



# Innovate Reconciliation Action Plan

March 2025 – March 2027





# Acknowledgement of Country

**Novo Nordisk acknowledges the Traditional Custodians of the lands on which we work, research, and distribute medications across Australia. We pay our respects to First Nations Elders, past and present and honour their enduring connection to land, waterways, culture, and community.**

We acknowledge and pay our respects to the Cammeraygal people, the Traditional Custodians of the land where our North Sydney head office is located.

At Novo Nordisk, we recognise that the health and wellbeing of First Nations peoples are deeply intertwined with their connection to Country – a connection nurtured for over 65,000 years. This understanding inspires and challenges us to address health disparities and collaborate with First Nations communities to create innovative, culturally safe and meaningful healthcare solutions.

We are committed to walking alongside First Nations peoples on this shared journey towards reconciliation, ensuring respect, equity and inclusion are central to all that we do.





# Statement of Commitment

**At Novo Nordisk, we reaffirm our commitment to reconciliation and advocating health equity in First Nations communities. Through ongoing dialogue, collaborative partnerships, and purposeful action, we aim to address systemic health disparities and create meaningful, sustainable change.**

Building on the progress of our Reflect Reconciliation Action Plan (RAP), we are committed to maintaining strong relationships with industry partners, Aboriginal community-controlled health organisations, and First Nations peoples and communities. These collaborations strengthen our impact, allowing us to integrate diverse perspectives and co-design culturally informed healthcare solutions that genuinely address the needs of First Nations communities.

As a global leader in chronic disease management, we recognise the interconnected social, cultural, and economic factors influencing health outcomes. We are persistent in our advocacy efforts, using our voice to drive systemic change and embed equity into the Australian healthcare landscape.

Reconciliation is an ongoing journey of learning, respect, and growth. At Novo Nordisk, we will continue to prioritise listening to First Nations voices, honouring cultural knowledge and lived experiences and aligning our work with community aspirations. Through long-term partnerships, we aim to contribute to a healthier, more inclusive future where every First Nations person has access to equitable healthcare that addresses their individual and community health needs.

Together, we can lead meaningful progress, guided by the principles of respect, collaboration, and innovation, to achieve a healthier Australia for all community members, regardless of their race, gender or where they live.



# Foreword by CEO



*Cem Ozenc (left) with Graham "Buzz" Bidstrup, CEO of Uncle Jimmy Thumbs CEO (right) in Milingimbi Island, Northern Territory.*

## **A message from Cem Ozenc, Novo Nordisk Oceania General Manager and Corporate Vice President**

Since arriving in Australia in 2022, I have had the opportunity to experience and learn about the enriching and diverse culture of the First Nations communities. I continue to be inspired by the profound connection First Nations peoples have to the land and its resources, and how this has shaped their holistic approach to health that is focused on balance, community and sustainability.

It has also been a sobering experience to witness the health disparities experienced by First Nations peoples in remote Australia, linked to broader social, economic and cultural factors. Addressing these inequities requires a willingness to listen, respect and collaboration. This commitment to fairness and inclusivity is deeply ingrained in Novo Nordisk's values.

Social responsibility has been part of Novo Nordisk's DNA for more than 100 years. We strive to provide equitable access to our medicines for individuals regardless of their socioeconomic status. This commitment

inspired the launch of our first Reflect Reconciliation Action Plan (RAP), where we began to acknowledge and honour the Traditional Custodians of the lands on which we work and live in Australia. It marked the start of a journey filled with listening, learning, and meaningful engagement – one that has challenged and inspired us in equal measure.

Our Reflect RAP taught us invaluable lessons about the importance of building trust, maintaining engagement, and integrating reconciliation into our organisational practices. The journey was not without its challenges; earning trust required patience, transparency and consistent action. Internally, balancing RAP implementation with other priorities tested our resources and capacity. Despite these hurdles, we achieved significant milestones. From supporting the Australian Diabetes Educators Association's scholarships for First Nations health professionals to partnering with Uncle Jimmy Thumbs Up on culturally relevant health initiatives, we saw firsthand the impact of collaboration.

These achievements, and the trust we have begun to build with the First Nations communities we have collaborated with, reaffirm our resolve as we transition to our Innovate RAP. This next step is more than

a strategic document – it's a call to action. Our Innovate RAP deepens our commitment to addressing health inequities by embracing holistic, culturally informed healthcare practices. It represents our promise to integrate reconciliation into every decision we make and every action we take. Together with our partners, we will continue to co-create initiatives that amplify First Nations voices and perspectives, and ultimately drive lasting, positive change.

