

# Innovate Reconciliation Action Plan

March 2024 – March 2026

GSK



## Artist

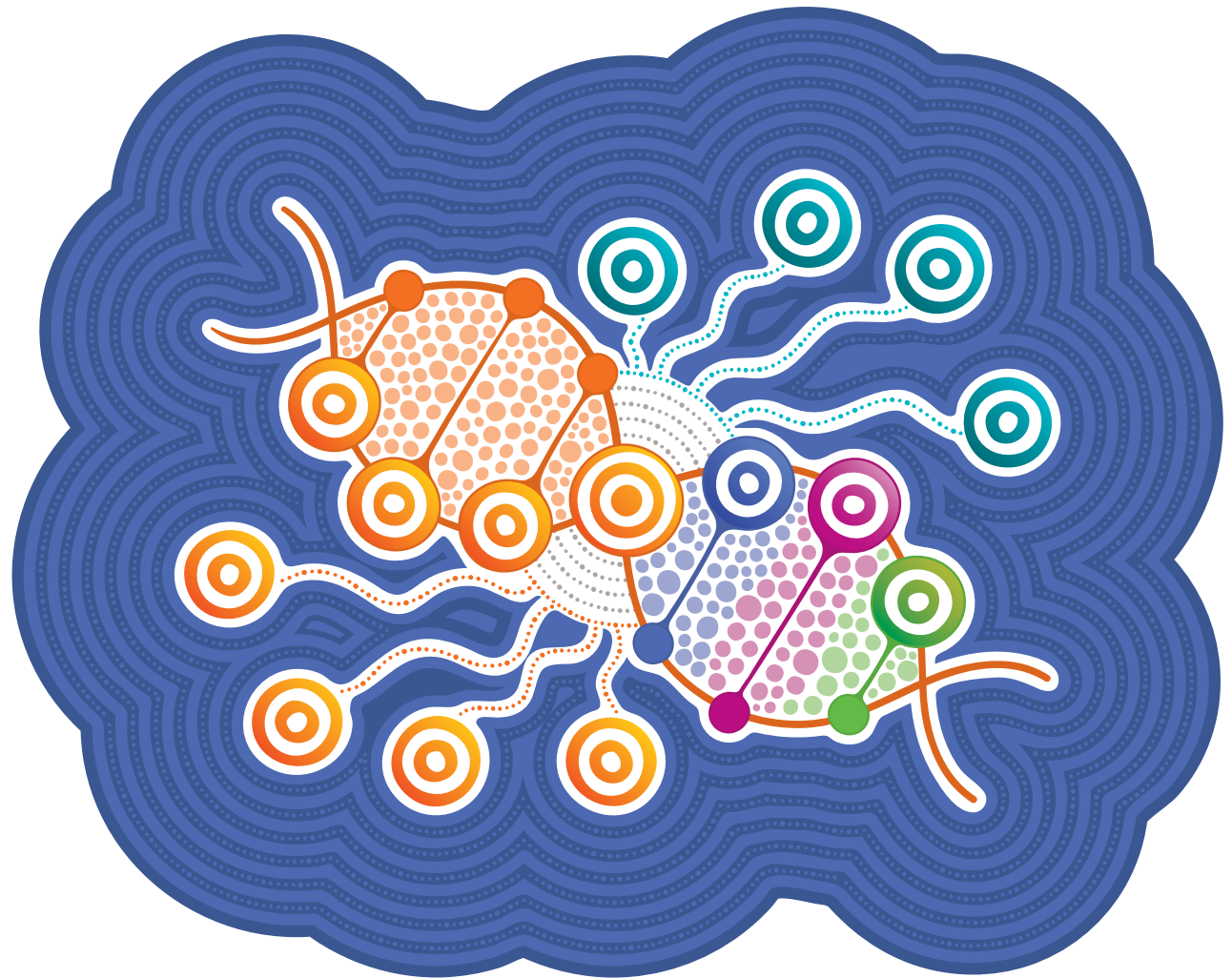
Jordan Lovegrove, Ngarrindjeri man of Dreamtime Creative.

Jordan Lovegrove combines intimate knowledge of Aboriginal communities and illustration skills to develop artwork.

This artwork reflects GSK's purpose, to unite science, technology and talent to get ahead of disease together. 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.

## Design and typesetting

Wayarang is a proud 100% First Nations owned business and collaborated with GSK to support the design of this Reconciliation Action Plan and supporting materials.



## Acknowledgment of Country

We, GSK, acknowledge the Traditional Custodians and Owners 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, waters and seas. We pay our respects to all Elders past and present. We thank the many Aboriginal and Torres Strait Islander peoples that have guided us on our reconciliation journey so far.



Image by Rob McKechnie / Save the Children Australia

# Contents

A message from Reconciliation Australia CEO	2
Walking together	3
Our vision for reconciliation	4
Our business	6
Our RAP	7
Why we are committed to reconciliation	8
Our learnings and reflections	12
Our journey	14
Our partnerships	16
Reconciliation in action	20
Deliverables	24



# A message from Reconciliation Australia CEO

Reconciliation Australia commends GSK on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP). 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. GSK continues to be part of a strong network of more than 2,500 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 GSK will continuously draw upon to create RAP commitments rooted in experience and maturity.

