



RECONCILIATION  
ACTION PLAN

REFLECT

# Reconciliation Action Plan

May 2024 - October 2025

***Baxter***





## Contents

Foreword from Baxter	4
Foreword from Reconciliation Australia	5
Core Business	6
Geographic Reach	7
Our RAP	8
Background	9
Implementing our RAP	10
Reconciliation Journey	11
Partnerships & Activities	13
Table of Actions	17



## About the Artwork

In 2021 Baxter healthcare commissioned this piece of aboriginal artwork by Jodi Shannon, a proud Wiradjuri Woman.

The artwork tells our Baxter story. It represents our people, our community in which we work and our journey lines that connect our different locations to ultimately bring us all together to the centre of Our Mission to Save and Sustain Lives.

The artwork tells our story through Aboriginal symbols to represent who we are and how we work together in each of our locations while still being connected.





## Foreword from Baxter

On behalf of Baxter Healthcare, I'm extremely proud to present our Reflect Reconciliation Action Plan [RAP] for 2024-2025.

This Reflect Reconciliation Action Plan is part of Baxter Healthcare's formal commitment to Activating Change Today [ACT] by acting on opportunities to remove racial inequality in our communities to deliver economic and health equity for Aboriginal and Torres Strait Islander peoples.

At Baxter, we're in a unique position where the products we manufacture and the services we provide can have a tangible and meaningful impact on the health of all Australians. We know that Aboriginal and Torres Strait Islanders are disproportionately affected by chronic illnesses and so we have a direct responsibility as an organisation to explore all opportunities to solve this social and health problem.

In partnership with our hospital customers, healthcare professionals, patient groups and suppliers we are working together to support self-determination for Aboriginal and Torres Strait Islander peoples and deliver equality to health outcomes for all Australians.

Thank you to our Reconciliation@Baxter employee-led working group in Australia for laying the foundations to launch our second Reflect Reconciliation Action Plan and continuing to drive our organisation forward towards achieving reconciliation.

For more than 90 years globally, and more than half a century in Australia, Baxter employees have united together in support of our Mission to Save and Sustain Lives. Supporting reconciliation, diversity, equity, and inclusion is inseparable from that Mission and the work we do every day.

Together we stand for health, humanity and making a difference in the communities we serve.

**Brendan Cummins, General Manager**  
**Baxter Healthcare, Australia & New Zealand**







## Foreword from Reconciliation Australia

Reconciliation Australia congratulates Baxter Healthcare Pty Ltd on continuing its reconciliation journey by formally endorsing Baxter Healthcare Pty Ltd's second Reflect Reconciliation Action Plan [RAP].

Through this plan, Baxter Healthcare Pty Ltd continues to play an important role in a network of more than 3,000 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Baxter Healthcare Pty Ltd 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Baxter Healthcare Pty Ltd on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

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



## Our Business

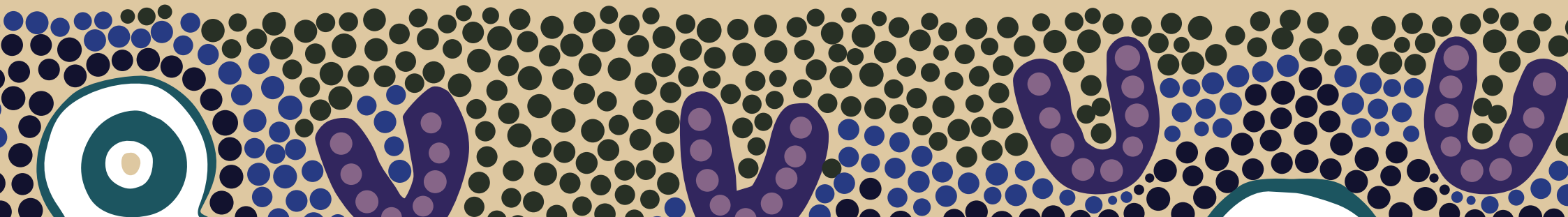
Every day, millions of patients, caregivers and healthcare providers rely on Baxter's leading portfolio of diagnostic, critical care, nutrition, hospital, surgical and kidney care products, used across patient homes, hospitals, physician offices and other sites of care.

