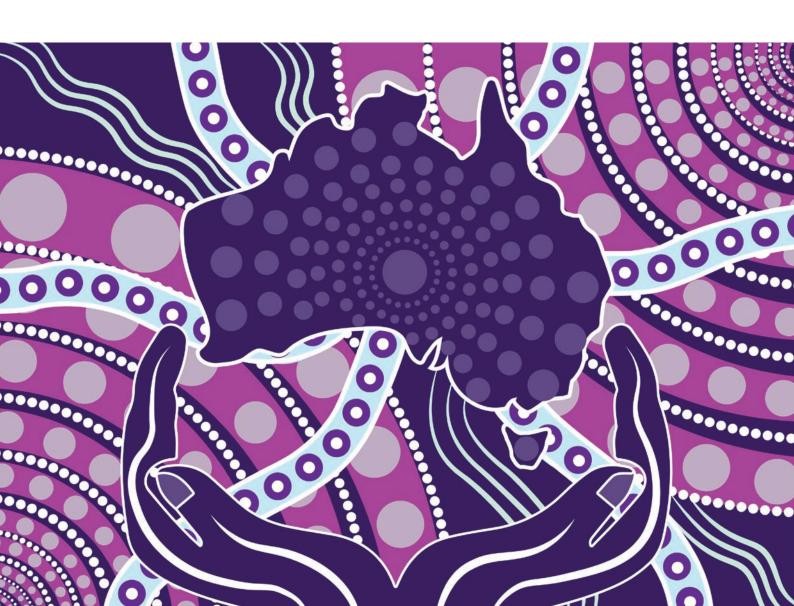




Reconciliation Action Plan

November 2021 – November 2022



Acknowledgement

Acknowledgement of Country

Bristol Myers Squibb Australia (BMSA) Acknowledges the Traditional Custodians of the lands, seas and waters across Australia. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present, and embrace future generations.

Our Reflect Reconciliation Action Plan (RAP) considers the livelihoods of Aboriginal and Torres Strait Islander peoples across Australia, including the wellbeing, cultural and socio-economic factors contributing to the health situation, impacts and outcomes of Australia's First Peoples.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge and perspectives throughout the development of our Reflect RAP.

Terminology

Wherever possible, BMSA uses the term of Aboriginal and Torres Strait Islander peoples, rather than Indigenous. In some instances, we will use the term Australia's First Peoples to acknowledge the unique position and rights Aboriginal and Torres Strait Islander peoples have in Australia.

We may use the term Indigenous when referring to Indigenous businesses or when referring to Indigenous peoples of the world articulated in international instruments such as the *United Nations Declaration on the Rights of Indigenous peoples*.



The artwork by national award-winning Wiradjuri Artist Lani Balzan, commissioned by Dreamtime Creative, represents Bristol Myers Squibb (BMS) and their vision to transform patients' lives through life-saving, innovative medicines. The hands holding Australia are the focus of the BMS brand and a universal expression of healing, giving and receiving care. They represent the personal touch BMS bring to their work and every treatment they pioneer. The dot work inside Australia represents BMS's belief in the power of science to address challenging diseases and the unprecedented scientific breakthroughs in advancing the treatment of disease. Their shared values of passion, innovation, urgency, accountability, inclusion and integrity are represented by the aqua coloured paths while the spectrum dot work bottom left and top right represent science growing over time and providing better care for people.

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BMSA General Manager Message

It is an important moment for BMSA as we start our reconciliation journey. Our Reflect RAP makes commitments which we believe lay foundations for BSMA to create lasting impact as allies in advancing reconciliation in Australia.

Our Past

BMSA operates clinical trials in more than 150 sites nationwide and has a diverse workforce spread across Australia. We acknowledge the ancestors that lived on, walked and managed these lands for many generations and who have left a strong legacy of wisdom, culture and knowledge. We would like to pay particular respect to the generations of traditional Indigenous medicinal practice that contributed to the wellbeing of the oldest continuous culture in the world.

Recent Australian history has not appropriately acknowledged and recognised the rightful place Australia's First Peoples have in this country. We recognise this needs to be addressed to acknowledge the dispossession of land, destruction of culture and loss of languages, ceremonies and songs that has occurred since colonisation. Our RAP is our promise to take deliberate action to ensure a better future by acknowledging the past, for all Australians, including Aboriginal and Torres Strait Islander peoples.

