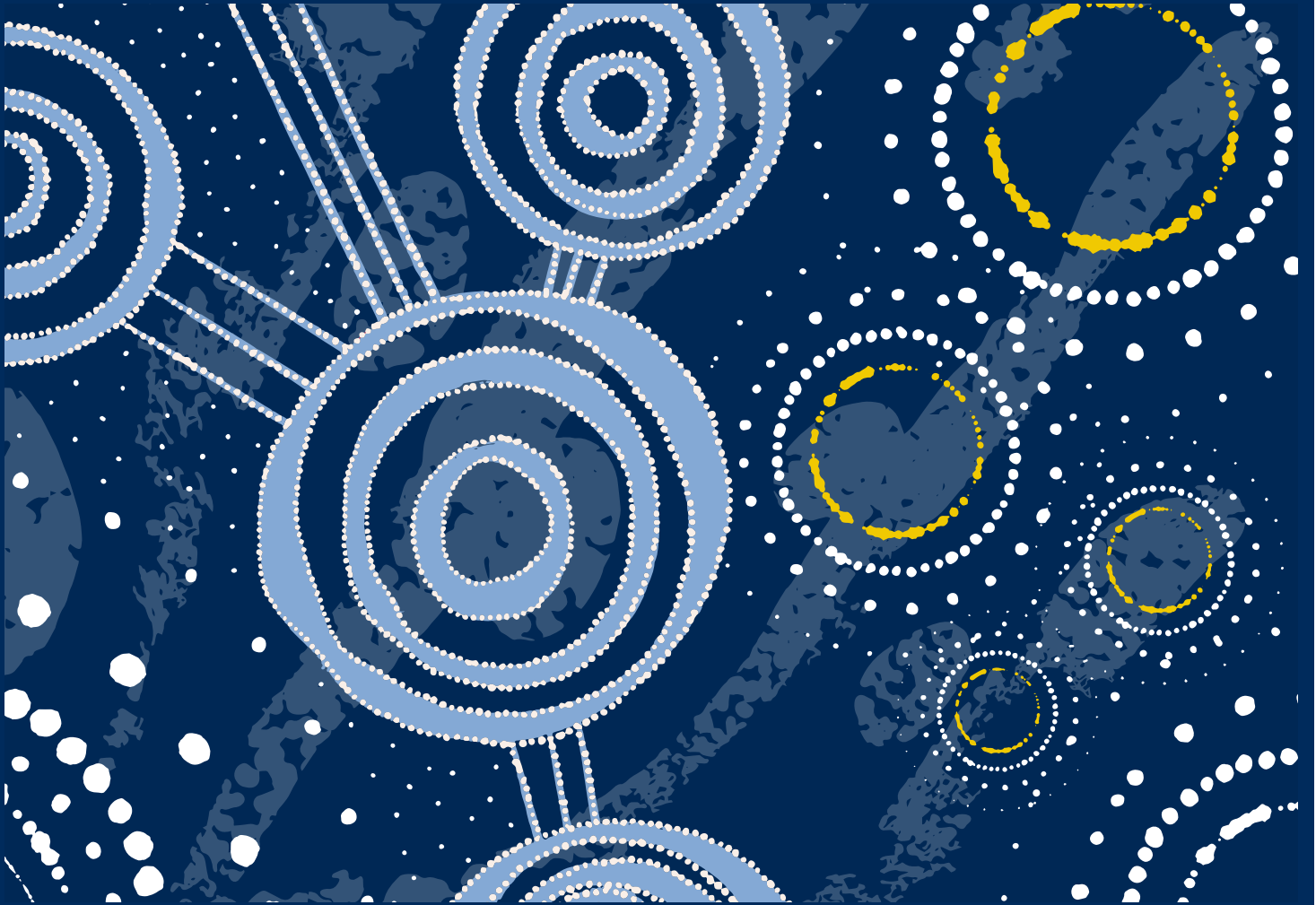




# HOSTPLUS INNOVATE RECONCILIATION ACTION PLAN

December 2022 – December 2024



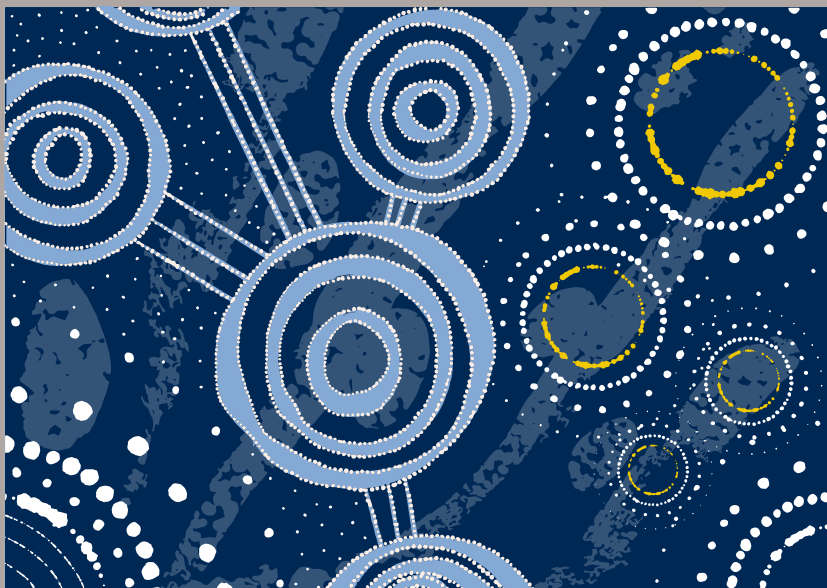
## OUR RAP ARTWORK

The reconciliation artwork featured throughout the plan was designed for Hostplus by artist Shane Cook, a proud Wulli Wulli and Guwa (Koa) descendant from Queensland. We are privileged to connect with Shane to develop artwork that reflects his culture and contemporary style.

The artwork symbolises Hostplus' commitment to working in collaboration with First Nations communities to drive meaningful change.

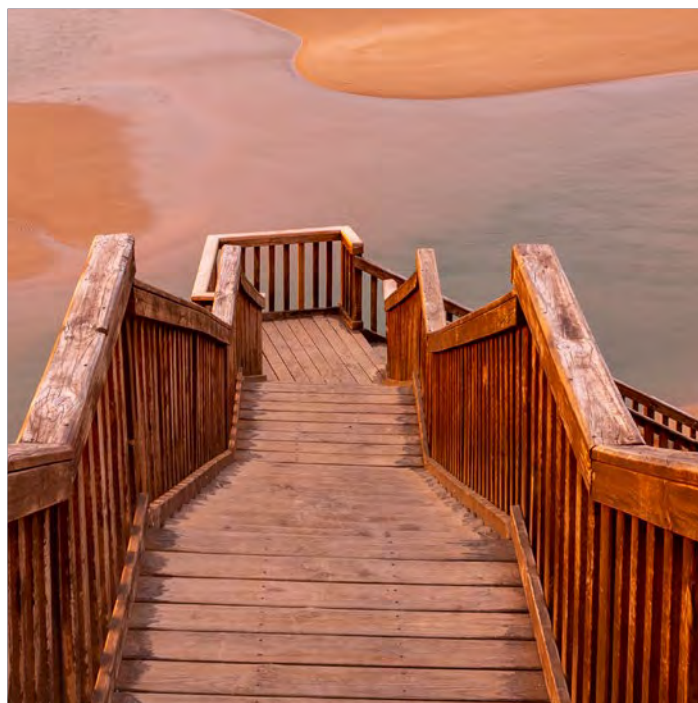
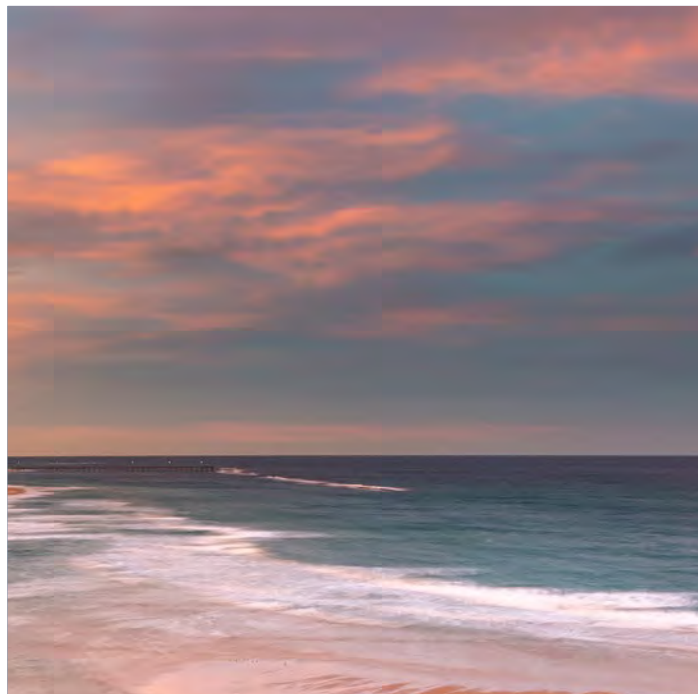
For more information about Shane Cook, visit [@secondnatureaus\\_](#) on Instagram.

