

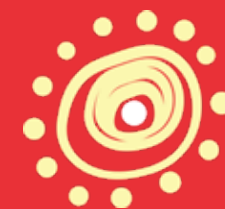
TAKEDA

REFLECT RECONCILIATION ACTION PLAN

November 2024 to May 2026

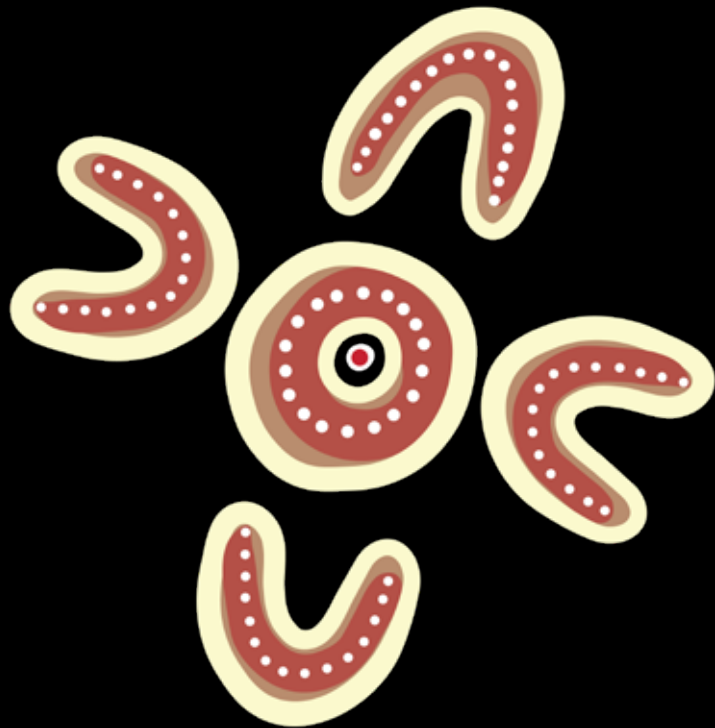


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ACKNOWLEDGMENT OF COUNTRY & TRADITIONAL OWNERS



Takeda would like to acknowledge the Traditional Custodians of the land in which we live and work.

We would like to acknowledge the Gadigal People of the Eora Nation, whose land on which our offices reside.

We pay our respects to all Elders, past, present, and emerging, for they hold the memories, the traditions, the cultures and hopes of Aboriginal and Torres Strait Islander Peoples across the nation.

ABOUT THE ARTWORK



Brighter Futures



Mother nature has sustained our existence. A healthy balance of nature and science is a way forward to brighter futures. Leaves are very important in First Nations cultures and represent medicine, health, spiritual growth, and wellbeing, which is closely aligned to Takeda's vision and purpose. In ceremony these leaves are burnt to create smoke that carry our presence forth to the ancestors, and to take away the bad and bring in the good.



In this reconciliation artwork the leaves sit above the representation of Takeda's vision and purpose - the archway and circle - and the white dust represents the people within Takeda, creating the 'magic' that drives the Takeda vision and purpose forward. The vertical dashed lines are representative of healing and look like rain, connecting Takeda to the water that surrounds our Australian office and our country. Caring for country and its People is symbolic of Susan's Great grandfather, Matji, who was a rainmaker and a healer, also a connection to Takeda healthcare roots.



The rainbow serpent is the creator of the mountains and the waterways. They are leading out from the Elders meeting, because the Elders and Takeda leaders are truth-telling, sharing stories of our cultures and histories. There is deep listening for wisdom, greater understanding and stronger relationships. The feet represent the fact that Takeda is walking together on this journey of reconciliation. The blue dots represent the waterways and bodies of water upon which Takeda people are closely associated.



There are two men and two women at the meeting place, the men facing inwards and the women outwards. They represent the Elders and our leaders at Takeda. They are sitting down together and listening to each other, and to the motifs to their left - the fire, the values and the tree - and making decisions for a better, brighter future.



The fire star represents light and rebirth and connects with the reconciliation journey.

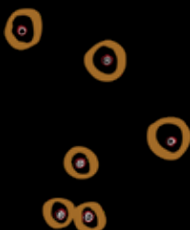
ABOUT THE ARTWORK



First Nations Peoples have always looked to the stars for navigation and direction. The Star in this artwork is an important motif representing the star from Takeda's Japanese Hirameki Garden which is our vision and purpose – “Better Health for People. Brighter Future for the World.” Like the Takeda star, it is our guide, visible from everywhere in our Hirameki garden, and therefore a focal point for this artwork.



