



***Baxter***

# RECONCILIATION ACTION PLAN

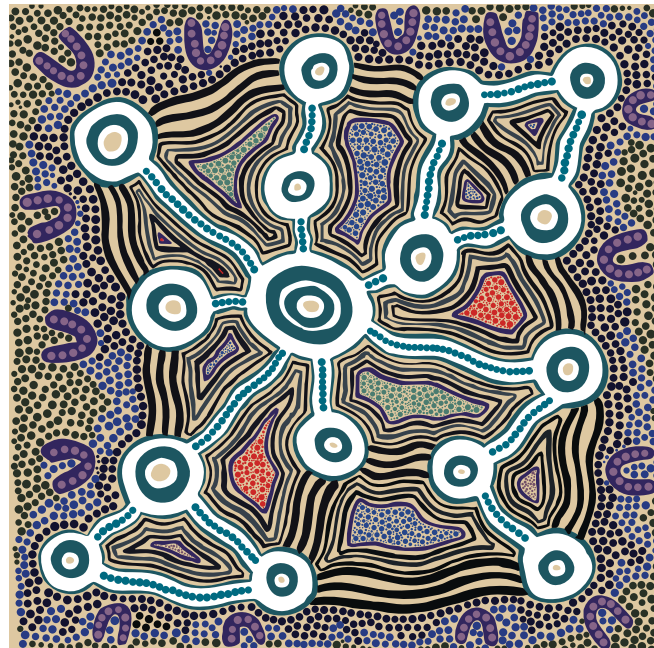


RECONCILIATION  
ACTION PLAN

**REFLECT**

April 2022 - April 2023





## 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.



Our people



Our community



Connected and  
working together



Our teams



Our locations

# Contents

|  |    |
|--|----|
| Foreword from Baxter Healthcare General Manager A/NZ ..... | 4  |
| Foreword from CEO Reconciliation Australia .....           | 5  |
| About the Reconciliation Action Plan [RAP] .....           | 6  |
| Our Business .....   | 6  |
| - Core Business  |    |
| - Geographic reach   |    |
| Our RAP .....  | 8  |
| - What is a RAP?   |    |
| - Background   |    |
| - Implementing the RAP                                     |    |
| - Reconciliation journey to date                           |    |
| Our Partnerships & Activities .....                        | 12 |
| - Nursing Scholarships                                     |    |
| - Kidney Health Week                                       |    |
| - Kidney Health  |    |
| - Dialysis care in the Northern Territory                  |    |
| Table of Actions .....                                     | 14 |
| - Relationships  |    |
| - Respect  |    |
| - Opportunities  |    |
| - Governance   |    |



# Foreword

On behalf of Baxter Healthcare, I am proud to release our Reflect Reconciliation Action Plan [RAP]. As one of the largest diversified healthcare companies in Australia, we recognise the opportunity to remove racial inequality in our community to deliver economic and health equity for Aboriginal and Torres Strait Islander peoples. Our approach is to ACT - Activate Change Today.



At Baxter, we are committed to removing the barriers of racial inequality through meaningful action and innovative strategies that increase access to healthcare and empower Aboriginal and Torres Strait Islander peoples.

Together, through established and new relationships we can build respect across our communities and better support the unique cultural needs of Aboriginal and Torres Strait Islander peoples.

This Reflect Reconciliation Action Plan is part of our pledge to activate change today within our local communities and areas of influence. Through our network of hospital customers, healthcare professionals, patient groups and suppliers we can work together to support self-determination for Aboriginal and Torres Strait Islander peoples and deliver equality to health outcomes for all Australians.

For more than 90 years globally, and almost half a century in Australia, Baxter Healthcare has held true to Our Mission to Save and Sustain Lives. Supporting reconciliation, inclusion and diversity is inseparable from that Mission and the work we do every day.

Thank you to our employees for embracing this important strategic plan and for your commitment to our reconciliation journey.