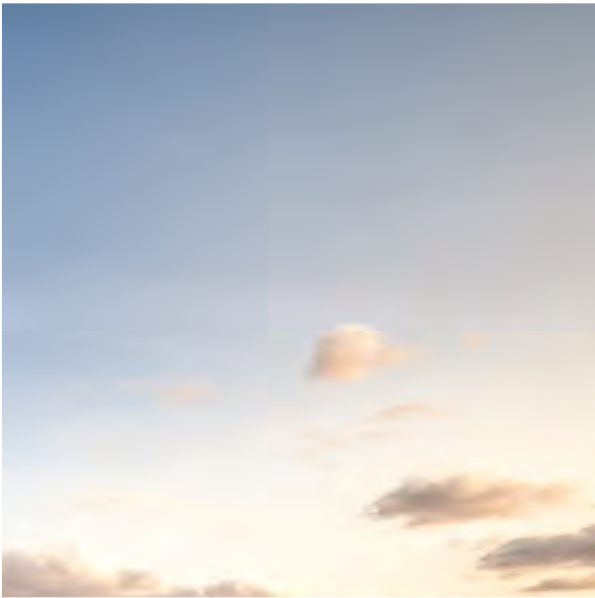
We also thank Ochre Dawn Creative Industries for their guidance on telling our reconciliation story through the artwork.



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## ACKNOWLEDGEMENT OF COUNTRY

As a national superannuation fund with offices in every state and territory around Australia, we recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands on which we live, who have maintained and protected these lands and seas for thousands of years.

Hostplus respectfully acknowledges the Wurundjeri people as the Traditional Owners of the Melbourne CBD where our head office is located.

We pay our respects to Elders, past, present and emerging, and we extend this acknowledgment to all Aboriginal and Torres Strait Islander peoples today.

We believe we have a responsibility to honour the legacy of past generations by conducting our business with integrity, care and inclusiveness. And we strive to operate the fund in the spirit of the ancestors who came before us.

*Aboriginal and Torres Strait Islander readers are advised that this document may contain images and names of people who have died.*



**The Wurundjeri people**

as the Traditional Owners of the Melbourne area

**The Muwinina people**

as the Traditional Owners of the Hobart area

**The Gadigal people**

as the Traditional Owners of the Sydney CBD

**The Ngunnawal people**

as the Traditional Owners of Canberra

**The Turrbal and Jagera peoples**

as the Traditional Owners of the Brisbane region

**The Yugambeh language people**

as the Traditional Owners of the Gold Coast

**The Gimuy-walubarra Yidi, Yidinji and Yirrangangi peoples**

as the Traditional Owners of the land, seas and waterways of the Cairns region

**The Larrakia people**

as the Traditional Owners of the Darwin region

**The Whadjuk Nyoongar people**

as the Traditional Owners of the Perth region

**The Kurna people**

as the Traditional Owners of the Adelaide region

## MESSAGE FROM THE CEO



---

**“I’m looking forward to embarking on the next phase of our reconciliation journey with our members, contributing employers, partners and the wider community.”**

**David Elia**

---

### **First Nations peoples face a unique set of challenges when it comes to financial wellbeing and retirement outcomes.**

At Hostplus, we recognise that we have a significant role to play in addressing these issues. Our fund, and the super industry as a whole, must work with the government and Aboriginal and Torres Strait Islander communities to enhance retirement income security for First Nations peoples.

I’m therefore proud to present Hostplus’ third Reconciliation Action Plan (RAP).

Our first Innovate RAP was delivered in 2019. Since then, we’ve had the pleasure of merging with some major super funds – Queensland-based funds Club Super and Intrust Super, AUSfund, and South-Australian-based fund Statewide Super. As a result, we’ve embarked on our next Innovate RAP to unify our three organisations, clarify our new, broader sphere of influence, and reassess the potential impact we can have as one fund to further reconciliation in our industry.

Our second Innovate RAP commits our merged organisation to:

- a continued focus on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples
- further engaging staff and stakeholders in reconciliation action

- developing innovative strategies, solutions and education, which enable Aboriginal and Torres Strait Islander peoples to have the same access to, and engagement with, superannuation as non-Indigenous Australians.

We see this as part of our broader responsibility to contribute to equality and inclusion in our industry, and communities.

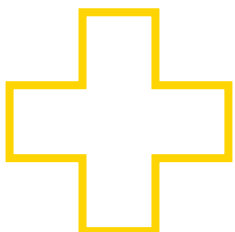
Together, I believe our organisation can have a greater impact on creating positive change within the superannuation industry and in the communities we serve.

I’m looking forward to embarking on the next phase of our reconciliation journey with our members, contributing employers, partners and the wider community.

On behalf of Hostplus, I am delighted to formally endorse our new Innovate RAP, and commit to achieving our vision over the next two years and beyond.



**David Elia**  
Chief Executive Officer  
Hostplus



## MESSAGE FROM RECONCILIATION AUSTRALIA



**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. Hostplus 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 Hostplus will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Hostplus 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 Hostplus 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, Hostplus will ensure shared and cooperative success in the long-term.

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

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

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR VISION FOR RECONCILIATION

**Our vision for reconciliation is for a respectful, proud and equitable Australia, with financial wellbeing and retirement income security for Aboriginal and Torres Strait Islander peoples.**





## OUR BUSINESS

**Although Hostplus' origins are in the hospitality, tourism, recreation and sports sectors, today, we're widely recognised as the lifetime fund of choice for Australians. Our members come from a broad range of backgrounds and industries.**



We've been helping our members grow their retirement savings for more than 34 years. We're proud of the work we do to support the financial wellbeing of the Australians who entrust their superannuation savings with us.

Our recent mergers with Club Super, Intrust Super and Statewide Super have seen us grow to over 1.6 million members, 273,000 contributing employers and more than \$80 billion in funds under management.<sup>1</sup>



Hostplus is a national fund, offering support to members across Australia from offices in every state and territory. We employ around 190 staff, all driven by a real desire to improve lives and help our members achieve their ideal retirement.

While we are not aware of any current team members who identify as Aboriginal and/or Torres Strait Islander peoples, we are committed to creating employment and education pathways for First Nations peoples in our organisation within this RAP.

### **Our sphere of influence**

Through our members, contributing employers, and corporate partnerships, Hostplus has a broad sphere of influence. Our recent mergers with Club Super, Intrust Super and Statewide Super have expanded our reach and strengthened connections within the Queensland, South Australian and Northern Territory communities.

During our second Innovate RAP, we'll continue to consult with First Nations peoples to work out how we best inform, engage and educate our key stakeholders to share our vision of reconciliation and drive action.

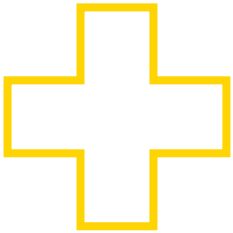
### **Our employees**

With the joining of our four funds, a primary focus will be on educating our larger employee base. Our people can be strong voices in the community for reconciliation and inclusion. We will:

- encourage our employees to take action, holding each team in our organisation accountable for refining our products, processes and services with First Nations people in mind
- ensure our Aboriginal and Torres Strait Islander members can receive the information and education they need to make optimal financial decisions, and gain access to their retirement funds through equitable and simple processes
- refine our internal practices around procurement, recruitment and talent pipeline development so we can support more Aboriginal and Torres Strait Islander peoples and businesses.

