



# Innovate Reconciliation Action Plan (RAP)

—  
April 2023 - April 2025



RECONCILIATION  
ACTION PLAN

INNOVATE

| HESTA |



# message from

## Reconciliation Australia's CEO

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



With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Health Employees Superannuation Trust Australia (HESTA) continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that HESTA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to HESTA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for HESTA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, HESTA will ensure shared and cooperative success in the long term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of HESTA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations HESTA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# hello and welcome

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**HESTA acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of all Lands and the waterways on which we come together.**

At HESTA we know that Aboriginal and Torres Strait Islander cultures enrich this nation and we pay our respects to Elders, past and present.

HESTA recognises the fundamental contribution that Aboriginal and Torres Strait Islander peoples make in creating a strong and vibrant Australian society.

We are all in this together. The pathway ahead must be shared and based on close, respectful and collaborative working relationships with Aboriginal and Torres Strait Islander peoples, organisations, peak bodies and communities. We understand the benefits of learning more about Aboriginal and Torres Strait Islander cultures, values and beliefs as well as ensuring our employees have the confidence to deliver culturally responsive services.

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# 01 message from our ceo

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**HESTA is delighted to have developed another Reconciliation Action Plan (RAP), and we are proud of our ongoing journey. We are committed to further strengthening our relationship with Aboriginal and Torres Strait Islander peoples and organisations.**



At HESTA we live our values:



## We are people of purpose

We believe we can make  
a difference



## We step up and do the work

We are accountable  
and responsible



## Difference is valued

Everyone here feels safe  
and is seen



## Together is better

Success is always  
achieved as a team

With these core ideals, we are pleased to establish our third RAP to demonstrate our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples and organisations.

This RAP is our next step in a long journey as we seek to:

- build **respect** for Aboriginal and Torres Strait Islander peoples through understanding and shared learnings
- increase **confidence** and choice in retirement for all members including Aboriginal and Torres Strait Islander peoples
- achieve **equity** in the treatment of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples.

HESTA has a unique role to play as a national organisation, a leader in the provision of superannuation and as a fund dedicated to the health and community services sector.

We strive for excellence in all our endeavours, including our ability to increase equity between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

We make these public commitments to demonstrate our desire to achieve lasting change internally, in our sphere of influence in the superannuation industry, and in the wider health and community services sector.

**HESTA supports the Uluru Statement from The Heart, an invitation to Australia and the Australian people.**

**We recognise the Uluru Statement as an historic mandate for substantive constitutional change and structural reform.**

**We hear and support the call for the establishment of an Aboriginal and Torres Strait Islander Voice enshrined in the Constitution and for a referendum to achieve this as a national priority.**

The HESTA RAP is part of HESTA's corporate responsibility ambition to lead by example. HESTA is proud of our work to enhance the financial future of all our members. However, we recognise their wellbeing can only be assured in a society that emphasises inclusion and shared prosperity.

# 02 our organisation

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**HESTA is Australia's largest superannuation fund dedicated to the health and community services sector. We have \$70b of member funds under management and 1 million members. We employ approximately 500 employees.**

Note: At HESTA we recognise the importance of using respectful and inclusive language, ensuring we consult with our Aboriginal and Torres Strait Islander stakeholders around preferences in terminology. Throughout this document and across our organisation, we will refer to Aboriginal and Torres Strait Islander peoples. In some instances, HESTA may use Indigenous where it is being used by other organisations and in other material.



HESTA was founded in 1987 and we are proud to be an industry fund: we exist only to benefit our members.

We have eight offices with member teams in every state and territory, and dedicated member and employer-servicing employees who travel across Australia regularly. We strive to offer our members a high quality and consistent service, regardless of their location.

Currently there are no individuals employed at HESTA who we know identify as Aboriginal and/or Torres Strait Islander. We are endeavouring to improve employment outcomes for Aboriginal and Torres Strait Islander people through engagement and consultation with Aboriginal and Torres Strait Islander advisers to inform future employment and professional development opportunities.

### **At HESTA we:**

- know super – HESTA has earned some of the super industry's highest accolades. We were one of the first funds to receive SuperRatings' 15-year platinum performance rating
- invest for impact – one of the ways we do this is through being a responsible investor and thinking long term, including thinking of future generations
- strive for sustainability – we are committed to reducing our environmental impact today for a better tomorrow.

