



ForHealth Group

Reflect Reconciliation Action Plan

February 2024 - February 2025



ForHealth

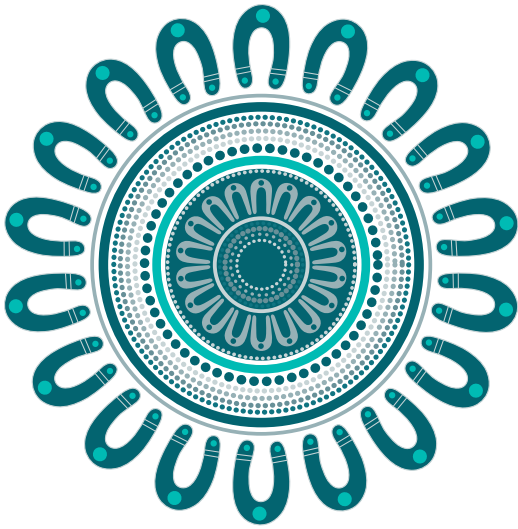


RECONCILIATION
ACTION PLAN

REFLECT



Acknowledgment of Country



The ForHealth Group (**ForHealth**) acknowledges Traditional Owners of Country throughout Australia and we acknowledge all Aboriginal and Torres Strait Islander Peoples as First Nations Peoples and Custodians of the oldest living culture.

We recognise the continuing connection to lands, waters and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.

In Leichhardt, New South Wales, where our head office is located, we acknowledge the custodianship and pay our respects to the traditional groups of the Gadigal and Wangal peoples of the Eora Nation.

Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images or names of people who have passed away since its publication.





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About the artwork



“Unity in Health: A Journey to Reconciliation”

In this Aboriginal Contemporary Artwork Story, I portray ForHealth’s dedication to providing accessible, high-quality healthcare for all Australians, with a specific focus on supporting Aboriginal and Torres Strait Islander communities.

The artwork features a central circular motif representing ForHealth’s 80+ multidisciplinary centres, symbolising their interconnectedness and commitment to community care. The circle is adorned with vibrant and meaningful Aboriginal and Torres Strait Islander patterns and symbols, signifying the cultural significance of healthcare in these communities.

At the heart of the artwork stands embracing people representing healthcare professionals, illustrating the compassionate and inclusive nature of ForHealth’s services. The people reach out to smaller circles surrounding it, symbolising the various services provided by ForHealth, such as Medical Centres, Dental Facilities, and Allied Health Facilities.

Within the smaller circles, we see distinctive Aboriginal and Torres Strait Islander symbols, like dot paintings and boomerangs, indicating the organisation’s dedication to supporting the health and well-being of these communities.

Beneath the central motif, a river flows, symbolising the ongoing journey towards reconciliation. Footprints along the riverbanks depict the steps taken by ForHealth to build meaningful connections with Aboriginal and Torres Strait Islander communities.

Above the river, a rising sun represents a brighter future for all Australians, where equal access to healthcare and opportunities is a reality. The sun’s rays extend outward, symbolising the positive impact of ForHealth’s Reflect RAP on communities nationwide.

On the sides of the artwork, handprints in various colours signify unity, collaboration, and collective efforts towards achieving reconciliation. These handprints represent the involvement of diverse individuals and communities in the journey to a better future.

In summary, this Aboriginal Contemporary Artwork Story visually portrays ForHealth’s commitment to unity, reconciliation, and inclusive healthcare. It highlights the organisation’s efforts to engage with and support Aboriginal and Torres Strait Islander communities, fostering understanding and promoting equal health opportunities for all Australians.



About the artist



Lani Balzan is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans Design and document design.

Lani is a proud Aboriginal woman from the Wiradjuri peoples of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and lived in many different towns starting her business in the Illawarra NSW and recently relocating to Mid-North Queensland.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating Aboriginal art since 2013 and has continued success across the country.

One of her biggest goals and aspirations creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing peoples and communities together to learn about the amazing cultures we have here in Australia.

www.aboriginalartbylani.com.au

Artwork and document design created by Aboriginal Art By Lani
© Aboriginal Art by Lani 2024



A message from Reconciliation Australia



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

ForHealth Group joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from our CEO, Andrew Cohen



It is with great pleasure that I present the ForHealth's first Reconciliation Action Plan (RAP) which outlines our commitment to play our part as an organisation in bringing about a brighter future for all Australians.