<sup>1</sup> Source: Hostplus data as of 30 June 2022. Hostplus manages \$86.6 billion in funds under management, including other investments managed by the Hostplus Pooled Superannuation Trust.

## OUR BUSINESS CONTINUED



### **Our employers and partners**

We will continue to deliver financial literacy education to our First Nations members through our employer network, our key partners, our insurer, MetLife and our administration provider Link Services. Their support will be key to driving action in their local communities and industries.

We'll also expand on the work that Statewide Super commenced in establishing a Business Coalition for Reconciliation that reaches across the country. The intention of this new body will be to connect businesses and community leaders in each state and territory, with the aim to educate, collaborate, share ideas and drive action towards reconciliation.

### **Our industry**

Influencing change within the superannuation, insurance and financial services industry will continue to be a key focus for Hostplus. We're a proud member of the Australian Institute of Superannuation Trustees' (AIST) Indigenous Super Working Group. This superannuation industry roundtable is designed to progress reconciliation action, particularly in respect to legislative barriers that unfairly disadvantage First Nations members.

We will strive to influence and change rules which are grounded in systemic racism, and disproportionately discriminate against Aboriginal and/or Torres Strait Islander members. That is, rules around beneficiaries, identification protocols and conditions of release which prevent members from accessing their own money.

In this Innovate RAP, we'll progress our commitment to taking meaningful and authentic action towards reconciliation in our industry and our broader community.





## OUR RECONCILIATION JOURNEY

Our reconciliation journey began in December 2016, with the launch of our first Reflect RAP. This outlined clear and achievable actions that have given us a solid foundation for our reconciliation efforts. From there, we launched our first Innovate RAP in May 2019.

We've since successfully merged with Club Super, Intrust Super, AUSfund and Statewide Super. Statewide Super was also well progressed on its reconciliation journey, having launched an Innovate RAP in November 2020. Now, as one unified fund, we have a renewed joint focus, bringing together the best of our reconciliation.



## REFLECTION ON ACHIEVEMENTS – HOSTPLUS



**By Stuart Wilkinson**  
Chair of the Hostplus Innovate  
RAP Steering Committee

**I've been leading Hostplus' RAP Steering Committee since 2016, and feel proud of our contribution and progress so far as we work toward reconciliation.**

In May 2019, we launched our Innovate RAP. Despite the disruptions caused by COVID-19, we were determined to continue our journey to advance reconciliation.

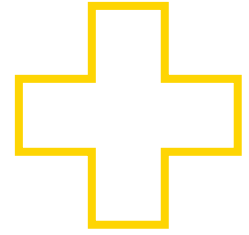
The launch of our Innovate RAP coincided with National Reconciliation Week. It was fantastic to launch this RAP with live staff events in Melbourne and Sydney, including a Q&A with Michael Ingrey, the CEO of the National Indigenous Culinary Institute (NICI). During the week, our RAP Steering Committee and RAP Champion Group also participated in cultural awareness training with AFL SportsReady.

We were pleased to extend this cultural awareness training to our client services team in December 2019. This session helped our staff improve their understanding of First Nations' histories, cultures and peoples. In total, 63 Hostplus employees attended this training and enjoyed the opportunity to deepen their understanding of reconciliation.

Feedback from our First Nation stakeholders and communities, and from our staff, indicates that cultural awareness training should continue to be an important focus for us. We're keen to expand this as part of our 2022 Innovate RAP.

We were proud to run and attend a number of First Nations cultural events during our first Innovate RAP. In July 2019, the Chair of our RAP Champion Group, Paula Formella, and I attended the AIST Indigenous Super Summit where Paula presented Hostplus' reconciliation journey. In July 2020 as part of the Yothu Basket Project, staff contributed to the purchase of essential baskets for Yolngu babies born on Galiwin'ku Country.

We also recognised NAIDOC (National Aborigines and Islanders Day Observance Committee) Week in 2020 and 2021 with an amazing 'Cook from Home' immersion experience arranged by the NICI Twins Luke (Sous Chef at Rosetta) and Sam Bourke (Chef de Partie at Rockpool Bar and Grill). We delivered meal boxes to participants working from home and led everyone on a virtual journey to create meals with unique native flavours.

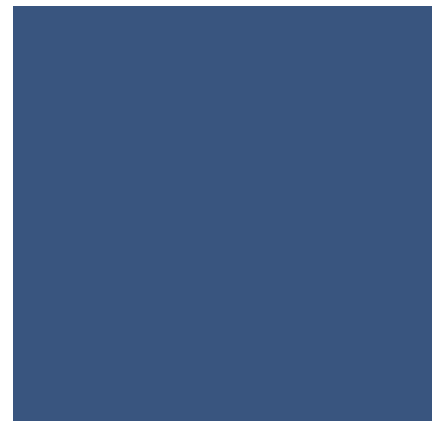


Each year we've recognised National Reconciliation Week through a variety of events and collaborations with external partners. In 2020, we hosted virtual morning teas for our teams working from home and acknowledged National Reconciliation Week in member communications. We received some amazing feedback from members who appreciated our recognition and acknowledgment of this important week. We also worked with our partnering organisations to promote and participate in social media activities related to National Reconciliation Week. A video featuring then-Gold Coast Suns player Jarrod Harbrow received the most engagement of any social media post we'd published that year. This was a clear testament to the power of Jarrod's message and his reputation and standing as a proud First Nations leader on and off the field.

In 2021, we were able to work with some of our partnering employers to offer Super Health Checks to their Aboriginal and/or Torres Strait Islander staff members. We ran webinars titled "First Nations People and Hostplus – building a better future with super", which we rolled out through our contributing employers. Hostplus staff also came together to consider the artwork 'Action' by Jessica Johnson, discuss National Reconciliation Week and educate themselves about our shared histories, cultures and achievements.

In this reflection, I'd like to acknowledge the progress Hostplus has made as part of its reconciliation journey. Since February 2021, we have begun formal meetings, including our Annual Members' Meeting, with an Acknowledgement of Country from representatives in offices around Australia. I've been really pleased to see how quickly and easily this has become part of our culture here at Hostplus. I'm also proud of how enthusiastically our team has participated in our RAP-related events, with many letting us know they'd like us to arrange even more in future. I'm looking forward to seeing that enthusiasm continue as we work through our new Innovate RAP.

My thanks go to our RAP Steering Committee, and to our RAP Champion Group, for their hard work to bring our fund on this reconciliation journey so far, and for committing to our new actions in this Innovate RAP. My thanks also go to Statewide Super and their RAP groups, for their impressive work over the past few years, and our combined efforts to commit to some meaningful actions for our joint Innovate RAP. I'm looking forward to seeing how much we can achieve as one fund.



## REFLECTION ON ACHIEVEMENTS – STATEWIDE SUPER



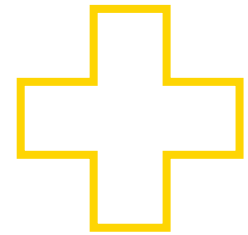
**By Nicole Kinnear**  
Former Statewide Super  
RAP Working Group Chair

Deputy Chair of the  
Hostplus Innovate RAP  
Steering Committee

**I was very proud to lead the Statewide Super RAP Working Group for the past two years. While at times the pandemic has posed a challenge in the delivery of some of our plans, the team worked tirelessly to maintain momentum. Importantly, I saw a shift in our organisation toward having bolder conversations to progress reconciliation.**

We launched our Innovate RAP during NAIDOC Week in November 2020 with an impactful all-staff event. This involved a walking tour of Tarntanyangga, the site of the first raising of the Aboriginal flag in Australia (right on our doorstep), with Uncle Frank Wanganeen and personal stories from Aunty Yvonne Agius. We unveiled our commissioned reconciliation artwork and Acknowledgement of Country murals in our SuperHub retail space and in our boardroom, showcasing our commitment to reconciliation to members and visitors alike. Community members who frequent these areas have given us wonderful feedback on how welcome this makes them feel. We now also have an Acknowledgement of Country in every meeting room in our offices to promote respectful practices during every meeting.

