artwork Information

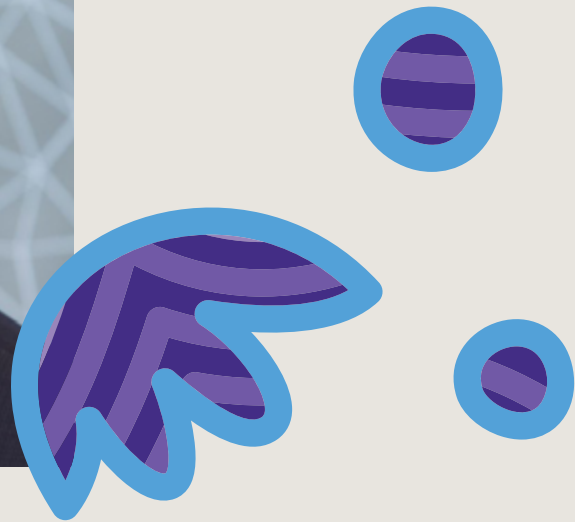
The artwork featured throughout the plan was created by Marcus Lee, a creative designer and agency certified by Supply Nation.

The design expresses Bupa's vision for reconciliation in an Australia where First Nations people enjoy equity and equality through "living longer, healthier, happier lives". The circular artwork design features a vibrant person at its heart, immersed amongst communities, pathways and gathering places on a healthy planet as we work together to make a better world.

Bupa is represented by the larger circular cluster which connects pathways to and from four meeting places which symbolise community, as well as Bupa's commitment to:

First Nations Health Outcomes; Sustainable Careers; Supplier Diversity; and Cultural Learning.

Inscribed linear markings support cultural employment opportunity pathways for Aboriginal and Torres Strait Islander people and communities.



Message from Bupa

I'm extremely proud to introduce Bupa's third Reconciliation Action Plan (RAP), our second Stretch RAP, which sets out to deepen our commitments and further strengthen our relationships with First Nations Peoples in Australia. At Bupa, we seek to deliver on our vision where Aboriginal and Torres Strait Islanders enjoy equity and equality and are living longer, healthier, happier lives.

The conversation about how best to work with Australia's Traditional Owners and learn from one of the oldest continuous cultures in the world continues to grow as we get ready for an expected referendum on a constitutional Voice to Parliament.

Bupa supports an Indigenous Voice to Parliament and the Uluru Statement from the Heart. We believe that working with First Nations people, communities and businesses is paramount to achieving real and lasting change.

With that in mind, our latest RAP focuses on four key areas where we believe Bupa's strengths and scale as a diverse health and care company can make the most difference. In particular, we seek to partner with First Nations-led organisations to support better health outcomes for Aboriginal and Torres Strait Islander peoples and communities, and ramp up our investment with First Nations businesses and suppliers.

Our dedicated and ambitious First Nations employment strategy focuses on the recruitment, retention and progression of First Nations employees within our organisation, and we remain committed to continuing to build cultural awareness and understanding with our people, customers and our community supported by input and guidance from Bupa's First Nations Employee Network.

We've also drawn upon our values: *Caring, Brave and Responsible* making them integral to this RAP, which has the full support and endorsement of Bupa's Executive Leadership Team. These values will remain at the core of our work as we enact our commitments to reconciliation over the coming years and for future generations.

Hisham El-Ansary
Chief Executive Officer | Bupa Asia Pacific

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate Bupa on its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides organisations with a framework to contribute to the reconciliation movement. This framework allows for continuous development, pushing organisations to constantly embed and expand on their commitments, while adapting to obstacles and circumstances as they arise.

Bupa took the time in its first two RAPs to develop its vision for reconciliation. Namely, as a global health and care leader, it recognised the role it can play in improving Aboriginal and Torres Strait Islander health and wellbeing outcomes.

For example, since 2015 Bupa has supported the Take Heart campaign to end Rheumatic Heart Disease (RHD) – an illness with the biggest negative impact on the life expectancy gap between Aboriginal and Torres Strait Islander and non-Indigenous people. Take Heart has helped contribute to over \$50 million in funding commitments made from the Australian state, territory and federal governments toward a number of initiatives focused on ending RHD.

This Stretch RAP sees Bupa taking the learnings it has developed on its journey so far and challenging itself to further leverage its business operations to create more impact.

Bupa learnt in its previous Stretch RAP that by focussing on and prioritising specific health challenges for Aboriginal and Torres Strait Islander communities, like with its work with Take Heart, it has the opportunity to effect real change. However, it has also acknowledged that it has lacked mechanisms to engage with key First Nations Health bodies and leaders from the sector to guide and inform it on how best it can make a difference.

