



RECONCILIATION
ACTION PLAN

INNOVATE

August 2023 to August 2025

üKG

Our purpose is people

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Foreword

Propelled by our people-driven purpose, the **Innovate Reconciliation Action Plan (RAP)** by UKG lays out our active commitments to support meaningful reconciliation, strengthen authentic relationships with Australia's Aboriginal and Torres Strait Islander communities, and integrate accountability throughout our global organisation.

UKG has a history of caring for people day in and day out, without exception. We welcome unique identities and celebrate our differences. We know that diversity and inclusion strengthen teams and maximize innovation, and we work every day to foster a culture of trust, equity, and belonging for all.

But to be a true leader in diversity, equity, inclusion, and belonging (DEI&B), our commitment to people must extend into our global communities and it does. We are invested in the communities that our people, our customers, and our partners call home. We are partnered with nonprofit organisations in every corner of the globe, with teams working in earnest to create equity and build a better world.

In Australia, I'm proud of the progress we've made on our reconciliation journey, while humbly acknowledging our work is just beginning.



UKG is one of the largest private enterprise software companies in the world; we've had a growing presence in Australia for more than 20 years, and 3.5 million Australians interact with our products on a daily basis. As we build on the actions outlined in our Reflect RAP (2021–2022) and transition to our Innovate RAP, we intend to leverage our global sphere of influence to bring our vision for reconciliation to bear. To that end, accountability and transparency are crucial.

I'm a firm believer that what gets measured, gets done. Just as our environmental, social, and governance (ESG) program holds us [accountable to our commitments on a global scale](#), our work with Reconciliation Australia provides a necessary framework to further our initiatives aimed at empowering Australia's First Peoples.

Support from our CEO, Chris Todd, and the UKG executive leadership team has solidified our global DEI&B strategy as a top priority for UKG. This puts us in a unique position to make a difference in the world around us, and it's my distinct privilege to champion this effort.

It will take all of us working together at UKG to make good on our commitments to advance reconciliation and that's why we're here:

Our purpose is people. **#WeAreUKG**



Brian K. Reaves

*EVP, Chief Belonging, Diversity, and Equity Officer
UKG*

Foreword

Reconciliation Australia commends UKG 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 UKG 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, UKG 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. UKG is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals UKG'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 UKG on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Artwork Credit



"The goanna is the totem of the Wiradjuri tribe, we must not harm or eat the goanna, it is against our law. The painting symbolises my home, the Wiradjuri land and reminds me of home when I look at it."

-Izzac

Izzac

Wiradjuri people

Goanna Dreaming on Wiradjuri Land, 2022

Cat #: 0066-23

Acrylic on canvas

Our Vision for Reconciliation

At UKG our vision for reconciliation in Australia is to see a country where Aboriginal and Torres Strait Islander peoples' histories, cultures, and rights are embraced and celebrated, therefore creating an inclusive community in which Aboriginal and Torres Strait Islander people are empowered to reach their full potential in all areas of life.

We see a future where everyone in Australia is united and connected in celebrating Aboriginal and Torres Strait Islander peoples, their resilience, and their living cultures so that we can learn from and embrace the diversity within Australia.

Our diversity, equity, inclusion, and belonging strategy sets out a framework for creating a diverse, inclusive, respectful, equitable, and flexible workplace. We are committed to ensuring meaningful engagement with Aboriginal and Torres Strait Islander peoples, whether they are our employees, stakeholders, customers, or end users of our products. We have committed to building cultural awareness and capability, enabling greater representation of Aboriginal and Torres Strait Islander employees, and encouraging better recognition of the value that Aboriginal and Torres Strait Islander perspectives bring to the work we do.

We aim to achieve this by being an inclusive organisation that strengthens our awareness through education and understanding of Aboriginal and Torres Strait Islander peoples. Our focus for this RAP and our DEI&B approach is geared toward a recognition that the best-run companies meet their customers "where they are," as we believe they want to do business with partners who share their values. By working on educating our employees and using our sphere of influence with our customers, we aspire to bring a focus to inclusivity, employment, and career development for Aboriginal and Torres Strait Islander peoples.

