oberix | RECONCILIATION ACTION PLAN

INNOVATE · APRIL 2026 – NOVEMBER 2028

Innovate together.

From foundations to everyday practice.

RECONCILIATION ACTION PLAN
INNOVATE

ARTWORK
Commissioned for Oberix Group

EDITION
v1 · 2026

CREATING SMART, SUSTAINABLE SPACES
oberix.com

ACKNOWLEDGEMENT OF COUNTRY

We walk on Country that was **never ceded.**

Oberix Group acknowledges the Traditional Custodians of the lands and waters across Australia on which we live, work and deliver our projects. We pay our respects to Elders past and present, and recognise their continuing connection to land, sea, sky and community.

We extend that respect to all Aboriginal and Torres Strait Islander peoples, and to the staff, partners, clients and communities who walk this reconciliation journey alongside us.

Sovereignty has never been ceded. Always was, always will be Aboriginal land.

ABOUT THE ARTWORK · IN THE ARTIST'S WORDS

A map of connection.

"I created this painting with the Oberix building in mind. The shape of it is like a 'U', which is deadly because in my culture the 'U' shape is **people sitting together**. *That felt right, especially since Oberix is all about bringing people together."*

"The heart of the artwork reflects the building itself, while the wider elements speak to **the land and the different offices and communities** *right across the country, including internationally."*

"The **Emu tracks** *move through the work, representing* **movement, shared journeys, and connection** *across this land. Like the Emu, known for its strength and resilience, I chose to work with Oberix because I value* **endurance, connection to country, and building something that can stand strong** *for the long journey ahead."*

THE ARTIST

Emrhan Tjapanangka Sultan

Western Arrarnta · Luritja · Kokatha · Yankunytjatjara
Mparntwe (Alice Springs)

Born and raised in Mparntwe (Alice Springs), Tjapanangka began painting traditional Desert art from a young age, guided by his family of artists. His practice is unique in the way it blends old and new — hand-painted canvas alongside digital design and contemporary palettes.

A STATEMENT FROM RECONCILIATION AUSTRALIA

An invitation to **deepen** relationships.

FOREWORD BY

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Oberix Group 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 Oberix Group 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, Oberix Group 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Oberix Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Oberix Group'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 Oberix Group on your Innovate RAP — I look forward to following your ongoing reconciliation journey.

RECONCILIATION ACTION PLAN
INNOVATE

OUR VISION FOR RECONCILIATION

Reconciliation, **built in.**

Oberix Group's vision for reconciliation is to integrate reconciliation into our culture, partnerships and business practices so it becomes part of everyday actions — not a campaign, but **the way we work.**

IN PRACTICE

We promote **inclusion, openness and understanding** across our teams and supply chain — creating a future where respect and opportunity are **shared by all.**

OUR BUSINESS

A smart building company, with a **global footprint.**

Oberix Group are global leaders in technology-driven solutions that enhance user experience, sustainability and efficiency.

Australian-owned, Oberix specialises in smart building technology and integrated solutions that optimise efficiency, sustainability and amenity. We connect systems to enhance building management and energy performance for clients worldwide.

We operate across healthcare, data centres, education, retail and industrial sectors — delivering projects of national and international significance, including Barangaroo South in Sydney.

While we do not currently record exact Aboriginal and Torres Strait Islander employment figures, we are committed to fostering an inclusive and equitable workplace.

~400	~275	6	5
PEOPLE GLOBALLY	EMPLOYEES IN AUSTRALIA	INTERNATIONAL MARKETS	SECTORS SERVED

OBERIX · ALERTON AUSTRALIA · LEADING EDGE AUTOMATION · CONSERVIA · OPERATIONAL INTELLIGENCE · ABAKUS ANALYTICS

OUR RAP

From reflection to **action.**

Reflect

2024 – 2025

Our Reflect RAP (2024–2025) established a strong foundation for reconciliation across the organisation. During this period, we focused on building awareness, developing partnerships, and embedding cultural learning into our operations. Key achievements included recognising National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week and National Reconciliation Week, introducing Acknowledgement of Country protocols, delivering cultural awareness training, and beginning engagement with Supply Nation.

