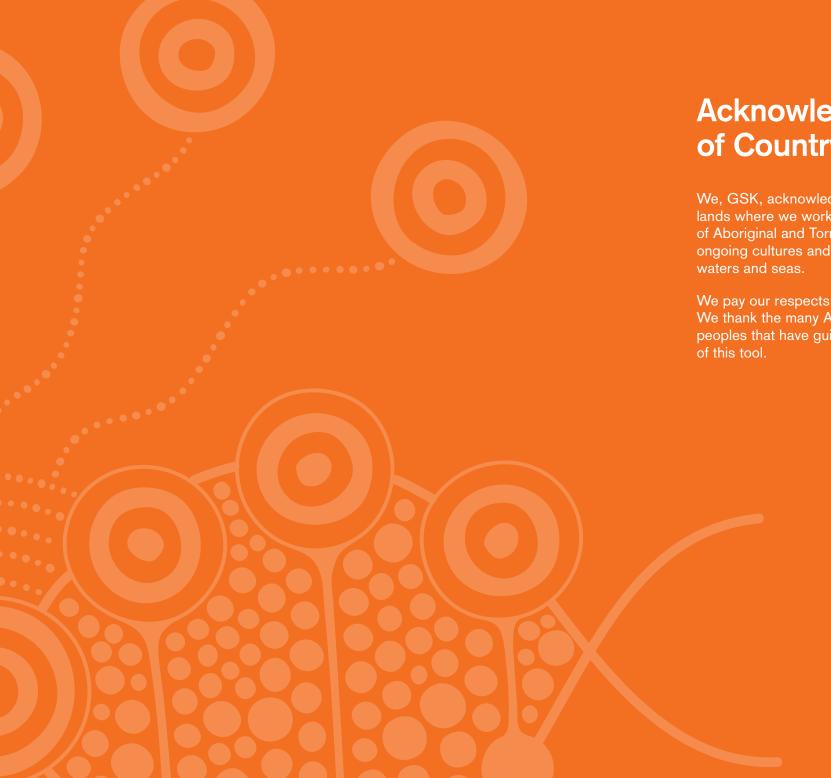


Reconciliation Action Plan November 2021 - 2022







Acknowledgment of Country

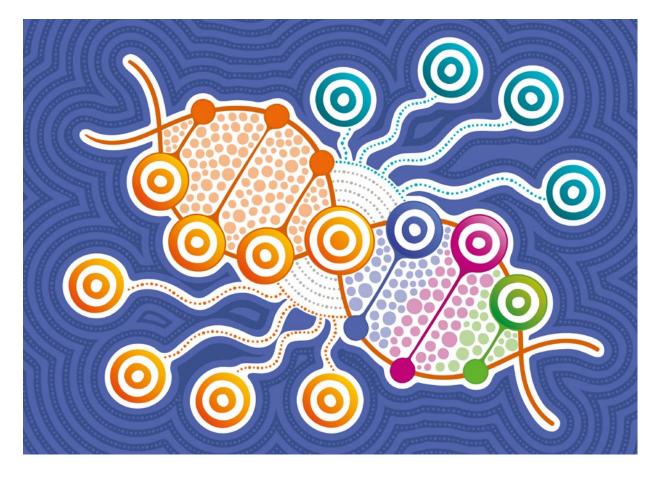
We, GSK, acknowledge the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and spiritual relationships to the land,

We pay our respects to Elders past and present. We thank the many Aboriginal and Torres Strait Islander peoples that have guided us through the development

Artist: Jordan Lovegrove

Ngarrindjeri man of Dreamtime Creative who combines intimate knowledge of Aboriginal communities and illustration skills to develop outstanding artwork.

This artwork illustrates the heart of GSK, which is to enable people to do more, feel better and live longer. GSK is represented by a large central meeting place, and our values of patient focus, transparency respect and integrity by the four orange outer meeting places. GSK's expectations of courage, accountability, development and teamwork are represented by the four blue outer meeting places. The orange inner meeting circles represent GSK's purpose, goal and strategy while the blue, purple and green inner meeting circles represent innovation, performance and trust respectively. The artwork shows GSK's DNA filtering out into different communities to improve the quality of human life overall.



Feedback

We welcome and invite feedback on our Reconciliation Action Plan.

