

kinetic **IT**

INNOVATE RECONCILIATION ACTION PLAN

JANUARY 2025 – DECEMBER 2026

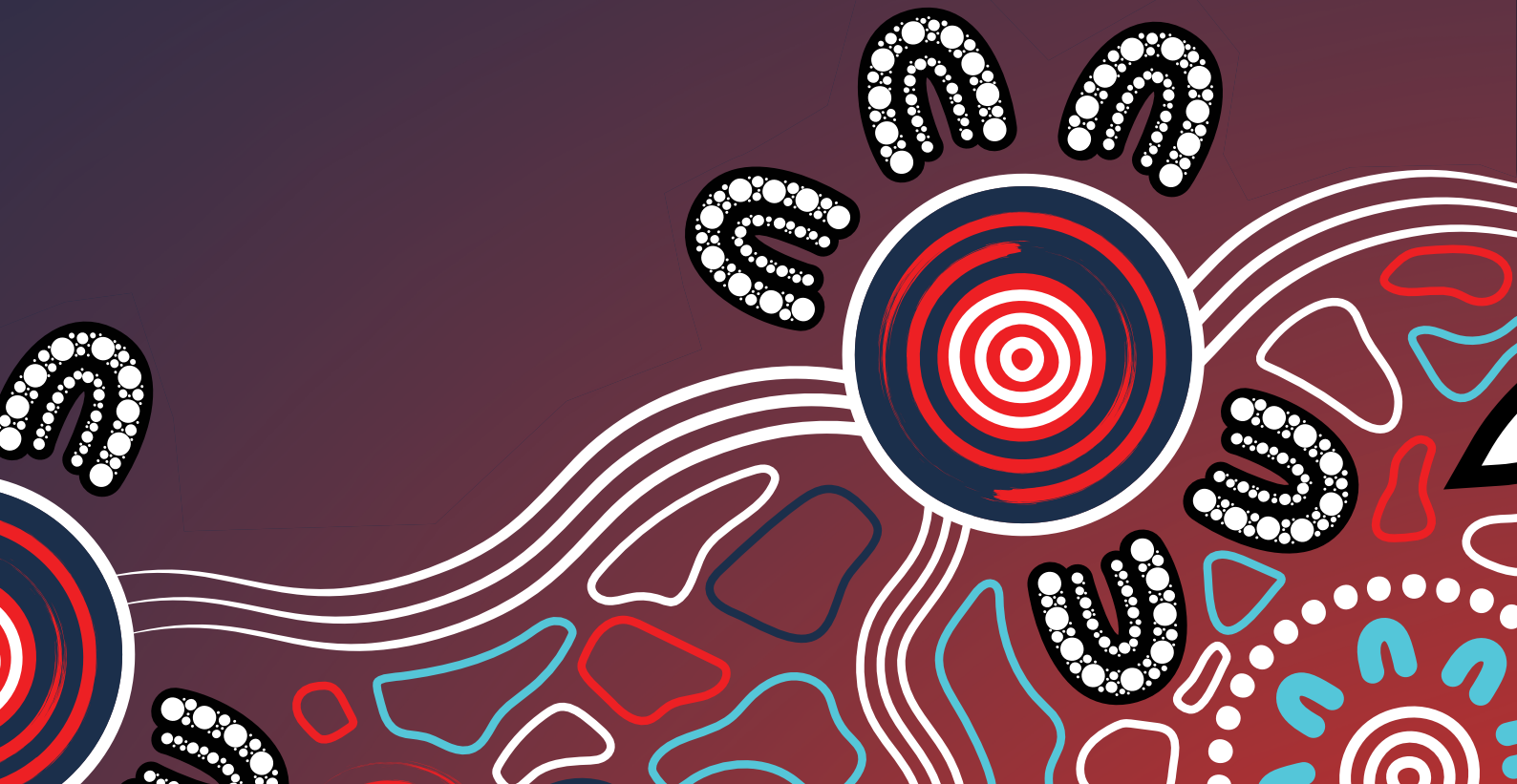
ACKNOWLEDGEMENT OF COUNTRY

Kinetic IT respectfully acknowledges the Traditional Owners of the lands on which our crew, customers, and communities live and work across Australia. We recognise the deep and enduring connections that Aboriginal and Torres Strait Islander peoples share with their lands, seas, and communities-connections rooted in one of the world’s oldest continuous cultures.

We honour the wisdom of Elders past and present and are committed to using our platform thoughtfully to advocate for, and uplift, Aboriginal and Torres Strait Islander voices. Guided by respect and a desire to make a meaningful difference, we seek to contribute positively to the journeys toward recognition, reconciliation, and respect for the rights of First Nations peoples across all areas where we work.

LANGUAGE

In this document we respectfully use the terms Aboriginal and Torres Strait Islander peoples and First Nations people to acknowledge and honour the rich diversity of cultures, communities, and identities across Australia. Where appropriate the term Indigenous has been used when referencing established initiatives such as our 'Indigenous Employment Strategy' to ensure consistency of terminology within our organisational context. We acknowledge and respect the diversity of terms used by Aboriginal and Torres Strait Islander peoples to express their identity, and our language use is guided by our commitment to inclusivity, respect and recognising that Aboriginal and Torres Strait Islander peoples embody unique and distinct histories, perspectives and contributions.



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ABOUT THE ARTWORK

"The story behind this artwork reflects the journey since the first RAP artwork. The Kinetic IT team discussed their progress with the RAP, acknowledging that while some people remained uncertain about it, others felt ignited and committed to seeing it through. They expressed genuine passion for reconciliation.

Centrepiece — I reduced the size of the artwork's centrepiece, 'the camp,' to incorporate more design elements and convey a richer, more complex narrative. In contrast to the previous artwork, half of the camp still has shields positioned outward, symbolising a sense of safety and openness to engagement, while the other half has shields placed beside them, indicating they are not yet ready to fully engage or lower their guard.

Bottom Half — Below the staff who were not ready to engage, colours from the previous artwork remained unchanged, symbolising a lack of progression. Significant empty space represents limited connection and engagement in these areas. The footprints in the bottom corner stayed white, symbolising continuation on the same journey as before.

Top Half — The top half introduces a new light blue colour, signifying change and a fresh perspective on reconciliation. Shields remain outward on the centrepiece, indicating staff feel safe and secure. There is increased connection depicted by more communities and camps filling the artwork. The footprints have adopted the new light blue colour, symbolising the collective new journey of reconciliation for all staff and the community."

This artwork was created by Sean Kinchela, a Gamilaroi and Wiradjuri artist born on Gundungurra country, who creates vibrant paintings that blend traditional Indigenous narratives and landscapes with contemporary styles. With a background in digital design, Sean combines traditional storytelling and modern techniques to explore cultural identity, inspired by his family's heritage and enriching the conversation around First Nations art.

STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

FIRST INNOVATE RAP

Reconciliation Australia commends Kinetic IT 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 Kinetic IT 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, Kinetic IT 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. Kinetic IT 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 Kinetic IT'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 Kinetic IT on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

STATEMENT OF SUPPORT FROM THE CHAIR

As Chair of Kinetic IT, I am pleased to present our Innovate Reconciliation Action Plan (RAP), a critical next step in our ongoing commitment to reconciliation in Australia. We recognise the importance of fostering genuine relationships, promoting respect, and creating opportunities for Aboriginal and Torres Strait Islander peoples across all aspects of our business.

