

technology¹

Reflect Reconciliation Action Plan

March 2026 – March 2027



Acknowledgement of Country

TechnologyOne honours the 65,000-year history of this nation. We recognise that Aboriginal and Torres Strait Islander peoples have cared for and conserved this land since the Dreaming. TechnologyOne respects the Traditional Custodians of the land on which we operate, work, and reside. We honour Elders past and present and are dedicated to a bright future as we move forward on our road towards reconciliation.

Table of Contents

Artwork Story: One's Connection	4
Our Partnership with YarnnUp	5
A Message from our Chief Executive Officer	6
A Message from Reconciliation Australia CEO	7
The Business	8
Our Vision for Reconciliation	10
Our Journey Towards Reconciliation	12
Our Reconciliation Action Plan	20
Championing the RAP within TechnologyOne	25
TechnologyOne Reflect Reconciliation Action Plan	26
Relationships	27
Respect	29
Opportunities	30
Governance	31



Artwork Story: One's Connection

The artwork takes a closer look at TechnologyOne and its journey towards reconciliation. Titled, "One's connection", it serves to connect an individual with the broader community, or workplace community network. This connection facilitates simplicity and solutions within TechnologyOne, illustrating areas of the network that work collectively, and tailored for the individual.

Through dot work, I've set out to represent the population and their smooth, safe passage through these networks or communities, while the main linework denotes global connections.

Including gathering circles or yarning circles, I intend to convey "People being the Power." These circles symbolise communities or workplace communities, with smaller circles indicating partnerships. I've incorporated tracks to represent our direction and journey towards a simpler, more dynamic future.

Elaine Chambers-Hegarty is an Aboriginal Artist and Designer with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art is a dialogue between the modern and the ancestral, an embrace of tradition within the contemporary.

Elaine's profound love for her people and cultural heritage has been the guiding light of her artistic expression. Her love of family fuels her creative passions and pushes her to continue evolving.

Our partnership with YarnnUp: First Nations Consultants

TechnologyOne is proud to partner with YarnnUp in the development, endorsement, and implementation of our second Reflect RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp, a First Nations-led agency headquartered in Mascot, NSW, acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work. Specialising in engagement, strategy, and design, YarnnUp supports organisations working towards active reconciliation by providing them with the knowledge, skills and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact that drives lasting social and cultural change.



A Message from our CEO

Ed Chung

Chief Executive Officer – TechnologyOne

I'm proud to share the next step in TechnologyOne's reconciliation journey as we launch our second Reflect Reconciliation Action Plan (RAP). This milestone builds on the foundations we established in our first RAP and reinforces our ongoing commitment to honouring the cultures, histories and contributions of Aboriginal and Torres Strait Islander peoples.

At TechnologyOne, our mission is to better our community. From delivering innovative technology that makes life simple, to empowering young people through the TechnologyOne Foundation, we are driven by a desire to create meaningful and lasting impact. Reconciliation is an essential part of that commitment and reflects the role we play in contributing to a more inclusive and equitable future.

Our continued Reflect RAP journey represents a deepening willingness to listen, learn and act. We recognise that reconciliation is not a destination, but an ongoing responsibility grounded in respect, relationships and opportunity. Through this next phase, we are strengthening cultural awareness across our organisation, enhancing engagement with First Nations communities, and continuing to explore pathways of opportunity – particularly for young First Nations people in the technology sector.

As our diversity, equity, inclusion and belonging efforts continue to mature, this RAP provides greater structure, transparency and accountability in how we learn from, partner with, and support First Nations peoples and communities. We are grateful for the cultural guidance of Aboriginal and Torres Strait Islander business YarnnUp, who continue to support our RAP Working Committee as we reflect on our progress and prepare for the journey ahead.

I'm proud to lead TechnologyOne as we continue this work alongside the Traditional Custodians of the lands on which we live and work. Together, we look forward to deepening our understanding and contributing to a future defined by respect, opportunity and shared success.

A Message from Reconciliation Australia



Karen Mundine

Chief Executive Officer – Reconciliation Australia

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

Through this plan, TechnologyOne continues to play an important role in a network of more than 3000 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 over 5.5 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 TechnologyOne 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 TechnologyOne on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



The Business

Founded in 1987, TechnologyOne is Australia's largest publicly listed enterprise software company.



Our global Software as a Service (SaaS) ERP solution simplifies enterprise software for over 1,300 customers across six key sectors: local government, government, education, health and community services, asset intensive industries, and financial services.

We operate the largest Australian-owned R&D centre of its kind, having invested more than \$1 billion over our history to maintain TechnologyOne's leadership status in innovation and product development.

With our unique Power of One approach, we take care of developing, running, marketing, selling, implementing and supporting our suite of SaaS ERP solutions. Our SaaS+ (Solution as a Service) offering, which harnesses the Power of One, enables our customers to focus on what really matters, while we take full ownership of the outcome of the solution experience, not just the software. This model helps us deliver fast, simple, and low risk digital transformation, empowering our customers to innovate faster, allowing them to transform their systems and processes to continuously meet the demands of the communities they serve.