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



Gaining experience and reflecting on pertinent learnings will ensure the sustainability of GSK's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey. Congratulations GSK on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

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

# Walking together

GSK is committed to walking beside Aboriginal and Torres Strait Islander peoples, communities and organisations towards a nation in which each individual is valued, respected and celebrated.

Trust is a core value of GSK and we understand that building trust is an important step towards achieving positive and sustainable reconciliation outcomes for First Nations peoples. GSK has been part of the Australian healthcare environment for decades. We are proud of our efforts to date, in helping protect Aboriginal and Torres Strait Islander babies through to older adults from disease. However, there is more to be done.

Aboriginal and Torres Strait Islander peoples can expect to live up to nine years less than non-Indigenous Australians and this gap is widening.<sup>1</sup> The rate of improvement in Indigenous health must be faster than that of non-Indigenous health if we are to see this gap narrowed.

Through our health, science and technology efforts, we at GSK have a unique and important opportunity to address health inequity for all Australians. However, we acknowledge that our efforts need to be coupled with cultural learning, appreciation and safety.

For equity to be achieved, we must provide meaningful opportunities for Aboriginal and Torres Strait Islander peoples to make decisions that impact their own lives and communities. This includes constitutional, government, industry and community reform.

We will walk together, in genuine partnership with our Indigenous and non-Indigenous consumers and communities, to learn, support and empower Aboriginal and Torres Strait Islander people to live long, healthy lives that are centred in their cultures.



Our 2024–2026 Innovate RAP provides a framework for this work. Thank you to all those walking with us.

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

**Patrick Desbiens**  
SVP and General Manager  
GSK Australia

# Our vision for reconciliation

GSK's vision for reconciliation is to take meaningful steps where individuals are valued, respected and celebrated. We will ensure that as an organisation, we take a holistic view of health; one that embodies the physical, social, emotional, cultural and spiritual wellbeing of Aboriginal and Torres Strait Islander peoples. Critical to this success is the pursuit of equity in health so every Australian can achieve their full potential.





# Our business

GSK is a biopharma company with the ambition and purpose to unite science, technology and talent to get ahead of disease together. We aim to impact the health of 2.5 billion people over the next 10 years.

We will achieve this by maximising the increasing opportunities to prevent and treat disease.

Our focus is on four therapeutic areas: infectious diseases, HIV, respiratory/immunology, and oncology.

In Australia, 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.

GSK employs 600 Australians on the traditional lands of the Wurundjeri Woi-Wurrung people in Abbotsford, Victoria, with workforce spread across the country. We are committed to ensuring our workplace reflects the diversity of the communities we serve. This includes employment of Aboriginal and Torres Strait Islander peoples, and cultivating an inclusive and culturally safe workplace. We currently have three employees that identify as Aboriginal and/or Torres Strait Islander.

GSK understands the interconnections of climate, nature and health. We are committed to a net zero, nature positive, healthier planet, with ambitious goals set for 2030 and 2045.



Image by Rob McKechnie /  
Save the Children Australia

# Our RAP

GSK's RAP is a cross functional commitment supported at all levels of our organisation. Only through shared responsibility can we achieve meaningful, mutually beneficial and sustainable change.

GSK has a core group of workforce who guide and support the embedding of reconciliation and inclusiveness activities across the organisation. This diverse group educates others on the RAP and accountability against its actions.

## Senior RAP Champion

- Director of Communications, Government Affairs and Market Access

## National Reconciliation Committee members

- Head of Government Affairs and Policy
- Head of Communications
- Government Affairs and Policy Manager
- Digital Team Manager
- Senior First Line Sales Manager
- Executive Vaccines Account Manager
- HR Business Partner
- Talent Acquisition Leader
- Sales Capability Trainer
- Scientific Advisor
- Commercialisation Governance Manager
- Medical Manager
- Medical Affairs Director

- Associate Brand Manager
- Executive Sales Representative
- DENAT Group External First Nations Advisor
- Wayarang External First Nations Advisor

## Reconciliation Ambassadors

- Vaccines Brand Manager
- Hospital Sales Representative
- Executive Assistant
- Sales Representative
- Scientific Advisor
- Associate Brand Manager
- Sales Representative
- Industry Based Learning (IBL) Program Interns

Each GSK employee commits to getting ahead of disease together by being:

**Ambitious for patients. Accountable for impact. Doing the right thing. Supporting people to thrive.**



# Why we are committed to reconciliation

First Nations People are disproportionately impacted by many health conditions. These include chronic and communicable diseases, infant health and mental health resulting in a significant impact to life expectancy.

For GSK to achieve its purpose, we must work to improve the health outcomes of First Nations Australians and their experiences engaging in the health system. This RAP sets out our next steps towards our goal.



