

# Reflect

## Reconciliation Action Plan

December 2024 – June 2026



*Image credit: Flick Chaffer-Smith (Ngarrindjeri) 'Yanurumi (Meeting Place)' 2021, acrylic on canvas*



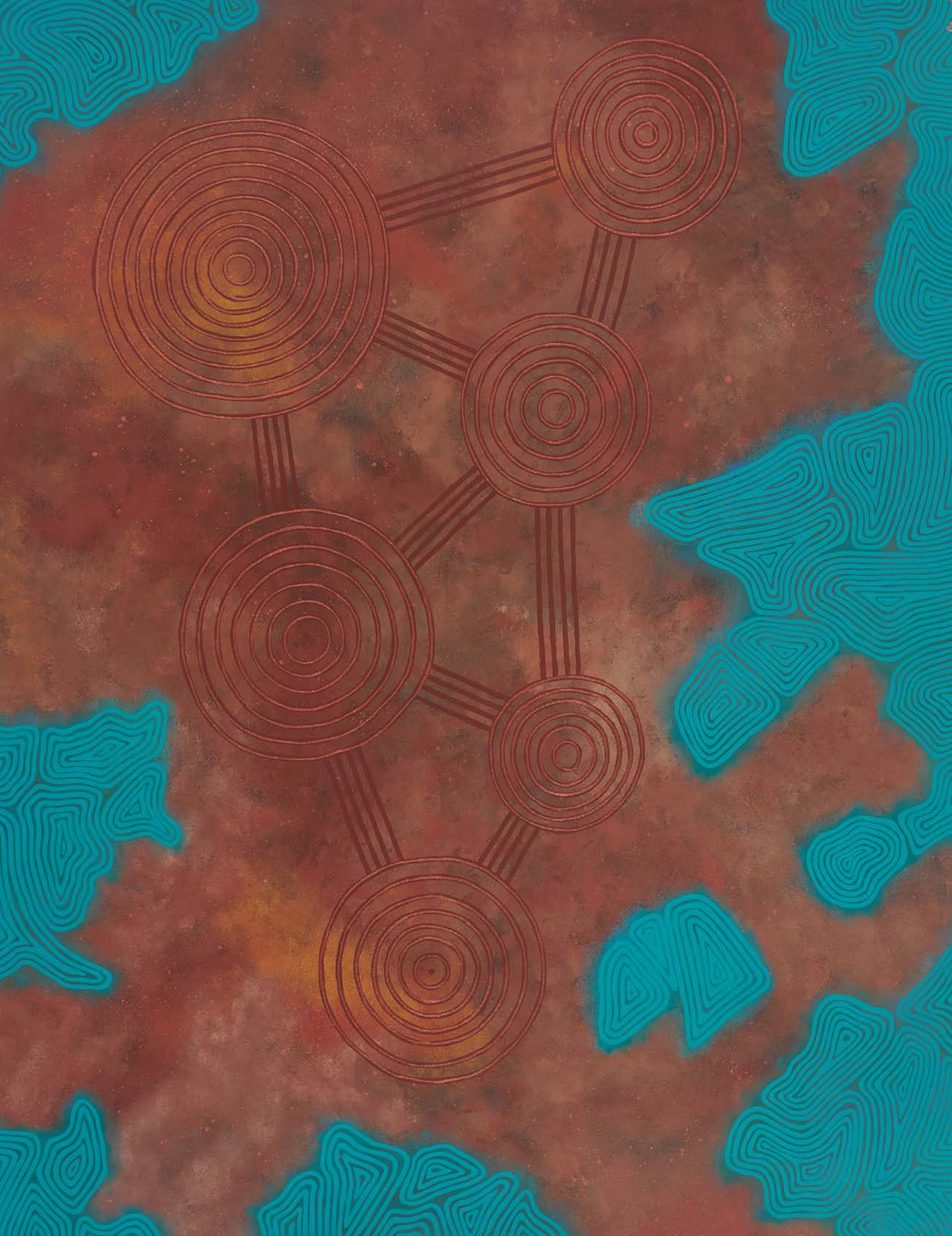


Image credit: Flick Chafer-Smith (Ngarrindjeri) 'Yanurumi (Meeting Place)' 2021, acrylic on canvas

## Yanurumi (Meeting Place), 2021 Flick Chafer-Smith

### Artwork Story

I believe the Elders and the universe work together to put you in situations that help you grow, building experience and lessons that will make you a better person. But most importantly, you will meet many people on our journey through life - some good, some not good, some are acquaintances and some are lifelong connections. The people around you help shape you into the person you are. Be open to what is put in your path because it has been put there for a reason.