Please contact Peta James Head of Government Affairs and Policy Email: peta.d.james@gsk.com Phone: +61 422 907 935



Vice President and General Manager Australia Pharmaceuticals

Christi Kelsey

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Message from Vice President and General Manager Australia Pharmaceuticals Christi Kelsey

In delivering the 2021-2022 GSK Reconciliation Action Plan (RAP), GSK acknowledge the ongoing strength and resilience of Aboriginal and Torres Strait Islander peoples. We are proud to partner with Aboriginal and Torres Strait Islander peoples to help sustain the world's oldest living cultures.

The 2021-2022 Reflect RAP marks a decade since GSK began its reconciliation journey, providing the organisation with an opportunity to look back in order to best move forward. By completing a Reflect RAP we have established where gains have been made, and where work needs to be done. This will enable GSK to focus our actions and efforts where they will have the greatest impact. Like the community we serve, as an organisation we are evolving. This RAP will provide a roadmap for GSK to continue its reconciliation journey as we separate to become two standalone pharmaceutical and vaccines and consumer healthcare companies in 2022.

We are committed to ensuring reconciliation and inclusiveness is embedded into GSK now and into the future. Underpinning this RAP and our broader work are the GSK values of transparency, respect, integrity and patient-focus.

It is our firm belief for equity to be achieved we must empower Aboriginal and Torres Strait Islander peoples to make decisions that impact their communities. This includes constitutional, government, industry and community reform. GSK is proud to be a long-standing and key supplier of the National Immunisation Program (NIP) to improve access to vaccines helping to prevent serious infectious diseases, improving health outcomes. Through partnering with Save the Children and Aboriginal Girls College, we also aim to implement symbolic and practical measures and take steps to learn more about Aboriginal and Torres Strait Islander cultures. We look forward to building on these partnerships and other initiatives outlined in our Reflect RAP.

Through our Reflect RAP we aim to establish a strong foundation for reconciliation within GSK and our spheres of influence into the future. We will partner with Aboriginal and Torres Strait Islander peoples to establish and deliver actions to further reconciliation in Australia. This includes advocating for and influencing positive change to improve recognition of our first people's, heath, economic and social outcomes.

Across our set of responsibilities as a healthcare company, is a common purpose which is reflected in our mission statement; **Help people do more, feel better, live longer.** Our RAP reinforces that purpose and we must fulfill it.

Thank you to all those involved in our RAP process in 2021, and in previous years. Your efforts are central to guiding GSK in its operations and delivery of its goals.

GSK looks forward to making a meaningful and lasting contribution to reconciliation in Australia.

Our business

GSK is a science-led global healthcare company with a special purpose: to help people do more, feel better and live longer. We have three global businesses that research, develop and manufacture medicines, vaccines and consumer healthcare products.

In Australia, GSK offers a broad portfolio of innovative and established medicines, particularly in respiratory disease and HIV. Our asthma medicines have been helping Australians to breathe easier for more than 50 years.

Our vaccines have been at the heart of the Australian NIP from the time it began, helping to protect infants and children from multiple serious diseases. Beyond childhood, our vaccines help to protect Australians throughout life whether at home or travelling overseas.

Australians probably know us best for our consumer healthcare products, spanning pain relief, specialist oral health, skin health, nutrition and digestion. Trusted brands like Panadol, Voltaren, Sensodyne, Polident and Otrivin have become household names.

GSK employs around 1,500 Australians. Our office locations are Abbotsford, Victoria and Ermington, New South Wales, and our workforce is spread across the country. We have committed to accelerate our progress on inclusion and diversity, and to be a leading company in how we support employee health, wellbeing and personal development. Currently, we do not ask our employees if they identify as Aboriginal and/or Torres Strait Islander, but are committed to supporting equal employment opportunities for all Australians. To ensure our workplace reflects the diversity of the communities we serve, we are working towards a proactive approach in communicating and promoting our employment opportunities to Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation

GSK's vision for Reconciliation is: A nation in which each individual is valued, respected and celebrated. Critical to this success is the pursuit of equity in health so every Australian can achieve their full potential. GSK and its partners take a holistic view of health; our vision embodies the physical, social, emotional, cultural and spiritual wellbeing of First Nations Peoples.

Our Reconciliation Action Plan

Our Commitment to Reconciliation

Reconciliation is a journey of building relationships, continued growth and prosperity both as a company and a nation.

Everything we do at GSK supports our purpose; to help people do more, feel better, live longer. Our medicines, vaccines and consumer healthcare products are improving quality of life for patients and consumers within Australia and around the world.