This is the key next step characterised for Bupa in integrating reconciliation into its core business. Through this Stretch RAP, Bupa will be establishing an external First Nations Advisory Committee to provide valuable insights and advice on its First Nations health objectives. It will also partner with Aboriginal and Torres Strait Islander-led health organisations to identify and design health initiatives.

These new initiatives, among others, shows Bupa building on the achievements it garnered in its previous RAPs, but more importantly, challenging itself and looking to Aboriginal and Torres Strait Islander perspectives, knowledge and skills to strengthen its outcomes and provide direction.

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

Karen Mundine
Chief Executive Officer | Reconciliation Australia

Our vision for Reconciliation

In line with our purpose, Bupa's vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander people enjoy equity and equality, and are living longer, healthier, happier lives as we work together to make a better world.

Through our 2023-26 Stretch RAP, we will pursue our vision by focusing on four key areas that we believe will make a meaningful contribution to reconciliation. Our focus areas have been developed via a comprehensive review process we undertook with First Nations consultancy firm 15 Times Better, where we completed a series of interviews and workshops with key stakeholders from across our business including our leadership group, RAP Working Group, business units that lead our RAP deliverables (employment, procurement and community engagement) and our First Nations Employee Network.

Our focus areas also align closely with Reconciliation Australia's pillars of Relationships, Respect and Opportunities as well as the five dimensions of reconciliation of race relations, equality and equity, institutional integrity, unity, and historical acceptance.

First Nations Health Outcomes

We will partner with, support and empower First Nations led health organisations to drive improved health outcomes for and with Aboriginal and Torres Strait Islander people and communities.

Sustainable Careers

We've developed a comprehensive First Nations Employment Strategy that is driving our efforts to increase the recruitment, retention and progression of First Nations employees within our businesses.

Supplier Diversity

We're ramping efforts to increase our procurement spend with First Nations businesses and suppliers through a dedicated First Nations Procurement Strategy.

Cultural Learning

We're proud of the growth we've made as a business in building the cultural awareness, understanding and competency of our people. We will continue to train and empower our workforce with new development opportunities and experiences to continue to grow inclusive and culturally safe environments for our people.

Our business

Bupa is a global health and care organisation, supporting more than 38 million customers and employing around 85,000 people around the world. We reinvest our profits into more and better healthcare for our customers and communities where we operate. Our services span across 190 countries from health insurance, to aged care homes, retirement villages, hospitals and primary care, and health provision. We also provide workplace health services, health assessments and health support programs to help people better manage long-term health conditions.

In Australia, Bupa cares for more than five million people across a diverse range of health services and operations. We are a major provider of health insurance and one of the largest private residential aged care providers. We are also the largest provider of private dental care and offer optical and audiology services through our network of Bupa Optical and Hearing stores. As one of Australia's largest health providers, we are uniquely placed to support First Nations health outcomes at a strategic level and, as outlined in detail later in our RAP, will partner with First Nations led health organisations to support their efforts to address health challenges in First Nations communities.

We are also making a difference through our Bupa Foundation. The Bupa Foundation is a health promotion charity that aims to improve health outcomes for the Australian community with a focus on building mentally healthy communities and supporting a healthy planet for healthy people. The Foundation delivers support through flagship partnerships and community investments, to date investing \$760,000 in programs to end Rheumatic Heart Disease in Aboriginal communities and scholarships supporting future Indigenous leaders in health.

We will continue to support First Nations health outcomes through the Bupa Foundation and will undertake a review to identify new opportunities where we can have the most impact. The review will help to identify a new flagship partnership focused on improving the health of Aboriginal & Torres Strait Islander people.

In Australia, we employ around 15,000 people (excluding contractors) across more than 400 locations. We currently have 72 employees (0.5%) that have voluntarily identified as Aboriginal and/or Torres Strait Islander people. As outlined throughout our RAP, we are working hard to increase First Nations representation at all levels of the business.

Our values are at the heart of everything we do, including our RAP, and guide the way we operate, from the behaviours we display to the decisions we make:



Brave

make new possibilities happen



Caring

act with empathy and respect



Responsible

own your decisions and actions



Image from Take Heart: Deadly Heart

Take Heart: Deadly Heart Premier, Melbourne



Take Heart: Deadly Heart Premier, Melbourne



Healthy country, healthy people

Our Stretch RAP aligns strongly with our broader Sustainability and ESG agenda, including our commitments to diversity and inclusion, community impact, the environment and responsible business conduct. In addition, our RAP supports our global **sustainability strategy** objectives of Mission Zero, Mission Accelerate and Mission Regenerate. Each of these priorities focus on the unquestionable link between our health and the sustainability of the planet. This link is prominent in Australia's unique First Nations cultures, where the health and wellbeing of people, families and communities has been inherently linked to the health of Country for millennia. Accordingly, we have sought to reinforce that link through our 2023-26 Stretch RAP.