Our mission is to better our community, from its citizens to students, by leveraging our team's innovation, drive, and determination.

This is achieved through our passion to solve the complex and our drive to make life simple for our community. Our product suite includes solutions across financials, HR and payroll, asset and project management, student management, procurement, and business analytics—enabling mission-critical operations for some of the region's most complex organisations.

With a founder-led history, we have a spirit of innovation, passion, determination, and adaptability that has seen TechnologyOne thrive throughout almost four decades of rapid change and transformation in the technology space.

Our ability to deliver year-on-year growth and consistency is attributed to our people – people that are solution-orientated, with excellence at the forefront.

We take great pride in our culture and team engagement. Our twice-yearly employee Net Promoter Score (eNPS) survey measures our people's connection and commitment to our values and mission, with results reflecting strong internal engagement and positive momentum.

TechnologyOne has received numerous awards for its innovation and corporate leadership, including consistent recognition as one of Australia's top-performing tech companies. It also maintains a strong sustainability and social impact focus through the TechnologyOne Foundation, specifically the 1% pledge. meaning 1% of profit, 1% of product, and 1% of team member time to help lift 500,000 children and their families out of poverty by 2032.

With more than 30 years of experience, our mission remains clear: to make life simple for our customers and communities. Through this RAP and our broader Diversity, Equity, Inclusion and Belonging (DEIB) strategy, we are committed to building a culturally capable, welcoming, and impactful organisation that contributes to lasting reconciliation across Australia.

Headquartered in Fortitude Valley, Brisbane, TechnologyOne has a presence in every Australian state and an expanding international footprint in New Zealand, the United Kingdom, and Malaysia. TechnologyOne employs over 1,400 people globally, including 1,084 team members based in Australia.

Currently we do not have any team members who self-identify as Aboriginal or Torres Strait Islander. We intend to review existing practices to ensure they are culturally sensitive and encourage self-identification for current and future First Nations team members.



Our Vision for Reconciliation

TechnologyOne recognises the deep and enduring connection Aboriginal and Torres Strait Islander peoples have to Country, culture, and community.





Our vision will be delivered through building respectful and inclusive relationships that create long term opportunities for Aboriginal and Torres Strait Islander peoples, particularly young people. Through our Foundation and 1% pledge, we are committed to supporting First Nations youth to thrive in education and technology. This focus reflects the strong alignment between our purpose and the aspirations of Aboriginal and Torres Strait Islander young people, and reinforces our commitment under our RAP to create meaningful, long-term opportunities.

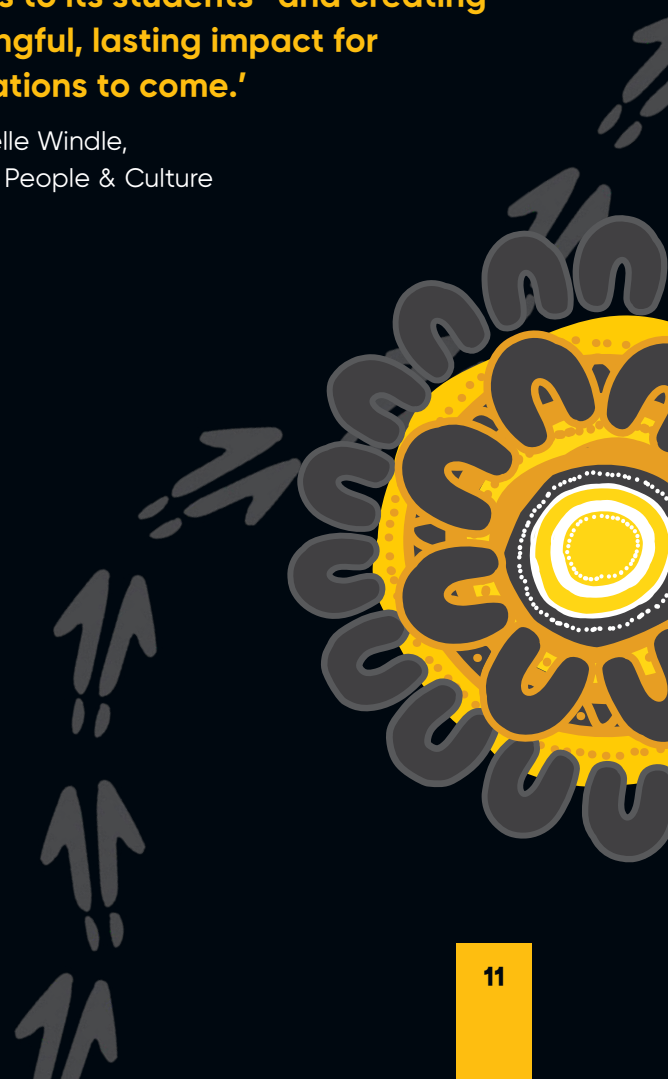
We strive for a future where reconciliation is embedded in the fabric of our organisation—reflected in our values, decisions, people and partnerships. As we embed reconciliation into our broader Diversity, Equity, Inclusion and Belonging strategy, we aim to become a culturally capable organisation that partners meaningfully with First Nations communities to honour the proud and continuous story of the world's oldest living cultures, and to create lasting impact for generations to come.

