



Cochlear[®]
Hear now. And always

Innovate Reconciliation Action Plan

December 2023 – December 2025



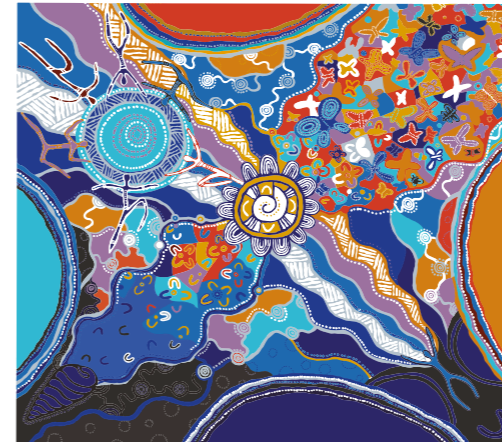
RECONCILIATION
ACTION PLAN
INNOVATE



Contents

Artwork	1
Acknowledgement of Country	2
Our vision for reconciliation	3
A message from the CEO & President	4
Reconciliation Australia CEO Message	6
Our Business	8
Sustainability	10
Our Reconciliation Action Plan	12
Our RAP Working Group	14
Our Reconciliation Journey	15
Our achievements and reflections	16
Cochlear Innovate RAP 2023-2025	26

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.

Acknowledgement of Country

We acknowledge the Traditional Owners of the lands on which our people work – the Wallumattagal 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 pay our respects to their Elders past, present and emerging and recognise their cultural heritage, beliefs and relationship with the land. We thank them for their ongoing custodianship.



Our vision for reconciliation

An Australia in which First Nations peoples are heard, valued, and empowered.

- We contribute to a national culture in which First Nations peoples are empowered to contribute, participate, and lead.
- We seek equity in ear and hearing health for all Australians.
- We educate on the value that First Nations histories and cultures bring to our nation and our business.
- We support First Nations peoples having equitable access to business and employment opportunities.

Message from CEO & President, Dig Howitt



Cochlear's mission is to help people hear and be heard by empowering them to connect with others and live a full life. As a proud Australian company, we are committed to fulfilling this purpose for our customers, employees and communities, including First Nations peoples. Our Reconciliation Action Plan (RAP) reflects our commitment to help create an equitable and reconciled Australia and drive better outcomes for Australia's First Nations peoples.

In December 2021, I had the pleasure of launching Cochlear's first RAP. Our Reflect RAP demonstrated our commitment to forming relationships with First Nations stakeholders, shaping our vision for reconciliation, and determining how we can contribute to reconciliation, especially in the ear health and hearing domain.

Since launching our Reflect RAP, we have made important strides in our reconciliation journey and I'm proud of what we have achieved so far. We have worked with First Nations peoples and leading hearing health stakeholders to start making a practical contribution toward improving hearing and ear health amongst First Nations communities. We have supported STEM employment pathways for First Nations students through our participation in the CareerTrackers internship program and created supplier partnerships with First Nations businesses.

We have also made headway in connecting with First Nations leaders, organisations, and hearing health stakeholders. As an example, we have developed a relationship with Gunawirra, a NSW community-led organisation which works with First Nations families, children and communities to help them reach their full potential. This has involved running donation drives to support Gunawirra programs and inviting Gunawirra leaders to speak to our people.

Furthermore, we have created opportunities to help our people better understand First Nations cultures, histories, and experiences. In doing so, we have rolled out online cultural safety training to all Australian employees and celebrated National Reconciliation Week with panel discussions and webinars with First Nations leaders.

Underpinning all these activities has been our RAP Working Group, which has helped drive our reconciliation agenda and gain momentum across the organisation.

In launching our Innovate RAP, we seek to build on these foundational activities and gain a deeper understanding of how we can make a stronger and more meaningful contribution to reconciliation. Our Innovate RAP sets out our vision for reconciliation and our two-year plan to achieve that vision across our three key focus areas – advancing hearing and ear health equity, increasing cultural safety and understanding, and improving employment opportunities and outcomes.

I am committed to ensuring Cochlear can make a meaningful and lasting contribution to reconciliation, and I know Cochlear will be an even better place to work and engage with - for both First Nations and non-First Nations peoples - as a result.

Dig Howitt
Chief Executive Officer
Cochlear Limited



Reconciliation Australia CEO Message



Reconciliation Australia commends Cochlear Ltd on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Cochlear Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Cochlear Ltd will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Cochlear Ltd is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Cochlear Ltd's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cochlear Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Cochlear is the global leader in implantable hearing solutions providing cochlear implants and bone conduction implants.

For more than 40 years, Cochlear has been connecting people all over the globe to the world of sound. Inspired by his father's struggles, Professor Graeme Clark developed the world's first multi-channel cochlear implant to help treat hearing loss. Since then, Cochlear has provided more than 750,000 implantable devices, helping people of all ages to hear.

Cochlear continuously strives to develop new technologies and innovations for all recipients – whether they received their implant today or many years ago. Participating in over 100 collaborative research programs worldwide, Cochlear has invested more than AUD\$2.7 billion in research and development to date.

Cochlear aims to support cochlear implantation becoming the standard of care for people with severe to profound hearing loss, and offers bone conduction solutions for conductive hearing loss, mixed hearing loss and single-sided deafness.