Our potential interactions and connections with Aboriginal and Torres Strait Islander people are many and varied, as we are an employer, a member-based organisation and an investor. For example, we have Aboriginal and Torres Strait Islander members who are building their wealth with us and accessing our services. We are a potential employer for Aboriginal and Torres Strait Islander workers. And, as an investor in Australian companies, our investment portfolio has a multitude of interactions with Aboriginal and Torres Strait Islander communities.

These varied roles bring to light the many ways in which reconciliation matters to us and provide us different avenues through which to contribute to reconciliation. Our Innovate RAP is built on considering how we can advance the aims of reconciliation through our roles as a provider of services to members, as an employer and as a responsible investor in Australian companies.

# 03 our vision

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**Our vision is for a respectful, confident and equitable Australia. Through our commitment to reconciliation, HESTA can be part of supporting real and lasting change in our organisation, the superannuation industry and the health and community services sector.**

Our RAP recognises the role that HESTA, the superannuation industry and our members can play in our national reconciliation journey. This role requires us to better support, engage and partner with Aboriginal and Torres Strait Islander communities. It also requires the ongoing education and engagement of the superannuation sector.

We are committed to building community partnerships grounded in **respect**.

We will work towards increasing **confidence and choice in retirement for all members including** Aboriginal and Torres Strait Islander peoples.

We will advocate for **equity** outcomes between Aboriginal and Torres Strait Islander people and the wider community.

# 04 our Innovate RAP

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**HESTA has developed a second Innovate RAP as part of our continued commitment towards national reconciliation. Our RAP has opened up new opportunities allowing us to create and build strong working relationships, to have meaningful discussions and to educate and inform. The RAP has been developed through internal and external consultation overseen by our RAP working group.**

The HESTA RAP working group consists of HESTA employees from different areas of the fund and representatives from Aboriginal and Torres Strait Islander communities. The Board receives regular updates about the progress of the RAP. Support for our reconciliation journey cascades from our Board throughout the organisation.

To contribute to reconciliation as a member-based organisation, HESTA is part of the AIST Indigenous Superannuation Working Group (ISWG). We value our work with members of the Aboriginal and Torres Strait Islander communities, as it has enabled HESTA to gain insight into the advocacy work we need to do to make superannuation more accessible for Aboriginal and Torres Strait Islander peoples. At HESTA we recognise the need for reform. Working in close collaboration with representatives from the Aboriginal and Torres Strait Islander communities has enabled us to educate the team at HESTA, the partners we work with and other superannuation funds.

To contribute to reconciliation as an investor, HESTA is strongly focused on the theme of Working with Aboriginal and Torres Strait Islander communities in our investment portfolio. The foundation of this work is developing and publishing a set of expectations for investee companies on their approach to working with Aboriginal and Torres Strait Islander communities, and outlining the approaches and actions we believe companies and investors can take to support fair and sustainable outcomes. We used international instruments such as the Universal Declaration of Rights for Indigenous Peoples to inform our expectations and engaged with experts in the field to review draft versions of the document. This has formed, and will continue to form, the basis for our thematic approach to understanding and positively influencing how investee companies work with Aboriginal and Torres Strait Islander communities.

**The first Innovate RAP helped set a strong foundation, allowing HESTA to build on our achievements as we progressed on our RAP journey. These include:**

- supporting opportunities to better understand and respect Aboriginal and Torres Strait Islander peoples, histories, cultures and their connection to lands, waterways and places in Australia
- strengthening our engagement with Aboriginal and Torres Strait Islander communities
- developing and strengthening our relationships with Aboriginal and Torres Strait Islander peoples, community leaders and community organisations and cultures, values, beliefs, practices and local protocols
- extending our understanding of the ways in which HESTA can contribute to reconciliation by considering our role as a responsible investor and the opportunities we have when looking at the potential actions we can take from that perspective.

Our second Innovate RAP continues to build on the learnings from our previous RAPs. It turns them into ongoing actions that we can develop over the next two years to make a meaningful contribution to reconciliation in Australia.

The first Innovate RAP, endorsed in 2017, has positioned HESTA well as it gave us opportunities to build our relationships with community leaders. This has achieved a level of confidence as we are better informed in implementing RAP actions within the organisation and having meaningful discussions to influence change within the superannuation sector. In addition, we have now broadened our understanding of how we can positively contribute to reconciliation by extending this perspective to our investment portfolio.