I invite every member of our organisation and our partners to join us on this journey. By working collaboratively and embedding reconciliation into our core values, we can achieve a future where equitable healthcare is a reality for all communities in Australia.





# A message from CEO, Reconciliation Australia

**Reconciliation Australia commends Novo Nordisk on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).**

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Novo Nordisk to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Novo Nordisk will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with

Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Novo Nordisk is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Novo Nordisk's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Novo Nordisk on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# About the Artist and Artwork

## ABOUT THE ARTIST

Lawson Dodd is a young emerging Artist/Designer who aims to push the boundaries of First Nations Artwork through his illustrations. He is a proud Kurna, Narungga, Ngarrindjeri man and likes to take a modern approach to his artwork while incorporating traditional customs and meanings.

## ABOUT THE ARTWORK

This artwork depicts the Novo Nordisk connection to history and investment in the future. Values established by the Novo Nordisk Way have guided science and innovation over time. History also makes up a large part of Aboriginal culture, as storytelling is a tradition that is passed on throughout generations. This is shown in the artwork through the kangaroo tracks (arrow-like shapes) forging ahead.

The swirling colours in the background symbolise the Novo Nordisk therapeutic areas of focus: type 1 diabetes, type 2 diabetes, obesity, haemophilia and growth disorders. The large circular graphic at the centre represents traditional meeting places and depicts the Novo

Nordisk community of employees and customers. The formation of these meeting places can also be seen as the microscopic stem cell structure of plants.

Native plants have always played an important part in Aboriginal peoples' lives. Eucalyptus leaves, goat's foot (flower), tree sap and desert mushrooms can be used as medicine to treat a variety of injuries such as stings, swollen joints, fevers and chills. These plants can be seen surrounding the primary graphic element as a means of showing support and commitment. The small arc-like symbols surrounding these shapes represent generations, both past and present, working together to better peoples' physical health and well-being.







# Who We Are

**Novo Nordisk is a global healthcare company dedicated to improving the lives of people living with chronic diseases. Since our founding in Denmark in 1923, we have pioneered advancements in diabetes care, and our portfolio has expanded to include innovative treatments for obesity, haemophilia, growth disorders, and other serious chronic conditions. Through our commitment to research, development, and patient support, Novo Nordisk continues to be a leader in addressing some of the most pressing health challenges worldwide.**

Novo Nordisk has been operating in Australia since 1976 and employs more than 300 people. We serve more than 1.4 million patients in Australia for the treatment of diabetes, obesity, rare diseases and other serious chronic diseases. While we currently do not have employees who identify as First Nations people, we are deeply committed to creating a culturally safe and inclusive workplace that attracts, supports, and retains First Nations talent. This commitment aligns with our broader reconciliation goals and forms an integral part of our ongoing efforts to improve health equity.

Our organisation operates nationally, with office locations across the country, including our head office on Cammeraygal Country in North Sydney. This central base supports our extensive geographic reach, which encompasses regional and remote areas, where we work closely with healthcare professionals, community organisations, and government bodies to deliver meaningful outcomes.

Novo Nordisk's sphere of influence extends beyond internal operations to include external stakeholders such as healthcare providers, industry partners, community organisations, and advocacy groups. Our partnerships, such as those with NACCHO, Diabetes Australia and the Australian Diabetes Educators Association, enable us to co-design culturally appropriate health initiatives and amplify our impact in addressing health inequities.

As we transition from our Reflect to Innovate Reconciliation Action Plan, we continue to embrace our responsibility to advocate for reconciliation, ensuring that respect, inclusion, and collaboration remain central to everything we do.

# Our Vision

**Novo Nordisk envisions a future where First Nations peoples have equitable access to the life-saving medications, healthcare services, and support they need to thrive.**

We are committed to addressing the health disparities experienced by First Nations peoples, particularly in the areas of diabetes and chronic disease management, by fostering respectful partnerships and implementing culturally informed healthcare initiatives. Through collaboration with communities, healthcare providers, and policymakers, we aim to create a healthier, more inclusive Australia.



# Reconciliation and Closing the Gap

**Since the inception of the Closing the Gap initiative in 2008, Australia has made concerted efforts to address the significant disparities in health and wellbeing experienced by First Nations peoples. However, progress has fallen short of expectations, with key targets showing insufficient improvement.**

As of 2024, only five of the 19 socio-economic outcomes are on track to meet their targets, with critical areas such as life expectancy, child mortality, and chronic disease prevalence continuing to show wide gaps between First Nations peoples and non-Indigenous Australians (**Productivity Commission**). For example, First Nations peoples have a life expectancy that is approximately eight years shorter than the national average, and chronic diseases such as diabetes and cardiovascular conditions remain disproportionately high in these communities.