Our RAP

We began our reconciliation journey in 2015 with the launch of our first Innovate RAP. The RAP process has been an important one for Bupa, empowering our people to grow our understanding and awareness of First Nations cultures and to reflect on the true histories and challenges faced by Aboriginal and Torres Strait Islander peoples, families and communities. It has provided a framework under which we now deliver tangible social, cultural and economic benefits for and with First Nations peoples.

Our RAP has also been a catalyst for us to consider, understand and ultimately support important issues affecting First Nations peoples and our nation as whole. As we launch this, our third RAP, our support for the Uluru Statement from the Heart, and the establishment of a First Nations voice in the Australian Constitution, remains unwavering. We understand that for our nation to truly achieve equality and equity, historical acceptance, improved race relations, institutional integrity and unity, we must first ensure that First Nations peoples have a powerful and influential voice on issues affecting their people and communities. We promoted our support for the Uluru Statement from the Heart externally through our social media and marketing channels, as well as via our internal communication platforms to our people.

We're proud to highlight some of the key achievements and milestones we've celebrated on our RAP journey so far.



2012

We began our relationship with Supply Nation

2014

We first engaged with a First Nations supplier - Message Stick

2015

We began our journey of cultural learning via cultural awareness training with our people

2015

We launched our first Innovate RAP as well as making a 10 x 10 year First Nations internship commitment with CareerTrackers

2016

We began our partnership with Take Heart supporting initiatives to end rheumatic heart disease in First Nations peoples

2016

Bupa was the Wurundjeri sponsorship partner of the Lowitja Institute International Health and Wellbeing Conference

2018

We received CareerTrackers 'Corporate Plus Award' for creating a best practice internship program

2019

We launched the Dr Evelyn Scott Scholarship supporting future First Nations leaders in health

2021

We launched our dedicated First Nations Employment Strategy to drive our new stretch employment targets

2022

We recommitted to our partnership with Take Heart as an Outreach Sponsor with the goal to end rheumatic heart disease by 2030

Our learnings and reflections

As was the case for many businesses, the COVID-19 pandemic has had a significant impact on our people, customers and communities. Whilst these challenges did see a delay in the development and launch of our new RAP, we used this period as an opportunity to reflect on our RAP journey and to complete a review of our RAP activities. Our review identified several key learnings and insights that we have included as priorities in our 2023-26 Stretch RAP.

We've made positive progress in building a culturally inclusive workplace, but there is more work to be done

There is a consistent message from internal stakeholders that we've made positive ground toward building an internal culture of respect and awareness for First Nations cultures, providing a solid foundation from which to deliver reconciliation outcomes.

Led by our RAP Working Group, with the support of First Nations consultancy firm 15 Times Better, our RAP review included 14 sessions/interviews with key stakeholders from across our business as well as analysis of our historical RAP data including survey results. Workshop sessions and interviews included members of our Executive Leadership Team, our RAP Working Group as well as First Nations employees who are both RAP Working Group members and leaders of our First Nations Employee Network.

Whilst the majority of participants noted that Bupa has made significant strides in making reconciliation and First Nations engagement a clear priority across the business, it also reinforced the need to continue to elevate, celebrate and promote key First Nations events, expose our people to new learning and development experiences and to continually measure and monitor the cultural safety and competency of our workplace through annual RAP surveys and our First Nations Employee Network.

Refocus our efforts on First Nations health outcomes

As a global leader in health and wellbeing, we have an opportunity to reimagine how we partner with the First Nations health sector to deliver improved health and wellbeing outcomes with Aboriginal and Torres Strait Islander people. Whilst we have had a focus on developing relationships with First Nations health organisations, our engagement efforts have been broad and are in need of greater focus. As has been the case with our long-term commitment to ending Rheumatic Heart Disease, we have an opportunity to identify a small number of priority health challenges facing Aboriginal and Torres Strait Islander communities and support First Nations led organisations in their efforts to combat them.

We need closer ties with the First Nations health sector

Whilst input and engagement from our First Nations employees is strong, including the creation of our First Nations Employee Network in 2021, we have lacked mechanisms to engage with key First Nations health bodies and leaders from the sector to guide and inform us on where and how we can make a difference. As a result, a key action in our 2023-26 Stretch RAP will be to establish an external First Nations Advisory Committee to provide valuable insights and advice on our First Nations health objectives.