We are committed to building trust, honesty, and integrity throughout our community by displaying these values consistently to our employees and customers. As our organisation evolves and learns through this process, we will build stronger relationships, promote positive respectful relationships with Aboriginal and Torres Strait Islander peoples, and work to build a sense of belonging for all.



Our Business

At UKG, our purpose is people. As strong believers in the power of culture and belonging as the secret to success, we champion great workplaces and build lifelong partnerships with our customers to show what's possible when businesses invest in their people. One of the world's leading HCM cloud companies today, UKG and our Life-work Technology approach to HR, payroll, and workforce management solutions for all people helps 80,000 organizations around the globe and across every industry anticipate and adapt to their employees' needs beyond just work.

In Australia UKG employs 270 people across almost every state and territory, with offices located in the following areas:

- Darug Walllamatta Land (Macquarie Park, Sydney)
- Turrbal Land (Eight Mile Plains, Brisbane)
- Wurundjeri Woi-wurrung Land (Hawthorn, Melbourne)
- Kurna Land (Eastwood, Adelaide)

Remote employees expand links to community to regional areas outside of the UKG office locations, including:

- Kalkadoon Land (Mount Isa, Queensland)
- Melukerdee Land (Huen Valley, Tasmania)
- Ngaro Land (Airlie Beach, Queensland)
- Noongar Boodja Land (Perth, Western Australia)
- Mulubinba Land (Newcastle, NSW)

As a culturally sensitive organisation with employees from various cultural backgrounds, we strive to create workplaces and customer interactions that are culturally safe and inviting for both employees and stakeholders. At present UKG has 2% of its employee population who identify as Aboriginal and/or Torres Strait Islander. As part of the plan, we are committed to understanding and improving employment outcomes by increasing

Aboriginal and Torres Strait Islander recruitment, retention, and professional development. We are also committed to increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

UKG customers represent some of the largest retailers, health care providers, manufacturers, and public service organisations in Australia and many multinational organisations located in Australia. With a focus on sharing our knowledge and building more inclusive workplaces, UKG shares information with customers to help them on their diversity, equity, inclusion, and belonging journeys. The main focus of our customer summits has been creating great workplaces and how belonging, diversity, equity, inclusion, and belonging fits into this. We hope by sharing our reconciliation journey we are able to influence other organisations to begin their own.

At UKG, we never underestimate the impact of giving back to our communities and investing in the future. We give in an inspired way through a variety of charitable contributions to support causes and organisations that focus on growing and empowering the next-generation workforce. Giving through direct contributions, we are committed to making an impact by encouraging the education, training, and development that will be required of tomorrow's workforce. In addition to our commitment to developing the next-generation workforce, UKG also supports regional non-profit organisations located where UKG employees live and work.

As the company continues to grow and evolve, so does the Environmental, Social, and Governance program, not only to support its own sustainability goals for employees and the community but also align with its global customer base. Our commitment to ESG and sustainability continues to evolve as highlighted on our [ESG](#) web page.

Giving is core to our culture: UKG giving programs are globally inclusive but locally focused, supporting organisations and communities around the globe through donations, matching gifts, and volunteer opportunities. Giving is core to our culture, and we'll continue to use our platforms and resources to help others. These efforts help us work toward a world that cares for and empowers all people and protects our planet. Over the past two years UKG has supported NFP organisations such as the Australian Red Cross, Indigenous Literacy Foundation, Starlight Children's Foundation, Dylan Alcott Foundation, Jarjum College Redfern, and the Bábbarra Women's Centre NT.



Our RAP

UKG is developing its second Reconciliation Action Plan as part of its diversity, equity, inclusion, and belonging strategy to ensure the workplace is reflective of the community we live in.

The Reflect RAP helped us gauge our level of inclusiveness with Aboriginal and Torres Strait Islander peoples in employment and in connection with our customers. Through this time we learned that many of our employees had little understanding of First Nations peoples and why this work is vitally important. We also realised that having a goal of being more inclusive is just the first step, that it requires ongoing work and a level of commitment from not only our working group but the organisation as a whole to truly be successful.