Our customers are diverse and influential, and through strong partnerships we are exploring how collaboration and shared networks can be leveraged to support Reconciliation outcomes and enable broader impact across the technology sector and nationally over time.

It is our hope that, through authentic relationships and shared accountability, we will help pave the way for a stronger, fairer, and more unified Australia in the technology sector.

'Together, we're building a future where reconciliation is real, lived, and woven into the very fabric of TechnologyOne. By leveraging our team's innovation, drive, and determination, we are committed to bettering our community—from its citizens to its students—and creating meaningful, lasting impact for generations to come.'

– Danielle Windle,
EVP - People & Culture





Our Journey Towards Reconciliation

We embarked on our formal reconciliation journey in June 2024 with the endorsement of our inaugural Reflect RAP.



Shortly thereafter, our official RAP marked an important milestone in our reconciliation journey. Our internal launch created space to raise awareness, educate our people on the purpose and goals of our RAP, and highlight the role each of us plays in fostering respect, relationships, and opportunities with First Nations peoples

Since that time, we have continued to build commitment to, and accountability for, reconciliation through strong governance structures; meaningful participation in cultural events; building cultural awareness; reviewing our people and culture practices, and early supplier engagement; and mapping our sphere of influence.

Building Accountability and Progressing our RAP Journey

Our RAP implementation benefited from strong executive sponsorship from the EVP - People & Culture who championed the RAP by providing high-level advocacy and support. Leaders across the business have also participated in RAP activities, shared personal reflections, and role-modelled commitment to learning and accountability, which has proven vital in maintaining momentum and visibility across the business.

Our leaders were supported by a diverse, cross-functional RAP Working Group (RWG) who ably operated under a RWG Terms of Reference to implement the Reflect RAP actions and deliverables.

TechnologyOne's commitment to maintaining transparency and accountability was realised through strong governance which has underpinned our success to date and will guide our next steps. Internal systems to track reconciliation activities have been established and we successfully submitted the RAP Impact Measurement Questionnaire to Reconciliation Australia. We regularly report on our RAP achievements, challenges and learning, and, facilitated by YarnnUp, we conducted a RAP journey report that informed the development of this RAP and our implementation actions.

During the course of our journey to-date, YarnnUp provided strategic cultural advice, helped shape the RAP framework, and guided engagement with community and cultural protocols. Their involvement has strengthened TechnologyOne's credibility and commitment and we have continued to work with YarnnUp in the development of this RAP.

"It's not about words; it's about each of us taking responsibility to build genuine relationships and equitable opportunities."

– Giovanni Rizzo,
General Manager – Investor Relations



Embedding Reconciliation and Inclusion in Our Strategy and People Practices

Our people are the heartbeat of our company and having an inclusive and diverse team is integral to our culture and commercial success. We work hard to foster an environment of trust and respect, where every person feels empowered to realise their full potential and has a sense of belonging. This commitment to creating a workplace where our people can thrive has been recognised externally, by Australian Business Awards (ABA) as an Employer of Choice, alongside recognition by LinkedIn in 2025 as one of Australia's top companies to 'Grow your Career'. These recognitions reflect our continued investment in our people, workplace and long-term capability.

We stand for equal opportunity, regardless of gender, age, sexual preference, religion, ethnicity, and cultural background. This commitment is supported through our people practices and policies, including those addressing anti-discrimination, workplace gender equality, diversity and inclusion, sexual harassment, flexible working arrangements and paid parental leave, which together help create a fair, inclusive and respectful workplace.

Our Diversity, Equity and Inclusion Policy outlines our approach to valuing diversity, promoting fair access to opportunity and fostering inclusion and respect across our workforce and interactions with customers and communities. Our Anti-Discrimination Policy reinforces a zero-tolerance approach to unlawful discrimination, victimisation and vilification, supported by clear reporting and support pathways. These policies are underpinned by our Code of Business Conduct, which sets expectations for ethical behaviour, respect for human rights and responsible decision-making across TechnologyOne.

While these policies do not explicitly reference Aboriginal and Torres Strait Islander peoples, business or suppliers, inclusion is covered indirectly through protected characteristics and non-discriminatory provisions such as race, ethnicity, cultural background and human rights. Through our RAP, we recognise the opportunity to continue strengthening how reconciliation is considered within our people practices. This includes building deeper cultural capability, embedding culturally safe approaches across the employee lifecycle, and consideration of Aboriginal and Torres Strait Islander perspectives to inform how our policies evolve. By doing so, we can better acknowledge the ongoing impacts of colonisation and create a workplace where reconciliation is actively supported and Aboriginal and Torres Strait Islander peoples can thrive.

As part of our Reflect RAP, we have begun embedding reconciliation into our people and culture foundations, including introducing new team members to our reconciliation commitments through onboarding so awareness is established from day one. FA review of policies and practices has also commenced to identify opportunities for improvement, informed by research into best-practice approaches to race relations and anti-discrimination.