Image by Rob McKechnie / Save the Children Australia



Aboriginal and Torres Strait Islander people...



carry **2.3 times** the **burden of disease** compared to non-Indigenous Australians<sup>3</sup>



living in remote areas are **2.4 times** as likely to be hospitalised for **respiratory diseases** as those living in major cities<sup>4</sup>



living in remote areas are **4 times** more likely to **die from an avoidable death** and twice as likely in urban areas.<sup>5</sup>





**46%** of Aboriginal and Torres Strait Islander people have **at least one chronic condition** that poses a significant health problem.<sup>6</sup>



From 2010-2019, there was a **22% increase in the death rate** due to respiratory diseases for Indigenous Australians.<sup>7</sup>



In 2015, the **Vaccine-Preventable Disease (VPD) burden rate** was **4.1 times** that for non-Indigenous Australians.<sup>8</sup>



Chronic diseases are responsible for **more than two-thirds (70%) of the total health gap**, and **64% of the total disease burden** among Aboriginal people and Torres Strait Islanders.<sup>9</sup>





Image by Rob McKechnie / Save the Children Australia

# Our learnings and reflections

In 2021, GSK developed a Reflect RAP. We paused and refocused our efforts in reconciliation to where they will have the greatest impact. In the last two years we took actions to increase communication, awareness and integration in our business, and deliver greater opportunities for education and relationship building with Aboriginal and Torres Strait Islander peoples. Through this process we have learnt that reconciliation is a journey. It is about learning, growing, and sharing with one another. To arrive at reconciliation we must all work together. By taking this time to reflect, we have been able to establish a strong foundation for reconciliation within our organisation and our spheres of influence.