Our Future

Tragically, Aboriginal and Torres Strait Islander people's life expectancy is almost 9 years less than non-Indigenous Australians. We are committed to playing a role in addressing health inequalities and disparities as we discover, develop and deliver innovative medicines for all Australians. We will do this by:

- embracing cultural awareness training for our employees;
- elevating diversity of clinical trials;
- increasing our suppliers to ensure Aboriginal and Torres Strait Islander businesses are included;
- ensuring our people policies provide a workplace where Aboriginal and Torres Strait Islander staff feel safe to join and proudly acknowledge their heritage.

Our commitment to reconciliation is driven by, and consistent with, our core values of Integrity, Innovation, Urgency, Passion, Accountability and Inclusion. These are our organisational standards which guide us in all that we do. We thank Reconciliation Australia for their valued endorsement of our inaugural RAP.

As we implement our foundational reconciliation commitments over the next 12 months, we welcome the challenges of deepening our learning journey as an organisation. We look forward to a future of brighter health outcomes as we build our engagement and partnerships with Aboriginal and Torres Strait Islander peoples.

In Solidarity Neil MacGregor General Manager Australia & New Zealand Bristol Myers Squibb

ristol Meyers Squibb Reconciliation Action

Reconciliation Australia CEO Message

Reconciliation Australia welcomes Bristol-Myers Squibb to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Bristol-Myers Squibb 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 Bristol-Myers Squibb 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 Bristol-Myers Squibb, 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

We are a global biopharmaceutical company focused on transforming patients' lives through science. Our mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

Bristol Myers Squibb was first established in New York, U.S in 1887 and the company has been operating in Australia since 1967. During this time, BMSA has become one of Australia's most trusted health research bodies, employing over 300 people and currently has 110 active, selected and planned trials in 480 trial sites across Australia.

BMSA has not yet had the opportunity to confirm our employment numbers of Aboriginal and/or Torres Strait Islander staff however we are committed to undertake practical steps to understand and increase Indigenous employment within the organisation.

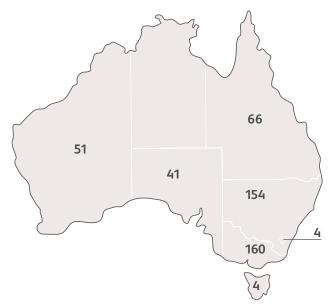
Our clinical trial staff work directly within remote, regional and urban communities across Australia, reaching about 1,200 patients, focused primarily to create innovative health solutions in the areas of:

- Oncology and Haematology: the diagnosis and treatment of Cancer;
- Cardiovascular diseases: the diagnosis and treatment of heart conditions;
- *Immunology:* the study on the structure and function of the immune system.

The BMSA head office is based on the Traditional lands of the Boon Wurrung people of the Kulin Nation, in Mulgrave, Melbourne, VIC.

We believe change and impact to achieving innovative health solutions occurs within an ecosystem of the health industry. As such, BMSA is a representative member of several Global and Australian Medical Advisory and research bodies, including Medicines Australia.

BMSA – active clinical trial sites July 2021



Bristol Myers Squibb organisational values:

- INTEGRITY We demonstrate ethics, integrity and quality in everything we do for patients, customers and colleagues
- INNOVATION We pursue disruptive and bold solutions for patients
- URGENCY We move together with speed and quality because patients are waiting
- PASSION Our dedication to learning and excellence helps us to deliver exceptional results
- ACCOUNTABILITY We all own Bristol Myers Squibb's success and strive to be transparent and deliver on our commitments
- INCLUSION We embrace diversity and foster an environment where we can all work together at our full potential

BMSA commitment to reconciliation and equality in health

Our Vision for Reconciliation

Our vision for Reconciliation is that Australia's First Peoples attain the same level of health care, and health outcomes, as other Australians. This will contribute to reducing the devastating health gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

We will accomplish this by leveraging our position in the healthcare industry to contribute to improved health outcomes for the benefit of Aboriginal and Torres Strait Islander peoples. Furthermore, we will increase our understanding of, and connection with, Aboriginal and Torres Strait Islander peoples, we will ensure we provide a culturally safe place to work for Aboriginal and Torres Strait Islanders through cultural awareness of our employees and our people policies, and we will increase the diversity of our suppliers and ensure our clinical trials have increased representation of our Aboriginal and Torres Strait Islander peoples.

Our RAP is a long-term commitment, and we are proud to be one of many organisations helping address challenges affecting the quality of life of our First Nations peoples.