But we must acknowledge that health disparities amongst Aboriginal and Torres Strait Islander peoples persist. Recognised disadvantage sees Aboriginal and Torres Strait Islander peoples disproportionately affected by many health conditions. Conditions include chronic and communicable diseases, infant health, mental health and life expectancy. Compared with non-Aboriginal and Torres Strait Islander peoples, Aboriginal and Torres Strait Islander peoples:

- Have an eight to nine year lower life expectancy
- Are 2.3 times more likely to experience a burden of disease and reduced life expectancy
- Are more likely to suffer from a chronic disease with 46 per cent of the population having at least one chronic condition

- Are three times more likely to be hospitalised due to chronic conditions such as coronary heart disease, diabetes and chronic kidney disease
- Are almost twice as likely to suffer from asthma the second most common diagnosed illness for Aboriginal and Torres Strait Islander peoples
- Have higher hospital admissions due to chronic obstructive pulmonary disease (COPD), which is responsible for two thirds of respiratory deaths among Indigenous Australians

Source: ABS (2019); AIHW (2020); Australian Indigenous HealthInfoNet (2021)

GSK is committed to using our scientific know-how in order to provide patients and healthcare professionals the information, programs and help needed to achieve their best health. However, to bring our vision for reconciliation to life and close the Aboriginal and Torres Strait Islander health gap, we must tackle the root causes including intergenerational trauma, discrimination and social and economic exclusion.

If we are committed to closing the gap, we must be committed to the journey of healing between Aboriginal and Torres Strait Islander, and non-Aboriginal and Torres Strait Islander peoples. Our special purpose is: **Help people do more, feel better, live longer.** Our RAP reinforces that purpose and we must fulfill it.

Our Reconciliation Journey

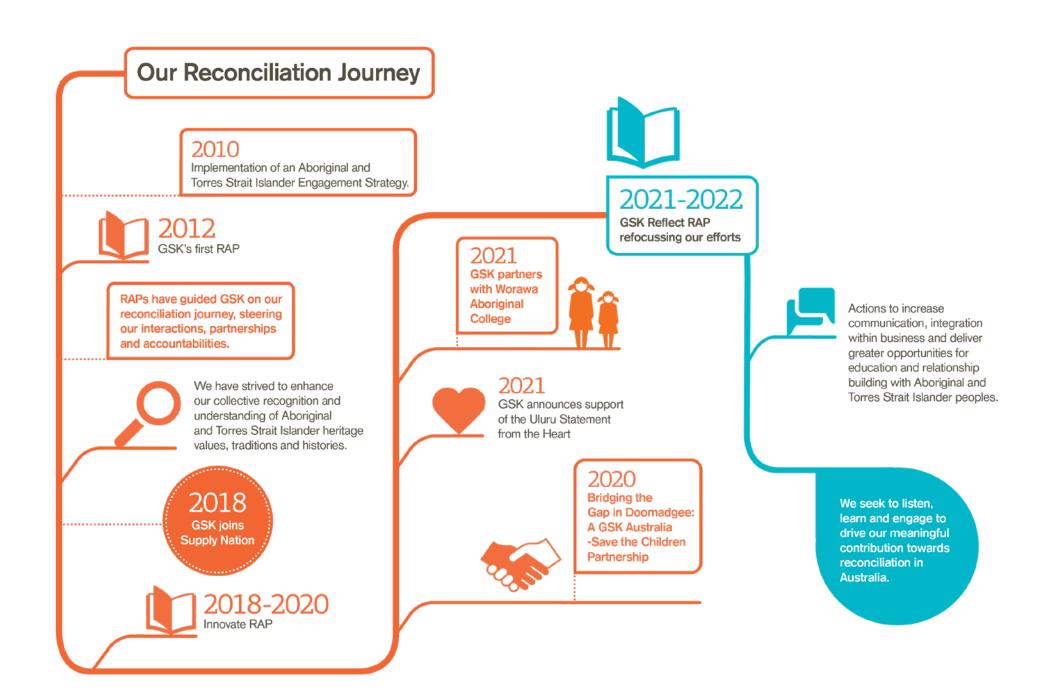
GSK's reconciliation journey began in 2010 with the implementation of an Aboriginal and Torres Strait Islander Engagement Strategy, followed by our first RAP in 2012. Over these years, RAPs have guided GSK on our reconciliation journey. RAPs steered our interactions, partnerships and accountabilities.