What we learned

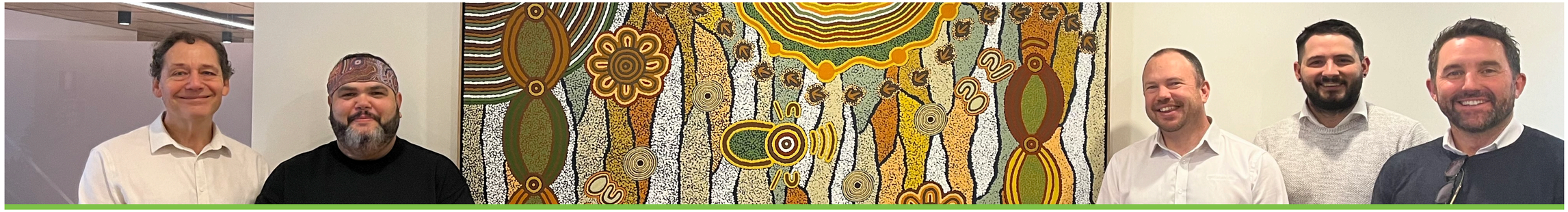
CHALLENGES & INSIGHTS

Alongside these achievements, we identified several challenges that have informed our next steps. These included the need for deeper internal understanding of reconciliation, clearer accountability across the organisation, and more consistent engagement beyond key calendar events. These learnings reinforced the importance of embedding reconciliation into everyday business practices, rather than approaching it as a series of standalone initiatives.

Innovate

2026 – 2028

The Innovate RAP represents the next stage of our journey. It builds on both our progress and our learnings by strengthening governance structures, expanding partnerships with Aboriginal and Torres Strait Islander organisations, and introducing clear, measurable actions that support long-term, sustainable impact.



FIRST NATIONS REPRESENTATION

Cultural guidance, built into **our RAP.**

Oberix Group recognises the importance of Aboriginal and Torres Strait Islander representation in guiding our reconciliation journey. We have engaged an Aboriginal and/or Torres Strait Islander advisor to provide cultural guidance and to support the development and implementation of our plan.

This engagement ensures our approach is informed, respectful, and aligned with the intent of reconciliation. The advisor will contribute to RAP governance and key initiatives, supporting a practical and sustainable approach to embedding reconciliation across the organisation.

CULTURAL ADVISOR

Engaged for the duration of the **Innovate RAP period** · 2026 – 2028.

RAP WORKING GROUP

The team carrying this **work forward.**

Our RAP Working Group brings together leadership, operations, sustainability, technology and people functions — giving the plan visibility across every part of the business.

CEO & RAP CHAMPION
Trevor Owen
EXECUTIVE SPONSOR

CHIEF INFORMATION SECURITY OFFICER
Mario Bozic

SALES DIRECTOR
James Silvestro

SUSTAINABILITY DIRECTOR
Sebastian Furman

CHIEF TECHNOLOGY OFFICER
Michael Dowling

CHIEF OPERATIONS OFFICER
Lachlan Haack

MARKETING MANAGER
Bianca Nicholson
RAP COORDINATOR

ADMINISTRATION ASSISTANT
Talisha Gialanze

HSEQ COORDINATOR
Jarryd Hendrikx

PILLAR 01

Relationship.

