



Innovate Reconciliation Action Plan

February 2025 – January 2027

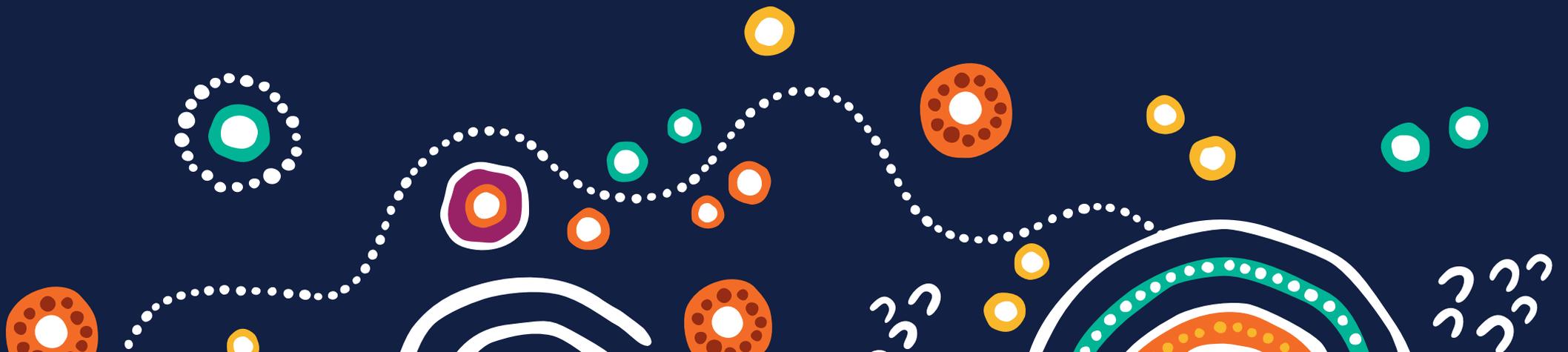


**TEACHERS
HEALTH** 

We're for teachers

ACKNOWLEDGEMENT OF COUNTRY

Teachers Health respectfully acknowledges the Traditional Custodians of this land. We also recognise that Aboriginal and Torres Strait Islander peoples were the first educators and healers and have held the knowledge of this land for many thousands of years. We pay respect to Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples and celebrate their enduring connections to and knowledge of the land, waterways and sky.



ABOUT THE ARTWORK

This artwork titled *Learning Journey*, uses colour, symbols and patterns to tell the story of Teachers Health Group's reconciliation journey. Three distinct circles represent Teachers Health (centre), Nurses & Midwives Health, and UniHealth. Parallel u-symbols radiate from the centre circle and symbolise people coming together to share information, learn, and increase understanding. Nearby, green seedlings represent the hope that comes from the process of reconciliation. Learning is represented as a journey through the flow of movement of an ochre pathway from the bottom left corner to the top right corner of the artwork. Small white dots along this pathway represent the many thousands of members that make up Teachers Health Group.

Smaller colourful circles dispersed throughout the artwork represent the stakeholders and groups that are part of the Teachers Health Group community. The hatchmarks that appear in the artwork are evocative of traditional art forms found throughout New South Wales. Organic lines and shapes represent elements of Country, including land formations and waterways. It reminds us that Teachers Health Group performs its work on land that always was, and always will be, Aboriginal land.

About the artist

Charmaine Mumbulla is a Kaurna and Narungga woman from South Australia's Yorke Peninsula with family ties to the Gumbaynggirr peoples from the New South Wales mid-north coast. Together, she and her partner Jason run an Aboriginal creative agency on Gadigal and Wangal land called Mumbulla Creative. Charmaine is passionate about working on projects that support social justice and works closely with organisations to tell their stories through art.



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MESSAGE FROM TEACHERS HEALTH GROUP

We are proud to share our Innovate Reconciliation Action Plan (RAP), a reflection of our long-term commitment to advancing reconciliation in Australia and working in partnership with First Nations peoples to make meaningful change.

At Teachers Health Group, our RAP is an extension of our values and beliefs, and the delivery of our Reflect RAP was an important step in bringing these to life through practical and tangible measures.

We are incredibly proud of the actions we've taken during this relatively short period of time, building a strong foundation for reconciliation for the organisation. A significant focus during this time was working with our people to increase cultural knowledge and building strong connections and opportunities with our stakeholders and communities.

While much has been achieved to date, we also recognise that this is the first step of a long journey, and there's much more for us to do.

Our Innovate RAP has been informed by our learnings throughout Reflect, with a focus on increased engagement with First Nations peoples, building strong community connections, ongoing internal education, and improved governance. Our aim is to make a meaningful impact within our sphere of influence.

As an organisation that operates across the health and education industries, we are committed to creating opportunities with our stakeholders and partners to support the growth of Aboriginal and Torres Strait Islander teachers, nurses, and midwives. One way we're doing this is through the funding of scholarships.

A range of initiatives has also commenced to support the strategic delivery of our RAP deliverables including the implementation of a new governance structure, introduction of a new employee-led network and working alongside an external First Nations Strategic Advisor.

Together with First Nations people, our stakeholders, and our communities, we are focused on making a meaningful contribution to reconciliation in Australia.