Cochlear commenced operations in 1981 as part of the Nucleus Group, and listed on the Australian Securities Exchange (ASX) in 1995. Cochlear is a Top 50 ASX-listed company with annual global revenues of more than AUD\$1.9billion.

Cochlear's global headquarters are on the campus of Macquarie University in Sydney, Australia with regional headquarters in Asia-Pacific, Europe and the Americas. With a significant international footprint, Cochlear sells its products in over 180 countries and has a global workforce of close to 4,800 employees.

In Australia, we employ over 2,300 people with most based at our Macquarie University, Lane Cove and Brisbane sites which are our key global manufacturing and R&D sites.

We do not currently capture data that allows us to understand how many First Nations 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.



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.

Sustainability

Sustainability is embedded in our business strategy, which is focused on providing a lifetime of hearing outcomes for our recipients and creating long-term value for our stakeholders. Cochlear has defined five elements that help us guide our initiatives, improve performance, and manage risks.

<p>Grow the hearing implant market</p> <p>Strengthen the referral pathway for adults</p> <p>Develop the acoustic implant segment</p> <p>Broaden reimbursement and improve indications</p> <p>Expand access in emerging markets</p> <p>A healthier and more productive society</p>	<p>Retain market leadership</p> <p>Advance the product and services pipeline, with annual R&D investment of ~12% of revenue</p> <p>Deliver our latest sound processor upgrade technology to existing recipients</p> <p>Strengthen our lead in customer service and support</p> <p>Maintain high standards of product quality, safety & reliability</p> <p>A lifetime of hearing solutions</p>	<p>A stronger organisation</p> <p>Strengthen and nurture the organisational culture</p> <p>Attract, develop and retain talent</p> <p>Champion a culture of diversity and inclusion</p> <p>Support the wellness and safety of our teams</p> <p>Thriving people</p>	<p>Minimise environmental impact</p> <p>Advance the implementation of initiatives to reduce our Scope 1, 2 and 3 carbon emissions</p> <p>Embed sustainability into product design, development and manufacturing</p> <p>Deliver a global approach to managing the environmental impacts of packaging and waste</p> <p>Environmental responsibility</p>	<p>Consistent and sustainable growth</p> <p>Optimise growth investment</p> <p>Maintain a strong balance sheet</p> <p>Improve efficiency and agility</p> <p>Maintain high levels of corporate governance and an ethical and sustainable supply chain</p> <p>Vigilance around data security and privacy</p> <p>Sustained value</p>
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Our approach is informed by the United Nations Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC) Principles.

Cochlear's commitment to reconciliation is integrated with our sustainability approach and supports our contribution to the SDGs, particularly:

<p>3 GOOD HEALTH AND WELL-BEING</p> <p>Goal 3: Ensure healthy lives and promote well-being for all at all ages</p>	<p>4 QUALITY EDUCATION</p> <p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>10 REDUCED INEQUALITIES</p> <p>Goal 10: Reduce income inequality within and among countries</p>
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Our Reconciliation Action Plan

This Innovate RAP cements our continuing and maturing commitment to the health and wellbeing of First Nations peoples and our focus on fostering a diverse workforce with an inclusive culture.

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 close the gap in health outcomes and economic and employment opportunities that First Nations peoples experience. Specifically, we have an obligation to help tackle the significant ear and hearing health gap between First Nations and non-First Nations Australians.

Results from testing in 2018-19¹ found that more than four in ten (43%) First Nations peoples aged seven years and over had hearing loss in one or both ears. The same testing found that eight in ten adults aged 55 and over had hearing loss in one or both ears.² Compared with non-First Nations Australians, First Nations peoples are 1.4 times more likely to have a long-term ear/hearing problem.³ 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.⁴

For children, hearing problems can have ongoing impacts on speech and language as well as cognitive and behaviour development. Across all age groups these rates of ear and hearing problems can have profound impacts on overall health and quality of life, limiting opportunities for education, work, personal relationships, and wider community engagement.⁵ Further, as noted by the Australian Institute of Health and Welfare, ear and hearing problems also affect the passing of cultural knowledge and immersion in culture.

Widespread ear disease and resulting hearing loss is further entrenching disadvantage for First Nations peoples. There is clear evidence that much ear disease and resulting hearing loss affecting First Nations peoples, particularly children, is preventable. While the factors that influence ear and hearing health are complex, they can and must be addressed with First Nations voices leading the way.

As a leader within the Australian hearing health sector, we can play a key role in addressing those factors, and ultimately improving hearing health outcomes for First Nations peoples, through 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. 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.

1. 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>
2. Ear and hearing health of Aboriginal and Torres Strait Islander people 2021, AIHW 2022
3. Indigenous Hearing Health Snapshot, 23 July 2020, Australian Institute of Health and Welfare <https://www.aihw.gov.au/reports/australias-health/indigenous-hearing-health>
4. <https://www.aihw.gov.au/reports/indigenous-australians/ear-and-hearing-health-of-aboriginal-torres-strait/summary>
5. Ref AIHW report



RAP Working Group

Our employee-led RAP Working Group (RWG) meets monthly and is responsible for guiding the development and implementation of our RAP. Led by a Senior Executive sponsor, the RWG reports to the Australian-based Senior Executive team on a quarterly basis, with this team being accountable for the strategic direction and adequate resourcing to ensure successful implementation of the RAP.