LISTENING · LEARNING · WALKING TOGETHER

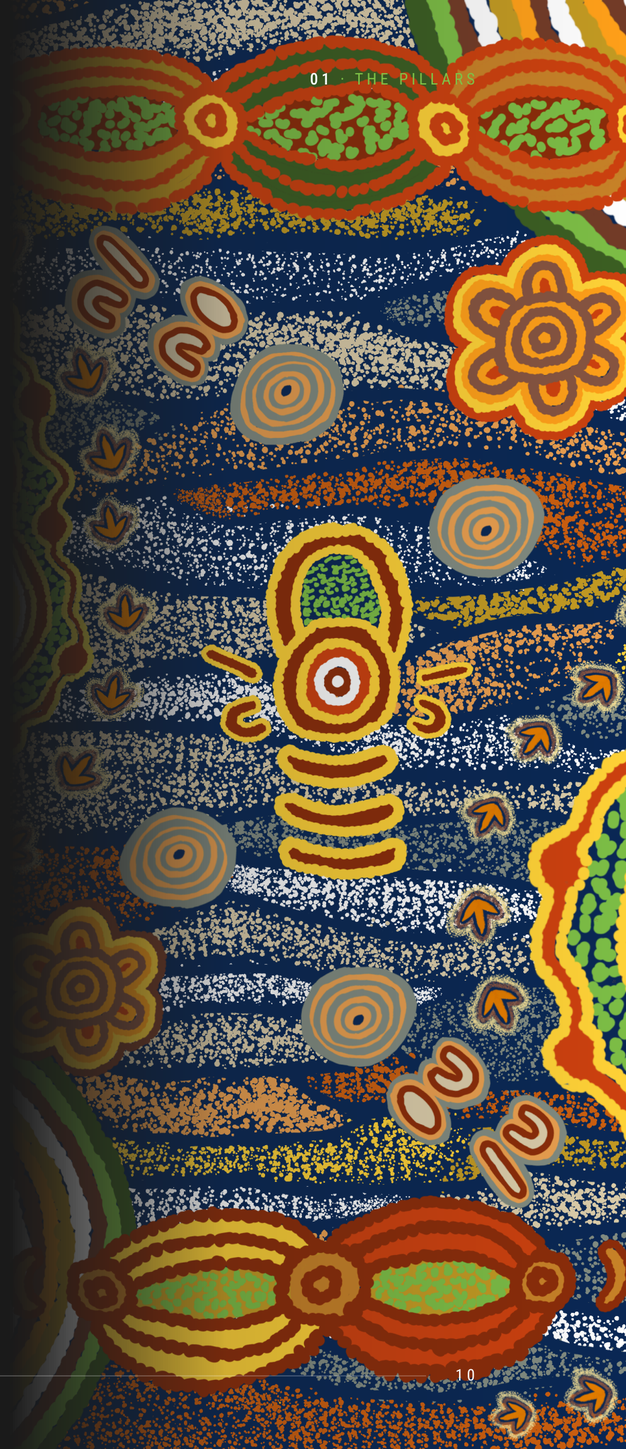
Building strong, respectful relationships with Aboriginal and Torres Strait Islander peoples is central to Oberix Group's reconciliation journey. These relationships support listening, learning, and shared understanding, while creating opportunities for meaningful engagement, collaboration, and mutual benefit.

By connecting with Aboriginal and Torres Strait Islander stakeholders and organisations, we aim to learn from lived experience, strengthen cultural understanding, and ensure our actions are informed, respectful, and accountable.

For Oberix Group, fostering these relationships also strengthens governance, communication, and decision making. It helps embed reconciliation into our business practices, supports culturally informed engagement, and builds trust with communities, partners, and stakeholders as we progress our Innovate RAP commitments.

> FOCUS AREA
>
> Strengthen and sustain respectful, mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations, and communities.

Oberix Group's unique contribution to reconciliation is embedding culturally informed and respectful engagement practices into the delivery of our smart building, technology, and infrastructure projects. As a business operating across complex built environments, we recognise the opportunity to integrate reconciliation into how we design, deliver, and manage projects, ensuring our approach is informed by Aboriginal and Torres Strait Islander perspectives and contributes to meaningful, long-term relationships.



PILLAR 01 · RELATIONSHIPS

Establish, embed & **celebrate.**

ACTIONS 1 – 3

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
01	**Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**		
	Consult with Aboriginal and Torres Strait Islander stakeholders and/or advisors to inform culturally appropriate engagement approaches within projects.	Jun 2026	Marketing Manager
	Develop and implement internal guidelines to support culturally respectful engagement across project delivery, client interactions and business operations.	Sept 2026	Marketing Manager
02	**Embed culturally informed engagement practices into Oberix Group's project delivery and business operations.**		
	Identify key stages across project delivery and client engagement where Aboriginal and Torres Strait Islander perspectives can be meaningfully incorporated.	May 2026	Marketing Manager
	Pilot these engagement practices across selected projects or business activities and gather feedback to refine the approach.	Dec 2026	COO
03	**Build relationships through celebrating National Reconciliation Week (NRW).**		
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May (annually)	Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun (annually)	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2026	CEO
	Register all our NRW events on Reconciliation Australia’s NRW website	May 2026 (annually)	Marketing Manager

PILLAR 01 · RELATIONSHIPS (CONT.)

Influence & anti-discrimination.

