



INNOVATE

Reconciliation Action Plan

July 2025 – July 2028





Fujitsu acknowledges First Nations Custodians of Country and recognises their continuing connection to land, sea, culture, and community. We pay our respects to Elders past and present.

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About our artwork



Samantha Campbell is a proud Dagoman woman with connections to Wardaman and Gurindji. She is an established artist and published book illustrator with a strong passion for visual storytelling.

"As a child I lived in many remote Aboriginal communities in the NT, it was there that I developed a love for painting and drawing. I enjoy creating positive artwork that tells a story. Recently, I've been using my passion to work with others to create visual resources for First Nations audiences, as a way to help bridge communication gaps."

Samantha co-owns and operates Coolamon Creative, a small business she runs with her sister, offering services in graphic design, illustration, photography, motion graphics and visual scribing.



'Visions'

This contemporary artwork represents a bright, positive future while remembering where we've been, where we are, and where we are going.

A range of elements show different meanings. The green leaves represent growth and change. The concentric circles and connecting lines reflect the reconciliation journey, and the footprints represent leading and discovering new ground along the way.

The people holding hands depict **empathy** and building deep connections. The stars are for **aspiration**, and the sun rays behind the clouds represent hope for the future. The hills represent the highs and lows, and the importance of celebrating achievements. The hands represent **trust** and collaboration, and the orange and yellow flames represent the energy and passion that drives change.



Message from Karen Mundine, CEO, Reconciliation Australia

Reconciliation Australia commends Fujitsu on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

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. Fujitsu continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Fujitsu will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Fujitsu using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Fujitsu to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Fujitsu will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Fujitsu's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Fujitsu on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer
Reconciliation Australia



Message from CEO, Fujitsu Oceania and RAP Executive Sponsor

As we launch our next Reconciliation Action Plan (RAP), I am filled with a renewed sense of energy and commitment. Being the inaugural RAP Executive Sponsor and now CEO, my goal is to help everyone in our organisation understand that as individuals, they have a real opportunity to make a difference to reconciliation in Australia.

Since Fujitsu joined the RAP program in 2018, our journey has been one of listening, growth, and meaningful action. We have created opportunities for our people to learn about the rich cultures and contributions of First Nations communities and nations. Our people have spoken about the positive impact this has had both personally and professionally. Through celebrations, education and truth telling, our people tell us they are more informed, engaged and prouder to work at Fujitsu.

One of the shining lights for us in the last three years has been our partnership with the Cherbourg Aboriginal Shire Council to open a Digital Service

Centre (DSC). Cherbourg is a small and remote First Nations community in Cherbourg (Wakka Wakka country), north-west of Brisbane.

Together with the community, Queensland Government, TAFE Queensland, and our customer, Australia Post, we have seen the DSC grow in capacity since it was launched in April 2022. Supporting the development of the Cherbourg DSC shows us what can be achieved when like-minded organisations work collaboratively with reconciliation in our hearts and minds.

Our impact would not have been possible without the leadership of Graeme Beardsell (Fujitsu Asia Pacific CEO 2022-25), who wholeheartedly championed genuine First Nations inclusion, including our involvement in the Cherbourg DSC. Personally, I have learned a lot from Graeme, and I am grateful for his ongoing support.

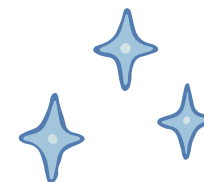
Looking ahead, this is our most intentional and ambitious RAP yet. It speaks strongly to Fujitsu Group's commitment to building a more inclusive and equitable future for all. Through this RAP, our business will work to break down barriers between Aboriginal and Torres Strait Islander people and other Australians. For those of us, including me, who weren't taught about Australia's shared history in school, this RAP will provide an opportunity to learn and understand the perspectives of First Nations peoples. We are privileged to be on a continuous journey of discovery, learning and growth together.



Finally, I would like to sincerely thank the past and present members of our RAP Working Group for their enduring efforts, and all involved for working diligently on our RAP. At times it has not been easy, and I'm sure there will be hurdles ahead. I look forward to sharing our progress, learnings and successes along the way with our broader community and customers.

Peter Grassi

Chief Executive Officer
Fujitsu in Oceania



Our vision for reconciliation

Fujitsu's vision for reconciliation is to achieve a more equitable, just, and prosperous future for Aboriginal and Torres Strait Islander peoples by building trust with First Nations communities and peoples through innovative and ethical partnerships.

This RAP represents how we will work to bring our vision to life and is our commitment to supporting the self-determination of First Nations peoples through our digital transformation expertise.