Our President Asia Pacific & Latin America, Anthony Bishop, is the current Senior Executive Sponsor and RAP Champion. Anthony is responsible for championing reconciliation both internally and externally and mobilising our people and partners. The RWG members span various disciplines across the business, representing a range of functions, locations, and levels of seniority. The RWG Terms of Reference require at least one First Nations employee representative on the RWG. We are grateful for the generosity and guidance provided by Cochlear First Nations employees and will endeavour to welcome more First Nations employees into Cochlear and our RWG over the coming years. Presently one member of our RWG is a First Nations person.

Our RAP Working Group members

- Anthony Bishop**
President, APAC & Latin America (Executive Sponsor)
- Ravin Nand**
General Manager for Australia & New Zealand (Chair)
- Ash Bercich**
Delivery Manager, Global IT
- Alexandra Kirkwood**
Account Manager, Acoustics
- Evelyn Linardy**
Product Manager, Surgical & Implants, Global Strategic Marketing
- Courtney McAlpine**
Engagement Associate, ANZ; First Nations Employee Representative
- Janine McErlain**
Director, Group Indirect Procurement, Global Supply Chain
- Maria Helena Meinert**
Director, Sustainability
- Jennifer Monis**
Talent Acquisition Specialist, People & Culture
- Rachael Moore**
Director Global Manufacturing Network Optimisation, Global Supply Chain
- Jakson Playford**
Associate Clinical Portfolio Manager, Global Clinical Affairs
- Niva Shrestha**
Clinical Project Manager, Global Clinical Affairs
- Andrew Smith**
Vice President Manufacturing Brisbane, Global Supply Chain
- Tom Synnott**
Privacy Counsel, Global Finance and Legal

Our Reconciliation Journey

Cochlear formalised its commitment to reconciliation with the launch of our Reflect RAP in December 2021. The Reflect RAP was a major step in our journey as it provided a framework to initiate and strengthen relationships with First Nations stakeholders, explore our sphere of influence and start to understand where we can make a unique and practical contribution to reconciliation. Reflection will continue to be important as we continue our journey.

2019	2020	2021	2022	2023
<p>First Graduate Indigenous Affairs intern</p> <p>Welcome to Country and Acknowledgment of Country protocols introduced</p> <p>National Reconciliation Week employee and community events at MQU headquarters</p> <p>Cultural learning activities</p>	<p>Second Graduate Indigenous Affairs intern</p> <p>National Reconciliation Week and NAIDOC events held online and available to all Australian based employees</p> <p>First Supply Nation certified supplier engaged</p> <p>Aboriginal and Torres Strait Islander Hearing Health Cochlear Scholarship established</p>	<p>Jan – first MQU Scholarship recipient</p> <p>April - RWG established</p> <p>May - National Reconciliation Week and NAIDOC events held online and available to all Australian based employees</p> <p>July - Cultural Safety Training for RWG and Australian-based Senior Executive team members</p> <p>August - Supply Nation Membership</p> <p>December - Reflect RAP Launched</p>	<p>April – supported MQU/NSW Tafe Aboriginal audiometry training</p> <p>May - National Reconciliation Week events held in Sydney, Brisbane and Melbourne offices</p> <p>July – NAIDOC online event with Gunawirra; launched donation drive for their Five Big Ideas program</p> <p>August - Became CareerTrackers First Nations intern partner – first 3 interns hosted over 22/23 summer</p> <p>August – hosted First Nations Hearing Health Think Tank</p> <p>Dec - \$250K over 5 years committed to MQU-led research to reduce the effects of otitis media on First Nations children</p>	<p>May – sponsorship and participation in First Nations Hearing and Ear Health Summit</p> <p>May – launched online cultural training modules for all Australian employees</p> <p>May - National Reconciliation Week events held online and available to all Australian based employees</p> <p>July – NAIDOC week donation drive for Gunawirra Five Big Ideas program</p> <p>July – joined BCA Raising the Bar Program</p>