Acrylic on canvas  
70 x 90 cm  
Cat #: 0990-21



## Flick Chafer-Smith Ngarrindjeri people

Flick is a Ngarrindjeri artist and Torch staff member who creates geometric, tessellated paintings inspired from moments in her childhood and stories passed on to her.

Flick thinks her art practice gave her an identity to build on and felt accepted in the world as an artist. Through her art she has connected with her family who live on Country and is always learning more about her culture. It has changed her as a person because she has re-evaluated boundaries that stopped her from attempting things in the past.



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**Reconciliation Australia congratulates Bayer Australia on continuing its reconciliation journey by formally endorsing Bayer Australia's second Reflect Reconciliation Action Plan (RAP).**

Through this plan, Bayer Australia continues to play an important role in a network of more than 2,500 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 Bayer Australia 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 Bayer Australia on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine  
Chief Executive Officer

# Foreword



**We deeply value the wisdom and insights of First Nations Australians, who represent the world's oldest living culture.**

A message from...

## Manoj Saxena

At Bayer Australia, our guiding mission is *Health for All, Hunger for None*. Central to this is our commitment to equity – working towards better health and nutrition for all Australians. We deeply value the wisdom and insights of First Nations Australians, who represent the world's oldest living cultures. Across our country, we acknowledge their invaluable contributions to health, nutrition, and agriculture.

It is with great excitement that I share our 2025/26 Reconciliation Action Plan. This is our second 'Reflect' RAP, which considers how we can play a role at an organisational level to support reconciliation through partnerships, respect, and building awareness. Since our first RAP in 2021, our Reconciliation Working Group has continued to drive great engagement and improvements in our reconciliation journey. I am particularly proud of our flagship partnership with the Red Cross Baby Hub in the Northern Territory, which you can read more about in this document.

Our Reflect RAP is a living document that represents our ongoing commitment to reconciliation. We will regularly review our progress and hold ourselves accountable to the goals we have set. We look forward to working with Aboriginal and Torres Strait Islander communities to create a brighter future for all Australians.

Thank you for your support.

Sincerely,

**Manoj Saxena**  
**Chairman**  
**Bayer Australia and New Zealand**

**Our decision to develop a second RAP is rooted in our belief in the transformative power of reconciliation. We understand that by strengthening relationships, promoting social justice, and building a more inclusive society, we can make a lasting impact.**



A message from...

## Warren Inwood

It is with great pride and a deep sense of responsibility that I introduce our Reconciliation Action Plan (RAP). This plan is a testament to our commitment to reconciliation and our dedication to building strong, respectful relationships with Aboriginal and Torres Strait Islander Peoples. Our RAP is more than a plan on a page; it is a commitment to creating a safe, inclusive workplace that promotes cultural awareness and appreciation, ensuring First Nations employees, customers, and custodians feel valued and empowered.

Our vision is a workplace where cultural awareness and appreciation are woven into the fabric of our daily interactions. Since our first RAP, we have proudly continued supporting reconciliation initiatives, including providing a grant for the 'Growing an Indigenous Native Grains Industry' Research Project at the University of Sydney. This initiative aims to revitalise traditional agricultural methods and support First

Nations communities. The \$240,000 grant supports a three-year program (2022/25) in Narrabri, NSW, to identify wild populations suitable for commercial grain production to be owned and used by the community. We've proudly supported a First Nations trainee throughout this program, who has taken the program for strength to strength.

Our decision to develop a second RAP is rooted in our belief in the transformative power of reconciliation. We understand that by strengthening relationships, promoting social justice, and building a more inclusive society, we can make a lasting impact.

Thank you for your dedication and support.

Sincerely,

**Warren Inwood**  
**Managing Director**  
**Bayer Crop Science**





A message from...

## Jai O'Toole

Executive Director, S&T Operations Division  
Australian Red Cross

Bayer's support over the past three years has been instrumental in expanding Baby Hub's reach, enabling Australian Red Cross to provide critical maternal health education, resources, and culturally safe infant care to First Nations families in one of the most remote communities in Australia.

Year after year, this partnership has strengthened vital early childhood services, ensuring that more babies and toddlers receive essential care, more First Nations staff are leading culturally responsive support, and more families have access to life-changing health education and resources.