Fujitsu's purpose is to make the world more sustainable by building trust in society through innovation. Our purpose guides us to make strategic decisions that drive sustainability transformation for the benefit of the planet, people and to build equitable prosperity for all. In Australia, this means being a leader in our industry for First Nations digital inclusion and ensuring our agreement making with First Nations communities and organisations is fair and equitable.

This RAP belongs to everyone in Fujitsu including our employees and their families, our partners, and customers. We remain committed to the Uluru Statement from the Heart and will continue to

champion its principles of Voice, Treaty, Truth by amplifying the voices of Aboriginal and Torres Strait Islander peoples; creating genuine and empowering agreements in collaboration with First Nations peoples and communities; and ensuring truth telling remains front and centre in all our activities.

What we learnt

We made an incredible impact during our last RAP period and throughout 2024 as we continued to implement change, connect with First Nations communities, and develop our next RAP.

The 2021-23 Innovate RAP identified 74 action items grouped under the four pillars of 'Respect', 'Relationships', 'Opportunities' and 'Governance'.

- 63% of deliverables achieved.
- 22% of action items in progress but not yet completed.
- 7% of activities were no longer applicable to our plan (e.g. the program or activity is no longer available or has changed).
- Overall, only 5 action items were 'not started', primarily due to a lack of time to complete our ambitious goals.

We have established a strong base on which to build and learnt some valuable lessons along the way. These include:

- Better leveraging the size and scale of Fujitsu to drive greater change, and to focus on the outcomes we seek rather than completing many discrete activities.
- Further leverage our other internal employee advisory groups to take an intersectional approach to cultural competency and inclusive leadership education.

We learnt from our last RAP that it takes time to properly review, reflect and then develop an impactful, robust, and meaningful plan. Amidst some changes in our business, the process previously took one year. Based on this learning and with approval from Reconciliation Australia, we have built time in this RAP to develop our next one which is included in the governance section of our RAP.

Our impact

Digital inclusion

Cherbourg Digital Service Centre

In April 2022, we were honoured to partner with the Cherbourg community in their digital transformation journey. As the inaugural technology partner for the Cherbourg Aboriginal Shire Council's first Digital Service Centre (DSC), we worked in close partnership with the Queensland Government (through the Deadly Innovations Strategy), TAFE Queensland and our customer, Australia Post to launch the Cherbourg Digital Service Centre.

Located on Wakka Wakka Country in Cherbourg (an Aboriginal community town 260km north-west of Brisbane), the Digital Service Centre is a community owned and run business that was established as part of a three-year pilot program designed to boost the economic development of Queensland First Nations communities through digital skills training and employment opportunities.

In addition to supplying the equipment and training for the centre, Fujitsu had its first customer (Australia Post) opting to have its support calls attended by staff from the Cherbourg Digital Service Centre. Agents at the Digital Service Centre are also working towards obtaining certification (Certificate III) in Business from TAFE Queensland.

The Fujitsu team in Cherbourg provide excellent service to Australia Post employees who need assistance with resetting their password. One agent, now a team leader, consistently records the highest-level of calls in both quality and quantity.

Over time they have continued to thrive. New cohorts of employees have joined the DSC team as they expand to new clients outside of Fujitsu. In August 2024, six more agents joined the Fujitsu account following successful completion of a digital pre-employment course with TAFE Queensland. The Fujitsu Service Desk team continues to provide training and best practice support to agents at the Centre. We are now also planning the next stages of our support following the completion of the three-year pilot that ended in March 2025.



Cherbourg Digital Service Centre representatives with project partnerships; local council, Advance Queensland (through the Deadly Innovations Strategy), TAFE Queensland, Australia Post, and Fujitsu.

In our journey so far, we have learnt a lot about building deeper connections to support digital transformation within First Nations communities. [Read our blog post](#) to find out some of our key takeaways from this program.



Fujitsu and Cherbourg Personnel celebrating the two-year anniversary of the Cherbourg Digital Service Centre.



WildAI aims to capture accurate population data for both native and non-native animals.

WildAI – digital transformation, sustainability and social impact

Fujitsu partners with our customers to develop innovative technology solutions that help to solve their business and sustainability challenges. We call this 'digital co-creation' and WildAI is an example of this. During Financial Year 22-23 (April 2022 - March 2023), we started co-developing a proof-of-concept (POC) for an AI-enabled biodiversity focused solution with Indigenous Precision Services (IPS) and Sci-eye. IPS is a 100% Indigenous shareholder-owned company committed to delivering high-quality animal welfare for species endemic to Australia, aligned with the values and aspirations of Aboriginal and Torres Strait Islander people. Sci-eye is a technology-based company specialising in developing innovative AI solutions to deliver improved biodiversity conservation outcomes.