We have strived to enhance our collective recognition and understanding of Aboriginal and Torres Strait Islander heritage values, traditions and histories. We aim to share this knowledge within our sphere of influence and learn from past successes and challenges.

GSK's RAP is an important document that provides a foundation for our continued commitment to reconciliation and bringing our vision to life. As we mark a decade since the inception of GSK's reconciliation journey, the 2021-2022 RAP provides an opportunity to pause and reflect, refocus and provide a roadmap for our continued journey. We also learnt that we could do more, but in order to do so this meant accepting that sometimes a step back is necessary to move forward with purpose.

Our organisation, like our community is evolving, for that reason we decided to deliver a Reflect RAP. We acknowledge that this journey is not a straight line, nor do we always progress at the same pace that we aspire to. We believe that a certain level of adaptability and openness to change is crucial if we are to achieve success in our RAP.

This has come to inform the approach of our 2021-2022 RAP. This RAP focusses on increased communication, integration within business and more opportunities for education and relationship building with Aboriginal and Torres Strait Islander peoples. We seek to listen, learn and engage to drive meaningful contribution towards reconciliation in Australia.



Actions to promote health outcomes

Meningococcal B vaccine added to the NIP for Aboriginal and Torres Strait Islander infants aged under two years of age:

The incidence of Meningococcal B disease is highest in young children, and it is at an increased risk in Aboriginal and Torres Strait Islander children under two (Department of Health, 2020). GSK's meningococcal B vaccine was added to the NIP for Aboriginal and Torres Strait Islander infants in 2020. To ensure this vulnerable population is protected against meningococcal B disease, and to support the implementation, GSK has created culturally tailored resources for healthcare professionals and families.

Developing tailored cultural support materials

GSK is proud to partner with local Aboriginal and Torres Strait Islander communities and organisations in order to develop culturally appropriate healthcare resources. These tailored communication tools reflect our intention to consistently consider the needs of all Australians; First Nations peoples, and non-Aboriginal and Torres Strait Islander peoples, in our everyday undertakings.

• Vaccines Dosing Wheels: Our Meningococcal B and Rotavirus vaccine dosing wheels have been designed to assist with the quality use and timeliness of infant and childhood vaccinations. GSK's RAP artwork is incorporated into these materials with the spirit of inclusivity and reconciliation • Aboriginal Voices: about Asthma and Chronic Obstructive Pulmonary Disease (COPD): Developed in partnership with Inception Strategies and the local WA community, this booklet brings the patient journey to life through the art of storytelling and use of colloquial language

Supply of Ventolin

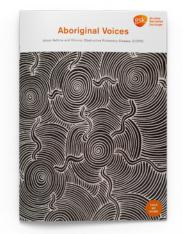
During the NSW bushfire emergency in 2020, GSK partnered with the Aboriginal Health and Medical Research Council (AH&MRC) and New South Wales Health, to support affected Aboriginal communities to address breathing difficulties triggered by the fires. This included the donation of 1,500 units of Ventolin inhalers, valued at more than \$7,500.

Doomadgee Community, Queensland

In 2020, GSK partnered with Save the Children to support families, children and young people in Doomadgee, Queensland. Through our support, Save the Children were able to deliver multiple family camps providing a safe space for connection, sharing of cultural knowledge and language. By empowering Elders with the services and support needed, our partnership aims to help address health disparities and aided in the transfer of sacred spiritual knowledge throughout the Doomadgee community. GSK is also proud to have supported Child, Women and Men health Expos, provided COIVD-19 education and awareness, and distributed 150 hygiene packs in 2020.



Vaccines Dosing Wheels



Aboriginal Voices: about Asthma and Chronic Obstructive Pulmonary Disease (COPD)

Actions to build cultural awareness, respect and relationships



"The Uluru Statement from the Heart is a fair and practical reform that will make a real difference for Aboriginal and Torres Strait Islander peoples."

-Vice President and General Manager Australia Pharmaceuticals Christi Kelsey

Celebrating and launching our second RAP

In 2018, we launched GSK's second RAP across our Abbotsford and Boronia offices in Victoria, as well as our Ermington office in New South Wales. The day focused on opportunities for employees to engage with and be educated by local Elders and health organisations. It concluded with the creation of an artwork.