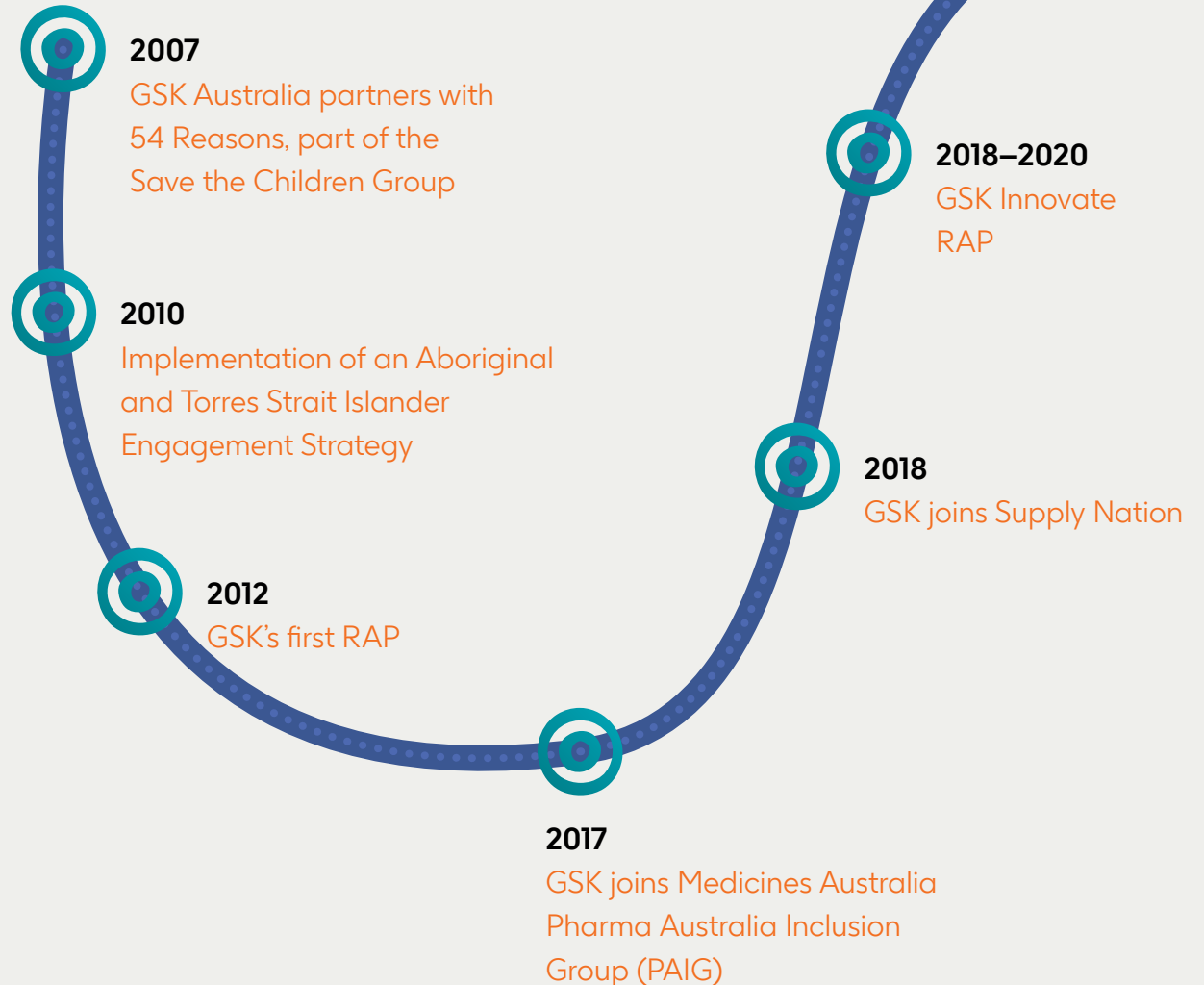


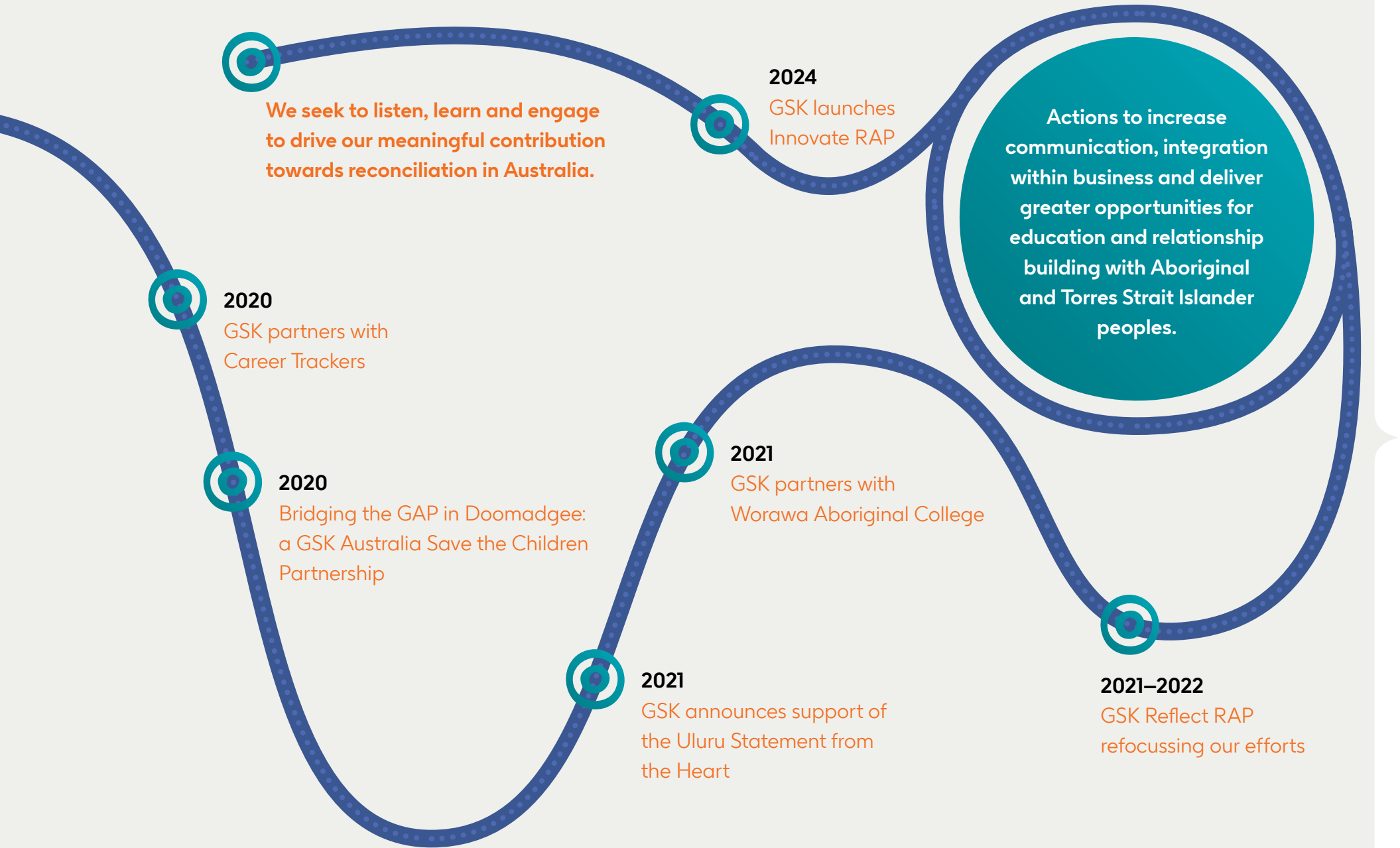
In 2024–2026, GSK will progress to an Innovate RAP, strengthening our commitment to reconciliation and support for local Aboriginal and Torres Strait Islander communities. The Innovate RAP will aim to gain a deeper understanding of our sphere of influence and establish the best approaches to advance reconciliation both internally and externally. Our RAP reinforces this purpose and we are committed to ongoing progress and look forward to having a greater impact.

# Our journey

RAPs have guided GSK on our reconciliation path, steering 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 seek to listen, learn and engage to drive our meaningful contribution towards reconciliation in Australia.**

**2024**  
GSK launches Innovate RAP

**Actions to increase communication, integration within business and deliver greater opportunities for education and relationship building with Aboriginal and Torres Strait Islander peoples.**

**2020**  
GSK partners with Career Trackers

**2020**  
Bridging the GAP in Doomadgee: a GSK Australia Save the Children Partnership

**2021**  
GSK partners with Worawa Aboriginal College

**2021**  
GSK announces support of the Uluru Statement from the Heart

**2021–2022**  
GSK Reflect RAP refocussing our efforts

# Our Partnerships

## 54 Reasons, part of the Save the Children Group

GSK Australia's scientific expertise and Save the Children's experience combine to support the health of children and their parents. Together, we partner with communities to deliver long term programs to improve health outcomes.