The RAP team worked hard to maintain a full calendar of events each year. Despite the impacts of COVID-19, there were plenty of highlights. We established a strong connection with say.kitchen, a community meeting place and youth support hub that provides housing services and opportunities for young people, enabling them to participate in hospitality training and gain work experience, and exhibit or perform in the arts. Our team was fortunate to experience a native-food experience prepared by the junior chefs, as well as learn more about the health properties of these incredible ingredients. Using these ingredients, our staff then participated in our inaugural NAIDOC Week Bake Off, a fantastic event that engaged everyone, whether they were serious competitors for the prize, baking for the fun of it, or eating!



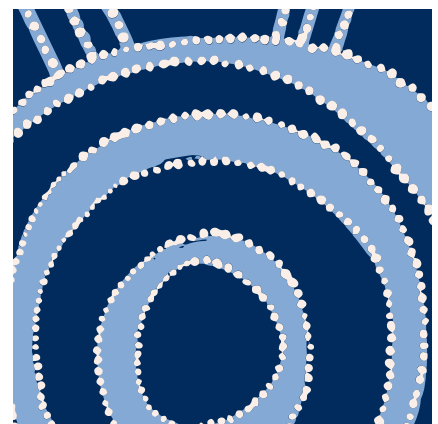
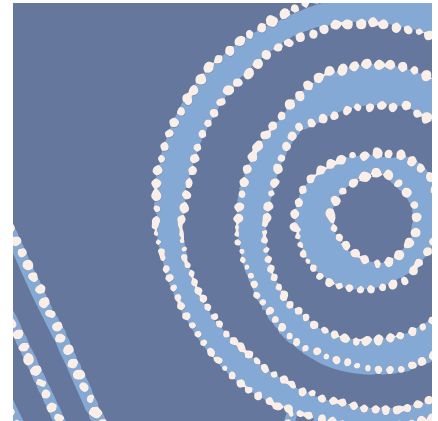
We also forged a strong partnership with Rosemary Wanganeen and the Healing Centre for Griefology. Rosemary conducted an authentic and lively Welcome to Country at our bi-annual Retirement Club event during National Reconciliation Week 2021. We invited her back to conduct her Aboriginal Griefology Presentation to our team a number of times. Her openness in sharing her inspirational life story and educating us about the foundations of racism in our community has had a meaningful impact on our staff and has altered many perceptions. We were also pleased to fund this training for one of our contributing employers, who provides housing and community services stretching across many local government areas. We were proud to help Rosemary share her important message with other organisations.

Another key achievement was refining our procurement strategy to encourage consideration of First Nations businesses in every decision, from small purchases to large-scale engagements. As a result of this we saw an uplift in purchases from First Nations businesses, from catering to stationery.

And finally, a key highlight was our progress towards establishing a Business Coalition Towards Reconciliation. In September 2021, we held our first CEO lunch, where we invited leaders from multiple industries to engage in conversation about how we can progress reconciliation. Facilitated by Shona Reid, CEO of Reconciliation SA, the event's inspiring, frank and challenging panel of speakers included Sally Scales, Dwayne Coulthard and Parry Agius. We're pleased that several attendees have begun establishing their own organisational RAPs or are progressing their commitments through new collaborations.

Parry Agius remained a strategic adviser throughout our Innovate RAP. I thank him sincerely for his guidance, support, encouragement and wisdom through this period. His ongoing capacity to connect, steer and encourage us and keep us focussed has been outstanding.

I would also like to extend a sincere thanks to the Working Group who have achieved so much over the past two years, and to the Reference Group who have contributed to the refinement of our RAP through their valuable feedback and insights on our work. Now, as we merge our RAP with Hostplus, I look to the future with great optimism. Our reach and impact will be greater with our forces united towards action and change.



# OUR RECONCILIATION JOURNEY

## HOSTPLUS

2019

**August 2019**  
Presentation at AIST Indigenous Super Summit by Hostplus RAP Champion Chair

**May 2019**  
National Reconciliation Week:  

- 2019 Innovate RAP launch at live events in Sydney and Melbourne
- Q&A with National Indigenous Culinary Institute CEO, Michael Ingrey
- Cultural awareness training with AFL SportsReady

**December 2019**  
Annual Hostplus Staff Conference – cultural awareness training

**May 2019**  
National Reconciliation Week Breakfast  
*RAP Film Club – Croker Island Exodus*

**August 2019**  
Participated in the First Nations Foundation Big Super Day Out (an outreach event to reconnect First Nations peoples with their superannuation)

**July 2019**  
Internal lunch and learn with Parry Agius focusing on 'Authentic Reconciliation'

2020

**August 2020**  
Partnered with First Nations Foundation and [indigenoussuper.com.au](http://indigenoussuper.com.au)

**May/June 2020**  
National Reconciliation Week  

- virtual morning teas
- Acknowledgement/recognition through eDMs and social channels

**September 2020**  
Yothu Basket Project where staff contributed to the purchase of essential baskets for Yolngu babies born on Galiwin'ku Country

**May 2020**  
*RAP Film Club – The Final Quarter*

**February 2020**  
Participated in the First Nations Foundation Big Super Day Out (an outreach event to reconnect First Nations peoples with their superannuation)

**September 2020**  
Yothu Basket Project where staff contributed to the purchase of essential baskets for Yolngu babies born on Galiwin'ku Country

## STATEWIDE





## 2021

### February 2021

Included an Acknowledgement of Country at the beginning of formal staff meetings (which is now a continued tradition)

### November 2020

NAIDOC Week – 'Cook from Home' immersion experience with National Indigenous Culinary Institute

### November 2021

National Indigenous Culinary Institute 'Cook from Home' experience

### January 2021

RAP Focus Group

### November 2020

*RAP Film Club – Freeman*  
Innovate RAP Launch

- Tarntanyangga Tour with Uncle Frank
- All staff NAIDOC Event
- Panpapanpalyarrilla artwork and room launch

### July 2021

NAIDOC Week Events:

- say.kitchen Native Food Experience
- RAP Film Club – You Can't Ask That
- NAIDOC Week March
- NAIDOC Week Bake Off

## 2022

### June 2022

A NRW conversation with Jade Torres, Director of Pwerle Gallery and proud Alawarr woman

### February 2022

Commemorating Apology Day with Parry Agius and Rosemary Wanganeen (joint event with Statewide Super and Hostplus staff)

### December 2022

Joint Innovate RAP launch

# OUR INDUSTRY ACTIVITIES AND PARTNERSHIPS

These are some of the initiatives and partnerships we implemented during our 2019 Innovate RAP. All were aimed at building equality and equity for Aboriginal and Torres Strait Islander peoples.

## **AIST Indigenous Super Working Group**

Hostplus has continued our active involvement in a cross-industry initiative chaired by the Australian Institute of Superannuation Trustees (AIST) called the Indigenous Super Working Group. Representatives from super funds, industry bodies and the First Nations Foundation work with the ATO and financial groups to help address a range of issues that First Nations peoples face when it comes to super. The group recognises that the unique needs of First Nations peoples are often overlooked in superannuation policies and by the industry itself.

Through our participation in this group, we were able to implement our identity referral form. This form has helped to ease a lot of the complexities faced by First Nations peoples when it comes to accessing their super in situations where they're not able to meet our standard identification requirements.

## **First Nations Foundation – [indigenoussuper.com.au](http://indigenoussuper.com.au)**

In August 2020, Hostplus established a partnership with the First Nations Foundation, supporting their website initiative.

Our partnership aligned with our commitment to delivering an equitable retirement for all Australians. The Foundation is committed to achieving financial prosperity for First Nations people and has helped reconnect more than 1,600 First Nations people with \$24 million of superannuation savings.

The [indigenoussuper.com.au](http://indigenoussuper.com.au) website offers culturally relevant superannuation information and aims to help educate Indigenous Australians on aspects of super including consolidation, contributions, insurance and investments through a simple "Five-Step Plan".