ACTIONS 4 – 5

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
04	**Promote reconciliation through our sphere of influence.**		
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Dec 2026	HSEQ Coordinator
	Communicate our commitment to reconciliation publicly.	May 2026	Marketing Mgr & Sales Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Jun 2026	Administration Assistant
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Mar 2027	Administration Assistant
05	**Promote positive race relations through anti-discrimination strategies.**		
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Jun 2026	HSEQ Coordinator
	Develop, implement and communicate an anti-discrimination policy for our organisation.	Aug 2026	HSEQ Coordinator
	Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy.	Sept 2026	Marketing Manager
	Educate senior leaders on the effects of racism.	Jun 2026	CEO

PILLAR 02

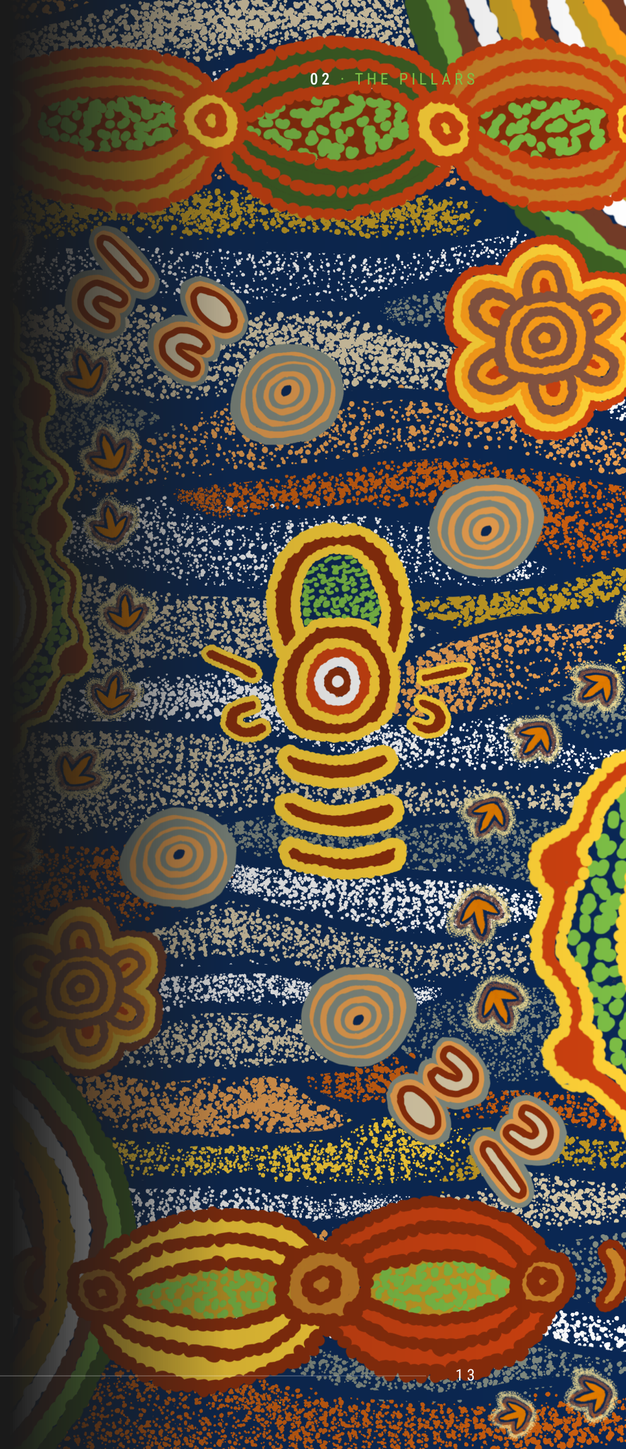
Respect.

CULTURES · HISTORIES · KNOWLEDGE · RIGHTS

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is fundamental to Oberix Group's reconciliation journey. Building understanding and appreciation across our workforce supports cultural safety, meaningful engagement, and shared learning, while recognising the enduring contribution of Aboriginal and Torres Strait Islander peoples.

For Oberix Group, fostering respect also strengthens our organisation by building cultural confidence, supporting inclusive and productive workplaces, and enabling our people to engage respectfully with colleagues, partners, clients, and communities. Through learning, acknowledgement, and celebration, we aim to embed respect into our everyday practices and reinforce our commitment to reconciliation.

> FOCUS AREA
>
> Build awareness and appreciation for Aboriginal and Torres Strait Islander cultures, histories, and rights across Oberix.