The objective for WildAI is to explore how an integrated SaaS (Software-as-a-Service) platform with highly accurate and detailed ecological AI-derived data might assist with research, conservation and population control efforts. WildAI aims to enable and empower informed biodiversity decision-making and help solve some of our region's significant biodiversity challenges. We anticipate WildAI will contribute significantly to biodiversity conservation efforts.

Bawurra Foundation partnership

In 2021-23, we continued our support of the Bawurra Foundation to digitise First Nations cultural knowledge. The Bawurra digital library is an engagement tool for young Indigenous students, and a digital resource that can be used by all Australian students and teachers.

In 2021-22, we went to Worimi Country in Karuah, NSW to preserve and share their cultural knowledge using Fujitsu's ScanSnap technology. The community was able to add photos, maps, news clippings and letters to Bawurra's digital library, and then store these priceless items in our cloud.

In 2023, Bawurra and Fujitsu travelled to the Torres Strait Islands, where Bawurra was yet to visit. Fujitsu and Bawurra went through cultural awareness conversations and strategies prior to engaging with the community. Fujitsu's ScanSnap was used again to digitise culturally significant documents and photos. Once scanned, these precious memories were transferred onto removable storage devices and handed back to the community.



Creating opportunities for learning and understanding

Welcome to Country ceremonies

We are proud to work with local Aboriginal land councils, the Indigenous Defence Infrastructure Consortium (iDiC), and Supply Nation, who have allowed us to develop relationships with Elders and representatives, such as Uncle Brendan Kerin from the Sydney Metropolitan Local Aboriginal Land Council. In April 2022, Fujitsu's Global CEO & CDXO, Takahito Tokita, delivered a town hall meeting to Fujitsu staff at the Macquarie Park, NSW office. We were honoured to be welcomed to Dharug country by Brendan, who generously shared his story as a member of the Stolen Generations.



Uncle Brendan Kerin from the Sydney Metropolitan Aboriginal Land Council delivered a moving Welcome to Country at Fujitsu, Macquarie Park.

Support for the Uluru Statement from the Heart: Voice, Treaty, Truth

Fujitsu proudly supported a Voice to Parliament and joined 65 other RAP partners, including Reconciliation Australia, in a public statement of support for a referendum to enshrine a Voice to Parliament in the Australian Constitution. In August 2023, our former CEO Graeme Beardsell joined Adam Goodes, CEO of the Indigenous Defence & Infrastructure Consortium (iDiC), for a fireside chat on the Voice of Parliament and the Uluru Statement from the Heart. They highlighted why recognising First Nations people in the Constitution through a Voice to Parliament was important and how it could make a positive difference to all Australians. We also provided information and resources, such as a micro-credential course available to anyone engaging with the Indigenous Voice to Parliament produced by our long-term partner, Macquarie University. Some of our employees were supported with volunteering leave to volunteer for the Yes23 campaign.



Fujitsu continued to champion the Uluru Statement from the Heart following the referendum result. We have included the principles of Voice, Treaty and Truth within this RAP as we believe it is important to continue to support these principles in our work.

"Well done to Graeme and Fujitsu for allowing the tough questions to be asked. This really goes to empathy and building trust: key parts of our purpose and values."

"Thanks Graeme, the leadership team and Adam for taking on this challenging topic."

"A thought-provoking discussion. Thank you so much, Adam. Really appreciate the opportunities to have these important discussions. Amazing!"

Celebrating National Reconciliation Week and NAIDOC Week

"I'm a proud Luritja man originally from Watarrka, 450km southwest of Alice Springs. There is still an invisible fence between non-Indigenous and Indigenous people which limits us to share cultures, build mutual respect and walk tall together for unity and a brighter future. Participating in NAIDOC celebrations is a fence cutter."

– Earle Moroney (Lead Systems Architect & RAP Co-Chair).

"For me, National Reconciliation Week is a time of reflection in acknowledging the wrongs of the past and finding ways as individuals to contribute to acceptance, inclusion and opportunity for First Nations peoples. The smallest contribution is progress. The bigger picture is that our nation also must acknowledge the wrongs of the past and our leaders must take action to correct and improve the lives of First Nations peoples ... I am optimistic."

– Sue Nicolas, Client Engagement Executive & RAP Working Group member.

"It was a really great session! I learnt heaps and some really interesting questions came through."

– team member in Aotearoa New Zealand.

"There is always something to learn and take home in cultural competency/safety training. This session helped me to personalise and localise an Acknowledgement of Country, and I want to share this learning with others too."

– Bec Gallegos, Diversity, Equity & Inclusion Lead.



Graphic created by Coolamon Creative for Fujitsu to present 'Being Brave & Making Change' with collaboration with Dr Anita Heiss.