## **William Angliss Institute – Hostplus Indigenous Scholarship**

In 2021, Hostplus awarded an Indigenous Scholarship to the William Angliss Institute for one semester. The scholarship was open to an Aboriginal and/or Torres Strait Islander student who demonstrated excellence, passion and love for the hospitality industry. The 2021 scholarship was awarded to Chelsea Grace Boehm, in support of her dream to one day open an Indigenous-inspired patisserie.

Studying a dual qualification in Commercial Cookery (Certificate III) and Patisserie (Certificate IV), the scholarship funds helped Chelsea cover her equipment costs and her commute from Geelong.

### **A new, unified focus**

One of the key learnings from our first Innovate RAP was the importance of involving our whole fund in our reconciliation journey. We want to encourage our individual staff and business units to feel accountable for the deliverables outlined in our RAP, and to leverage their skills and assets to help us achieve our vision.

Now that we've been joined by team members from Club Super, Intrust Super and Statewide Super, we have an opportunity to combine our shared learnings.

---

**“After my course I plan to get experience mainly in patisseries but also in restaurants. I would like to find out more about the world of cooking when it comes to my Indigenous culture and learning how my people cook and how they use the native ingredients that come from our land.”**

**Chelsea Grace Boehm**, Hostplus Indigenous Scholarship recipient

---

During this RAP, we'll be striving to engage more of our employees in formal cultural awareness training and broadening accountability for our actions and deliverables. RAP activities will be integrated into business-as-usual activities. Teams will be asked to identify opportunities to improve services and solutions, or consult more effectively with First Nations stakeholders, in their respective areas of influence.

Most particularly, we believe one of the most effective methods of achieving our RAP goals is to incorporate First Nations solutions into existing processes. We will be looking at better ways to do this as we progress through our Innovate RAP.

There is still a lot of work to do, with many learnings to come as we work through this process. We are committed to working with First Nations peoples to ensure we achieve meaningful outcomes and influence positive change both internally and externally.



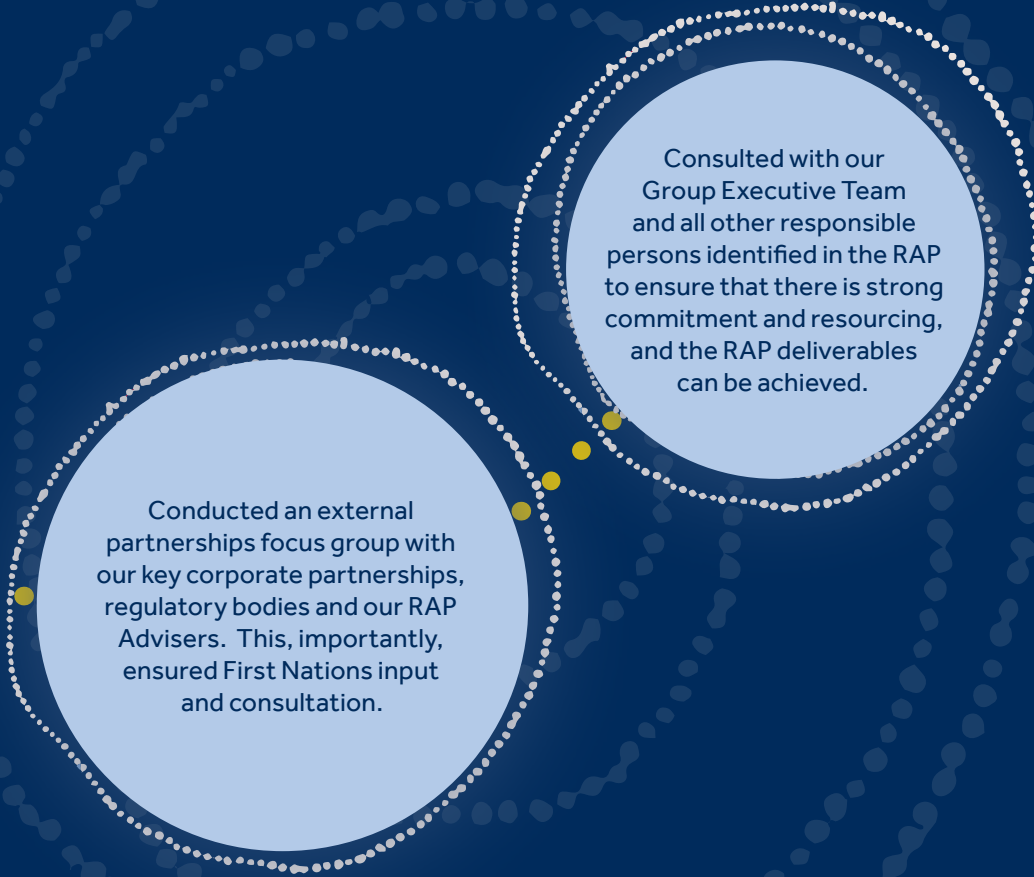
# HOW WE DEVELOPED OUR RAP

To develop our new, unified Innovate RAP, we have undertaken an extensive process of internal and external consultation and engagement. We surveyed employees across Statewide Super and Hostplus to collect information about lessons learned from past RAPs, and our priorities for future actions. Focus groups were then formed to discuss the results of these surveys, including an external group.

Conducted a peer comparison and research process, examining 10 RAPs in our industry.  
From this, we gathered 37 ideas about how we could enhance our RAP.

Undertook an employee feedback survey.  
88% of our employees highlighted that the RAP and our reconciliation actions are important to our organisation, moving forwards.

Undertook two internal focus groups, with representatives from across multiple business units. This led to identification and prioritisation of key action areas.



Conducted an external partnerships focus group with our key corporate partnerships, regulatory bodies and our RAP Advisers. This, importantly, ensured First Nations input and consultation.

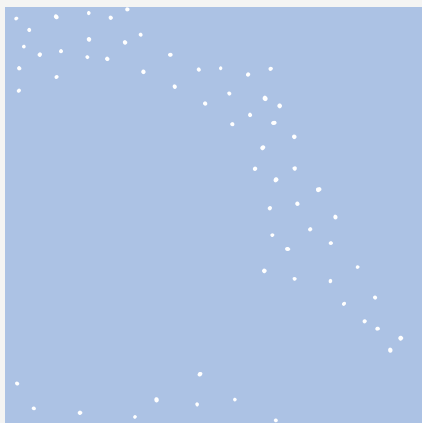
Consulted with our Group Executive Team and all other responsible persons identified in the RAP to ensure that there is strong commitment and resourcing, and the RAP deliverables can be achieved.

This group drew on personal and professional experiences directly from First Nations Stakeholders in our sphere of influence, from organisations such as the Australian Football League (AFL), Gold Coast Suns, National Indigenous Cooking Institute, Richmond Football Club and Linking Futures. These groups further prioritised our actions, ensuring that these will have optimal impact in progressing reconciliation within our sphere of influence.

Our final RAP has been presented to, and received full endorsement from, Hostplus' Executive Management Team and members of the broader Senior Leadership Team. These are the groups that will be responsible for driving our actions, so receiving their endorsement was an important step in this process.

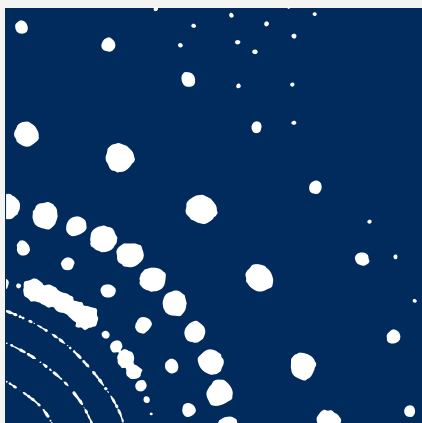
# RAP GOVERNANCE AND WORKING GROUP STRUCTURE

**To drive meaningful change within our organisation, and across our sphere of influence, Hostplus has refined the governance structure for our Innovate RAP. The intention is to maximise engagement and participation with all our employees, drive meaningful action and ensure accountability.**



Overseeing the governance, development and implementation of the RAP is the Steering Committee. This group will be chaired by Stuart Wilkinson, RAP Executive Sponsor, Group Executive, Strategy & Transformation. This group has representation at a Group Executive and Executive Manager level, ensuring integration with our broader business strategy, driving engagement and enabling endorsement and support of RAP activities across the organisation. The Steering Committee, consisting of 11 members, also reports on progress to the Group Executive and the Chief Executive Officer. One member of the Steering Committee identifies as a First Nations person.