PILLAR 02 · RESPECT

Cultural learning & **protocols.**

ACTIONS 6 – 7

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
06	**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.	Jun 2026	HSEQ Coordinator
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Jun 2026	Marketing Manager
	Develop, implement and communicate a cultural learning strategy document for our staff.	Jun 2026	HSEQ Coordinator
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Mar 2027	Chief Technology Officer
07	**Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**		
	Increase staff's understanding of the purpose and significance behind Acknowledgement of Country and Welcome to Country protocols.	Mar 2027	Marketing Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Jun 2026	HSEQ Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jun 2026	Marketing Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jun 2026	CEO

PILLAR 02 · RESPECT (CONT.)

Celebrating **NAIDOC Week.**

ACTION 8

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
08	**Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**		
	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2026	HSEQ (AFL Corporate Box)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jul 2027	Chief Information Security Officer
	Promote and encourage participation in external NAIDOC events to all staff.	Jul 2026	Marketing Manager

NATIONAL RECONCILIATION WEEK 2025

"Bridging Now to Next" — Oberix staff joining community at the Dandenong civic centre.

PILLAR 03

Opportunities.

EMPLOYMENT · PROCUREMENT · PATHWAYS

Creating opportunities for Aboriginal and Torres Strait Islander peoples supports sustainable economic participation, self determination, and long term community outcomes. For Oberix Group, increasing access to employment, procurement, and professional development strengthens our organisation by broadening perspectives, building capability, and supporting a diverse and inclusive workforce.

By removing barriers within recruitment, procurement, and workplace systems, we aim to create fair and accessible pathways that benefit Aboriginal and Torres Strait Islander peoples while also enhancing innovation, supplier diversity, and long term organisational resilience.

> FOCUS AREA
>
> Create pathways that enable sustainable economic and social participation for Aboriginal and Torres Strait Islander peoples.

PILLAR 03 · OPPORTUNITIES

Employment & **procurement.**

ACTIONS 9 – 10

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
09	**Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**		
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2026	HSEQ Coordinator
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Jun 2026	Sales Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Jun 2026	Sales Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2026	Sales Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2026	Sales Director
10	**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**		
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Jun 2026	Chief Operating Officer
	Investigate Supply Nation membership.	May 2026	Chief Operating Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2026	Chief Operating Officer
	Review and update procurement practices to remove barriers to procuring from Aboriginal and Torres Strait Islander businesses.	Jun 2026	Chief Operating Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec 2026	Chief Operating Officer

PILLAR 04

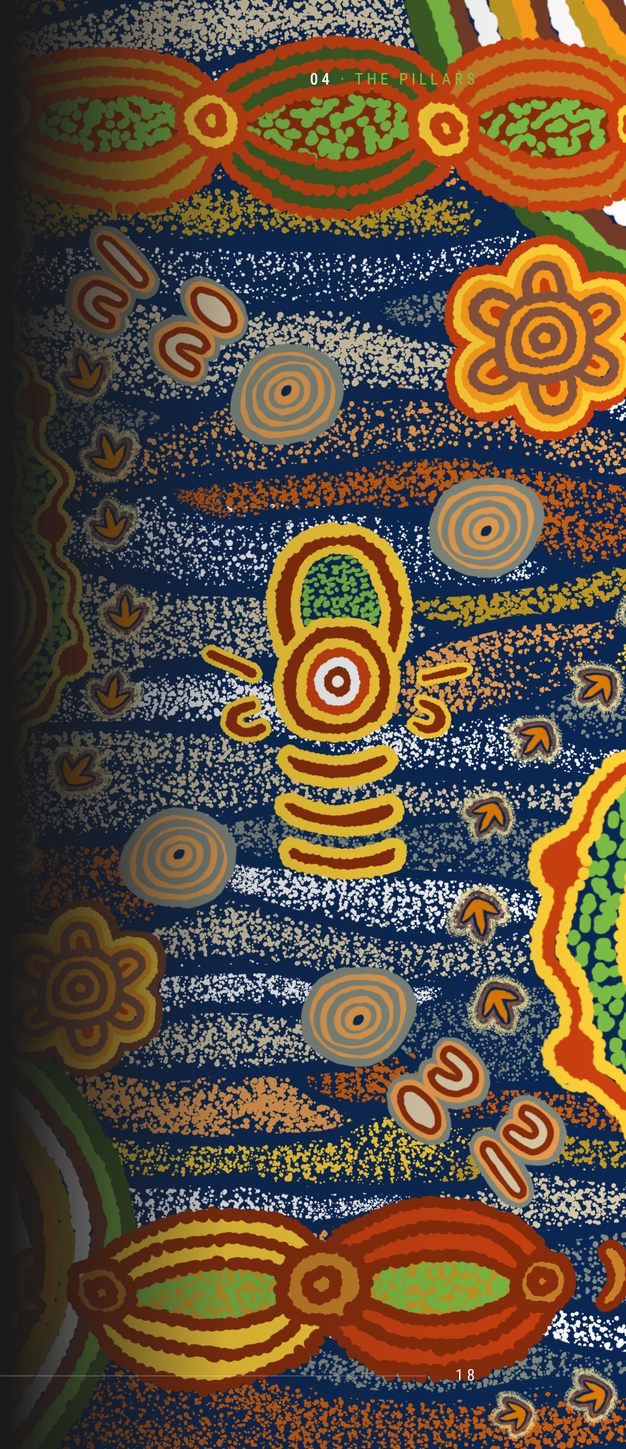
Governance.