Our achievements and reflections

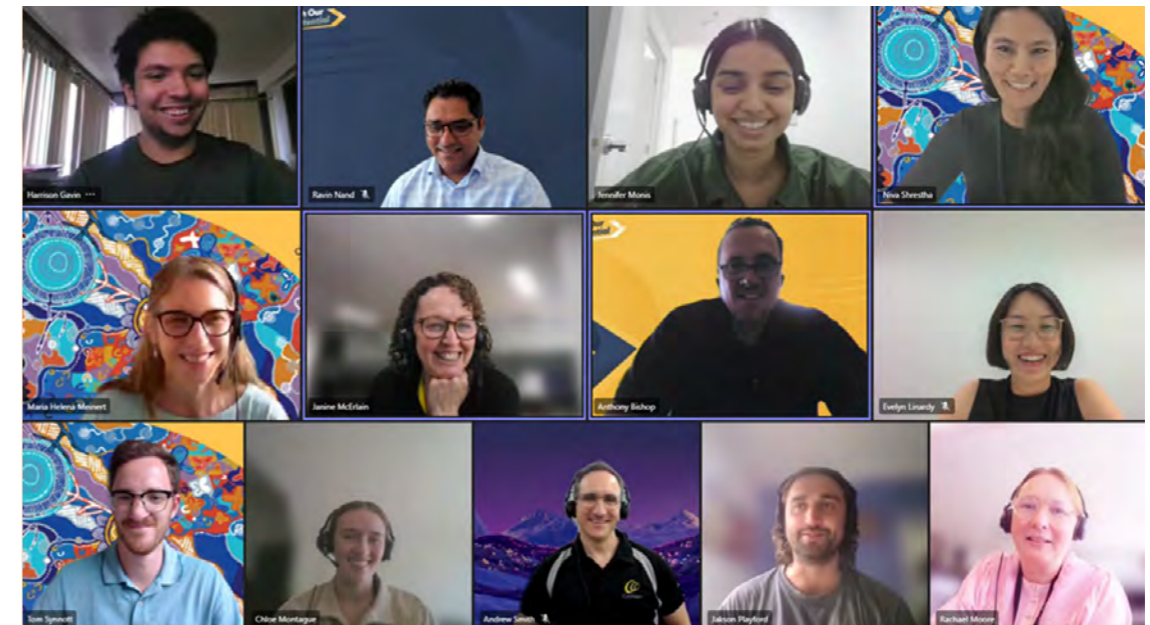
What we have learned

“Travel at the speed of trust”

Our Reflect RAP was about starting the necessary groundwork to deliver on our potential as an organisation to make a meaningful and lasting contribution to reconciliation. By taking an approach that focused on exploring our options, building the right partnerships, and focusing our efforts where we can have the most impact, we have been able to complete our Reflect deliverables - and have advanced even further than we had expected in some areas. We have aimed to be careful and deliberate in our activities while not letting complexity or the fear of failure lead to inaction.

Our experience has not been without its challenges, and we are aware of areas where we still need to make greater headway, for example in developing a plan for attracting, retaining, and advancing First Nations employees across our organisation. In developing this Innovate RAP – and in planning for its implementation - we have drawn on the following lessons from the past 18 months.

- The RAP Working Group needs to have representation from the functions responsible for leading implementation as well as those passionate about reconciliation.
- Managing turn-over of RAP Working Group members is important to maintain consistency, understanding and shared knowledge. Welcoming new members adds fresh perspectives as well as new connections and expertise.
- Senior executive team buy-in and visibility are critical, particularly for committing resources and time when there are competing priorities.
- It is important to promote and report on RAP achievements and key learnings internally as well as externally; and we need to communicate through varied channels.



Reconciliation Action Plan meeting.

- We should create opportunities for all Australian-based employees to learn, engage and feel like they can make an active contribution to reconciliation. Not everyone can contribute in the same way, so offering variety is also important in demonstrating how people can make a difference within their own networks, roles, and responsibilities.
- Consistency is key – reconciliation is not just something that happens around National Reconciliation Week and NAIDOC Week or during other major events. We need to demonstrate our commitment consistently.
- Seek to embed cultural understanding, awareness, and safety into the organisation through multiple avenues, including through formal training.
- Be positive and ambitious but understand the limits of what you can achieve and how quickly you can achieve it.
- Working in partnership with First Nations peoples and organisations and other stakeholders is non-negotiable.

We would also like to thank Professor Kelvin Kong and Associate Professor Scott Avery, both proud Worimi men and leaders in hearing health and disability respectively, who have generously given their time, expertise, and constructive guidance to members of the RAP Working Group and senior executives on how we can change the conversation around First Nations hearing health.

Relationships: Connecting with First Nations leaders, organisations, and hearing health stakeholders

Over the course of the Reflect RAP and in developing this new Innovate RAP, we engaged with leading organisations and individuals in First Nations hearing and related sectors - including the National Aboriginal Community Controlled Health Organisation (NACCHO), Indigenous Allied Health Australia (IAHA), Macquarie University, and Hearing Australia - to help broaden and deepen our understanding and relationships. We have also engaged with other companies in the health, medical technology, and pharmaceutical sectors to learn from their experience in the reconciliation journey.

Right: Prof. Kelvin Kong presentation about the otitis media problem for First Nation's people at the First Nations Hearing Health Think Tank held at the Cochlear Macquarie Office in August 2022.



Gunawirra

Early in 2022, Cochlear began to develop a relationship with Gunawirra, a NSW community-led organisation that works closely with First Nations peoples, families, children and communities to reach their full potential. The Gunawirra multidisciplinary team delivers a Young Aboriginal Mothers Program, supporting young mothers and their families. In addition, the team work closely with 26 preschool communities to provide speech therapy, art therapy, occupational therapy, and social work services.



For the past two years, we have kicked off NAIDOC week with a donation drive for Gunawirra's Five Big Ideas program. The Program teaches young First Nations children aged 3-5 years about personal hygiene, basic health care and simple nutrition; important factors in supporting good ear and hearing health. Cochlear employees donated essential items which were turned into care packs and distributed to families and children across NSW.

During May 2022, Gunawirra CEO Graham Toomey participated in an online event attended by more than 300 Cochlear employees. Graham gave us an overview of Gunawirra's work with First Nations families, children and communities including "Clinic on Country."

