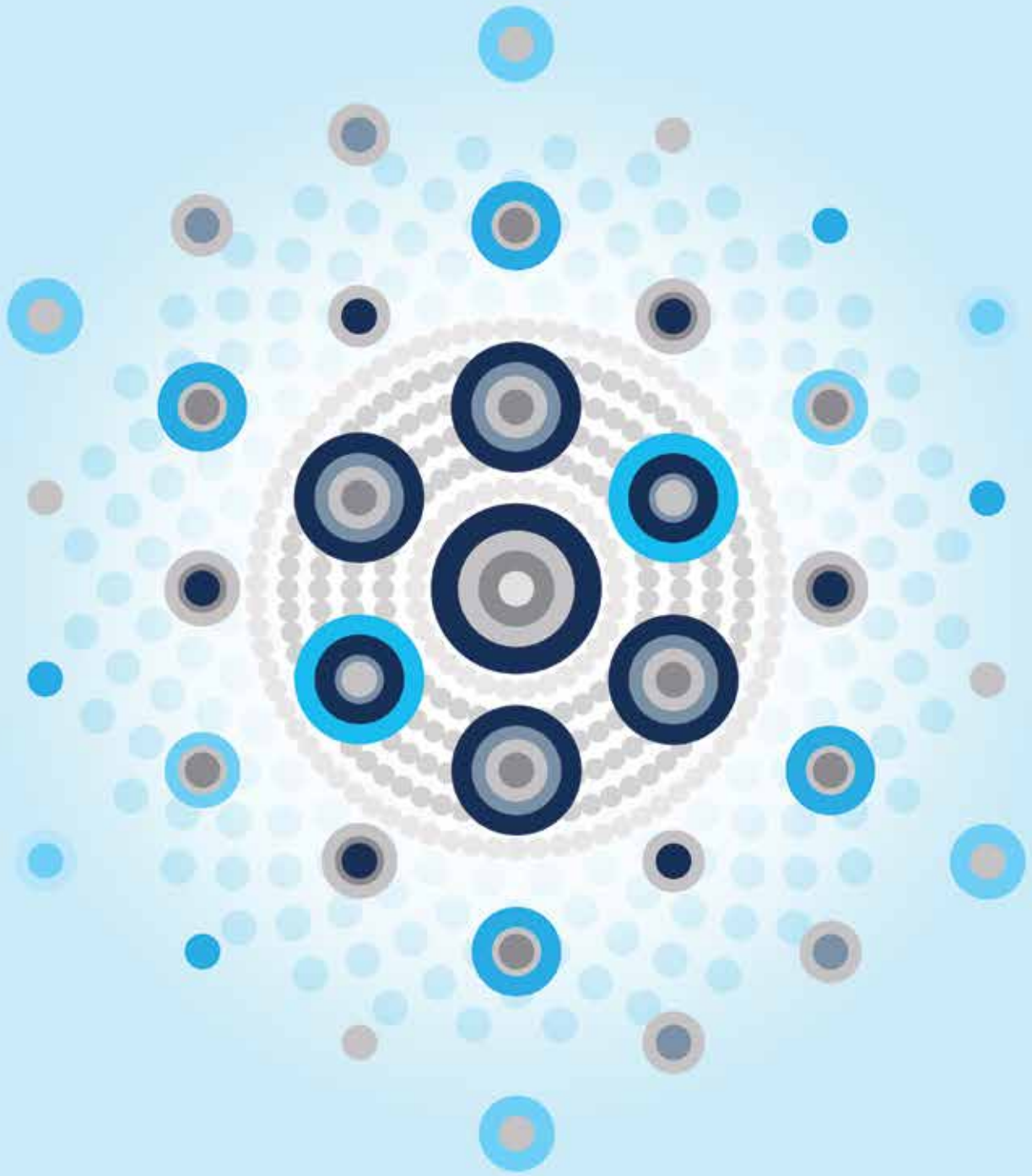


Bupa Reconciliation Action Plan 2015-2017



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 their elders past and present and recognise their cultural heritage, beliefs and relationship with this land. We thank you for your ongoing custodianship.