Read more about our partnership on the [Reconciliation in Australia](#) page on our website — [au.gsk.com](#)

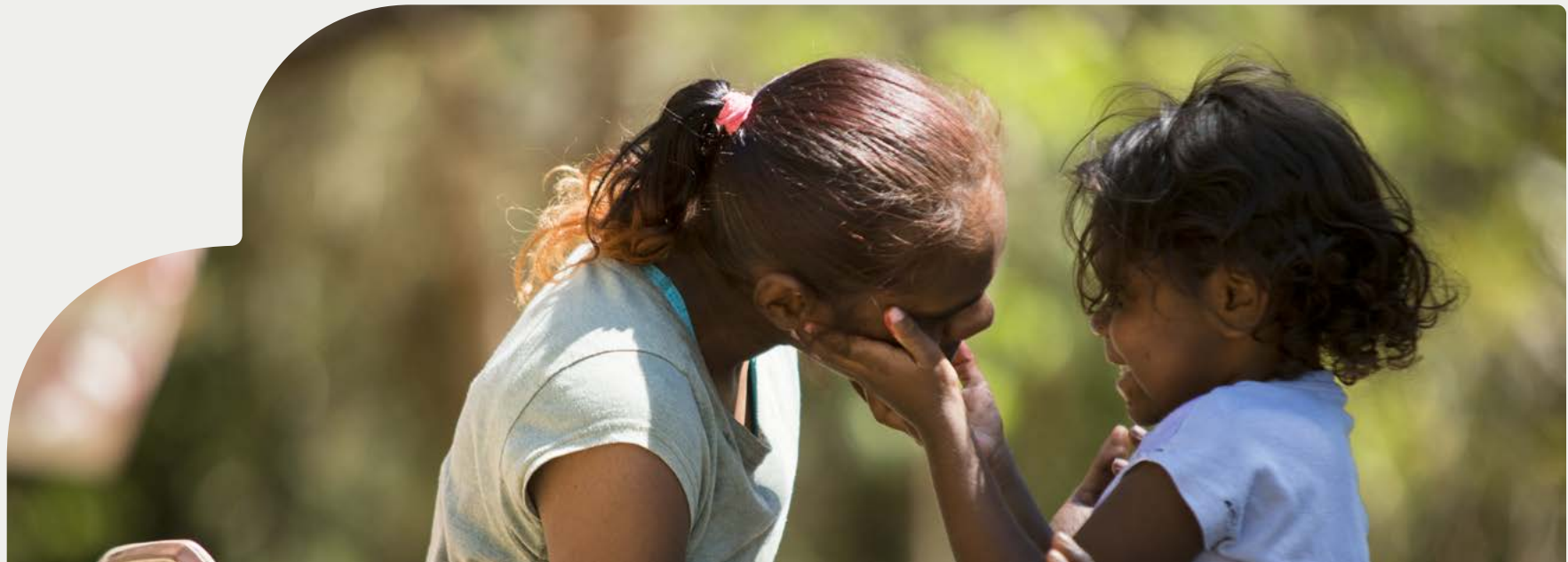
## Doomadgee Community, Queensland

With support from GSK since 2020, 54 Reasons has worked with the Doomadgee community to:

- Build and strengthen relationships between health services and community members
- Increase the number of children who have health checks

- Deliver literacy programs for families
- Build confidence of young people who are leaving community to attend boarding school related activities

Read more on the [Reconciliation in Australia](#) page on our website — [au.gsk.com](#)





## Actions in Doomadgee

In 2022 and 2023, we supported:

51 babies Welcomed to Country



6 Women's, 9 Men's and 7 Child's health expos – including oral health, hearing, sight, weight, immunisation, and developmental assessments



290 Hygiene Packs and a further 350 Emergency Hygiene packs to support the community during times of specific need



26 books translated into language from the Literacy and Writers Workshops in Waanyi

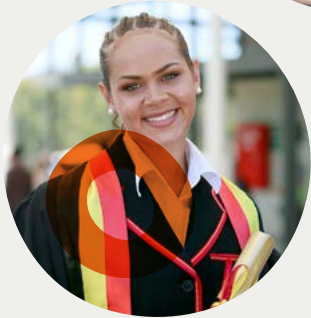


4 family camps to give families a safe space to reconnect, share stories and build supportive networks



## Worawa Aboriginal College

Worawa Aboriginal College is a boarding secondary school catering exclusively for Aboriginal girls who come from communities in urban, regional and remote Australia. Worawa Aboriginal College aims to strengthen the identity, self-esteem and cultural confidence of young women as Indigenous Australians so that they may bridge both worlds. GSK and Worawa Aboriginal College exchange opportunities for learning, leadership and career exposure.



## DENAT Group

DENAT Group is a First Nations company in the business of supporting and empowering organisations and government departments mobilise in developing and implementing initiatives that focus heavily on Reconciliation, education and shifting the context of the conversation around First Nations outcomes. Their vision is to shift impactful conversations into action.

## Wayarang

Wayarang is a proud 100% First Nations owned business bringing together expertise across learning, creative and cultural services. They support organisations through genuine and meaningful partnerships to transform and deliver tangible value and change which is underpinned by First Nations knowledge and practices.