Our Innovate RAP builds upon the foundations we have laid and sets a clear path forward, ensuring we remain accountable and proactive in our efforts. We are guided by our core values — integrity, respect, and community. These values drive our ambition to create an inclusive environment where the voices of First Nations peoples are heard, their cultures are celebrated, and their contributions are recognised.

Through this RAP, we have set clear goals in employment, procurement, education, and cultural awareness. These initiatives reflect our deep responsibility to contribute to the progress of reconciliation, not only as a business but as a member of the broader Australian community.

I would like to thank our Reconciliation Working Group, our Aboriginal and Torres Strait Islander partners, and all those who have shared their knowledge and insights with us on this journey so far. Your contributions are invaluable, and together, we will continue to build a future where all First Nations people are respected and empowered.



Sarah Adam-Gedge
Chair of the Board
Kinetic IT

A MESSAGE FROM THE CEO

It's with great pride that I share Kinetic IT's Innovate RAP with you. This plan marks an important step in our journey towards a more inclusive, respectful, and equitable future for Aboriginal and Torres Strait Islander peoples.

Our Innovate RAP is an exciting next chapter for Kinetic IT. As a company, we're focused on being better every day — whether that's through how we engage with each other, the opportunities we provide, or the way we operate. Reconciliation plays a central role, ensuring we are open to listening, learning, and making a tangible positive impact for First Nations people.

We've already made great strides, guided by our prior Reflect RAP's intentions and actions, but there's always more work to be done. Through the Innovate RAP, we're setting out clear, actionable goals in areas like employment, cultural awareness, and community engagement. Our focus is on real outcomes that support the inclusion of Aboriginal and Torres Strait Islander peoples in everything we do.

I want to thank everyone who has been part of this process — from Kinetic IT's Reconciliation Working Group to our Aboriginal and Torres Strait Islander partners including Evolve Communities, DeadlyScience, Supply Nation, CSIRO's Young Indigenous Women's STEM Academy, and all of you who continue to support us in making Kinetic IT a better company. Together, we're creating a safe and thriving environment where we all can learn, grow, and contribute to a stronger, more inclusive Australia.

Let's continue to make progress — together.



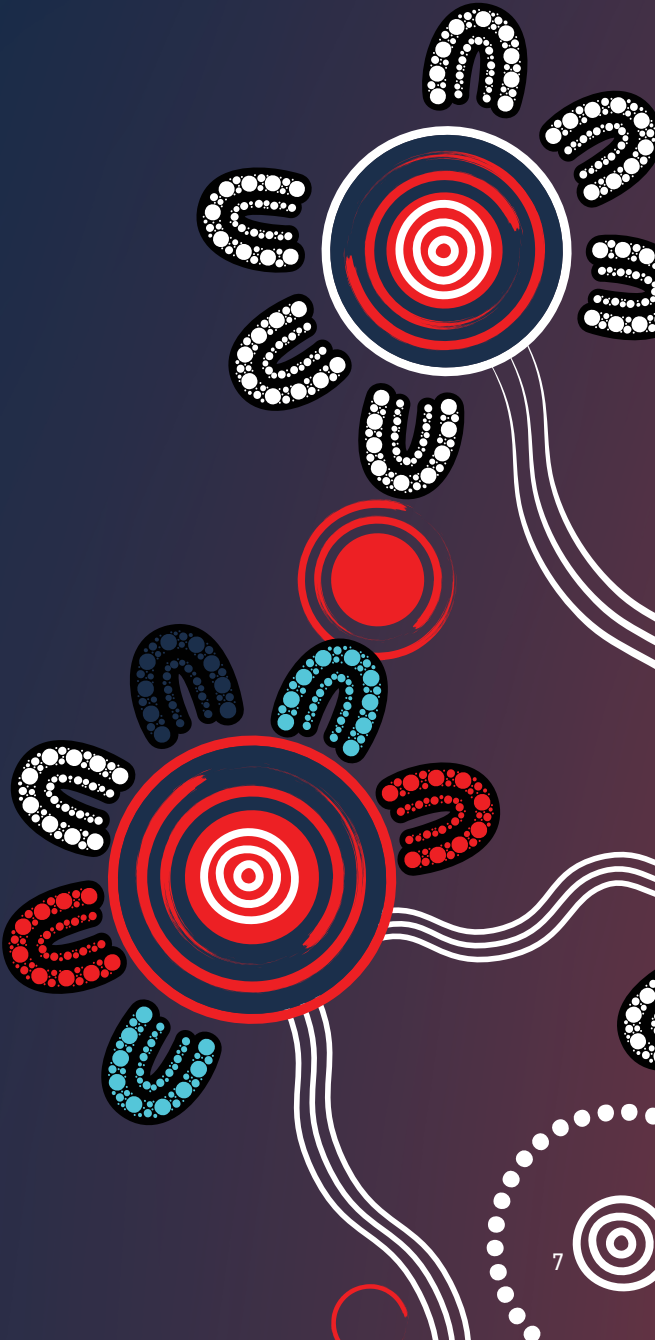
Michael North
CEO
Kinetic IT

A MESSAGE FROM THE RECONCILIATION ACTION PLAN EXECUTIVE SPONSOR

Through Kinetic IT's Innovate RAP, I aim to foster growth — for myself, our people, and our community. Building on the progress of our Reflect RAP, this plan helps us deepen our understanding of Aboriginal and Torres Strait Islander histories, cultures, and contributions while encouraging us to challenge assumptions and broaden our perspectives. As executive sponsor, I am committed to creating an inclusive, culturally aware environment where First Nations crew members feel safe, valued, and empowered to shape our reconciliation journey. Reconciliation is a shared responsibility, and by working together, we can build a workplace culture of respect, collaboration, and learning — one where everyone contributes to and benefits from greater inclusion and equity. The RAP serves as a guide to strengthening relationships with Aboriginal and Torres Strait Islander communities, fostering cultural understanding, and creating opportunities for meaningful collaboration, employment, and growth. By embedding these values into everything we do, we can break down barriers, nurture unique talents, and build a workplace where everyone feels a sense of belonging as we move forward together.



Mark Parker
Executive Sponsor
Reconciliation Working Group, Kinetic IT



OUR COMPANY

Established in 1995, Kinetic IT is an Australian technology services provider with a vision to unlock the potential of technology to enrich lives and create a better future. Our mission is to transform organisations and improve Australian communities by bringing out the best in people and technology. We achieve this through:

- Investing in talent and developing industry-leading capabilities
- Solving complex challenges with intelligent solutions
- Building trusted relationships that drive shared success

We employ over 1,500 people across Australia, working in three corporate offices and at over 60 client sites in Western Australia, New South Wales, Australian Capital Territory, Victoria, Queensland, Northern Territory, South Australia, and Tasmania. Currently, at least 1.6% of our crew (25 as of February 2025) identify as Aboriginal and/or Torres Strait Islander, and we recognise there is much more to be done to increase First Nations representation within our workforce and build a truly inclusive organisation.