Terminology

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

Abbreviations

NACCHO: National Aboriginal Community Controlled Health Organisation

NAIDOC: National Aborigines and Islanders Day Observance Committee

NRW: National Reconciliation Week

RA: Reconciliation Australia

RAP: Reconciliation Action Plan

RING: Reconciliation Industry Network Group

RWG: RAP Working Group

Artwork information

The cover artwork design was created to express Bupa's vision for reconciliation. With multiple meanings, the artwork symbolises a person's life journey and the myriad of pathways explored and experienced along the way. The inner circular core represents a person's connection to land and the surrounding circles symbolise the communities that provide support on that path. Bupa strives to provide health and care on this journey.

This original artwork design was created by Marcus Lee Design, a creative design agency accredited by Supply Nation.

Contact

Our Reconciliation Action Plan is the start of an important journey for Bupa and we understand that working in consultation with the community is an important part of the journey. We welcome your thoughts and feedback via email to corporateresponsibility@bupa.com.au.



Bupa's message

It is with great pride and personal pleasure that I present Bupa's Reconciliation Action Plan. This is our first Reconciliation Action Plan, and like our purpose; longer, healthier, happier

lives, it underpins our aspiration to make a real difference to the communities in which we operate.

The primary commitment of this plan is to take considered steps in developing greater awareness of Aboriginal and Torres Strait Islander cultures within our business and deepen our connections with Aboriginal and Torres Strait Islander peoples and organisations. Our immediate priority will be to understand the existing health and care landscape for Aboriginal and Torres Strait Islander Australians and to work in partnership with existing community-led organisations that are successfully driving change in this area.

I am passionate about the possibility of using our broad experience in health and care to drive real and measurable improvements in health outcomes to help close the gap for Aboriginal and Torres Strait Islander peoples.

The journey to establish our first Reconciliation Action Plan has been a valuable and rewarding experience, particularly for the members of our RAP Working Group, and I thank them for their contributions. I look forward to ensuring that our activity under this plan delivers meaningful opportunities for both our people and the wider community, to foster greater appreciation for our rich Indigenous history and contribute to closing the gap in health outcomes for Aboriginal and Torres Strait Islander peoples.

Dean Holden

Managing Director, Bupa Australia and New Zealand.



Reconciliation Australia's message

I congratulate Bupa on the implementation of its Reconciliation Action Plan. As a large, global, broad-based health and care organisation, Bupa is a very significant addition

to the diverse, dynamic and fast growing RAP community.

Reconciliation Australia's role as the national leader for reconciliation is to inspire social change and foster relationships, respect and trust between Aboriginal and Torres Strait Islander peoples and other Australians. Through our programs and initiatives, we work to connect and engage people and organisations, build frameworks for action, provide resources and promote the many stories of Indigenous success.

Our RAP program leads the way in bringing about meaningful social change to workplaces around the country. In so doing it provides sustainable opportunities in education, employment and business for Aboriginal and Torres Strait Islander peoples. By developing a RAP, Bupa joins more than 600 organisations around Australia, each using their unique capabilities and sphere of influence to make a meaningful contribution to reconciliation.

Bupa's RAP reflects a bold new stage in its engagement with Aboriginal and Torres Strait Islander peoples and affirms that as an organisation, it is committed to a frontline role in the campaign to address the significant health concerns faced by Australia's First Peoples.

On behalf of Reconciliation Australia I commend Bupa for embarking on its first Reconciliation Action Plan and for its commitment to improving the lives of Australia's First Peoples.

Justin Mohamed

Chief Executive Officer, Reconciliation Australia.

Our vision for reconciliation is to see the gap in Aboriginal and Torres Strait Islander health outcomes closed. To achieve this vision, we will couple our health and care expertise with a commitment to working with, and learning from, Aboriginal and Torres Strait Islander peoples. This is part of our global purpose of empowering our customers, employees and the wider community to live longer, healthier, happier lives.



Dr Evelyn Scott,
Bupa Mt Sheridan resident.

