



# Reflect Reconciliation Action Plan

January 2025 – June 2026

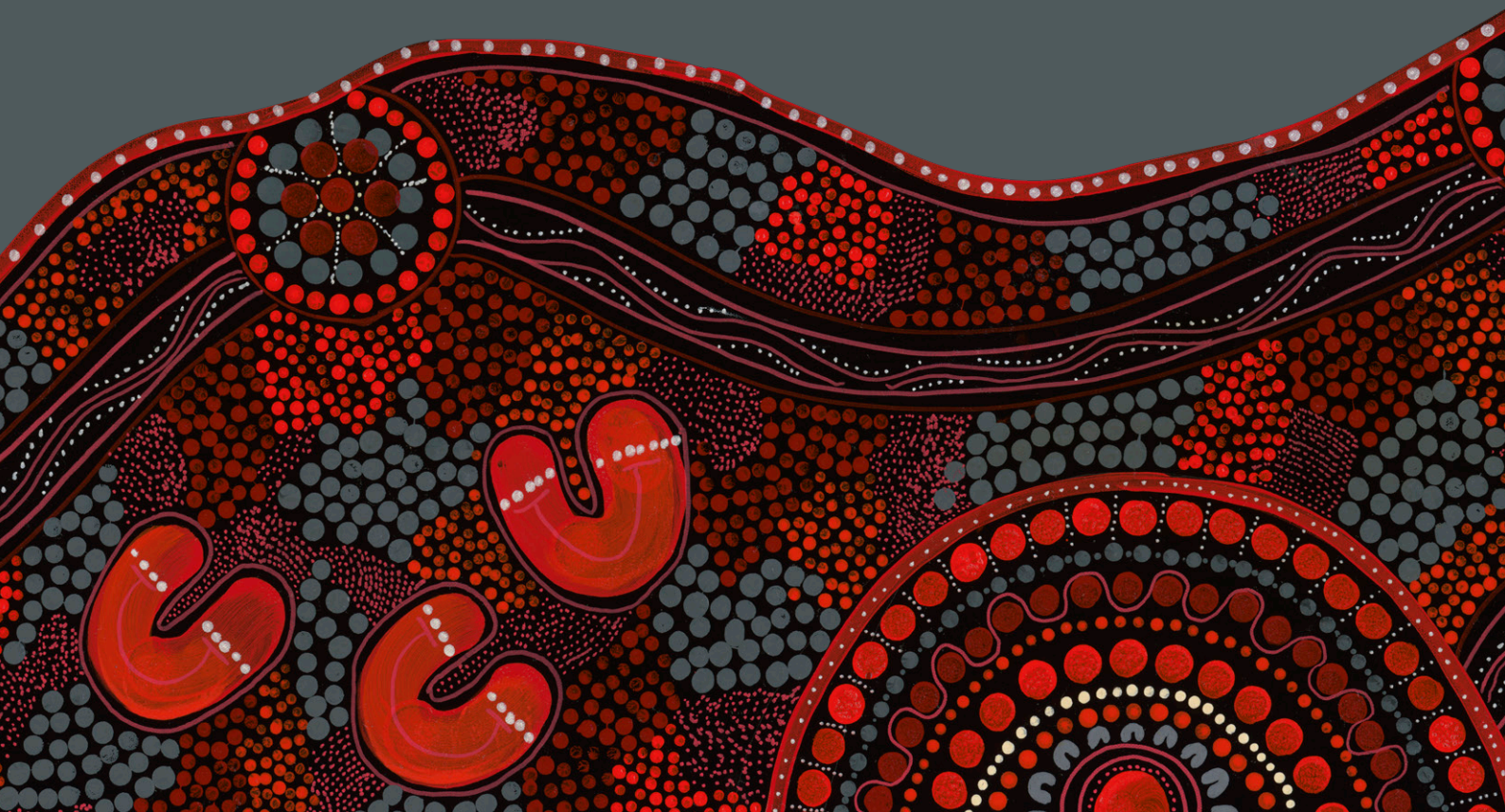


## **Acknowledgement of Country**

Cardinal Health acknowledges the Traditional Custodians of the land, the Gadigal People of the Eora Nation on which we work and recognise their continued custodianship and connection to the land, waters and community. We pay our respects to Aboriginal and Torres Strait Islander communities and to Elders past and present.

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# Artwork and Artist Story - Trevor Eastwood and Aaron McFarlane

The designer of our Artwork is Trevor Eastwood and the painter is Aaron McFarlane (pictured). Both Trevor and Aaron work for Dalmarri.