For more than 90 years globally, we've been operating at the critical intersection where innovations that save and sustain lives meet the healthcare providers that make it happen. With products, technologies and therapies available in more than 100 countries, Baxter's employees worldwide are now building upon the company's rich heritage of medical breakthroughs to advance the next generation of transformative healthcare innovations.

As a local manufacturer in New South Wales for more than 50 years, Baxter is proud to supply hospitals across Australia, New Zealand and the Oceania region with Australian Made medicines and local pharmaceutical compounding services.

Our broad portfolio of products and services includes pharmacy compounding services; sterile IV solutions; infusion systems and devices; parenteral nutrition; surgery and hospital equipment and products, anaesthetics and pharmaceuticals; home, acute and in-centre dialysis; as well as automation, software and services for clinics, hospitals and in the home.

Our commitment to our Mission extends to sustainable manufacturing, product stewardship and supporting local communities.



## Geographic Reach

Baxter Healthcare is one of Australia's largest diversified healthcare companies with operations in every mainland State and in New Zealand. Baxter's local manufacturing operations based in Western Sydney export to all States and Territories, New Zealand and parts of the South Pacific and Southeast Asia.

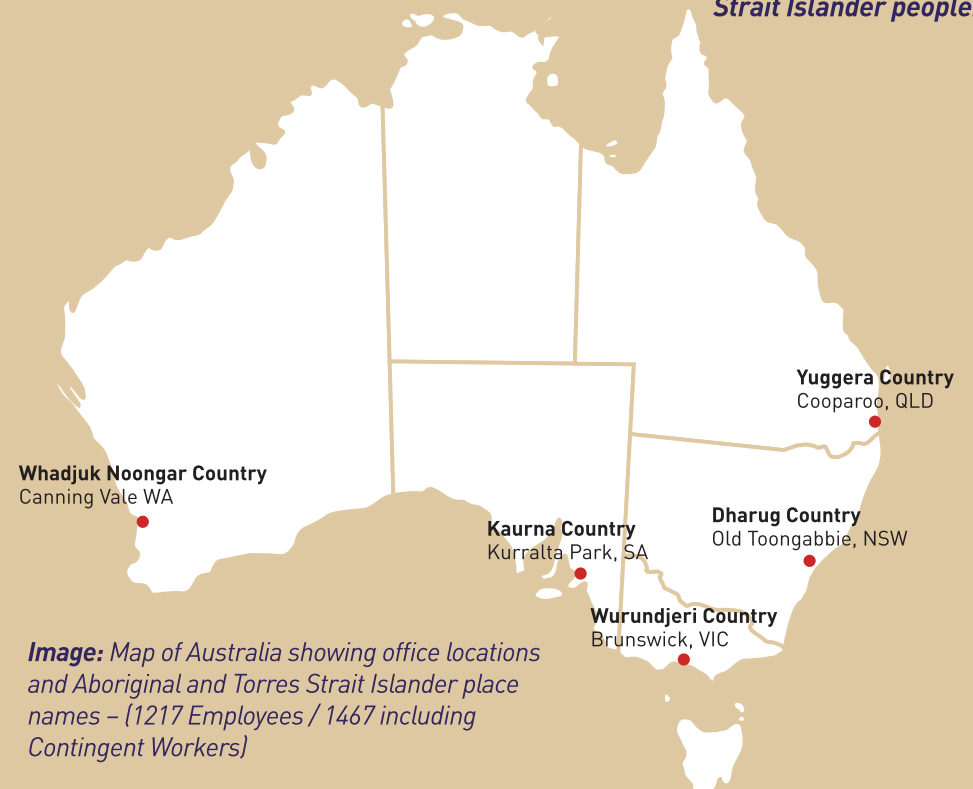
Across Australia, Baxter Healthcare supports more than 3,600 Direct and In-Direct jobs.

Baxter's Head Office of A/NZ is based in Old Toongabbie Western Sydney along with it's Australian advanced manufacturing plant, producing Australian-made intravenous [IV], irrigation and peritoneal dialysis fluids, and pharmaceutical compounding.