Our Reflect RAP represents the start of an important journey. A journey which will allow our organisation to gain a deeper understanding of Aboriginal and Torres Strait Islander peoples and allow us to identify how we can best support reconciliation.

As stated by Reconciliation Australia, ¹"Reconciliation, at its heart, is about strengthening relationships between First Nations peoples and non-Indigenous peoples, for the benefit of all Australians." The ultimate goal is for all people to have the same life chances, choices and quality of life – regardless of their racial background.

The launch of our Reflect RAP is our first step towards reflection, discovery and raising awareness by learning from, and strengthening relationships with, Aboriginal and Torres Strait Islander peoples. It is a chance to recognise those around us who identify as such and to nurture opportunities for growth.

It is also an opportunity to consider practical pathways to acknowledge and support Aboriginal and Torres Strait Islander peoples, to engage with stakeholders and reflect on internal processes and practices which respectfully acknowledge traditional custodianship; to increase awareness of significant dates and, most importantly, to show support and unity for Aboriginal and Torres Strait Islander peoples.

Through implementing our Reflect RAP, we aim to contribute to the goal of equal rights and non-discrimination, equity in employment and opportunities to improve the health outcomes for all Aboriginal and Torres Strait Islander peoples and increase engagement of First Nations peoples with our organisation.

I would like to thank the ForHealth's RAP Working Group, a team with representation from all areas of our network, who continue to work hard to strive to make a difference.

I eagerly look forward to seeing the impact this important initiative will have on our understanding and recognition of Aboriginal and Torres Strait Islander peoples, to foster respect and appreciation, to advance reconciliation, create equality and bring about a brighter future for all Australians.

Andrew Cohen
Chief Executive Officer

¹'What is Reconciliation', Reconciliation Australia (Web Page, 13 November 2023), <https://www.reconciliation.org.au/reconciliation/what-is-reconciliation/>



Our business

Our Business

Universal Healthcare is a long standing pillar of Australian Society

We passionately believe every Australian has the right to high quality healthcare, wherever they are, and no matter their financial circumstances

ForHealth has its registered head office in Leichhardt, New South Wales and through accessible, high-quality healthcare services, ForHealth is committed to excellence in healthcare in Australia.

ForHealth employs over 2,500 staff nationally (inclusive of full time, part-time and casual staff). Currently our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander people. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand and identify this.

We have only recently started requesting and capturing this information for new employees and will be undertaking a campaign to encourage all staff to update their details to better understand our workforce.

We provide facilities and services to more than 1,000 independent healthcare providers including General Practitioners (**GPs**), dentists and allied health providers who operate their own businesses from within our more than 80 large multi-services medical and dental centres. At Forhealth, our GPs service more than 7 million patient visits and 1.5 million individual patients each year. Our 80+ large multi-service medical and dental centres include 40 outer metro /regional sites. We also support more than 180 independent dentists from 60 dental centres.

ForHealth sites operate as a single point of primary care for the community. This includes independent GPs, nursing treatment rooms, chronic disease facilities, pathology, extensive imaging capabilities, medical specialists, independent allied practitioners, dental services and pharmacies. We also focus on sub-specialty care such as women's health, skin, occupational health, refugee support, Aboriginal and Torres Strait Islander communities and peoples support, immigration, and mental health.

The primary health sector is the gateway to our healthcare system. Its importance to preventative care is increasingly relevant and underpinned by an ageing population and nearly one-in-two incidence of chronic disease illnesses. The sector plays a vital role in triaging urgent care patients to protect our hospital system from overcrowding and to serve patients at a third of the public cost.

Our mission is **high quality, accessible healthcare for all Australians**. We believe that accessible healthcare is one of the best things about our country and we are proud to be a leader in this field. A lot of centres in our network are bulk billing, and half are in outer metropolitan, regional and rural areas. The bulk billing model is the foundation of our primary care system. The right to accessible healthcare remains a defining characteristic of our national identity.

By way of background, ForHealth (previously known as 'Healius Medical & Dental Centres') was acquired by BGH Capital on 23 November 2020 from Healius Limited, which resulted in the divestment of the medical and dental centres division from Healius Limited to an entity controlled by BGH Capital (Limestone Bidco Pty Ltd).



Our business

Our Operations

Medical Centres

As noted above, ForHealth provides facilities and services to independent GPs who operate their own businesses from within our various large multi-services medical and dental centres.