**Steven Flynn**  
**General Manager**  
**Baxter Healthcare, Australia & New Zealand**



# Foreword

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

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

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



# Our business

## Core Business

Every day, millions of patients and caregivers rely on Baxter's leading portfolio of critical care, nutrition, renal, hospital and surgical products. Our Mission is to Save and Sustain Lives. For more than 90 years, we've been operating globally 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 NSW for more than 45 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; home, acute and in-centre dialysis; sterile IV solutions; infusion systems and devices; parenteral nutrition; surgery and hospital equipment and products, anaesthetics and pharmaceuticals; 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 for more than 45 years export to all States and Territories, New Zealand and parts of the South Pacific and Southeast Asia.

Across Australia, Baxter Healthcare supports more than 2,800 Direct and In-Direct jobs. Baxter's Head Office of A/NZ is based in Old Toongabbie Western Sydney along with IV and PD manufacturing, 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 the North and South Islands of New Zealand. Globally, Baxter International supports more than 50,000 direct jobs in more than 100 countries.



*Baxter Healthcare provides regular opportunities for employees to voluntarily self-identify as Aboriginal and/or Torres Strait Islander through the new employee onboarding process as well as ongoing talent management programs.*

*Baxter is currently unaware of how many staff self-identify as Aboriginal and/or Torres Strait Islander people as we do not currently report and track this information.*

# 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.

Beginning with 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.



**Image: Baxter Healthcare Reconciliation Action Plan Champion – Ricky Chowdhury, Senior Manager Technical Services Baxter Australia & New Zealand.**



*Image - Steven Flynn, General Manager Baxter A/NZ with Australian Senator Malarndirri McCarthy and local clinic employees and community members at the Nightcliff Dialysis Unit in Darwin to mark the installation of new dialysis equipment.*



# Background

In Australia and New Zealand, Baxter Healthcare is a local manufacturer of Intravenous (IV) and Peritoneal Dialysis (PD) solutions and a major supplier of medicines and medical devices including IV solutions and medication delivery, compounding services and pharmaceuticals, parenteral nutrition, advanced surgery products, as well as renal care and acute therapies including PD and Haemodialysis (HD) devices and clinical services.

In Australia and New Zealand, Aboriginal and Torres Strait Islander peoples are disproportionately affected by chronic diseases, including kidney disease.

We are all too aware of the need to connect more with Māori and Aboriginal and Torres Strait Islander communities and work with them to solve this social and health problem.

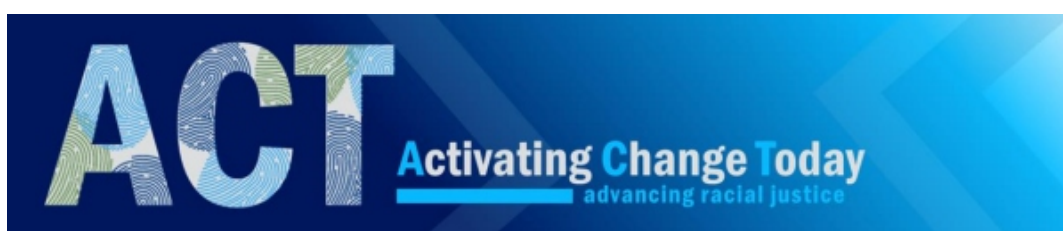
Aboriginal and Torres Strait Islander adults living in remote areas are more than twice as likely as those living in non-remote areas to have signs of chronic kidney disease, according to Kidney Health Australia.

In New Zealand, the disparity in the incidence rates of end-stage kidney disease for Māori patients are markedly and persistently higher than those for non-Māori, non-Pasifika patients, according to ANZDATA Annual Report 2019.

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 inclusion and diversity.

This RAP is part of our commitment to ACT on racial inequality.



# Implementing the RAP

The development of the 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 towards a new Inclusion and Diversity program in Australia and New Zealand.



Sponsored by our Senior Leadership Team and led by all employees from all parts of our business, Baxter has launched a new framework 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 Inclusion and Diversity Council.

Implementation of the RAP is being led by one of our employee-led Workgroups sponsored by the Senior Leadership Team.

The new Inclusion and Diversity Council will also link in with our Australia and New Zealand Senior Leadership Team to make sure we collaborate efficiently and effectively to deliver on key initiatives that encourage inclusion and diversity at Baxter.