The National Aboriginal Community Controlled Health Organisation (NACCHO) has emphasised the importance of First Nations-led solutions to achieve equitable health outcomes. Culturally appropriate healthcare services, designed and delivered by First Nations organisations, have consistently demonstrated their ability to improve health outcomes. Listening to and collaborating with First Nations peoples is not only respectful but essential for developing sustainable strategies that align with community aspirations.

At Novo Nordisk, we recognise the role we can play in addressing these disparities. By leveraging our expertise in chronic disease management and partnering with First Nations organisations, we aim to co-design initiatives that respond directly to community needs. Our commitment includes fostering genuine partnerships, amplifying First Nations voices, and incorporating cultural perspectives into the development and delivery of health programs.

**Our areas of influence include:**



## Advocacy:

Supporting policies that increase access to quality healthcare, improve resources for Aboriginal Community Controlled Health Services, and address social determinants of health such as housing, education, and employment.



## Collaboration:

Working closely with community organisations, healthcare providers, and policymakers to ensure that health interventions are practical, inclusive, and effective.



## Education:

Building cultural capability across our workforce and among healthcare professionals to deliver care that respects the traditions, customs and lived experiences of First Nations peoples.

Closing the Gap is complex and ongoing, requiring sustained effort, commitment, and collaboration. Novo Nordisk is committed to driving meaningful progress, not just as an organisation but as an active partner in reconciliation. By placing First Nations leadership and perspectives at the forefront, we can help create a future where health equity is a reality in First Nations communities.



# Why Novo Nordisk is Implementing an Innovate RAP

**Novo Nordisk is implementing an Innovate RAP to deepen our commitment to reconciliation and address the health inequities experienced by First Nations peoples. Building on the lessons and achievements of our Reflect RAP, we are motivated to lead with purpose and action, leveraging our position as a global healthcare leader to make meaningful contributions to Australia's reconciliation journey.**

## WHAT WE ACHIEVED

Through our Reflect RAP, Novo Nordisk achieved critical milestones that laid the groundwork for reconciliation. These include the formation of the First Nations Health Advisory Group, which integrates First Nations perspectives into our healthcare initiatives, and the sponsorship of the Australian Diabetes Educators Association's scholarship program for First Nations health professionals. These scholarships have empowered First Nations health workers to deliver culturally appropriate diabetes education and care, creating a ripple effect of improved health outcomes in their communities.

We also engaged in partnerships with organisations like Uncle Jimmy Thumbs Up to deliver nutrition and health education through culturally relevant programs, including the Good Tucker App, which provides dietary information tailored to First Nations communities. We prioritised access pathways to diabetes medications for patients in remote areas, addressing critical barriers to care. These initiatives demonstrate Novo Nordisk's ability to align our expertise with community needs, ensuring our impact is both meaningful and measurable.

## OUR CHALLENGES

Despite the positive impact of our collaborations with First Nations peoples, communities and organisations, our journey has not been without challenges. Building trust with First Nations communities required patience and sustained engagement due to historical injustices, mistrust of government and corporate organisations, and systemic inequities. Internally, resource constraints—such as balancing RAP implementation with other priorities—tested our ability to maintain focus and momentum. Ensuring consistent buy-in across the organisation also proved complex, requiring comprehensive and consistent conversation, along with ongoing education to embed reconciliation into everyday practices.

## KEY LEARNINGS FROM OUR REFLECTION

Reflecting on our RAP journey to date has provided valuable insights that will shape our future reconciliation efforts. We learned that reconciliation is not a linear process but a continuous journey of learning, respect, and collaboration. Active listening and two-way open dialogue with First Nations communities is foundational to ensuring our initiatives align with their aspirations for health and wellbeing.

Partnerships with First Nations organisations have demonstrated the potential and profound power of co-designing solutions in First Nations communities by First Nations peoples. By integrating cultural knowledge into our healthcare programs, we've seen how culturally informed initiatives lead to more effective and sustainable outcomes. We also recognised the importance of embedding reconciliation into broader organisational goals, ensuring it becomes a core part of our values and practices.