This RAP outlines actions, responsibilities, timelines and targets across four key areas: relationships; respect; opportunities, and governance.

It also provides a framework for how we will continue to progress actions within our four spheres of influence:

- 01** our organisation
- 02** the superannuation sector
- 03** our investment portfolio
- 04** the health and community services sector.

## Our engagement and advocacy

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Our super system was intended to benefit all Australians. However, the needs of Aboriginal and Torres Strait Islander peoples are often overlooked by superannuation policy makers and the industry itself. HESTA actively develops and implements strategies to try and address a range of issues that Aboriginal and Torres Strait Islander peoples face in relation to their super.

HESTA has been a member of the ISWG a working group that brings together stakeholders from across the superannuation and life insurance industries, including regulators, since its inception in 2013. The ISWG is convened by the Australian Institute of Superannuation Trustees and actively supports industry initiatives such as the Indigenous Super Summit.

We have worked in partnership with First Nations Foundation, organisers of the Big Super Day Out, and have been a supporter and sponsor of the event since 2016. We have also provided volunteers to offer education sessions and one-on-one general advice to attendees.

HESTA uses our advocacy to help increase confidence and choice in retirement for all members, including Aboriginal and Torres Strait Islander peoples. HESTA has supported broadening the legislative definition of dependency to recognise the kinship structures of Aboriginal and Torres Strait Islander peoples in relation to superannuation death benefits and we continue to raise issues in our policy submissions.

HESTA has also implemented the AUSTRAC identification guidelines for Aboriginal and Torres Strait Islander members. This allows for more flexible forms of identification to be used where people may not have more traditional forms of ID, such as a passport or driver's licence.

In 2019 HESTA established a phone line option for people who identify as Aboriginal and/or Torres Strait Islander to assist with their superannuation.

## our working group

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Our RAP working group members are listed below, and includes two Aboriginal and Torres Strait Islander members:

<b>Lisa Samuels</b>	Chief Experience Officer
<b>Anna Claude</b>	Head of Strategy
<b>Karen Milward</b>	Aboriginal Consultant
<b>Ben Gorrie</b>	Independent Aboriginal Consultant
<b>Tom Moloney</b>	Manager Key Stakeholder Relations
<b>Anna Svedberg</b>	Diversity Equity and Inclusion Lead
<b>Sally Collins</b>	Chief Financial Officer
<b>Jodie Chadwick</b>	General Manager- Talent, Capability and Culture
<b>Jeff Brunton</b>	Head of Portfolio Management
<b>Michael Joyce</b>	Social Impact Specialist

Our RAP is championed by the Chief Experience Officer who is a member of the Executive and the RAP Working Group. HESTA offices are located nationwide and we have RAP champions in each state and territory. Our RAP champions drive the initiatives of the working group within the state teams. They are committed to educating them and maximising team participation in culturally significant days.

## our journey

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Since launching our RAP in July 2015, we have embarked on a journey of forming new relationships, and gaining and sharing insights, using the HESTA voice to act as advocates for reform and promote cultural awareness. HESTA is proud to work towards reconciliation. Our employees have embraced their learnings throughout this journey and feel empowered to use them to create awareness within the health and community services sector and the superannuation industry.

For most of the time since 2015, our areas of focus have been where we can contribute to reconciliation through our role as a member organisation and investor in Australian businesses. In addition to the achievements of our advocacy and engagement work listed in the Our RAP section, some additional achievements through our focus on these areas are highlighted below:

- As part of HESTA's commitment to supporting current and future Aboriginal and Torres Strait Islander nurse leaders, the Australian College of Nursing (ACN) will offer two scholarships specifically for Aboriginal and Torres Strait Islander nurses interested in professional development. These scholarships will be administered on behalf of HESTA by ACN in the areas of Leadership and Aged Care. HESTA and ACN will highlight the achievements and aspirations of scholarship recipients, to shine a light on future Aboriginal and Torres Strait Islander nurse leaders. As part of the scholarship, ACN will interview scholarship recipients to compile their stories, including photos where possible, in a way that allows wider promotion.
- We have established a phone line dedicated to receiving calls from Aboriginal and Torres Strait Islander peoples to assist with all superannuation queries.
- HESTA has sponsored **[indigenoussuper.com.au](http://indigenoussuper.com.au)**, coordinated by the First Nations Foundation, which aims to improve financial security and wellbeing for Aboriginal and Torres Strait Islander peoples. This has given HESTA the opportunity to be a member of the First Nations Foundation working group, allowing us to work in partnership with organisations that share our values.