The current health landscape

In February 2015, the Australian Human Rights Commission's Close the Gap Steering Committee released the *Priorities and Progress Report*. The report highlights the impact of continued efforts to improve the health of Aboriginal and Torres Strait Islander peoples and makes recommendations for effective ways to ensure continued positive change.

What are the gaps? ^[1;2]

Compared to other Australians, Aboriginal and Torres Strait Islander peoples have a shorter life expectancy, and are more likely to have a treatable health condition. Furthermore, the mortality rate of Aboriginal and Torres Strait Islander children is still more than double that of other Australians. Aboriginal and Torres Strait Islander peoples:

- are more than three times as likely to have diabetes;
- are six times more likely to have end stage kidney disease;
- are almost three times as likely to feel high levels of psychological stress; and
- have lower survival rates for all cancers (40% compared with 52% for non-Indigenous people).

The *Priorities and Progress Report* acknowledges that while some improvements have been made in some health indicators, there is no room for complacency and there is still much work to be done to close the gap in health equality.

Why do these health gaps exist? ^[3]

A 2007 report by the Australian Medical Association uncovered evidence of discrimination and inequality in our health system. Aboriginal and Torres Strait Islander peoples often do not benefit from mainstream health services to the same extent as other Australians because:

- health services are not accessible to many Aboriginal and Torres Strait Islander communities, particularly those in remote areas;
- mainstream health services often lack cultural sensitivity towards many Aboriginal and Torres Strait Islander peoples, and are seen as unwelcoming places; and
- of a failure to adequately address underlying causes including low levels of education, high levels of unemployment and poor nutrition and housing conditions.

What is being done? ^[1]

The Close the Gap Campaign Steering Committee was established in 2006 to achieve better health outcomes for Aboriginal and Torres Strait Islander peoples by:

- investing in the Aboriginal community controlled health sector;
- working with Aboriginal and Torres Strait Islander peoples, their representative organisations and the government to develop, implement and monitor health policies and programs; and
- achieving greater access to primary health care services to detect, treat and manage long-term health conditions in Aboriginal and Torres Strait Islander communities.

Bupa believes our broad health and care credentials can assist in delivering meaningful support in these areas.

[1] Holland C. Close the Gap. Progress and Priorities Report 2015. [Online; accessed Apr 2015] Available from: www.humanrights.gov.au

[2] Australian Indigenous HealthInfoNet (2015) Overview of Australian Indigenous health status, 2014. [Online; accessed 5 May 2015] Available from: www.healthinfonet.ecu.edu.au/health-facts/overviews

[3] Oxfam Australia. Why does the health gap exist? [Online; accessed Apr 2015] Available from: www.oxfam.org.au

Reconciliation at Bupa

Reconciliation is a journey for everyone and is present through the commitments and passion of our people, customers and partnerships.

Having long-term partners like Bupa allows Message Stick to contribute to reconciliation by demonstrating how positive relationships between Indigenous and other Australians can thrive and produce meaningful outcomes.

Michael McLeod, Chief Executive Officer, Message Stick.

In 2006 Bupa became one of the first clients of Message Stick, Australia's first Aboriginal telecommunications service provider. Message Stick continues to be one of Bupa's conferencing providers offering a comprehensive and reliable service for Bupa's regional and international requirements.



In 2012, Bupa became the first health and care member of Supply Nation, a business-to-business membership body dedicated to growing diversity within the supply chain. Bupa continues to procure services through Aboriginal and Torres Strait Islander businesses, cementing our commitment to diversity in procurement and tendering through our supply chain.



In 2013 the Bupa Health Foundation funded a pilot for the Royal Far West's *Come N' See* program, determining the feasibility and effectiveness of using a tele-health model for delivering speech pathology services. Approximately 150 children with speech and language issues, of whom 43% were Aboriginal or Torres Strait Islander, participated in the pilot that was run through 23 preschools across regional NSW. As a result of the pilot, Royal Far West is exploring its potential to be rolled out to schools in isolated communities.