**DALMARRI** comes from the meaning **MEETING PLACE** and is perfect for what we want to teach in learning, engaging and connecting to all communities. Life is short, but art lives forever.

Trevor hails from the Ngamba people on the Barwon River, part of Kamilaroi country, on the outskirts of Brewarrina, New South Wales (NSW). He has lived most of his life in Western Sydney on Darug land and works closely with many schools across Sydney, teaching and passing on his knowledge of his First Nation heritage and culture.

Over the last 25 years, Trevor has delivered cultural immersion programs across Sydney, for corporate and community and has been involved in Aboriginal archaeology as a site officer protecting important sites.

Trevor's father, mentor and role model, Danny Eastwood has won Indigenous Australian Artist of the Year twice. Trevor's father taught him the importance of walking in two worlds—Trevor now encourages the youth of this generation on the importance to getting a good education and job whilst also learning about your culture to pass on.



This artwork illustrates a journey to wellness, emphasising patient care. It embodies our new value proposition "*Cardinal Health – because Time and Patients Matter*" as well our ANZ behaviours – **SPEED** through vibrant movement, **GRIT** with strong bold lines and **RESPECT** encompassing patient, employee experiences and sustainable technology, creating a powerful narrative of healing, support and connection with people and community.

# A Message from Reconciliation Australia CEO Karen Mundine



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

Cardinal Health Australia joins 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 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 Cardinal Health 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cardinal Health Australia, 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



# A Message from Our Managing Director Jane Crowe



## Cardinal Health's Commitment to Reconciliation

Date: 20 January 2025

Today, as Cardinal Health launches our first **Reconciliation Action Plan (RAP)**, this marks a significant milestone for our organisation to commence on a journey to better understand and recognize local Aboriginal and Torres Strait Islander communities and take a step towards Reconciliation.

The purpose of our Reflect RAP is to clearly set out the steps involved in preparing our team for reconciliation and building connections with local Aboriginal and Torres Strait Islander communities. This plays a critical part in recognizing past and present inequalities and respecting the heritage of our cultural identity as Australians. It will provide us with personal growth opportunities and a chance to discover, raise awareness and strengthen these relationships through impactful actions.

Committing to a Reflect RAP will allow us to also determine our vision for reconciliation and explore our sphere of influence. As part of this Reflect RAP we will set targets against our action plan to allow us to measure our progress and impact against our goals.

In the last couple of years, we have increased our focus and efforts for **environmental, social and governance (ESG)** and **diversity, equity and inclusion (DEI)**. Our ESG work helps us to ensure a fair, equitable and livable planet into the future, and our DEI work helps create a workplace where all of us, regardless of race, ethnicity, sex, sexual orientation, age, ability, or religion, are treated fairly and equitably.

DEI is at the foundation of our success to ensure that we build a culture that brings together a range of different perspectives and voices, and this is led by our own DEI Committee.

Our RAP working group understands that local Aboriginal and Torres Strait Islander Peoples have unique and lived experiences. We are committed to work together to identify and eliminate barriers and to expand our knowledge and awareness so that we can commit to reconciliation with open minds. And we ask the same of you.

Our diverse backgrounds and experiences give us each an opportunity to pause and reflect on what reconciliation means. Whilst this is just the first step for our RAP, this is a long journey. And while there may be uncomfortable realities and confronting moments, I am confident that collectively we can build a shared understanding together.

Yours sincerely,

**Jane Crowe**

Managing Director Cardinal Health ANZ

# Our Business

Cardinal Health is a global manufacturer and distributor of medical and laboratory products, distributor of pharmaceuticals, and a provider of performance and data solutions for healthcare facilities.

Cardinal Health has presence in clinics, labs and pharmacies, hospitals and homes.

We have a dedicated team of approximately 60 individuals in Australia and New Zealand, hailing from various backgrounds. We are currently unaware of any staff who identify as Aboriginal and/or Torres Strait Islander people. Our only office in Australia is currently in Sydney where many of our employees are based.

Our trusted portfolio of brands supports more than 1200 public and private hospitals across Australia and New Zealand. We offer a vast array of medical, surgical and laboratory products including Compression, Nutritional Delivery, Surgical Gloves, Electrocardiography and Wound Care to just name a few. Our vital portfolio of products, including well-known brands such as Kendall, Protexis and Kangaroo, support the breadth of the Australian and New Zealand healthcare markets.