Maree O'Halloran
Chairperson



Brad Joyce
Group Chief Executive Officer





MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Teachers Health Group on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Teachers Health Group to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Teachers Health Group will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and

collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Teachers Health Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Teachers Health Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Teachers Health Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for an equitable Australia where Aboriginal and Torres Strait Islander peoples' cultures, histories and contributions are acknowledged, respected and celebrated.

We believe in the transformative power of education and health to bridge gaps and build strong, respectful relationships with Aboriginal and Torres Strait Islander communities.

As an organisation that operates across both the health and education sectors, our Reconciliation Action Plan acknowledges the opportunities for improvement that exist in health and education outcomes for Aboriginal and Torres Strait Islander peoples and focuses on actions where we can make a tangible difference within our sphere of influence.

We are committed to sharing our reconciliation journey with our people, our members and our communities to help foster continuous learning and lasting change.



OUR ORGANISATION

Teachers Health Group operates three national private health insurance brands: **Teachers Health, Nurses & Midwives Health and UniHealth, as well as Health Centres, Healthcare Services, and an medical research arm – Teachers Health Foundation.**

We were established in 1954 by the NSW Teachers Federation to provide accessible private health insurance for the education community and their families. Since then, we've grown to cover the lives of more than 400,000 teachers, educators – and more recently nurses, midwives and carers – and their families around Australia. We're proud to be the health fund for those who play such an important role in supporting our communities.

Teachers Health Group is Australia's largest industry-based health fund, with an industry-leading retention rate of 96% – a position made possible due to our large, loyal, and diverse membership, as well as our unwavering commitment to putting members at the HEART of everything we do.

As a for-purpose organisation, we are committed to inspiring the health and wellbeing of our members but also, more broadly, our society. We are committed to building knowledge, understanding and connections with First Nations peoples across our spheres of influence including members, our workforce, suppliers and in the communities within which we operate.

Our culture

Our Reconciliation Action Plan is an extension of our values, beliefs and genuine commitment to positive change, known internally as our HEART values:

- ▶ **Hands up:** Encouraging active involvement, stepping up and speaking out.
- ▶ **Experience:** Creating a positive experience, seeing things through difference perspectives, truly listening.
- ▶ **Adventurous:** Embracing change, creating opportunities, being innovative and brave.
- ▶ **Real:** Being authentic, genuine, and respectful.
- ▶ **Together:** Embracing differences, really involving others, having shared goals and celebrations along the way.

Our people

Teachers Health Group employs more than 400 staff nationally across a range of departments including Membership Services, Claims, Information Services, Operations, Marketing, Sales, Finance, Legal, Risk & Compliance, People & Learning, Health Centres and Healthcare Services.

Results from our 2023 Staff Survey indicate that we have one staff member who identifies as an Aboriginal person and one staff member who identifies as a Torres Strait Islander person.

Our locations

Our Head Office is based in Surry Hills, Sydney, on Gadigal land. We have six Health Centres across Australia located on the lands of the:

- GADIGAL PEOPLES** Surry Hills NSW
- DARUG PEOPLES** Parramatta NSW
- AWABAKAL PEOPLES** Hamilton NSW
- WODI WODI PEOPLES** Wollongong NSW
- KAURNA PEOPLES** Adelaide SA
- WURUNDJERI PEOPLES** Melbourne Vic

With a hybrid working model also in place, our staff can work remotely from various locations across Australia.



OUR RECONCILIATION JOURNEY

Reflect RAP highlights



29 deliverables
actioned



Nanga Mai
awards sponsorship

5

New First Nations
owned suppliers



Acknowledgement
of Country project



Active and engaged
RAP Working Group



Promotion of
First Nations Teacher
in member stories



Welcome to Country
by Uncle Allen Madden



RAP Working Group
library of books
(book club)



First Nations
representation
on Working Group



Collaboration with
Aboriginal artist
Charmaine Mumbulla
to create our RAP artwork
and animation



Two candid staff vlogs
to raise awareness and
build understanding

RECONCILIATION ACTION PLAN

Key achievements of our Reflect RAP



**The RAP
Launch Event**

Launch of Teachers Health Group Reflect RAP with all stakeholders experiencing a Welcome to Country from Aboriginal Elder, Uncle Allen Madden, and viewing the RAP artwork animation.



**Education
Tools**

Built awareness and understanding across the organisation through a variety of tools including videos, staff communications, lunch and learn sessions and offering access to yarning webinars that are run by Evolve communities.



**Experience/
Tour**

National Reconciliation Week and NAIDOC Week provided education and guidance for staff on how to get involved and build their knowledge. Participation in Illi-Langi, the Rocks Aboriginal Dreaming Tour for the RAP Working Group.



**Employee
Induction Module**

Designed a new induction module that introduces all new staff to our RAP program.



**Intranet
Page**

Developed and launched a new Reconciliation intranet page as the 'hub' of information that all staff can access to be informed about Reconciliation and learn about our RAP deliverables.



**Acknowledgement of
Country Protocols**

Implemented Acknowledgement of Country across our digital and physical presence, tailored learning through team discussions, providing location guides and supporting documents developed by the RAP Working Group.

Teachers Health Group has a strong history of engaging with Aboriginal and Torres Strait Islander people and communities, as part of its work alongside stakeholder organisations within the education and health industries. With the leadership and endorsement of our Board of Directors, Group Chief Executive Officer and Executive Leadership Team, we continued to build on this foundation with the commencement of our Reflect Reconciliation Action Plan in 2021.