The four circle motifs represent Takeda's values of Integrity, Fairness, Honesty and Perseverance. They are situated to the right of the Fire Star and around the Tree of Life because we use our values to guide our rebirth, or in the giving of second opportunities so that we can create better health for our patients, employees and our First Nations Peoples. The Tree of Life represents health and family, both very important to Takeda. We consider the impact that diseases have on our patients, as well as their caregivers and families, so that our medicines that treat them, and services we provide, can have a positive impact on health and family. We also strive to build a safe workplace where our employees thrive both at work and at home.



The orange circles represent the six therapeutic areas. Correlating to the six aeroponic planting towers on the Innovation Island in the Hirameki Garden. For context, Takeda, aims to responsibly translate science into highly innovative, life-changing medicines and vaccines, and we focus on diseases with the highest unmet needs to bring medicines and vaccines of the highest quality to market as soon as possible.



The wattle is important to all First Nations cultures and are important spiritually and medicinally. The wattle bark is used in a spiritual ceremony to let ancestors know you have returned to Country and is very grounding. There are many connections of the Wattle tree to Takeda: the medicinal properties of the Wattle, representing our business; and the ties to the Japanese Cherry Blossom tree, which for Takeda represents its history and heritage – a sign of our solid past and continuing future. This is also representative of the grounding Takeda have in its heritage and values. The focus of these wattle flower motifs is that Takeda story is told within Australia, and the six Nations and two territories of this country. The connection is that whilst Takeda is a Global company, our reconciliation journey is unique to Takeda Australia.

ABOUT THE ARTIST



Artist Name: Susan Duliny Reys

Clan: Dharrpa Warra

Cultural Group: Guugu Yimithirr

Region: Starcke

Language: Yimithirr

Based: Cairns, Queensland

Susan was born and raised in Cairns with her parents Diana (nee Barnes) and Stephen Stanley Reys who was a member of the Jirrbal cultural group. On her mother's side through her grandmother Eva Sweetland Coates, Susan is a descendant of the Butchulla People (aka Badtjala) who were forcibly removed from K'gari (Fraser Island) to Yarrabah in 1904, and her grandfather Charles Sweetland Coates was a Guugu Yimithirr man from the Dharrpa Warra clan around the Morgan River. Her Aboriginal name given to her is Duliny which means Owl. Susan's totems are the Waandaar (White Cockatoo) and Dolphin. She is privileged to know her family history and bloodline and to continue her People's ancient tradition of painting and storytelling from her home studio where she works with stoneware glazes, textile designs and canvas paintings. Her works are inspired by various symbols found on rock art and carved trees within her country, and the marks made in the sand during Traditional storytelling that continue to be practiced in the living culture. Susan has been exhibiting since 2000 and currently operates the successful retail business 'K'gari 3 Sisters'



ABOUT THE ARTIST



Artist Name: Lani Balzan

Business: Aboriginal Art by Lani

Clan: Wiradjuri

Based: Gladstone, Queensland

Aboriginal Artist and Graphic Designer - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman hailing from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans Design and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork “Songlines”. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia’s unique and vibrant indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia’s cultural landscape.

Lani converted Susan’s artwork into digital format as well as designing Takeda’s Reconciliation Action Plan.