- HESTA has also sponsored the website [culturalheritage.org.au](https://culturalheritage.org.au) coordinated by the National Native Title Council (NNTC). NNTC is a peak body for the native title sector. The website is a platform to host cultural heritage campaigns and share resources and news for cultural heritage in Australia.
- HESTA has launched *Caring and Community*, stories from Aboriginal and Torres Strait Islander nurses and midwives, which celebrates their pivotal contributions to our healthcare system.

HESTA is a responsible investor and recognises that members' best interests are served by supporting a healthy economy, environment and society. As a large and diversified asset owner who seeks to maximise long-term financial outcomes for our members, we are exposed to the externalities associated with individual portfolio companies. We have a fiduciary duty to act in the best financial interests of our members, and acknowledge that environmental, social and governance (ESG) issues can affect the performance of our investment portfolios. Therefore, to deliver strong financial returns for our members' financial futures we believe that strong and active stakeholder relationships are essential to realising long-term company value.

In 2020, we began to consider how we could extend reconciliation actions to our investment portfolio. This is a long-term piece of work, but we have made a positive start. To date we have:

- communicated expectations of investee companies in the Australian mining, oil and gas sectors when working with Aboriginal and Torres Strait Islander communities. These expectations are based on the United Nations Declaration of the Rights of Indigenous Peoples
- publicly called for an independent review of Rio Tinto's agreements with Aboriginal and Torres Strait Islander communities following the destruction of significant cultural heritage by Rio Tinto at Juukan Gorge in May 2020, at which time we sought to deepen understanding of the root cause of the issues from speaking with representatives of Traditional Owners in the Pilbara
- held meetings with 14 companies to understand their approach to working with Aboriginal and Torres Strait Islander communities and to gather insights about good practices and ongoing challenges in the mining sector in their engagement with Aboriginal and Torres Strait Islander communities

- provided a submission and have appeared at the Joint Parliamentary Committee's Inquiry into the Destruction of Juukan Gorge. Our advocacy with the Committee has sought to highlight why this is an important issue for investors and how we can see alignment between sustainable outcomes for Aboriginal and Torres Strait Islander Communities and value for investors
- provided a submission to the Western Australian Government's review of the Aboriginal Cultural Heritage Protection Bill. In this submission, we advocated for a revised Bill to reflect the standards articulated in the Heritage Chairs and Officials of Australia and New Zealand's (HCOANZ) September 2020 publication, *Dhawura Ngilan: A vision for Aboriginal and Torres Strait Islander heritage in Australia and the Best Practice Standards in Indigenous cultural heritage management and legislation*. These standards have been developed and endorsed by the Chairs of Australia's national, state and territory Aboriginal and Torres Strait Islander heritage bodies, with support from peak bodies representing every major land council and native title representative body in Australia

- taken a leadership role in pulling together international investors concerned about this issue in their global portfolios. Through this collaboration, we attracted international investors with over \$14 trillion of FUM and wrote to the largest international mining companies regarding our concerns.

## Our key learnings throughout our RAP journey are:

- we all can make a difference through learning the story of Aboriginal and Torres Strait Islander peoples and applying our skills to take the necessary steps towards positive changes for Aboriginal and Torres Strait Islander communities
- there are many opportunities to partner with Aboriginal and Torres Strait Islander organisations to support shared outcomes that benefit our members, our investment portfolio and the wider Aboriginal and Torres Strait Islander communities
- we need to work towards reducing the equity gap in retirement outcomes for Aboriginal and Torres Strait Islander peoples versus non-Aboriginal and Torres Strait Islander Australians
- many of our members are dedicated to learning more about Aboriginal and Torres Strait Islander peoples and how to provide more opportunities to work with Aboriginal and Torres Strait Islander communities, in employment and health.

# 05 focus areas

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# 01 relationships

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Our RAP journey has opened many doors to building new relationships with Aboriginal and Torres Strait Islander communities and stakeholders, nurturing existing relationships within the health and community services, superannuation, and investment sectors.