Participation of all employees through our Cultural Competency program and other online cultural awareness programs helped deepen respect for the knowledge of, and challenges faced by, Aboriginal and Torres Strait Islander People. With this Innovate RAP, our continued aim will be to build on the education we provided to our employees with further cultural awareness training. Feedback from the rollout of the initial training was incredibly positive, with many

employees telling us they learned a lot from the training and they were glad they took part. This gave the Working Group a new perspective and understanding of where some of our employees are coming from in their level of understanding. Our Innovate RAP, will see us build on the important work conducted in our Reflect RAP which has set us up for success in this second stage of our reconciliation journey.

This Innovate RAP aligns with our organisational commitment to respectfully engage and collaborate with Aboriginal and Torres Strait Islander peoples. We are ready to support, develop, and implement Reconciliation Australia's strategies to strengthen relationships, and ready to commit to additional innovative actions tailored to our sphere of influence. UKG will use the momentum it has created through the Reflect RAP to be more ambitious in the future in providing appropriate opportunities for Aboriginal and Torres Strait Islander people.

As a culturally sensitive organisation with employees from various cultural backgrounds, we strive to create workplaces and customer interactions that are culturally safe and inviting for both employees and stakeholders. We are dedicated to taking the next step to increase our understanding of the importance of being an active participant in the journey of reconciliation to achieve these outcomes.

Committing to an Innovate RAP allows UKG to spend more time developing relationships with Aboriginal and Torres Strait Islander stakeholders, and use our sphere of influence to further reconciliation.

Twelve employees have made up the core RAP working group (two are Aboriginal and/or Torres Strait Islander), including people from all levels and all of our work locations. All Aboriginal and Torres Strait Islander employees at UKG are welcome to join the RAP process. Our Aboriginal and Torres Strait Islander employees, as part of the RAP Working Group, have provided ongoing input, review, and advice. They continue to provide guidance and are committed to supporting its implementation.



Members of our RAP Working Group Include:

RAP Champion — Neil Solomon — VP APAC

Kathryn Laguna — Lead Marketing Specialist

Matt Tones — Inside Sales Representative

Todd Cresp — Business Development Manager

Cathy Slavetski — Senior Services Project Manager

Wilinda Saldanha — Senior Solution Consultant

Yvonne Liu — Senior Manager Sales Operations

Tam Saliba — Senior Executive Assistant

Kiran Shivashankar — Lead Technology Consultant

Sean Bower — Senior User Adoption Consultant

Huzaifa Doctor — Channel Sales Manager

Jenni Cameron — Marketing Specialist

Rebecca Moulynox — Head of HR ANZ SEA

Our Innovate RAP builds on the vision of diversity, equity, inclusion, and belonging at UKG. It is a demonstration of our commitment to recognise and support diversity in cultures and practice areas and foster collegiality, collaboration, and reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community. Our reconciliation journey is championed by our Chief Belonging, Diversity, and Equity Officer and is supported by the local executive team. UKG seeks to contribute to the journey of reconciliation and further develop our culture as an organisation that acknowledges and fosters awareness of and respect for Aboriginal and Torres Strait Islander peoples, their histories, and their cultures through both our work practices and our organisational environments.

Our Journey So Far

Key highlights of our RAP journey to date

- Implemented Cultural Competency training for all Australian employees
- Taken part in NRW and NAIDOC Week events
- Supported the Indigenous Literacy Foundation with donations totalling over \$20,000 AUD
- Sponsorship of Aboriginal athlete Ash Barty
- Ensured that all customer events and large employee meetings have an Acknowledgement of Country at the beginning
- Placed acknowledgement of Traditional Owner signs in all of our office locations
- Implemented cultural and ceremonial leave for employees
- Advertising roles on specific job boards to hire more Aboriginal and Torres Strait Islander peoples
- Became a Supply Nation member
- Launched the Inclusion@Work index through DCA to understand the diverse makeup of our employee base, including identifying if we have Aboriginal and Torres Strait Islander employees
- Christmas drive donations to Barbra Women's Centre in remote Northern Territory; 85kg of goods donated
- Have a Reconciliation Action Plan Working Group consisting of 12 people
- Artwork from The Torch on display in each office
- NRW webinar run for all employees
- Traditional Welcome to Country and Didgeridoo performance at CEO Connect Live events in Sydney and Melbourne
- Awarded Inclusive Employer for 2022/2023 by Diversity Council Australia (requiring passing of Aboriginal and Torres Strait Islander inclusion benchmarks)