A MESSAGE FROM THE GENERAL MANAGER

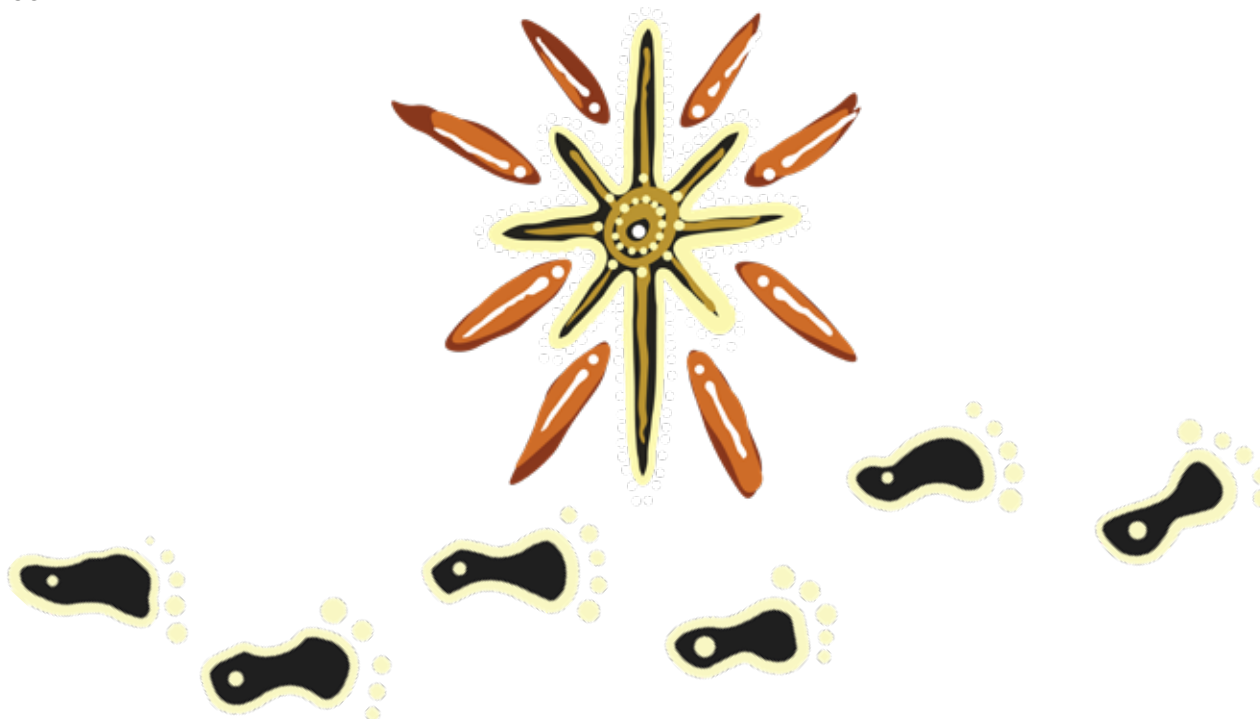


Takeda has for over 250 years been committed to bringing innovative medicines to address unmet health needs, with the goal of Better Health, Brighter Future. It is the responsibility of everyone in Australia, both individuals and companies, to work together to improve health outcomes for all people, including First Nations Peoples.

I am personally excited that Takeda embarks on the second stage of our contribution to reconciliation through our second Reflect RAP. We live in a world where too often inequalities are accepted and not addressed, so to have the opportunity to participate in reconciliation is extremely relevant. We are grateful for the support and frameworks that Reconciliation Australia have provided, which allows us to understand how we can make a meaningful contribution to reconciliation in Australia.

Takeda is committed to improving health, underpinned by our values of integrity, honesty, fairness and perseverance. I am proud of the progress we have made, the passion with which Takeda employees have engaged and are excited to deliver against this plan. I am also very hopeful that we will be able to create a significant impact through the initiatives we commit to deliver.

Dave Pearce



A MESSAGE FROM THE HEAD OF HUMAN RESOURCES



As a global organisation, Takeda embraces and celebrates diversity, equity, and inclusion. We strive to give patients and our people equitable access to opportunities to achieve their full potential. Locally, this manifests in Takeda Australia through a dedicated Diversity, Equity, and Inclusion (DE&I) Council that prioritises workforce diversity, inclusive work environments and patient experiences, and takes concrete actions to make a sustainable societal impact. Our RAP is a uniquely Australian program which can integrate and adapt our global DE&I program, while raising international awareness of the world's oldest living cultures.

While executing our Reflect RAP, we discovered that one of our most important spheres of influence is First Nations procurement. This discovery has led us to develop mutually beneficial relationships with First Nations businesses, and we will continue to expand our procurement relationships throughout our Reflect RAP journey. Our Reflect RAP journey also enhanced our work environment with a stronger recognition of cultural protocols. We have taken several actions to drive change, some small and some large. We include Welcome to Country or Acknowledgement of Country at all-company meetings and conferences, with collaboration with local First Nations People.

This is exemplified in a recent all-company conference in Cairns where local Elders gave a Welcome to Country and smoking ceremony, along with painting workshops with local Artist Susan Reys who connected participants with local culture and history through Traditional painting. Takeda offers online training to all employees for self-paced learning that sets our values and commitment to reconciliation.