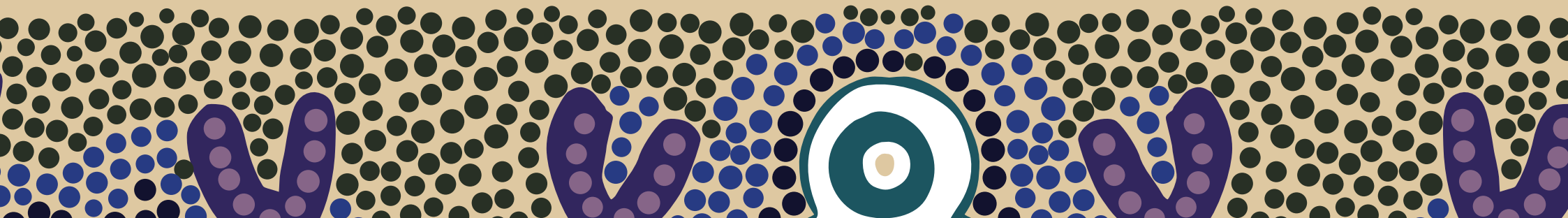
Baxter also manages pharmaceutical compounding distribution sites in Melbourne, Brisbane, Adelaide and Perth, as well as Auckland and Christchurch.

Our products and services support hospitals and patients across Australia from Broome to Burnie and Warrnambool to the Tiwi Islands, and to North and South Islands of New Zealand. Globally, Baxter International supports more than 60,000 direct jobs in more than 100 countries.

*In 2023, Baxter Healthcare employees participated in the Diversity Council of Australia's (DCA) Inclusion@Work Index Survey, with responses showing 2% of our employees in Australia self-identify as Aboriginal and/or Torres Strait Islander people.*



*Image: Map of Australia showing office locations and Aboriginal and Torres Strait Islander place names – (1217 Employees / 1467 including Contingent Workers)*





## Our RAP

### What is a RAP?

A Reconciliation Action Plan (RAP) is a strategic document, certified by Reconciliation Australia, that supports an organisation's business objectives. It includes practical actions that will drive Baxter's contribution to reconciliation both internally and in the communities in which we operate.

Through our Reflect RAP, Baxter commits to the actions and initiatives set out in this document to create meaningful opportunities and develop respectful, mutually beneficial, and sustainable relationships with Aboriginal and Torres Strait Islander stakeholders and communities.

These commitments will help form a strong foundation for Baxter's development of future RAPs.



## Background

In Australia, Aboriginal and Torres Strait Islander peoples are disproportionately affected by chronic diseases, including kidney, heart and liver disease, diabetes, respiratory and cerebrovascular diseases, and various types of cancer.

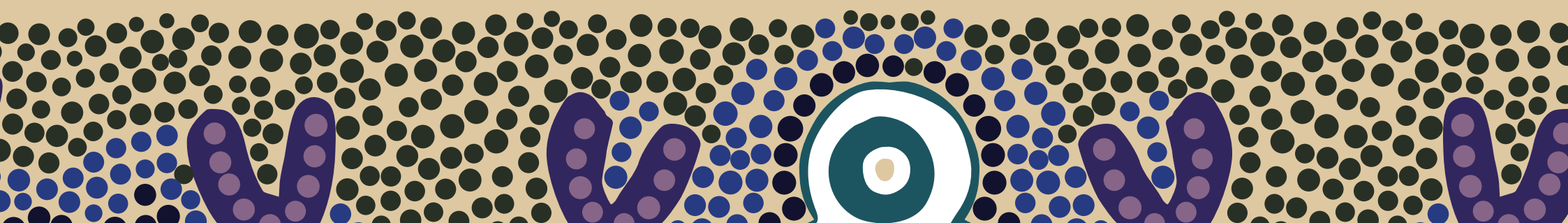
According to the Australian Institute of Health and Welfare, many of these diseases are associated with inter-related factors that are common to more than one disease, such as risk behaviours and issues related to service provision and access, and disease treatment and management among Indigenous Australians.

At Baxter, we know we must connect more with Aboriginal and Torres Strait Islander communities and work with them to solve these social and health inequities, through meaningful educational opportunities and providing greater access to treatment.

As Australia's only local manufacturer of Intravenous [IV] and Peritoneal Dialysis [PD] solutions and a major supplier of medicines, medical devices, digital health technologies and clinical services, Baxter is in a unique position to use its 50 years of MedTech experience and sphere of influence across the Australian healthcare landscape to help drive positive change.