We have a roadmap to increase First Nations employment, we need the same for our supplier diversity

In the last 12 months, we have developed a comprehensive First Nations Employment Strategy, with dedicated First Nations resourcing, that has Bupa well-positioned to drive an increase in the recruitment, retention and progression of First Nations employees. Our review highlighted a need for the same strategic approach to drive an uplift in our procurement spend with First Nations businesses and suppliers. As a result, we have set ourselves First Nations supplier spend targets to support related businesses.

Our RAP governance

The development and implementation of our RAP continues to be overseen by our RAP Working Group (RWG) and is championed by two Bupa Asia Pacific (APAC) Executives who drive engagement with our vision for reconciliation both internally and externally: Roger Sharp, Chief Sustainability & Corporate Affairs Officer, who chairs the RAP Working Group and Natalie Field, Chief Digital & Data Officer, who is the Executive Sponsor of the First Nations Employee Network.

Our RAP Working Group is driven by passionate people from across our operating businesses and corporate functions including key representatives with the power to influence progress across our key areas of focus.

Our RAP Working Group membership includes the following roles:

- Chief Sustainability & Corporate Affairs Officer (Executive RAP Champion – RWG Chair)
- Chief Digital & Data Officer (Executive RAP Champion – FNEN Sponsor)
- Director of ESG & Sustainability (Secretary)
- Senior First Nations Advisor
- Risk Support Officer, Bupa Health Insurance
- Community Investment Manager
- Internal Communications Manager – Sustainability
- Director Bupa Dental Corporation
- Director BMVS & ADF Health Services
- Head of Procurement
- Head of Organisational Development – Talent, D&I, Partnering
- Legal Director - Health Insurance, Marketing & ESG
- Senior Corporate Affairs Manager – Dental
- Head of Clinical Management, Optical
- Culture & Reward Specialist
- Head of Employee Relations
- Delivery Capability Practice Manager, Technology

Meeting on a quarterly basis, the RAP Working Group also includes two representatives from our First Nations Employee Network who have taken on a leadership role in driving reconciliation and First Nations outcomes across our business. The RAP Working Group Chair provides regular updates to our CEO and Executive Leadership Team on our RAP progress against deliverables and ensures it is included as a regular agenda item at our Executive Leadership Team meetings.

In 2022, the RAP Working Group took ownership of reviewing our RAP and First Nations engagement activities with a genuine intent to identify ways to improve our RAP outcomes. This process empowered our RAP Working Group to take real ownership of developing our new Stretch RAP. This included engagement with our First Nations Employee Network who are represented on our RAP Working Group (with 2 members) and our broader First Nations employees who were engaged to provide feedback and input into our RAP priorities and deliverables throughout the drafting process. Our First Nations Employee Network brings 21 employees together on a quarterly basis, providing a place for First Nations employees to come together and drive their network charter. Charter activities include promoting awareness of First Nations cultures across the business, marking culturally significant days and advocating for change towards a more inclusive workplace for our Aboriginal and Torres Strait Islander employees.

From a governance perspective, our RAP review also highlighted the need for Bupa to engage with senior and experienced leaders from the First Nations health sector to guide and inform our efforts to make a positive impact on First Nations health outcomes.

As a result, a key deliverable in our 2023-26 Stretch RAP is the establishment of a First Nations Advisory Committee that will support Bupa to identify and prioritise key health challenges facing the Aboriginal and Torres Strait Islander community and where we can make a positive impact. We know that the First Nations health sector has led the way in addressing the health needs of its communities for decades. We aim to engage senior leaders from the sector on our Advisory Committee, leveraging their knowledge, experience and relationships to deliver shared value. This will include developing partnerships with key First Nations-led organisations that are leaders in their respective fields and providing ongoing advice and leadership to ensure our support is provided in ways that meets community need.

A tailored approach to growing First Nations employment at Bupa

In 2021, Bupa engaged the services of specialist First Nations consultancy 15 Times Better to undertake a review of our First Nations employment strategy. The driver for this review was an acknowledgement that as we came towards the end of our current RAP, progress on First Nations employment outcomes could be improved.

The review resulted in the creation of a new, tailored First Nations Employment Strategy, together with increased resourcing which included the appointment of dedicated First Nations advisors to implement the Strategy. In addition, 15 Times Better, with its significant experience in delivering successful First Nations employment programs, was engaged on an ongoing basis to support the implementation of the Strategy.

Over the next 12-month period, Bupa and 15 Times Better established a tailored First Nations employment process, partnering with the Bupa recruitment team and key business units, with a particular focus on Bupa Villages and Aged Care (BVAC), to identify and overcome barriers for First Nations candidates and establish solutions to improve recruitment and retention.