We also recognise that there is currently a level of underreporting of diversity status within the organisation, with the hope that the 2025 Belonging Census gives a more accurate view of First Nations representation.

Our work focuses on delivering managed and professional technology services across diverse sectors, including government, Defence, critical infrastructure, emergency services, education, energy and resources. Alongside trusted technology partners, we offer expertise in cyber security, service management, cloud, data analytics, platform development, automation and more.

We believe our success goes hand in hand with giving back, and we are committed to building meaningful relationships with community partners through providing financial support and participating in initiatives that facilitate technology access and advancement for all. Our Reconciliation Action Plan forms a crucial part of our commitment to Aboriginal and Torres Strait Islander peoples and all Australians. Our goal is to make a positive impact through these partnerships, creating opportunities and promoting inclusivity across all that we do.

OUR VISION FOR RECONCILIATION

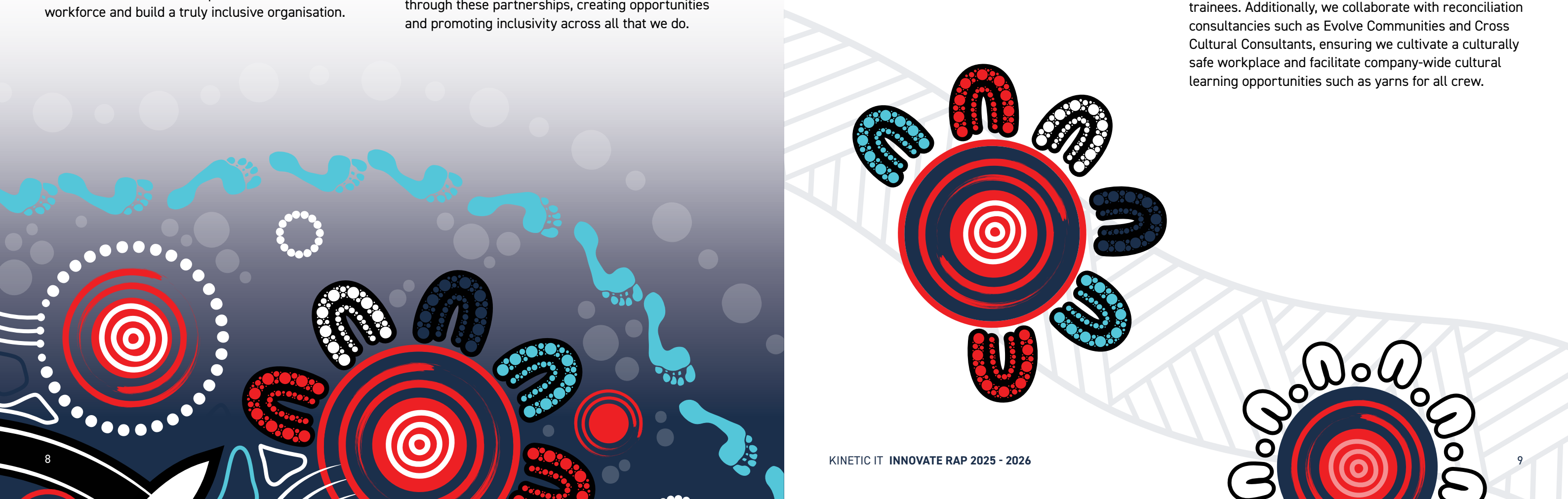
Our vision for reconciliation is an Australian technology landscape that is richer for the knowledge, leadership, and contributions of Aboriginal and Torres Strait Islander peoples. We recognise that reconciliation and truth-telling are key to reaching a collaborative 'third space,' where Aboriginal and Torres Strait Islander peoples' priorities are reflected, contributions are celebrated, and knowledge is drawn upon as we face the opportunities and challenges of the future.

As a leader in the Australian IT industry, we recognise both our ability and our responsibility to shape technology together, driving meaningful science, technology, engineering and mathematics inclusion in a way that empowers Aboriginal and Torres Strait Islander peoples and communities.

OUR KINDRED PARTNERSHIPS

We aim to make a positive impact to the communities in which we live and operate. We have cultivated impactful relationships with our industry and community partners and continue to develop strategic community partnerships which directly align to our values, customer and industry obligations, and employee experience. These partners form part of our Kindred Partnerships Program, which aims to focus our efforts on areas where we can make the most impact. The term 'Kindred' means having similar or common qualities. To be of 'kindred spirit' refers to a person who has the same feelings and interests as you.

As we work through the RAP process, we are conscious of our deepening relationships with our Kindred Partners and take seriously the responsibility of developing culturally safe collaborations. Thus far, we have partnered with First Nations-owned specialist engagement and recruitment agencies, including Mob Jobs, Outback Talent and Calleo Indigenous, to provide recruitment and culturally-led mentoring for our trainees. Additionally, we collaborate with reconciliation consultancies such as Evolve Communities and Cross Cultural Consultants, ensuring we cultivate a culturally safe workplace and facilitate company-wide cultural learning opportunities such as yarns for all crew.



OUR RAP

We acknowledge the Traditional Owners of the lands across Australia, respecting the enduring connections Aboriginal and Torres Strait Islander peoples have with land, sea, and community. We honour Elders past and present and are committed to ethical practices that uphold their rights. Recognising our responsibility toward reconciliation, we implement practical actions to support it within Kinetic IT and in the communities we serve.

In November 2023, we proudly launched our first Reflect RAP, a foundational phase focused on listening, learning, and planning. This initial RAP helped us establish connections with First Nations partners, businesses, crew, and stakeholders while assessing our strengths and areas for improvement. We worked to increase understanding of First Nations cultures across the organisation, celebrated the contributions of the world's oldest living cultures and First Scientists, and had important conversations about the past, present and future and how we can influence to make a meaningful difference.

The next phase in our journey is the Innovate RAP, driven by our Reconciliation Working Group (RWG), which will guide progress and accountability. Throughout the implementation of our Reflect RAP, our working group consisted of up to 13 dedicated crew (of whom up to 3 identified as Aboriginal or Torres Strait Islander people), representing our organisation across a variety of functions, demographics, and geographic locations. The RWG members share a desire to see progress in reconciliation, to apply their skills and influence to enabling the RAP outcomes, reducing barriers, and creating opportunities for Aboriginal and Torres Strait Islander peoples both in our organisation and more broadly.

Our Innovate RAP will demonstrate that we remain dedicated to continuous learning, working with our Kindred Partners to keep our approach inclusive, culturally safe, and grounded in First Nations perspectives. By amplifying First Nations voices across Kinetic IT, we aim to foster a workplace that celebrates and supports First Nations peoples at all levels.



National Reconciliation Week 2024:
Walk for Reconciliation Boorloo/Perth

OUR DEI STRATEGY & COUNCIL

In 2022, Kinetic IT developed its first Diversity, Equity & Inclusion (DEI) Strategy in service of the company's Corporate Strategy 2022-2027. Through a program of DEI Action Plans and metrics, the DEI Strategy enables us to define success as we measure progress towards our goal of being an inclusive workplace that harnesses the power of diverse thought, experiences and viewpoints to achieve the very best results.