In 2020, Baxter globally launched ACT: Activating Change Today, Baxter's multidisciplinary effort to advance racial justice in our workplace, marketplace and the communities we serve— with an intentional focus on addressing longstanding disparities in healthcare.

It represents a new chapter in Baxter's ongoing emphasis on Diversity, Equity and Inclusion. Since the launch of our RAP the Australian Baxter team continues to work in close partnership with the Global ACT committee regarding racial justice and local reconciliation initiatives. This RAP is part of our commitment to ACT on racial inequality.



## Implementing our RAP

The development of our RAP has been a journey in understanding more about Aboriginal and Torres Strait Islander cultures and histories and how to build trust and formal connections with Aboriginal and Torres Strait Islander communities.

An inclusive workplace where diversity is celebrated and all employees feel confident to speak up and be themselves is at the centre of Our Mission.

Baxter is focused on helping to drive our commitment to equality forward with the support of our Diversity, Equity and Inclusion (DEI) program in A/NZ.

Sponsored by our Senior Leadership Team and led by all employees from all parts of our business, Baxter continues to drive DEI programs that aim to create a more inclusive workplace supporting the diverse identities of our employees.

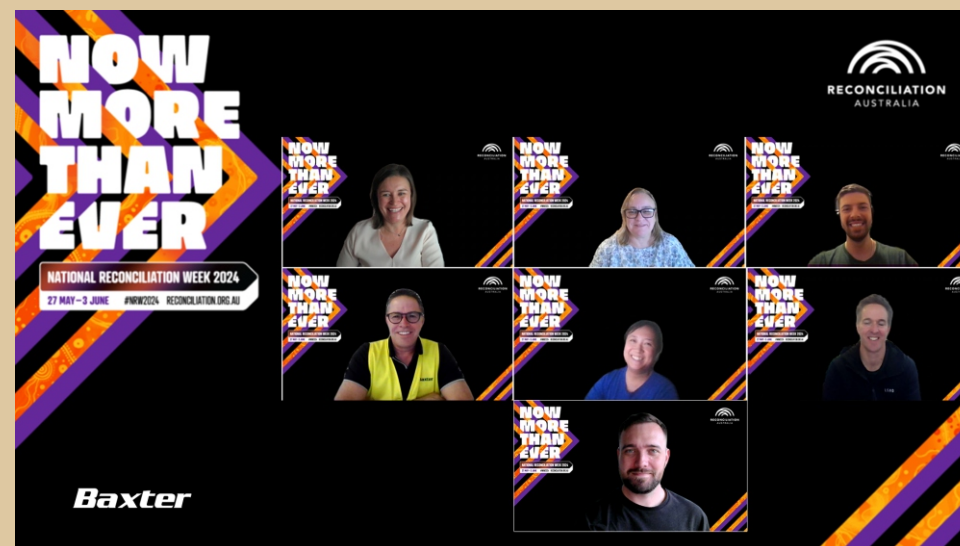
A diverse group of representatives from across our business have set up dedicated Workgroups and a local Diversity, Equity and Inclusion Council.

Implementation of our RAP is being led by our Reconciliation@Baxter RAP Working Group, one of several employee-led Workgroups sponsored by Baxter's Senior Leadership Team.

Employee Resource Groups are also set up across our business. These ERGs are grassroots, employee-initiated and employee-led groups that support the diverse backgrounds and identities within our workplace, including Aboriginal

and Torres Strait Islander peoples. Importantly, the Employee Resource Groups (ERGs) have the support of the Diversity, Equity and Inclusion Council.

This framework of grassroots Employee Resource Groups, supported by focused employee-led Workgroups and a collaborative Diversity, Equity and Inclusion Council, which helps to bring our ANZ employees closer together around our shared goal of creating workplace where all employees are encouraged to be themselves and celebrate our diversity.



*Image: Baxter Healthcare's RAP Working Group show their support for National Reconciliation Week 2024*



## Reconciliation Journey to date

Our Reconciliation@Baxter RAP Working Group, first formed during the development phase of our inaugural RAP, has consistently met twice a month to ensure we are taking proactive steps towards the activities and commitments set out in our first Reflect RAP.