One of the greatest lessons learned over in our RAP journey is recognising that to create a sustainable and positive change in our industry, we must continuously expand our understanding of First Nations cultures and strengthen our relationships with First Nations communities. With an ongoing commitment and informed Reflect RAP strategy, we embrace the opportunity to drive employment and professional endeavours with First Nations Peoples and their communities.

Takeda Australia's ongoing commitment to reconciliation is demonstrated in this Reflect RAP. The impact of this RAP goes beyond the Australian business as we seek to recruit, develop, and promote our employees around the world, valuing cultural differences that bring varied perspectives, backgrounds, and experiences.

Jennifer Jones



A MESSAGE FROM THE RECONCILIATION ACTION PLAN CO-CHAIRS



We would like to acknowledge the Traditional Custodians on the land on which we work, the Turrbal and Wurundjeri Peoples. We pay respect to all Elders past, present and emerging. It has been a great privilege to be the co-chairs of Takeda's second Reflect Reconciliation Action Plan. We have been on a continuous expedition of learning. In essence, the more we learn, the more we realise we need to learn. We want to bring everyone we know at Takeda, and in our personal lives, along with us.

During the process of creating our RAP, we have been grateful to the First Nations Peoples, Elders and Organisations that have shared their experiences and knowledge. We would like to thank Elders Susan Reys and Hendrick Fourmile for sharing their time in our office and for sharing their stories with Takeda Oceania. We also want to acknowledge the invaluable work that Reconciliation Australia have done in setting out the framework for Action Plans to guide Takeda through the process of Reconciliation. This RAP outlines our commitment to a company culture of continuous learning, through experience, connection and open ears and eyes.

Colleen McArthur



Simone Smith



A MESSAGE FROM RECONCILIATION AUSTRALIA



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

Through this plan, Takeda Pharmaceuticals Australia continues to play an important role in 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 continues the journey and primes the workplace for future RAPs and reconciliation initiatives. The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Takeda Pharmaceuticals Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Takeda Pharmaceuticals Australia on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR BUSINESS



Takeda is a patient-focused, values-based, R&D-driven global biopharmaceutical company committed to bringing Better Health and a Brighter Future to people worldwide. Our passion and pursuit of potentially life-changing treatments for patients are deeply rooted in our distinguished history in Japan since 1781, more than 240 years ago. Our R&D efforts are focused on four therapeutic areas: Oncology, Rare Diseases, Neuroscience, and Gastroenterology (GI). We also make targeted R&D investments in Plasma-Derived Therapies and Vaccines.

Our head office is based in Sydney, on Gadigal Land, and of the approximately 95 staff, we have around 20 that are field based across both metropolitan and regional Victoria, New South Wales, Queensland, South Australia, and Western Australia. Of our 95 employees based in our Oceania business in Australia and New Zealand, currently we have no known employees who identify as an Aboriginal and/or Torres Strait Islander Person.

Takeda Australia is part of a global biopharmaceutical company, allowing us a global reach to stakeholders and experts in Diversity, Equity and Inclusion. Within Australia, we have a sphere of influence that ranges from our internal colleagues, who live and work across all of Australia, to external government stakeholders in health, healthcare professionals and health organisations, patient advocacy organisations and finally service providers to our company.

GASTROINTESTINAL AND INFLAMMATION	RARE DISEASES	PLASMA-DERIVED THERAPIES	ONCOLOGY	NEUROSCIENCE	VACCINES

OUR RAP PRIORITIES



We have a greater vision that we live and work in an Australia that is a unified and equitable place for all; where the rich cultural diversity of our nation is celebrated, respected, and embedded in our society; and where we value relationships and connections to Aboriginal and Torres Strait Islander Peoples, their cultures, and histories. We will keep this vision in our minds with every small step we take on our reconciliation journey.

As an organisation that delivers innovative, life changing medicines and services, we want to work towards helping to remove barriers that exist in accessing these medicines and the healthcare system more broadly, so that all Australians can achieve equitable health outcomes.

Our vision is to live our company values of **Integrity, Fairness, Honesty**, and **Perseverance** and deeply embed a culture of reconciliation within our workforce and our sphere of influence. In the spirit of makarrata, we commit to building knowledge, cultural respect and safety, truth telling about Australia's true history, and foster valued and lasting relationships with First Nations Peoples. We will actively engage with Aboriginal and Torres Strait Islander communities to ensure our internal culture, as well as our products and services are culturally appropriate, accessible, and effective. Our commitment to reconciliation is an ongoing journey, and we will strive for improvement year after year.