ForHealth also supports the operation of imaging, pathology collection, pharmacy and physiotherapy services within many medical centres by offering facilities via lease agreements to these providers. This ensures that ForHealth is able to provide high quality, accessible healthcare for all Australians in one centre.

Primary Dental

ForHealth also operates 60 dental facilities primarily co-located in its medical centres and provides facilities and services to over 180 independent dentists, who in turn service our communities and their patients.

Allied Health

Further, we provide facilities and services to various allied health professionals who provide their patients with physiotherapy, podiatry, dietetics and psychology services. Some allied health professionals lease part of our premises within the medical centres.

Other Services

Other services provided by healthcare professionals from our medical centres include:

- Chronic Disease Management | supporting the management of chronic disease in our community;
- Urgent Care | working with local hospitals to reduce pressure on emergency departments by allowing the redirection of category 4 and 5 injuries to our urgent care treatment rooms; and
- LogicHealth | supporting occupational health and workers compensation injury management, onsite health and injury prevention solutions as well as job specific pre-employment medical systems. We also provide facilities and services to various GPs dedicated to the diagnosis and treatment of skin cancer and provide immigration services to new immigrants into the country.

Our Mission

Our mission is to empower independent health practitioners to provide **quality, accessible healthcare** for all Australians



1000+
Doctors



200+
Allied Practitioners



180+
Dentists



500+
Nurses



7m+
Patient Visits



80+
Medical Centres



Our business

Our Values

We are a value-based organisation. We have defined our 10 values that bring our Group and its people together – known as the '10 things that make us tick'. These are:

Our Values: 10 things that make us tick

At ForHealth, we embrace a distinct set of values that bring us together as a unique group. These are known as the "10 things that make us tick".

1. Accessible health at our heart

We aspire to be the first place every Australian goes for their health, we have more than 7 million patient visits per year



2. Good medicine is good business

When we put clinical excellence, GP autonomy and lifetime care first, we know that everything else will follow.



3. We treat patients like family

Every patient could be our mum, dad, partner, sibling or child and we want the patient experience to reflect this, and will continually strive to improve it.



4. Teaming ForHealth

Quality and continuity of care can only be delivered through a team and effective collaboration.



5. People are our lifeblood

We are a network of over 3500 people with independent frontline doctors, dentists, allied health practitioners and practice staff at the helm.



6. #I love local

Our business should orbit the practice and GP because we know that all practices are unique and the best results come when we focus on the local community.



7. In it together

We are one family. There is no "us vs. them", doctors, nurses, operations and the support team are all "us".



8. Every step counts in a race

We will become a high performance culture, move with agility, reward courage and invest from the outset (both in our people and our business).



9. It is personal

When we take things personally we take true ownership and act like founders.



10. R. E. S. P. E. C. T.

It doesn't cost anything to be kind, presume trust and show respect. If there is a moment when you don't, call it and we will be closer for it.





Our Reconciliation Action Plan

We are proud to commence our journey to reconciliation with the development of this Reflect RAP.

This process has been identified as a priority initiative by ForHealth's Board of Directors and its Leadership Team. This RAP forms part of our broader commitment to environmental, social and corporate governance (ESG).

This Reflect RAP symbolises our commitment to identifying ways we can foster equal rights and non-discrimination, improve equity in employment and consider ways of improving the health outcomes of all Aboriginal and Torres Strait Islander peoples through the operations of our 80+ multidisciplinary centres. Our ultimate goal is for all peoples to have the same life chances, choices and quality of life – regardless of their racial background.

We introduced a Diversity and Inclusion Policy in 2022 and this Reflect RAP is the next step in our journey to build a pathway to achieve meaningful outcomes that have a positive impact for Aboriginal and Torres Strait Islander communities throughout Australia.

We recognise the importance of making positive contributions not only for our employees, but also the wider population that form the patient base of our independent GPs, dentists and allied healthcare professionals, by improving our understanding of, services to and participation in Aboriginal and Torres Strait Islander communities and enterprises.

As shown on the following page, our RAP Steering Committee and RAP Working Group, supported by our Co-Champions (Lisa Conway, Director, Dental and Melinda Harrison, General Counsel) is made up of team members from a wide range of levels and functions throughout the business, and we hope to engage more members from diverse locations in our network as we progress this journey. To us, this means ensuring that we have perspectives and commitment from across our extensive organisation and multiple business units.