Engaging with First Nations-owned businesses

Partnering with Supply Nation and the Indigenous Defence Infrastructure Consortium (iDiC) has helped us to develop supplier policies and strategies to increase spend with First Nations suppliers. Our procurement team have done a great job leading the way by working with the business and Office of Purpose to increase our spending and build capacity for First Nations business in the ICT sector. We also joined the Business Council of Australia's Raise the Bar Network.

During our last RAP and in FY24 (over 3 years), our total spending with First Nation businesses was \$5,366,000 (compared to a total of \$1,222,000 for the three years prior to FY20-21).

We were excited to engage Bunjil Energy through the iDiC to install a 99.6kW solar panel system on the roof of our Eight Mile Plains data centre in Queensland.

We engaged an iDiC supplier to perform electrical tests and tag services for a customer as a subcontractor, assisting them to obtain the advanced level security clearances required, which we hope will enable that supplier to serve a new customer market.

In 2024, we awarded a significant contract to an Aboriginal-owned business through the iDiC for security guard services at one of our Sydney data centres.

As members of Supply Nation, we are continuing to connect with more First Nations businesses through trade shows, training and engaging with the Supply Nation online portal.



Supporting and encouraging career pathways into tech

To encourage pathways into both Fujitsu and the ICT sector, as well as to support employment and training for employees at Cherbourg DSC, in our 2021-23 RAP and throughout 2024, we:

- Hosted seven interns in partnership with the Walanga Muru, the Aboriginal and Torres Strait Islander unit at Macquarie University and Indigitek.
- Sponsored Queensland University of Technology's Indigenous Business Summer School by donating 20 laptops to each student in FY21-22 and providing students with a tour of the Data Centre in Eight Mile Plains.
- Partnered with the CSIRO Young Indigenous Women's STEM program, providing workshops to First Nation high school students mainly across western NSW in Ngunnawal/Ngambri Country

(Canberra, ACT) and Dharug Country (Macquarie Park, NSW).

- Completed a series of First Nations workshops on goal setting for First Nations high school students through our partnership with Australian Business Community Network (ABCN).



Fujitsu partnered with CSIRO Young Indigenous Women's STEM program to facilitate workshops to First Nations high school students.



Fujitsu partnered with Australian Business Community Network (ABCN) to facilitate a goal-setting workshops with First Nations high school students.



Indigenous Leadership Summit 2022 with Bec Gallegos and speakers from the Australian Red Cross and Google on a panel discussion.



Acknowledgement of Country slide for companywide communications.



Peter Morris (Reconciliation Australia), Nik Midlam, Adam Davids and Nicole Forrester at the Reconciliation Action Plan (RAP) conference.



Indigenous Leadership Summit 2022 with Nicole Forrester, former VP of Purpose, People and Culture delivering keynote address.



Virtual background to provide visibility on Fujitsu's RAP.



Phoebe Rahn, Bec Gallegos (Fujitsu), Murray Hipwell (Hayes) & Earle Moroney (Fujitsu) at the RAP conference.

Our RAP

Fujitsu sees value in the RAP format and process, not only to signal our commitment to progressing reconciliation, but to help inspire our people, partners, and community to join us in achieving our shared goals. Like many Australian organisations, Fujitsu has a role to play in ensuring that equality of opportunity reaches everyone. Australia's shared history shows that discrimination and inter-generational trauma have led to reduced life expectancy and outcomes for Aboriginal and Torres Strait Islander people. Incidents of racism against First Nations Australians, especially in workplaces, are all too commonplace, and racism diminishes us all. Fortunately, through this Innovate RAP, Fujitsu has an opportunity to break down barriers between Aboriginal and Torres Strait Islander people and other Australians and demonstrate how we can actively live our values of trust, empathy and aspiration.

This RAP centres on building the cultural competency of our organisation. Having a solid baseline of cultural awareness will have positive flow on effects to other actions within our RAP, including building our First Nations workforce, increasing our Aboriginal and Torres Strait Islander partnerships, and creating further digital inclusion opportunities focused on the needs of First Nations communities and organisations.

During the 2021-23 RAP period, our RAP Working Group (RWG) included the team members below:

Co-Chairs:

- Earle Moroney – Co-Chair and Lead Systems Architect
- Kylie McKenzie – Co-Chair and Consulting Director

Group members:

- Nicole Forrester – VP, Purpose, People & Culture
- Aleem Khalid – Quality Manager
- Christian Duplock – Legal Counsel
- Lily Ferguson – Purpose Specialist
- Phoebe Rahn – Sustainability & Social Impact Coordinator
- Rebecca Gallegos – Diversity, Equity & Inclusion Lead
- Sue Nicholas – Client Engagement Executive
- Tom Prantalos – Associate Consultant
- Blaise Porter – Responsible Business Director (until 2021)

The Co-Chairs for this RAP are:

- Earle Moroney – Lead Systems Architect
- Todd Phillips – First Nations Engagement Lead

Planned expansion

In developing this RAP, the Office of Purpose engaged with relevant team members across the businesses to finalise actions. With responsibilities against actions now confirmed, we can now expand our RWG to ensure broader representation for improved accountability and greater impact. We will ensure that those with responsibilities against actions within the RAP are supported to be active members of the RWG and aware of their respective actions and timeframes. With the launch of this RAP, we expect to reach more passionate people in the business who can also join our RWP and support our reconciliation journey.