We are a crucial link between the clinical and operational sides of healthcare, delivering end-to-end solutions and data-driven insights that advance healthcare and improve lives every day.

At Cardinal Health, we are focused on our shared mission and our values are the foundation of who we are and what we believe.



## **Integrity**

We hold ourselves to the highest ethical standards

## **Inclusive**

We embrace differences to drive the best outcomes

## **Innovative**

We develop new ways of thinking, operating and serving customers

## **Accountable**

We bring passion, determination and grit to deliver on our commitments

## **Mission driven**

We serve the greater goal of healthcare

Ultimately, each of our values all work in tandem with each other – bringing to life our enterprise focus, our business success, and our culture.

Our team has engaged with Indigenous Marathon Foundation (IMF) to support the local Aboriginal and Torres Strait Islander peoples through participation in their corporate virtual run. We have also engaged in discussions with IMF to involve the broader team in volunteering initiatives in their focus for promoting health for the local Aboriginal and Torres Strait Islander communities.



# Our Reconciliation Action Plan

The development of Cardinal Health's Reflect RAP is designed to support local Aboriginal and Torres Strait Islander communities in maintaining their connection to their culture and traditions, to acknowledge their past injustices and commit to working towards a more equal and respectful future.

This Reflect RAP will help us to create a blueprint and provide our team with guidance and opportunities to take meaningful actions to advance reconciliation.

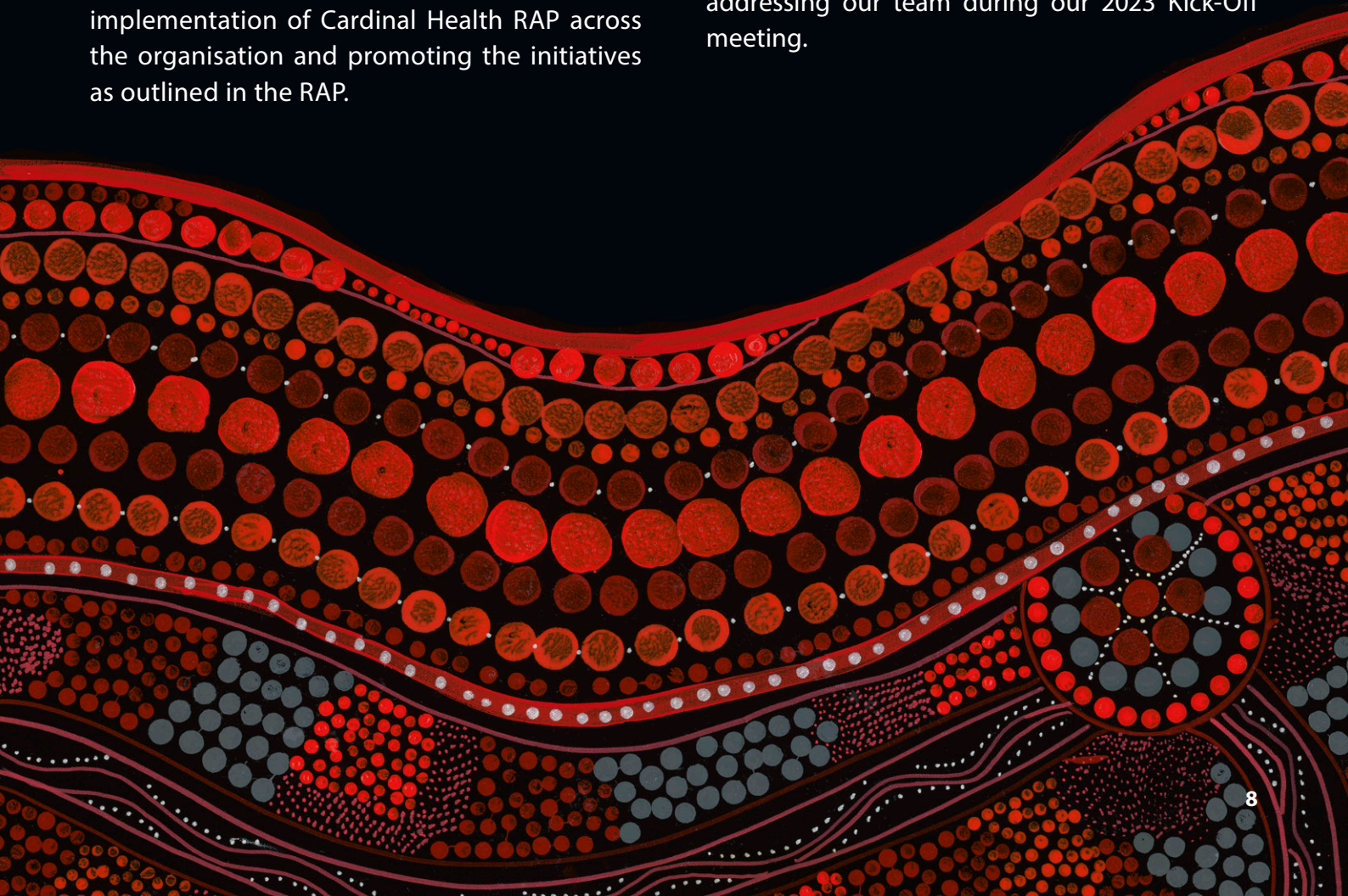
The RAP was developed by our RAP Working Group in consultation with our RAP Champion who is our Managing Director, ANZ, Cardinal Health's DEI Committee and ANZ leadership team. Our RAP Working group includes our HR Advisor, Supply Planner and HR Business Partner.