Most importantly, the recruitment team and key hiring managers were provided with tailored cultural learning to ensure they better understood the key pillars of reconciliation, why these were important and how they could contribute to supporting First Nations employment.

The outcomes to date have been significant, with Bupa hiring more First Nations job seekers in 2022 than in any previous year.

Dina Ward, Bupa Head of Organisational Development – Talent, D&I and Partnering spoke of the positive progress made over the past 12 months and what the future holds.

“We made a conscious decision in late 2021 that we needed to invest in a more strategic approach to First Nations employment. To see the results, including a significant uplift in the interview-to-offer rate for First Nations candidates, was a credit to our resourcing team and BVAC hiring managers.

We’re looking forward to continuing to embed the new approach and expanding it across other Bupa business units together with our First Nations partners, including 15 Times Better.”



New trainees, PJ and Tahanni, employed through Bupa's First Nations employment strategy



Ending Rheumatic Heart Disease (RHD) – Take Heart

Rheumatic Heart Disease (RHD) is a preventable childhood disease that leads to the premature deaths of thousands of Aboriginal and Torres Strait Islander peoples. RHD results from a throat or skin infection caused by Strep A bacteria and, if not managed properly, can lead to heart failure, disability and premature death. It has the biggest negative impact on the life expectancy gap between Indigenous and Non-Indigenous Australians.

Take Heart is a national communications campaign calling for the elimination of RHD in Australia. The Take Heart campaign has been running since 2015, and in 2022, represents a movement embodying over 5,800 motivated supporters, a network of meaningful partnerships and successful cooperation with 10 remote Aboriginal communities across the Top End of Australia.

Bupa has supported the Take Heart campaign to end RHD since 2015, providing \$280,000 to the initiative via the Bupa Foundation. Take Heart's collaborations have yielded a collection of over 100 short films, including educational films in 16 first languages, two feature length films, 250+ film event screenings across the country (including Parliament House), a website, app, toolkit, TV commercial and touring exhibitions.

With the support of Bupa and the tireless efforts of others, Take Heart has contributed to tangible results with over \$50 million in funding commitments made from Australian State, Territory and Federal governments allocated toward a number of initiatives focused on ending RHD.

Since 2018, the original film Take Heart – The quest to rid Australasia from Rheumatic Heart Disease (2016) and the sequel, Take Heart: Deadly Heart – A journey to an RHD free future (2022), have been broadcast on Australian TV (SBS and NITV), published on Qantas inflight entertainment and recognised with more than a dozen awards. The original film was instrumental in raising public and political awareness around RHD, while the sequel has helped to move Australia towards the overarching goal of eliminating RHD by 2030.

In 2018, a community outreach program supported by Bupa provided local communities with access to the original documentary, short videos, interactive app and website detailing essential information to recognise symptoms and access to treatments for RHD.

An independent evaluation by the Bupa Foundation was completed to assess the outcomes of the Take Heart campaign. The full report can be accessed at takeheart.tv.

Additionally, in 2021 the Bupa continued its support of the campaign by becoming a Gold Sponsor of the feature film Take Heart: Deadly Heart and in 2022, Bupa extended its support even further by joining as an Outreach Sponsor. This has enabled the Take Heart team to continue expanding, strengthening and broadening the outreach efforts and activities related to Take Heart: Deadly Heart.



Growing our cultural awareness and understanding with John Briggs Consulting

In 2022, Bupa began our relationship with First Nations enterprise John Briggs Consulting. Led by experienced cultural facilitator and mentor John Briggs, the First Nations business is working with many of Australia's leading corporations, law firms, professional services, mining companies and major retailers providing solutions and expertise around the implementation of RAPs and diversity strategies that have a First Nations focus.

From a Bupa perspective, in 2022, John has delivered cultural awareness and competency training sessions to over 170 of our people across multiple business units. Feedback from participants is that the sessions have had a huge impact on our people, building education, awareness and providing many individuals with the confidence to embrace First Nations cultural protocols such as Acknowledgements of Country and even the use of Aboriginal and Torres Strait Islander words and languages.

Our Bupa Executive Leadership Team is leading our efforts to grow an inclusive culture that promotes diversity and one that values and celebrates our unique First Nations cultures. Natalie Field is Bupa's Chief Digital and Data Officer, a member of our RAP Working Group and is also the Executive Sponsor of our First Nations Employee Network. Natalie provided the following reflections on the impact the cultural awareness training sessions John Briggs has delivered for the Bupa Executive Leadership Team.