Respect:

Creating opportunities for our people to better understand First Nations cultures, histories, and experiences

Online cultural safety training available for all Australia employees

During National Reconciliation Week 2023, we launched an online First Nations Knowledge Building and Engagement course through our Cochlear Academy learning platform. Created by SBS Inclusion and leading First Nations creative agency Carbon Creative, the course is available to our Australian-based people and aims to develop a foundational understanding of First Nations history, culture, and people. We will track participation rates and learning outcomes to inform next steps.



Engaging with culture and community

We have cemented National Reconciliation Week as a central component of our cultural awareness and engagement efforts as well as using this time to champion reconciliation. In 2022, we held in-person events at our Sydney, Brisbane and Melbourne offices to promote our RAP and provide an opportunity for our people to learn more about First Nations countries, languages and cultural practices. In 2023, we offered a suite of online events for our people to participate in including an internal event led by the RAP Working Group to launch our online cultural training and highlight our RAP achievements; a virtual breakfast panel hosted by Reconciliation NSW; and a webinar from the Bridging the Gap Foundation for Indigenous Health and Education featuring Professor Amanda Leach and Professor Kelvin Kong on their 'Hearing for Learning Initiative.'

Cochlear supports the spirit of the Uluru Statement from the Heart. This is grounded in our commitment to reconciliation and broader commitment to diversity and inclusion. In the lead up to the October 2023 referendum on constitutional recognition of Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the creation of a constitutionally enshrined Aboriginal and Torres Strait Islander Voice, we encouraged and supported our people to make an informed referendum decision. This involved providing learning opportunities, such as an online learning module on the Voice, and facilitated Q&A sessions with external experts such as Dr Leanne Holt, Worimi/Biripi woman and Pro-Vice Chancellor Indigenous Strategy, Macquarie University and Professor Kim Rubenstein, University of Canberra.

We are committed to consistently providing our people with multiple and meaningful opportunities to engage with and learn about First Nations peoples, cultures, and stories.



Opportunities: Advancing hearing and ear health equity

Engaging with stakeholders to identify areas of focus and influence

Cochlear is focused on supporting work led by First Nations hearing health experts and leaders, in particular the National Aboriginal and Torres Strait Islander Ear and Hearing Health Partnership Committee led by Department of Health and NACCHO.

In August 2022, we hosted a two-day Think Tank bringing together key opinion leaders and external and internal stakeholders including Professor Kelvin Kong, Professor Cath McMahon (MQU), Professor Amanda Leach (Menzies School of Health Research) and Dr Peter Santa Maria (Stanford). Our goal was to understand and explore how Cochlear can contribute to addressing inequities in healthcare and the devastating impact of otitis media on First Nations peoples. The discussion, covering detection, community education and pharmaceutical, surgical and device intervention, concluded in the hope that the situation can be changed and with Cochlear being welcomed as a partner. Recommendations for next steps arising from the Think Tank have been incorporated into this RAP including supporting the National Aboriginal and Torres Strait Islander Ear and Hearing Health Partnership Committee in driving national action and reform.

In May 2023, we sponsored and participated in the First Nations Ear and Hearing Health Summit led by NACCHO and hosted by the Australian Hearing Hub. The summit brought together key members of the Partnership Committee and community-based hearing health workers to develop principles and priorities for action.

Supporting research into care pathways for First Nations children experiencing otitis media

In partnership with Macquarie University, we help fund a program to address key gaps in the service system for First Nations children in NSW experiencing otitis media and hearing loss. The program is led by Professor Cath McMahon in partnership with the MQU's Djurali Centre for Aboriginal and Torres Strait Islander Research and Education. The research team will work in partnership with the Aboriginal-controlled sector, building (and evaluating) their capacity to deliver screening and other services for their communities. The project also incorporates a range of implementation research activities with the aim of establishing an effective and scalable model for national rollout. Cochlear will contribute \$250,000 over five years to the program, known as "Little Ears – Aboriginal Programs for hearing and EAR screening programs", alongside other partners including the Ian Potter Foundation.

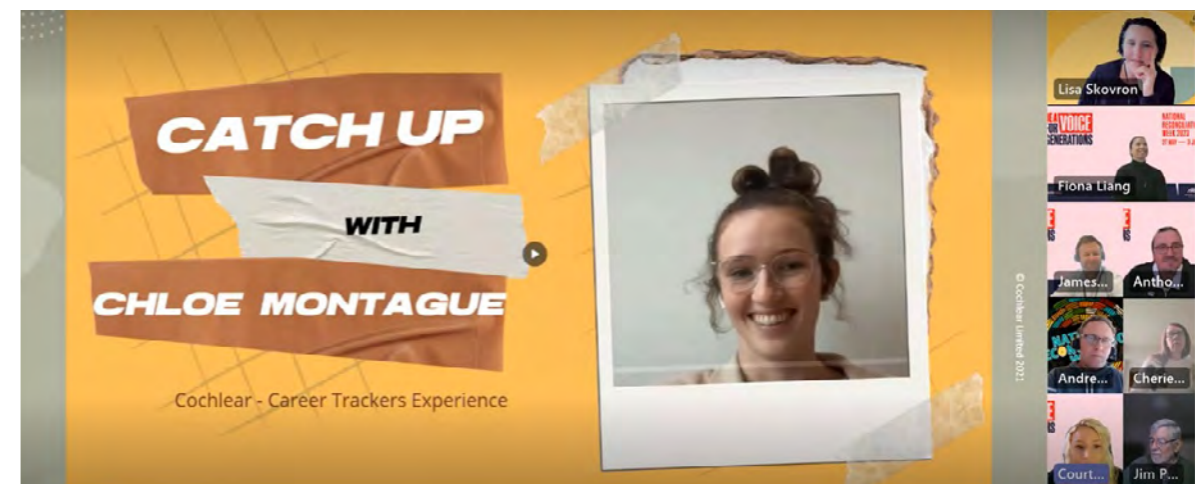
Opportunities: Supporting STEM employment pathways and culturally safe hearing health pathways