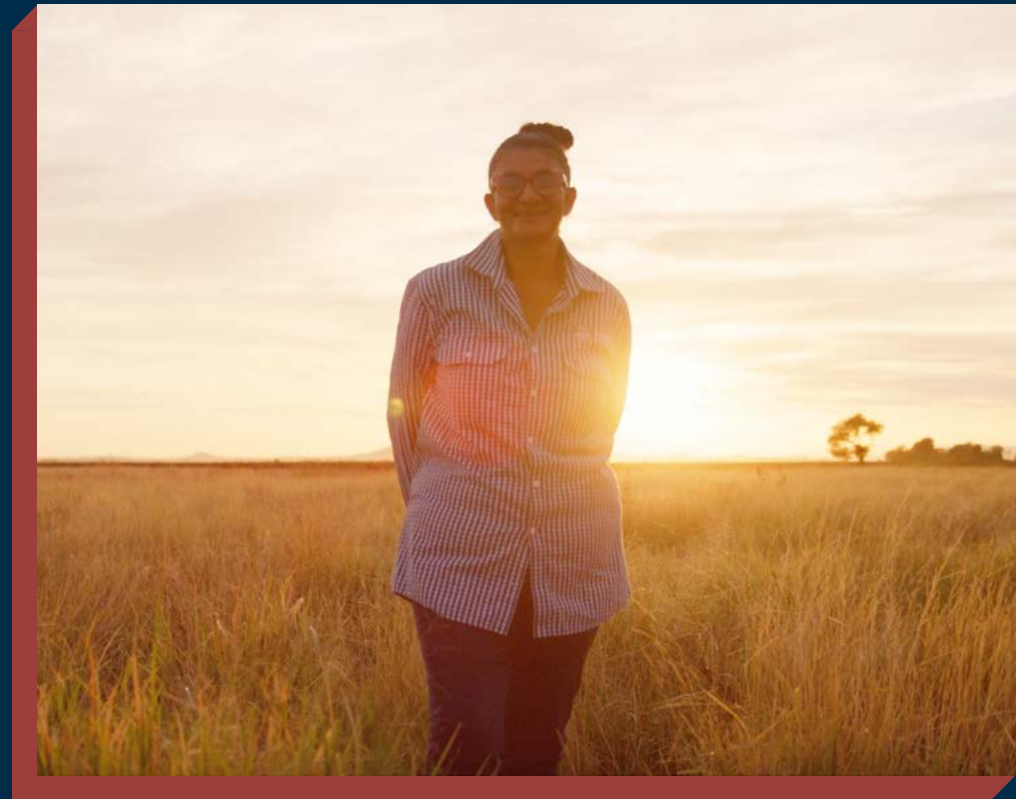
The impact is clear—Baby Hub has grown in reach, effectiveness, and measurable outcomes, improving long-term health for the Yolŋu people of Galiwin'ku. Without this support, many children and families would face significant challenges in accessing the care they need.

This collaboration has been about more than funding—it has been about real, lasting impact, ensuring that First Nations families have the care, connection, and support they deserve. It has been an honour to walk this journey together.

***This partnership has strengthened vital early childhood services, ensuring that more babies and toddlers receive essential care, more First Nations staff are leading culturally responsive support, and more families have access to life-changing health education and resources.***



Bayer team members at the 2024 Baby Hub Cultural Immersion, Elcho Island NT



A message from...

## Di Hall

Indigenous Grasslands Research Assistant  
The University of Sydney

The Native Grains Research Team at the University of Sydney's Narrabri campus is grateful for Bayer Australia's support in advancing Indigenous-led research on native grains. Their support has been instrumental in managing Indigenous grasslands and developing a native grains program in northwestern NSW. By investing in this project, Bayer has helped revitalisation of the traditional knowledges, foster sustainable agriculture, and create economic opportunities. The project not only enhances food security but also strengthens cultural connections to Country. Through hands-on training and research, it is laying the foundation for a thriving, Indigenous-led native grains industry for future generations.