“Wayarang” means “rich, teachable and clever” in Wiradjuri. **We are all Wayarang.**



## Supply Nation

Supply Nation is Australia’s leading database of verified Aboriginal and Torres Strait Islander owned businesses. Through our partnership, we are committed to increasing supplier diversity and supporting economic outcomes in First Nations communities.

GSK partners with Supply Nation to increase supplier diversity and establishing commercial partnerships with Aboriginal and Torres Strait Islander-owned businesses.

## Medicines Australia Pharma Australia Inclusion Group (PAIG)

PAIG is the pharmaceutical industry’s diversity and inclusion group. Together, we are committed to building a more inclusive industry where all peoples are equally valued, rewarded and thrive.



## CareerTrackers

CareerTrackers is a national non-profit social enterprise, working with GSK and employers across Australia to create career pathways through leadership development and paid professional internship opportunities for Aboriginal and Torres Strait Islanders students.



Image by Penny Wittenbaker / CareerTrackers



# Reconciliation in action

## New National Immunisation Program

- Program to supply GSK's shingles vaccination to the National Immunisation Program to help protect Aboriginal and Torres Strait Islander adults aged 50 years and over against shingles.
- Expanded program to supply GSK's meningococcal B vaccination to the National Immunisation Program to help protect Aboriginal and Torres Strait Islander infants against meningococcal B.

## Cultural learning and training

**32**  
people completed National Indigenous Training Employment Solutions (NITES).

A 100% Aboriginal owned and Supply Nation certified business, designed Aboriginal and Torres Strait Islander Cultural Appreciation eLearning program for GSK employees. The four part program has been designed to increase awareness and understanding of Aboriginal and Torres Strait Islander peoples, customs, cultures and histories.

**40**  
people attended Worawa Aboriginal College Professional Learning Institute Cultural Appreciation Training.

The full day session is held on the school grounds and provides an immersive experience focussing on Aboriginal history and cultural knowledge through lived experience.

**16**  
people on a Cultural Walking Tour with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.



GSK image



## Key Highlights

**350** emergency hygiene packs for Doomadgee in response to the flooding in the Gulf of Carpentaria

More than **\$100,000** spent on Indigenous owned business through Supply Nation

**2** CareerTracker interns on their first summer placement

More than **160** participants in National Reconciliation Week activities

**14** volunteers at Worawa Reconciliation Sports Carnival

**9** volunteers at Worawa Plant Out Volunteer Day

More than **60** participants in NAIDOC Week activities

**62** participants in an interactive Aboriginal art session with Merindah-Gunya Art

Acknowledgment of Country in email signatures

**9** people walked/ran the De Castella Run

Australia Day Public Holiday policy change

## Opportunities

### Respiratory Aboriginal Health Webinar

Since 2021, GSK has hosted a national meeting focussed on improving outcomes from respiratory disease in Aboriginal and Torres Strait Islander People. The meeting brings together health professionals who work in Aboriginal Health, many located in remote communities.

More than 200 healthcare professionals have taken part. The meeting provides an opportunity for GSK to provide an update on the latest in its respiratory medicines, and for health professionals to connect and share their experiences with GSK.

## Respect

### Abbotsford office redesign

Indigenous designs are a feature of GSK's redesigned head office. This includes framed artwork, wall graphics, furnishings and Indigenous room naming. Indigenous artists Jordan Lovegrove and Shane Hansen were involved. The Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation supported the use of the Woi-wurrung language to name meeting rooms.



## Relationships

### Worawa Aboriginal College Mentoring Day – CareerTrackers Intern

*“What an absolute pleasure to visit Worawa Aboriginal Girls College today and see all the wonderfully uniquely talented students. I so see myself years ago in each of them, and having the opportunity to speak; as if I was giving myself a pep talk all those years ago is an absolute privilege. I walked into Worawa feeling overwhelmed with peace, surrounded by beautiful country and I leave today feeling blessed and thankful for this opportunity.”*

— **Bryony Forrest, proud Darumbal woman, CareerTrackers GSK Intern, 2023**

In 2023, GSK's CareerTrackers Intern, Bryony, went to Worawa Aboriginal College to connect with students, sharing her experience of navigating the path from school, to university and workforce.

This was a great demonstration of partnerships in reciprocity and learning together. GSK is excited to continue partnering with Worawa Aboriginal College and connect with more inspiring young people in their education and career journey.



Image by Worawa Aboriginal College

# Deliverables

Guided by our National Reconciliation Committee (NRC), GSK strives to turn our good intentions into action, through three core pillars of relationships, respect and opportunities, underpinned by governance.

GSK's RAP and its deliverables are a cross functional commitment supported at executive and leadership levels. In implementing these actions, we continue on our path towards reconciliation and strive to bring our RAP vision to life.



# Relationships Ambitious for patients

GSK is committed to strengthening and developing mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and Aboriginal Community Controlled Health Organisations (ACCHOs). This will help us better understand the health challenges facing their communities and support innovative solutions in accessing culturally safe and appropriate healthcare to improve health outcomes for all First Nations peoples.

