



**Cochlear**<sup>®</sup>  
Hear now. And always



# Reflect Reconciliation Action Plan

November 2021 – October 2022



RECONCILIATION  
ACTION PLAN

**REFLECT**

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# Artwork



**Title: “Joy of Sound”**  
**Artist: Balarinji**  
**Date: 2001**

The Joy of Sound was commissioned by Cochlear to tell the story of our foundation and beginnings. It represents Professor Graeme Clark’s determination to find a new and more effective way to treat hearing. It reflects our Mission to help more people hear and be heard, to connect with others and live a full life.

The journey begins quietly in great darkness and isolation. A beach shell provides inspiration to the wonderful world of hearing. Great ideas bring people together. Travelling paths lead to Cochlear - the centre of this dynamic world of colour, light and sound; radiating hope, energy, joy and a lifetime of support to everyone in its path. The human spirit transforms into beautiful butterflies, and dancing figures bursting with colour and possessing a new inspired lease on life.

## Designer Concept

Balarinji has worked with the Joy of Sound painting to create the RAP design and layout. Balarinji is a Sydney-based strategy and design agency founded on authentic engagement with Aboriginal people, culture, art, stories, and identity. Their ethos is to deepen understanding of Aboriginal Australia through design. Their work spans public art and curation, urban regeneration and infrastructure, branding campaigns and digital communication.

Founded in 1983 by Chair, Yanyuwa man, John Moriarty, and current Managing Director, Ros Moriarty, Balarinji builds bridges of best practice participation between Aboriginal communities, business, and the broader community.

# A message from the CEO & President

In April this year, I wrote to our Australian-based employees to announce it was time to formalise our commitment to recognition and reconciliation through a Reconciliation Action Plan (RAP). In that email I noted that, in recent years, Cochlear has made some small but important steps in advancing reconciliation, recognising the impact of dispossession on generations of First Nations peoples, celebrating the important role of First Nations peoples in Australia's past, present and future and our commitment to engaging and working more closely with First Nations communities.

I am proud of the efforts we have made so far. Equally, I believe that as an Australian company we must do more to deliver on our mission for First Nations peoples.

The hearing health of First Nations peoples is well below the standard we should expect in Australia. In developing our RAP, we will identify actions we, along with others, can take to close this gap. The actions will include developing and supporting Science, Technology, Engineering and Math (STEM) career pathways for First Nations students and making Cochlear a culturally safe and welcoming environment for all.

Through our Reflect RAP we aim to establish a strong foundation for reconciliation within Cochlear and within our sphere of influence. We already have some of the building blocks in place including a RAP Working Group which has been engaged to develop this RAP and drive its implementation. Over the next 12 months, we will focus on exploring and investigating the practical actions we can take as we move into the next phase of our reconciliation journey. We will do this in partnership with First Nations leaders and communities and by engaging with partners in the hearing health sector. We commit to listening, learning, and recognising when and where we need to take action to move forward.

I am proud to be a member of Cochlear's first RAP Working Group and I am committed to seeing our RAP embraced and supported by our Australian employees.

I look forward to ensuring Cochlear makes a meaningful and lasting contribution to reconciliation into the future.



**Dig Howitt**

*"I am proud to be a member of Cochlear's first RAP Working Group and I am committed to seeing our RAP embraced and supported by our Australian employees."*



# Reconciliation Australia CEO message



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

Cochlear joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

future RAPs and reconciliation initiatives.

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

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

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

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

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Acknowledgement of Country

*We acknowledge the custodianship of the various lands on which our people work – the Wallamattagal people of the Dharug Nation (Macquarie University); the Cameraygal people of the Eora Nation (Lane Cove), the Jagera and Turrbul peoples (Newstead, Brisbane), the Wurundjeri people (East Melbourne), the Wadawurrung people (Geelong) and the Bunurong people (Dandenong) of the Kulin nation. We acknowledge the Traditional Owners and pay our respects to their Elders past, present and emerging.*

# Our business

Cochlear commenced operations in 1981 as part of the Nucleus Group and in 1995 was listed on the Australian Securities Exchange. Today, Cochlear is a top 50 listed Australian company with a market capitalisation of approximately AUD\$15B.

We aim to improve awareness of and access to implantable hearing solutions for people indicated for our products. We have provided more than 650,000 implant devices to people who benefit from one – or two – of our implantable solutions. Whether these hearing solutions were implanted today or many years ago, we continue to bring innovative new products to market as well as sound processor upgrades for all generations of recipients so they can continue to benefit from our technology over their lifetime. We invest more than \$180 million each year in research and development (R&D) and currently participate in over 100 collaborative research programs worldwide.