These actions reflect our belief that reconciliation starts from within – by creating a workplace culture that values respect, equity, and shared responsibility. Furthermore, we acknowledge the unique inclusion and culturally specific challenges facing Aboriginal and Torres Strait Islander stakeholders and see our second reflect RAP phase as an opportunity to ensure our policies and practices reflect these challenges.

We also recognise the importance of integrating reconciliation into our wider organisational strategies and have commenced this work through our DEIB strategy and ESG frameworks, including alignment with TechnologyOne's broader social impact work such as the TechnologyOne Foundation's mission.

"Reconciliation is uncomfortable... It shows us what's possible when we commit to truth, respect and partnership in everything we do."

– Danielle Windle,
EVP – People & Culture

Strengthening Cultural Learning and Respect

A number of cultural learning opportunities have been undertaken during this Reflect RAP phase. Members of our RWG participated in a two-hour Cultural Capability Workshop with YarnnUp which offered valuable insights into First Nations perspectives and protocols, laying the foundation for broader training across the organisation and shaping our approach to cultural learning. In late 2025, we introduced cultural training for more team members with YarnnUp conducting a one day face-to-face cultural capability workshop for our RWG and key internal stakeholders.

In February 2026, RWG members attended the RAP Learning Circle to deepen their understanding of what drives an effective Reconciliation Action Plan. The session, which included shared reflections, cultural safety discussions, and insights from peers across sectors, equipped the group with practical principles and a clearer action plan to strengthen how we embed meaningful, long-term reconciliation initiatives across our work.

We've begun laying the foundation for a formal Cultural Learning Strategy to increase understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights across our organisation. We are also investigating First Nations approaches to sustainability, relationship management, inclusivity and diversity, to ensure these perspectives inform how we work and engage with First Nations peoples in all our interactions.



Respecting Country and Cultural Protocols

As part of our commitment to demonstrating respect for Aboriginal and Torres Strait Islander peoples, we've taken steps to deepen our understanding of the Traditional Owners and Custodians of the lands and waters where our offices operate.

We have included a link to the AIATSIS Map of Indigenous Australia on our RAP intranet page, providing all team members with a resource to explore and learn about the diverse Nations across the country. In addition, we've researched and documented the Traditional Custodians of each area where our offices are based, helping to build cultural awareness and ensure our acknowledgements of Country are informed and respectful.

Research has been conducted on best practice cultural protocols and early work has begun on a Cultural Protocols Policy, informed by YarnnUp, to guide respectful Acknowledgement of Country and Welcome to Country practices. We will continue to shape this guide through this RAP phase to build understanding of the purpose and significance of Acknowledgement of Country and Welcome to Country.

Recognising NAIDOC Week and Honouring Culture

NAIDOC Week 2024 provided an important opportunity for us to recognise the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples. As part of our RAP commitments, we promoted local NAIDOC Week events to encourage team member engagement and shared information to raise awareness of the week's significance and theme – Keep the Fire Burning.

In 2025, members of our RWG participated in external NAIDOC Week events, including 'A Yarn with Red Dust', providing an opportunity to learn directly from community voices and deepen understanding of the ongoing journey towards justice and equality. As part of our internal NAIDOC week activities, a guest speaker from YarnnUp presented on the meaning of NAIDOC week and the 2025 theme, 'The Next Generation: Strength, Vision and Legacy' followed by a Q&A session. This session was broadcasted across the organisation and accompanied by a morning tea supplied by First Nations suppliers in each Region.

During National Reconciliation Week (NRW) 2025 we attended the 25th Anniversary Queensland Reconciliation Gala Dinner which was a powerful reminder of the ongoing importance of reconciliation.

Held on Yuggera and Turrbal land, the evening celebrated cultural strength, truth-telling, and resilience. Reflections from Elders like Professor Jackie Huggins highlighted that reconciliation is not a one-off act but a lifelong journey of healing, respect, and shared responsibility.

As a company that proudly gives back to our community through the TechnologyOne Foundation and our RAP commitments, the evening reaffirmed our purpose. It reminded us that reconciliation aligns with our values – especially our responsibility to create positive, lasting social impact. We left with renewed determination to listen, learn and act in partnership with First Nations peoples, and to ensure our contribution helps build a fairer, more inclusive Australia for future generations.

We also recognised key dates of cultural significance throughout the year and promoted Foundation volunteering opportunities with the Smith Family and other local charities that support Aboriginal and Torres Strait Islander communities, reinforcing our commitment to giving back.

Internal communications, shared stories, historical insights, and team reflections during and post significant cultural events have occurred, sparking conversations and awareness. To maintain momentum and participation, significant Aboriginal and Torres Strait Islander cultural dates are now embedded into internal calendars and celebrated through intranet content and learning activities.

Our promotion of, and involvement in, culturally significant events has helped build cultural understanding, foster respectful relationships, and demonstrate visible support for reconciliation.