Australia's First Peoples experience significant health inequalities compared to other Australians, including high rates of chronic health disease, high rates of infant mortality and low rates of life expectancy¹. The social determinants of health are also substantial factors contributing to about one third of health outcomes for Aboriginal and Torres Strait Islander peoples, including compounding experiences of racial discrimination.

There is a long history in Australia of Aboriginal and Torres Strait Islander peoples' aspirations for self-determination to take control over their own health and wellbeing outcomes. The establishment of Aboriginal Community Controlled Health Organisations (ACCHO's) across the country were born from this movement. We see ACCHO's as significant stakeholders and hope to walk in partnership as we embark on our reconciliation journey to achieve equitable health outcomes for Australia's First Peoples.

To enable us to improve long term health outcomes, we recognise that we need an ongoing commitment to raise cultural awareness in our employees, to help them gain a better understanding of the health challenges that Aboriginal and Torres Strait Islander people face, and to understand their cultures, history and achievements.

Our commitment to expanding our diversity of clinical trials and suppliers, and ensuring that we provide a safe place to work for our current and future Aboriginal and Torres Strait Islander colleagues, will help foster the relationships that will ultimately lead to health equity. In applying the right to health and our core organisational values, our intention is to learn, listen and create an enabling environment for Aboriginal and Torres Strait Islander peoples' to exercise their right to self-determination as underpinned by the Declaration on the Rights of Indigenous Peoples².

¹ Ctgreport.niaa.gov.au. 2021. Closing the Gap I Closing The Gap. [online] Available at: https://ctgreport.niaa.gov.au/>.

² UN General Assembly, United Nations Declaration on the Rights of Indigenous Peoples: resolution / adopted by the General Assembly, 2 October 2007, A/RES/61/295, available at: https://www.refworld.org/docid/471355a82.html

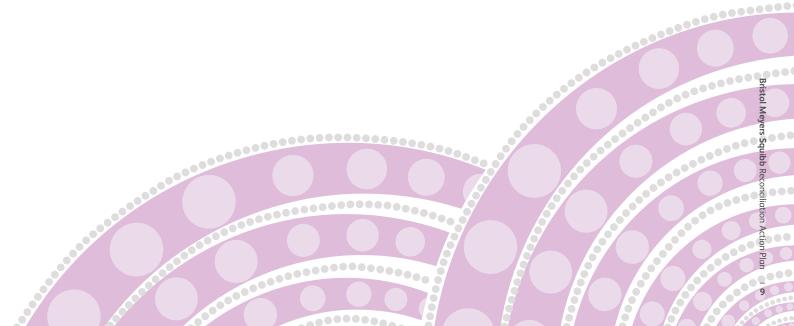
Our global commitment to accelerating health equality and diversity and inclusion

2020 was a year of reckoning around the world. Both health and racial inequalities came into sharp focus and as a company we accelerated our responsibility in addressing these issues.

Our vision as a company is only possible if patients can have equal access to healthcare. Together, we can work to provide all patients with fair and just opportunities to achieve optimal health. We know we have a role to play in addressing health equity, and we are taking steps to contribute in areas where we can make a difference. Our commitments include a determined focus on addressing health disparities and increasing clinical trial diversity.

Our global commitment areas to Health Equity and Global Diversity and Inclusion:

- Health Disparities
- Clinical Trial Diversity
- Supplier Diversity
- Employee Giving
- Workforce Representation



Our reconciliation journey to date

While the operational history of Bristol Myers Squibb in Australia dates back more than 80 years, our journey of reconciliation in Australia has only just begun.

BMSA staff reflected on what the business could do to advance reconciliation and leverage our health science expertise to achieving health equality between Australia's First Peoples and other Australians.

Thus, the commencement of our reconciliation journey in Australia and the development of the BMSA Reflect RAP was initiated by our staff and is supported by our executive leadership.

BMSA engaged the support of PwC's Indigenous Consulting (PIC), a majority Aboriginal owned, led and operated professional services business, to support the development of our inaugural RAP and provide trusted cultural guidance as we embark on our learning journey.

Supported by PIC, the BMSA RAP Working Group codesigned and developed practical actions and deliverables for our Reflect RAP. As part of this process, we developed our vision for reconciliation to steer our business for the duration of our Reflect RAP and future RAPs over the next few years and have communicated to our employees seeking interest to be actively involved. We are also building awareness of Australia's First Peoples cultural protocols by encouraging our leaders and staff to provide an Acknowledgement of Country at the start of our meetings and events.

We expect to mature and grow over the next 12 months as we lay the foundations to our reconciliation initiatives. We know we have a lot to learn and are committed to listening to the health needs of Aboriginal and Torres Strait Islander peoples to ensure our business embeds culturally responsive scientific approaches aimed at achieving equitable health outcomes.