***The project not only enhances food security but also strengthens cultural connections to Country.***



# About Our RAP

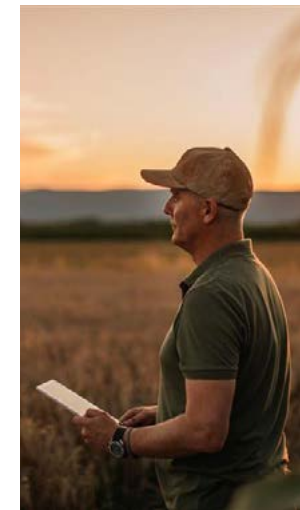
At Bayer, we are constantly striving to achieve our mission: *Health for All, Hunger for None*.

Equity is at the heart of our mission, and as a life sciences organisation, we believe that Bayer can contribute towards fairness and equity for all Australians, particularly supporting access to healthcare and nutrition for underserved communities.

First Nations Australians represent the world's oldest living cultures and offer tremendous wisdom, values and learnings. We acknowledge their continued contributions to health, nutrition and agriculture. Against this landscape, we are excited for the learning and collaboration opportunities as we embark on our second Reflect Reconciliation Action Plan. We commit to respectfully creating these opportunities to learn, embrace First Nation cultures and embed the foundations for working together with First Nations Peoples and businesses.

***Bayer is a life science organisation with core competencies in health and agriculture. With our innovative products, we are contributing to finding solutions to some of the major challenges of our time.***

# Our Business



***As an organisation that is committed to the health and nutrition of all Australians, we are deeply aware of the health and wellness gap experienced by First Nations. In order to achieve our mission Health for All, Hunger for None we look for ways in which we can make a tangible contribution towards reconciliation.***

Our focus on people, partnerships and innovation underpins all aspects of our operations, consistent with our mission: *Health for All, Hunger for None*. Every day we are striving to prevent and cure disease, improve everyday health and help feed a growing population. We deliver breakthrough innovations in healthcare and agriculture, and contribute to a world in which:

- / diseases are not only treated but are effectively prevented or cured;
- / people can take care of their own health more effectively;
- / enough food is produced for all while respecting our planet's natural resources; and
- / business growth and sustainability go hand-in-hand.

**Our business operates in three areas:**

- / Crop Science: Innovative chemical and biological crop protection, seeds and traits, digital technologies and services.
- / Pharmaceutical: Focus on prescription products, specialty therapeutics and includes a radiology business.
- / Consumer Health: Over-the-counter medicines, dietary supplements and dermatology products.

Sustainability forms an integral part of our business strategy across all three of these areas. In addition to high ethical and environmental standards, our sustainability program includes strengthening underserved communities.

Bayer is a global organisation, operating in over 90 countries. In Australia, we employ 580 staff yet our sphere of influence is far reaching, including our employees, partners, government, consumers, media and industry stakeholders across health and agriculture in Australia, and globally. We consider the role Bayer can play at both an organisational, community and societal level and look to incorporate this where we can across our organisation.

Bayer has eight offices/sites in Australia. These are Pymble (NSW), Hawthorn (VIC), Eight Mile Plains (QLD), Rydalmere (NSW), Pinkenba (QLD), Toowoomba (QLD), Locharba (NSW), and Campbellfield (VIC). At the time of submission, we do not have any self-identified First Nations employees.



**By exploring culturally appropriate policies and practices, we hope to support better access to employment and advancement for First Nations employees, and continuing education of all employees.**

# Our Reconciliation Journey

A Reconciliation Action Plan (RAP) provides an opportunity for us to address the systemic barriers faced by First Nation Australians. In the workplace, it allows us to identify existing gaps and opportunities in employment, training, and career development opportunities. By exploring culturally appropriate policies and practices, we hope to support better access to employment and advancement for First Nations employees, and continuing education of all employees.

We seek to create a safe and inclusive environment at work that promotes cultural awareness to build cultural safety and appreciation of First Nations. We aim to foster a workplace where First Nations employees, customers and custodians feel valued, supported, and empowered to share their perspectives and experiences.

Ultimately, our decision to develop a RAP stems from our belief in the power of reconciliation to strengthen relationships, promote social justice, and build a more inclusive society. By taking proactive steps towards reconciliation, we aspire to create a workplace that celebrates diversity, embraces cultural differences, and sets an example for others to follow.

## How we will implement our RAP

In 2019 we established a Reconciliation Working Group to kick off our reconciliation program of work. The Working Group was expanded in 2022, representing our vast locations and business focus areas, yet reflecting a desire to deepen our understanding of and acknowledge the traditional custodians of the lands

on which our workplaces operate. In 2024, the team reset with a focus on skills required to deliver the reflect action plan. We have established clear roles and responsibilities, provided additional deliverables we believe are expected of us and upon endorsement we are ready to deliver on the commitments outlined below.