Laying the Groundwork for First Nations Employment and Career Development

We recognise that creating employment pathways for Aboriginal and Torres Strait Islander peoples is critical to achieving reconciliation – and we are committed to taking action. We have begun foundational work to build a more inclusive and culturally responsive approach to recruitment, retention, and career development.

This includes:

- Sharing research on best-practice First Nations employment strategies with our RWG to explore how similar organisations are approaching this.
- Identifying that we currently have no self-identified Aboriginal and Torres Strait Islander team members – a crucial insight that has helped shape our direction.
- Beginning work to develop a business case and recruitment guidelines that reflect cultural safety and opportunity creation for Aboriginal and Torres Strait Islander talent.

As we continue to grow and mature in our reconciliation journey, our vision is to create a workplace that not only welcomes First Nations employees, but also actively supports their development and success.

Respectful Engagement and Relationship Building

Over the past 18 months we have been embracing opportunities to better understand First Nations stakeholders in our sphere of influence and how to respectfully, engage with these stakeholders.

We have:

- Researched best-practice approaches to building respectful, long-term partnerships with Aboriginal and Torres Strait Islander stakeholders.
- Held introductory meetings with The Salvation Army's Indigenous Lead to learn from their RAP experience and explore opportunities for alignment and partnership.
- Attended external webinars, including 'A Yarn with Red Dust', to gain valuable insights into the reconciliation journeys of other organisations.

Community Contribution

Community investment at TechnologyOne is led through the TechnologyOne Foundation, a proud member of the Pledge 1% movement, donating 1% of profit, 1% of product, and 1% of team members' time to our communities. We have made significant donations to Australian charities such as The Salvation Army (Australia) with a focus on empowering youth to transform their lives and create their own pathways of success through education.

In addition to our significant funding contributions, we contribute to community through our volunteer program. Our passionate team follow their hearts in choosing to volunteer with charities that are aligned to their personal purpose. Through our Foundation Partner, The Smith Family, we support their Learning for Life Program that supports First Nations students' education. We also participate in the 'Meals for Mob' program run by Fare Share which offers First Nations community groups and services access to free, healthy, culturally appropriate meals. NAIDOC Week 2025 also saw a number of volunteers working with Habitat for Humanity in First Nations communities.





Supplier Diversity and Procurement

As part of our commitment to increasing Aboriginal and Torres Strait Islander supplier diversity, we have taken early steps to better understand how we can support improved economic and social outcomes through our procurement practices. Development of a business case to guide future procurement from Aboriginal and Torres Strait Islander owned businesses has commenced and we have created a Sphere of Influence Register to map relationships with First Nations suppliers, as well as customers like Aboriginal Hostels Ltd.

We have continued to build our understanding of First Nations business engagement through early engagement with First Nations suppliers, including those accredited through Supply Nation. This has included engaging First Nations suppliers for services such as catering and commercial relocations, providing practical opportunities to strengthen our awareness of supplier diversity and culturally informed business practices. These activities have supported the development of our knowledge, networks and understanding of best practice approaches to First Nations procurement, helping to inform how TechnologyOne may strengthen partnerships and supplier diversity over time.

TechnologyOne has adopted a Supplier Code of Conduct which outlines the minimum standards expected of all suppliers providing goods or services to TechnologyOne. It focuses on four key areas: responsible business practices, human rights and labour conditions, environmental management and climate risk, and integrity mechanisms such as whistleblowing and transparency. Suppliers are required to comply with all applicable Australian and international laws, including those relating to modern slavery, workplace health and safety, ethical conduct, and environmental protection. The Code takes a uniform, principles-based approach to supplier expectations, applying the same standards to all suppliers regardless of ownership or background. While its emphasis on human rights, fair treatment, and ethical practices is relevant to First Nations contexts, there is no specific recognition of First Nations suppliers or targeted commitments aligned to Indigenous economic participation or RAP objectives.

These early actions reflect our intent to embed reconciliation into how we work with our broader supplier network. As we remain in our Reflect RAP stage, we'll continue to strengthen these efforts and grow our capacity to engage meaningfully with Aboriginal and Torres Strait Islander businesses.



Reflections on our Reconciliation Journey

The above achievements attest to our commitment to reconciliation, and we look back on our first Reflect phase acknowledging what we have achieved, thanking all of those who have contributed so far and recognising that progress in reconciliation takes time – but every step matters. By taking these steps, we are actively promoting reconciliation within our organisation and through our external relationships, ensuring our commitments are not just aspirational, but embedded in how we work and connect with community.

Through our reflections on lessons learnt and our journey report, we realise the importance of bringing everyone with us on this journey through continual and consistent communication and proactively identifying opportunities for people across all business units and at all levels of the business to be involved.

To date we have had limited integration of RAP deliverables into broader business systems such as people and culture, procurement and community engagement, and have seen the need to balance our reconciliation ambitions with business pragmatism to ensure we are implementing RAP actions in a sustainable, realistic manner. These experiences in our inaugural RAP and our genuine desire to make lasting, real impact has contributed to our decision to remain in the Reflect phase to continue to build solid foundations for reconciliation.