CareerTrackers Internship Program

In August 2022, Cochlear became a CareerTrackers partner with the aim of offering more high-quality internship opportunities to First Nations students. This also supports our commitment to promote STEM development and career pathways for First Nations peoples. During summer 2022-2023, two interns undertook placements in our R&D Biosciences and Firmware teams respectively, with a third intern working in our Government Affairs and Sustainability team. These interns will be welcomed at Cochlear for placements throughout their studies. We intend to onboard additional interns as opportunities become available. The internship program will be supported by a broader strategy to recruit, retain, and develop First Nations peoples while also specifically reviewing opportunities for ongoing employment post internship.

Building First Nations hearing health capability with Australian Hearing Hub partners

In April 2022, Cochlear provided support to a project led by Macquarie University in partnership with NSW TAFE, which enabled 10 Aboriginal health workers to complete a Diploma in Audiometry and two to complete a Cert IV in Audiometric Assessment. Cochlear staff with audiological qualifications volunteered to supervise the students' assessments, and Cochlear employees volunteered to have their hearing tested by the students, supporting the students to complete their practical assessments. On completing their course, these students will be able to conduct hearing assessments and provide other hearing health-related support and solutions that are appropriate within their respective communities.



Opportunities: Supporting STEM employment pathways and culturally safe hearing health pathways

Working with First Nations suppliers

Cochlear has been a member of Supply Nation since August 2021 with a focus on creating strong, mutually supportive partnerships with First Nations suppliers. Supply Nation works with First Nations businesses along with government and corporate Australia to help support and shape the First Nations business sector. It provides Australia's largest directory of First Nations businesses using a 5-step verification process to ensure all listed businesses are First Nations owned. Over FY22 and FY23 our spending with First Nations suppliers generated over \$6.4 million in social value.⁶



In July 2023, we joined the Business Council of Australia's 'Raising the Bar' Program which aims to harness the collective spending power of its members to reach \$3 billion in cumulative spend on procurement from First Nations business by 2024/25. As a participant in the program, we will set a First Nations procurement target which supports continued focus on activity within Cochlear. As we build out our target and procurement plan, we will be able to tap into the experience of the Raising the Bar network in implementing employment and economic development strategies that work.

6. Based on analysis of social return on investment for every dollar of revenue for a Supply Nation Certified Supplier "The Sleeping Giant: A Social Return on Investment Report on Supply Nation Certified Suppliers" <https://supplynation.org.au/wp-content/uploads/2018/08/Sleeping-Giant-Report.pdf>




Southern Cross Pacific are a First Nations owned and managed national facility service provider. We have partnered with Southern Cross Pacific to provide security services at our Macquarie University global headquarters as well as our Lane Cove and Brisbane manufacturing facilities since July 2022. The team at Southern Cross Pacific have demonstrated strong capability as well as delivering on their commitment to offer genuine career opportunities for First Nations peoples.



Paul Newman, Director Southern Cross Pacific.

Cochlear Innovate RAP 2023-2025

Vision	An Australia in which First Nations peoples are heard, valued and empowered.		
Mission	We contribute to a national culture in which First Nations peoples contribute, participate and lead. We seek equity in ear and hearing health for all Australians. We educate on the value that First Nations histories and cultures bring to our nation and our business. We support First Nations peoples in having equitable access to business and employment opportunities		
Focus areas	Advance hearing and ear health equity	Increase cultural safety and understanding	Improve employment opportunities and outcomes
Objectives	Help improve First Nations hearing and ear health including access to culturally safe healthcare systems.	Create a shared understanding among our employees of First Nations cultures and histories and how to behave in a culturally safe way.	Promote STEM and healthcare development and career pathways for First Nations peoples both within and outside Cochlear.
Key initiatives	<ol style="list-style-type: none"> Support Hearing Health Partnership Committee in driving national action and reform Research and programs to address key gaps for kids with otitis media Culturally safe ear and hearing health care Building First Nations ear and hearing health workforce including First Nations Hearing Health Scholarship Data and information gaps on severe hearing loss and implant solutions for First Nations peoples 	<ol style="list-style-type: none"> Cultural protocols observed at key sites and events which are widely understood by our people Cultural awareness and safety training programs Celebrating National Reconciliation Week, NAIDOC Week, and other key dates Promoting and encouraging informal cultural learning opportunities Education on Uluru Statement from the Heart and Voice to Parliament 	<ol style="list-style-type: none"> Improve understanding of First Nations employee base Develop & implement First Nations recruitment, retention and professional development strategy Promote positive race relations through anti-discrimination and unconscious bias training Create opportunities via internship and graduate programs Continue to develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses
Measurement	<ul style="list-style-type: none"> Contribution to research projects (\$/hours) Contribution to capacity building (\$/hours) First Nations cultural safety and hearing health incorporated into professional development program 	<ul style="list-style-type: none"> Senior leaders community visit/on-country experience % senior leaders and frontline people complete cultural training %/# Australia based people participate in training Survey on use of cultural protocols 	<ul style="list-style-type: none"> # interns and # interns converted to ongoing employment Cultural safety of interns/employees actively assessed and reported Employment strategy implemented # of First Nations suppliers engaged \$ social value created by First Nations supplier spend