We are committed to building ongoing community partnerships grounded in recognition and respect. These relationships enhance our understanding of Aboriginal and Torres Strait Islander peoples, cultures and communities. We have learned that sharing our knowledge and taking action leverages our influence to empower others to join us on the reconciliation journey.

Our relationships work towards shared outcomes that benefit our members and the wider Aboriginal and Torres Strait Islander community.

## Action

### 01

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

### 02

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement around retirement outcomes for Aboriginal and Torres Strait Islander people.</li> </ul>	April 2024	Policy Adviser
<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations around improving retirement outcomes for Aboriginal and Torres Strait Islander people.</li> </ul>	April 2024	
<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to guide our work on the theme <i>‘Working with Aboriginal and Torres Strait Islander communities’</i> in our investment portfolio</li> </ul>	April 2024	General Manager – Responsible Investment
<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our employees.</li> </ul>	May 2023, 2024	Chief Experience Officer
<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May – 3 June 2023 & 2024	
<ul style="list-style-type: none"> <li>Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May – 3 June 2023 & 2024	
<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May – 3 June 2023 & 2024	Diversity Equity & Inclusion Lead
<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia’s NRW website.</li> </ul>	May 2023, May 2024	

Action

**03**

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	June 2023	Head of People & Culture
<ul style="list-style-type: none"> <li>Engage HESTA RAP Champions nationally to actively promote reconciliation across our national offices.</li> </ul>	May 2023, 2024	Diversity Equity & Inclusion Lead
<ul style="list-style-type: none"> <li>Promote to members, investee companies, and the broader company our work to achieve reconciliation, including our support of culturally significant dates, through the use of social media and media initiatives where appropriate.</li> </ul>	May 2023, 2024	General Manager - Media Relations
<ul style="list-style-type: none"> <li>Communicate our commitment and actions toward reconciliation publicly.</li> </ul>	December 2023	Chief Experience Officer
<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders, including policymakers, to drive reconciliation outcomes. Continue participation in and membership of the Indigenous Super Working Group.</li> </ul>	July 2024	Policy Adviser
<ul style="list-style-type: none"> <li>Work in partnership with other superannuation funds to aid the development of Reconciliation Action Plans, in partnership with Reconciliation Australia.</li> </ul>	April 2025	Social Impact Specialist
<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	April 2025	General Manager - Responsible Investment
<ul style="list-style-type: none"> <li>Run learning sessions that include guest speakers to educate employees on the aims of the Uluru Statement from the Heart.</li> </ul>	June 2024	Capability Lead

## Action

### 04

Promote positive race relations through anti-discrimination strategies.

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### 05

Explore opportunities to build relationships with and support Aboriginal and Torres Strait Islander organisations and communities

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Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to ensure our existing policy remains inclusive, current, and relevant.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Review, update and continue to communicate our anti-discrimination policy for our organisation.</li> </ul>	December 2024	Workplace Relations Lead
<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisers on our anti-discrimination policy.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Continue to educate senior leaders on the effects of racism.</li> </ul>	July 2024	Diversity Equity Inclusion Lead
<ul style="list-style-type: none"> <li>Host a screening of the Final Quarter for employees and facilitate a discussion following the film utilising the associated resources.</li> </ul>	July 2024	Capability Lead
<ul style="list-style-type: none"> <li>Work with an Aboriginal and/or Torres Strait Islander organisation to develop at least one skilled volunteering opportunity which will assist an organisation on a project of their selection.</li> </ul>	December 2024	GM Talent Capability & Culture
<ul style="list-style-type: none"> <li>Encourage our employees to use the community service leave afforded to them to support Aboriginal and Torres Strait Islander organisations.</li> </ul>	December 2024	GM Talent Capability & Culture



## 02 respect

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A core value of HESTA is respect. We embrace diversity and are always respectful in our interactions. We are committed to building community partnerships grounded in respect. We raise our voices on issues that matter to make meaningful, lasting change in opinion, policy and organisational culture.

Our RAP has allowed HESTA to support opportunities to better understand and respect Aboriginal and Torres Strait Islander peoples, their histories and their connection to lands, waterways and places in Australia. This has created a strong foundation to build and foster our relationships with peak bodies in the Aboriginal and Torres Strait Islander health sector, in the financial sector and Aboriginal and Torres Strait Islander owned businesses.