Working together

Led by our Group CEO as the organisation's RAP Champion and two sponsors from the Executive Leadership Team, Teachers Health Group's Reflect RAP was further supported through the development of an organisation-wide RAP Working Group. This group included people from various business units and locations, as well as two Aboriginal and/or Torres Strait Islander employees.

Members included:

- Brand Manager
- Business Development Officer
- Chief of Staff & Executive Assistant to Group CEO
- Chief Marketing Officer
- Chief People Officer
- Clinical Specialist – Claims
- Content Manager
- D&I Specialist
- HR Business Partner
- Manager Cx Insights & Analytics
- Manager Financial Planning & Analysis
- Membership Officers
- National Manager Strategic Partnerships
- Operations Officer – Health Centres

The Working Group made a commitment to design and deliver our inaugural Reflect RAP, as well as drive engagement and inclusion across the organisation. Since its establishment, the Working Group has been an effective vehicle for change, ensuring an honest and open forum of people committed to building reconciliation across the organisation. In preparation for the transition to our Innovate RAP, a review of the RAP governance structure was completed and outcomes included a new Innovate RAP Steering Committee and an Employee Reconciliation Network. The Steering Committee is responsible for the strategic direction of the organisation's Innovate Reconciliation Action Plan and program, and includes our external First Nations Strategic Advisor, Jason Timor. This group is responsible for the RAP strategy and oversees its implementation. The RAP Steering Committee and Employee Reconciliation Network will have opportunities for two-way communications to ensure ongoing alignment. The Employee Reconciliation Network will assist in driving change, providing a safe forum for our people to share information

and experiences and propose opportunities for improvements to our workplace, culture and business interactions. This is an employee-led network of people that identify with the group's purpose or are passionate advocates/allies.

Members of the Innovate RAP Steering Committee include:

- Group Chief Executive Officer and RAP Champion
- Chief Executive Officer of Subsidiary Businesses & Acting Chief Financial Officer
- Chief Customer Officer
- Chief Information Officer
- Chief Risk and Compliance Officer
- General Counsel
- Chief People Officer
- Chief of Staff & Executive Assistant to Group CEO
- National Manager, Strategic Partnerships
- Diversity & Inclusion Specialist
- Communications Manager
- External Strategic Advisor

Building awareness and engagement

Building engagement with employees and external stakeholders continues to be a key focus as we move from our Reflect RAP to our Innovate RAP. The intention has been to create an authentic and meaningful connection with employees, providing opportunities for learning and education about reconciliation.

Regular internal communications from the Teachers Health Group CEO have provided strong leadership on why reconciliation is an important focus and have been consistent since the Reflect RAP was launched. Regular in-person and online events have also been an important part of our engagement strategy, marking occasions such as our RAP launch, as well as key dates such as National Reconciliation Week and NAIDOC Week. These events have provided opportunities for employees to come together and discuss reconciliation and learn more from First Nations' perspectives.

To support the delivery of the RAP internally, promotional materials have been created across digital, video and print to help drive important messages throughout the organisation. One significant project was a series of videos featuring employees discussing what reconciliation means to them and

why it's important for Teachers Health Group to be involved. These were designed to showcase different people speaking from the heart and engaging their peers in an authentic way.

Following the creation of our RAP artwork, commissioned by Aboriginal artist, Charmaine Mumbulla, we produced an animated video explaining the artwork, as well as various pieces of collateral including postcards and lanyards, to explain the design elements and how they represent Teachers Health Group's RAP. The artwork also appears prominently in our Head Office with a description of its story, and elements of the artwork are used across a range of digital publications, including the Teachers Health Group Annual Report.

The RAP continues to be embedded throughout the organisation, and progress is regularly communicated through Group CEO communications, the RAP intranet page, staff communications, videos, and Management/Executive Leadership team updates. It has also been included within our employee induction program, providing a foundation for reconciliation for those who are commencing employment at Teachers Health Group.

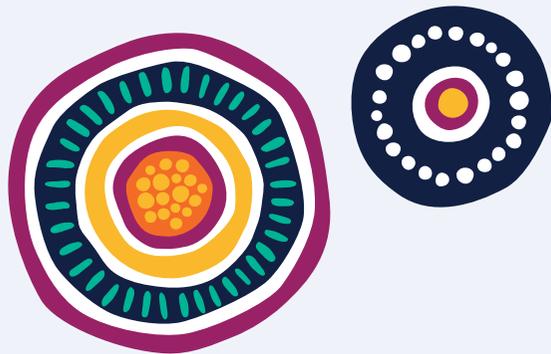


Image: Teachers Health Group Reflect RAP staff lanyards and postcards featuring the Reflect RAP artwork.

Developing knowledge through education

Education has been a key driver of the successful implementation of our Reflect RAP and will continue to be at the forefront of our Innovate RAP. We engaged with Evolve Communities to provide employees with access to yarning webinars, providing knowledge and understanding of First Nations' perspectives. Employees have participated in webinars covering a range of topics including Survival Day, National Reconciliation Week and The Voice referendum, and we continue to encourage participation to help build knowledge and awareness.