Relationships

Action	Deliverable	Responsibility	Timeframe
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations for our key sites on Wallumattagal, Cameraygal, Jagera and Turrbul and Wurundjeri land to develop guiding principles for future engagement.	Director of Government Affairs	May 2024
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations with a focus on those who have a specific role in Aboriginal and Torres Strait Islander health, education and employment.	Director of Government Affairs	July 2024
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	RAP Working Group Executive Sponsor	May 2024, 2025
	RAP Working Group members to participate in an external NRW event.	RAP Working Group Executive Sponsor	27 May – 3 June 2024, 2025
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	RAP Working Group Executive Sponsor	27 May – 3 June 2024, 2025
	Organise at least one NRW event each year.	Director of Government Affairs	27 May – 3 June 2024, 2025
	Register all our NRW events on Reconciliation Australia's NRW website.	Director of Government Affairs	May 2024, 2025
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Lead: Director Global Culture & Engagement Support: Director of Government Affairs	May 2024
	Communicate our commitment to reconciliation publicly on our ANZ website.	Director of Government Affairs	December 2023
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Director of Government Affairs	December 2025
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation including strategic partners and peer life sciences companies.	Director of Government Affairs	December 2025
	4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Director Global Culture & Engagement
Develop, implement, and communicate an anti-discrimination policy for our organisation.		Director Global Culture & Engagement	December 2025
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		Director Global Culture & Engagement	August 2024
Reinforce with senior leaders on the effects of racism.		Director Global Culture & Engagement	August 2024



Respect

Action	Deliverable	Responsibility	Timeframe
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	VP Global Talent Development	June 2024
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	VP Global Talent Development Support: RAP Working Group Leads	December 2024
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Lead: VP Global Talent Development Support: RAP Working Group Executive Sponsor	July 2025
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Director Global Culture & Engagement	December 2025
	Continue to deliver online cultural training modules to Australian employees to increase their cultural awareness, understanding, value and recognition of First Nations cultures, histories and perspectives.	VP Global Talent Development	December 2025
	Identify and promote First Nations-led organisations/people that provide on-site and on-Country cultural learning opportunities and encourage leaders and their teams to explore these opportunities.	Lead: VP Global Talent Development Support: RAP Working Group Leads	June 2024



Respect

Action	Deliverable	Responsibility	Timeframe
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Director of Government Affairs	June 2024, 2025
	Review, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Director of Government Affairs	January 2024, 2025
	Maintain inclusion of Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including All Employee Briefings and Annual General Meeting	Director of Government Affairs	January 2024, 2025
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Director of Government Affairs	January 2024, 2025
	Ensure clear and permanent signage acknowledging Traditional Custodians is installed at all Australian sites	VP Global Property & Corporate Procurement	June 2024
	7. 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.	RAP Working Group Executive Sponsor
Review HR policies and procedures to investigate barriers to staff participating in NAIDOC Week.		Director Global Culture & Engagement	December 2024
Promote and encourage participation in external NAIDOC events to all staff.		RAP Working Group Executive Sponsor	First week July 2024, 2025





Opportunities

Action	Deliverable	Responsibility	Timeframe
8. Work with First Nations peoples, communities and organisations and hearing health stakeholders to support the improvement of First Nations hearing and ear health, and healthcare support systems.	Engage with NACCHO, Department of Health and Hearing Australia on a regular basis to identify opportunities for Cochlear to support the work of the National Aboriginal and Torres Strait Islander Ear and Hearing Health Partnership Committee including ensuring Cochlear's RAP deliverables are aligned with, and support, the Partnership Committee in driving reforms.	Lead: General Manager ANZ Support: Director of Government Affairs	December 2025
	Support and partner with the Hearing Health Sector Alliance and its members to contribute to a sector-based approach to providing culturally safe ear and health care including: <ul style="list-style-type: none"> Eradicating racism from the sector Providing professional development opportunities on cultural safety and First Nations hearing health including through Cochlear's professional education program. 	Lead: General Manager ANZ Support: Director of Government Affairs	December 2025
	Support and partner with the Hearing Health Sector Alliance and its members to build a credentialed First Nations ear and hearing health workforce.	Lead: General Manager ANZ Support: Director of Government Affairs	December 2025
	Continue funding for the Aboriginal and Torres Strait Islander Hearing Health Cochlear Scholarship for Bachelor of Speech and Hearing Sciences at MQU.	Vice President Global Talent	December 2025
	Work with Hearing Health Sector Alliance members and other hearing partners around Australia to develop training opportunities and career pathways and provide ongoing mentorship for the First Nations ear and hearing health workforce.	Lead: General Manager ANZ Support: Director of Government Affairs	December 2025
	Promote First Nations' careers in ear health by supporting the Indigenous Allied Health Australia 'High School to Deadly Careers' program.	Lead: General Manager ANZ Support: Director of Government Affairs	December 2025
	Support research and programs to address key gaps in the service system for children experiencing otitis media and hearing including Little Ears – Aboriginal Programs for Hearing and EAR screening programs (LEAP – HEAR) led by MQU HEAR - \$50K over 5 years from FY22.	Lead: Vice President Clinical Affairs Support: Director of Government Affairs	December 2025
	Work with hearing partners and community to investigate family user needs for non-surgical bone conduction acoustic devices.	General Manager ANZ	December 2025