### Action

#### 06

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

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Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Continue to review cultural learning needs within our organisation</li> </ul>	December 2024	GM Talent Capability & Culture
<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform the development and implementation of our cultural learning strategy.</li> </ul>	December 2024	Diversity Equity & Inclusion Lead
<ul style="list-style-type: none"> <li>Continue to explore local cultural immersion opportunities to be delivered for employees.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural learning strategy document for employees.</li> </ul>	December 2024	GM Talent Capability & Culture
<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, P&amp;C leaders and key leaders to participate in formal and structured cultural learning.</li> </ul>	December 2024	Diversity Equity & Inclusion Lead
<ul style="list-style-type: none"> <li>Run learning sessions that include guest speakers to educate employees on the aims of the Uluru Statement from the Heart.</li> </ul>	December 2024	

## Action

### 07

Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

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### 08

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

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Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Continue to increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2024	Diversity Equity & Inclusion Lead
<ul style="list-style-type: none"> <li>Continue to communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	June 2024	Chief Experience Officer
<ul style="list-style-type: none"> <li>Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	June 2024	Chief Experience Officer
<ul style="list-style-type: none"> <li>Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	May 2023 & 2024	HESTA Executive Team
<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2023, 2024	Social Impact Specialist
<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all employees.</li> </ul>	June 2023 & 2024	Chief Experience Officer
<ul style="list-style-type: none"> <li>Review People &amp; Culture policies and procedures to remove barriers to staff participating in NAIDOC week.</li> </ul>	June 2024	Workplace Relations Lead



## 03 opportunities

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At HESTA we are committed to being the gutsy advocate for change. We are leaders in the provision of superannuation, and we seek to influence our sector and the broader Australian business sector through our actions.

Our RAP journey has taught us that there are multiple avenues to create opportunities for Aboriginal and Torres Strait Islander peoples. Victoria is made up of diverse cultures, so it is only fair to reflect this within our spheres of influence: our organisation, the superannuation sector and the health and community services sector.

We recognise that we need to do things differently to create new and meaningful opportunities for Aboriginal and Torres Strait Islander peoples. We also recognise that we need to lead by example in order to encourage change within the superannuation sector and the health and community services sector.

### Action

#### 09

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Engage and consult with Aboriginal and Torres Strait Islander advisers and/or employees on our recruitment, retention, and professional development frameworks.</li> </ul>	December 2024	GM Talent Capability & Culture
<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development framework.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	December 2024	Talent Acquisition Lead
<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander employees employed in our workforce.</li> </ul>	December 2024	Head of People & Culture
<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	June 2024	Talent Acquisition Lead
<ul style="list-style-type: none"> <li>Develop and implement a support buddy system for new Aboriginal and/or Torres Strait Islander employees.</li> </ul>	December 2024	Diversity Equity & Inclusion Lead

We are working towards changes in our recruitment and retention strategy, as well as providing professional development opportunities to foster growth within the organisation. We also promote cultural safety in our organisation.

We work in partnership with the health and community services sector to support Aboriginal and Torres Strait Islander peoples working in this sector.

Our procurement promotes supplier diversity for the procurement of goods and services ensuring engagement with Aboriginal and Torres Strait Islander businesses.

We recognise Aboriginal and Torres Strait Islander peoples have played a critical role in the healthcare industry, but this role has not been adequately captured and celebrated. We believe that by exploring opportunities to capture the history of this contribution we can also play a key role in building a pathway for future contributions.

Australia has unique challenges in delivering healthcare. Increasingly we are better able to understand the role of cultural safety for Aboriginal and Torres Strait Islander peoples in improving health outcomes. Through our Innovate RAP, we will explore the role we can play to aid the growth of this concept.

We value and embrace Aboriginal and Torres Strait Islander heritage, culture and history. We believe that providing opportunities for Aboriginal and Torres Strait Islander peoples keeps us on the path to reconciliation and equality.