Our leadership recognises that reconciliation requires courage, patience, and sustained commitment. It involves acknowledging past injustices, addressing systemic barriers, and championing initiatives that prioritise equity, respect, and cultural integrity. These learnings will guide our transition to the Innovate RAP, ensuring that our actions deliver measurable and lasting impacts for First Nations peoples.

## THE WAY FORWARD

Our commitment to advancing reconciliation through the Innovate RAP reflects our determination to move beyond foundational awareness into a phase of tangible action. By strengthening partnerships, building cultural competence, and advocating for systemic change, Novo Nordisk will continue to lead by example, creating a future where health equity is a reality for all Australians. Together, we can drive meaningful change and foster a reconciled and inclusive society.



# Governance and Implementation

The successful implementation of Novo Nordisk’s Innovate RAP is supported by a robust governance structure designed to ensure accountability, transparency, and progress.

The **RAP Strategic Group** provides high-level oversight and strategic direction for the RAP. Comprising senior leaders from key departments, RAP champions, and executive sponsors, this group ensures that reconciliation efforts are integrated into Novo Nordisk’s strategic objectives. They are responsible for resource allocation, monitoring RAP progress, and embedding reconciliation into organisational policies and practices. Meeting monthly, they provide regular updates to the executive team and the RAP Working Group, maintaining the visibility of reconciliation at the highest levels of decision-making. The RAP Strategic Group includes Novo Nordisk staff and an external First Nations advisor, ensuring diverse perspectives and cultural guidance in its implementation. The Champion of the RAP Strategic Group is Mark Stamedes, Senior HR Business Partner.

The **RAP Community Activator Group** plays a complementary role by engaging both internal and external stakeholders. Acting as ambassadors for the RAP, this group drives workforce engagement, promotes RAP initiatives, and builds meaningful relationships with First Nations communities and organisations. They lead the planning and execution of RAP events, ensure cultural protocols are respected, and provide a platform for ongoing staff involvement. Meeting every six weeks, the group reports on activities to the Strategic Enabler Group, ensuring alignment with broader organisational goals. Currently the RAP Community Activator Group does not have First Nations representation. The Champion of the RAP Community Activator Group is Alastair Downes, Executive Hospital Sales Representative

This governance structure reflects Novo Nordisk’s commitment to accountability, collaboration, and achieving meaningful outcomes through reconciliation. This framework not only drives organisational alignment but also provides a solid foundation for continuous improvement, ensuring that reconciliation efforts remain impactful, sustainable, and aligned with community aspirations. It represents a clear pathway for integrating reconciliation into every level of our business, demonstrating Novo Nordisk’s leadership in advocating for equity and cultural integrity.

## RAP STRATEGIC GROUP

- ✎ Cem Ozenc, CVP & General Manager
- ✎ Eleanor Clifford, Senior Director, People & Organisation
- ✎ Andrew Tayler, VP, Diabetes Business Unit
- ✎ Mark Stamedes, Senior HR Business Partner
- ✎ Marion Arnott, Sustainability Partner
- ✎ Daphne Szeto, Procurement Manager
- ✎ Alastair Downes, Executive Hospital Sales Representative
- ✎ Jennifer Williams, Senior GP Sales Representative
- ✎ Dixie Crawford, Nganya, Aboriginal Engagement Consultant

## RAP COMMUNITY ACTIVATOR GROUP

- ✎ Alastair Downes, Executive Hospital Sales Representative
- ✎ Marion Arnott, Sustainability Partner
- ✎ Jennifer Williams, Senior GP Sales Representative
- ✎ Michael Rosser, Senior Hospital Sales Representative
- ✎ Tanya Caro, GP Sales Representative
- ✎ Maureen Montgomery, GP Sales Representative
- ✎ Maryanne O’Donnell, GP Sales Representative
- ✎ Lynda Varipatis, Medical Information Specialist
- ✎ Zyntaurus Donna Aroon, Medical Information Specialist
- ✎ Coco Baissary, GP Sales Representative
- ✎ James Gimblett, Medical Science Liaison
- ✎ Aneta Zysk, Medical Science Liaison



# Our Reconciliation Journey

Novo Nordisk's reconciliation journey reflects our commitment to addressing health inequities experienced by First Nations peoples and ensuring culturally appropriate and impactful healthcare solutions. Guided by our Reflect RAP, we have built a strong foundation of listening, learning, and collaborating with First Nations communities, organisations, and leaders. As we transition into the Innovate RAP, we remain committed to meaningful action, advocacy, and partnerships that create sustainable change.

