



# Reconciliation Action Plan

October 2024



# Acknowledgement of Country

GMHBA acknowledges the Traditional Owners of the lands we operate on - the Wadawurrung People of the Kulin Nation (Geelong and Ballarat), the Gunditjmara People (Warrnambool and Portland), and the Dja Dja Wurrung People (Bendigo). We pay our respects to Elders past, present and emerging, and recognise their enduring connection to land, air, waterways and Culture, and their ongoing contributions to Australian Society.

We acknowledge the sorrow of the Stolen Generations and the impact of colonisation on First Nations Peoples. We recognise the ongoing pain and trauma inflicted to this day on First Nations Peoples.

We acknowledge and respect the strength and resilience of all First Nations Peoples and communities, and their rich and diverse languages, Cultures, and histories across Australia.



# About the Artist

Jenna Oldaker is a Wadawurrung Traditional Owner and visual artist creating works under 'Murrup Art'. 'Murrup' is the Wadawurrung word for spirit, which is fitting as Jenna's art comes from the sacred tradition of storytelling told by her ancestors and their spirits.

Through her art, Jenna expresses her deep connection and love for her Aboriginal culture, Country, and heritage. Every piece created by Jenna comes from her heart and strong connection to her family and mob. Her passion is to create each work with its own individual story and meaning, and also to educate others about Wadawurrung culture and Country. All artworks are named in Traditional Wadawurrung language, as a further means of helping facilitate shared learning of First Nations culture and heritage.

Born and based in Ballarat on Wadawurrung Country, Jenna uses mostly bright, contemporary colours to create unique and detailed artworks. Her vibrant, multi-coloured artworks are largely inspired by the Traditional marks and symbols from the dreamtime and also from Wadawurrung Country itself. Working primarily with acrylic paints on canvas, Jenna enjoys creating new pieces using a variety of forms and dimensions, including public space art, installations, murals, and digital designs.



**Nyatne baa Gobata  
(Thank You & Take Care)  
Jenna Oldaker – Murrup Art**

 **@murrup\_art**  
**www.murrupart.com.au**



## Djilang Murrup (Geelong Spirit)

**Jenna Oldaker – Murrup Art**

Acrylic on Canvas

Dimensions: 24 × 36 inch

Djilang is the traditional Wadawurrung word for Geelong, and means 'tongue of land', which represents the town's bay shape. As Bundjil the eagle, our spirit creator, flew over the top of our beautiful Djilang Country, he could see water coming into the bay and the tongue of the land. This is illustrated in the artwork by the strips of blue moving through the centre of the artwork, representing our coastal Country, rivers and wetlands.

In the centre of the artwork are the symbols for meeting place all connected to one another, illustrating community and how we are all joined together as one in unity. The centre meeting place represents Djilang, whilst the outer symbols represent the community. The concentric circles and lines illustrate journey paths, as we travel from one place to another across Country together as a community.



The traditional '∩' shapes throughout the artwork represent people on Wadawurrung Country, as they move around the tracks weaving back and forth across the land sharing their stories, history and culture. The circles and various shapes represent our land Country, and are also symbolic of how we welcome you to Wadawurrung Country cleansing the land and spirit. The orange and yellow shapes represent the sunny yellow flowers of the Yam Daisy (Murnong) that once covered the lands of Wadawurrung people, and were a staple part of their diet. Alongside the Murnong, are the purple flowers of the Flax Lily, another important native on Wadawurrung Country.

# Foreword

**As a highly recognisable business founded on Wadawurrung Country, I am proud to have walked with GMHBA in crafting their inaugural Reconciliation Action Plan.**

Through this partnership, I have witnessed firsthand the genuine commitment of GMHBA's leadership and employees to reconciliation.

Their willingness to listen and learn as they have shaped this plan has been an important step towards a longer reconciliation journey.

Together, we developed a plan that outlines clear and actionable steps towards Cultural safety, self-determination, and respect for not only Wadawurrung People, but all First Nations Communities. In formalising this plan, GMHBA is creating a more inclusive and equitable workplace, contributing to the much needed reconciliation journey in this Country.

I am grateful for the opportunity to have played a role in this important work. GMHBA's commitment to reconciliation sets a powerful example for other organisations nationally and serves as an important signal that together, we can make real change.