Our Innovate 2025-28 RAP is a three-year plan and includes a final year to plan, develop and transition into our next RAP with support from Reconciliation Australia, while we continue to implement our RAP actions. We will continue to support Aboriginal and Torres Strait Islander membership of our RAP Working Group and investigate bringing in an external First Nations advisory body to ensure our RAP is meeting the needs of First Nations stakeholders within our sphere of influence.

Fujitsu is excited to see our digital inclusion activities expand throughout this RAP period as more people join us on our journey. We aim to achieve our vision of a more equitable, just, and prosperous future for Aboriginal and Torres Strait Islander peoples, by building trust with First Nations peoples and communities through innovative and ethical partnerships centred on self-determination.



Relationships

Goal: Inspire our people and partners to build positive relationships with Aboriginal and Torres Strait Islander people, communities, and organisations and demonstrate this commitment both internally and externally.

Purpose: To achieve our vision of contributing to an equitable, just, and prosperous future for Aboriginal and Torres Strait Islander peoples through co-creation, we must establish and maintain strong and respectful relationships with Aboriginal and Torres Strait Islander people, communities, and organisations.

Goal	Actions to meet goal	Responsibility	Timeframe
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none">• Head of Purpose	<ul style="list-style-type: none">• August 2025
	Establish an external First Nations Advisory Group to inform our work.	Lead: <ul style="list-style-type: none">• Head of Purpose Supporting: <ul style="list-style-type: none">• RAP Executive Sponsor• RAP Co-Chairs	<ul style="list-style-type: none">• February 2026
	Develop formal and informal partnerships with First Nations stakeholders and organisations to collaboratively achieve mutually agreeable outcomes.	Lead: <ul style="list-style-type: none">• VP, Customer Supporting: <ul style="list-style-type: none">• VP, Delivery• VP, Purpose, People and Culture• Procurement Director	Review progress in: <ul style="list-style-type: none">• December 2025• December 2026• December 2027



Goal	Actions to meet goal	Responsibility	Timeframe
2. Build relationships through celebrating National Reconciliation Week (NRW).	Host an NRW event and register it on NRW website annually.	Lead: <ul style="list-style-type: none"> • RAP Co-Chairs Supporting: <ul style="list-style-type: none"> • RAP Working Group • Corporate Communications Manager 	<ul style="list-style-type: none"> • May-June 2026 • May-June 2027 • May-June 2028
	Promote NRW resources and encourage people to attend internal and external event/s.	Lead: <ul style="list-style-type: none"> • RAP Executive Sponsor Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs • RAP Working Group • Corporate Communications Manager 	<ul style="list-style-type: none"> • May-June 2026 • May-June 2027 • May-June 2028
	Ensure senior leaders show visible support for NRW.	Lead: <ul style="list-style-type: none"> • CEO Supporting: <ul style="list-style-type: none"> • RAP Executive Sponsor • RAP Co-Chairs • RAP Working Group 	<ul style="list-style-type: none"> • May-June 2026 • May-June 2027 • May-June 2028



Goal	Actions to meet goal	Responsibility	Timeframe
3. Promote reconciliation through our sphere of influence including actions that demonstrate leadership.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, such as: <ul style="list-style-type: none"> • Joining an informal RAP network with customers and other RAP partners to regularly share ideas and collaborate on activities. • Exploring establishing or joining a technology-related Reconciliation Industry Network Group (RING). 	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	Review in: <ul style="list-style-type: none"> • September 2025 • March and September 2026 • March and September 2027 • March 2028
	Collaborate with at least one external organisation for a joint activity, such as a speaker event annually.	Lead: <ul style="list-style-type: none"> • RAP Co-Chairs Supporting: <ul style="list-style-type: none"> • RAP Working Group • Corporate Communications Manager 	Review plans in: <ul style="list-style-type: none"> • August 2025 • February and August 2026 • February and August 2027 • February 2028
	Speak at an external event to share insights on learnings or impact of activities for First Nations inclusion.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Executive Sponsor • CEO 	Review plans in: <ul style="list-style-type: none"> • August 2025 • February and August 2026 • February and August 2027 • February 2028