Our Partnerships and Current Activities

The Gulanga Group is a locally owned, Supply Nation Certified Indigenous Business that works closely with the federal government at all levels to advocate the effective use of new and emerging information and communications technology (ICT) to deliver better business outcomes. UKG is pleased to have Gulanga Group as a key contract and procurement partner for government agencies in Australia. Gulanga is contracted with UKG under our Partner Program. Over the past three years of successful relationship, UKG and Gulanga have worked together and have been successful signing up clients such as The Commonwealth Department of Parliamentary Services, ACT Government Shared Services, ACT Government Justice and Community Services, and Service NSW.

Gulanga is a local Ngunnawal name meaning “to partner” and they continually put their name into action by working with quality partners and contractors. In relation to the Gulanga and UKG partnership, aside from signing up clients, UKG and Gulanga work to provide support to communities through different projects. On a contract by contract basis, UKG and Gulanga agree a percentage of the profits will be donated to projects such as the Soundfield project.

The Soundfield project supports the wellbeing of Aboriginal and Torres Strait Islander kids by providing technology to improve their hearing in schools. Gulanga’s first Soundfield project was delivered to a primary school in West Queanbeyan State on the basis that the use of Soundfield systems results in 41% increase in attainment of educational indicators. Queanbeyan West Public

School received the donation of eight Soundfield sound amplification systems. The technology was installed in eight infants’ classrooms that were assessed as having the greatest need. The system projects sound that is picked up by a wearable microphone and delivers it around the classroom. It allows children even with no hearing loss to hear the teacher clearly no matter where they sit. Aboriginal and Torres Strait Islander children experience a higher incidence of hearing loss and this was a key incentive for Gulanga to get involved.

UKG will continue to support these types of initiatives and welcomes the opportunity to create further impact into the Aboriginal and Torres Strait Islander communities by working closely with Gulanga.





Relationships

UKG believes in supporting reconciliation, and hearing the voices of Aboriginal and Torres Strait Islander peoples is a key step toward building and maintaining mutually beneficial relationships that will drive positive outcomes. Successful partnerships are built upon cross cultural understanding, mutual trust, respect, and accountability. We will continue to foster a workplace where Australia's First Peoples feel culturally safe, included, and acknowledged.

We recognise the importance of investing time as individuals and as an organisation to build relationships with Aboriginal and Torres Strait Islander peoples and organisations to create awareness, deepen understanding, and drive meaningful and measurable change. We will honor our existing relationships and nurture new ones with a vision of a shared, equitable, and sustainable future.

UKG programs for diversity, equity, inclusion, and belonging aim to provide a space where all our employees, partners and customers feel respected and safe, bringing their whole selves to a workplace where everyone has a voice. We strive to create an equitable workplace where unique identities and perspectives are not only welcomed, but sought out, celebrated and well-represented and where everyone has abundant opportunity to grow and reach their full potential. UKG cannot accomplish this without building the right relationships both internally and externally with Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2024	Lead Technology Consultant
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2024	Business Development Manager
	Further build the relationships with partners and customers such as Galunga and Voyages, ensuring regular meetings, establishing ways of working, and providing a commitment to business going forward.	August 2025	Channel Sales Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, May 2025	VP APAC
	RAP Working Group members to participate in an external NRW event.	27 May–3 June, 2024 and 2025	Head of HR
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, 2024 and 2025	VP APAC
	Organise at least one NRW event each year, ensuring that employees both in office and virtual can take part.	27 May–3 June, 2024 and 2025	Senior EA
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024, 2025	Senior EA

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2023	Lead Marketing Specialist
	Communicate our commitment to reconciliation publicly.	August 2024	VP APAC
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Business Development Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	Business Development Manager
4 Build relationships through celebrating National Reconciliation Week (NRW).	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024, June 2025	VP APAC
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	Head of HR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	Head of HR
	Educate senior leaders on the effects of racism.	November 2023	Head of HR, BDEI Ambassadors