**Bonnie Chew**  
**Mirriyu Cultural Consulting**  
**& Balim Balim Dreaming**

# Message from the Chair and CEO

## The Board and Management of GMHBA are pleased to make our public commitment to reconciliation with Australia's First Nations Peoples through the launch of our first Reconciliation Action Plan (RAP).

This RAP has been developed through many months of reflection, discussion and consultation with our staff, stakeholders and Traditional landowners of the regions in which we operate.

As Chair and CEO of GMHBA, we are honoured to share this moment with our team, our members and our patients as we reflect on the importance of reconciliation and acknowledge the rich and expansive history of First Nations Peoples in our country. At GMHBA, we believe that reconciliation is not just a statement of intent, but also a commitment to understanding and action. Our Reflect RAP recognises that we are on a journey of learning and change. It acknowledges the deep-rooted impacts of colonialism on First Nations communities and underscores our dedication to fostering respectful relationships and an inclusive future.

As Australia's leading regionally based not-for-profit health insurer, we are acutely aware of the role everyone has to play in improving accessibility to health services and supporting positive health outcomes. The launch of our RAP is just the beginning. We know there is much we can do, and we are eager to learn from our partners, our people and the community as we move forward. We invite you to join us in our reconciliation journey and to participate in the realisation of the commitments set out in this RAP over the next 12 months.

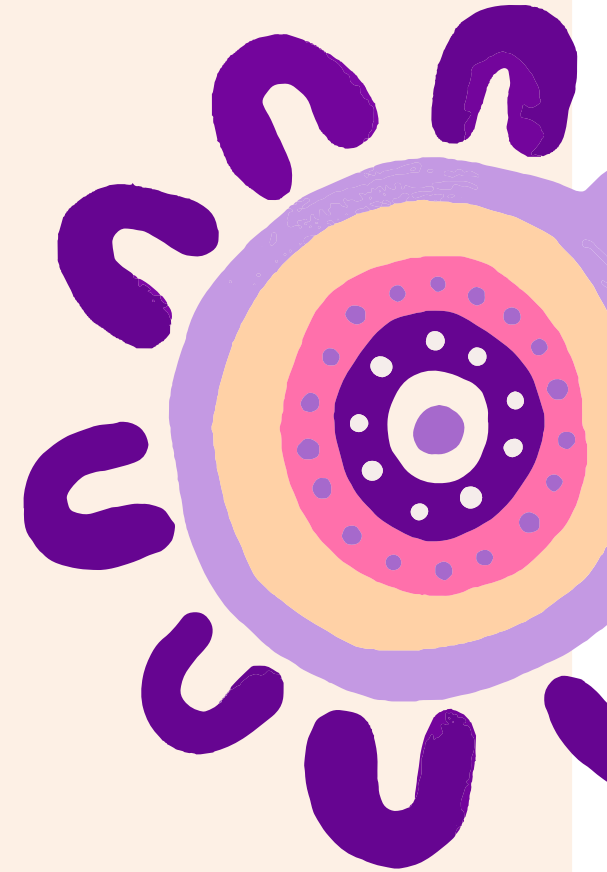
Thank you for your support and encouragement as we take these important steps toward reconciliation. We look forward to collaborating with our communities to create a more equitable and healthy future for all Australians.



**Claire Higgins**  
**Chair**  
**GMHBA**



**David Greig**  
**Chief Executive Officer**  
**GMHBA**



Note – First Nations Peoples refers to Aboriginal and Torres Strait Islander Peoples

# Message from Reconciliation Australia

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

GMHBA joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

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

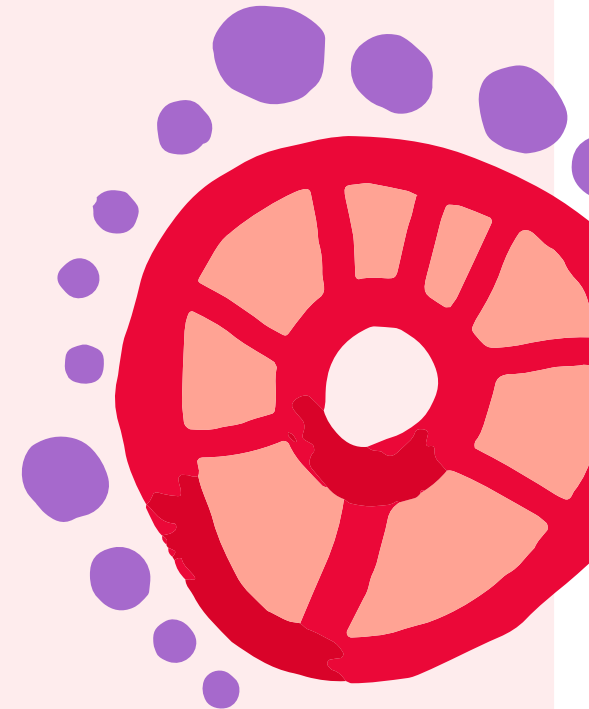
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