## **SUPPORTING DIABETES EDUCATION AND TRAINING FOR FIRST NATIONS COMMUNITIES**

Novo Nordisk is honoured to sponsor the 2024 Aboriginal and Torres Strait Islander Educational Scholarship program through the Australian Diabetes Educators Association (ADEA). This initiative addresses the critical shortage of First Nations Diabetes Educators, providing health professionals with the opportunity to enhance their expertise in diabetes care. Supporting culturally informed education equips First Nations healthcare workers with the tools to deliver more effective, community-specific care.

This program empowers First Nations health professionals and strengthens their capacity to address the high rates of diabetes in their communities. By fostering local leadership in health, Novo Nordisk supports long-term solutions to combat chronic diseases and improve health literacy. Through this initiative, we are contributing to building a robust network of First Nations health leaders who can deliver education and care aligned with their community's needs, aspirations, and cultural values.

## **DELIVERING DIABETES EDUCATION AND AWARENESS PROGRAMS THROUGH COMMUNITY ENGAGEMENT**

Since 2023, Novo Nordisk has partnered with Uncle Jimmy Thumbs Up, a non-profit organisation dedicated to improving health outcomes for First Nations Australians. This collaboration focuses on empowering First Nations peoples with knowledge to make informed dietary choices through culturally relevant education and resources.

Key initiatives include community-based music workshops and the promotion of the Good Tucker App, an accessible tool that provides nutrition education in a user-friendly way. These programs aim to

address the disproportionate burden of diabetes among First Nations peoples by targeting dietary factors, which are significant contributors to chronic disease.

By supporting Uncle Jimmy Thumbs Up, Novo Nordisk ensures that dietary education reaches remote communities, where access to nutritional information is often limited. This partnership exemplifies how culturally sound, relevant and engaging approaches can lead to improved health literacy, enabling individuals and families to make healthier choices that benefit their long-term wellbeing.

## **PRIORITISED ACCESS TO DIABETES MEDICATIONS FOR FIRST NATIONS PATIENTS IN REMOTE COMMUNITIES**

Recognising the barriers many First Nations peoples face in accessing essential medications, Novo Nordisk has collaborated with the Queensland Diabetes Clinical Network and the Northern Territory Diabetes Health Network to establish prioritised access pathways for First Nations patients in remote communities. This initiative focuses on Far North Queensland, Western Australia, and the Northern Territory, where the prevalence of type 2 diabetes is high.

These pathways ensure that First Nations patients in remote areas receive timely access to life-saving diabetes medications. By prioritising continuity of care, this initiative mitigates the challenges of geographical isolation, limited healthcare infrastructure, and systemic inequities that impact medication availability.

The impact of this collaboration extends beyond medication access—it builds trust with communities by demonstrating Novo Nordisk's commitment to addressing critical health disparities. This initiative highlights the importance of equitable healthcare delivery, ensuring that First Nations peoples in remote areas are supported in managing their diabetes and improving their overall health outcomes.

As we progress through our reconciliation journey, these initiatives embody Novo Nordisk's commitment to creating lasting change and advancing health equity for First Nations communities.



# Innovate RAP Deliverables







# Relationships

**At Novo Nordisk, we are committed to fostering genuine, trust-based relationships with First Nations peoples, communities and organisations. As a leader in healthcare, we recognise our responsibility in advancing health equity for First Nations Australians and understand that this starts with authentic, respectful and transparent partnerships.**

Building trust is fundamental to our approach. We commit to engaging with First Nations communities as partners in our work, ensuring they are involved at every stage of our RAP. By listening to First Nations voices, we strengthen our understanding of the health challenges and barriers they face and work collaboratively to develop solutions that are both meaningful and impactful.

Our partnerships with Aboriginal Community Controlled Health Organisations (ACCHOs) and other First Nations-led bodies are critical to this commitment. These collaborations allow us to deepen our knowledge of community needs, implement tailored health programs and contribute to initiatives that are aligned with the aspirations of First Nations communities. By working with these organisations, we aim to improve health outcomes in ways that are sustainable and culturally sound.

Stakeholder collaboration is another key component of our RAP strategy. We actively seek input from First Nations voices across all stages of our planning and implementation to ensure the relevance and effectiveness of our initiatives. We believe that engaging First Nations perspectives from the beginning strengthens our approach, leading to strategies and solutions that resonate and make a difference.

Expanding our external networks is also essential as we continue our reconciliation journey. We aim to build relationships not only with First Nations organisations but also with other companies and entities committed to reconciliation. By doing so, we can foster a wider, mutually supportive network dedicated to meaningful, long-term change.