Bayer published our first Reflect RAP in 2021. Since this time, our activities have focused on cultural awareness with employees at all levels of the organisation, particularly during key events such as National Reconciliation Week, NAIDOC week, 2023 Referendum (see following pages). Additionally, we have embraced several immersive and partnership opportunities with First Nations communities and non-profits, as outlined below, alongside policy reviews and broader Diversity, Equity and Inclusive education.

Bayer is developing a second Reflect RAP as our business is currently going through a global transformation and as our business model transitions during 2024/25, a Reflect RAP is the most feasible plan. Our senior leaders have endorsed this direction to ensure we maintain focus on our commitment to reconciliation in Australia.

## Learnings include:

- / The importance of a dedicated and capable working group with key skills including communications and human resources
- / Continuous education for key internal groups including senior leaders
- / Strong interest from staff, especially younger generations who want to embrace First Nations storytelling and culture



# Our Partnerships & Current Activities



**Bayer's 2030 Sustainability Framework reflects our local commitment to supporting better access to health for all Australians. Our current partnerships and recent activities include:**

- / A flagship partnership with Red Cross Baby Hub in the Northern Territory. Baby Hub is dedicated to supporting the first 1000 days of baby and parent health and wellbeing in the First Nations community of Galinwin'ku. A 'place-based' centre with a 'bottom up' approach, Baby Hub is designed to meet the complex health and nutrition challenges by focusing on social and physical environment of a community and on better integrated and accessible services. The Partnership (2022-2025) aims to 'shift the dial' in health, wellbeing, development and nutrition of First Nations women, their children, families, young girls and underserved communities via education, community outreach, facilities support and more.
- / As part of this partnership, Red Cross Baby Hub hosts a cultural immersion for Bayer staff each year. In 2023 and in 2024, seven team members visited Galinwin'ku for a unique cultural immersion opportunity to spend a week at Baby Hub learning about First Nations culture and the importance of community-led maternal health programs. These insights were shared with the broader Bayer group and we plan to return to Baby Hub again in 2025.
- / Focusing on ways in which we can support First Nations research and traditional agricultural methods, Bayer provided a \$240,000 grant to the University of Sydney to support a frontier research project called 'Growing an Indigenous Native Grains Industry.' The three-year research program (2022-2025) aims to grow the First Nations native grain industry by revitalising traditional methods of using grains, investigating the use of plant selection to identify wild populations with suitable attributes for commercial grain production. The University has been managing the research program and outcomes will be used for education and knowledge sharing among the local Kamilaroi and other First Nations communities. If superior plant forms are identified, the First Nations communities will have the rights to use, grow and commercialise these forms.

- / Major awareness raising events like NAIDOC and National Reconciliation Week have received very high engagement and positive feedback. With the aim of increasing the number of external First Nations voices among the Bayer events in the last year, we've hosted several First Nations education sessions with external speakers and partners.
- / In 2023, Bayer supported the First Nations Referendum. We publicly declared our support for the Uluru Statement from the Heart, including supporting an open letter of support published in the media, and an article from our CEO. We held four education sessions for senior leaders, Reconciliation Working Group and DE&I teams, staff and leaders from health and agricultural organisations in partnership with First Nations Leaders including Kirstie Parker, Yuwalarai woman, and strategic adviser to the Uluru Dialogue and Co-chair of the National Congress of Australia's First Peoples, Marcus Stewart, the Co-Chair of the First People's Assembly of Victoria and member of the First Nations Referendum Working Group; Natalie Sommerville, a farmer, grazier and business owner who lives in Ngadjuri Country in South Australia's mid north and President of Australian Women in Agriculture; and, Diversity Council Australia's CEO Lisa Annese. Additionally, we supported both Uluru Dialogue and Yes23 Campaigns.
- / Raising the profile of the Reconciliation Working Group at our Town Halls has shown to increase the interest and our working group has increased to 11. The group now represents our breadth in locations and business focus areas.
- / In 2023, our working group reviewed the language and policy terms in a wide range of policies – ensuring the language was inclusive and respectful to First Nations communities.