## Action

### 10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

### 11

Support new and existing Aboriginal and Torres Strait Islander peoples working in the health and community services sector



Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.</li> </ul>	December 2024	Procurement Lead
<ul style="list-style-type: none"> <li>Review procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	December 2024	Chief Financial Officer
<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	December 2024	
<ul style="list-style-type: none"> <li>Develop materials to increase awareness and record the contribution of Aboriginal and Torres Strait Islander peoples to the Australian healthcare system in areas such as nursing and midwifery.</li> </ul>	December 2024	Chief Experience Officer
<ul style="list-style-type: none"> <li>Work in partnership with the health and community services sector to educate and provide guidance in how to better support Aboriginal and Torres Strait Islander employees.</li> </ul>	December 2024	GM Talent Capability & Culture
<ul style="list-style-type: none"> <li>Encourage those working in the health and community services sector to nominate employees to the relevant HESTA Awards program through social media, member events, and HESTA Awards marketing campaigns.</li> </ul>	December 2024	Chief Experience Officer

**Action**

**12**

Improve service delivery to  
Aboriginal and Torres Strait  
Islander people

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Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Use data and feedback from Aboriginal and/or Torres Strait Islander people using the HESTA phone line to inform superannuation policy and advocacy activities.</li> </ul>	December 2024	Policy Adviser
<ul style="list-style-type: none"> <li>Work directly with an Aboriginal and Torres Strait Islander partner in the health and community services sector to increase our understanding of the specific service needs of Aboriginal and Torres Strait Islander HESTA members and build these into service uplift action plans.</li> </ul>	December 2024	Chief Growth Officer



# 04 governance

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## Action

### 13

Maintain and review effective RAP Working group (RWG) to drive governance of the RAP.

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### 14

Provide appropriate support for effective implementation of RAP commitments.

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### 15

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

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### 16

Continue our reconciliation journey by developing our next RAP.

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Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Quarterly to March 2025	Chief Experience Officer
<ul style="list-style-type: none"> <li>Review Terms of Reference for the RWG.</li> </ul>	March 2024, March 2025	
<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Quarterly to March 2025	
<ul style="list-style-type: none"> <li>Review resource needs for RAP implementation.</li> </ul>	May 2023	Chief Experience Officer
<ul style="list-style-type: none"> <li>Engage our senior leaders and other employees in the delivery of RAP commitments.</li> </ul>	May 2023	
<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	May 2023	Head of Strategy
<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	May 2023	Chief Experience Officer
<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2023 & 2024	Head of Strategy
<ul style="list-style-type: none"> <li>Report RAP progress to all employees and senior leaders quarterly.</li> </ul>	Quarterly to March 2025	Chief Experience Officer
<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	March 2024 & 2025	Head of Strategy
<ul style="list-style-type: none"> <li>Continue participation in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2024	
<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	December 2024	Head of Strategy

# 06 brighter future

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Examples of the impact our  
Reconciliation Action Plan has  
had on HESTA employees.

"I'll be forever grateful that HESTA gave me the opportunity to visit Apunipima Cape York Health Service. It was a once in a lifetime experience and gave me a better appreciation of both first nations customs, as well as how western culture continues to impact each community's way of life. Witnessing Aboriginal community-controlled health in action was so impressive – the collaboration and leadership within the health service was inspiring."

*Business Development Manager*

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"Our staff, community volunteers and the Big Super Day Out (BSDO) team worked harmoniously to help explain to Aboriginal and Torres Strait Islander attendees their superannuation account, the benefits within and how to access communication support services from their fund."

*Business Relationship Manager*

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"We provided support regarding superannuation and in turn received so much more – an insight into culture, history and landscape. I will forever be grateful to have travelled to the APY Lands, to have met and worked with the Anangu people. A deeply meaningful trip, this experience helped me to better understand the unique circumstances of the Anangu and challenge how we can do better in meeting the needs of remote communities."

*Member Engagement Team Leader*

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## Get in touch

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The cover image is an original artwork by graphic designer Madison Connors, a proud and strong Yorta Yorta, Dja Dja Wurrung and Gamilaroi woman and founder of Yarli Creative.

Madison comes from a strong line of women and she is following in their footsteps. In her design work she aims to embody their full form on this earth and strives to make her mob proud of the work she creates.

Madison has created this design using stories from employees across HESTA. These stories spoke of our connection to each other, and our commitment and passion for our members, employers, and partners across the country.

This is the story of HESTA represented in the image:

*A winding river purposefully reaches across the lands, there is no beginning and no end, this river spans time and brings people together from all walks of life.*

*The circles represent our many meeting places and the curved shapes around the meeting places represent us and all the people we connect with across the lands in this Country.*

In Madison's words, *"Even though we meet many so many different people throughout our lives, we discover there are similar things in each of us that bring us all together."*



**Super with impact**

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This document includes changes to timelines of individual action items within the original timeframe of April 2023-2025. It has been approved by HESTA's RAP Working Group.