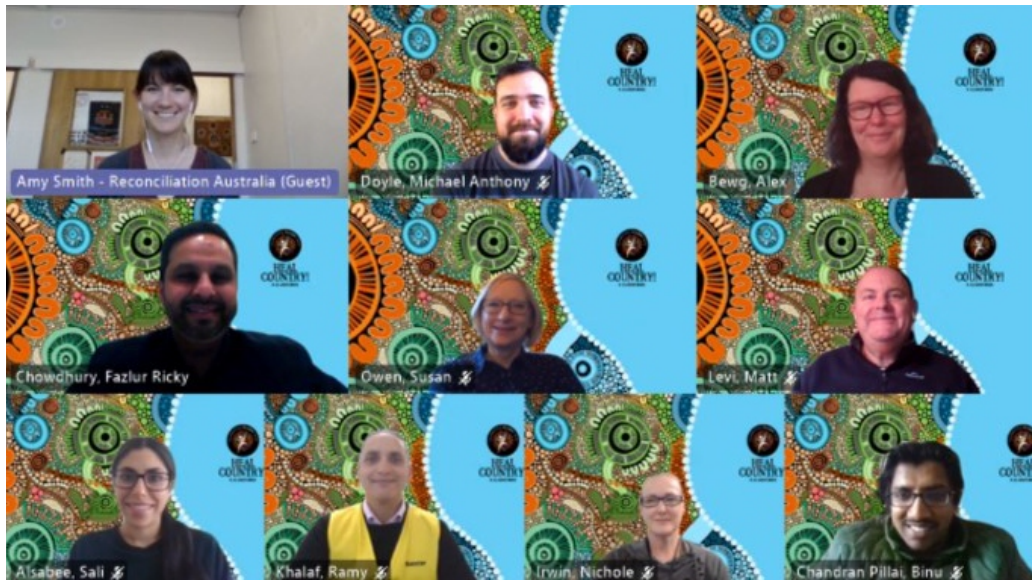
Employee Resource Groups are also set up across our business. These ERGs are grassroots, employee-initiated and employee-led groups that support the diverse backgrounds and identities within our workplace, including Aboriginal and Torres Strait Islander peoples.

Importantly, the Employee Resource Groups (ERGs) have the support of the Inclusion and Diversity Council.

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

## Reconciliation journey to date

In March 2021, Baxter worked with Dr Liz Wilson and Dr Jill Rathborne from the Inclusive Organisation, to complete a detailed Inclusion and Diversity program for Baxter including development of our first RAP.



The RAP Workgroup is leading the journey in understanding more about Aboriginal and Torres Strait Islander cultures and histories and how to build trust and formal connections.



# Our partnerships & activities

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

## Nursing Scholarships

Western Sydney University has partnered with Baxter Healthcare 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 Indigenous students at Western Sydney University's School of Nursing and Midwifery, with individual scholarships of \$9,000 per student.

The program recognises our connection to the Western Sydney community where our Australian manufacturing plant has been based for more than 45 years.

**WESTERN SYDNEY**  
UNIVERSITY



The partnership between Baxter and Western Sydney University also extends to a \$2000 prize to support an Aboriginal and Torres Strait Islander student completing the Graduate Certificate in Child and Family Health in partnership with Karitane.

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.

## Kidney Health Week April 2021

Focused on reducing the inequities in kidney health for Indigenous people in Australia, the Kidney Health Week campaign **'Don't Be Blind to Kidney Disease'** aimed to raise awareness of kidney disease and encouraged everyone to open their eyes and find out if they are the one in three at increased risk. A lack of awareness of kidney disease is especially concerning for the culturally, linguistically and geographically diverse Indigenous people of Australia for whom marked inequalities in kidney health exist.



# Our partnerships & activities

## Kidney Health

In April 2021 kidney health clinical specialists presented a webinar to Baxter's primary health care teams featuring information on Chronic Kidney Disease and healthcare for Aboriginal and Torres Strait Islander peoples.

Baxter provides accredited Primary Care Education to Aboriginal and Torres Strait Islander health workers and practitioners.