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



**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



# About GMHBA

**GMHBA is an Australian not-for-profit health insurance and healthcare company. For 90 years we have been serving our communities and have become one of Australia's leading regionally based health insurers.**

Over 328,000 Australians trust us with their health through our two brands: GMHBA Health Insurance and Frank Health Insurance.

Our purpose is to support and empower our communities to live healthier lives and we offer health services beyond insurance, including eye care, dental care, primary care, and physiotherapy. We believe health is a journey we take together, which is why we also actively participate in community health programs and events.

GMHBA is a national organisation, with our head office based in Geelong. We also have 12 branch and health services locations in Portland, Bendigo, Ballarat, Warrnambool, Lara, Belmont, Leopold and Waurin Ponds. As at 30 June 2024, GMHBA employed 443 staff (368 FTE). We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander peoples and will address this gap as part of our RAP.

We are passionate about fostering a culturally aware workplace that promotes understanding, respect and appreciation for diversity. We invest in our team's development through training and leadership programs and recognise excellence in customer service as part of our approach. We prioritise a diverse, equitable, and inclusive environment where everyone feels valued.

Essentially, we are all about people. We focus on our members, patients and customers' well-being and maintain a strong and caring culture. We are proud of our commitment to our people and the communities we serve.





# Emerging Partnerships and Activities

GMHBA is committed to working collaboratively with First Nations Peoples to advance reconciliation.


Our activities to date include:




**Engaging with First Nations Peoples leaders**, including representatives from the Wadawurrung Traditional Owners Aboriginal Corporation, the Wathaurong Aboriginal Cooperative and the Dja Dja Wurrung Clans Aboriginal Corporation.

**Encouraging all staff to participate in cultural walks hosted by local Traditional Owners, across our locations.**

These walks delve into the Aboriginal history of the local area, connecting us with the values and identity of the land. We learn about Traditional rhythms and relationships between people and place, providing a powerful way to understand the local history and lands where we operate.



**Smoking ceremonies** conducted by First Nations Peoples for new locations.




**Including Acknowledgement of Country** in all official documents, internal and external events, major staff meetings and email signatures.

**Partnering with the Wathaurong Aboriginal Co-operative** to source beautiful, locally made commemorative glass plates for our Years of Service celebrations.

**Hosting Wadawurrung artist Jenna Oldaker at our head office to showcase and procure First Nations Peoples artwork.**

Jenna embarked on a live painting session, creating a piece titled "Djilang" (Geelong). Staff were captivated by her process and the meaning behind the artwork, which is now proudly displayed in our office. Procuring artwork from a local Aboriginal artist was important for us as we continue our learning journey.



Celebrating key dates such as **Reconciliation Week, NAIDOC week** and **Closing the Gap**.

Sponsoring NAIDOC Week events such as **"Give Where You Live" "Conversations That Matter: Reconciliation"**. This annual event features keynote speakers who shared their family history and local First Nations Peoples speaking about their experiences in Geelong today.

**Conducted employee surveys** to understand the representation of First Nations Peoples within GMHBA and assess overall awareness of the need for reconciliation.

**We are dedicated to working together with First Nations Peoples and stakeholders to achieve meaningful and lasting reconciliation.**

# Our RAP

**GMHBA values all people and recognises the importance of strong community connections. We acknowledge First Nations Peoples as the Traditional Owners of the lands on which we operate and know that to build genuine connections within our community it is crucial to understand and respect the history.**

We are committed to playing a role in strengthening relationships between First Nations Peoples and non- Indigenous Australians, working towards a future where everyone has equal opportunities.

We are at the beginning of our RAP journey; however, we have been committed to Reconciliation with our Diversity Equity and Inclusion Strategy launched in 2022 documenting our commitment to developing a formalised approach.