Our approach is built on a foundation of regular consultation and ongoing dialogue. We are committed to meeting regularly with First Nations communities and organisations to ensure our goals align with their priorities. Through these engagements, we will stay adaptable and responsive to the evolving needs of community, our internal continuous learning and refinement of the strategies within our RAP implementation.

Within Novo Nordisk, we strive to foster a deeper awareness and understanding of First Nations health, social and emotional lived experiences and needs. Building cultural capability across our organisation is essential in creating solutions that meet the unique needs of First Nations peoples and communities. Our employees will receive ongoing education and training to equip them with the knowledge and skills required to work respectfully and effectively with First Nations partners and stakeholders.

Our vision for relationships is one of collaboration, mutual respect, and shared learning. By embracing these values, we are working towards a future where health equity for First Nations Australians is a reality. We are committed to creating a brighter, healthier future by learning from and working alongside First Nations communities—an investment not only in reconciliation but in the health and well-being of all Australians.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	June 2025	Senior Director, People & Organisation / Sustainability Partner
		• Continue implementing and reviewing the engagement plan to work with First Nations stakeholders and organisations.	June 2025	Sustainability Partner
		• Introduce opportunity for direct feedback to be delivered to Novo Nordisk Head Office from First Nations' communities via in-field representatives.	November 2025	Senior Director, People & Organisation
		• Maintain relationships with First Nations communities and identify practical strategies to contribute meaningfully to improved health.	September 2025	Senior Director, People & Organisation / Sustainability Partner
2	Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff via multiple methods including internal mail, social media postings and in person events.	May 2025, 2026	Senior Director, People & Organisation
		• Ensure RAP Working Group members participate in an external National Reconciliation Week event.	27 May- 3 June 2025, 2026	Senior Director, People & Organisation
		• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May- 3 June 2025, 2026	Senior Director, People & Organisation
		• Organise at least one National Reconciliation Week event each year.	27 May- 3 June 2025, 2026	Senior Director, People & Organisation
		• Register all our National Reconciliation Week events on Reconciliation Australia's <b>NRW website</b> .	May 2025, 2026	Senior Director, People & Organisation
3	Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2025	Senior Director, People & Organisation
		• Communicate our commitment to reconciliation publicly.	September 2025	Senior Director, People & Organisation
		• Identify and create opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2025	Senior Director, People & Organisation
		• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2025	Senior Director, People & Organisation
		• Regularly provide updates on the progress of RAP actions and deliverables to staff, external stakeholders and the community through various communication methods.	September 2025	Senior Director, People & Organisation



ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
4	Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2025	Senior Director, People & Organisation
		• Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2025	Senior Director, People & Organisation
		• Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	June 2025	Senior Director, People & Organisation
		• Provide ongoing education opportunities for the senior leadership team, managers and team leaders on the effects of racism.	December 2025	Senior Director, People & Organisation







# Respect

**At Novo Nordisk, respect for First Nations communities is foundational to how we operate. Our commitment extends beyond words to actions that honour, learn from, and meaningfully support the well-being and cultural integrity of First Nations peoples, communities and cultures. We strive to be a culturally responsive and respectful partner, ensuring that every engagement with First Nations communities is grounded in trust, integrity and appreciation for their rich heritage.**

Recognising and respecting First Nations communities is integral to our work. We are committed to acknowledging and seeking the guidance of First Nations voices and perspectives across all relevant company activities, from strategy development to health initiatives. By incorporating their insights and perspectives, we aim to develop solutions that reflect the priorities of First Nations communities and positively impact health outcomes.

Creating a culturally safe environment is crucial to our Respect pillar. We are committed to developing and implementing policies and upholding practices that protect and support First Nations employees, fostering an environment where they feel secure, valued and respected within our organisation. This includes proactive efforts to ensure all employees are knowledgeable about culturally appropriate practices and we regularly review these policies to maintain high standards of cultural safety.

Language and terminology play a significant role in cultural respect, which is why we prioritise respectful and accurate language in all company communications. We will use language that recognises the unique identity of First Nations peoples and communities, fostering inclusive and respectful dialogue within our workforce.

Respectful engagement is central to our approach. Novo Nordisk is committed to developing and implementing guidelines to ensure all interactions with First Nations communities are respectful and culturally appropriate. We are committed to consistent, open and genuine communication, striving to create positive, impactful relationships that contribute to health equity.