Cochlear has a deep geographical reach, selling our products in over 180 countries, with a direct presence in over 30 countries and a global workforce of over 4,000 employees. Our global headquarters are on the campus of Macquarie University (MQU) in Sydney, with regional offices in Asia Pacific, Europe, and the Americas.

In Australia, we employ over 1,700 people with most based at our MQU, Lane Cove and Brisbane sites where we currently manufacture more than 85% of our products which are then exported to the world. We do not currently capture

data that allows us to understand how many Aboriginal and/or Torres Strait Islander people we employ. However, as part of our RAP we have committed to developing a plan to better understand current Aboriginal and Torres Strait Islander staffing and inform future approaches.

Of the 1700 people employed in Australia, around 50 are focussed on our Australia & New Zealand (ANZ) business (ANZ team) based at the Australian Hearing Hub adjacent to our global headquarters at MQU. We also have Cochlear Care Centres in East Melbourne, Geelong and Dandenong providing direct support to cochlear implant recipients in partnership with the Royal Victorian Eye and Ear Hospital. Working with hearing health service providers and professionals across every State and the ACT, our ANZ team supports more than 15,000 Australian cochlear implant and bone conduction implant recipients. We do not currently have accurate data on how many Australian implant recipients are Aboriginal and/or Torres Strait Islander peoples.

## Our Mission

*We help people hear and be heard.  
We empower people to connect  
with others and live a full life.*

*We transform the way people  
understand and treat hearing loss.*

*We innovate and bring to market  
a range of implantable hearing  
solutions that deliver a lifetime of  
hearing outcomes.*

# Why reconciliation matters to us

Cochlear is a global organisation that is also very proudly Australian. As a global organisation our mission is to help people hear and be heard by empowering them to connect with others and live a full life. We are also committed to providing an inclusive workplace that is diverse and representative of our customers and the communities in which we operate.

As an Australian organisation we believe we need to take a more active role in helping to address the impact dispossession and systemic discrimination has had on First Nations peoples. Specifically, we have an obligation to help tackle the massive ear and hearing health gap between First Nations and non-First Nations Australians.

Results from testing in 2018-19 found that more than four in ten (43%) of First Nations peoples aged seven years and over had hearing loss in one or both ears.<sup>1</sup> Compared with non-First Nations Australians, First Nations peoples are 1.4 times more likely to have a long-term ear/hearing problem.<sup>2</sup> First Nations peoples are three times more likely to contract otitis media (middle ear infection) and have some of the highest rates of otitis media in the world.

As a leader within the Australian hearing health sector, we can play a key role in improving these outcomes through reconciliation and close collaboration with First Nations leaders and communities as well as strong engagement with others in the hearing health sector.

As an Australian organisation, we are committed to better understanding, celebrating, and harnessing the strength, knowledge, and cultures of First Nations peoples. We are prioritising reconciliation as part of our Diversity and Inclusion strategy within Australia. We know Cochlear will be a stronger company and an even better place to work as we increase cultural awareness and respect among our staff, improve employment opportunities for First Nations peoples and use our purchasing power to support First Nations businesses.

<sup>1</sup> National Aboriginal and Torres Strait Islander Health Survey 2018-19; <https://www.abs.gov.au/articles/test-suggests-43-aboriginal-and-torres-strait-islander-people-have-hearing-loss>

<sup>2</sup> Indigenous Hearing Health Snapshot, 23 July 2020, Australian Institute of Health and Welfare <https://www.aihw.gov.au/reports/australias-health/indigenous-hearing-health>

# Our RAP Working Group

Our RAP will support us as we take steps to reflect and plan for future change. We have established an employee-led RAP Working Group (RWG) to successfully guide the development and implementation of our first Reflect RAP. The Working Group was formed by members of our Australian-based team who had expressed, via formal submission, a passion and desire to contribute. The Working Group members span various disciplines across the business, representing a range of functions, locations, and levels of seniority. We are very fortunate to have two First Nations employee representatives in the Working Group.

Our CEO & President, Dig Howitt, is the inaugural Senior Executive Sponsor which reflects Cochlear's desire to drive reconciliation from the very centre of our company.

Dr Joe Fraser, Director Walanga Muru at Macquarie University, has very generously agreed to participate in our Working Group on an advisory basis to ensure we are hearing an external First Nations voice on a consistent basis. We are grateful to all members of the working group, in particular Dr Fraser for his unique perspective and invaluable advice and guidance.