Bupa Mt Sheridan aged care home, located just outside of Cairns, works with the community to ensure we support the needs of Aboriginal and Torres Strait Islander residents and employees. The Bupa model of care takes a Person-First approach to caring for our residents. We support our residents' cultural needs by regularly welcoming elders and community members into the home and presenting Aboriginal and Torres Strait Islander cultural activities on a regular basis.

Bupa's reconciliation journey

What does our Reconciliation Action Plan mean for Bupa?

A key pathway to delivering our purpose of longer, healthier, happier lives, is a global commitment to tackling the toughest challenges in health and care. There is no doubt that closing the gap in health outcomes remains one of Australia's most imperative health challenges.

More than just acknowledging our historical origins and the Traditional Custodians of Australian land, our commitment is about developing deeper and more meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities. This will help identify where Bupa can provide greater opportunities for education, employment and health outcomes. This will also help us respond to the diverse needs of our people, customers and the wider community while living our purpose and making a difference in health and care.

Working together with RA REDI

Bupa worked together with Reconciliation Australia's REDI program over a period of five months to brainstorm and develop a draft RAP. The process involved several discussions attended by Bupa's RAP Working Group and Sharona Torrens, former General Manager REDI Australia, to guide our thoughts, ideas and learning, in developing our RAP.

As part of the journey, we hosted a panel discussion with experienced leaders in reconciliation, including Justin Mohammed, Chief Executive Officer, Reconciliation Australia, Cath Brokenborough, Chair Indigenous Engagement and Reconciliation, Lend Lease and Richard Smith, Account Manager at Supply Nation. The outcomes of these discussions and the panel session were refined to what is now our first RAP. The REDI program has been an invaluable support to the Bupa team in guiding us on the reconciliation journey.

Driven with passion by our people

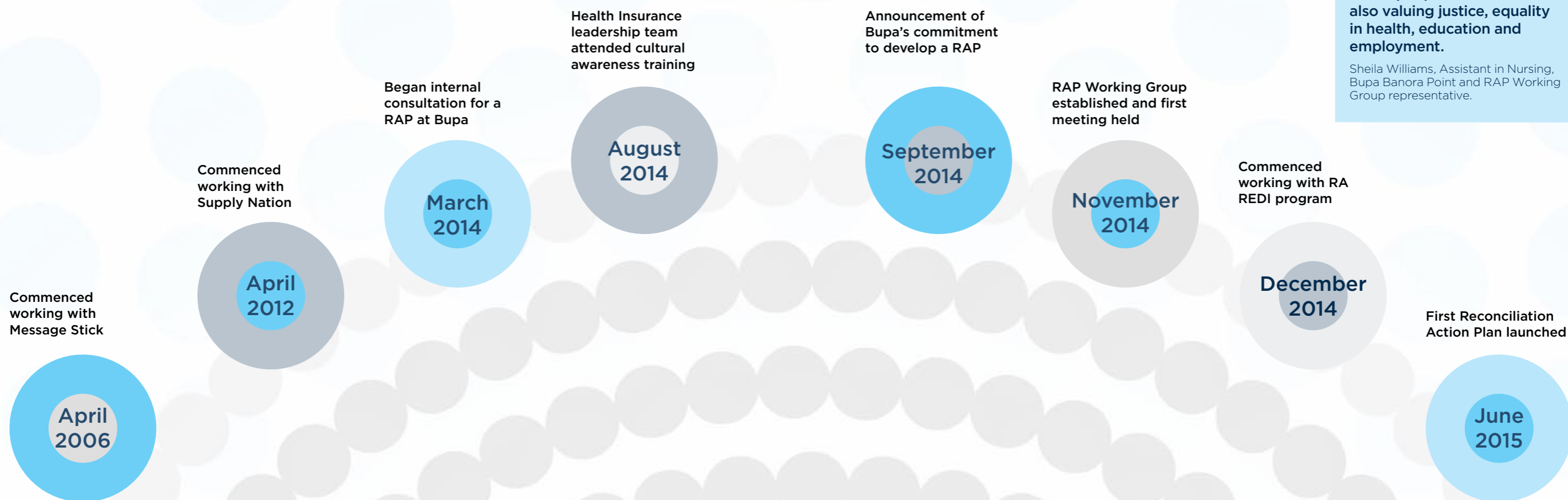
As part of our journey in developing our RAP, we asked our people for their feedback. They expressed enthusiasm to learn more about First Peoples' cultures and history and were overwhelmingly passionate about using our experience in health and care to benefit Aboriginal and Torres Strait Islander peoples and communities.