*The partnership aims to 'shift the dial' in health, wellbeing, development and nutrition of First Nations women, their children, families, young girls and underserved communities via education, community outreach, facilities support and more.*

Name	Title	Division
<b>Bayer Reconciliation Working Group</b>		
Merrilyn Amies	Administration Assistant	Enabling Functions
Trevor Goodison	Customer Squad Lead	Radiology
Emma Orpilla	Corporate Communications Manager	Enabling Functions
Catherine Reed	International Trade Customs Compliance Centre of Excellence - ANZ Lead	Crop Science
Rebel Reitemann	Medical Team Coordinator	Pharmaceuticals
Melanie Roukoz	Senior Communications Associate	
<b>Dynamic Team Members*</b>		
George Bartrum	Total Rewards Lead	Enabling Functions
Shweta Deshpande	Senior Brand Manager	Pharmaceuticals
Greg Taylor	Quality Health & Safety Manager	Crop Science
Matt Watt	Warehouse Operations Specialist	Crop Science
<b>Senior Leadership Sponsors</b>		
Manoj Saxena	Country Division Head	Pharmaceuticals
Warren Inwood	Country Division Head	Crop Science

\*Dynamic Team Members: flow into the work as projects required based on availability and resources required such as site events champions.

*The three-year research program aims to grow the First Nations native grain industry by revitalising traditional methods of using grains, investigating the use of plant selection to identify wild populations with suitable attributes for commercial grain production.*





# 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.	June 2025	Corporate Communications Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2024	Corporate Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Senior Corporate Communications Associate
	Reconciliation Working Group members to participate in an external NRW event.	27 May-3 June, 2025 & 2026	Senior Corporate Communications Associate
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2025 & 2026	Corporate Communications Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2025	Senior Corporate Communications Associate
	Use our communication channels to share success stories and progress updates related to Bayer's reconciliation journey.	July 2026	Senior Corporate Communications Associate
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025	Corporate Communications Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2025	Corporate Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	Research and implement best practice and policies in areas of race relations and anti-discrimination.	December 2024	Facilities Administration Assistant
	Regularly review and update of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Facilities Administration Assistant
	Maintain and review avenues for employees to raise concerns regarding discrimination and ensure that these are addressed effectively and transparently.	June 2025	Facilities Administration Assistant

# 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.	June 2025	Total Rewards Lead ANZ
	Conduct a review of cultural learning needs within our organisation.	June 2025	Total Rewards Lead ANZ
	Organise a cultural immersion experience(s) with a First Nations guide/organisation (i.e. visit to a significant Aboriginal and Torres Strait Islander site where permitted / cultural centre, or participation in a cultural event).	July 2025	Corporate Communications Manager
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.	March 2025	Pharmacovigilance Associate
	Create a guide detailing the specific cultural protocols and practices relevant to each Bayer ANZ site to support staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Pharmacovigilance Associate
	Share the guide into the onboarding process for new employees.	January 2025	Total Rewards Lead ANZ
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Update leave policy to embed flexibility to swap 26 January Public Holiday for an alternative day in year.	January 2025	Total Rewards Lead ANZ
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Senior Corporate Communications Associate
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June & July 2025	Senior Corporate Communications Associate
	Reconciliation Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Senior Corporate Communications Associate



# 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.	June 2025	Total Rewards Lead ANZ
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Total Rewards Lead ANZ
	Review, in conjunction with a consultant, Bayer's HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2025	Total Rewards Lead ANZ
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.	March 2025	Facilities Administration Assistant
	Investigate Supply Nation membership and ways to embrace First Nations suppliers within the Bayer procurement framework.	March 2025	Facilities Administration Assistant

# Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective Reconciliation Working Group to drive governance of the RAP.	Maintain a Reconciliation Working Group to govern RAP implementation.	February 2025	Radiology Customer Squad Lead
	Review, update if required and continue to apply the Terms of Reference for the Reconciliation Working Group.	April 2025	Radiology Customer Squad Lead
	Establish Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group.	June 2025	Radiology Customer Squad Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2024	Corporate Communications Manager
	Engage senior leaders in the delivery of RAP commitments.	May 2024	Corporate Communications Manager
	Maintain a senior leader to champion our RAP internally.	April 2025	Corporate Communications Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	Radiology Customer Squad Lead
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	Radiology Customer Squad Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Radiology Customer Squad Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Radiology Customer Squad Lead
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	Radiology Customer Squad Lead



Image credit: Flick Chafer-Smith (Ngarrindjeri) 'Yanurumi (Meeting Place)' 2021, acrylic on canvas



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