The RAP Working Group is responsible for overseeing the development and implementation of Cardinal Health RAP across the organisation and promoting the initiatives as outlined in the RAP.

The initiatives outlined in the RAP aim to build a connection between local Aboriginal and Torres Strait Islander communities and Cardinal Health employees, fostering a workplace that is inclusive and culturally aware for all employees.



Pictured Gadigal Elder, Uncle Allen Madden, addressing our team during our 2023 Kick-Off meeting.





Tu-Wai MacDonald from Aboriginal Incursions.  
Picture taken during our 2023 Kick-Off meeting.

# Our Reconciliation Journey

The early developments of our RAP started with the inclusion and the formation of our RAP Working Group who meet monthly and contribute to all RAP processes. The RAP Working Group is made up of employees from different functions of the business who come together to discuss and develop a shared understanding of how to contribute towards reconciliation.

In the beginning, we devised a charter to cement our vision and goals of a workplace strengthened by diversity of thought and where everyone could bring their whole self to work. Our main objective was to raise awareness and celebrate the rich histories, perspectives and cultures of local Aboriginal and Torres Strait Islander communities. The initiatives brought forward included the formation of our RAP, and the inclusion of local Aboriginal and Torres Strait Islander cultural activities at our annual conference known as the Kick-Off Meeting.

Over the past couple of years, we have incorporated the Acknowledgement of Country in our email signatures and in the welcoming address at our monthly townhall meetings.

At our 2022 Kick-Off Meeting, we took part in a local Aboriginal smoking ceremony and cleansing ritual as a gesture of respect for the Traditional Custodians of the land. The Indigenous team from Aboriginal Incursions facilitated the event on behalf of the Guringai people.

Our team also participated in an Aboriginal art workshop, where we discovered the cultural importance of art as a means of storytelling for Aboriginal and Torres Strait Islander communities. This experience brought our team together in a profound way, helping us appreciate the deep spiritual bond that local Aboriginal communities have with their land and surroundings.

The following year, at our 2023 Kick-Off Meeting, we were honored to have an Aboriginal local Elder deliver a Welcome to Country address, accompanied by a Spiritual Songman and a traditional dance performance.

During the month of November in both 2022 and 2023, we were proud to join forces with the **Indigenous Marathon Foundation (IMF)** for their Corporate Virtual Run. This annual month-long event not only aligns with but also uplifts and honors the Indigenous Marathon Project (IMP) Squad as they conquer their first marathon in New York.

IMF is committed to enhancing the health and social well-being of Aboriginal and Torres Strait Islander peoples and envisioning a reconciled, unified, and healthy Australia achieved through the transformative power of running, healthy lifestyles, Indigenous leadership, and the marathon itself. Their mission is not just about fitness; it's about celebrating Indigenous leaders and their achievements while fostering a culture of health and unity.



The IMF was established by world champion Rob de Castella, from the growth and success of the Indigenous Marathon Project; A project designed to search for First Nation runners to run in the world's largest marathon, The New York City Marathon and incorporating education components including qualifications in fitness and recreation, first aid, mental health and run coaching. IMF has since grown to become a health promotion charity, which oversees four core programs:

- The IMP
- Indigenous Communities for Activity and Nutrition (I-CAN, school-based program)
- IMF Running & Walking (RAW) (community-driven free walking and running groups)
- Front Runners (for graduates of IMP, offering support and grants for professional and personal development).