Formed in 2023, the DEI Council takes leadership of the organisation's DEI Strategic Objectives, meeting regularly throughout the year and reporting to the Executive Leadership Team (ELT) a minimum of two times a year. Membership of the DEI Council originally included a minimum of three ELT members as well as representatives from Employee Experience, as well as invited Subject Matter Experts and nominated delegates. At each meeting, the DEI Council is given an update on the progress of each DEI Action Plan with time for discussion, questioning, feedback and consultation, which provides important governance and accountability.

Kinetic IT's DEI Council also has overarching accountability for monitoring the progress of the RAP, and ensuring real and impactful outcomes. In addition to the accountability of the RAP and its effect, the group has oversight of Kinetic IT's entire DEI Program of work. This ensures that there is alignment and amplification of outcomes where there is intersectionality and multiple Diversity, Equity and Inclusion focuses at play.

In 2025, we have committed to updating the DEI Council Charter and Operating Processes in order to provide more opportunities for our Working Group members to be part of the DEI Council, more effectively harnessing the intersectionality that we seek to cultivate. Where members of our RWG and other Working Groups contributed to agenda items discussed at DEI Council meetings, we look forward to now providing more direct opportunities for input and discussion, with Working Group representatives given the opportunity to become members of the DEI Council.

ABOUT OUR RECONCILIATION WORKING GROUP

Our Reconciliation Working Group (RWG) will continue to lead our Innovate RAP, support reconciliation efforts across the organisation, and provide advice and guidance on RAP initiatives in partnership with cultural advisors and community groups. The RWG plays a vital role as connectors, allies, advocates and representatives of Kinetic IT.

Based on an initial membership cohort of between 6-8 crew, Kinetic IT has committed to ensuring a minimum of 30% representation of Aboriginal and Torres Strait Islander crew on our RWG; we are proud to have commenced strongly in this space and hope to exceed this target in future.

Setting a minimum of 30% First Nations crew representation on the RWG ensures that the group isn't just talking about reconciliation, rather it is informed by those with lived experiences. The RWG is a dedicated space focused on Indigenous inclusion, cultural awareness and reconciliation. Aiming to have above-average First Nations participation ensures decisions are guided by cultural insight rather than just good intentions. Aiming for at least one-third representation of Aboriginal and Torres Strait Islander crew members on the RWG balances our ambition with feasibility, ensuring that First Nations voices have a strong presence (without enabling cultural load) while still allowing for broad participation from allies who play a key role in reconciliation.

MARK PARKER (SPONSOR)

Group Executive
Location: Whadjuk Noongar Country

LIZ BLAKEY

Employee Experience Coordinator
Location: Whadjuk Noongar Country

ANNALISE THOMAS (FACILITATOR)

Head of Employee Experience
Location: Whadjuk Noongar Country

LARA ROSENBLUM

Community Engagement Manager
Location: Whadjuk Noongar Country

CLAUDETTE LLAPITAN

DEI & Participation Specialist
Location: Woiworrung/Boonwurrung Country

CODY FEJO

Senior Service Desk Technician
Location: Larrakia Country

KARINA BOURNE

Account Director
Location: Larrakia Country

KAREN ROEBUCK

Procurement Manager
Location: Whadjuk Noongar Country

COURTNEY BOHAN

Senior Manager, DEI, Participation & Growth Enablement
Location: Whadjuk Noongar Country

TARA GINDEIN

Director of Marketing
Location: Whadjuk Noongar Country



OUR RECONCILIATION JOURNEY: A TIMELINE

2023

- MARCH**
 - Reconciliation Working Group Formed
 - Cross Cultural Consultants (established Kindred Partnership)
 - Evolve Communities (established Kindred Partnership)
- APRIL**
 - Reflect RAP development commenced
- OCTOBER**
 - Reflect RAP endorsed by Reconciliation Australia
- DECEMBER**
 - Reflect RAP launched

2024

- FEBRUARY**
 - Attended the Supply Nation First Nations Business Trade Fair (Naarm)
 - Outback Talent (renewed Kindred Partnership)
 - Mob Jobs (renewed Kindred Partnership)
 - CSIRO Young Indigenous Women's STEM Academy (renewed Kindred Partnership)
- MARCH**
 - Supply Nation First Step Training (Procurement team members participated)
 - Supply Nation (established Kindred Partnership)
 - Deadly Mob @KIT Yarning Circle hosted by Cross Cultural Consultants
- MAY**
 - RWG-hosted National Sorry Day events (Naarm, Boorloo, Garamilla)
 - Kinetic IT Cultural Competency Resources made available to all employees
 - Katalyst Podcast episode featuring founding members of Deadly Mob @KIT affinity group
 - RWG members attended the Walk for Reconciliation at Langley Park hosted by Reconciliation WA
 - Katalyst Podcast episode featuring Auntie Munya Andrews and Carla Rogers from Evolve Communities
 - National Reconciliation Week Yarning Circle hosted by Evolve Communities
 - Deadly Mob @KIT artwork unveiled (Yilaambiyal Birrang)
 - Launch of Deadly Mob @KIT affinity group with guest speakers A/Professor Corey Tutt OAM & IJ McKenna

- JUNE**
 - Indigenous Traineeship Program intake
- JULY**
 - Attended the DeadlyScience tram unveiling event (Naarm)
 - NAIDOC Week lunch & paint session hosted by Deadly Mob @KIT (Boorloo)
 - Attended the 2024 NAIDOC Ball (Boorloo)
- AUGUST**
 - Indigenous Employment Strategy launched
 - Attended Supply Nation Connect 2024 (Meanjin)
- OCTOBER**
 - DeadlyScience (established Kindred Partnership)
 - Attended ReconciliACTION Forum hosted by Reconciliation WA and Auspire (Boorloo)
 - Innovate RAP development commenced
- NOVEMBER**
 - Hosted information session at Waalitj Foundation's Plan 2day 4 2morrow (P242) pre-employment program (Boorloo)
 - Attended the Supply Nation Indigenous Business Trade Fair (Boorloo)
- DECEMBER**
 - Noongar Chamber of Commerce and Industry (corporate partnership commenced)

2025

- FEBRUARY**
 - Live webinar, 'Addressing January 26' for all employees hosted by Evolve Communities
- MARCH**
 - Innovate RAP endorsed by Reconciliation Australia
 - Attended the Defence Supplier Yarn hosted by the City of Cockburn
- JUNE**
 - Supply Nation First Step Training (Procurement team participation)
 - Kinetic IT launch of Supplier Diversity Policy
 - Indigenous Traineeship Program intake
 - Innovate RAP launched

ADVANCING RECONCILIATION AT KINETIC IT: A JOURNEY OF LEARNING, COLLABORATION, AND IMPACT

Since launching our Reflect RAP in late 2023, Kinetic IT has taken meaningful steps to advance reconciliation both within our organisation and the communities we serve. Through collaboration with our Kindred Partners, we've built pathways for learning, cultural awareness, and allyship. Initiatives such as coaching, yarning circles, and Evolve Allyship Accreditation for five members of our RWG highlight our commitment to fostering a workplace that respects, celebrates, and advocates for Aboriginal and Torres Strait Islander peoples. To further support allyship, we provided our crew with access to cultural awareness training and resources including virtual and in-person yarning circles. Feedback from National Reconciliation Week and NAIDOC Week events demonstrated strong support across the business for these initiatives. We've also developed a Cultural Protocols toolkit available on our intranet's Belonging hub to guide respectful practices such as Acknowledgement of Country.