Our focus on ongoing learning from First Nations communities supports our goal of being a culturally aware, responsive and inclusive organisation. We recognise the resilience, strength and wisdom embedded in First Nations traditions, cultures and practices, and we seek to understand how these elements contribute to the holistic health, social and emotional well-being of communities. Through cultural learning and maintaining respectful and engaged relationships with First Nations peoples, communities and organisations, Novo Nordisk is building a deeper respect and awareness of the unique health challenges First Nations communities face and we are committed to embedding this understanding into our work.

By embedding respect across every facet of our organisation, Novo Nordisk is committed to contributing to a healthier, more equitable future for all Australians, guided by the strength and wisdom of First Nations Peoples.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
5	Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	March 2025	Senior Director, People & Organisation
		• Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	March 2025	Senior Director, People & Organisation
		• Communicate a cultural learning strategy document for our staff.	March 2025	Senior Director, People & Organisation
		• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2025	Senior Director, People & Organisation
		• Make training available to representatives who are regularly interacting with First Nations communities, designed to provide further ability to have culturally sensitive dialogue.	November 2025	Senior Director, People & Organisation
6	Demonstrate respect to First Nations peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Senior Director, People & Organisation
		• Communicate the Novo Nordisk cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	Senior Director, People & Organisation
		• Maintain relationships with local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2025	Senior Director, People & Organisation
		• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2025	Senior Director, People & Organisation
		• Include an Acknowledgement of Country in staff email signatures for all internal and external communications.	March 2025	Senior Director, People & Organisation
7	Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	• RAP Strategy Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	Senior Director, People & Organisation
		• Review P&O policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025	Senior Director, People & Organisation
		• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 & 2026	Senior Director, People & Organisation
		• Invite staff to attend a cultural immersion event within First Nations communities.	March 2025	Senior Director, People & Organisation



# Opportunities

**Novo Nordisk is committed to fostering opportunities that drive lasting, positive change in First Nations communities. We recognise that health equity cannot be achieved in isolation from broader economic and social factors, and we are committed to developing pathways that promote growth, empowerment and sustainable impact. Our focus is to build a foundation of support that aligns with the priorities of First Nations communities and leverages our role as a healthcare leader to champion meaningful initiatives.**

We understand that creating employment pathways is key to advancing economic and social outcomes. We are committed to exploring structured programs—including graduate programs, internships and professional development opportunities—tailored specifically for First Nations peoples and communities. These programs will not only provide entry points into Novo Nordisk but also offer ongoing career advancement, enabling First Nations employees to grow within the organisation and take on leadership roles over time. By investing in the potential of First Nations talent, we aim to build a workforce that is as diverse as the communities we serve.

Our commitment to supplier diversity is a critical component of our Opportunities strategy. We are actively expanding our procurement policies to include First Nations-owned and operated businesses, ensuring that our supply chain reflects and supports the economic growth of First Nations communities. Through these partnerships, we aim to contribute directly to the financial well-being of communities while fostering innovation and creativity in our supply processes.

In addition to employment and procurement, we recognise the importance and potential impact of long-term educational partnerships. Novo Nordisk will explore partnerships with First Nations schools, universities and vocational institutions to

create pathways from education to employment. By supporting students through scholarships, mentoring programs and skills development, we hope to build a bridge between academic achievements and meaningful career opportunities. These partnerships not only help prepare First Nations students for successful futures but also strengthen our organisation by bringing in diverse perspectives and talents.

Investment in community and economic growth is fundamental to our approach. We support initiatives that contribute to the economic vitality of First Nations communities, recognising that economic health is intrinsically linked to physical and mental well-being. Whether through community-led projects, local employment initiatives or support for small businesses, we are dedicated to empowering First Nations communities to thrive both socially and economically.

By aligning our strategies with the social determinants of health—such as access to education, economic stability and community support—Novo Nordisk aims to address the broader factors impacting health outcomes for First Nations peoples and communities. We believe that only by tackling these underlying determinants can we achieve true health equity.