Following a review of our cultural learning needs, and due to increased engagement and positive feedback, we invested in the Evolve Communities 'Seven Steps to Reconciliation' online learning program. This was rolled out across the organisation during 2023, with more than 90 per cent of staff completing the training.



Employee feedback about the training was very encouraging, with some stating:

“ What an excellent training/educational course this is! Great content and the format made it easy to digest. I learned so much but it didn't feel overwhelming.

“ Thank you for this brilliantly laid out training session. Was a great way to really absorb the information provided and I feel much more confident and equipped to become a greater ally.

“ I thought this e-learning was fantastic for me. I do not know enough about this topic, and it was very insightful. I learned a lot and would like to do more sessions like this.

The 'Seven Steps to Reconciliation' online learning program is now incorporated into our employee induction program for all new starters at Teachers Health Group.

*Image: 2023 National Reconciliation Week event
L-R: Teachers Health Group Chairperson, Maree O'Halloran; event guest speaker, Anthony Galluzzo; and Teachers Health Group CEO, Brad Joyce.*

Practising allyship

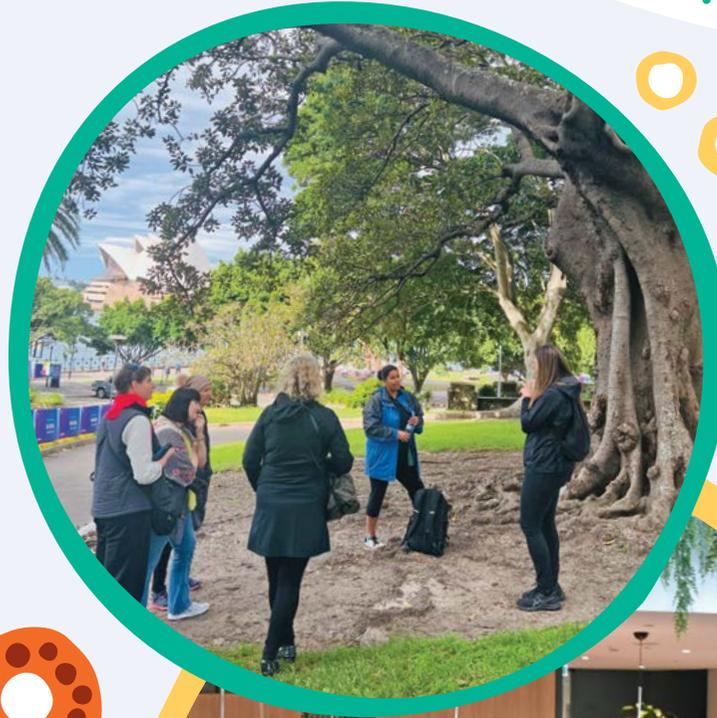
Teachers Health Group declared its support for the Uluru Statement from the Heart and, as an extension of that, the Board of Directors publicly announced its formal support of the 'YES' campaign in the lead up to The Voice referendum in 2023. To support employees to make an informed decision for The Voice referendum, we provided education and resources, as well as additional information through yarning webinars and our National Reconciliation Week event.

During National Reconciliation Week in 2023, Teachers Health Group was privileged to have Anthony Galluzzo join us to share his story and reflections on the theme, 'Be a Voice for Generations'. Anthony is a proud Wiradjuri man born in Narenda, in the Riverina region of southern New South Wales. He is a teacher and long-time member of Teachers Health. Anthony has had key roles in Aboriginal education throughout his 17-year career in both teaching and non-teaching roles across NSW and it was enlightening to hear his perspective.



Connecting with community

Teachers Health Group participates in key Aboriginal and Torres Strait Islander events each year, including National Reconciliation Week and NAIDOC Week, hosting in-person and online activities, and providing information and learning opportunities. Importantly, opportunities are offered to employees to build their knowledge by connecting with community. In recent years employees have been invited to join events such as NAIDOC Community Day at the National Centre for Indigenous Excellence, the Illi-Langi Aboriginal Dreaming Tour, and the NSW Teachers Federation National Sorry Day event. These are important occasions to create connections and hear Aboriginal and Torres Strait Islander peoples' voices and perspectives.



Images clockwise L-R:

Employees observing ancient flora during the Illi-Langi Aboriginal Dreaming Tour.

Uncle Allen Madden providing a Welcome to Country at the Reflect RAP Launch in 2022.

Members of the Teachers Health Group management team, Board of Directors and key stakeholders at the Reflect RAP Launch in 2022.

LESSONS FROM OUR INAUGURAL REFLECT RAP

Building knowledge to bridge the divide

As an organisation that truly values education, building knowledge and understanding of Aboriginal and Torres Strait Islander cultures and histories and the need for reconciliation among our employees has been a significant focus. Recognising that our people have different perspectives (from passionate advocates to those who may be disengaged) and levels of exposure, we focused on a multi-layered approach to education.

Acknowledging different attitudes was an important step for us in recognising that we needed to create a positive space for learning, without shame or blame, to help bring people along the journey with us.

Our connection with Evolve Communities, and investment in their training, has not only supported improved learning outcomes, but has also supported changes in attitude. One staff member, who was self-described as disengaged, provided positive feedback about the impact the education had in changing their perspectives of reconciliation. Many others also expressed their appreciation for the opportunity to learn or re-learn our shared history and the rich cultures and resilience of First Nations peoples.