GMHBA has established a Reconciliation Working Group chaired by our CEO and guided by advisors from local First Nations Peoples communities. This group will drive implementation of our RAP and monitor and report on progress against actions. We prioritise collaborating with local advisors to ensure our actions and communication are authentic, culturally informed and aligned with the spirit of reconciliation.

## **Our Reconciliation Working Group Members are:**

Chief Executive Officer  
Chief of People and Culture  
Chief Technology and Data Officer  
Head of Organisational Development  
Manager Business Partnering  
Community Partnership Coordinator  
3 x Staff Representatives – Customer Service Advisor, Digital Insights Analyst, Risk and Assurance Business Partner  
EA to CEO and CPC  
Aboriginal Community Representative  
Wadawurrung Traditional Owner - Consultant

## **Our RAP champions are the Board Chair, CEO and Chief of People and Culture**

As we embark on this journey, we are committed to:



Communicating our commitment to reconciliation to all GMHBA employees to foster greater understanding and respect.



Deepening our understanding of the local First Nations Peoples as the Traditional Owners of the lands in which we operate.



Building a diverse and inclusive workforce that reflects the communities we serve.



Establishing meaningful partnerships with First Nations Peoples organisations to drive positive change.

We believe that implementing this RAP is not only the right thing to do but also aligns with our core values of Be Purposeful, Be People Focused, Be Worthy of Trust and Be Remarkable.



# Relationships



| Action  | Deliverable   | Timeline             | Responsibility                     |
|---|---|----------------------|------------------------------------|
| <b>1. Establish and strengthen mutually beneficial relationships with First Nations Peoples stakeholders and organisations.</b> | Develop a stakeholder matrix to identify First Nations stakeholders and organisations within our local area and sphere of influence.  | October 2024         | Community Partnerships Coordinator |
|   | Meet with the CEOs of all the major First Nations Organisations: <ul style="list-style-type: none"> <li>• Wadawurrung Traditional Owners Corporation</li> <li>• Dja Dja Wurrung Clans Aboriginal Corporation</li> <li>• Eastern Maar Aboriginal Corporation</li> <li>• Wathaurong Aboriginal Cooperative</li> <li>• Ballarat and District Aboriginal Cooperative</li> <li>• Gunditjamara Aboriginal Cooperative</li> <li>• Dhauwurd Wurrung Elderly and Community Health Services</li> <li>• Bendigo and District Aboriginal Cooperative</li> </ul> | September 2025       | CEO / Chief of People and Culture  |
|   | Develop stakeholder engagement framework based on best practice that support partnerships with First Nations stakeholders and IAP principles.   | October 2024         | Community Partnerships Coordinator |
|   | Leverage existing relationships to strengthen our RAP journey through shared learnings and actions. eg Geelong Football Club RAP Committee.   | September 2025       | CEO / Chief of People and Culture  |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>   | Share on GHub Reconciliation Page, Reconciliation Australia's NRW resources and reconciliation materials.   | May 2025             | Head of Organisational Development |
|   | Document external events for staff to participate in across the regions and share on GHub.  | May 2025             | Head of Organisational Development |
|   | Encourage and support staff and senior leaders, including RAP working group to participate in at least one external event to recognise and celebrate NRW.   | 27 May - 3 June 2025 | Head of Organisational Development |

# Relationships (continued)



| Action  | Deliverable   | Timeline       | Responsibility                                    |
|---|---|----------------|---|
| <b>3. Promote reconciliation through our sphere of influence.</b>                 | Communicate our commitment to reconciliation to all staff through RAP Launch, GHub, Town Halls, CEO and executive emails, training and cultural awareness days. | October 2024   | Chief of People and Culture                       |
|   | Identify external stakeholders that our organisation can engage with on our reconciliation journey.   | November 2024  | Head of Organisational Development                |
|   | Engage external partners to promote reconciliation through events and activities.   | October 2025   | Head of Organisational Development                |
|   | Identify other like-minded organisations where we can jointly promote/ educate reconciliation.  | March 2025     | Head of Organisational Development                |
|   | Continue to offer cultural walks to new staff.  | September 2025 | Chief of People and Culture                       |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b> | Research best practice and policies in areas of race relations and anti- discrimination.  | April 2025     | People and Culture Quality and Compliance Manager |
|   | Conduct a review of HR policies and procedures to identify existing anti- discrimination provisions, and future needs.  | April 2025     | Manager Business Partnering                       |
|   | Become a signatory to the 'Racism Stops with Me' campaign.  | September 2025 | Head of Organisational Development                |