As part of Baxter's formal commitment to reconciliation, we are proud to launch our second Reflect RAP, to ensure our organisation implements all the actions and initiatives included in the Reflect framework before advancing to the Innovate RAP stage.



**Image:** Baxter employees participate in a two day cultural awareness workshop facilitated by Red Dust

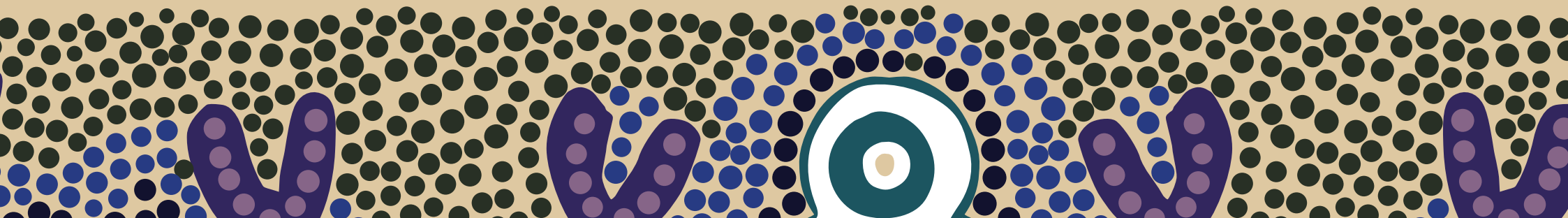
Since launching our inaugural Reflect Reconciliation Action Plan [RAP] in 2022, Baxter Healthcare and our team of dedicated local employees, have passionately embraced our journey towards reconciliation.

From employee cultural training workshops and employee on-country experience programs, to promoting our support for important awareness weeks including National Reconciliation Week and NAIDOC Week, we have taken great strides in laying the foundations to make reconciliation an integral part of the work we do every day, and a regular topic of conversation for Baxter's diverse workforce.

As a result of organisational change, including the plan to spin off the company's Renal Care and Acute Therapies global business units (GBUs) into an independent, publicly traded company, Baxter's RAP working group experienced a number of personnel changes and has recently welcomed several new team members in 2024.

Reflecting on our first Reflect Reconciliation Action Plan, we understand there is still progress to be made, particularly around exploring new opportunities to increase Aboriginal and Torres Strait Islander employment and supplier diversity, to support improved economic and social outcomes.

We are confident in accomplishing all the activities and commitments within the timeframe of our refreshed Reflect RAP.