As we look to the next 12 months and beyond, we believe we can contribute to advancing the five dimensions of reconciliation by:

Dimension	Our commitments to advance each dimension
Race Relations	We are committed to building a culturally safe workplace and being culturally responsive to the health needs of Aboriginal and Torres Strait Islander peoples.
Equality and Equity	We are committed to advancing equality and equity in health for Aboriginal and Torres Strait Islander peoples.
Unity	We are committed to building national unity through collective impact and meaningful relationships with Aboriginal and Torres Strait Islander peoples based on reciprocity, respect and partnerships.
Institutional Integrity	The universal right to health is a cornerstone standard applied within our work and our organisational values guide practice in health research and clinical trials.
Historical Acceptance	We are committed to understanding the health inequalities Aboriginal and Torres Strait Islander peoples experience and the role our organisation can play to reveal historical and institutional truths of our nation.

Overview on how we will embed reconciliation governance

The BMSA reconciliation governance structure has been established to embed decision-making and enable effective implementation and reporting on progress of our Reflect RAP commitments.

Our Executive Sponsors and senior champions for the Reflect RAP are Bristol Myers Squibb Australia and New Zealand General Manager, Neil MacGregor and Melinda Munns, Medical Director, Australia and New Zealand, who acts as the RAP Working Group Chair. The RAP Working Group Chair oversees the RAP Working Group and holds them accountable to ensuring the goals of the RAP are achieved. The RAP Working Group Chair may be rotated over time.

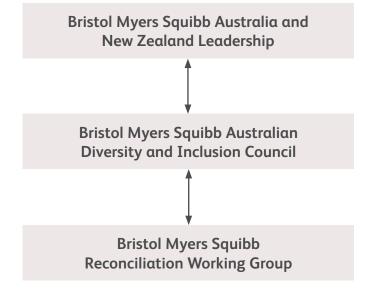
The BMSA RAP Working Group members represent key areas of the business and interested persons who are actively dedicated to our reconciliation journey. The RAP Working Group will be the core governance group who will guide implementation of our RAP commitments across the business, and will work with other employees across the business to ensure those commitments are met.

Our RAP Working Group will report to the BMSA Diversity and Inclusion Council who meet each month and report directly to the Australia and New Zealand Leadership Team.

The BMSA RAP Working Group membership includes:

- Neil MacGregor, General Manager, Australia and New Zealand:
- Melinda Munns, Medical Director, Australia and New Zealand;
- Jo Roach, Associate Director APAC Tax CoE;
- Larraine D'Souza, Market Access Manager;
- Emma Boscheinen, Senior Communications Manager;
- Rose Hemaya, Senior Manager, Medical
- Mark Reynard, Senior Manager, Regulatory Affairs;
- Sylvia Rodriguez, Executive Assistant
- Rheanna Gunderson, Senior Sales Representative
- Nick Hurst, Manager, CX Operations
- Sammantha Youngson, Clinical Trial Monitor

BMSA will continue to consider best practice approaches to ensuring our reconciliation initiatives continue to be guided by Aboriginal and Torres Strait Islander peoples. We will seek to ensure that our RAP Working Group will have Aboriginal and Torres Strait Island representation, either internally or through external representation.





Relationships:

Our commitment to fostering meaningful relationships

We are committed to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples and community-controlled health organisations to learn and understand best practice approaches to support innovative solutions to achieving health equality and equity for Australia's First Peoples.

Re	Relationships			
Ac	tion	Deliverable	Timeline	Responsibility
1.	1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. 1. Establish and strength in the st	Develop a list of key Aboriginal and Torres Strait Islander health stakeholders and Aboriginal Community Controlled Health Organisations (ACCHO's) which BMSA could seek to build a reciprocal relationship.	March 2022	Medical Director
		 Create a short briefing document to identify best practice and principles that support securing reciprocal partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	April 2022	Medical Director
2.	Leverage our sphere of influence (internally and externally) as a leading global pharmaceutical company to promote health equality and reconciliation.	 Develop a plan to promote and embed our commitment to reconciliation to all staff across the business, including clinical trial staff. As part of this plan, we will consider: how best to embed staff understanding and awareness of reconciliation into individual employee goal setting in Workday with the intention that goals will be reviewed and tailored each performance review cycle; and how best to communicate globally across Bristol Myers Squibb, such as organising a global organisational event to raise awareness of our BMSA reconciliation commitments. 	March 2022	RAP Working Group Chair
		Create a list of key health industry stakeholders that BMSA can engage with in creating collective impact to advance reconciliation, including other like-minded organisations who support reconciliation.	November 2021	RAP Working Group Chair
		 Network with other pharmaceutical companies who are also on a reconciliation journey to forge relationships and share learnings. 	December 2021	RAP Working Group Chair