De Castella Run

In 2018, our workforce participated in the De Castella run in support of the Indigenous Marathon Foundation (IMF). Through participation, the IMF has a mission to unite runners and walkers to celebrate community, wellness and Aboriginal and Torres Strait Islander peoples. A health promotion charity, the IMF uses running to celebrate resilience and achievements and create inspirational leaders.

Supporting the Uluru Statement from the Heart

In 2021, GSK accepted the invitation from Aboriginal and Torres Strait Islander peoples to walk in unity for a better and more united Australia. The Uluru Statement from the Heart calls on Australians to change the constitution to allow Aboriginal and Torres Strait Islander peoples a voice in the laws and policies that matter to them.

GSK has made a commitment to listening and hearing the histories, stories and struggles of the Aboriginal and Torres Strait Islander peoples.

Reconciliation Activities

Reconciliation is the responsibility of everyone at GSK. Through engaging in the following activities, we have strived to enhance our collective understanding of Australia's historical mistreatment of Aboriginal and Torres Strait Islander peoples and its impacts.

- National Reconciliation Week
- National NAIDOC week
- RAP booths during national sales meeting
- Tours of culturally significant sites of our local Aboriginal and Torres Strait Islander communities
- Cultural training workshops hosted by our corporate partner Save the Children
- Staff volunteering opportunities
- Focus groups to reflect on our shared capabilities, achievements and struggles in order ensure a successful continuum into our third RAP

Our RAP Team

GSK's RAP is a cross functional commitment supported at all levels of our organisation. This is reflected in our National Reconciliation Committee. With membership from executive and leadership levels across our Pharmaceuticals and Consumer Healthcare business as well as our HIV Healthcare company ViiV, the Committee strives to ensure reconciliation and inclusiveness is embedded throughout GSK.

Our Senior RAP Champion is Christie Kelsey, Vice President and General Manager Australia Pharmaceuticals, who drives engagement and awareness of our reconciliation commitments throughout the organisation.

The Committee oversees, promotes and maintains the momentum in bringing our vision for reconciliation to life. We believe that reconciliation is the responsibility of everyone in our company and the Committee ensures our commitments are implemented. Only through shared responsibility can we achieve meaningful, mutually beneficial and sustainable change.



Our partnerships

GSK cannot achieve our vision alone and we are grateful for our partners on this reconciliation journey.

The Pharma Australia Inclusion Group (PAIG)

Focused on being industry leaders in reconciliation and seeing a cultural shift across the health landscape, GSK is proud to be a member of Medicines Australia's Pharma Australia Inclusion Group (PAIG). Established in 2017, PAIG is the pharmaceutical industry's diversity and inclusion group, committed to building a more inclusive industry where all peoples are equally valued, rewarded and thrive. Closing the gap in health service and outcomes between First Nations peoples and non-First Nations peoples, is of great importance to GSK and we believe that doing so will require a multi-faceted approach.

Supply Nation

To empower Aboriginal and Torres Strait Islander communities so that they may determine and create their own futures, GSK became a member of Supply Nation in 2018. GSK has invested more than \$100,000 into procurement practices with Supply Nation. Through this partnership, we have incorporated supplier diversity and established commercial relationships with multiple Aboriginal and Torres Strait Islander-owned businesses including Pawa Catering, Nallawilli Office Wares, Outback Coffee, Dreamtime Creative, Tjindgarmi Office wares and Wurundjeri Tribe Council. We will continue to strengthen these relationships and explore areas for further supplier diversity.

Career Trackers

Having identified the opportunity to promote economic and social empowerment for Aboriginal and Torres Strait Islander university students, GSK has partnered with Career Trackers. A national non-profit, Career Trackers partners with organisations to focus on student success in three areas: university, work and community. Their mission is to build Aboriginal and Torres Strait Islander representation across all sectors of professional employment and nurture the emerging leaders of the future.

At GSK, supporting the development of Australia's future leaders is of crucial importance to us. Career Trackers has built a community of interns and Alumni that span thousands of Aboriginal and Torres Strait Islander households across Australia. GSK is proud to support the development of prosperous futures for Aboriginal and Torres Strait Islander students.

Save the Children: Doomadgee

For eight years GSK has partnered with Save the Children to help make a difference to some of the world's most vulnerable. In 2020, our partnership commenced a new chapter: supporting the families, children and young people of Doomadgee. The program has been developed with the community, for the community and by the community.