Action	Deliverable	Timeline	Responsible
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 future engagement	Review in January 2025 and 2026	Government Affairs and Policy Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	June 2024	Director of Communications, Government Affairs and Market Access
	Continue to identify and monitor Aboriginal and Torres Strait Islander stakeholders and organisations within our local area and/or sphere of influence	Review December 2024 and 2025	Director of Communications, Government Affairs and Market Access
	Build on partnership with 54 Reasons (Save the Children Group) and the Doomadgee community to strengthen relationships between health services and the community	March 2026	Head of Communications
	Continue to consult stakeholders to partner in advocating for community-developed solutions that contribute to the quality of life and improved health outcomes for Aboriginal and Torres Strait Islander people	March 2026	Head of Government Affairs and Policy

Action	Deliverable	Timeline	Responsible
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff	April – May 2024 and 2025	Industry Based Learning Intern
	RAP Working Group members to participate in an external NRW event	27 May 2024 – 3 June 2024 and 2025	Director of Communications, Government Affairs and Market Access
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2024 and 2025	Director of Communications, Government Affairs and Market Access
	Organise at least one NRW event each year	27 May – 3 June 2024 and 2025	Industry Based Learning Intern
	Register all our NRW events on Reconciliation Australia’s NRW website	May 2024 and 2025	Industry Based Learning Intern
Promote and advocate our RAP and reconciliation commitments through our internal and external sphere of influence	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	June 2024	Head of Government Affairs and Policy and Head of Communications
	Communicate our commitment to reconciliation publicly	March 2024, 2025 and 2026	Head of Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Review June and November 2024 and 2025	Head of Government Affairs and Policy
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	Review in March 2025 and 2026	Head of Government Affairs and Policy

Action	Deliverable	Timeline	Responsible
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 Aboriginal and Torres Strait Islander communities, stakeholders and employees current and future	October 2025	HR Business Partners
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	March 2026	HR Business Partners
	Develop, implement, and communicate an anti-discrimination policy for our organisation	March 2026	HR Business Partners
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	March 2026	Government Affairs and Policy Manager and HR Business Partners
	Educate senior leaders on the effects of racism	October 2024	HR Business Partners
Enhance respect and create awareness through the Worawa College: Partnership in Reciprocity	Four cross functional teams including executive/senior leadership to participate in the Worawa Aboriginal College Professional Learning Institute to raise Cultural Competency across GSK	June and November 2024 and 2025	Sales Capability Trainer
	Provide opportunities for workforce to participate in the Worawa Aboriginal College 'Reconciliation Sports Carnival' and other initiatives as part of GSK's commitment to volunteering	June 2024 and 2025	Sales Capability Trainer
	Commit to partnering in reciprocity by connecting more First Nations mentors with Worawa Aboriginal College	Review in October 2024 and 2025	Sales Capability Trainer



# Respect Do the right thing

GSK acknowledges and respects the rich history and culture of First Nations Australians. We are committed to continuing our reconciliation journey by sharing and listening to Aboriginal and Torres Strait Islander communities so that we may better understand their health needs and work to improve health outcomes with cultural sensitivity.

Action	Deliverable	Timeline	Responsible
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	Review in October 2024 and 2025	Government Affairs and Policy Manager
	Consult local Traditional Custodians and Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	June 2024	Head of Government Affairs and Policy and Government Affairs and Policy Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff	March 2025	Government Affairs and Policy Manager and HR Business partners
	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	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access
	Conduct a review of cultural learning needs within our organisation	October 2024	Government Affairs and Policy Manager and HR Business Partners
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access
	Strengthen delivery of cultural learning in the onboarding process	March 2026	HR Business Partners
	Encourage involvement from junior employees in RAP activities and learning opportunities, including Industry Based Learning Interns National Reconciliation Committee interest group	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access

Action	Deliverable	Timeline	Responsible
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop, implement and communicate a cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country	October 2024	Government Affairs and Policy Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access
	In partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, organise local walking tours to learn more about the land our head office is on	November 2024 and 2025	Industry Based Learning Intern
	Continue to educate GSK's workforce of the purpose and significance behind cultural protocols, including how to undertake meaningful Acknowledgement of Country and Welcome to Country protocols	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of medium to large group meetings	June 2024	Director of Communications, Government Affairs and Market Access
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event	First week in July 2024 and 2025	Director of Communications, Government Affairs and Market Access
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	May 2024	HR Business Partners
	Promote and encourage participation in external NAIDOC events to all staff	First week in July 2024 and 2025	Government Affairs and Policy Manager



Image by Worawa Aboriginal College



# Opportunities Support people to thrive

We aim to create shared value opportunities for Aboriginal and Torres Strait Islander people by expanding procurement and employment for First Nations businesses and people. To achieve this, we must acknowledge and celebrate their cultures, histories, knowledge, and rights. With these diverse perspectives and experiences, we will strengthen our ability to deliver culturally appropriate healthcare and improve health outcomes for all First Nations peoples.