Relationships			
Action	Deliverable	Timeline	Responsibility
3. Foster building safe learning relationships through specific reconciliation and cultural events, including by celebrating National Reconciliation Week (NRW).	 Engage staff around reconciliation by promoting and celebrating NRW by: o sharing existing NRW information from Reconciliation Australia; o communicating via our lunch and learn forums; o inviting a local Aboriginal Elder or cultural educator to speak to staff. 	27 May – 3 June 2022	RAP Working Group Chair
	Encourage and support staff including senior executive leaders to participate in an external event to recognise and celebrate NRW.	27 May – 3 June 2022	RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	 Research best practice and policies in areas of race relations and anti-discrimination to ensure BMSA existing policies reflect best practices. 	October 2022	HR Director
	 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions. 	October 2022	HR Director
	• Research the appropriate language required for HR policies to support a culturally-safe workplace for Aboriginal and Torres Strait Islander staff, and review BMSA HR and anti-discrimination policies to identify any policies that require amendment to remove barriers, challenges or gaps to achieve this.	November 2022	HR Director
5. Investigate opportunities to recognise January 26 as a day of mourning.	Educate staff on the Aboriginal and Torres Strait Islander view of 26 January being a day of mourning.	26 January 2022	BMSA General Manager
	Consider making the Australia Day holiday on 26 January flexible to recognise that Aboriginal and Torres Strait Islander peoples consider this date to be a day of mourning. BMSA staff to be given the option of taking this public holiday on an alternate day that week.	26 January 2022	BMSA General Manager



Respect:

Our commitment to learning and demonstrating respect for Aboriginal and Torres Strait Islander peoples

We understand that reconciliation is a journey, not a destination and our journey has just begun. We acknowledge and respect Australia's First Peoples ancient cultural and linguistic diversity, histories and achievements.

BMSA is committed to ongoing learning and listening to Aboriginal and Torres Strait Islander peoples so that our business is culturally responsive to the health needs of Australia's First Peoples.

Respect			
Action	Deliverable	Timeline	Responsibility
6. Plan and embed tailored cultural learning for BMSA to increase our organisational	Develop targeted employee diversity and inclusion survey questions to understand a base level of staff cultural understanding and learning needs within our organisation.	November 2021	RAP Working Group Chair
understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights.	Develop a tailored strategy to support ongoing cultural learning of BMSA staff in collaboration with a Supply Nation approved training provider. The strategy will consider:	November 2022	RAP Working Group Chair
	o the cultural learning needs of all existing staff across the business;		
	o the learning needs of new staff through induction;		
	o tailored cultural learning content relevant to Aboriginal and Torres Strait Islander health;		
	o appropriate learning approaches for staff (i.e online, in person workshop, cultural immersion);		
	o a timeline for surveying employee knowledge and understanding, conducting surveys as appropriate.		
	 Collate a list of key events and dates of significance for Aboriginal and Torres Strait Islander peoples and communicate to BMSA staff to encourage active engagement and learning. 	December 2021	RAP Working Group Chair / Communications lead

Respect			
Action	Deliverable	Timeline	Responsibility
7. Demonstrate and promote respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• In order to build our understanding of Australia's First Peoples in our local area, develop a list of local Traditional Custodians of the lands and waters where the BMSA office is located.	December 2021	RAP Working Group Chair
•	Consider ways for BMSA to demonstrate respect for Aboriginal and Torres Strait Islander peoples.	April 2022	RAP Working Group Chair
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	 Raise awareness, promote and share information amongst BMSA staff about the meaning of NAIDOC Week. 	First week in July, 2022	RAP Working Group Chair
	Encourage staff to attend external local NAIDOC events scheduled during the week.	First week in July, 2022	RAP Working Group Chair
	As champions of BMSA reconciliation journey, our RAP Working Group members will participate in at least one external NAIDOC Week event.	First week in July, 2022	RAP Working Group Chair



Opportunities:

Our commitment to creating shared value opportunities to advance reconciliation

We are committed to build organisational and collective impact opportunities in partnership with Aboriginal and Torres Strait Islander peoples and organisations focused on improving economic, social and health outcomes of Australia's First Peoples.