## Our Commitments

# Respect



| Action  | Deliverable  | Timeline                | Responsibility                        |
|---|--|-------------------------|---------------------------------------|
| <b>5. Increase understanding, value and recognition of First Nations Peoples cultures, histories, knowledge and rights through cultural learning.</b> | Develop a business case for increasing understanding, value and recognition of First Nations Peoples, histories, knowledge and rights within our organisation.   | May 2025                | CEO                                   |
|   | Conduct a review of cultural learning needs within our organisation.   | May 2025                | Head of Organisational Development    |
| <b>6. Demonstrate respect to First Nations Peoples by observing cultural protocols.</b>   | Develop an understanding of the local Traditional Owners of the lands and waters within our organisation's operational area.                                     | January 2025            | Chief of People and Culture           |
|   | Create Teams background using RAP artwork.   | February 2025           | Digital Designer and Content Producer |
|   | Install Acknowledgement of Country plaques at all GMHBA office locations to recognise Traditional Owners of the land.  | June 2025               | Facilities and OH&S Manager           |
|   | Work with local First Nations artist to produce GMHBA lanyard badges for all staff.  | February 2025           | Head of Organisational Development    |
|   | Review Email signatures in relation to Acknowledgement of Country.   | March 2025              | Corporate Communications Manager      |
|   | Increase staff's understanding of the purpose and significance behind Cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | July 2025               | Head of Organisational Development    |
| <b>7. Build respect for First Nations Peoples cultures and histories by celebrating NAIDOC Week.</b>  | Raise awareness through the sharing of information amongst our staff about the meaning of NAIDOC Week.   | June 2025               | Chief of People and Culture           |
|   | Introduce our staff to NAIDOC Week by promoting external events in our local area on GHub.   | June 2025               | Head of Organisational Development    |
|   | RAP Working Group to participate in an external NAIDOC Week event.   | First week in July 2025 | RAP Working Group                     |