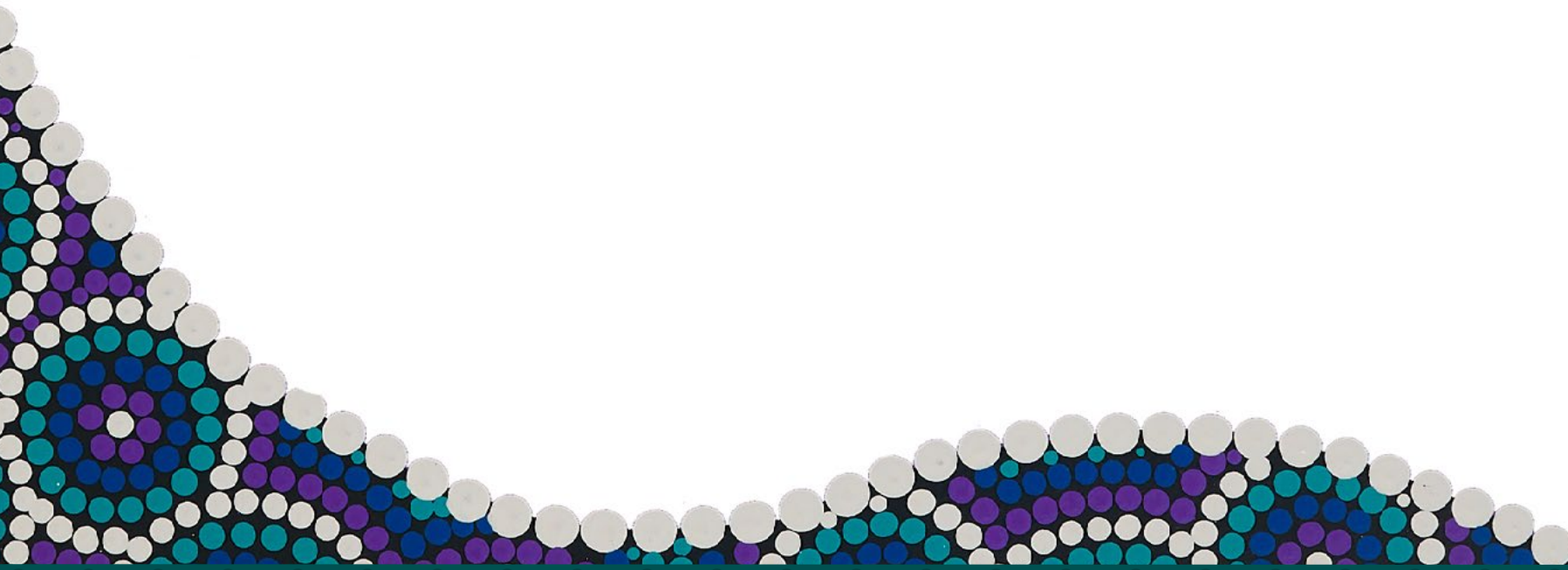


Respect

By building a respectful workplace, UKG aims to forge an inclusive and diverse work culture that brings value to our employees and our customers, as well as to the Aboriginal and Torres Strait Islander peoples, organisations, and communities with which we work. UKG believes that by deepening knowledge and understanding of Aboriginal and Torres Strait Islander peoples, their cultures, histories, and contributions, employees will respectfully work toward better connections and inclusive communities.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2024	Head of HR
	Consult local traditional owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2023	Senior User Adoption Consultant
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2024	Head of HR
	Provide opportunities for RAP Working Group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning.	December 2024	Head of HR
	Work with the BDEI team in the US to include cultural competency training into the Unified Platform, allowing employees from all over the world to learn more about Aboriginal and Torres Strait Islander peoples.	August 2025	Head of HR
6 Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Head of HR, BDEI Ambassadors
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Head of HR
	Invite a local traditional owner or custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including at all customer events.	September 2023	Lead Marketing Specialist
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023	Head of HR, BDEI Ambassadors
	Develop sales templates to ensure all presentations to customers start with an Acknowledgement of Country.	June 2024	Inside Sales Representative