LEADERSHIP · ACCOUNTABILITY · REPORTING

Governance is how a Reconciliation Action Plan holds. Clear structures, regular reporting, and senior leader accountability keep this work moving — through year one, year two, and beyond — ensuring our commitments translate into sustained, measurable progress.

FOCUS AREA

Strengthen governance, leadership, and accountability structures to support the effective implementation, monitoring, and continuous improvement of our RAP.



PILLAR 04 · GOVERNANCE

Working group & **support.**

ACTIONS 11 – 12

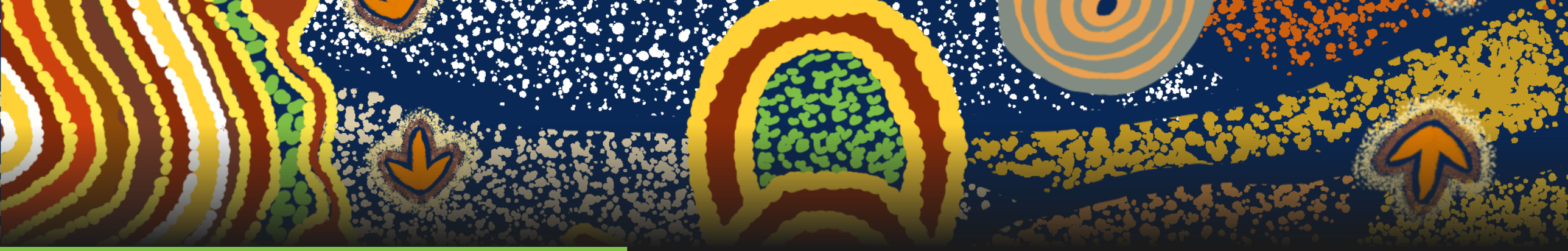
#	DELIVERABLE	TIMELINE	RESPONSIBILITY
11	**Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.**		
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2028	Marketing Manager
	Establish, apply and review a Terms of Reference for the RWG annually.	Dec 2026	Chief Information Security Officer
	Meet at least four times per year to drive and monitor RAP implementation.	Jan, Apr, Jul, Oct (annually)	Chief Information Security Officer
12	**Provide appropriate support for effective implementation of RAP commitments.**		
	Define resource needs for RAP implementation.	May 2027	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2027	Chief Information Security Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jan 2027	Chief Information Security Officer
	Provide support to a senior leader to effectively champion our RAP internally.	Apr (annually)	Sustainability Director
	Review RAP implementation progress annually and at the conclusion of the RAP period to assess effectiveness and manage cultural load appropriately.	Jan (annually)	Marketing Manager

PILLAR 04 · GOVERNANCE (CONT.)

Reporting & **next RAP.**

ACTIONS 13 – 14

#	DELIVERABLE	TIMELINE	RESPONSIBILITY
13	**Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**		
	Contact Reconciliation Australia to verify our primary and secondary contact details are up to date.	Jun (annually)	Marketing Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Aug (annually)	Marketing Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sept (annually)	Marketing Manager
	Report RAP progress to all staff and senior leaders quarterly.	Jan, Apr, Jul, Oct (annually)	Marketing Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	Jan, Apr, Jul, Oct (annually)	Marketing Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	HSEQ Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2027	Marketing Manager
14	**Continue our reconciliation journey by developing our next RAP.**		
	Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2027	Marketing Manager



WALK WITH US

Reconciliation is **practice,** not a plan.

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