CareerTrackers Gala, 2024, Boorloo

REFLECTIONS AND LESSONS LEARNED

Navigating Standard Processes with Inclusive Practices: Adapting well-established standard business processes and systems to incorporate inclusive practices, such as commissioning artwork from our Aboriginal or Torres Strait Islander crew members for company use, presented some challenges. These efforts required meaningful discussions with our legal and finance teams, as well as guidance from external cultural consultants. However, these conversations have strengthened our internal understanding and laid a foundation for more streamlined, culturally appropriate practices in the future.

Honouring Artistic Intentions: We gained valuable insights into appropriately honouring the intentions of original artists, particularly for artwork created to support our RAP and the Deadly Mob affinity group. This learning has deepened our respect for cultural integrity and shaped our approach to collaboration.

Humility and Transparency as Keys to Success: Our reconciliation journey has reinforced the importance of approaching this work with humility and transparency. These values continue to shape how we build relationships and foster trust across the organisation.

Balancing Contribution and Cultural Load: While we aim to create as much space as possible for our Aboriginal and Torres Strait Islander crew to contribute to RAP initiatives, we are learning how to do so without placing excessive cultural load on individuals. Striking this balance remains a priority and we're committed to continuous improvement in this area.

Recognising Individual Reconciliation Journeys: We've come to understand that each Aboriginal and Torres Strait Islander crew member is on a unique reconciliation journey, shaped by societal, familial, and structural considerations. Our goal is to provide more meaningful support and space, without undue pressure or expectation, as we continue to create an environment of cultural safety and respect.

Navigating Readiness for Change Through 'Addressing January 26': We have partnered with Evolve Communities to host Addressing January 26, a webinar providing a safe space for crew to explore the day's significance and its impact on Aboriginal and Torres Strait Islander peoples. Attendees gained insights on allyship and how to approach conversations with empathy and respect. This reinforced the importance of meeting people where they are, encouraging open dialogue, and empowering crew to be informed allies.

Navigating Diverse Reactions to Reconciliation Work: Organisational commitment to reconciliation has elicited a range of responses from crew members, ranging from resistance to enthusiasm. Acknowledging and respecting these differing perspectives is an ongoing journey of growth for us as a workplace. This diversity of opinion reminds us of the importance of the work we are doing to foster an inclusive and understanding culture.

Tailoring Learning Opportunities: To accommodate varied learning needs and cultural competencies, we have developed multiple pathways for cultural education and immersion. From yarning circle webinars to live local events, music playlists, online training modules, and podcast or book recommendations, these diverse offerings have enabled individuals to engage in ways that resonate with them. This approach has already fostered greater participation, and we are excited to continue evolving these initiatives.

Embedding Reconciliation into our Culture: While we are still early in our reconciliation journey, we recognise the importance of embedding this commitment into our overall company culture and identity. Aligning our 'uniquely Australian' brand with our path toward reconciliation is a vital next step, and one we are keen to pursue as we deepen our collective impact.

**DRIVING INCLUSIVE PROCUREMENT
AND STRENGTHENING PARTNERSHIPS**

Kinetic IT is committed to strengthening our engagement with Aboriginal and Torres Strait Islander businesses through inclusive procurement practices and transparent reporting, guided by our Supplier Diversity Policy. As Supply Nation members, we attended the 2024 Connect Expo, where our Talent Acquisition, Procurement, and DEI teams engaged directly with First Nations business owners, fostering new collaborations and strengthening existing partnerships.

At the commencement of our Reflect RAP, less than 0.2% of our spend was distributed to First Nations businesses. Addressing this remains a priority as we advance our First Nations Procurement Policy and reporting mechanisms under our Innovate RAP, aiming for broader and lasting impact. As of January 2025, spend on First Nations businesses had increased by 20% from the commencement of our Reflect RAP however we still have work to do in this space to increase our spend to our organisational target of 0.5% supply chain spend.

**COMMITMENT TO REPRESENTATION
AND CULTURAL INCLUSION**

Our Indigenous Employment Strategy aims to create genuine career pathways in culturally safe environments. Insights from our first DEI Census inform our efforts to foster a workplace where all crew feel valued. Currently 1.6% of our workforce identifies as Aboriginal and/or Torres Strait Islander people, up from 1.1% at the start of our Reflect RAP. However, we recognise under-reporting due to barriers in self-identification and are committed to building psychological safety to encourage greater disclosure.

With dedicated Aboriginal and Torres Strait Islander traineeships, we anticipate this figure will grow as we strive toward our 3% workforce target by 2027.

LOOKING AHEAD

As we advance on our reconciliation journey, we remain committed to continuous learning, engagement, and accountability. Our focus on increasing First Nations representation, inclusive procurement, and cultural safety reflects our commitment to making a genuine, lasting impact. We look forward to a future where Kinetic IT is recognised not only for its technology expertise but also for its enduring advocacy and support for Aboriginal and Torres Strait Islander peoples.



CEO Michael North contributes to the 2024 NAIDOC Week Kinetic IT crew painting in Boorloo/Perth

**CREATING CAREER PATHWAYS
AND CULTURAL SAFETY**

Our partnerships with Mob Jobs, Outback Talent, and Calleo Indigenous ensure our employment opportunities authentically reach Aboriginal and Torres Strait Islander communities. With ongoing support through recruitment, onboarding, mentoring and beyond, we focus on creating clear pathways to fulfilling careers. An Aboriginal and Torres Strait Islander focused traineeship campaign in 2024 led to 16 successful hires, 62% of whom are women.

Additionally, our key specialists involved in Talent Acquisition and HR have all completed cultural awareness training, with some of the team members having completed or currently completing their Allyship certification through Evolve Communities. This is to ensure the team involved in engaging with First Nations candidates and crew have the appropriate level of understanding and training to facilitate cultural safety from early recruitment stages and onboarding, and through their ongoing career journey.

In 2024, we launched Deadly Mob @ KIT, our First Nations employee group, during National Reconciliation Week. Over 230 connections across Australia joined the virtual launch event, featuring inspiring insights from Associate Professor Corey Tutt OAM and IJ McKenna. By fostering relationships with First Nations thought leaders and specialists, we are building a trusted network of advisors and advocates.

AMPLIFYING FIRST NATIONS VOICES

Our Katalyst Podcast highlights the mutual trust and respect we've built with our First Nations crew and partners. The "Partners in Reconciliation" episode, featuring Aunty Munya Andrews and Carla Rogers, explores their reconciliation journeys and inspires us to deepen our cultural competence. Another episode, "Leading the Charge" features two of our RWG members discussing their experiences navigating cultural journeys while driving reconciliation efforts at Kinetic IT.

We are committed to amplifying First Nations voices throughout our reconciliation journey, ensuring their perspectives and experiences guide our efforts.