Action	Deliverable	Timeline	Responsibility
<div data-bbox="129 231 264 370"> </div> <p data-bbox="118 411 416 544">Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p data-bbox="504 252 1238 280">RAP Working Group to participate in an external NAIDOC Week event.</p>	<p data-bbox="1653 236 1843 300">First week in July, 2024, 2025</p>	<p data-bbox="1915 236 2089 300">Senior Services Project Manager</p>
	<p data-bbox="504 383 1487 411">Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</p>	<p data-bbox="1653 383 1765 411">June 2024</p>	<p data-bbox="1915 383 2033 411">Head of HR</p>
	<p data-bbox="504 512 1305 541">Promote and encourage participation in external NAIDOC events to all staff.</p>	<p data-bbox="1653 496 1843 560">First week in July, 2024, 2025</p>	<p data-bbox="1915 512 2002 541">VP APAC</p>





Opportunities


UKG believes in creating diversity within the organisation and is committed to using our core business to connect people across Australia, and to influence training and employment opportunities for Aboriginal and Torres Strait Islander individuals, organisations, and communities.


UKG believes that creating beneficial opportunities for Aboriginal and Torres Strait Islander peoples will lead to positive relationships based on mutual respect. This will allow us to grow as individuals and as a business as well as strengthen our communities. We also believe that creating a culture of equality isn't just the right thing to do, it's the smart thing to do.

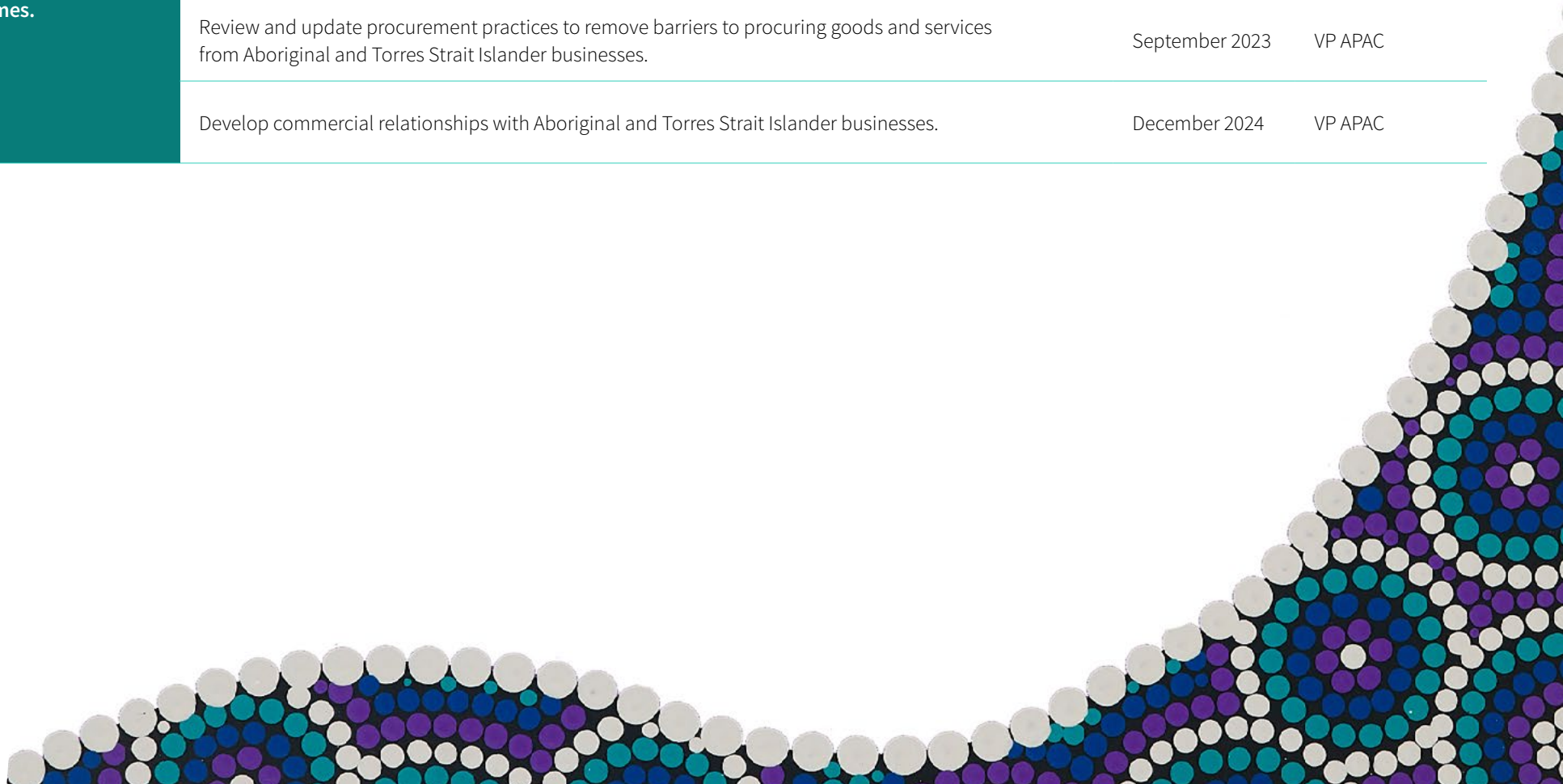
UKG wants to create a strong, loyal workforce grounded in diversity, equity, inclusion, and belonging. We want to create genuine opportunities and career paths that will foster retention and career progression. We want to do this because we know the benefits of a culturally diverse workforce and understand how this can help our business and also the community in which we work.