- 67% of employees want more opportunities to engage with Aboriginal and Torres Strait Islander people and their culture;
- 84% of employees support partnering with Indigenous organisations to deliver programs that promote reconciliation;
- 92% of employees feel it is important to genuinely support workplace diversity at Bupa.



Reconciliation to me as a Gumbayggirr (Aboriginal woman) means bridging the gap between non-Indigenous and Indigenous Australians to have respect and an understanding of our people and culture. It is also valuing justice, equality in health, education and employment.

Sheila Williams, Assistant in Nursing, Bupa Banora Point and RAP Working Group representative.



I am a proud Aboriginal woman and I live at Bupa Eastwood because I am encouraged to celebrate who I am and where I come from. Being able to express my culture and heritage is very important to me.

Eileen Baxter, Bupa resident.



Yarrabah dancers at Bupa Mt Sheridan.

Relationships

Bupa understands the importance of partnerships in making a positive and sustainable difference in the community. Through building mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations, we will understand how best to support the community in addressing their health and wellbeing priorities.

Milestones	Responsibility	Timeline	Actions
1 The RAP Working Group (RWG) actively monitors RAP development, including implementation of actions, tracking progress and reporting.	Director of Corporate Affairs & RAP Working Group	June 2015, 2016 September 2015, 2016 November 2015, 2016 March 2016, 2017	<ul style="list-style-type: none"> ◦ RWG to meet quarterly to monitor and report on the RAP implementation. ◦ RWG to be chaired by the Director of Corporate Affairs. ◦ RWG oversees the development, endorsement and launch of the RAP.
2 Raise awareness of the RAP and Bupa's commitment to reconciliation with employees, stakeholders and the wider community.	Head of Internal Communications/ Head of Media & Corporate Communications / Head of Government, Policy and Regulatory Affairs.	Jan 2015 - June 2017	<ul style="list-style-type: none"> ◦ Develop and implement a plan to raise awareness about our RAP with employees, customers, industry stakeholders and the wider community and to ensure they have an understanding of how they can meaningfully contribute to reconciliation. ◦ Develop a list of Aboriginal and Torres Strait Islander events and celebrations around Australia and promote to employees to encourage understanding and participation.
3 Celebrate National Reconciliation Week by providing opportunities for Aboriginal and Torres Strait Islander peoples and other employees to build awareness and relationships.	Head of Internal Communications	27 May - 3 June 2015, 2016, 2017	<ul style="list-style-type: none"> ◦ Launch Bupa's first RAP as part of the National Reconciliation Week (NRW) activities in 2015. ◦ Raise internal awareness of NRW by organising at least two internal events each year. ◦ Improve and measure participation in Bupa's NRW events each year.
4 Build deeper relationships with Aboriginal and Torres Strait Islander peoples and organisations to better understand how Bupa can deliver on the vision of our RAP.	Head of Corporate Responsibility & Sustainability	July 2015 - June 2017	<ul style="list-style-type: none"> ◦ Develop a pathway to build enduring relationships, identifying who we should be engaging with, how we should engage and what we can bring to these relationships. ◦ Ensure our pathway acknowledges and builds on existing relationships and expertise; and aligns with our business and geography.
5 Create and support opportunities for thought leadership in Aboriginal and Torres Strait Islander health.	Head of Corporate Responsibility & Sustainability	June 2016 - June 2017	<ul style="list-style-type: none"> ◦ Continue to be an active member of the health Reconciliation Industry Network Group (RING). ◦ Attend Reconciliation Australia events to engage with NGO's, government representatives and other organisations. ◦ Regularly connect with peak health bodies and health organisations relating to Bupa's health expertise including dental, optical, aged care and health coaching.