Doomadgee is a remote, Aboriginal community in the Gulf of Carpentaria in North Queensland, located on the Nicholson River. In 2016, the estimated population was 1,405 people with 93.7 per cent identifying as Aboriginal and 38.5 per cent aged between 0-14 years of age. The community experiences intergenerational vulnerability, increasing the risk factors for children and families who face social and economic conditions of systemic disadvantage. Through this partnership, GSK is taking steps to learn more about Aboriginal and Torres Strait Islander cultures and supporting health. Together with Save The Children, we aim to build and strengthen the relationships between health services and the community, with the hope of improving access to health and early intervention services for Aboriginal and Torres Strait Islander families.

The community is proud and resilient. Elders, local leaders, community members, service providers, State and Commonwealth Governments are working together to create an environment for children to grow up strong in their identity and connectedness to culture and community. Together with Save the Children, GSK is committed to ensuring children in Doomadgee have access to the services they need when they need them.



Photos by Rob McKechnie/Save the Children Australia.



Photos by Rob McKechnie/Save the Children Australia.

"At Save the Children, we believe that corporate Australia has an important role to play in advancing reconciliation. That's why we're delighted to see the commitments being made by GSK in their Reconciliation Action Plan which endeavours to make a tangible difference in the nation's reconciliation journey. These commitments are reflected in GSK's partnership with Save the Children that builds and strengthens relationships between health services and the community of Doomadgee. Importantly, and thanks to GSK's investment in the community, this partnership will lead to Aboriginal and Torres Strait Islander families accessing health and early intervention in illness."

-Paul Ronalds, Chief Executive Officer of Save the Children Australia.

Photos by Rob McKechnie/Save the Children Australia.



Worawa Aboriginal College: Partnership in Reciprocity

Formally registered in 1983, Worawa Aboriginal College is a full boarding school catering exclusively for Aboriginal girls in their secondary years of schooling. The school was founded by Aboriginal Visionary, Hyllus Maris based on her personal and community 'lived experience' of education. The approach at Worawa Aboriginal College is to strengthen the identity, self-esteem and cultural confidence of young women as Indigenous Australians so that they may bridge both worlds. Students are encouraged to take their place as leaders within Aboriginal and Torres Strait Islander communities and society. The College seeks preferred futures for young women. It takes immense pride in assisting students reach their full potential. This is achieved through a supportive and nurturing environment where emphasis is placed on combining Aboriginal knowledge and wisdom, with Western education.

GSK's partnership with the school is one of mutual respect and awareness. Together, we aim to implement symbolic and practical measures through leadership and career exposure. This includes building long lasting relationships, enhancing cultural respect, appreciation and providing valuable opportunities to students.



Deliverables

Through three core pillars of relationships, respect and opportunities, underpinned by governance, GSK will strive to turn our good intentions into action. Guided by the National Reconciliation Committee (NRC), GSK's RAP and its deliverables are a cross functional commitment supported at executive and leadership levels. In implementing these actions, we continue our reconciliation journey and strive to bring our RAP vision of a nation in which each individual is valued, respected and celebrated, to life.





Action	Deliverable	Timeline	Responsibility
 Develop and strengthen mutually beneficial relationships 	• Continue to identify and monitor Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2021	RAP Lead
with Aboriginal and Torres Strait Islander stakeholders	• Research and update best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2021	RAP Lead
and organisations.	• Launch our Worawa Partnership in Reciprocity, focusing on building a genuine relationship and supporting the development of professional learning with the purpose of a mutually beneficial outcome.	March 2021	Associate Brand Manager, Respiratory
	 In partnership with Save the Children, support of the Doomadgee community to build and strengthen relationships between health services and the community. 	November 2021	Head of Communications