Our commitment to creating opportunities for First Nations peoples and communities is grounded in respect, collaboration and a shared vision of a healthier future for all. Through targeted programs, partnerships, and sustainable investments, Novo Nordisk is working to make a tangible, positive impact on the lives of First Nations peoples and communities, ensuring that these opportunities lead to lasting change for generations to come.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
8	Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	April 2026	Senior Director, People & Organisation
		• Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	April 2026	Senior Director, People & Organisation
		• Develop and implement a First Nations recruitment, retention and professional development strategy.	April 2026	Senior Director, People & Organisation
		• Advertise job vacancies to effectively reach First Nations stakeholders.	April 2026	Senior Director, People & Organisation
		• Review recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	September 2025	Senior Director, People & Organisation
		• Initiate opportunities to support First Nations-specific educational scholarships with external partners.	January 2026	Senior Director, People & Organisation
		• Sponsor at least one educational scholarship opportunity per year for First Nations students.	March 2026	Senior Director, People & Organisation
9	Increase First Nations supplier diversity to support improved economic and social outcomes.	• Identify and implement professional development opportunities for First Nations students through internal internships and graduate programs.	April 2026	Senior Director, People & Organisation
		• Review, update as required, and continue to implement the First Nations procurement strategy.	December 2025	Procurement Manager
		• Increase awareness and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	December 2025	Procurement Manager
		• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2025	Procurement Manager
10	Engage with the community-controlled health and education sectors to progress health outcomes for First Nations peoples.	• Develop commercial relationships with First Nations businesses.	December 2025	Sustainability Partner
		• Sponsor the National Aboriginal Community Controlled Health Organisation (NACCHO) members conference for 2025.	December 2025	Sustainability Partner
		• Maintain a staff representative on the Medicines Australia Healthy Equity Group (Pharmaceutical Industry) with NACCHO.	December 2025	Sustainability Partner
		• Engage with NACCHO to update and distribute educational materials on Diabetes specific medications for First Nations patients.	December 2025	Sustainability Partner
		• Sponsor a science specific educational session within a First Nations community school to increase learning opportunities within the STEM field for young First Nations' people.	June 2026	Senior Director, People & Organisation



ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
11	Establish a First Nations Health Advisory Council.	• Define the scope and Terms of Reference for the Council.	April 2025	Sustainability Partner
		• Engage First Nations advisory services provider, who in collaboration with Novo Nordisk is responsible for: Member selection, review of terms of reference, membership management, meeting coordination, provide sub-committee support, provide financial management support, reporting and compliance.	April 2025	Sustainability Partner
		• Network with First Nations communities and Health Care Professionals and seek nominations to establish interest and create a shortlist of suitable candidates.	April 2025	Sustainability Partner
		• Recruit 6-8 members for a term of 2-3 years on the council.	April 2025	Sustainability Partner
12	Prioritisation of First Nations people in access to life changing medications.	• Ensure that First Nations’ medication access is included as a priority within Novo Nordisk’s 2025 Diabetes Brand Plan deliverables.	December 2025	Vice President Diabetes Business Unit
		• Conduct a clinical trial in partnership with First Nations communities to evaluate an innovative insulin product for type 2 diabetes, ensuring alignment with standard clinical trial protocols and best practice guidelines for culturally safe and ethical engagement.	October 2025	Vice President Diabetes Business Unit
		• In collaboration with First Nations partners design culturally appropriate materials for distribution in rural and remote First Nations communities regarding diabetes awareness.	March 2026	Vice President Diabetes Business Unit
		• Investigate options on reimbursement of medications for obesity-related medications for First Nations communities.	December 2026	Vice President Diabetes Business Unit







# Governance

We are committed to ensuring that effective and sustainable decision-making, due diligence, reporting and accountability are embedded into the implementation of our Reconciliation commitments.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
13	Establish and maintain an effective RAP Strategic Group (RSG) to drive governance of the RAP.	• Strengthen First Nations representation on the RSG.	October 2025	Senior Director, People & Organisation
		• Review, update if required, and continue to apply the Terms of Reference for the RSG biannually.	March 2025, 2027	Senior Director, People & Organisation
		• Meet monthly to drive and monitor RAP implementation.	April, July, October, December 2025, 2026	Senior Director, People & Organisation
14	Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	March 2025	Senior Director, People & Organisation
		• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2026	Senior Director, People & Organisation
		• Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2026	Senior Director, People & Organisation
		• Maintain an internal RAP Champion from senior management.	March 2026	Senior Director, People & Organisation
15	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	Senior Director, People & Organisation
		• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Senior Director, People & Organisation
		• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Senior Director, People & Organisation
		• Report RAP progress to all staff and senior leaders quarterly.	May 2025 & 2026 August 2025 & 2026 December 2025 & 2026 January 2026	Senior Director, People & Organisation
		• Publicly report our RAP achievements, challenges and learnings annually.	December 2025, 2026	Senior Director, People & Organisation
		• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Senior Director, People & Organisation
		• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2027	Senior Director, People & Organisation
16	Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <b>website</b> to begin developing our next RAP.	September 2026	Senior Director, People & Organisation



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