OUR RAP



Takeda's purpose is "Better Health for People, Brighter Future for the World". This purpose is underpinned by our core values of "Takeda-ism"- **Integrity, Fairness, Honesty, and Perseverance**, with Integrity at the core. We believe that to operate with integrity and fairness, we must participate in actively working to provide products and services that are culturally appropriate, accessible, and effective for Aboriginal and Torres Strait Islander Peoples. We must use perseverance to constantly challenge ourselves as an organisation, to question every action, every policy and procedure, every unconscious bias we may have, and strive to improve. Developing a RAP means being accountable to those values and having actionable plans on which to fulfil our vision.

VALUES-BASED

Our long history since 1781 has shaped the values that are fundamental to the success of Takeda in the long term



VALUES



We take action and make decisions by focusing on our four priorities, in order of:

1

Putting the patient
at the center

2

Building trust
with society

3

Reinforcing
our reputation

4

Developing
the business

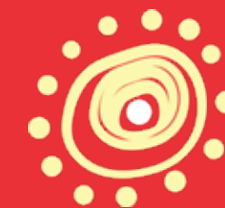
Our senior leadership Reflect RAP Champions:

- David Pearce, General Manager of the Oceania Cluster,
- Jennifer Jones, Head of Human Resources and Diversity, Equity and Inclusion Lead
- Ben Hopkins, Franchise Director - Gastroenterology, Neuroscience, Vaccines; and RAP Chair Sponsor

Our RAP Working Group:

- Colleen McArthur, RAP Co-Chair, Territory Manager, Rare Diseases and Oncology
- Simone Smith, RAP Co-Chair, Senior Product Specialist, Gastrointestinal Diseases
- James Ridley, Digital Patient Journey & Outcomes Lead
- David Young, Key Account Manager, Rare Diseases and Oncology

OUR RECONCILIATION JOURNEY TO DATE



This second Reflect RAP represents the next stage of our reconciliation journey at Takeda, having begun in May 2021 with the endorsement of our first Reflect RAP. The next step was taken utilising a renewed approach and an elevated focus on Diversity, Equity and Inclusion across the whole of the Global Takeda business. In Australia, the launch in 2022 of a Diversity, Equity and Inclusion (DE&I) Council, which includes four pillars (including reconciliation), was a crucial step for us to challenge ourselves to strive for improvement and action in the reconciliation space. A RAP Working Group was established by the RAP Chair to carry out this important work.

Since we do not employ any known First Nations Peoples in Takeda Australia, the highest priority of each of our Reflect RAP deliverables is underpinned by the need to establish deeper relationships with local stakeholders to provide the voice of Aboriginal and Torres Strait Islander Peoples into our actions. A key learning from the Reflect RAP was also the need to embed the RAP across different areas and functions of the business, so that reconciliation is at the forefront of decision making across the whole business.



We have been able to foster relationships since our 2021 Reflect RAP was established, with the local land council, our RAP artist, as well as a pharmaceutical-led RAP network. This is in addition to the RAP Co-Chairs attending a workshop run by Reconciliation Australia, which allowed interaction and learning between different industry groups who are on varying stages of their RAP journey.

These have been instrumental in growing our cultural awareness, our language, and our appreciation of some unconscious biases, that we aim to continue to improve and to be challenged in every aspect of our business. We have woven a cultural protocol into our major events and meetings and have invited First Nations representatives from local council and consultancies to speak at company-wide events. These speakers have been honest and confronting, and therefore have been catalysts for the passion behind what our RAP Working Group have achieved with this RAP.

Welcome to Country and Smoking Ceremony in Cairns at Takeda Sales Conference

OUR RECONCILIATION JOURNEY TO DATE



As an organisation, we have made a commitment to a Welcome to Country for large events, and a more deeply considered and meaningful Acknowledgement of Country at the start of all company meetings, which has been a source of truth telling and cultural learning. We have also shown commitment to NAIDOC and National Reconciliation Week awareness and activities. Takeda Oceania and the leadership team publicly committed to supporting the Uluru Statement from the Heart and the Yes campaign for the National Referendum on the Voice to Parliament. In 2023, an employee who was part of the “Walking Together” Project, delivered internal training on the Uluru Statement and how this linked to Makarrata and the National Referendum. Takeda provided resources in addition to this training, to assist employees in making an informed decision.