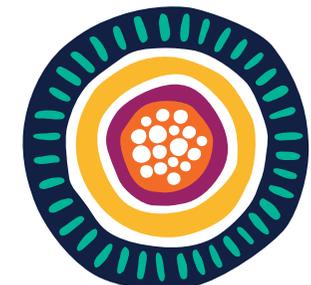
The power of partnerships

Working with our partners and stakeholders has provided great strength and opportunity for Teachers Health Group and these relationships are where we can continue to make an impact and contribution to reconciliation. We are grateful for the guidance provided by our partners, including the NSW Teachers Federation Aboriginal Education Officer who was directly involved in our Reflect RAP and particularly our Acknowledgement of Country project. With additional guidance and input from local Aboriginal Land Councils, the RAP Working Group developed an introductory document and specific location guides for each of our offices. Each office has an Acknowledgement of Country plaque manufactured by a First Nations business.

We have also benefited from being a member of Reconciliation NSW and the Diversity Council Australia, with regular attendance at webinars or events supporting increased knowledge and understanding of reconciliation and the latest developments across the country.

Teachers Health Group continues to support the NSW Department of Education's Nanga Mai Awards program for excellence in Aboriginal and Torres Strait Islander Education. This is a celebration of Aboriginal and Torres Strait Islander students, First Nations community members and recognition of teachers and schools that demonstrate excellence across a diversity of educational achievement areas.

For more than a decade, we have sponsored the Australian Education Union (AEU) ACT Reconciliation Award, acknowledging AEU members who demonstrate commitment to advancing reconciliation.



Connecting with Aboriginal and Torres Strait Islander organisations

Reconciliation is about walking together in partnership and building authentic relationships where we can learn and grow. The support and guidance offered by our stakeholders and partners was instrumental in Teachers Health Group completing its first Reflect RAP.

As we embark on our Innovate RAP, we want to be guided by First Nations perspectives. By engaging First Nations advisory services, we are investing in a business that is set up with the capability and knowledge to provide direction, advice and perspectives that help us make informed decisions. Through our Innovate RAP we will strengthen existing relationships and forge new ones that will build our organisational awareness, understanding and cultural capability.

Image: Smoking Ceremony performed by Uncle Raymond Weatherall from the Metropolitan Local Aboriginal Land Council at the NSW Teachers Federation NAIDOC Week event our people attended in 2024.



DEVELOPING OUR INNOVATE RAP

While in the process of considering and developing our Innovate RAP, we continued to meet our commitments set out in Reflect as an ongoing focus.

The approach taken towards Innovate is based on the following principles:

- ▶ Engagement with a strong First Nations voice from commencement through to development, providing guidance during the implementation process.
- ▶ Strengthened governance, resourcing, and Executive Leadership Team accountability, with an ongoing contribution from our employee advocates.
- ▶ Objectives that align with the Teachers Health Group for-purpose mission, to drive impact within our sphere of influence and focusing on impactful commitments.

To develop our Innovate RAP, we considered the outcomes achieved through our Reflect RAP. Our RAP Working Group evaluated the outcomes of the Reflect RAP and we also invited Aboriginal and Torres Strait Islander employees to provide feedback. In addition, we asked our Aboriginal and Torres Strait Islander stakeholders to consider our position and how we can best contribute to reconciliation through an Innovate RAP.

In addressing one of our key learnings throughout Reflect, we engaged a First Nations Advisor,

Jason Timor, from Stonecrab, to assist us with designing and delivering our Innovate RAP. This connection will provide the organisation with expertise from a First Nations advisory perspective, from general advisory to specific deliverables, so that our actions are informed by an expert. Importantly, it reduces reliance on Aboriginal and Torres Strait Islander employees and partners to provide this support and reduces the cultural load they may carry throughout the process.

Executive Leadership Team members and Teachers Health Group staff closely involved in the organisation's RAP attended a session with Jason in February 2024 to reconfirm our objectives, understand why we are contributing the RAP and how can we achieve this in a way that makes sense for our business but also impacts reconciliation in a positive and meaningful way. This approach demonstrates authentic leadership support, advocacy and commitment.

Our Innovate actions and deliverables have had input from across the organisation and are the result of consultation with our stakeholders, employees, and all levels of leadership in the business. Each deliverable has been given careful consideration in terms of what we can influence within our organisation and beyond. A new governance structure has been set up to support the implementation of our Innovate RAP (see section titled 'Working Together' page 10).



Image: Teachers Health Group Member, Charlene talking to colleagues at the NSW Teachers Federation NAIDOC Week event our people attended in 2024.





CASE STUDY

Celebrating Aboriginal and Torres Strait Islander members



In 2022, we met with and interviewed Sydney-based public school teacher and Teachers Health member, Nancy Penfold, who is a proud Kalkadoon and Mariam woman. We had the amazing opportunity to learn more about her story and, in the process, highlight the valuable contributions she is making to her students and community more broadly.

Meet Nancy

Nancy is a fifth-generation public school teacher and lifelong Teachers Health member. She teaches at a public school in Sydney. Nancy's family comes from Kalkadoon Country, near Mount Isa, as well as Erub – a tiny island of about four hundred people north of Cape York Peninsula, which is home to the Mariam people. As a proud Kalkadoon and Mariam woman, Nancy is passionate about Aboriginal and Torres Strait Islander education.