Opportunities			
Action Deliverable		Timeline	Responsibility
9. Seek to reduce the gap in health outcomes for Aboriginal and Torres Strait Islander peoples compared to non-Indigenous Australians.	• Explore widening our scope of clinical trial sites and broadening our delivery of medical education to specialists in Australia to ensure that access and awareness of BMS therapies is maximised for Aboriginal and Torres Strait Islander patients.	November 2022	Head of Clinical Operations & Medical Director
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	 Develop a culturally safe process whereby existing and new staff are able to voluntarily self-identify in order to build a deeper understanding of BMSA Aboriginal and Torres Strait Islander employee diversity. 	November 2022	HR Director and Manager, HR Advisor Team, People Services
	 Review our Talent Acquisition marketing strategies to ensure that practical steps are taken to attract Aboriginal and Torres Strait Islander peoples to career opportunities at BMSA. 	March 2022	Associate Director, Talent Acquisition
	Explore options such as educational and development opportunities for Aboriginal and Torres Strait Islander people in order to build an employment pipeline.	November 2022	RAP Working Group Chair

Opportunities			
Action	Deliverable	Timeline	Responsibility
11. Actively seek to diversify our supplier procurement approach by increasing our support for Indigenous businesses by improving economic and social outcomes for Aboriginal and Torres Strait Islander peoples.	Scope and develop a plan to increase our supplier diversity and product spend with Aboriginal and Torres Strait Islander owned businesses.	March 2022	RAP Working Group Chair and Senior Manager, Strategic Sourcing & Procurement
	Outline the purpose and benefits for supply chain diversity.	March 2022	RAP Working Group Chair and Senior Manager, Strategic Sourcing & Procurement
	Scope and develop a list of product needs and local and national Aboriginal and Torres Strait Islander businesses which Bristol Myers Squibb could engage.	November 2022	RAP Working Group Chair and Senior Manager, Strategic Sourcing & Procurement
	Investigate Supply Nation Membership.	March 2022	RAP Working Group Chair and Senior Manager, Strategic Sourcing & Procurement
12. Scope a BMSA employee giving and volunteering program to support improved health outcomes for Aboriginal and Torres	Identify meaningful opportunities for BMSA staff to volunteer their time (skilled or unskilled) with Aboriginal and Torres Strait Islander Community Controlled Organisations through our employee giving program.	November 2022	RAP Working Group Chair
Strait Islander peoples.	Explore a funds matching arrangement for BMSA to match donations given by staff to Aboriginal and Torres Strait Islander support initiatives/charitable donations.	November 2022	RAP Working Group Chair



Governance:

Our reconciliation governance and reporting

Our governance structures and processes as a global multinational organisation is multi-layered and supported by executive leaders across the business. We view the BMSA reconciliation governance just as important as our other business governance structures – we will ensure that effective and sustainable decision-making, due diligence, reporting and accountability are embedded into how we implement our Reconciliation commitments.

Governance			
Action	Deliverable	Timeline	Responsibility
13. The BMSA Reconciliation governance structure will be established to effectively guide governance, decision-making and implementationof our RAP.	Maintain the BMSA RAP Working Group.	November 2021	D&I Committee Chair and RAP Working Group Chair
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	January 2022	RAP Working Group Chair
	Establish Terms of Reference for the RAP Working Group outlining purpose, role, membership, meeting cadence and reporting on our reconciliation commitments.	November 2021	D&I Committee Chair and RAP Working Group Chair
14. Provide appropriate support for effective implementation of BMS Reflect RAP	Define resource needs for RAP implementation.	November 2021	D&I Committee and RAP Working Group Chair
commitments.	Engage senior leaders in the delivery of RAP commitments.	November 2021	D&I Committee and RAP Working Group Chair
	Define and embed within our business appropriate approaches and systems to track, measure and report on implementation progress of our RAP commitments.	September 2022	RAP Working Group Chair

Governance			
Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	RAP Working Group Chair
	Review our progress, learnings, challenges and achievements in implementing our RAP initiatives.	September 2022	RAP Working Group Chair
16. Continue our reconciliation journey by developing our next RAP.	Register on the Reconciliation Australia website as we embark on developing our next RAP.	September 2022	RAP Working Group Chair

Contact us

We welcome enquiries and feedback on our Reflect Reconciliation Action Plan commitments and are happy to discuss any aspect of our reconciliation commitments with interested persons, please email our RAP Working Group at RAP@bms.com (03 8523 4200).

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