HONOURING CULTURAL SIGNIFICANCE

Throughout the year, we recognised significant cultural days by hosting and facilitating events, such as:

- Virtual Executive, Deadly Mob, and yarning circles for all crew
- National Sorry Day movie screenings
- Attendance at the Boorloo NAIDOC Ball
- Participation in the Walk for Reconciliation (Boorloo)



“It was such an emotional session — I felt anger, frustration, pride, sadness, happiness, calm. I would love to see a more connected Australia in my lifetime.”

— National Reconciliation Week Yarning Circle attendee

“It was different from usual events. These guests are actively involved with their communities and were able to show things from a different perspective.”

— Deadly Mob @ KIT Virtual Launch attendee



“It was a really great space of openness, truth telling and respect. I feel safe to ask any difficult questions at the next sessions.”

— National Reconciliation Week Yarning Circle attendee

“Carla and Aunty Munya deliver great sessions and the focus of allyship is really relevant in the context of our RAP — about understanding our privilege and looking at what we can do to make an impact (not about having good intentions).”

— Cultural Awareness Training participant



YILAAMBIYAL BIRRANG
(Beginning Journey) Kamlaroi/Wiradjuri

By Alice Waters & Byron Mudaliar

In honour of the launch of our Deadly Mob @KIT affinity group, and to showcase the unique perspective of Kinetic IT and our reconciliation journey from our First Nations crew, the RWG commissioned a piece of digital artwork created for Kinetic IT by two First Nations members, Alice Waters and Byron Mudaliar.

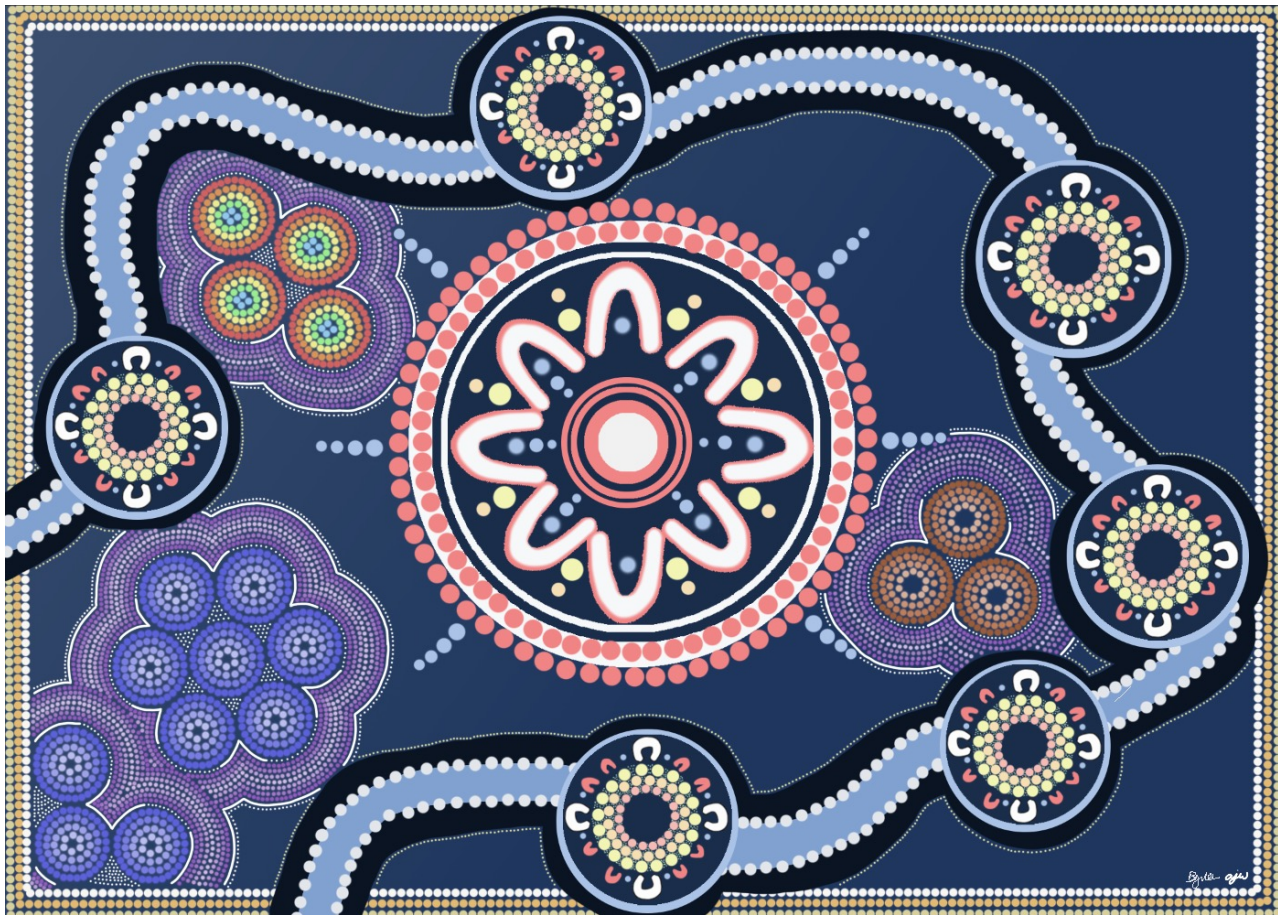
'Yilaambiyal Birrang' depicts the story of Kinetic IT's journey and growth starting from home soil in Western Australia and branching out to different regions in the Northern Territory, Australian Capital Territory, Victoria, Queensland and New South Wales, and taking its first meaningful steps to embrace the cultures and significance of the land and state each workplace resides on.

It is building the connections between all sites, and embracing and creating a wider cultural sense of community between the company, the land, and its

people. Although the land's borders separate each region, the rivers that flow through all these areas meet the vast, wider oceans surrounding the continent, merging into one established body of connection, keeping all countries and cultures embraced within the larger community.

At the centre of the body of work is the final meeting place – Kinetic IT – which brings all its people together, and opens our spaces to express and communicate without the judgement typical of the environments we work within elsewhere, keeping us all connected as part of Kinetic IT's community.

The colours depicted were chosen to represent all aspects of the company's people and include all the amazing communities we currently share, and those that may come to be in the future.



**OUR PARTNERSHIPS
AND CURRENT ACTIVITIES**

We're proud to contribute to reconciliation through meaningful initiatives that align with our RAP and enable us to measure their impact.

FIRST NATIONS TRAINEESHIP PROGRAM

A cornerstone of our efforts is the Kinetic IT Traineeship Program, which has seen exceptional success. Since its launch in 2022, this program has provided 27 First Nations individuals with entry-level employment opportunities across Western Australia, the Northern Territory, Victoria, and the Australian Capital Territory. With First Nations participation rates reaching 42% of the entire number of placements, the program blends work and learning in a supportive and inclusive environment.

To enhance cultural safety, we've partnered with First Nations-owned recruitment and engagement agencies such as Mob Jobs, Outback Talent and Calleo Indigenous. These partnerships offer culturally led mentoring and ensure our trainees receive tailored support. Collaborations with reconciliation consultancies like Evolve Communities and Cross Cultural Consultants further help us create a culturally safe workplace through company-wide learning opportunities, including yarning circles for all crew.