Nancy says, “I became a teacher so that in addition to the curriculum, I can provide cultural support and advocacy for Aboriginal and Torres Strait Islander children, families and communities.”

Despite the demands of teaching, Nancy has also been active in her local community over the years. This includes working with the NSW Teachers Federation to support new teachers, working with

the NSW Aboriginal Education Consultative Group (AECG) to advise schools on Aboriginal education, and helping NSW Police and NSW Health work better with Aboriginal communities. She also spent time teaching in Broken Hill, improving students' reading skills as a literacy interventionist.

In Nancy's words, “I really want everybody to be able to feel proud of who they are and where they come from ... to give back what we can to better our community, and then better the outcomes for everybody”.

Sharing Nancy's story

At Teachers Health Group, members are at the heart of all we do. As the health insurer dedicated to supporting teachers, educators, nurses, midwives and carers, we're proud to highlight the contributions they make to the community. We were privileged to hear Nancy's story firsthand and grateful for the opportunity to share her story more broadly.

Since we first met with Nancy, she has become a well-known face of Teachers Health Group, featuring in a range of publications and across various channels since December 2022.

▶ Video

- ▶ Member story video: [Meet Nancy – We're for teachers](#) (youtube.com)
- ▶ Top Extras video: [Top Extras](#) (youtube.com)

▶ Website

- ▶ [We're for teachers](#)
- ▶ [The lasting impact of Australian teachers](#)
- ▶ [Time to switch health funds?](#)

▶ Annual Report

- ▶ [Teachers Health Group Annual Report 2022-2023](#)

▶ Media

- ▶ [Study released by not-for-profit Teachers Health fund reveals lasting positive impact teachers have on students](#) | [The Canberra Times](#)

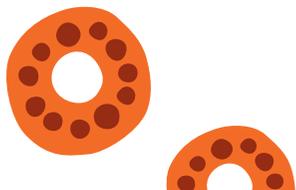
INNOVATE RAP DELIVERABLES

Relationships

Teachers Health Group is an organisation that truly values human relationships. In the context of reconciliation, we believe that strengthening connections between Aboriginal and Torres Strait Islander peoples and other Australians is vital in building trust, understanding and empathy, that these are the foundations for healthy and enduring relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> ▶ Meet with Aboriginal and Torres Strait Islander stakeholders and organisations within the nursing and teaching communities to develop guiding principles for future engagement. 	May 2025 and 2026	National Manager Strategic Partnerships with support from External Advisor
	<ul style="list-style-type: none"> ▶ Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Aug 2025	National Manager Strategic Partnerships with support from External Advisor and D&I Specialist
	<ul style="list-style-type: none"> ▶ Continue to build existing relationships with Aboriginal and Torres Strait Islander stakeholders within the AEU, IEU and ANMF unions, employer groups such as DoENSW Aboriginal and Torres Strait Islander Education and Communities team by connecting with them regularly and discussing opportunities to support reconciliation. 	Jun 2025 and 2026	National Manager Strategic Partnerships
	<ul style="list-style-type: none"> ▶ Support and sponsor AEU Aboriginal and Torres Strait Islander Conferences annually including National, NSW, Vic, and SA events. 	Dec 2025 and 2026	National Manager Strategic Partnerships
	<ul style="list-style-type: none"> ▶ Continue to sponsor AEU ACT Reconciliation Award for advancing reconciliation. 	May 2025 and 2026	National Manager Strategic Partnerships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> ▶ Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. 	May 2025 and 2026	D&I Specialist
	<ul style="list-style-type: none"> ▶ RAP Steering Committee members to participate in an external NRW event. 	27 May–3 Jun 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May–3 Jun 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Organise at least one NRW event each year. 	27 May–3 Jun 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Register all our NRW events on Reconciliation Australia’s NRW website. 	May 2025 and 2026	D&I Specialist
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> ▶ Continue to develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce, with particular emphasis on building knowledge and capabilities of senior leaders and people managers. 	Jun 2025 and 2026	Chief People Officer with support from HR Business Partners, D&I Specialist and External Advisor
	<ul style="list-style-type: none"> ▶ Continue to communicate our commitment to reconciliation publicly through our website and annual reporting. 	Dec 2025 and 2026	Group CEO with support from Internal Communications Manager
	<ul style="list-style-type: none"> ▶ Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	Jul 2025 and 2026	National Manager Strategic Partnerships
	<ul style="list-style-type: none"> ▶ Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	Oct 2026	D&I Specialist
	<ul style="list-style-type: none"> ▶ Explore potential for volunteering with Aboriginal and or Torres Strait Islander community organisations. 	May 2026	Chief People Officer supported by D&I Specialist and External Advisor
	<ul style="list-style-type: none"> ▶ Explore opportunities to connect with Aboriginal and Torres Strait Islander stakeholders within the health and education sectors. 	Dec 2025	National Manager Strategic Partnerships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> ▶ Conduct a review of relevant HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Jun 2025	Chief People Officer supported by Head of HR Operations, D&I Specialist and External Advisor
	<ul style="list-style-type: none"> ▶ Develop, implement, and communicate an anti-discrimination policy for our organisation. 	Jun 2026	Chief People Officer supported by Head of HR Operations
	<ul style="list-style-type: none"> ▶ Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	Oct 2025	Chief People Officer with support from D&I Specialist and External Advisor
	<ul style="list-style-type: none"> ▶ Educate senior leaders on the effects of racism. 	Oct 2025	Chief People Officer with support from Head of Learning and Change Management