Action	Deliverable	Timeline	Responsible
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Continue to partner with CareerTrackers to provide internship opportunities for Aboriginal and Torres Strait Islander university students	Review in October 2024 and 2025	HR Business Partners
	Gain deeper understanding of current Aboriginal and Torres Strait Islander employment challenges to inform future employment and professional development opportunities at GSK	March 2026	HR Business Partners
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	March 2026	HR Business Partners
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	March 2026	HR Business Partners
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	March 2026	HR Business Partners
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	March 2026	HR Business Partners
	Expand the implementation of GSK's Diversity Statement to be included in GSK's advertising and job descriptions	March 2026	HR Business Partners

Action	Deliverable	Timeline	Responsible
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Establish a supplier directory of Aboriginal and Torres Strait Islander owned businesses for partnership	March 2025	Government Affairs and Policy Manager and Head of Procurement
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	March 2025	Government Affairs and Policy Manager and Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	March 2025	Government Affairs and Policy Manager and Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	March 2026	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	March 2026	Director of Communications, Government Affairs and Market Access
	Continue to utilise our Supply Nation membership and circulate its availability to staff	March 2026	Government Affairs and Policy Manager



Image by Worawa Aboriginal College



# Governance Accountable for impact

Reconciliation is a responsibility of each of our employees. Our National Reconciliation Committee regularly monitors, reports and manages the progress of GSK's Reconciliation Action Plan. GSK is committed to ensuring we are being Accountable for Impact, Ambitious for patients and Doing the right thing.

Action	Deliverable	Timeline	Responsible
Establish and maintain an effective National Reconciliation Committee to drive governance of the RAP	The National Reconciliation Committee to govern RAP development, launch, implementation and monitoring through bimonthly meetings	November 2024 and 2025	Government Affairs and Policy Manager
	Review Terms of Reference for the National Reconciliation Committee and ensure they are fit for purpose	March 2024	Government Affairs and Policy Manager
	Maintain Aboriginal and Torres Strait Islander representation on the National Reconciliation Committee	Review in December 2024 and 2025	Government Affairs and Policy Manager
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	March 2024	Director of Communications, Government Affairs and Market Access
	Engage senior leaders in the delivery of RAP commitments	Review March 2025 and 2026	Director of Communications, Government Affairs and Market Access
	Appoint and maintain an internal RAP Champion from senior management	March 2024	Director of Communications, Government Affairs and Market Access
	Define appropriate systems and capability to track, measure and report on RAP commitments	Review in June 2024 and 2025	Government Affairs and Policy Manager

Action	Deliverable	Timeline	Responsible
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September annually	Government Affairs and Policy Manager
	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	Government Affairs and Policy Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	August annually	Government Affairs and Policy Manager
	Report RAP progress to all staff and senior leaders quarterly	March, June, September and December 2024 and 2025, and March 2026	Head of Government Affairs and Policy
	Publicly report our RAP achievements, challenges and learnings, annually	November 2024 and 2025	Head of Government Affairs and Policy and Head of Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2024	Government Affairs and Policy Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	March 2026	Government Affairs and Policy Manager
	Implement annual focus groups to reflect on our achievements and ensure the RAP remains true to purpose	November 2024 and 2025	Head of Government Affairs and Policy and Head of Communications

Action	Deliverable	Timeline	Responsible
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	October 2025	Government Affairs and Policy Manager





Together with our partners,  
we will strive to turn our  
good intentions into action.







We welcome and invite feedback on our Reconciliation Action Plan.

Please contact Penelope Kaltzis,  
Government Affairs and Policy Manager

Email [penelope.j.kaltzis@gsk.com](mailto:penelope.j.kaltzis@gsk.com)

Phone [+61 403 106 516](tel:+61403106516)

## References

1 AIHW; Productivity Commission; ABS; WHO; AIHW, National Health Performance Framework

2 Australian Bureau of Statistics. (2023). Aboriginal and Torres Strait Islander life expectancy, 2020-2022, Australian Bureau of Statistics ([abs.gov.au](https://abs.gov.au))

3 Australian Institute of Health and Welfare & National Indigenous Australians Agency. (2023). Aboriginal and Torres Strait Islander Health Performance Framework Summary Report 2023: Tier 1 – Health status and outcomes. From 1 – Health status and outcomes – AIHW Indigenous HPF

4 Australian Institute of Health and Welfare & National Indigenous Australians Agency. (2023). Aboriginal and Torres Strait Islander Health Performance Framework Summary Report 2023: respiratory diseases. From Respiratory diseases- AIHW Indigenous HPF

5 Australian Bureau of Statistics, National Aboriginal and Torres Strait Islander Health Survey; Australian Institute of Health and Welfare. (2024). National Health Performance Framework

6 Australian Institute of Health and Welfare. (2021). Australian Burden of Disease Study 2018: key findings for Aboriginal and Torres Strait Islander people – Chronic disease and injury case most of the burden. From chronic disease and injury case most of the burden – AIHW Indigenous HPF

7 Australian Institute of Health and Welfare & National Indigenous Australians Agency. (2023). Aboriginal and Torres Strait Islander Health Performance Framework Summary Report 2023: respiratory diseases. Respiratory diseases- AIHW Indigenous HPF

8 Australian Institute of health and Welfare. 2019. The burden of vaccine preventable diseases in Australia – summary.

9 Australian Institute of Health and Welfare, National Key Performance Indicators for Aboriginal and Torres Strait Islander Primary Health Care; National Health Performance Framework; HPF Table D1.24.6—AIHW and ABS analysis of the ABS Causes of Death Collection

GSK



RECONCILIATION  
ACTION PLAN  
INNOVATE