Takeda employees at an art workshop in Cairns run by Susan Reys from K’Gari 3 Sisters



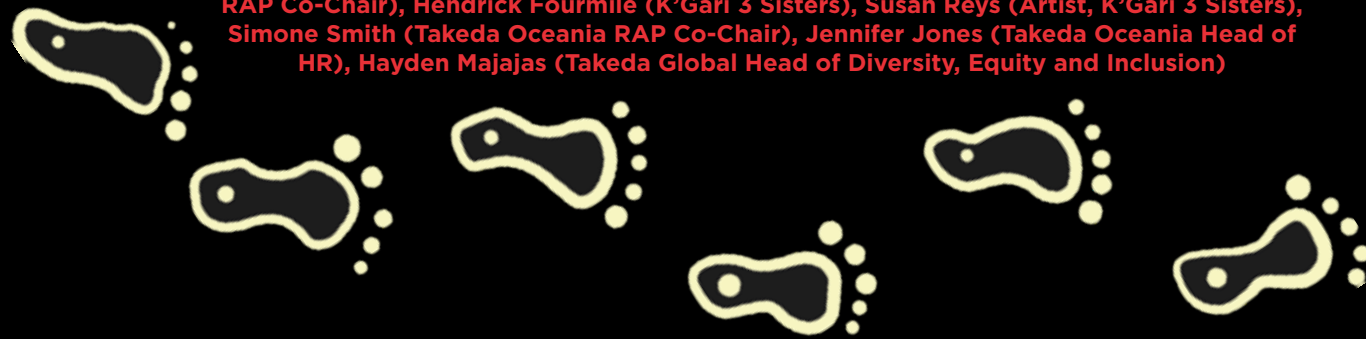
OUR RECONCILIATION JOURNEY TO DATE



In 2024, we welcomed Elders Susan Reys and Hendrick Fourmile to our office for a presentation and launch of the “Brighter Futures” Reconciliation artwork. This artwork now sits proudly in the foyer of our office. As our company is made up of employees from many different countries around the world, we believe the education and development of cultural awareness and appreciation of the histories of the oldest living culture on the planet, is also high on our list of priorities for this stage of our journey, so that we can all be on the same path together, sharing a passion for equitable access to healthcare that is a part of the DNA of Takeda.



David Pearce (Takeda Oceania General Manager), Colleen McArthur (Takeda Oceania RAP Co-Chair), Hendrick Fourmile (K’Gari 3 Sisters), Susan Reys (Artist, K’Gari 3 Sisters), Simone Smith (Takeda Oceania RAP Co-Chair), Jennifer Jones (Takeda Oceania Head of HR), Hayden Majajas (Takeda Global Head of Diversity, Equity and Inclusion)



RELATIONSHIPS



At Takeda, we want to grow our organisation in knowledge and respect for First Nations Peoples, by connecting our people to their stories and experiences, and by increasing the awareness of how we, as an organisation, could contribute to closing the gap in healthcare inequities and employment opportunities. We believe that the first steps we need to take in our reconciliation journey, as a multi-cultural company, is to bridge the gap in knowledge of our First Nation's histories and in their relationship with Government and the Constitution, and to explore ways we can build strong relationships with local First Nation stakeholders. Without these relationships and understanding, we cannot make the right decisions in promoting either reconciliation or positive race relations.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2025	Lead: RAP Co-Chairs Support: Head of HR
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Lead: RAP Co-Chairs Support: Head of HR
	Develop and implement an Engagement Plan, utilising the Reconciliation Australia Sphere of Influence document, to support reciprocal partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Lead: RAP Co-Chairs Support: Head of HR
	Invite a representation from Metropolitan Local Aboriginal Land Council (MLALC) for lunch to join the senior leadership team once a year.	January 2025, 2026	General Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to Takeda staff.	May 2025, 2026	RAP Co-Chairs
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025, 2026	RAP Co-Chairs
	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	RAP Co-Chairs
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement/communication strategy to raise awareness of reconciliation across our workforce.	February 2025	Lead: RAP Co-Chairs Support: Head of HR
	Communicate our commitment to reconciliation to all staff and publicly. Post our RAP on our Takeda external site.	December 2024	RAP Co-Chairs Corporate Communications Lead
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2025	RAP Co-Chairs
	Explore opportunities to positively influence our external stakeholders in the healthcare space to drive reconciliation outcomes.	October 2025	RAP Co-Chairs
	Identify and actively engage RAP and other like-minded organisations, such as the Pharma and MedTech First Nations Health Network Group with a view to building relationships with other pharmaceutical companies who have RAPs, and to share key learnings to advance reconciliation.	November 2024	RAP Co-Chairs
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, future needs and to ensure these policies are at a high standard for promoting positive race relations.	November 2024	Lead: Head of HR Support: HR Business Partner
	Research best practice and policies in areas of race relations and anti-discrimination.	February 2025	Lead: Rap Co-Chairs Support: Head of HR
	Recommunicate the Takeda anti-discrimination policy to our organisation.	December 2024	Lead: Head of HR Support: RAP Co-Chairs
	Source and implement training materials on cultural awareness and unconscious bias to educate senior leaders on the effects of racism.	November 2024	Lead: Head of HR Support: HR Business Partner