Our RAP Champions Group reports to the Steering Committee via the Chair of the Champions Group. This group is responsible for the implementation of key RAP initiatives. It is active in identifying opportunities for Hostplus to enhance, impact and grow our sphere of influence. This group of passionate individuals is also responsible for driving change. This might be through improving product design, service delivery models or building education opportunities for our First Nations members.





Name	Job title
Parry Agius	First Nations Representative Managing Director, Linking Futures
Paula Formella	Account Manager & RAP Champion Chair
Adam Campbell	Compliance Manager
Alison Lake	Manager New Business
Angela Scarfo	Senior Risk Manager
Dani Mercer	Social Media Manager
David Srhoj	Knowledge Manager
David Waterstone	Account Manager
Gabby Blair	Financial Crime Analyst
Georgia Gowen	Account Manager
James Carraro	Account Manager
Jarrod Aspinall	Account Manager
Jo Mullan	Head of Capability & Development
John-William Usher	Head of Insurance Operations
Jordan Tuit	Northern Territory Manager
Kylie Davies	Account Manager
Lara Dredge	Senior Relationship Manager
Laura Yazbek	Head of Employee Experience
Lawrence Chand	Executive Manager, Service & Operations
Lisa Palmer	Executive Manager, Intermediary Distribution & Growth
Lydia Gibala	Brand Manager
Matt Mutter	Financial Planning Manager
Melinda Mataora	Team Assistant
Nadia Iranmehr	Finance Analyst
Paul French	State Manager – Tasmania
Peter Barry	Account Manager
Phoebe Clark	Communications Specialist
Russell Fort	Account Manager
Susannah Lock	Head of Responsible Investing
Tikali Nicholls	Partnership and Events Manager
Tom Wark	Business Enablement Manager

Our RAP Champions Group is made up of 31 representatives from a broad cross section of our organisation. This includes representatives from our teams including Client Services, Finance, Marketing, People and Culture, Insurance Operations, Public & Corporate Affairs, Risk, Investments, Financial Planning and Project Management. Parry Agius, a representative of Linking Futures, is also an active members of our RAP Champion Group and identifies as a First Nations person.

As part of our RAP, we will establish a RAP Reference Group. This group will provide insights, feedback and ideas on RAP progress through bi-annual focus group sessions. This group will be invited to participate in pilots of new programs or initiatives and to volunteer at key events. Feedback from the Reference Group will be summarised and reported to the Steering Committee and the Champion Group to inform future actions.

Hostplus has also implemented an external consultation process whereby we engage First Nations people to provide guidance and feedback as we continue along our reconciliation journey. The consultation process will include focus group sessions and individual consultations.

# OUR VALUES

At Hostplus we're driven by our values. Our people live our values every time they interact with our members, employers, partners and stakeholders.



## Go for it

We are optimistic and focus on solutions, not problems. We'll continue to identify opportunities to engage, communicate and listen to Aboriginal and Torres Strait Islander peoples to drive improvement.



## Keep it real

We are honest, genuine, straightforward and transparent. We'll listen and strive to understand the true impacts of historical events. We'll use past learnings to reduce barriers and find ways to make superannuation accessible to all Australians, including First Nations peoples.



## We care

We care about our work, our members and our colleagues. We care about our reconciliation journey. We want to be inclusive of all Australians and have empathy for the difficulties faced by First Nations people including access to super. This helps drive us to achieve better financial outcomes for Aboriginal and Torres Strait Islander peoples.





### **Better together**

We've got each other's backs, and we never walk alone. We work collaboratively with our community to improve the financial security and dignity of First Nations people. We will not assume – we will consult with First Nations people.



### **Be proud**

We are proud of who we are, the work we do every day. We're proud of our reconciliation journey so far. We are proud to acknowledge the First Nations of this land as Aboriginal and Torres Strait Islander people and celebrate their ongoing contributions to our country.

## COOK FROM HOME IMMERSION EXPERIENCE – CASE STUDY

**In 2020 and 2021, amid COVID-19 restrictions, Hostplus staff joined the National Indigenous Culinary Institute (NICI) ‘Cook from home’ immersion experience to celebrate NAIDOC week.**

Twins Luke (Sous Chef Rockpool Bar and Grill Sydney) and Sam Bourke (Head Chef ‘Next Door’, Restaurant Margaret) assembled meal boxes full of traditional Indigenous ingredients, which were delivered directly to participants. The chefs guided attendees on a virtual journey of Indigenous cooking styles and flavours. Participants were able to create unique Indigenous flavours and learn new cooking techniques from their kitchen at home.

Cultural events like the NICI Cook from Home experience are an important way to engage our staff and stakeholders with reconciliation events and Indigenous culture. We are excited to explore how future events like this can help our team foster a better understanding of Aboriginal and Torres Strait Islander cultures, histories and heritage.

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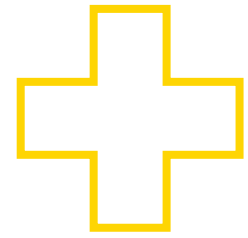
**I loved the ‘Cook from Home’ event, and hope it continues.”**

**Alison Lake, Hostplus Manager New Business**

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# RECONCILIATION COALITION – CASE STUDY



**On 22 September 2021, Statewide Super invited more than 20 CEOs and well-known South Australian business leaders to attend an inaugural Reconciliation Coalition lunch in the Panpapanpalyarilla (“the gathering place”) Boardroom.**

This lunch was hosted in collaboration with Reconciliation SA, and themed “What is this thing called reconciliation?” Shona Reid, CEO of Reconciliation SA facilitated a meaningful and challenging conversation with a panel of experts. The panel included Sally Scales, Chairperson of the APY Executive Board Council and APY Art Centre Collective Regional Programs Coordinator, Dwayne Coulthard, Community Engagement Specialist and Project Officer, SAHMRI, and Statewide Super’s RAP Consultant, Parry Agius, Director of Linking Futures.



Statewide Super’s decision to undertake a RAP was driven by a strong desire to challenge outdated perspectives, inspire internal and external stakeholders and take steps to influence and challenge our key partners to take meaningful action towards reconciliation.

The team strove to go beyond what could be achieved in the immediate organisation and connect with other like-minded individuals and organisations in our community. The Reconciliation Coalition, as a concept, aims to do just that. It is about working collaboratively, across our community, to make positive changes for our First Nations peoples and contribute to an inclusive society.

Many of the attendees went back to their own families, friends, colleagues and organisations to start a conversation.

The Hostplus RAP team is excited to grow the potential of this Reconciliation Coalition, capitalising on our national sphere of influence and creating a movement for change in each state and territory.

# OUR FOCUS AREAS

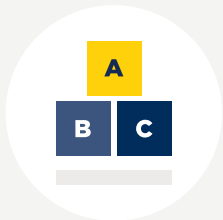
As a unified organisation, we are committed to progressing our reconciliation journey and taking action in the following areas:

## 1 Grow our knowledge and cultural intelligence



During this Innovate RAP, we'll aim to develop a cultural training strategy to unify knowledge levels across our newly-merged fund and enhance engagement. We'll continue to mark and celebrate key events, including the Anniversary of the National Apology to the Stolen Generation, National Reconciliation Week, NAIDOC Week and Sorry Day. We also aim to consolidate our organisational understanding, and commitment to, cultural protocols. This will involve including Acknowledgement of Country at formal meetings and inviting Traditional Owners/Custodians of the land to conduct a Welcome to Country at key company events.

## 2 Financial education and wellbeing



With myriad opportunities available to us through our expansive stakeholder network, we'll commit to exploring how we can deliver financial literacy education to First Nations members. Similarly, we'll endeavour to find ways to participate in outreach events and other industry initiatives to connect Aboriginal and Torres Strait Islander peoples with their superannuation.