## RAP Working Group Members 2021

- Dig Howitt**  
Chief Executive Officer
- Lisa Batchelor**  
Strategic Sourcing Manger
- Tony Chubb**  
Vice-President IT Business Partnering
- Anne Gibson**  
Director Cochlear Implant Marketing Communications
- Denise Goldman**  
Vice-President Global Head of Biosciences and Hearing Drug Solutions
- Ray Male**  
People & Culture Partner
- Ben Marosszeky**  
Director, Marketing & Business Development ANZ
- Connor McLeod**  
Research Associate, Biosciences
- Natasha McNamara**  
Communications Manager
- Courtney Muir**  
Engagement Associate ANZ
- Brooke O'Rourke**  
Director Government Affairs & Sustainability

# Our journey to date



2018

- Informal engagement



2019

- First Graduate Indigenous Affairs intern
- Welcome to Country and Acknowledgment of Country protocols introduced
- National Reconciliation Week employee and community events at MQU headquarters
- Cultural learning activities



2020

- Second Graduate Indigenous Affairs intern
- National Reconciliation Week and NAIDOC events held online and available to all Australian based employees
- First Supply Nation certified supplier
- Aboriginal and Torres Strait Islander Hearing Health Cochlear Scholarship established



2021

- Commitment to RAP
- RWG established
- National Reconciliation Week and NAIDOC events held online and available to all Australian based employees
- Supply Nation Membership
- Cultural Safety Training for RWG and Australian-based Senior Executive team members

# Our partnerships and activities

## Relationships

### Macquarie University

Cochlear has a strategic partnership with Macquarie University (MQU) focused on building a global hub for excellence in hearing healthcare. The partnership spans all faculties of the University and across research, learning and teaching (including student placements and professional education), as well as advocacy around hearing healthcare. We are deepening this engagement to draw on MQU's experience and expertise in building an organisation in which "Aboriginal and Torres Strait Islander culture is respected and celebrated, forming an integral part of their learning, teaching, research and community engagement."<sup>3</sup> We will look for opportunities to contribute to existing MQU initiatives and offer our partnership in new ones.



*National Reconciliation Week Panel 2021 clockwise from top left: Brooke O'Rourke, Professor Kelvin Kong, Connor McLeod, Denise Goldman, Dig Howitt, and Anne Gibson.*

### National Reconciliation Week

We have held National Reconciliation Week employee events since 2019. In 2021, we were privileged to have Professor Kelvin Kong, Ear, Nose and Throat surgeon and Worimi man, participate in an online discussion with our staff. Professor Kong shared his experiences as Australia's first Indigenous surgeon and his passion for improving ear health of First Nations children.

## Respect

We have implemented several initiatives and a range of activities over the past three years. We introduced Welcome to Country and Acknowledgement of Country protocols in November 2019, and these are observed at all key events and meetings including Cochlear's monthly All Employee Briefings. While these briefings are chaired in Sydney, they are attended by employees from around the world. Acknowledgment of Country notices are displayed at all Cochlear Care Centres in Australia. An artwork Cochlear commissioned from First Nations design company Balarinji, the Joy of Sound, is proudly displayed in the foyer of our MQU global headquarters.

### NAIDOC

In 2021 the ongoing impact and uncertainty created by COVID-19 saw the NAIDOC date moved to 8-15 November and made in-person events logistically difficult. This was the catalyst for Cochlear's first national NAIDOC event to be held online. It included a Q&A with Dr Joe Fraser, Director Walanga Muru, as well as a presentation by Lisa Singer, Clinical Affairs Manager ANZ, on her audiological work in remote First Nations communities.



*Launching our Welcome to Country and Acknowledgment of Country protocols 2019.*

## Cultural safety training

In July 2021 our RAP Working Group, along with Australian-based senior leaders, participated in the Manawari Cultural Safety Training run by Macquarie University's Walanga Muru program. The four-week course is designed to build a positive knowledge position leading to a greater appreciation and understanding of Aboriginal cultural values, history, beliefs, practices, knowledge, and philosophies. We are developing a plan around the cultural learning needs of all our Australian employees, to help improve their confidence in establishing appropriate and sustainable relationships with First Nations peoples and communities, leading to a culturally safe workplace environment.

## Opportunities

### Improving First Nations peoples' ear and hearing health

Cochlear is a member of the Advisory Group on the National Prevention of Avoidable Hearing Loss Strategy and the Working Group focused on Aboriginal & Torres Strait Islander Children. This work is being led by Hearing Australia in collaboration with researchers, service providers, hearing health professionals and consumer advocates. The approach of the Working Group has been shaped by intensive work between Hearing Australia, Professor Kong and the National Aboriginal Community Controlled Health Organisation (NACCHO).