Our RAP Steering Committee is responsible for outlining the strategic direction of ForHealth's reconciliation journey including setting key targets and priorities during the implementation period and providing general oversight over the RAP Working Group. The RAP Working Group will work on the ground to undertake the specific steps required to meet our commitments set out in this RAP, including liaising with relevant personnel within ForHealth as well as with relevant third parties from outside our organisation. Both the RAP Steering Committee and RAP Working Group will continue to engage regularly to monitor and implement our 'Reflect' action plan. Through this journey, we will form our vision for reconciliation and explore our sphere of influence.

We aim to create an organisation where we promote awareness, create opportunities for Aboriginal and Torres Strait Islander peoples and foster a sustained interest within our Medical and Dental Centres to engage with Aboriginal and Torres Strait Islander peoples. Working collaboratively with local communities, we want to celebrate Australia's unique Aboriginal and Torres Strait Islander heritage to achieve understanding, respect, appreciation.

Ultimately for all of us at ForHealth, our Reflect RAP symbolises our commitment to advance reconciliation, improve equity, enhance understanding and bring about a brighter future for all Australians.



Our governance

ForHealth is fully committed to this important initiative and has put the following governance structure in place to support development and delivery of its Reflect RAP.

This structure acknowledges that real and lasting change requires the sponsorship of executive and senior leadership, the involvement of employees who are committed to change and the advice and guidance of First Nations peoples.

Currently, none of our members of the RAP Steering Committee or RAP Working Group identify as First Nations peoples. We are working to ensure we have such representation. We have recently conducted a survey asking staff, amongst other things, if they self-identify as Aboriginal and/or Torres Strait Islander peoples. Unfortunately, no staff member identified as so. We have only recently started capturing this information for new employees and we will be undertaking a campaign to encourage all staff to update their details so that we better understand our workforce and their cultural heritage.

In the event that we are unable to encourage any staff who identify as First Nations people to be a member of our RAP Working Group, we will consult with Uncle Jimmy Smith to provide guidance and membership to the RAP Steering Committee and RAP Working Group.

RAP Steering Committee

Name	Title
Andrew Cohen (Chair)	CEO
Mikki Silverman	Director Growth, Patient Experience and P&C
Lisa Conway (Co-Champion)	Director, Dental
Melinda Harrison (Co-Champion)	General Counsel (and Company Secretary)
Simon Taylor-Cross	Director NSW & ACT

RAP Working Group

Name	Title
Ramya Gourri	Head of Marketing
Kirralyn Hitchcock	Marketing and Communications Manager – Medical & Dental
Jason Bowers	People & Culture Business Partner Manager
Saheba Kaur	Senior Legal Counsel
Tamim Rahman	Senior Legal Counsel
Chris Paterson	Senior Strategy Associate
Michelle Champ	Learning & Development Coordinator
Dr Anu Achar	General Practitioner
Uncle Jimmy Smith	External advisor, First Nations Elder

The RAP Steering Committee and the RAP Working Group have been, and continue to be, supported by a wide range of people across ForHealth as well by its owners, BGH Capital.



Our partnerships and activities

We acknowledge our many non-Indigenous colleagues who have been working to reduce discrimination, improve access and create opportunities for First Nations stakeholders.

Following are some of the ways that ForHealth proposes to engage with First Nations peoples and take steps towards reconciliation.

Engagement of First Nations consultant (Uncle Jimmy Smith)

ForHealth has had preliminary engagement with Uncle Jimmy Smith to act as an advisor and provide guidance on our RAP journey and cultural insights to our RAP Steering Committee and RAP Working Group.

As part of our Reconciliation Action Plan, we will formally engage Uncle Jimmy and be guided by his recommendations on beneficial and practical steps we can take for our business to work towards reconciliation.

Uncle Jimmy Smith is a Wiradjuri and Gadigal Man, and one of Sydney's leading cultural educators. He is passionate about teaching First Nations cultures, and sharing his connection and understanding of Wangal land with those of us who now live, work, learn and play here.

Both ForHealth and Uncle Jimmy are excited at the opportunity to work together as we continue progressing our Reconciliation Action Plan.

Communicating our journey

On 21 June 2023, our inaugural communication piece from our CEO, Andrew Cohen, was circulated to all of our staff, announcing the commencement of our RAP journey.