“Over the past year, TechnologyOne has taken meaningful first steps in our reconciliation journey by launching our Reflect RAP and committing to learning more about Aboriginal and Torres Strait Islander cultures. We’ve begun building stronger community connections through our Foundation partners and customer collaborations, guided by the principles of Strength, Vision, and Legacy. While we know there’s more to do, we are proud to have laid the foundations for long-term, respectful partnerships that will help us better serve and represent all members of our community.”

– Message from Leadership
Danielle Windle,
EVP – People & Culture;
RAP Executive Sponsor

Our Reconciliation Action Plan

As a leading Australian technology company, we are well positioned to promote reconciliation in partnership with our customers, suppliers and First Nations communities.



We are excited to continue the TechnologyOne reconciliation journey through this, our second Reflect RAP, during which we will embrace cultural knowledge as a foundation for positive change, embed reconciliation formally in relation to DEIB, and explore ways to create business and education opportunities directly and through our strong networks.

Embedding Reconciliation through Strategy and Systems

This RAP represents a maturing of our DEIB strategy, and a deepening of our commitment to build an organisation where First Nations communities, customers and peoples feel respected, welcomed, and valued in all of their dealings with us.

We are currently embedding our RAP commitments into our DEIB strategies and programs to align our RAP goals with the TechnologyOne Foundation's focus on education and youth, recognising that 33.1% of the Aboriginal and Torres Strait Islander population is under 15.

In March 2026 we will showcase our DEIB commitments along with this RAP, further reinforcing our desire to embed reconciliation into our core strategic pillars and operations.

Our intent during this RAP period is to investigate First Nations approaches to sustainability, leveraging our RAP as a platform within ESG and sustainability conversations. This exploration will inform future Sustainability policy reviews with a view to adopting First Nations approaches to environmental management and environmental sustainability over time.

We also intend to explore opportunities to further embed reporting on our RAP progress and outcomes into existing governance frameworks and reports such as our Annual Report and Sustainability Report contributing to visibility on, and accountability for, reconciliation outcomes.



Building our Cultural Capability and Organisational Culture

We are committed to continuing to engage with team members to deepen their understanding of reconciliation and to develop a shared understanding of the purpose and intent of the RAP, the inter-relationships between RAP actions, and our broader strategic and policy framework such as DEIB.

We also appreciate that multiple organisational priorities are underway and that while some initiatives enable RAP deliverables, the focus on reconciliation and understanding the relationship between the RAP and broader organisational strategies, can be challenging.

Our intent is to develop and implement a team member Communication and Engagement (C&E) strategy that will ensure team members across our businesses will receive regular, consistent communication to create a shared purpose and receive updates on RAP progress, upcoming events and how they can be involved. In developing this, we will explore storytelling as a core method for sharing reconciliation messages, aligned with First Nations oral traditions and TechnologyOne's communication style.

Messaging will also highlight the relationship between the RAP and broader organisational initiatives such as DEIB and Sustainability. This approach will support us in embedding reconciliation beyond pockets of passion and position us for reconciliation to become part of everyday operational rhythms across the broader workforce over time.

The C&E strategy will be supported by a Cultural Learning plan designed to build cultural awareness. A greater understanding of Aboriginal and Torres Strait Islander histories, cultures, traditions and protocols will not only build respect for First Nations peoples but also confidence in engaging with

First Nations communities, suppliers and partners with cultural sensitivity and respect. The Cultural Learning plan is under development and will include cultural awareness sessions and structured training programs aligned with DEIB outcomes to support cultural capability development.

A more culturally capable workforce will be supported by people and culture policies and practices that support a workplace culture characterised by respect, inclusivity, diversity and cultural safety. During this Reflect phase we will finalise the review of our People & Culture policies to ensure they are supportive of First Nations engagement and inclusion. We will also revisit our onboarding process to align onboarding documents with policy changes and potential inclusion in our cultural awareness training.

Developing Respect

Cultural protocols have been adopted within TechnologyOne. We see this Reflect phase as an opportunity to deepen our knowledge of the significance of Acknowledgement of Country (AoC) and Welcome to Country and build our team members' capability and confidence in conducting an AoC and communicating the importance of AoC to all our stakeholders. Our intent is to develop a Cultural Protocols accessible guide, provide learning opportunities and expand the adoption of these cultural protocols to our customer sites and sales teams in the first instance. We will also publish and promote local Traditional Owner and Custodian information across our office locations to support informed Acknowledgement of Country practices.

This RAP phase will also see TechnologyOne continue to participate in National Reconciliation Week (NRW) and NAIDOC Week, including encouraging broader team member participation, circulating educational materials, attending external events, and sharing experiences and learnings.

“Respect is more than a word – it’s shown through our actions and how we show up every day to support our communities.”

– Holly Bond,
RWG Member

Community Engagement

We have a deep commitment to community engagement, enacted through the TechnologyOne Foundation. During this Reflect phase, we intend to deepen our understanding of how we can best support the needs of our beneficiaries and other underprivileged groups, with a focus on First Nations communities and education opportunities. We will also explore alternate engagement opportunities with our current Foundation partners, as well as identifying potential new charities to collaborate with and support in advancing reconciliation.