## 3 Inspiring action



We're committed to developing the Reconciliation Coalition concept under a national implementation model. We aim to inspire leaders from our employers and partner organisations across the nation to engage in a genuine conversation around reconciliation. The Reconciliation Coalition will come together to find synergies and collaboration opportunities to drive change and action.

## 4 Contributing to industry change



We'll continue our engagement in the AIST Indigenous Super Working Group. This aims to assist with advocacy efforts to change aspects of the superannuation and financial services systems which inherently disadvantage our First Nations members. We commit to having constructive conversations regarding issues around identification procedures, beneficiary protocols and conditions of release.

Within our own organisation we'll work to refine systems, processes and forms. This may mean collaborating with our outsource providers to ensure these are consistently and fairly applied.

We'll seek feedback from First Nations representatives and communities, when taking this action. The solutions that are developed must be appropriate, respectful and culturally safe.

# OUR COMMITMENTS

## RELATIONSHIPS

At Hostplus, relationships are at the core of how we operate; aligning closely with our value of *better together*.



In this next phase of our reconciliation journey, we aim to capitalise on our sphere of influence to foster stronger connections with First Nations advisers and partners, display our enduring and public commitment to reconciliation, and inspire our key partners to take genuine action. Importantly, we are also looking forward to growing our work in the areas of financial literacy education, advocacy and industry change. We'll use our relationships to contribute to the improvement of systems, regulations and processes which disadvantage our First Nations members.

Action	Deliverable	Timeline	Responsibility
<b>1.</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for our Hostplus reconciliation journey.	October 2023	RAP Steering Committee Chair
	Identify First Nations individuals or organisations in each major state/territory and establish meaningful relationships.	March 2023	Executive Manager, Client Relationships & New Business
	Build and maintain our existing relationships with First Nations stakeholders.	October 2023 and 2024	Executive Manager, Client Relationships & New Business
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2023	Executive Manager, Client Relationships & New Business
<b>2.</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April, 2023 and 2024	RAP Champion Chair
	Identify NRW events in each state and territory that staff can attend and circulate to all staff.	April, 2023 and 2024	RAP Champion Chair
	Encourage members of the RAP Champion Group to participate in an external local NRW event, and encourage RAP Steering Committee members to participate in an external local NRW event.	May 2023 and 2024	RAP Steering Committee Chair and RAP Champion Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2023 and 2024	RAP Steering Committee Chair
	Organise at least one NRW event each year in each major office across Australia, or virtually, to enable strong participation at a national level.	27 May – 3 June, 2023 and 2024	RAP Champion Chair
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 and 2024	RAP Champion Chair
	Circulate educational material or communications to our staff during NRW to recognise and inform of the theme and provide information on how employees can become involved.	27 May – 3 June, 2023 and 2024	Executive Manager – Public & Corporate Affairs

## Relationships continued

Action	Deliverable	Timeline	Responsibility
<b>3.</b> Promote reconciliation through our sphere of influence.	Develop and implement an internal communications plan and staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2022	Executive Manager – Public & Corporate Affairs
	Develop an engagement plan to engage and inform key internal stakeholders or responsible persons of their deliverables within the RAP.	December 2022	Executive Manager – Public & Corporate Affairs
	Communicate our commitment to and actions towards reconciliation publicly via our website, marketing collateral (e.g. tailored RAP signature during NAIDOC Week) and social media.	December 2022	Executive Manager – Public & Corporate Affairs
	Develop and implement state-based external stakeholder engagement strategies including membership with state reconciliation offices.	March 2023	Executive Manager, Client Relationships & New Business
	Collaborate with local Reconciliation bodies, RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2023	Executive Manager, Client Relationships & New Business
	Use the Hostplus Intranet (the Square) to build internal awareness of the RAP and activities.	December 2022	RAP Champion Chair
	Continue to develop a marketing plan and collateral to help communicate our commitment to our RAP externally.	December 2022	Hostplus Group Executive Marketing, Corporate Affairs, Stakeholder Management, Policy and Advocacy
	Continue to utilise the Hostplus Account Management Team to raise awareness for our reconciliation initiatives. Hostplus Account Managers are the team on the ground working directly with our employers and their employees.	December 2022	Executive Manager, Client Relationships & New Business
<b>4.</b> Promote positive race relations through anti-discrimination strategies.	Continue Hostplus' involvement in the AIST Indigenous Superannuation Working Group and determine opportunities to advocate for improvements to the industry and superannuation system.	December 2022	RAP Steering Committee Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2023	Head of Employee Experience
	Refine and communicate an anti-discrimination policy for Hostplus and ensure that accompanying training educates on the effects of discrimination and racism.	October 2023	Head of Employee Experience
	Engage Aboriginal and/or Torres Strait Islander advisers to consult on our anti-discrimination policy.	October 2023	Head of Employee Experience
	Educate senior leaders on the effects of racism by providing opportunities for leaders to undertake annual training.	October 2023	Head of Capability & Development
Review HR and recruitment procedures and policies to investigate the inclusion of culturally appropriate leave entitlement for First Nations employees (such as Sorry Business and cultural leave).	October 2023	Head of Employee Experience	
<b>5.</b> Develop a national Reconciliation Coalition to advance reconciliation through collaboration	Develop a formal strategy and business case for the Reconciliation Coalition concept.	March 2023	Executive Manager, Client Relationships & New Business
	Collaborate with existing Reconciliation Coalition members and explore opportunities to expand the Reconciliation Coalition among our employers and key partners.	March 2023	Executive Manager, Client Relationships & New Business
	Incorporate First Nations voices onto the Reconciliation Coalition.	March 2023	Executive Manager, Client Relationships & New Business
	Actively promote opportunities for collaborative action to advance reconciliation through the Reconciliation Coalition.	March 2023	Executive Manager, Client Relationships & New Business

## RESPECT

**At Hostplus, we care – this means we strive to understand others' perspectives, demonstrate genuine empathy and advocate for respectful and inclusive conversations.**



Every Australian has the right to a dignified retirement and at Hostplus we recognise the unique challenges faced by Aboriginal and Torres Strait Islander peoples, with regard to financial wellbeing and retirement outcomes. By providing greater understanding of the histories and cultures of First Nations peoples, our team at Hostplus will be empowered to have more meaningful conversations and can champion change within our sphere of influence.

Action	Deliverable	Timeline	Responsibility
<b>6.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March 2023	Head of Capability & Development
	Develop a comprehensive Cultural Learning Strategy for our staff.	March 2023	Head of Capability & Development
	Consult Aboriginal and/or Torres Strait Islander advisers to inform our cultural learning strategy.	December 2022	Head of Capability & Development
	Provide opportunities for Steering Committee members, RAP Champions, People, Performance & Culture staff and other key leadership staff to participate in formal and structured cultural learning.	October 2023 and 2024	Head of Capability & Development
	Ensure that cultural awareness training is included into induction process for all new employees.	March 2023	Head of Capability & Development
	Develop and implement in-depth cultural awareness education for all staff.	March 2023	Head of Capability & Development
	Explore ongoing online cultural awareness training solutions for all staff to ensure baseline cultural intelligence across our workforce.	March 2023	Head of Capability & Development
	Build respect for Aboriginal and Torres Strait Islander cultures and histories by recognising other dates of cultural significance for First Nations peoples. This will include Sorry Day and Apology Day.	February 2023 February 2024 May 2023 May 2024	RAP Champion Chair
<b>7.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Use the Hostplus Intranet (the Square) to provide information and resources on Aboriginal and Torres Strait Islander cultures and histories.	December 2022	RAP Champion Chair
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Head of Capability & Development
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Head of Employee Experience
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including the annual Hostplus conference.	July 2023 July 2024	Executive Manager – Public & Corporate Affairs
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important or large meetings.	July 2023	RAP Steering Committee Chair	

## Respect continued

Action	Deliverable	Timeline	Responsibility
<b>8.</b> <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Champion Group to participate in an external NAIDOC week event.	July 2023 and 2024	RAP Champion Chair
	Circulate educational material or communications to our staff during NAIDOC Week to recognise and inform of the theme and encourage employees to get involved.	July 2023 and 2024	RAP Champion Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023 and 2024	Head of Human Resources
	Work with the RAP Champions to promote and encourage participation in external NAIDOC events to all staff, by distributing a calendar of national events for staff to participate in in their local area.	June 2023 and 2024	RAP Champion Chair
	Organise at least one NAIDOC week event each year in each major office across Australia, or virtually, to enable strong participation at a national level.	July 2023 and 2024	RAP Champion Chair



## OPPORTUNITIES

**At the core of our values is to go for it – we are driven to identify opportunities to engage, communicate with, and listen to First Nations peoples and organisations, finding opportunities for connection and collaboration.**



By incorporating greater diversity within our organisation (through procurement, employment etc) we will benefit from a variety of different perspective which will result in better decision making for our members.