Included in this communication was a survey to get a pulse check on the issues that our staff and stakeholders would like us to focus on in regard to First Nations cultures and the communities within ForHealth.

We hope to use this survey to gauge the knowledge and interest in contributing to this auspicious journey towards reconciliation.

NAIDOC Week 2023

Raising awareness

In June 2023 we communicated to all our staff information and awareness pieces in relation to the significance of NAIDOC week with encouragement to participate including attending local events.





Our partnerships and activities

Painting workshop

On 29 June 2023, our head office staff located in Leichhardt, NSW participated in a cultural painting workshop led by Koomurri Entertainment in celebration of NAIDOC week.

Participants in the workshop were guided by a First Nations artist on painting a 3 x 3 metres canvas which has been displayed in our head office.

The workshop taught participants how and what to paint as well as the cultural significance of painting within the First Nations communities. This event was catered by Matt Atkins, a First Nations chef who does food that everyone knows and loves with a delicious native twist.

Attending events

Various staff members attended various registered and unregistered events during NAIDOC Week held in July 2023, which gave attendees a greater perspective and appreciation into the cultural aspects of the First Nations communities within their local area and celebrate their deep and enriched history.

Images on page 13 and 14

ForHealth Staff attending NAIDOC Week 2023 events and participating in Painting Workshop





Our partnerships and activities

Supply Nation

As part of our Reflect RAP we will consider Supply Nation and other First Nation suppliers to consider if we can form meaningful partnerships for procurement opportunities.

Looking forward

As we progress our RAP journey, we propose to develop more events, activities and learning initiatives to not only celebrate the histories, cultures and achievements of First Nations peoples but create awareness of how we all can play a vital role towards reconciliation.

Some of the initiatives we are proposing to implement as at the date of this RAP include:

- continue to work with Uncle Jimmy Smith, a Wiradjuri and Gadigal Man, and one of Sydney's leading cultural educators to provide guidance on our RAP journey and cultural insights to our RAP Steering Committee and ForHealth more broadly;
- identify ways we can develop meaningful partnerships with First Nations organisations;
- consider installing plaques and/or maps at all of our Medical and Dentals Centres acknowledging the traditional custodians of the land;
- introducing an Acknowledgment of Country as a formality at the start of significant meetings across ForHealth;
- promote cultural education and understanding of Aboriginal and Torres Strait Islanders amongst our staff and independent healthcare professionals;
- encourage our healthcare professionals to conduct more education and training on the medical needs of First Nations communities by creating online space promoting and sharing Aboriginal and Torres Strait Islander resources, knowledge and events.





Our RAP commitments

Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June, 2024	Director NSW & ACT
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May, 2024	Director NSW & ACT and General Counsel
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Director, Dental
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June, 2024	Director, Dental
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June, 2024	Director, Dental
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February, 2024	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July, 2024	Director NSW & ACT
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June, 2024	Director, Dental
4. Promote positive race relations through anti-discrimination strategies.	Research best practice in areas of race relations and anti-discrimination.	November, 2024	General Counsel
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January, 2025	P&C Business Partner Manager



Our RAP commitments

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July, 2024	Director Growth, Patient Experience
	Conduct a review of cultural learning needs within our organisation.	January, 2025	Learning & Development Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October, 2024	Director, Dental
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July, 2024	Director, Dental
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July, 2024	Director, Dental
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2024	Director, Dental
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Director, Dental



Our RAP commitments

Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September, 2024	Director Growth, Patient Experience and P&C
	Investigate improvements to HR reporting metrics to better understand current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July, 2024	Director Growth, Patient Experience and P&C
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July, 2024	Director NSW & ACT
	Investigate Supply Nation membership.	May, 2024	General Counsel





Our RAP commitments

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a Rap Working Group to govern RAP implementation.	May, 2024	General Counsel
	Draft a Terms of Reference for the Rap Working Group.	May, 2024	General Counsel
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	January, 2025	Director Dental
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April, 2024	General Counsel
	Engage senior leaders in the delivery of RAP commitments.	May, 2024	General Counsel
	Maintain a senior leader to champion our RAP internally.	July, 2024	General Counsel
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June, 2024	General Counsel
12. 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 annually	General Counsel
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	General Counsel
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Counsel
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November, 2024	General Counsel



Queries and contact

Please direct all inquiries about our RAP to:

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