Teachers Health is committed to creating an inclusive workplace and business that welcomes Aboriginal and Torres Strait Islander employees, members, and stakeholders. We acknowledge that building respect involves education, truth telling and genuine engagement with Aboriginal and Torres Strait Islander communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</p>	<p>▶ Conduct a review of cultural learning needs within our organisation with consideration given to what is required based on roles and responsibilities.</p>	Jun 2026	Head of Learning and Change Management
	<p>▶ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</p>	Mar 2026	D&I Specialist with support from External Advisor
	<p>▶ Develop, implement, and communicate a cultural learning strategy document for our staff.</p>	Jun 2026	Head of Learning and Change Management supported by Internal Communications Manager
	<p>▶ Provide opportunities for RAP Steering Committee and Reconciliation Network members, People & Learning team and other key leadership staff to participate in formal and structured cultural learning.</p>	Oct 2026	Head of Learning and Change Management supported by D&I Specialist
	<p>▶ Take steps to build cultural safety capability of our Health Centre and Healthcare Services staff by:</p> <ul style="list-style-type: none"> • Considering the specific knowledge and capability needs of Health Centre employees (and the people they are treating) in the Teachers Health Group cultural learning strategy. • Identifying the current opportunities available to build cultural safety capabilities. • Identifying and addressing any barriers there may be in implementing cultural safety learning. • Identify a measure of success/review period. 	Sep 2026	CEO Subsidiary Businesses supported by Health Centre Managers

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Cont.	▶ Enable all Teachers Health Group staff to access and complete the ‘Seven Steps to Reconciliation’ e-learning as part of onboarding new starters. Review and monitor progress annually.	Oct 2025 and 2026	Head of Learning and Change Management
	▶ Explore local cultural immersion opportunities for employees to support a deeper learning experience.	Dec 2025	D&I Specialist with Chief of Staff & Executive Assistant to Group CEO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	▶ Continue to increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2025	D&I Specialist
	▶ Review and promote the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2025	D&I Specialist with support from External Advisor
	▶ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Annually review Dec 2025 and 2026	D&I Specialist
	▶ Continue to include and promote use of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Annually review Dec 2025 and 2026	Group CEO
	▶ Consider inclusion of cultural leave for Sorry Business in Teachers Health Group Leave Policy.	May 2026	Chief People Officer supported by D&I Specialist
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	▶ RAP Steering Committee and Reconciliation Network members to participate in an external NAIDOC Week event.	First week in Jul 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
	▶ Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Sep 2025	Chief People Officer supported by D&I Specialist
	▶ Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2025 and 2026	Group CEO supported by Chief People Officer



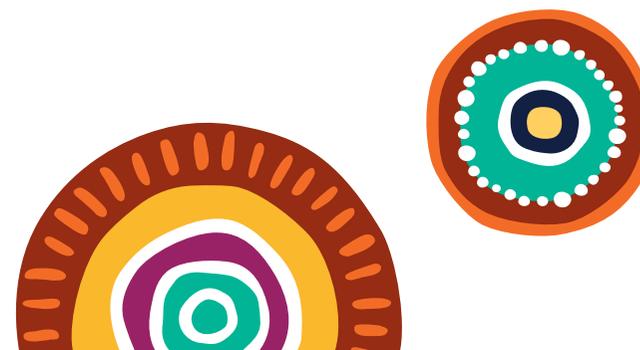
Opportunities

We have an opportunity to improve employment outcomes for Aboriginal and Torres Strait Islander peoples within our business to support the diversity of our workplace and gain valuable perspectives. We also have the opportunity to celebrate and advance Aboriginal and Torres Strait Islander education initiatives in partnership with key stakeholders. As an organisation that puts our members at the heart of everything we do, we will investigate potential barriers to Aboriginal and Torres Strait Islander members joining our health fund.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	▶ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2025	Chief People Officer supported by D&I Specialist
	▶ Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jul 2026	D&I Specialist supported by External Advisor
	▶ Commence a Teachers Health Group Aboriginal and Torres Strait Islander employee resource/network group.	Feb 2025	D&I Specialist supported by External Advisor
	▶ Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Oct 2026	Chief People Officer supported by Head of Learning and Change Management, Internal Recruiter, D&I Specialist and External Advisor
	▶ Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2025	Internal Recruiter with support from D&I Specialist
	▶ Review relevant HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sep 2025	Internal Recruiter with support from External Advisor and D&I Specialist
	▶ Investigate commencing an internship program through Career Trackers.	Dec 2025	D&I Specialist