"In many ways our sessions with John felt like an awakening. We have so much to learn about and from Australia's First Peoples; their rich cultures, their ingenuity and innovations, their resilience and their capacity to sustainably manage this Country for so many thousands of years. We are striving to create culturally appropriate environments for our First Nations employees, but we are also working to create safe spaces for our Non-Indigenous staff to embrace opportunities and put the cultural protocols we're learning with John into practice. I've often felt that people can be hesitant, or lack the confidence to embrace elements of First Nations cultures such as the use of language, storytelling and personalising protocols like an Acknowledgement of Country, for fear of making mistakes or causing offence. John's sessions are providing our people with the confidence that they will be supported to 'have a go', and to take the opportunity to personally invest in our reconciliation journey."

Natalie Field
Bupa Chief Digital and Data Officer





Relationships

We understand that to achieve our vision for reconciliation, we need to build and maintain meaningful relationships with First Nations people, communities and organisations. Whilst the development of these relationships has been a priority under each of our previous RAPs, a key learning has been the need to have a clearer purpose driving our engagement. Whilst all of our engagements with First Nations stakeholders have been beneficial, we believe a more strategic and targeted approach to our relationships will deliver greater shared value and sustainable outcomes.

As such, the Relationships focus under our 2023-26 Stretch RAP will be on developing sustainable long-term relationships and partnerships with First Nations organisations, businesses and people that provide shared value and that can directly support outcomes in line with the four Focus Areas of our RAP – First Nations Health Outcomes, Sustainable Careers, Supplier Diversity and Cultural Learning. These Focus Areas were identified via stakeholder consultations and workshops as part of our RAP review and development process.

Action	Deliverable	Timeline	Responsibility
1. Establish mutually beneficial relationships with Aboriginal and Torres Strait Islander and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
	Review, update and implement our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
	Complete a review of Bupa's current relationships/partnerships with Aboriginal and Torres Strait Islander stakeholders, identify those that directly contribute to this RAP's four focus areas and develop and execute exit strategies for those that do not.	June 2023	Chief Sustainability & Corporate Affairs Officer
	Establish and maintain a minimum of four (4) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations (including CareerTrackers, 15 Times Better and at least two (2) First Nations health organisations).	June 2023, 2024, 2025	Lead: Chief Sustainability & Corporate Affairs Officer Support: Chief People Officer
	Develop and maintain relationships with First Nations partners that will support the implementation of Bupa's First Nations Procurement Strategy including: <ul style="list-style-type: none">Supply Nationstate-based First Nations Chambers of Commerce15 Times Better,10 new First Nations businesses across the life of our RAP	June 2023 March 2026	Lead: Chief Financial Officer Support: Executive Leadership Team
	Develop and maintain relationships with First Nations partners that can support Bupa's focus on growing cultural competency, education and awareness across the workforce.	December 2023, 2024, 2025	Lead: Chief People Officer Support: Executive RAP Champions
2. Build relationships through celebrating National Reconciliation Week (NRW)	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. <ul style="list-style-type: none">RAP Working Group members to participate in at least two external NRW events.	May 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023, 2024, 2025	Executive RAP Champions
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024, 2025	Executive RAP Champions
	Organise five (5) internal NRW events, including at least one organisation wide NRW event, each year.	May 2023, 2024, 2025,	Executive RAP Champions
3. Grow Bupa's relationships with the First Nations health sector	Establish a minimum of two (2) two-way partnerships with First Nations health organisations to secure their engagement in supporting/delivering priority health initiatives (see 'Opportunities' section).	December 2024	Lead: Chief Sustainability & Corporate Affairs Officer Support: MD Health Insurance MD Health Services
	Establish a minimum of two (2) relationships with senior First Nations leaders within the health sector and secure their representation on the Bupa First Nations Advisory Committee.	December 2023	Lead: Chief Sustainability & Corporate Affairs Officer Support: MD Health Insurance MD Health Services
	Ensure Bupa attendance at a minimum of one First Nations health-focussed conference/networking events annually.	June 2023, 2024, 2025	Lead: Chief Sustainability & Corporate Affairs Officer Support: MD Health Insurance MD Health Services