EMPOWERING FIRST NATIONS IN STEM

Our commitment to STEM outreach is another key focus. We've partnered with organisations like the Waalitj Foundation, DeadlyScience, and the CSIRO Young Indigenous Women's STEM Academy (YIWSA) to provide both financial and non-financial support. These partnerships facilitate careers days and volunteering opportunities, helping young First Nations people envision careers in IT while connecting them with role models and industry leaders.

In 2024, we proudly welcomed our first school-based trainee, Isabella Savage, a talented First Nations woman participating in YIWSA in the Northern Territory. We also continue to support Curtin University's Moorditj Scholarship Program, which empowers First Nations women in tertiary studies.

**INCLUSIVE PROCUREMENT
AND BUSINESS PRACTICES**

As an organisational member of Supply Nation, Northern Territory First Nations Business Network and the Noongar Chamber of Commerce and Industry, we are committed to fostering inclusive business practices. Two members of our RWG have completed First Step training, reinforcing our focus on supporting First Nations businesses. We have increased our company wide spend on Indigenous businesses by 20% since the launch of our Reflect RAP and are focussing on implementing strategies at a customer and corporate level to enable us to meet our 0.5% supply chain spend target on Indigenous businesses.

We take deliberate steps to enhance our supplier diversity through the development of a Supplier Diversity Policy to enable us to increase spend with Aboriginal and Torres Strait Islander businesses in each location we operate, through to trialling inclusive language in our advertising. These local actions contribute to broader, impactful reconciliation outcomes.


**AMPLIFYING IMPACT THROUGH
RAP COMMITMENTS**

We believe that small, thoughtful actions can drive significant change. By embedding these practices into our RAP commitments, we're advancing employment and supplier diversity, creating pathways for First Nations talent, and building stronger, more inclusive communities. Together, these efforts reflect our dedication to fostering reconciliation and delivering impact.

OUR ACTION PLAN

RELATIONSHIPS

Enduring and authentic relationships are at the heart of our everything we do. Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is fundamental in cultivating inclusivity and understanding within our communities. Grounded in honesty, mutual respect, and a willingness to learn, these connections enable us to advocate meaningfully for Aboriginal and Torres Strait Islander peoples. By sharing lived experiences, we gain valuable insights that enhance communication, inform decision-making, and drive the development of culturally appropriate solutions. Through the power of relationships, we aspire to empower First Nations communities, opening doors to economic opportunities and promoting the preservation of culture to contribute to positive and meaningful outcomes for all.

 RELATIONSHIPS			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	August 2025	Group Executives
	b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholder and organisations	June 2025	Chief People Officer
	c. Utilise Indigenous business databases, and business matching services of Supply Nation and local Indigenous Chambers of Commerce to assist in initial engagement with new organisations	March 2026	Procurement Manager
	d. Attendance at least three Indigenous business, conference, or networking events such as Supply Nation Connect Expo and trade fairs, Black Coffee, Kinaway Deadly Connections; Noongar Chamber's Boss Yorgas, National First Nations Strong Women, Employment & Training; Business Enterprise Conference and First Peoples Disability Network, ReconciliACTION forums	March 2026	Procurement Manager & DEI & Participation Specialist
	e. Engage with Indigenous Business Development organisations to understand the landscape of ICT Business Engagement with a view of providing sponsorship for initiatives supporting the ICT sector	March 2026	Senior Manager, DEI & Participation
2. Build relationships through acknowledging National Reconciliation Week	a. Circulate Reconciliation Australia's National Reconciliation Week resources and materials to our staff	May 2025	RAP Executive Sponsor
	b. RAP Working Group members to participate in an external NRW event	May 2025	RAP Executive Sponsor
	c. Encourage and support staff and senior leaders to recognise and participate in National Reconciliation Week	May 2025	RAP Executive Sponsor
	d. Organise at least one NRW event each year	May 2025	RAP Executive Sponsor
	e. Register all our NRW events on Reconciliation Australia's NRW website	May 2025	RAP Executive Sponsor
	f. At least one ELT member to attend an external NRW event, representing Kinetic IT	May 2025	Group Executives

FOCUS AREA

This next stage of our journey involves embracing vulnerability, knowing that trust is built through action and openness to growth. We're committed to deepening our understanding of cultural nuances and the different ways of working that foster true collaboration. We will continue to develop our employees' capacity and knowledge with the support of our Kindred Partners. Through engagements with organisations such as DeadlyScience and CSIRO's Young Indigenous Women's STEM Academy, we aim to strengthen cultural awareness, address systemic barriers in technology careers, and provide tailored support for our First Nations employees at every stage of their journey.

3. Promote reconciliation through our sphere of influence	a. Implement strategies to engage our staff in reconciliation	September 2025	Chief People Officer
	b. Communicate our commitment to reconciliation publicly	November 2025	Group Executives
	c. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	November 2025	Group Executives RAP Executive Sponsor
	d. Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation	November 2025	Group Executives Chief People Officer
	e. Investigate opportunities to collaborate with Reconciliation Australia to further advance our RAP progress	March 2026	Senior Manager, DEI & Participation
	f. Include volunteer opportunities for employees with Aboriginal and Torres Strait Islander community partners as part of Kinetic IT's endorsed volunteering program	March 2026	Senior Manager, DEI & Participation
4. Promote positive race relations through anti-discrimination strategies	a. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	September 2025	Chief People Officer
	b. Develop, implement, and communicate anti-discrimination policy for our organisation	December 2025	Chief People Officer
	c. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	July 2025	Chief People Officer RAP Executive Sponsor
	d. Educate senior leaders and managers on the effects of racism	December 2025	Group Executives RAP Executive Sponsor Chief People Officer

RESPECT

Respect sits at the heart of our Innovate RAP. We recognise that fostering a deeper understanding of First Nations peoples perspectives is key to creating a culture of inclusion and growth. By honouring the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples, we strengthen our workplace and community relationships. This commitment not only enriches our shared learning but also enables us to deliver better outcomes for our people, customers, partners, and communities.

<div> RESPECT</div>			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	a. Make self-paced learning, resources and tools available as part of Kinetic IT's intranet Belonging hub	May 2025	Senior Manager, Strategic Workforce Development
	b. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	June 2025	Senior Manager, Strategic Workforce Development
	c. Conduct a review of cultural learning needs within our organisation	August 2025	Senior Manager, Strategic Workforce Development
	d. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	August 2025	Senior Manager, Strategic Workforce Development
	e. Develop, implement and communicate a cultural learning strategy for all staff	November 2025	DEI & Participation Specialist
6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols	a. Increase crew understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2025	Chief People Officer
	b. Ensure that Kinetic IT's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country is current and communicated across the business	June 2025	DEI & Participation Specialist
	c. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	Review June Annually	DEI & Participation Specialist
	d. Include an Acknowledgement of Country or other appropriate protocols at the commencement of all crew meetings	Communicate July, annually	RAP Executive Sponsor
	e. Review all Kinetic IT Head Office locations and ensure acknowledgement of the Traditional Owners of the land through artwork, signage or similar, incorporating input from local First Nations communities	December 2025	RAP Executive Sponsor
	f. Encourage Kinetic IT crew to include Acknowledgement of Country on their email signatures where appropriate	March 2026	DEI & Participation Specialist


FOCUS AREA

We understand that respect and learning are intertwined. Our Innovate RAP promotes ongoing personal and collective learning, recognising that everyone is on their own journey. Learning will be grounded in our values, with transparency and accountability guiding our actions. Through the RAP, we strive for greater authenticity, encouraging our people to develop personal, meaningful insights and experiences that reflect their individual connection to reconciliation. In doing so, we seek to embed respect more deeply into our daily practices and create a genuine sense of appreciation of First Nations cultures.