Respect

Bupa recognises that to build an inclusive workplace and respectfully work in partnership with Aboriginal and Torres Strait Islander organisations and peoples, it is important that we have awareness of our shared history and an appreciation of the diversity of cultures. This will enable us to collaborate, advocate and deliver better health outcomes for Aboriginal and Torres Strait Islander peoples.

Milestones	Responsibility	Timeline	Actions
6 Engage employees in understanding cultural protocols around Welcome to Country and Acknowledgement of Country ceremonies to ensure there is shared meaning behind these ceremonies.	Corporate Responsibility & Sustainability Manager	July 2015 - June 2017	<ul style="list-style-type: none"> Develop, implement and share a cultural protocol document for Bupa. Invite a Traditional Owner to provide a Welcome to Country at all significant Bupa site openings and major events. Ensure an Acknowledgement of Country is provided in the absence of a Welcome to Country at all significant Bupa events. Include Acknowledgement of Country references at Bupa premises including care homes, retail centres, dental and optical practices and corporate offices. Include an Acknowledgement to Country on Bupa websites and intranet.
7 Provide opportunities for Bupa employees and customers to be more culturally aware.	Head of Talent & Diversity	November 2015 - June 2017	<ul style="list-style-type: none"> Develop and pilot a cultural awareness strategy for Bupa. Engage employees in cultural learning, development and diversity training to increase understanding and appreciation of different Aboriginal and Torres Strait Islander cultural backgrounds. Integrate cultural learning and awareness into Bupa's internal employee events and onboarding. Provide cultural immersion opportunities for managers and employees. Continue to understand and measure our employees' current level of knowledge around Aboriginal and Torres Strait Islander history, cultures and contributions.
8 Provide opportunities for Bupa's Aboriginal and Torres Strait Islander employees to engage with their cultures and communities through celebrating NAIDOC Week events.	Head of Legal	July 2015, 2016, 2017	<ul style="list-style-type: none"> Review current employment policies to ensure Aboriginal and Torres Strait Islander culture at Bupa is consistent, understood and respected. Provide the opportunity for Aboriginal and Torres Strait Islander employees to participate in local NAIDOC Week events.
9 Ensure Bupa's commitment to reconciliation is clearly recognised in our physical and digital spaces.	Corporate Responsibility & Sustainability Manager	May 2016 - June 2017	<ul style="list-style-type: none"> Create respectful and appropriate ways to permanently show Bupa's commitment to reconciliation in our physical and digital spaces. Embed opportunities to showcase Aboriginal and Torres Strait Islander cultures and significant events through internal communications.

Opportunities

Bupa is passionate about creating opportunities for Aboriginal and Torres Strait Islander peoples and empowering communities to make healthy choices. We see this as a pathway to reducing the gap in health outcomes for Aboriginal and Torres Strait Islander peoples.

Milestones	Responsibility	Timeline	Actions
10 Work directly with Aboriginal and Torres Strait Islander people and communities to understand how Bupa can contribute to reducing the health gap in Australia.	National Medical Director	June 2016 - June 2017	<ul style="list-style-type: none"> Identify ways to measure and better understand the needs of Bupa's Aboriginal and Torres Strait Islander customers. Consult with Aboriginal and Torres Strait Islander health organisations to learn about existing services and health needs of Aboriginal and Torres Strait Islander peoples. Identify opportunities for new partnerships to deliver on our RAP vision. Deliver one or more programs where Bupa uses its health and care expertise to support the health of Aboriginal and Torres Strait Islander peoples.
11 Investigate opportunities within Bupa to increase Aboriginal and Torres Strait Islander employment.	Head of Talent & Diversity	January 2016 - June 2017	<ul style="list-style-type: none"> Implement systems to measure Bupa's current Aboriginal and Torres Strait Islander employee population. Review Bupa's policies and procedures to understand the barriers and gaps in skills or access that are preventing more Aboriginal and Torres Strait Islander people entering the health profession. Work in partnership with Aboriginal and Torres Strait Islander people to develop a strategy to increase employment and retention in areas of Bupa's expertise such as aged care, optical and dental. Work with agencies that can connect Bupa with Aboriginal and Torres Strait Islander jobseekers and interns. Promote job opportunities at Bupa on Aboriginal and Torres Strait Islander job boards, in Koori Mail and Indigenous radio.
12 Investigate opportunities to increase supplier diversity within Bupa.	Procurement Manager	June 2016 - June 2017	<ul style="list-style-type: none"> Encourage learning and development for Bupa decision makers to understand supplier diversity opportunities. Further develop our existing relationship with Supply Nation. Develop a plan for Bupa to publically promote business opportunities available at Bupa. Review and reform procurement policies and procedures to address barriers to Aboriginal and Torres Strait Islander services and suppliers.