We also strive, at Hostplus, to *keep it real* – that is, we thrive on seeking real feedback to develop appropriate solutions and opportunities which will genuinely contribute to reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>9.</b> 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.	March 2023	Head of Employee Experience
	Engage with Aboriginal and/or Torres Strait Islander advisers to consult on the development of a recruitment, retention and professional development strategy.	March 2023	Head of Employee Experience
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2023	Head of Employee Experience
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders via preferred recruitment agencies or platforms.	June 2023	Head of Employee Experience
	Review HR and recruitment procedures and policies to ensure there continue to be no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2023	Head of Employee Experience
	Continue to ask all potential applicants if they are Aboriginal and/or Torres Strait Islander people as part of the recruitment process at Hostplus.	December 2022	Head of Employee Experience
	Continue to explore external employment pathways such as developing traineeships / internships for Aboriginal and Torres Strait Islander peoples. This will include continuing to explore options with GTNT Group who offer significant support for the trainee.	May 2023	Head of Employee Experience
	Promote the work of Aboriginal and/or Torres Strait Islander leaders/role models through Hostplus forums or channels.	January 2023	Head of Public & Corporate Affairs
	Identify opportunities to support training and employment pathways for Aboriginal and/or Torres Strait Islander peoples who are seeking opportunities for employment within the hospitality, tourism, recreation and sports (HTRS) industries.	June 2023	Executive Manager, Client Relationships & New Business
Identify alternative partnerships which provide opportunities for employees to volunteer with First Nations businesses.	May 2023	Head of Human Resources	

## Opportunities continued

Action	Deliverable	Timeline	Responsibility
<b>10.</b> <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Group Executive, Finance & Technology
	Develop and implement Aboriginal and Torres Strait Islander procurement policies that seek to encourage the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Group Executive, Finance & Technology
	Investigate Supply Nation membership.	March 2023	RAP Champion Chair
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2023	RAP Champion Chair
	Explore opportunities to invest in First Nations businesses, including identifying current First Nations investments.	December 2023	Chief Investment Officer
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	March 2023	RAP Champion Chair
	Develop tools on our internal Intranet to support increased procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	Group Executive, Finance & Technology
	Publish a list of First Nation suppliers who can be utilised for small procurements e.g. stationery, catering or other small items.	March 2023	RAP Champion Chair
<b>Explore opportunities to deliver financial literacy education to First Nations members.</b>	Work with key partners to explore opportunities to deliver financial education resources to First Nations members through our employer network and key partners, our insurer, MetLife and our administration provider Link Services.	June 2023	Executive Manager, Client Relationships & New Business
	Consult and collaborate with First Nations stakeholders and organisations on the development of financial education resources for First Nations members.	June 2023	Executive Manager, Client Relationships & New Business
	Identify opportunities to deliver financial literacy education directly to First Nations members. This will include exploring outreach events and other industry initiatives to connect Aboriginal and Torres Strait Islander peoples with their superannuation.	June 2023	Executive Manager, Client Relationships & New Business
<b>Support superannuation industry and legislative changes that improve our services and programs to ensure they are culturally safe and accessible for First Nations members.</b>	Explore opportunities with our outsourced administration and call centre provider to enhance the cultural accessibility of our service delivery models, including the feasibility of a specialised First Nations call centre line.	December 2023	Group Executive, Administration, Optimisation, Service & Insurance
	Explore opportunities to refine current systems, forms, processes, and education tools to increase cultural accessibility, safety, and usability by First Nations members.	December 2023	Group Executive, Administration, Optimisation, Service & Insurance
	Identify current and potential barriers with First Nations members accessing and engaging with superannuation.	December 2023	Group Executive, Administration, Optimisation, Service & Insurance
	Establish an ongoing relationship with the Financial Counsellor network, to help us engage more effectively with First Nations members in remote and rural locations across cultural and language barriers.	May 2023	RAP Champion Chair

## GOVERNANCE

One of our learnings from our *Reflect* and first *Innovate* RAPs was that a solid governance structure is essential to holding people to account and driving continuous improvement. For this reason, we have revitalised our governance structure, to enhance consultation and engagement, as well as improve accountability and involvement across our organisation.



Action	Deliverable	Timeline	Responsibility
<b>11.</b> Continue and maintain an effective RAP Governance Structure to ensure that deliverables are met on the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee and RAP Champion Group.	December 2022; February, May, August, November 2023; February, May, August 2024	RAP Steering Committee Chair
	Establish a new RAP Reference Group to provide more opportunities for employee engagement and consultation and seek feedback to help us to continuously improve our RAP activities.	December 2022	RAP Steering Committee Chair
	Maintain the RAP Steering Committee Terms of Reference and ensure that membership is reviewed on an annual basis to maintain commitments and progress.	December 2022 and 2023	RAP Steering Committee Chair
	Ensure that the RAP Steering Committee meets at least four times per year to drive and monitor RAP implementation.	December 2022; February, May, August, November 2023; February, May, August 2024	RAP Steering Committee Chair
	Maintain the RAP Champion Group and RAP Reference Group Terms of Reference and monitor the groups' effectiveness in implementing the RAP actions.	December 2022 and 2023	RAP Steering Committee Chair
	RAP Champions Group nominations to be refreshed annually to ensure national and business unit representation and engagement.	December 2022 and 2023	RAP Champion Chair
	RAP Champion Group to meet a minimum of bi-monthly to coordinate RAP implementation activities.	December 2022 and 2023	RAP Champion Chair
<b>12.</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and ensure these are met through the RAP Champion Group structure.	December 2022 and 2023	RAP Steering Committee Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2022 and 2023	RAP Steering Committee Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2023	RAP Steering Committee Chair
	Appoint and maintain an internal RAP Executive Sponsor of the Steering Committee from senior management.	December 2022	RAP Steering Committee

## Governance continued

Action	Deliverable	Timeline	Responsibility
<b>13.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Champion Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Champion Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Champion Chair
	Report RAP progress to all staff and senior leaders quarterly.	December 2022, March 2023, June 2023, September 2023, December 2023, March 2024, June 2024, September 2024	Executive Manager – Public & Corporate Affairs
	Publicly report our RAP achievements, challenges and learnings, annually.	December, annually	Executive Manager – Public & Corporate Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Champion Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024	RAP Champion Chair
	Distribute an internal report highlighting our RAP achievements, challenges and learnings.	December, annually	Executive Manager – Public & Corporate Affairs
	Create a reflections report to be distributed to key stakeholders, Hostplus employers and other external parties to share our RAP learnings, challenges and achievements, on the conclusion of our Innovate RAP.	May 2024	Executive Manager – Public & Corporate Affairs
	<b>14.</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024
Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.		March 2024	RAP Steering Committee Chair

## Hostplus RAP Contact

**Name** Paula Formella  
**Position** Account Manager & RAP Champion Chair  
**Email** [pformella@hostplus.com.au](mailto:pformella@hostplus.com.au)  
**Phone** 0410 456 819

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“As an Indigenous woman,  
I truly am thankful for the  
thought and recognition of  
this most important week  
[National Reconciliation Week]...  
It reassured me that I chose the  
right super company to be with.”

**Hostplus member**

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**Mail** Locked Bag 5046, Parramatta NSW 2124  
**Phone** 1300 467 875  
**Email** [info@hostplus.com.au](mailto:info@hostplus.com.au)

This document has been prepared by Host-Plus Pty Limited ABN 79 008 634 704, AFSL 244392, as trustee for the Hostplus Superannuation Fund (the Fund) ABN 68 657 495 890, MySuper No 68 657 495 890 198, as at December 2022.

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