## Employment and professional development

In 2019 Cochlear created an intern position for First Nations university graduates. Our first two interns, Courtney Muir and Connor McLeod, have gone on to roles in our ANZ and global Research & Development teams respectively. Courtney and Connor are members of the RWG and have already played an instrumental role in driving reconciliation at Cochlear.

## First Nations supplier diversity

We have initiated social procurement as part of our Australian based supply chain and are focusing on First Nations owned suppliers including Kulbardi (stationery and consumables) and Southern Cross Pacific (security). We also participate in the First Australians Chamber of Commerce & Industry (FACCI) vending program. This initiative supports the work of FACCI and Indigenous Chambers of Commerce to develop a strong and diverse First Australians Business Sector. Since 2020 we have rolled the program out across nine vending machines at our three manufacturing sites. We will continue to develop our engagement with First Nations suppliers through our membership with Supply Nation and as part of our RAP.



## STEM development and career pathways

Cochlear has started building relationships with Aboriginal and Torres Strait Islander high school students by hosting them at Cochlear for tours of our manufacturing sites and through sessions covering topics such as women in STEM, science, engineering, and business. We have also worked with MQU, University of NSW, University of Sydney, and University of Technology Sydney to introduce Cochlear to Aboriginal and Torres Strait Islander engineering students and hosted them at our headquarters to give the students a sense of what it's like to work at one of Australia's leading medical technology companies.

## Development of hearing health professionals

We have established an Aboriginal and Torres Strait Islander Hearing Health Cochlear Scholarship at Macquarie University. The scholarship was awarded for the first time in February 2021 to Elyse Cook, a Bidjigal and Yuin woman in her first year of a Bachelor of Speech and Hearing Sciences degree. Following completion of her Bachelor's degree, Elyse intends to further her education with a Masters of Clinical Audiology and then practice as an audiologist. Elyse was inspired to pursue a career in hearing health by her interest in the relationship between hearing and language as well as her desire to help tackle hearing and ear health issues in First Nations communities.



*Kim Collard CEO Kulbardi and Cochlear's Jaime Stanley.*



*Elyse Cook, Cochlear Scholarship recipient*



# Our Reconciliation Action Plan

## 1. Relationships

| Action   | Deliverable  | Responsibility                   | Timeframe            |
|--|--|----------------------------------|----------------------|
| 1.1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | 1.1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence                                       | RWG Chair                        | November 2021        |
|  | 1.1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations                        | RWG Chair                        | February 2022        |
| 1.2 Build relationships through celebrating National Reconciliation Week   | 1.2.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to staff  | RWG Executive Sponsor            | May 2022             |
|  | 1.2.2 RAP Working Group members to participate in external National Reconciliation Week event/s  | RWG Chair                        | 27 May – 3 June 2022 |
|  | 1.2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week             | RWG Executive Sponsor            | 27 May – 3 June 2022 |
| 1.3 Promote reconciliation through our sphere of influence   | 1.3.1 Develop and implement a plan to raise awareness among staff about commitment to reconciliation and our RAP, including calendar of events and engagement pipeline | Director Employee Communications | November 2021        |
|  | 1.3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey   | RWG Chair                        | March 2022           |
|  | 1.3.3 Identify RAP organisations and other like-minded organisations that we could approach to collaborate with our reconciliation journey                             | RWG Chair                        | March 2022           |
| 2.4 Promote positive race relations through anti-discrimination strategies   | 1.4.1 Research best practice and policies in areas of race relations and anti-discrimination   | Vice President, Global Talent    | March 2022           |
|  | 1.4.2 Conduct a review of P&C policies and procedures to identify existing anti-discrimination provisions, and future needs  | Vice President, Global Talent    | May 2022             |

## 2. Respect

| Action  | Deliverable  | Responsibility                       | Timeframe     |
|---|--|--------------------------------------|---------------|
| 2.1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning | 2.1.1 Conduct a review of cultural learning needs within our organisation including an evaluation of pilot Cultural Safety Training completed in July-August 2021.   | Director CI Marketing Communications | February 2022 |
|   | 2.1.2 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation                      | Director CI Marketing Communications | April 2022    |
| 2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols  | 2.2.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area  | Communications Manager               | March 2022    |
|   | 2.2.2 Increase employee's understanding of the purpose and significance behind cultural protocols, including the use of Acknowledgement of Country and Welcome to Country protocols, at formal events and meetings | Communications Manager               | July 2022     |
| 2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week   | 2.3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week   | RWG Chair                            | July 2022     |
|   | 2.3.2 Introduce staff to NAIDOC Week by promoting external events in our local area  | RWG Chair                            | July 2022     |
|   | 2.3.3 RAP Working Group to participate in an external NAIDOC Week event  | RWG Chair                            | July 2022     |