Providing opportunities also broadens our scope of customers. By creating relationships with employees and partners from diverse backgrounds it ensures that UKG is more relatable and more attractive to our customers, which in turn broadens our customer base and strengthens the variety and quality of our service.

In our Innovate RAP, we want to focus on attracting more Aboriginal and Torres Strait Islander employees into our business as well as working closely with our partners to provide training opportunities for the next generation of Aboriginal and Torres Strait Islander ICT professionals.

Action	Deliverable	Timeline	Responsibility
 <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</p>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2024	Head of HR
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	June 2024	Head of HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. Include targets for Aboriginal and Torres Strait Islander employee representation.	September 2024	Head of HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2024	Head of HR
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Head of HR
	Work with Galunga to help develop their traineeship program specifically focused on providing young Aboriginal and Torres Strait Islander people with access to training and experience in ICT.	June 2025	Head of HR
	Provide Galunga trainees training through the Elevate Graduate program, and provide a local mentor who is Aboriginal and/or Torres Strait Islander. Providing them with a minimum of 14 weeks structured training and six months of mentorship.	December 2024	Head of HR

Action	Deliverable	Timeline	Responsibility
 <p data-bbox="118 403 479 534">Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2024	VP APAC
	Investigate Supply Nation membership.	September 2023	Senior Manager Sales Operations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2023	Senior Manager Sales Operations
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2023	VP APAC
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	December 2024	VP APAC






Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2023, December 2023, April 2024, August 2024, December 2024, April 2025	VP APAC
	Establish and apply a Terms of Reference for the RWG.	August 2023	VP APAC
	Meet at least four times per year to drive and monitor RAP implementation.	Monthly 2023, 2024, 2025	VP APAC
11 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Head of HR
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2023	Head of HR
	Define and maintain appropriate systems to track, measure, and report on RAP commitments.	September 2023	Senior Solution Consultant
	Appoint and maintain an internal RAP Champion from senior management.	August 2023	Head of HR

Action	Deliverable	Timeline	Responsibility
<p data-bbox="129 229 264 368">12</p> <p data-bbox="116 408 483 576">Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</p>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	Head of HR
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 1 Annually	Head of HR
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, Annually	Head of HR
	Report RAP progress to all staff and senior leaders quarterly.	December 2023, March 2024, June 2024, September 2024, December 2025, March 2025, June 2025	Head of HR
	Publicly report our RAP achievements, challenges, and learnings annually.	May 2024, May 2025	Marketing Specialist
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Senior User Adoption Consultant
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Head of HR
<p data-bbox="129 1118 264 1257">13</p> <p data-bbox="116 1294 427 1382">Continue our reconciliation journey by developing our next RAP.</p>	Register via Reconciliation Australia's website to begin developing our next RAP.	Six Months Prior to RAP Expiry Date	Head of HR



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Born from a historic merger that created one of the world's leading HCM cloud companies, our Life-work Technology™ approach to HR, payroll, and workforce management solutions for all people helps 50,000 organizations around the globe and across every industry anticipate and adapt to their employees' needs beyond just work.

To learn more, visit [ukg.com](https://www.ukg.com).



INNOVATE

August 2023 to August 2025

UKG

Our purpose is people

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