Opportunities

Action	Deliverable	Responsibility	Timeframe
9. Investigate opportunities to promote STEM and healthcare development and career pathways for Aboriginal and Torres Strait Islander students.	Work with hearing partners and community to better understand: <ul style="list-style-type: none"> prevalence of severe to profound hearing loss (SPHL) among First Nations children and adults cochlear implantation rates among First Nations children and adults gaps in rates of cochlear implantation between First Nations children with SPHL and non-First Nations children with SPHL. 	General Manager ANZ	December 2024
	Explore options to enable hearing implant recipients to identify or be identified as First Nations as part of Cochlear's patient registration process.	General Manager ANZ	December 2024
	Investigate opportunities to invest in and/or support emerging technologies to improve accurate and timely otitis media diagnosis for First Nations children and communities.	General Manager ANZ	December 2025
	Continue First Nations internship program - in partnership with CareerTrackers - including hosting a minimum of three interns through the program each year for three years.	Director Global Talent Acquisition	December 2025
	Establish clear KPIs/objectives for the First Nations internship program.	Director Global Talent Acquisition	June 2024
	Develop a tailored onboarding, development, and support program for First Nations interns.	Director Global Talent Acquisition	June 2024
	Review opportunities for ongoing employment post-internship.	Director Global Talent Acquisition	December 2024
	Before the end of FY24 conduct an evaluation of internships to measure outcomes, improve the experience and consider future direction of the program.	Director Global Talent Acquisition	June 2025
	Develop a strategy to create opportunities for First Nations students within Cochlear's Science and Engineering Internship and Graduate Program.	Director Global Talent Acquisition	June 2024
	Work with other STEM organisations (such as Engineers Australia, Australian Academy of Science, CSIRO) to explore opportunities to leverage and amplify each other's programs to support career pathways for First Nations students.	Lead: Director Global Talent Acquisition Support: Director of Government Affairs	December 2024



Opportunities

Action	Deliverable	Responsibility	Timeframe
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Director Global Talent Acquisition	September 2024
	Engage with Aboriginal and Torres Strait Islander staff on our recruitment, retention and professional development strategy.	Director Global Talent Acquisition	January 2025
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Director Global Talent Acquisition	April 2025
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Director Global Talent Acquisition	November 2024
	Ensure job advertisements include an Acknowledgement of Country and reference to our RAP.	Director Global Talent Acquisition	November 2024
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Director Global Talent Acquisition	September 2024
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	VP Global Property & Corporate Procurement	October 2024
	Maintain Supply Nation membership for duration of the RAP.	Director Group Indirect Procurement	August 2024, 2025
	Work with Supply Nation and other stakeholders to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Director Group Indirect Procurement	February 2024, 2025
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	VP Global Property & Corporate Procurement	December 2024
	Continue to develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	VP Global Property & Corporate Procurement	February 2024, 2025



Governance

Action	Deliverable	Responsibility	Timeframe
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Director of Government Affairs	April, December 2024, April, November 2025
	Review Terms of Reference for the RWG annually.	Director of Government Affairs	April 2024, 2025
	Meet monthly to drive and monitor RAP implementation.	Director of Government Affairs	Monthly 2024,2025
	Define resource needs for RAP implementation and obtain senior executive approval/support.	Director of Government Affairs	December 2023
13. Provide appropriate support for effective implementation of RAP commitments.	Engage senior leaders and other staff in the delivery of RAP commitments via regular discussion at Executive Meetings, employee forums, engagement with RWG and cultural safety training opportunities.	Director of Government Affairs	December 2025
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Director of Government Affairs	December 2023
	Appoint and maintain an internal RAP Champion from senior management.	RAP Working Group Senior Executive sponsor	December 2025
14. Build accountability and transparency through reporting.	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.	Director Sustainability	June 2024, 2025
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Director Sustainability	1 August 2024, 2025
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Director of Government Affairs	30 September 2024, 2025
	Report RAP progress to the Australian staff and senior leaders quarterly.	Director of Government Affairs	December 2023 March, June, September, December 2024 March, June, September 2025
	Publicly report our RAP achievements, challenges and learnings, annually.	Director of Government Affairs	August 2024, 2025
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Director of Government Affairs	May 2024
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Director of Government Affairs	December 2025
	15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Director of Government Affairs

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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