## Dialysis Care in the Northern Territory

Chronic kidney disease is an ongoing journey for many people. 1 in 4 Aboriginal and Torres Strait Islander peoples are affected by CKD. Our commitment to providing kidney dialysis services to patients extends to the Northern Territory with the supply of peritoneal dialysis and haemodialysis care, helping clinicians to navigate the many challenges in improving outcomes for Aboriginal and Torres Strait Islander patients.

Baxter has supplied peritoneal dialysis treatments to the Northern Territory for over 25 years and has continued to improve the standard of care for Aboriginal and Torres Strait Islander patients living remotely with the implementation of remote patient monitoring software.

## Minority Health Month

In recognition of Minority Health Month, Baxter has introduced employee programs to raise awareness of reconciliation and the path to health equality. This includes guest speakers who are leaders in Aboriginal and Torres Strait Islander health programs to inform our employees of the racial inequality in healthcare and the work to improve health outcomes in under represented groups.



# Relationships



| Action  | Deliverable  | Timeline             | Responsibility  |
|---|--|----------------------|---|
| <b>1.</b> 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.                | June 2022            | Director Communications A/NZ                          |
|   | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | July 2022            | Director Communications A/NZ                          |
| <b>2.</b> Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.  | May 2022             | Director Communications A/NZ                          |
|   | RAP Working Group members to participate in an external NRW event.   | 27 May - 3 June 2022 | RAP Working Group Lead                                |
|   | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.               | 27 May - 3 June 2022 | RAP Working Group Lead & Director Communications A/NZ |
| <b>3.</b> Promote reconciliation through our sphere of influence.   | Communicate our commitment to reconciliation to all staff.   | April 2022           | Director Communications A/NZ                          |
|   | Identify external stakeholders that our organisation can engage with on our reconciliation journey.  | December 2022        | Director Communications A/NZ                          |
|   | Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.                 | December 2022        | Director Communications A/NZ                          |
| <b>4.</b> Promote positive race relations through anti-discrimination strategies.   | Research best practice and policies in areas of race relations and anti-discrimination.  | June 2022            | Director HR A/NZ                                      |
|   | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                      | November 2022        | 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. | October 2022             | Director Health Care Solutions A/NZ |
|  | Conduct a review of cultural learning needs within our organisation.  | October 2022             | 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.  | October 2022             | Director Communications A/NZ        |
|  | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                        | October 2022             | Director Communications A/NZ        |
| 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 2022                | Director Communications A/NZ        |
|  | Introduce our staff to NAIDOC Week by promoting external events in our local area.  | June 2022                | Director Communications A/NZ        |
|  | RAP Working Group to participate in an external NAIDOC Week event.  | First week in July, 2022 | RAP Working Group Lead              |

# 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.   | October 2022  | Director HR A/NZ         |
|   | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | October 2022  | 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.  | November 2022 | Head of Procurement A/NZ |
|   | Investigate Supply Nation membership.   | November 2022 | Head of Procurement A/NZ |



# Governance



| Action  | Deliverable   | Timeline          | Responsibility                                  |
|---|---|-------------------|---|
| <b>10.</b> Establish and maintain an effective RAP Working Group [RWG] to drive governance of the RAP.  | Form a RWG to govern RAP implementation.  | April 2022        | Inclusion & Diversity Council Lead              |
|   | Draft a Terms of Reference for the RWG.   | June 2022         | Inclusion & Diversity Council Lead              |
|   | Establish Aboriginal and Torres Strait Islander representation on the RWG.  | June 2022         | Inclusion & Diversity Council Lead              |
| <b>11.</b> Provide appropriate support for effective implementation of RAP commitments.   | Define resource needs for RAP implementation.   | June 2022         | Inclusion & Diversity Council Lead              |
|   | Engage senior leaders in the delivery of RAP commitments.   | June 2022         | General Manager, Baxter Australia & New Zealand |
|   | Define appropriate systems and capability to track, measure and report on RAP commitments.  | June 2022         | I&D Measurement and Reporting Workgroup Lead    |
| <b>12.</b> 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 2022         | RAP Working Group Lead                          |
|   | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | August 2022       | RAP Working Group Lead                          |
|   | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 September 2022 | Director HR & Director Communications A/NZ      |
| <b>13.</b> Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia's website to begin developing our next RAP.   | December 2022     | RAP Working Group Lead                          |



## Contact Details

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