Goal	Actions to meet goal	Responsibility	Timeframe
4. Promote positive race relations through anti-discrimination strategies.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Lead: <ul style="list-style-type: none"> Corporate Communications Manager Supporting: <ul style="list-style-type: none"> RAP Working Group Head of Purpose 	Review plans in: <ul style="list-style-type: none"> August 2025 August 2026 August 2027
	Communicate our commitment to reconciliation publicly.	Lead: <ul style="list-style-type: none"> Corporate Communications Manager Supporting: <ul style="list-style-type: none"> RAP Working Group RAP Executive Sponsor and/or CEO. 	<ul style="list-style-type: none"> July 2025 May - July 2026 May - July 2027 May - July 2028
	Consult with First Nations stakeholders to conduct a review of existing HR policies and procedures including anti-discrimination provisions to ensure they meet the needs of First Nations peoples; and ensure that these policies are communicated throughout our organisation.	<ul style="list-style-type: none"> VP, Purpose, People and Culture 	<ul style="list-style-type: none"> October 2025
	Ensure that cultural competency training includes education for senior leaders on the effects of racism.	Lead: <ul style="list-style-type: none"> VP, Purpose, People and Culture Supporter: <ul style="list-style-type: none"> Executive Sponsor 	<ul style="list-style-type: none"> August 2025 August 2026 August 2027



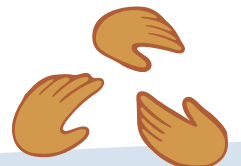


Respect

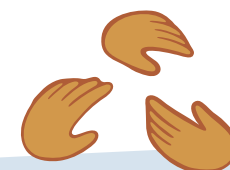
Goal: To improve the cultural competency of our organisation by demonstrating that Fujitsu employees have an increased understanding of Australian history and respect for Aboriginal and Torres Strait Islander cultures and experiences.

Purpose: Respect is best achieved by the sharing of experiences and engaging in two-way dialogues that allow First Nations voices to be heard. Creating space for this knowledge sharing and connection is important for building trust and respectful relationships.

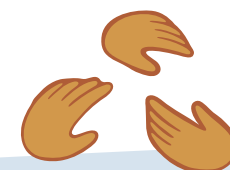
Goal	Actions to meet goal	Responsibility	Timeframe
1. Increase our people's understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation in consultation with a First Nations provider to inform our cultural competency education and training strategy.	Lead: <ul style="list-style-type: none">VP, Purpose, People and Culture Supporting: <ul style="list-style-type: none">Executive Sponsor	<ul style="list-style-type: none">August 2025August 2026August 2027
	Engage a First Nations provider to deliver cultural competency education and training that includes truth telling, education on the impacts of racism, and is fit for purpose to our business.	Lead: <ul style="list-style-type: none">VP, Purpose, People and Culture Supporting: <ul style="list-style-type: none">Executive Sponsor	<ul style="list-style-type: none">August 2026
	Provide RAP Working Group members and other key leaders for cultural immersion opportunities to further develop their cultural competency.	Lead: <ul style="list-style-type: none">Head of Purpose Supporting: <ul style="list-style-type: none">Executive Sponsor	<ul style="list-style-type: none">August 2025August 2026August 2027
	Investigate barriers to employees participating in NAIDOC Week and National Reconciliation Week activities.	Lead: <ul style="list-style-type: none">VP, Purpose, People and Culture Supporting: <ul style="list-style-type: none">Executive Sponsor	<ul style="list-style-type: none">November 2025



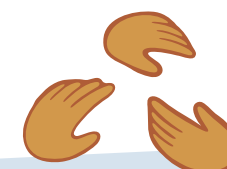
Goal	Actions to meet goal	Responsibility	Timeframe
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	<ul style="list-style-type: none"> • Head of Marketing, Oceania 	<ul style="list-style-type: none"> • November 2025 • November 2026 • November 2027
	Conduct Acknowledgement of Country workshops in partnership with a First Nations provider open to all staff to share the meaning behind the practice and help staff craft their own unique message.	Lead: <ul style="list-style-type: none"> • RAP Co-Chairs Supporting: <ul style="list-style-type: none"> • RAP Working Group 	<ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027
	Maintain and promote Protocols for Acknowledgement of Country and Welcome to Country document.	<ul style="list-style-type: none"> • Head of Purpose 	<ul style="list-style-type: none"> • September 2025 • September 2026 • September 2027
	Ensure Acknowledgement of Country plaques and/or screen contents are continually displayed at all office locations, including new locations, where possible.	<ul style="list-style-type: none"> • Head of Facilities 	<ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027
	Investigate naming conference and board rooms in Australia with local Aboriginal place names, or similar, if appropriate, and in consultation with local Aboriginal stakeholders.	Lead: <ul style="list-style-type: none"> • Head of Facilities Supporting: <ul style="list-style-type: none"> • RAP Working Group 	<ul style="list-style-type: none"> • February 2026