Supported by our First Nations partner, YarnnUp, our intention is to develop a First Nations Engagement strategy. This strategy will be informed by further research on best-practice approaches to building respectful, long-term relationships with Aboriginal and Torres Strait Islander stakeholders and our sphere of influence map. Drawing on cultural authority and lived experience, our aim is to strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations in local communities, and co-design initiatives to facilitate community sponsorship and support. An opportunity to expand our skill-based volunteering community investment and philanthropic pathways through the TechnologyOne Foundation to support First Nations communities, particularly youth, also exists.

Supplier Diversity

During the life of this RAP, our aim is to enhance economic inclusion and prosperity for First Nations businesses and communities. We will complete the business case to support sourcing from Aboriginal and Torres Strait Islander-owned businesses and continue to explore how we can support improved economic and social outcomes through procurement practices.

Through the First Nations Engagement strategy, and leveraging our broader customer and supplier networks, we will identify and build relationships with First Nations businesses. Our aim is to explore opportunities to partner with Aboriginal and Torres Strait Islander businesses for preferred procurement initiatives.

Researching procurement strategies used by other organisations and reviewing our own practices will help us identify ways to better support First Nations participation in our supply chain. As part of this longer-term work, we will begin strengthening our due-diligence and screening processes in line with the commitments in our Supplier Code of Conduct. The insights gained through this RAP will inform future updates to the Supplier Code of Conduct so it more explicitly incorporates a First Nations lens in supplier selection, engagement and ongoing management.





Supporting our Customers' Reconciliation Journeys

Our commitment to reconciliation goes beyond our organisational boundaries. During this RAP we will seek to understand how we can thoughtfully support our customers on their reconciliation journeys by:

- Exploring opportunities where our platforms and partnerships may help strengthen connections between customers and local First Nations communities, organisations, and cultural advisors.
- Considering how our approach can align with our foundational mission to contribute meaningful, long-term outcomes for both our customers and First Nations communities.

Continuing our reconciliation journey through this Reflect RAP reflects TechnologyOne's intention to shift from exploratory initiatives to structured, accountable, and inclusive strategies that advance reconciliation and drive long-term social impact.



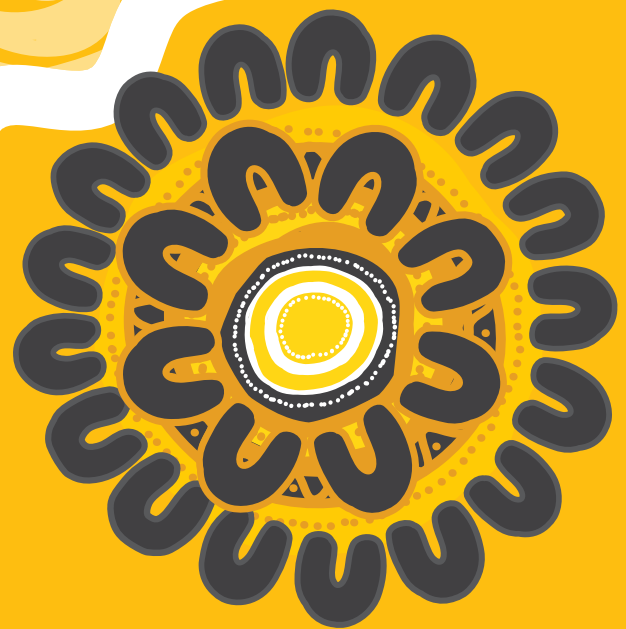
Championing the RAP within TechnologyOne

The EVP - People & Culture, supported by our Board and CEO, continues to actively champion reconciliation at TechnologyOne.

As we refresh our Reconciliation Working Group (RWG) ahead of our RAP launch and implementation, we will ensure the group reflects the diversity of our organisation. This includes representation from business units as well as diversity across gender identities, cultural and ethnic backgrounds, and lived experiences. We will also explore how an RWG sub-committee can support the rollout of key deliverables.

We have re-engaged YarnnUp to provide cultural guidance during this implementation phase and perform the role of First Nations representative on the RWG. During our last Reflect phase we matured our governance, reporting and communication processes. We will build on our previous experiences and YarnnUp's expertise to meet the priority and challenge of integrating the RAP more deeply into TechnologyOne's operations, including embedding reconciliation principles into policy development, broader governance processes and decision-making.

Additional considerations for effective RAP implementation are processes to maintain clarity of purpose in the face of competing priorities; appropriate resourcing; clear accountabilities within and beyond the RWG membership; regular progress reporting; and visible leadership commitment. The RAP sponsor, in conjunction with the executive team, will address these considerations and work with the RWG to ensure actions are in place in the RAP implementation plan. This will contribute to sustaining the organisation's reconciliation journey and facilitate meaningful outcomes with and for First Nations communities, businesses and partners.