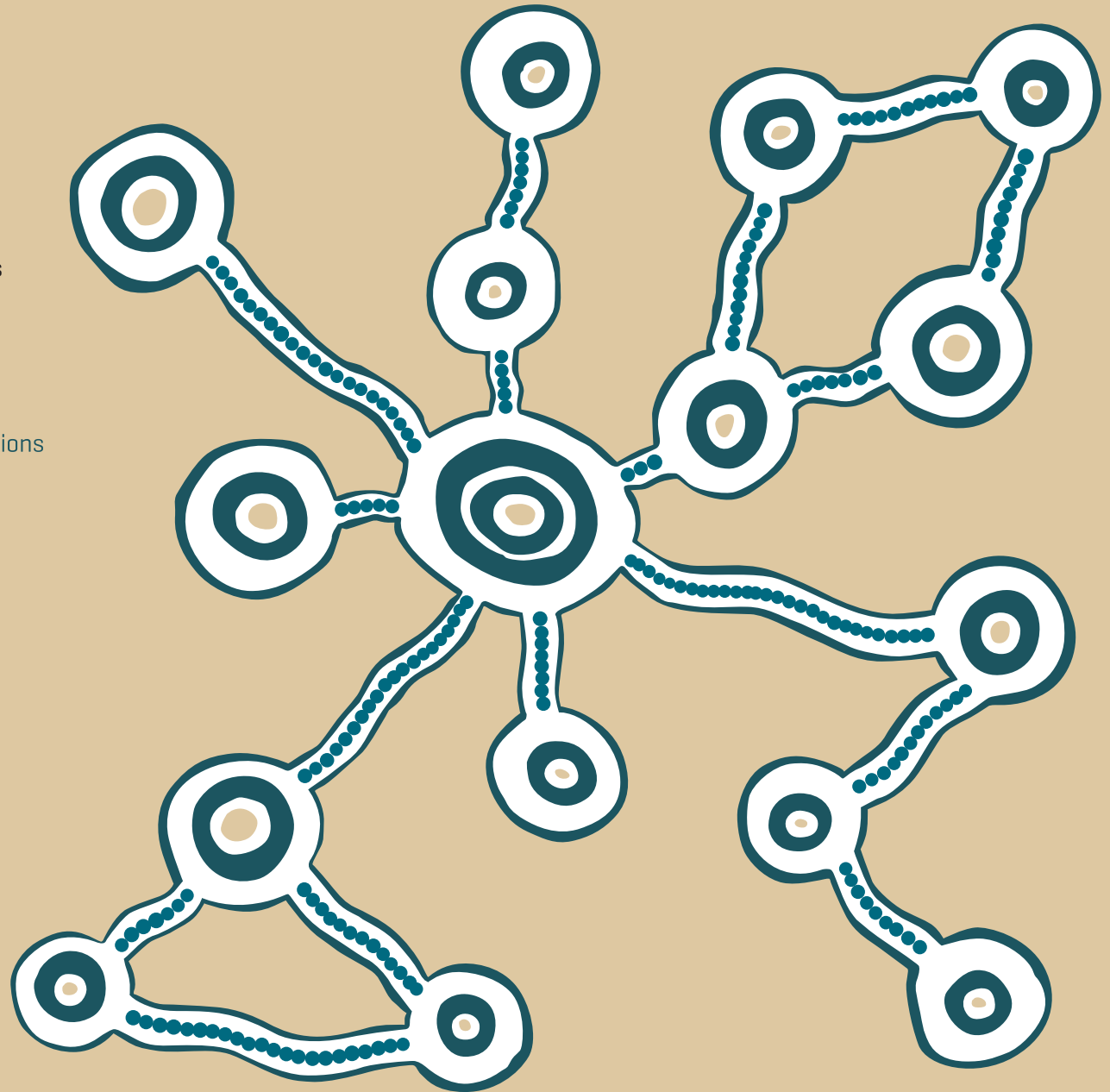
## RAP Working Group

Our Reconciliation@Baxter employee-led resource group is made up of a diverse cross-section of our workforce in Australia and New Zealand.

While the group's membership is constantly evolving, it does not currently include Aboriginal and Torres Strait Islander representation.

### Members [as of May 2024]:

Senior Leadership Team Sponsor - Director Healthcare Solutions  
RAP Working Group Lead - Sales Specialist Compounding  
HR Representative - Senior Manager Human Resources  
Communications Manager  
Sales Manager Hospital Care  
Legal Counsel  
Contracts Manager  
Sales Specialist Nutrition  
Production Manager Components  
Customer Service Manager ANZ



## Our Partnerships and Activities

Baxter Healthcare's role as a leading corporate citizen is fundamental to Our Mission to Save and Sustain Lives.

### Aboriginal and Torres Strait Islander Nursing Scholarships

Western Sydney University and Baxter Healthcare have partnered to support local Aboriginal and Torres Strait Islander students at the School of Nursing and Midwifery.

The Baxter Healthcare Aboriginal and Torres Strait Islander Scholarship in Nursing sponsors two final year Indigenous students at Western Sydney University's School of Nursing and Midwifery, with individual scholarships of \$9,000 per student.

As an anchor institution in the Greater Western Sydney region, Western Sydney University supplies over 75% of Western Sydney's health workforce.

The School of Nursing and Midwifery has the highest Aboriginal and Torres Strait Islander student intake across the whole of Western Sydney University with over 100 students identified as Aboriginal and Torres Strait Islander enrolling in 2020.

The program recognises our connection to the western Sydney community where our Australian manufacturing plant has been based for more than 50 years.