Our collaboration with the Indigenous Marathon Foundation is rooted in our dedication to creating welcoming and safe spaces for local Aboriginal and Torres Strait Islander communities to embrace active and healthy lifestyles.



Pictured Rob de Castella, Indigenous Marathon Foundation Founder Member, addressing our team at the 2023 Kick-Off meeting.

In 2023, we collaborated with Evolve Communities, an Australian trusted authority for Indigenous cultural awareness, ally and facilitator training to support our team in developing our inaugural Reflect RAP and to promote local Aboriginal and Torres Strait Islander traditions and cultures so that we can build a stronger, more inclusive workplace through cultural competency training. Evolve Communities is an Aboriginal owned and operated business, and we have engaged them in an advisory capacity.

Our engagement with Evolve Communities encompassed local Aboriginal cultural Awareness Training, titled "*7 Steps to Practical Reconciliation*". During our training sessions, members of our DEI Committee and Leadership team engaged in meaningful discussions within a yarning circle, covering topics such as Diversity, Identity, Stereotypes, Communication, Cultural Baggage, Unconscious Bias, Closing the Gap, and Privilege. The Yarning Circle had a deep impact on the team, as they reflected on the topics and how they could contribute to making a difference through allyship.

We hope to continue to work to increase cultural awareness as we embark on this journey of our Reflect RAP, to focus on Aboriginal and Torres Strait Islander cultural diversity in Australia, along with the many nations and language groups and work towards reconciliation.



Pictured Cardinal Health employee, Wan Lee, participating in local Aboriginal Smoking Ceremony and Cleansing Ritual at our 2022 Kick-Off meeting

## RELATIONSHIPS

Action	Deliverables	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2026	Sales Director
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	DEI Lead
	• Participating in at least one initiative run by IMF or other similar organisation.	April 2026	HR Advisor
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025 & 2026	HR Business Partner
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	DEI 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 2025 & 2026	HR Business Partner
	• Promoting participation of employees to utilise their volunteering leave to engage in activities that support local Aboriginal and Torres Strait Islander communities	27 May – 3 June 2025 & 2026	HR Advisor
<b>3. Promote reconciliation through our sphere of influence</b>	• Communicate our commitment to reconciliation to all staff.	February 2025	Managing Director
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2025	HR Business Partner
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2025	DEI Lead
<b>4. Promote positive race relations through anti-discrimination strategies</b>	• Research best practice and policies in areas of race relations and anti-discrimination.	September 2025	HR Advisor
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	HR Advisor

## RESPECT

Action	Deliverables	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of local Aboriginal and Torres Strait Islander cultures, histories, knowledge and cultural rights through cultural learning</b>	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	DEI Lead
	• Conduct a review of cultural learning needs within our organisation.	December 2025	HR Business Partner
	• Share information with talent acquisition about our commitment to our RAP so they can share this information with candidates.	December 2025	HR Business Partner
<b>6. Demonstrate respect to local Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area.	December 2025	HR Business Partner
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	DEI Lead
	• Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events.	September 2025	Executive Assistant
<b>7. Build respect for local Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	August 2025	DEI Lead
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	DEI Lead
	• RAP Working Group to participate in an external NAIDOC Week event.	1st week in July 2025	HR Business Partner
	• Add a section to the Employee Handbook to facilitate employee understanding of the significance of Acknowledgement and Welcome to Country.	May 2025	HR Advisor
	• Inviting local Aboriginal and Torres Strait Islander peoples to share their story. For example, invite IMF runners to share the impact IMF has on their life.	February 2025	HR Advisor

## OPPORTUNITIES

Action	Deliverables	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2025	HR Business Partner
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	HR Business Partner
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Legal and Compliance Counsel
	• Investigate Supply Nation membership.	September 2025	Executive Assistant

## GOVERNANCE

Action	Deliverables	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group to drive governance of the RAP</b>	• Maintain the RWG to govern RAP implementation.	February 2025	DEI Lead
	• Draft a Terms of Reference for the RWG.	June 2025	DEI Lead
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2026	HR Business Partner
<b>11. Provide appropriate support for effective implementation of RAP commitments</b>	• Define resource needs for RAP implementation.	June 2025	DEI Lead
	• Engage senior leaders in the delivery of RAP commitments.	June 2025	HR Business Partner
	• Appoint a senior leader to champion our RAP internally.	February 2025	Managing Director
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	DEI Lead
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	• 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	HR Business Partner
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR Business Partner
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	DEI Lead
<b>13. Continue our reconciliation journey by developing our next RAP</b>	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	HR Business Partner



For any queries, contact:  
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