RWG Role	Title
Executive Sponsor	EVP - People & Culture
RAP Champion	EVP - People & Culture
RWG Chair	Company Secretary
Member	Head of Experience
Member	Bid & Proposal Team Manager
Member	Director - Government Relations
Member	Manager Facilities & IT Services
Member	Internal Communications Manager
Member	People Experience & Community Manager
Member	Senior Manager - Talent Acquisition
Member	General Manager - Investor Relations
First Nations Cultural Representative (external)	YarnnUp Senior Consultant

technology¹

Reflect Reconciliation Action Plan

March 2026 – March 2027



Relationships



Action	Deliverables	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1	Revisit the map of Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence, and if required update.	May 2026 PE & Community Manager
	1.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026 PE & Community Manager
	1.3	Explore opportunities to deepen our community impact by engaging with existing Foundation partners in new ways and identifying additional Aboriginal and Torres Strait Islander-led or aligned organisations to collaborate with and support in advancing reconciliation.	Sept 2026 PE & Community Manager
	1.4	Commence the development of a First Nations Engagement strategy.	Dec 2026 PE & Community Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2026 Internal Communications Manager
	2.2	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2026 Company Secretary
	2.3	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026 PE & Community Manager

Relationships



Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation and our RAP through our sphere of influence	3.1	3.1 Educate all team members on our reconciliation commitment and responsibilities within our RAP.	March 2026 Internal Communications Manager
	3.2	Commence development of a team member Communication and Engagement strategy.	June 2026 Internal Communications Manager
	3.3	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2026 Director – Government Relations
	3.4	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026 PE & Community Manager
4. Promote positive race relations through anti-discrimination strategies	4.1	Complete research on best practice and policies in areas of race relations and anti-discrimination.	June 2026 Head of Experience
	4.2	Complete the review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2026 Head of Experience
5. Understand ways we can thoughtfully support our customers on their reconciliation journeys	5.1	Commence research and engagement to understand how our platforms, partnerships and services may help customers strengthen connections with local First Nations communities, organisations and cultural advisors.	Dec 2026 Director - Government Relations
	5.2	Document insights and recommendations to inform future RAP cycles and guide the development of potential customer-focused reconciliation initiatives.	Dec 2026 Director - Government Relations



Respect



Action	Deliverables	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning	6.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2026	Head of Experience
	6.2 Conduct a review of cultural learning needs within our organisation.	May 2026	Head of Experience
	6.3 Complete the cultural learning strategy and continue to deliver cultural awareness programs in line with the strategy	June 2026	Head of Experience
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	7.1 Continue to increase our understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	June 2026	PE & Community Manager
	7.2 Develop a learner guide based on AIASTIS Map to increase understanding of the purpose and significance behind cultural protocols, including understanding of the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	July 2026	PE & Community Manager
	7.3 Develop and introduce resources to build team members' capability and confidence in delivering an Acknowledgment of Country, including commencing work on a formally documented Cultural Protocols guide.	July 2026	PE & Community Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	8.1 Raise awareness and share information amongst our team members about the meaning of NAIDOC Week.	June 2026	Internal Communications Manager
	8.2 Introduce our team members to NAIDOC Week by promoting external events in our local area.	June 2026	PE & Community Manager
	8.3 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	EVP - People & Culture

Opportunities



Action	Deliverables	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	9.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Nov 2026 Senior Manager – Talent Acquisitions
	9.2	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026 Head of Experience
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	10.1	Develop the business plan for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2026 Manager Facilities & IT Services
	10.2	Investigate Supply Nation membership.	Aug 2026 Manager Facilities & IT Services
	10.3	Research procurement approaches and review our current practices to identify future opportunities to strengthen First Nations participation in our supply chain.	Sept 2026 Manager Facilities & IT Services

Governance



Action	Deliverables	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	11.1 Maintain the RWG to govern RAP implementation.	March 2026, Oct 2026	EVP - People & Culture
	11.2 Review Terms of Reference for the RWG and update if required.	March 2026	Company Secretary
	11.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2026, Oct 2026	Company Secretary
12. Provide appropriate support for effective implementation of RAP commitments	12.1 Define resource needs for RAP implementation.	April 2026	Head of Experience
	12.2 Engage senior leaders in the delivery of RAP commitments.	April 2026	EVP - People & Culture
	12.3 Maintain a senior leader to champion our RAP internally.	March 2026, Oct 2026	EVP - People & Culture
	12.4 Review systems and capability to track, measure and report on RAP commitments and update if required.	April 2026	Director - Government Relations
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	13.1 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 2026	EVP - People & Culture
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Aug 2026	PE & Community Manager
	13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sept 2026	PE & Community Manager
14. Continue our reconciliation journey by developing our next RAP	14.1 Review RAP based on achievements, challenges and lessons learned.	Dec 2026	PE & Community Manager
	14.2 Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2026	PE & Community Manager



technology1

For any queries, contact:

Susan Humphreys
Community Manager
susan.humphreys@technology1.com

540 Wickham Street,
Fortitude Valley QLD 4006

technology1.com