Ac	tion	Deliverable	Timeline	Responsibility
2.	Build relationships through celebrating National Reconciliation Week (NRW).	 Circulate Reconciliation Australia's NRW resources and reconciliation materials to workforce. 	27 May - 3 June 2022	RAP Lead
		• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2022	RAP Lead
		• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022	RAP Lead
		• Encourage workforce to share their involvement, experiences and learning from participating in NRW events.	27 May - 3 June 2022	RAP Lead
3.	Promote and advocate our RAP and reconciliation commitments through our internal and external sphere of influence.	• Communicate and promote our commitment to reconciliation to workforce via GSK internal communications ie. Intranet and social media.	November 2021	Head of Government Affairs and Policy and Head of Communications
		Embed RAP Progress Updates into our company metrics and ways of working.	November 2021	Head of Government Affairs and Policy and Head of Communications
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2021	RAP Lead and Head of Government Affairs and Policy
		• Identify RAP and other like-minded organisations to collaborate with on our reconciliation journey.	November 2021	RAP Lead and Head of Government Affairs and Policy
4.	Promote positive race relations through anti-discrimination strategies.	• Review ANZ Working Together Policy to ensure it reflects best practice and proactive support to maintain a diverse and inclusive workplace including race and ethnicity and consideration of the Australian context and engagement with our Aboriginal and Torres Strait Islander communities, stakeholders and employees current and future.	September 2022	HR Business Partners
5.	Enhance respect and create awareness through the Worawa College: Partnership in Reciprocity	Partake and sponsor the Worawa College Dreaming Debutante Ball.	December 2021	Associate Brand Manager, Respiratory
		• Select workforce including senior leaders to participate in the Worawa College Professional Learning Institute to raise Cultural Competency across GSK.	September 2021	Associate Brand Manager, Respiratory
		• Provide opportunities for workforce to participate in the Worawa College 'Reconciliation Sports Carnival' and other initiatives as part of GSK's commitment to Orange Days.	September, 2021	Associate Brand Manager, Respiratory



Ac	tion	Deliverable	Timeline	Responsibility
6.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Expand our workforce understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.	November 2021	RAP Lead
		• Continue to deliver Cultural Awareness Training on our digital learning platform and encourage workforce to engage with this module as a way of expanding their learning.	November 2021	Director of Communications, Government Affairs and Market Access
7.	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Continue to promote an Acknowledgement of Country at the commencement of meetings and documents and expand our workforce's understanding of the importance of recognising the Traditional Owners of the lands and waters within which we operate.	November 2021	RAP Lead
		• In consultation with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, re-name six rooms of our Abbotsford office to commemorate leaders, groups and places of significance for Aboriginal and Torres Strait Islander peoples. Educate our workforce on their importance.	December 2021	Australian Immunisation Networks Manager
		• Continue to educate GSK's workforce of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2021	Director of Communications, Government Affairs and Market Access
8.	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	First week in July 2022	Head of Government Affairs and Policy and Head of Communications
		Investigate and promote to our workforce external NAIDOC Week events in our local area.	First week in July 2022	Head of Government Affairs and Policy and Head of Communications
		To participate in an external National NAIDOC Week event.	First week in July 2022	Head of Government Affairs and Policy and Head of Communications



Action	Deliverable	Timeline	Responsibility
 Improve employment outcomes by increasing Aboriginal 	Aboriginal and Torres Strait Islander university students.	November 2021	HR Business Partners
and Torres Strait Islander recruitment, retention and	Build an understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	September 2022	HR Business Partners
professional development.	Expand the implementation of GSK's Diversity Statement to be included in GSK's advertising and job descriptions.	December 2021	HR Business Partners
10. Increase Aboriginal and Torres Strait	Establish a supplier directory of Aboriginal and Torres Strait Islander owned businesses for partnership.	November 2022	Head of Procurement ANZ
Islander supplier diversity to support improved economic and social outcomes	Continue to utilise our Supply Nation membership and circulate its availability to staff.	November 2022	Head of Procurement ANZ

Deliverables



Governance

Action	Deliverable	Timeline	Responsibility
11. Maintain an effective NRC to drive governance of the RAP.	 The NRC to govern RAP development, launch, implementation and monitoring through bimonthly meetings. 	November 2021	RAP Lead
	 Refocus our Terms of Reference to ensure alignment with the NRC's reason for existence. 	November 2021	RAP Lead
	 Incorporating Aboriginal and Torres Strait Islander representation on the NRC. 	November 2021	RAP Lead
12. Provide appropriate support for effective implementation of	Define resource needs for RAP implementation.	November 2021	Director of Communications, Government Affairs and Market Access
RAP commitments.	Engage senior leaders in the delivery of RAP commitments.	November 2021	Director of Communications, Government Affairs and Market Access
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	Director of Communications, Government Affairs and Market Access
13. Build accountability and transparency through reporting RAP achievements,	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022	Head of Government Affairs and Policy
challenges and learnings both internally and externally.	 Implement annual focus groups to reflect on our achievements and ensure the RAP remains true to purpose. 	November 2021, 2022	Head of Government Affairs and Policy and Head of Communications
14. Continue our reconciliation journey by developing our next RAP.	 Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP. 	June 2022	Head of Government Affairs and Policy

Contact details

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