RESPECT



One of Takeda's strategic imperatives is People, with a priority to drive positive change by promoting diversity, equity and inclusion. Respect is a foundational part of driving this positive change. As Takeda Pharmaceuticals operates in Australia, respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is imperative. Takeda acknowledges Aboriginal and Torres Strait Islander Peoples as the First Nations Peoples of Australia. As an organisation, Takeda endeavours to embed a greater understanding, appreciation and acknowledgement of the Traditional cultures and histories of the land we work on, within our organisation and sphere of influence.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct an employee survey of cultural understanding and learning needs within Takeda and share with senior leadership team.	May 2025	Lead: Learning and Development Lead Support: RAP Co-Chairs
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	Lead: RAP Co-Chairs Support: Head of HR
	Develop and maintain a calendar of Aboriginal and Torres Strait Islander significant days and events & communicate to Takeda staff through our internal networks.	December 2024	Lead: Corporate Communications Lead Support: RAP Co-Chairs
	Provide opportunities for RAP Working Group members, Managers and Leadership to participate in formal and structured cultural learning.	December 2024	Lead: Learning and Development Lead Support: Head of HR
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2024	RAP Co-Chairs
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2025	Lead: RAP Co-Chairs Support: Head of HR
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	Lead: RAP Co-Chairs Support: Head of HR
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a significant company event each year.	March 2025, 2026	RAP Co-Chairs
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and invite employees to do the Acknowledgement of Country at company meetings to enhance individuals understanding of the protocols and comfort in doing an Acknowledgement.	November 2024	RAP Co-Chairs
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Co-Chairs
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	RAP Co-Chairs
	Introduce our staff to NAIDOC Week by promoting external events in our local area and encouraging participation by utilising Takeda's internal communication tools.	June 2025	RAP Co-Chairs

OPPORTUNITIES



Opportunities for Aboriginal and Torres Strait Islander Peoples, organisations and communities are important to Takeda Pharmaceuticals because it is committed to building a more diverse and inclusive workplace that reflects the communities it serves. By actively seeking out and supporting Indigenous suppliers, employees and partners, Takeda can help to create economic and social benefits that flow back into the community. In doing so, Takeda can enhance its core business activities by improving employment, procurement, retention, professional development, and enabling access to systems and processes.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	October 2025	Head of HR
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025	Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2025	Finance Lead
	Identify Aboriginal and Torres Strait Islander businesses that offer goods and services that align with Takeda's organisational needs and in alignment with Takeda's procurement process. Communicate these opportunities to staff.	April 2025	Finance Lead
	Investigate Supply Nation Membership	November 2025	RAP Co-Chairs
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander Businesses	November 2025	RAP Co-Chairs

GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	June 2025	RAP Co-Chairs
	Draft, establish and apply a Terms of Reference document for the Takeda RAP Working Group.	November 2024	RAP Co-Chairs
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2025	RAP Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	November 2024, January, April, July, October 2025, January, April 2026	RAP Co-Chairs
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2024	Lead: RAP Co-Chairs Support: Head of HR
	Engage our senior leaders and other staff in the delivery of RAP commitments.	January 2025	Lead: RAP Co-Chairs Support: RAP Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2024	RAP Co-Chairs
	Appoint and maintain an internal RAP Champion from senior management.	December 2024	RAP Co-Chairs
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	RAP Co-Chairs
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1st August annually	RAP Co-Chairs
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	RAP Co-Chairs
	Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2025, January, April 2026	RAP Co-Chairs
	Publicly report our RAP achievements, challenges, and learnings, annually.	April 2025, 2026	vvvRAP Co-Chairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Co-Chairs
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	RAP Co-Chairs
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing Takeda's next RAP.	February 2026	RAP Co-Chairs



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