Goal	Actions to meet goal	Responsibility	Timeframe
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Maintain and promote guidelines for arranging a Welcome to Country and Gift Purchasing from First Nations-owned suppliers.	<ul style="list-style-type: none"> Head of Purpose 	<ul style="list-style-type: none"> August 2025 August 2026 August 2027
	Consult with First Nations stakeholders to develop a specific cultural leave policy for First Nations staff which may include allowances for Sorry Business, NAIDOC, and other relevant cultural purposes.	<ul style="list-style-type: none"> VP, Purpose, People and Culture 	<ul style="list-style-type: none"> July 2026
	Host a NAIDOC Week event or collaborate with a partner to host an event.	Lead: <ul style="list-style-type: none"> RAP Co-Chairs Supporting: <ul style="list-style-type: none"> RAP Working Group 	<ul style="list-style-type: none"> July 2026 July 2027 July 2028
	Promote NAIDOC Week resources and encourage employees to attend internal and external event/s.	<ul style="list-style-type: none"> Corporate Communications Manager 	<ul style="list-style-type: none"> July 2026 July 2027 July 2028
	RAP Working Group to participate in an external NAIDOC Week event.	Lead: <ul style="list-style-type: none"> RAP Co-Chairs Supporting: <ul style="list-style-type: none"> RAP Working Group 	<ul style="list-style-type: none"> July 2026 July 2027 July 2028



Goal	Actions to meet goal	Responsibility	Timeframe
4. Foster understanding of the diverse perspectives and significance surrounding 26 January as a national public holiday.	Promote First Nations perspectives of January 26 including the attendance at First Nations events hosted on or around 26 January.	Lead: <ul style="list-style-type: none"> • RAP Working Group Supporting: <ul style="list-style-type: none"> • Head of Purpose • Corporate Communications Manager 	<ul style="list-style-type: none"> • January 2026 • January 2027 • January 2028
	Promote Alternate and Cultural leave as an option for Fujitsu staff.	Lead: <ul style="list-style-type: none"> • RAP Working Group Supporting: <ul style="list-style-type: none"> • Corporate Communications Manager 	<ul style="list-style-type: none"> • January 2026 • January 2027 • January 2028





Opportunities

Goal: Improve equality of opportunity through digital inclusion opportunities that are co-created with First Nations people, communities, and organisations and activate all parts of our business.

Purpose: An equitable, just and prosperous future for Aboriginal and Torres Strait Islander peoples must centre of the empowerment of First Nations peoples. Through these goals and actions, we aim to work with First Nations peoples to support their aspirations, create new digital skills, employment and economic opportunities and work towards achieving our purpose of making the world more sustainable by building trust in society through innovation.

Goal	Actions to meet goal	Responsibility	Timeframe
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Co-develop an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy with Aboriginal and Torres Strait Islander stakeholders, including: <ul style="list-style-type: none">• Reviewing HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.• Reviewing early careers program and making recommendations for improvement to attract and retain more First Nations people.• Advertising job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	<ul style="list-style-type: none">• VP, Purpose, People and Culture	<ul style="list-style-type: none">• November 2025
	Encourage the completion rates of demographic data surveys to 60% to improve understanding of Aboriginal and Torres Strait Islander workforce.	Lead: <ul style="list-style-type: none">• Head of Purpose Supporting: <ul style="list-style-type: none">• Corporate Communications Manager	Review in: <ul style="list-style-type: none">• September 2025• September 2026• September 2027
	Track percentages of Aboriginal and Torres Strait Islander employees over time with view to create employment targets.	<ul style="list-style-type: none">• VP, Purpose, People and Culture	Review in: <ul style="list-style-type: none">• September 2025• September 2026• September 2027



Goal	Actions to meet goal	Responsibility	Timeframe
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to implement our Aboriginal and Torres Strait Islander procurement strategy including: <ul style="list-style-type: none"> • Encouraging staff uptake of partnerships with Aboriginal and Torres Strait Islander businesses • Continuing to review and update procurement practices as required to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses • Continuing to implement our Aboriginal and Torres Strait Islander procurement strategy and encourage the uptake of partnerships with Aboriginal and Torres Strait Islander businesses. 	Lead: <ul style="list-style-type: none"> • VP, Customer Supporting: <ul style="list-style-type: none"> • VP, Delivery • VP, Purpose, People and Culture • Procurement Director 	Review progress in: <ul style="list-style-type: none"> • September 2025 • September 2026 • September 2027
	Promote and support our strategic partnership with the Indigenous Defence Infrastructure Consortium (iDiC).	Lead: <ul style="list-style-type: none"> • VP, Customer Supporting: <ul style="list-style-type: none"> • VP, Delivery • VP, Purpose, People and Culture • Procurement Director 	Review progress in: <ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027
	Maintain Supply Nation membership and promote across organisation.	Lead: <ul style="list-style-type: none"> • VP, Customer Supporting: <ul style="list-style-type: none"> • VP, Delivery • VP, Purpose, People and Culture • Procurement Director 	<ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027
	Actively engage with Business Council of Australia's 'Raise the Bar' Network to help increase First Nations procurement spend.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • Procurement Director 	<ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027