# Opportunities

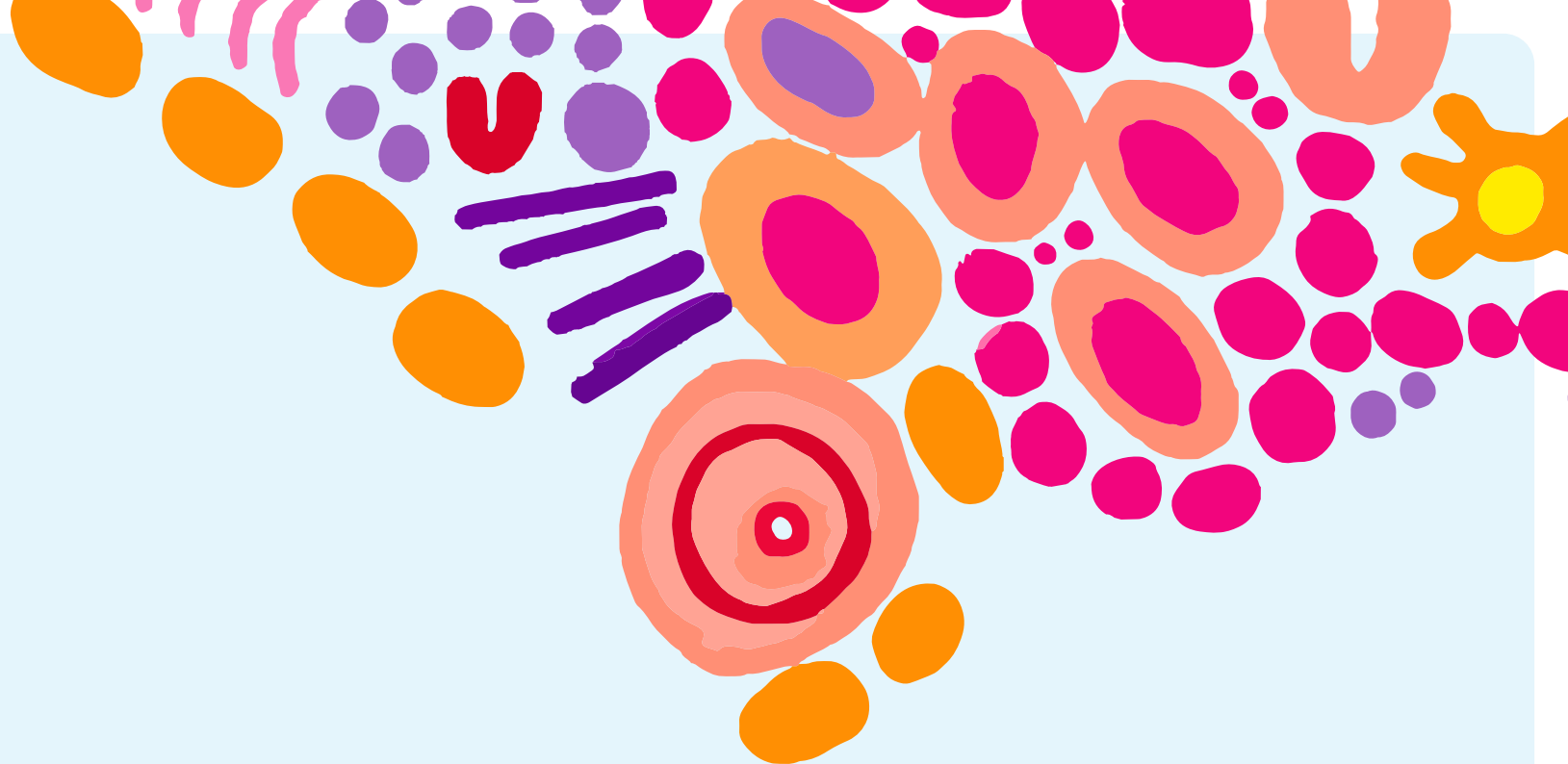


| Action   | Deliverable  | Timeline   | Responsibility                     |
|--|--|------------|------------------------------------|
| <b>8. Improve employment outcomes by increasing First Nations Peoples recruitment, retention and professional development.</b> | Build understanding of current First Nations Peoples staffing to inform future employment and professional development opportunities.                              | April 2025 | Manager Business Partnering        |
|  | Develop a plan for increasing First Nations Peoples employment within our organisation.  | April 2025 | Manager Business Partnering        |
|  | Increase access for First Nations Peoples to apply for GMHBA positions by updating recruitment policies and practices to encourage First Nations Peoples to apply. | April 2025 | Manager Business Partnering        |
|  | Conduct a Cultural audit of GMHBA offices to assist in making GMHBA a Culturally safe environment to work.   | May 2025   | Head of Organisational Development |
| <b>9. Increase First Nations Peoples supplier diversity to support improved economic and social outcomes.</b>                  | Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.   | June 2025  | Head of Procurement                |
|  | Investigate Supply Nation and Kinaway membership.  | June 2025  | Head of Procurement                |

# Governance



| Action  | Deliverable   | Timeline               | Responsibility                     |
|---|---|------------------------|------------------------------------|
| <b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>  | Maintain a RWG to govern RAP implementation and draft a Terms of Reference.   | October 2025           | Chief of People and Culture        |
|   | Maintain First Nations Peoples representation on the RWG.   | October 2025           | Chief of People and Culture        |
| <b>11. Provide appropriate support for effective implementation of RAP commitments.</b>   | Define resource needs for RAP implementation including staffing and budget.   | October 2024           | Chief of People and Culture        |
|   | Executive leaders appointed to champion our RAP internally and engage senior leaders in the delivery of RAP commitments.  | October 2024           | CEO, Chief of People and Culture   |
|   | Define appropriate systems and capability to track, measure and report on RAP commitments.  | October 2024           | Chief of People and Culture        |
|   | Appoint a role to be accountable for executing the RAP.   | October 2024           | CEO                                |
| <b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June 2025              | EA to Chief of People and Culture  |
|   | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.  | 1 August 2025          | EA to Chief of People and Culture  |
|   | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.   | 30 September, annually | Head of Organisational Development |
|   | Report to Board People and Culture Committee.   | March and July 2025    | CEO, Chief of People and Culture   |
|   | Provide regular progress updates to staff via the GHub Reconciliation Page.   | October 2024           | Head of Organisational Development |
| <b>13. Continue our reconciliation journey by developing our next RAP.</b>  | Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.   | July 2025              | EA to Chief of People and Culture  |



# Reconciliation Action Plan

## Contact

David Greig  
Chief Executive Officer