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> ▶ Develop a procurement strategy to engage Aboriginal and Torres Strait Islander businesses. 	Apr 2026	Chief Risk Officer with support from Sustainability and Procurement Advisor
	<ul style="list-style-type: none"> ▶ Investigate Supply Nation membership. 	Mar 2025	D&I Specialist
	<ul style="list-style-type: none"> ▶ Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Mar 2026	Internal Communications Manager
	<ul style="list-style-type: none"> ▶ Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Sep 2025	Chief Risk Officer with support from Sustainability and Procurement Advisor
	<ul style="list-style-type: none"> ▶ Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Jul 2025	Chief of Staff & Executive Assistant to Group CEO
10. Build opportunities to support community organisations and industry partners to improve health and education outcomes of Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> ▶ Investigate opportunities with the Public Education Foundation to support First Nations midwives/ nurses and/ or teachers studying for their qualifications. 	Dec 2025	National Manager Strategic Partnerships with Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Attend the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives National Conference (CATSINaM – the peak advocacy body for Aboriginal and Torres Strait Islander Nurses and Midwives in Australia). 	Nov 2026	National Manager Strategic Partnerships with D&I Specialist
	<ul style="list-style-type: none"> ▶ Investigate opportunities to collaborate with CATSINaM to support its organisational purpose of increasing Aboriginal and Torres Strait Islander nursing and midwifery workforce to improve health outcomes for Aboriginal and Torres Strait Islander peoples. 	Jun 2025	National Manager Strategic Partnerships with D&I Specialist



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Build opportunities to recognise Aboriginal and Torres Strait Islander kinship systems in the eligibility criteria for the health fund.	<ul style="list-style-type: none"> ▶ Investigate opportunities to recognise Aboriginal and Torres Strait Islander kinship systems in our health insurance policy eligibility and family cover rules. 	Jul 2025	General Counsel
	<ul style="list-style-type: none"> ▶ Engage with regulatory and government bodies to explore whether the eligibility rules could be expanded to recognise Aboriginal and Torres Strait Islander kinship systems. 	Jun 2026	General Counsel
	<ul style="list-style-type: none"> ▶ Identify and explore potential barriers to Aboriginal and Torres Strait Islander eligible members through consultation with First Nations External Advisor and key stakeholders. 	Sep 2026	Head of Membership Services with support from External Advisor
	<ul style="list-style-type: none"> ▶ Investigate what systems changes, training and education would be required to ensure Teachers Health Group could implement any considered changes in a sensitive and culturally safe way. 	Oct 2026	Head of Learning & Change Management with Head of Membership Services
12. Support the growth of Aboriginal and Torres Strait Islander membership through inclusive collateral.	<ul style="list-style-type: none"> ▶ Continue to reflect and promote Aboriginal and Torres Strait Islander community members in our membership collateral. 	Oct 2026	Head of Marketing
	<ul style="list-style-type: none"> ▶ Consider further opportunities to expand visibility of Aboriginal and Torres Strait Islander peoples and communities. 	Oct 2026	Head of Marketing
13. Support and promote Aboriginal and Torres Strait Islander education and learning opportunities in schools.	<ul style="list-style-type: none"> ▶ Continue to support and promote Aboriginal Excellence in Education through sponsorship of the Nanga Mai Aboriginal Excellence Awards annually. 	Dec 2025 and 2026	National Manager Strategic Partnerships
	<ul style="list-style-type: none"> ▶ Investigate further opportunities to support Nanga Mai Aboriginal Excellence Awards. 	Jun 2025	National Manager Strategic Partnerships



Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	<ul style="list-style-type: none"> ▶ Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee. 	Jun 2025 and 2026	Group CEO
	<ul style="list-style-type: none"> ▶ Review Terms of Reference for the RAP Steering Committee and employee network. 	Nov 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO supported by D&I Specialist
	<ul style="list-style-type: none"> ▶ Steering Committee to meet quarterly to drive, monitor and measure RAP implementation. 	Feb, May, Aug, Dec 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
15. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> ▶ Define resource needs for RAP implementation. 	Apr 2025 and 2026	D&I Specialist
	<ul style="list-style-type: none"> ▶ Engage senior leaders and other staff in the delivery of RAP commitments by providing updates via RAP reporting. 	Jun, Dec 2025 and 2026	Group CEO supported by Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Define and maintain appropriate systems to track, measure and report on RAP commitments. 	Dec 2025 and 2026	D&I Specialist
	<ul style="list-style-type: none"> ▶ Report RAP progress to the Board of Directors bi-annually, linking with our ESG plans. 	Jun, Dec 2025 and 2026	Chief of Staff & Executive Assistant to Group CEO
	<ul style="list-style-type: none"> ▶ Report RAP progress to the Executive Leadership team as part of management monthly reporting. Review this process annually. 	Jun 2025 and 2026	D&I Specialist
	<ul style="list-style-type: none"> ▶ Appoint and maintain Executive Sponsor(s) reviewed annually. 	Dec 2025 and 2026	Group CEO
	<ul style="list-style-type: none"> ▶ Appoint and maintain an internal RAP Champion from senior management, reviewed annually 	Dec 2025 and 2026	Group CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16. 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.	Jun 2025 and 2026	D&I Specialist
	▶ Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 Aug 2025 and 2026	D&I Specialist
	▶ Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2025 and 2026	D&I Specialist
	▶ Report RAP progress to all staff and senior leaders at least quarterly.	Mar, June, Sep, Dec 2025 and 2026	D&I Specialist
	▶ Publicly report our RAP achievements, challenges and learnings, annually.	Oct 2025 and 2026	Internal Communications Manager and Corporate Communications & Consumer Media PR Manager with support from D&I Specialist
	▶ Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2026	D&I Specialist
	▶ Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jan 2027	D&I Specialist
17. Continue our reconciliation journey by developing our next RAP.	▶ Register via Reconciliation Australia’s website to begin developing our next RAP.	Jan 2027	D&I Specialist



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