Goal	Actions to meet goal	Responsibility	Timeframe
3. Support the self-determination of Aboriginal and Torres Strait Islander communities through digital inclusion opportunities.	Work with at least three First Nations communities, businesses or organisations to grow their capabilities and economic independence through digital skills training and development.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • VP, Customer • VP, Delivery 	<ul style="list-style-type: none"> • August 2025 • August 2026 • August 2027
	Work with at least one First Nations business or organisation to alleviate technology barriers to enable them to participate in new markets.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • VP, Customer • VP, Delivery 	<ul style="list-style-type: none"> • September 2025 • September 2026 • September 2027
	Work with First Nations stakeholders to develop a policy position on First Nations intellectual property that can be incorporated into contracts and agreements with First Nations businesses, where appropriate.	Lead: <ul style="list-style-type: none"> • VP, Legal & Reputation Supporting: <ul style="list-style-type: none"> • Head of Purpose 	<ul style="list-style-type: none"> • March 2026





Governance

Goal: To ensure that our RAP has distributed accountability and continuity during its timeframe of implementation.

Purpose: Change is ever present in all businesses, and having a robust governance structure will help our business to continue to make an impact over the coming years.

Goal	Actions to meet goal	Responsibility	Timeframe
1. 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 to ensure the voices of First Nations peoples are heard and respected, while fostering allyship to help reduce cultural load.	• RAP Co-Chairs	• August 2025 • August 2026 • August 2027
	Establish and apply a Terms of Reference for the RWG.	• RAP Co-Chairs	• July 2025
	Meet at least four times per year to drive and monitor RAP implementation.	Lead: • RAP Executive Sponsor Supporting: • RAP Co-Chairs	• July, September, December 2025 • March, May, July, September, December 2026 • March, May, July, September 2027



Goal	Actions to meet goal	Responsibility	Timeframe
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Executive Sponsor 	<ul style="list-style-type: none"> • July 2025
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Lead: <ul style="list-style-type: none"> • RAP Executive Sponsor Supporting: <ul style="list-style-type: none"> • Head of Purpose • RAP Co-Chairs 	<ul style="list-style-type: none"> • July-August 2025 • July-August 2026 • July-August 2027
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Lead: <ul style="list-style-type: none"> • RAP Co-Chairs Supporting: <ul style="list-style-type: none"> • Head of Purpose 	<ul style="list-style-type: none"> • July-August 2025 Then review in: <ul style="list-style-type: none"> • December 2025 • December 2026 • December 2027
	Appoint and maintain an internal RAP Champion from senior management.	Lead: <ul style="list-style-type: none"> • CEO Supporting: <ul style="list-style-type: none"> • Head of Purpose 	Review in: <ul style="list-style-type: none"> • July 2025 • July 2026 • July 2027



Goal	Actions to meet goal	Responsibility	Timeframe
3. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	Review in: <ul style="list-style-type: none"> • July 2025 • July 2026 • July 2027
	Ensure that we complete the online RAP Impact Survey annually from Reconciliation Australia annually.	<ul style="list-style-type: none"> • RAP Co-Chairs 	<ul style="list-style-type: none"> • September 2025 • September 2026 • September 2027
	Report RAP progress to all staff and senior leaders quarterly; and share stories of impact with staff regularly.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	<ul style="list-style-type: none"> • July, November 2025 • January, April, July, November 2026 • January, April, July, November 2027
	Publicly report our RAP achievements, challenges and learnings, annually.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	In the Fujitsu Responsible Business Report: <ul style="list-style-type: none"> • June 2026 • June 2027 • June 2028



Goal	Actions to meet goal	Responsibility	Timeframe
4. Develop next RAP	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer in March 2026.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	<ul style="list-style-type: none"> • March 2026
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Lead: <ul style="list-style-type: none"> • Head of Purpose Supporting: <ul style="list-style-type: none"> • RAP Co-Chairs 	Start in September 2027 and submit in January 2028
	Register via Reconciliation Australia's website to begin developing our next RAP.	Lead: <ul style="list-style-type: none"> • RAP Co-Chairs Supporting: <ul style="list-style-type: none"> • Head of Purpose 	Start reflection, consultations and planning in last year of Innovate RAP February 2027, send to Reconciliation Australia by August 2027 and launch next RAP in May-June 2028





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