## 3. Opportunities

| Action   | Deliverable  | Responsibility  | Timeframe                   |
|--|--|---|-----------------------------|
| 3.1 Investigate opportunities to support improvement of Aboriginal and Torres Strait Islander hearing and ear health, and healthcare support systems | 3.1.1 Build and strengthen understanding of Aboriginal and Torres Strait Islander hearing health challenges and opportunities  | Vice President, Global Head of Biosciences and Hearing Drug Solutions | February 2022               |
|  | 3.1.2 Identify relevant stakeholders who could provide advice and support the hearing health landscape   | Vice President, Global Head of Biosciences and Hearing Drug Solutions | February 2022               |
|  | 3.1.3 Engage with stakeholders to explore opportunities for Cochlear to contribute to programs/projects/initiatives to improve hearing health outcomes for Aboriginal and Torres Strait Islander peoples | Vice President, Global Head of Biosciences and Hearing Drug Solutions | June 2022<br>Communications |
| 3.2 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development              | 3.2.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation   | Vice President, Global Talent   | June 2022                   |
|  | 3.2.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities   | Vice President, Global Talent   | April 2022                  |
| 3.3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes                               | 3.3.1 Develop a business case for procurement for Aboriginal and Torres Strait Islander owned businesses   | Strategic Sourcing Manager  | November 2021               |
|  | 3.3.2 Investigate Supply Nation membership   | Strategic Sourcing Manager Indirect Procurement                       | November 2021               |
|  | 3.3.3 Utilise the Supply Nation site to investigate prospects for the procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses                                      | Strategic Sourcing Manager Indirect Procurement                       | November 2021               |
| 3.4 Investigate opportunities to promote STEM development and career pathways for Aboriginal and Torres Strait students                              | 3.4.1 Consult with potential stakeholders and partners on supporting the development of STEM career pathway for Aboriginal and Torres Strait Islander students   | Vice President, Global Head of Biosciences and Hearing Drug Solutions | November 2021               |
|  | 3.4.2 Deliver actionable plan to identify and support the development of STEM career pathway for Aboriginal and Torres Strait Islander students  | Vice President, Global Head of Biosciences and Hearing Drug Solutions | January 2022                |
|  | 3.4.3 Support and promote award of Aboriginal and Torres Strait Islander Hearing Health Cochlear Scholarship for Bachelor of Speech and Hearing Sciences at MQU  | Director, Global Talent Acquisition                                   | June 2022                   |

## 4. Governance

| Action   | Deliverable  | Responsibility                                 | Timeframe         |
|--|--|--|-------------------|
| 4.1 Establish and maintain an effective RAP Working Group to drive governance of the RAP   | 4.1.1 Maintain a RAP Working Group to govern RAP implementation  | Director Government Affairs & Sustainability   | November 2021     |
|  | 4.1.2 Maintain Terms of Reference for the Working Group  | Director Government Affairs & Sustainability   | November 2021     |
|  | 4.1.3 Maintain Aboriginal and Torres Strait Islander representation on the Working Group   | Director Government Affairs & Sustainability   | November 2021     |
| 4.2 Provide appropriate support for effective implementation of RAP commitments  | 4.2.1 Define resource needs for RAP implementation   | Director Government Affairs & Sustainability   | November 2021     |
|  | 4.2.2 Engage senior leaders in delivery of, and reporting progress against the RAP commitments via discussions at Executive Meetings | Senior Executive Sponsor – Senior RAP Champion | February 2022     |
|  | 4.2.3 Define appropriate systems and capability to track, measure and report on commitments  | Director Government Affairs & Sustainability   | February 2022     |
| 4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | 4.3.1 Complete and submit an annual RAP Impact Measurement Questionnaire to Reconciliation Australia                                 | Director Government Affairs & Sustainability   | 30 September 2022 |
| 4.4 Continue our reconciliation journey by developing our next RAP.  | 4.4.1 Register via Reconciliation Australia's website to begin developing our next RAP   | Director Government Affairs & Sustainability   | August 2022       |

### Need more information?

We want to hear from you. If you have questions about Cochlear's RAP or would like to provide feedback, please get in touch.

### Contact

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