***Image:** Brendan Cummins, General Manager Baxter Australia and New Zealand, presenting the 2023 award alongside Professor Deborah Hatcher, Dean, School of Nursing and Midwifery, Western Sydney University*





## Our Partnerships and Activities

### Cultural Awareness Employee Workshops – in partnership with Red Dust supporting Indigenous Communities

During 2023 Baxter commenced its formal partnership with Red Dust. Red Dust inspires remote Indigenous communities through a unique 'community-as-family' model of health and well-being programs.



Our partnership with them has included:

May 2023- One hour Workshop for all Australian employees to learn about Reconciliation, history and the 2023 Voice Referendum. We will run this session again during National Reconciliation Week in May 2024.

August 2023 - Two half-day In Conversation workshop with 20 employees from across Baxter Australia (including leaders and employees involved in our Reconciliation Action Plan). The workshop included learnings around Culture and History of Aboriginal and Torres Strait Islander peoples, how to educate and challenge ourselves further and how to personally advocate for reconciliation. We will run this workshop again in June/July 2024 with our Senior Leadership Team.

December 2023: Two employees from the In Conversation Workshop participated in a weeklong on country volunteering experience in a primary school in Alice Springs, NT.

Through its partnerships with remote indigenous communities, Red Dust facilitates genuine two-way learning and cultural exchanges, delivering cultural awareness, education and immersion programs. In 2024, four more Baxter employees will participate in this program.



### National Reconciliation Week

The Reconciliation@Baxter resource group facilitated and led a number of activities in support of National Reconciliation Week and NAIDOC Week in 2023. These included:

#### Yarn with Red Dust Special Event (11th May 2023)

Leading up to National Reconciliation Week 2023, all employees in Australia were invited to attend a live virtual event facilitated by Red Dust, Baxter's cultural education partner. The special event touched on what reconciliation can mean for each of us and what "a voice" means in the context of the Uluru Statement from the Heart.

Promoted National Reconciliation Week with themed messaging in our weekly employee newsletter, distributed to close to one thousand employees. Our Reconciliation@Baxter resource group also put up posters and digital signage to help promote the 2023 theme of "Be a Voice for Generations". At our Toongabbie headquarters in Western Sydney, one member of our Reconciliation@Baxter group also created a "What does Reconciliation mean to you?" wall where employees were encouraged to place their thoughts and support for reconciliation.

*Image: Members of the RAP Working Group attend a NAIDOC Week event at the Sydney Opera House*

### NAIDOC Week 2023

Baxter celebrated and recognised NAIDOC Week 2023 in weekly communications to all employees, including a summary and link to Baxter's first Reflect Reconciliation Action Plan and a list of external NAIDOC Week events for employees to attend near them.

Our Communications Manager and Senior Manager Talent Management attended a networking and education event hosted by COS our stationary partner. This event celebrated NAIDOC week and outlined a practical path to reconciliation from inspiring leaders and Aboriginal and Torres Strait Islander business owners.



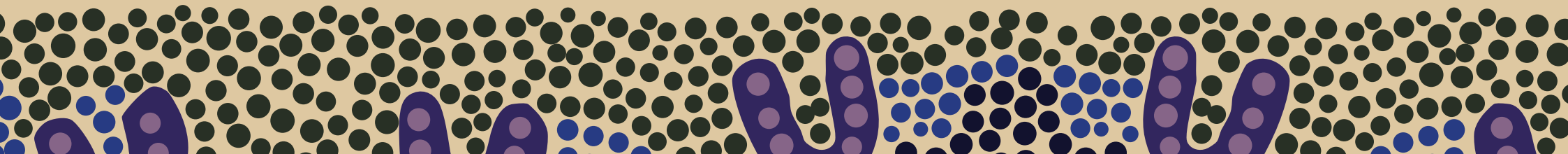
**Acknowledgement of Country – Inspiring authenticity**

During formal internal meetings, Baxter employees take it in turns to deliver an Acknowledgement of Country that includes thoughtful research pertaining to the local area in which the meeting is being hosted. Employees are encouraged to not just read off the script, but to take the time to research the local histories of Aboriginal and Torres Strait Islanders peoples where the meeting is being held. During a recent People Leaders meeting, Baxter's Head of Fulfilment, Australia & New Zealand, delivered a thought-provoking Acknowledgement of Country inspired by the local histories of the Dharug people in Toongabbie, Western Sydney.