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	a. RAP Working Group members to participate in an external NAIDOC Week event	July, annually	RAP Executive Sponsor
	b. Review HR policies and procedures to remove barriers to crew participating in NAIDOC Week	July, annually	Manager, Human Resources
	c. Promote and encourage participation in external NAIDOC Week events to all crew	July, annually	RAP Executive Sponsor
	d. At least one ELT member to attend an external NAIDOC Week event, representing Kinetic IT	July, annually	RAP Executive Sponsor
8. Embed reconciliation into our corporate identity, reflecting our commitment to First Nations peoples, cultures and histories	a. Develop and implement a First Nations visual identity guideline to be used in corporate materials, aligning with cultural protocols	March 2026	Director of Marketing DEI & Participation Specialist
	b. Audit internal and external communications, marketing and digital assets to ensure culturally respectful and inclusive representation	September 2025	Director of Marketing DEI & Participation Specialist
	c. Develop a reconciliation-aligned brand positioning statement that reflects our values and commitment to First Nations communities, actively incorporating reconciliation themes where relevant	March 2026	Director of Marketing DEI & Participation Specialist
	d. Develop an annual reconciliation communications calendar that highlights key dates and milestones for crew to access	September 2025	DEI & Participation Specialist
	e. Develop and make available guidelines for ethical storytelling and cultural representation, ensuring that all First Nations content is culturally safe, appropriately acknowledged and culturally led where appropriate	March 2026	Director of Marketing DEI & Participation Specialist

OPPORTUNITIES

Supporting Aboriginal and Torres Strait Islander peoples, organisations and communities is central to our organisation and core business activities. We are committed to fostering economic empowerment through employment and procurement initiatives, which enhance workforce diversity and drive innovation. By investing in professional development and career progression, we support First Nations crew in building meaningful careers, enriching our organisational culture and performance. Additionally, by making our systems and processes more inclusive, we create a workplace where diverse perspectives are valued, and collaboration flourishes.

<div> OPPORTUNITIES</div>			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	a. Build understanding of current Aboriginal and Torres Strait Islander crew to inform future employment and professional development opportunities	July 2025	Chief People Officer
	b. Engage with Aboriginal and Torres Strait Islander crew to consult on the implementation of the Indigenous Employment Strategy that includes recruitment, retention and professional development	March 2025	Chief People Officer
	c. Implement actions aligned to Indigenous Employment Strategy that includes recruitment, retention and professional development	July 2025	Chief People Officer
	d. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	July 2025	Manager, Talent Acquisition
	e. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	September 2025	Head of HR
	f. Increase the percentage of Aboriginal and Torres Strait Islander crew employed in our workforce	March 2026	Chief People Officer


FOCUS AREA

Innovate RAP will position us as agents of change, dedicated to reshaping our business practices to better support First Nations communities. Our goal is to become an employer of choice for Aboriginal and Torres Strait Islander peoples, setting a benchmark for our industry. This means rethinking traditional approaches in areas such as procurement, recruitment, and people development to create space for new ways of working. By aligning our commitments with the aspirations of First Nations communities, we live our values, deliver impactful outcomes for our stakeholders, and contribute to a more equitable society.

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	a. Develop and implement a Supplier Diversity Policy to guide procurement from Aboriginal and Torres Strait Islander owned businesses	August 2025	Procurement Manager
	b. Track, monitor and report on procurement activity associated with Aboriginal and Torres Strait Islander businesses	July 2025	Procurement Manager
	c. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to crew	July 2025	Procurement Manager
	d. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	July 2025	Procurement Manager
	e. Develop commercial relationships with Aboriginal and Torres Strait Islander businesses and formalise processes to support Aboriginal and Torres Strait Islander people's companies who are not yet ready to partner with Kinetic IT to develop the capability ready to do this	November 2025	Procurement Manager

GOVERNANCE

Strong governance underpins the success of our Innovate RAP. It ensures our commitments are implemented in ways that align with our values and the needs of Aboriginal and Torres Strait Islander communities. By prioritising effective resourcing and clear actionable steps, we aim to deliver meaningful and enduring outcomes. Our governance framework will drive accountability and strengthen our contribution to reconciliation at every level of our business.

 GOVERNANCE			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	a. Maintain Aboriginal and Torres Strait Islander representation on the RWG	November 2025 & 2026	RAP Executive Sponsor
	b. Establish and apply a Terms of Reference for the RWG	November 2025 & 2026	RAP Executive Sponsor
	c. Meet at least four times per year to drive and monitor RAP implementation	April 2025 & 2026	RAP Executive Sponsor
		June 2025 & 2026	
		August 2025 & 2026	
		October 2025 & 2026	
12. Provide appropriate support for effective implementation of RAP commitments	a. Define resource needs for RAP implementation	December 2025 & 2026	RAP Executive Sponsor
		February 2026 & 2027	
		November 2025 & 2026	
		November 2025 & 2026	
	b. Engage our senior leaders and other crew in the delivery of RAP commitments	November 2025 & 2026	RAP Executive Sponsor
	c. Define and maintain appropriate systems to track, measure and report on RAP commitments	November 2025 & 2026	RAP Executive Sponsor
	d. Appoint and maintain an internal RAP Champion from senior management	November 2025 & 2026	RAP Executive Sponsor

FOCUS AREA

Transparency and shared accountability are central to our governance approach. We commit to openly reporting our RAP achievements, challenges and learnings, fostering trust within our teams and with external partners. To ensure everyone is engaged in our reconciliation journey, we will maintain accessible communication channels, enabling all crew to track our goals and progress throughout the year. This shared responsibility ensures our RAP initiatives are deeply embedded into our everyday operations, creating lasting change that is understood and embraced across the organisation.

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	a. Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2025 & 2026	DEI & Participation Specialist
	b. External communications to be developed and made available on our website and social media sites discussing our RAP journey and progress	September 2026	Director of Marketing
	c. Report annually on the progress of the RAP within the internal DEI Site, Belonging	December 2025 & 2026	DEI & Participation Specialist
	d. 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	March, Annually	DEI & Participation Specialist
	e. Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	August Annually	DEI & Participation Specialist
	f. Publicly report our RAP achievements, challenges and learnings, annually	September Annually	Director of Marketing
	g. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2026	DEI & Participation Specialist
	h. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	March 2027	DEI & Participation Specialist
14. Continue our reconciliation journey by developing our next RAP	a. Register via Reconciliation Australia's website to begin developing our next RAP	January 2027	DEI & Participation Specialist



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