Tracking progress and governance

Milestones	Responsibility	Timeline	Actions
13 Consider meaningful governance structures for Bupa's reconciliation activities.	RAP Working Group	January 2017	<ul style="list-style-type: none"> Explore opportunities for establishing a Bupa Aboriginal and Torres Strait Islander Advisory panel.
14 Report achievements, challenges and learnings to Reconciliation Australia and our internal and external stakeholders for inclusion in the RAP Impact Measurement Report.	RAP Working Group & Corporate Responsibility & Sustainability Manager	April 2015 - 2017	<ul style="list-style-type: none"> Bupa delivers first proposed RAP to the Bupa ANZ Executive Team for input and alignment and Reconciliation Australia for assessment and endorsement. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
15 Review, refresh and update Bupa's RAP	RAP Working Group	June 2017	<ul style="list-style-type: none"> Review, refresh and update Bupa's RAP based on learnings, challenges and achievements from our previous RAP. Share Bupa's updated RAP with Reconciliation Australia for review and endorsement.

RAP Working Group

Our RAP is championed by Dean Holden, Managing Director, and Dieter Lehmann, Director of Corporate Affairs and is led by a working group of employees across the business.

Corporate Affairs	Director, Corporate Affairs (Chair)
	Head of Corporate Responsibility and Sustainability
	Corporate Responsibility and Sustainability Manager
	Head of Government, Policy and Regulatory Affairs
	Head of Media and Corporate Communications
	Head of Internal Communications
Health Services	Senior Nurse and Quality Manager, Bupa Medical Visa Services
	Human Resources Advisor, Bupa Dental Corporation
	Marketing Manager, Bupa Optical
Care Services	Operations Manager
	Assistant in Nursing, Bupa Banora Point; Aboriginal representative
Health Insurance	Regional General Manager, QLD/WA
Strategy	Head of Strategy
Finance and Commercial	Procurement Manager
Legal	Head of Legal - Dispute Resolution and Employment
People	Head of Talent and Diversity
Information Services	IS Director, Business Partnerships and Solutions
Medical	National Medical Director
Marketing	Director, Brand and Health and Care Marketing

About Bupa

Our purpose of longer, healthier, happier lives is at the heart of everything we do.

Around the world, Bupa supports more than 29 million customers in 190 countries through health insurance, residential aged care homes, retirement villages, hospitals, primary care centres and dental clinics. We also provide workplace health services, home healthcare, health assessments and health support programs to help people better manage long-term health conditions. Bupa has no shareholders and all profits are reinvested in providing more access and better health and care.

In Australia, Bupa cares for more than 5 million people across a range of health services and operations. We are a major provider of health insurance and the largest private residential aged care provider. We are also the largest provider of dental services and operate optical retailer Bupa Optical.

We support the management of those with chronic conditions through phone-based coaching services and offer general practice services to the public through Bupa Medical. We also provide visa medical checks and processing services on behalf of the Australian Government.

Since 2005, the Bupa Health Foundation has invested over \$26 million in medical research to nurture new ideas and approaches to improving community health in the area of preventative health, healthy ageing, chronic disease management and promoting affordable health and care.

In Australia, we employ over 12,000 people who are an essential part of achieving our health and care ambitions. We currently do not measure or report the number of Aboriginal and Torres Strait Islander employees within our business although a key action of our RAP is to review our policies and procedures in this area.

We are passionate about our people, our customers and about making a real difference to improving the health of the world.