**Employment Service Partnerships with AES (Aboriginal Employment Strategy)**

In late 2023, Baxter established a partnership with AES to assist with providing employment opportunities for Aboriginal and Torres Strait Islander peoples at Baxter. So far, we have sourced candidates through the AES talent pool and progressed to making an offer to an AES candidate. We are continuing to work with AES to create suitable employment opportunities at Baxter.

Baxter has also entered into partnerships with several other employment agencies who can assist with reaching Aboriginal and Torres Strait Islander candidates.





## Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024	Communications Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Communications Manager
	Reconciliation@Baxter members to participate in an external NRW event.	27 May - 3 June 2024 & 2025	Senior Manager, Human Resources
	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 & 2025	Director, Healthcare Solutions
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2024	Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2024	Director, Healthcare Solutions
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2024	Director, Healthcare Solutions
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	Director HR A/NZ
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Director HR A/NZ



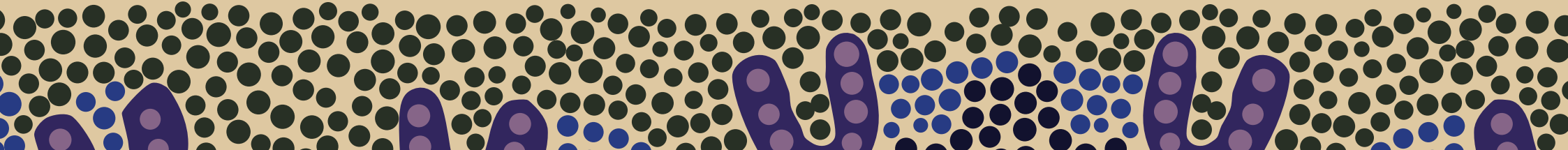
## Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2024	Director, Healthcare Solutions
	Conduct a review of cultural learning needs within our organisation.	July 2024	Director HR, A/NZ
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2024	Communications Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024	Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024 and 2025	Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024 and 2025	Communications Manager
	Reconciliation@Baxter to participate in an external NAIDOC Week event.	Week 1 July 2024 & 2025	Senior Manager, Human Resources

# Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2024	Director HR, A/NZ
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2024	Director HR, A/NZ
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2024	Director, Healthcare Solutions
	Investigate Supply Nation membership.	October 2024	Director, Healthcare Solutions







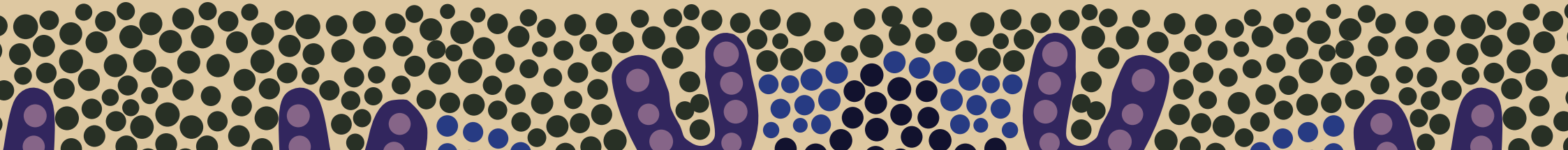
## Governance

Action	Deliverable	Timeline	Responsibility
<b>10.</b> Establish and maintain an effective RAP Working Group [RWG] to drive governance of the RAP.	Maintain Reconciliation@Baxter to govern RAP implementation.	January 2025	Senior Manager, Human Resources
	Draft a Terms of Reference for Reconciliation@Baxter	July 2024	Director, Healthcare Solutions
	Establish Aboriginal and Torres Strait Islander representation on Reconciliation@Baxter	July 2024	Director, Healthcare Solutions
<b>11.</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2024	Senior Manager, Human Resources
	Engage senior leaders in the delivery of RAP commitments.	July 2024	Director, Healthcare Solutions
	Appoint a senior leader to champion our RAP internally.	May 2024	General Manager, A/NZ
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2024	Director, Healthcare Solutions

# Governance



Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Senior Manager, Human Resource
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Senior Manager, Human Resource
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, annually	Senior Manager, Human Resources
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	July 2025	Director, Healthcare Solutions





**RECONCILIATION  
ACTION PLAN**

## **REFLECT**

### **Contact details**

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