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	March 2024, 2025, 2026	Executive RAP Champions
	Collaborate with at least two (2) RAP organisations to explore innovative approaches to advancing reconciliation.	March 2024, 2025, 2026	Executive RAP Champions
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2024, 2025, 2026	Executive RAP Champions & Chief People Officer
	Identify and implement opportunities for Bupa to promote reconciliation to its customer base including: <ul style="list-style-type: none">Minimum of three social media posts (3) per annum promoting Bupa's reconciliation commitments.Minimum of two (2) positive case studies per annum promoting First Nations stories of success in the health sector via customer marketing channels.	March 2024, 2025, 2026	Lead: Chief Sustainability & Corporate Affairs Officer Support: MD Health Insurance MD Health Services MD BVAC
	Release regular all-staff internal communications promoting reconciliation including positive case studies and key events and issues of significance to First Nations peoples such as NRW, NAIDOC week, National Sorry Day, Anniversary of National Apology, National Closing the Gap Day and Mabo Day. <ul style="list-style-type: none">Minimum 2 messages per quarter.Minimum 3 messages during NRW.	March 2024, 2025, 2026	Executive RAP Champions
5. Promote positive race relations through anti-discrimination strategies.	Ensure Bupa's anti-discrimination strategies and policies are implemented and communicated across the organisation.	December 2023, 2025	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander advisors and staff to continuously review and improve Bupa's anti-discrimination policy.	December 2023	Chief People Officer
	Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2023, 2025	Chief People Officer
	Provide ongoing education to senior leaders and managers on the effects of racism.	March 2024, 2025, 2026	Chief Executive Officer
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism. <ul style="list-style-type: none">Minimum of two (2) all staff messages annually.	March 2024, 2025, 2026	Chief People Officer



Respect

Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences is vital if we are to achieve a shared national identity with true equality and equity for all. Central to this notion is that of respect: respect for First Nations cultures; respect for unique First Nations views and perspectives; and respect for the rights and interests of First Nations people.

We're proud of our efforts to build an inclusive workplace where these values are promoted and celebrated. We understand that the efforts we make directly contribute to the healing of First Nations peoples, and our nation as a whole, and that this process is critical to achieving our vision of Aboriginal and Torres Strait Islander people living longer, healthier and happier lives.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct regular reviews of cultural learning needs within our organisation.	September 2023, 2024, 2025	Chief People Officer
	Review, update, and communicate the cultural learning strategy for our staff.	June 2023, 2024, 2025	Chief People Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of our cultural learning strategy.	June 2023, 2024, 2025	Chief People Officer
	Commit all RAP Working Group members, Australian HR managers and Executive Leadership Team to undertake formal and structured cultural learning.	September 2023, 2024, 2025	Chief People Officer
	Communicate the cultural learning strategy regularly with staff including targets for our RAP of: <ul style="list-style-type: none"> 3000 employees to undertake online formal and structured cultural learning/awareness training. 600 employees to complete face-to-face cultural learning /awareness training. 	March 2026	Lead: Chief People Officer Support: Executive Leadership Team
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continuously improve employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. <ul style="list-style-type: none"> Minimum 3 all staff messages annually. 	March 2024, 2025, 2026	Executive RAP Champions
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. <ul style="list-style-type: none"> Develop and release a guide for the implementation of cultural protocols to all staff annually. 	March 2026	Chief People Officer
	Complete an annual employee survey to monitor our people's understanding and application of cultural protocols across the business.	June 2023, 2024, 2025	Lead: Chief Sustainability & Corporate Affairs Officer Support: Chief People Officer
	Invite a Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events including at our senior leaders' events, (minimum 5 times per annum).	March 2024, 2025, 2026	Chief Executive Officer
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at all public events.	March 2024, 2025, 2026	Chief Sustainability & Corporate Affairs Officer
	Maintain Acknowledgments of Country through signage and artwork in our four corporate offices.	March 2024, 2025, 2026	Chief Financial Officer
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Each RAP Working Group member to participate in a minimum of three (3) external NAIDOC Week events each year.	July 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2023, 2024, 2025	Chief People Officer
	Support all staff to participate in at least one NAIDOC Week event in our local area each year.	July 2023, 2024, 2025	Lead: Chief People Officer Support: Chief Sustainability & Corporate Affairs Officer
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	July 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer



Opportunities

Equal participation in a range of life opportunities is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples. We're excited by the opportunities we will pursue under or 2023-2026 Stretch RAP. Key initiatives include:

- We will strengthen our commitment to supporting First Nations health outcomes by supporting a select number of priority health challenges currently facing First Nations communities. In doing so we will ensure we engage with First Nations-led health organisations who are well placed to lead initiatives within their communities. We will engage with our new First Nations Advisory Committee to guide our selection of other priorities, but this is likely to include a focus on mental health, which we know is a significant challenge for First Nations communities and is also a priority of our Bupa Foundation.
- We've invested heavily in the development of a new First Nations Employment Strategy that will drive our efforts to recruit, retain and promote First Nations employees. Developed with the support of expert First Nations consultancy firm 15 Times Better, development of the strategy has been led by First Nations voices and will be implemented by a dedicated First Nations role, with the support of the business.
- We're committing to develop a dedicated First Nations Procurement Strategy that will provide a roadmap for how we can increase both the number of First Nations suppliers we engage with, and the percentage of the total contestable procurement spend we achieve with those.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Implement, review and continuously improve our Bupa First Nations Employment Strategy (which includes our tactics for recruitment, retention and professional development of First Nations employees).	March 2024, 2025, 2026	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our First Nations Employment Strategy.	September 2023, 2024, 2025	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2024, 2025, 2026	Chief People Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2024, 2025, 2026	Chief People Officer
	Award the Dr Evelyn Scott Scholarship to support two (2) Aboriginal and/or Torres Strait Islander university students seeking careers in health. Offered annually to the value of \$15,000 each.	March 2024, 2025, 2026	Chief Sustainability & Corporate Affairs Officer
	Achieve 0.9% Aboriginal and/or Torres Strait Islander employment by 2024, 1.5% by 2025, 2.3% by 2026.	March 2024, 2025, 2026	Lead: Chief People Officer Support: MD Health Services, MD Health Insurance, MD BVAC
	Continue our 10 x 10 year CareerTrackers partnership providing internships and career pathways for First Nations people.	March 2024, 2025, 2026	Chief People Officer
	Ensure our First Nations Employment Strategy includes dedicated tactics to support the transition of First Nations employees into management and senior level positions.	Review June 2023, 2024, 2025	Chief People Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop, implement and continuously improve a Bupa First Nations Procurement Strategy.	December 2023, 2024, 2025	Chief Financial Officer
	Maintain Supply Nation membership.	June 2023, 2024, 2025	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023, 2024, 2025	Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023, 2024, 2025	Chief Financial Officer
	Maintain commercial relationships with a minimum of five (5) Aboriginal and/or Torres Strait Islander businesses per annum.	June 2023, 2024, 2025	Chief Financial Officer
	Commit to a spend of \$1,000,000 with Aboriginal and Torres Strait Islander suppliers annually.	March 2024, 2025, 2026	Chief Financial Officer
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2023, 2024, 2025	Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
11. Support initiatives that close the gap on First Nations health outcomes.	Establish a Bupa First Nations Advisory Committee with representation from key First Nations Health bodies and senior First Nations leaders in the health sector to inform our priority initiatives that support Closing the Gap.	March 2024	Lead: Chief Sustainability & Corporate Affairs Officer Support: Chief Medical Officer
	Establish First Nations Advisory Committee governance including a clearly defined Terms of Reference, membership, and scope of activities.	March 2024	Chief Sustainability & Corporate Affairs Officer
	In consultation with the First Nations Advisory Committee, identify significant health challenges currently facing First Nations people and communities that Bupa will invest in addressing.	September 2024	Lead: Chief Sustainability & Corporate Affairs Officer Support: Chief Medical Officer
	Identify and partner with leading First Nations-led health organisations that are recognised as leaders in addressing the material health challenge/s we identify.	March 2026	Lead: Chief Sustainability & Corporate Affairs Officer Support: Chief Medical Officer
	Develop detailed plans to drive First Nations health-focussed partnerships with clear and agreed objectives, KPIs and evaluation methods.	March 2026	Chief Sustainability & Corporate Affairs Officer
	Provide support to First Nations-led health organisations and project partners which may include a mix of direct funding, advocacy and in-kind support as identified.	March 2026	Chief Sustainability & Corporate Affairs Officer
	Complete a review to identify opportunities for the Bupa Foundation to provide financial support for priority First Nations health initiatives.	March 2024	Chief Sustainability & Corporate Affairs Officer



Governance

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June and December 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
	Review and update the Terms of Reference for the RWG.	March 2024, 2025, 2026	Chief Sustainability & Corporate Affairs Officer
	Meet at least four times per year to drive and monitor RAP implementation.	Review June and December 2023, 2024, 2025	Chief Sustainability & Corporate Affairs Officer
13. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	March 2024	Chief Executive Officer
	Embed key RAP actions in performance expectations of senior management and all staff.	December 2023	Chief Executive Officer
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2023	Chief Sustainability & Corporate Affairs Officer
	Maintain an internal RAP Champion from the Executive Leadership Team.	June and December 2023, 2024, 2025	Director ESG & Sustainability
	Include our RAP as a standing agenda item at senior management meetings.	March 2023, 2024, 2025	Director ESG & Sustainability
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024, 2025	Director ESG & Sustainability
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024, 2025	Director ESG & Sustainability
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024, 2025	Director ESG & Sustainability
	Report RAP progress to all staff and senior leaders quarterly.	February, May, September, December 2023, 2024, 2025	Director ESG & Sustainability
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	March 2024, 2025, 2026	Director ESG & Sustainability
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Director ESG & Sustainability
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2026	Director ESG & Sustainability
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	Director ESG & Sustainability

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