

The background of the entire slide is a vibrant, abstract Indigenous Australian artwork. It features a dense pattern of organic shapes, including circles, ovals, and wavy lines, filled with various colors like deep blue, teal, green, orange, and white. Many of these shapes are filled with fine dots or have dotted borders, creating a rich, textured effect. The overall composition is dynamic and culturally significant.

**Data#3**

**Reconciliation  
Action Plan**

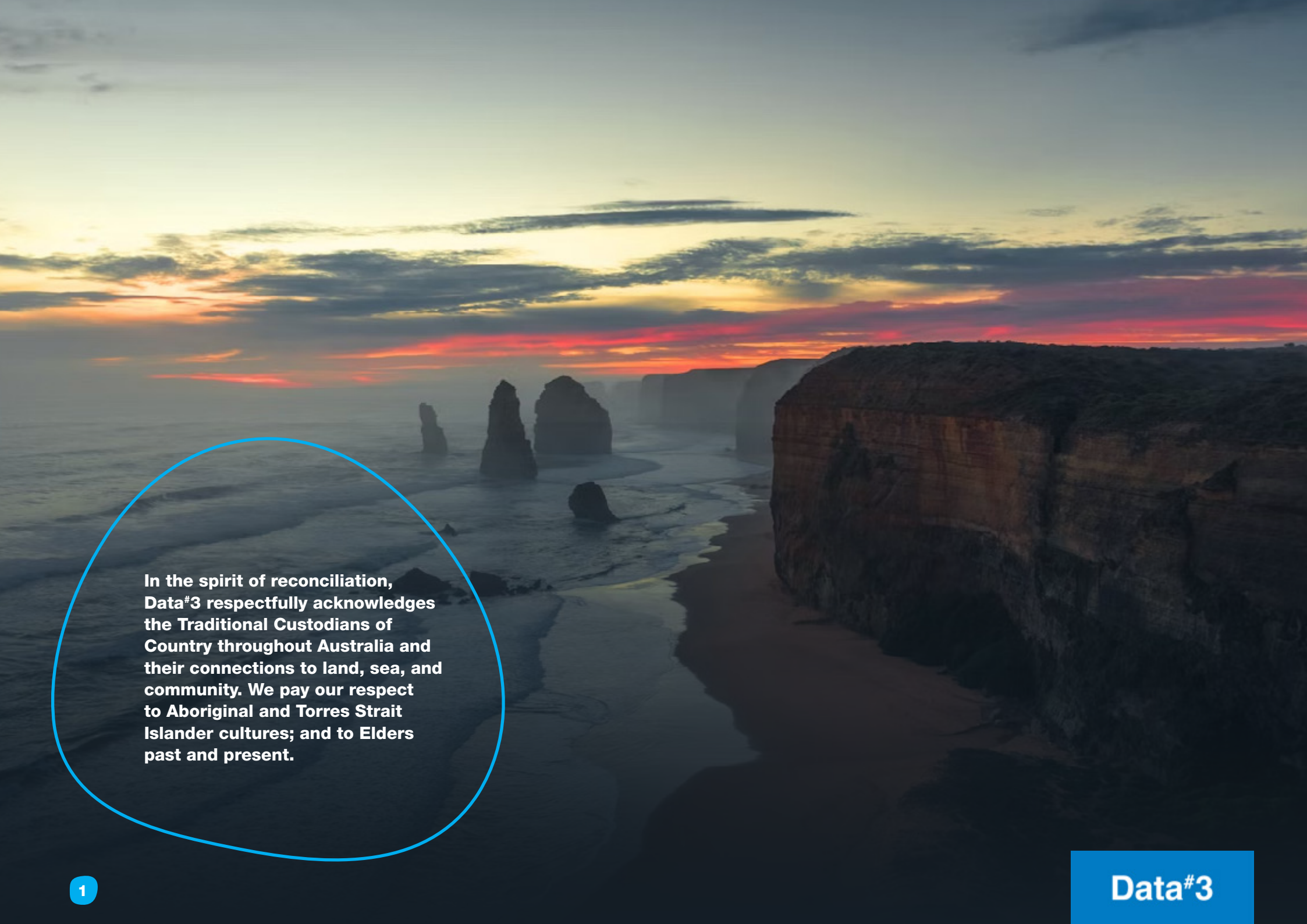
**November 2025 – May 2027**



RECONCILIATION  
ACTION PLAN

REFLECT





**In the spirit of reconciliation, Data#3 respectfully acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.**



# Contents

Statement from CEO of Reconciliation Australia	3
A message from our CEO	4
Our Business	6
Our RAP	7
Our actions	8
Relationships	8
Respect	9
Opportunities	10
Governance	11
Contact	14
About our artwork and the artist	



# Statement from CEO of Reconciliation Australia

Reconciliation Australia congratulates Data#3 Limited (DTL) on continuing its reconciliation journey by formally endorsing DTL's second Reflect Reconciliation Action Plan (RAP).

Through this plan, DTL continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables DTL to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations DTL on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia







# A message from our CEO

I am honoured to present our Reflect Reconciliation Action Plan (RAP) for November 2025 – May 2027. This plan marks another key milestone in our ongoing commitment to reconciliation and to building respectful relationships with Aboriginal and Torres Strait Islander peoples.

At Data#3, we recognise our responsibility as a leading Australian IT services and solutions provider to contribute meaningfully to the communities in which we live and work. Our Reflect RAP is a testament to our dedication to fostering inclusion, respect, and opportunity for all, and to ensuring that our growth is guided by a planned and targeted commitment to reconciliation.

Our journey began with the formation of a passionate RAP Working Group, bringing together employees from across our business who are committed to developing, implementing, and reporting on our Reflect RAP. While we acknowledge that we still have much to learn, we are proud of the progress we have made and remain steadfast in our resolve to deepen our understanding and strengthen our actions.

This Reflect RAP is built on the pillars of relationships, respect, opportunities and governance. Through these, we aim to create tangible benefits for Aboriginal and Torres Strait Islander peoples, and to embed reconciliation into every aspect of our organisation. We are committed to transparent reporting, ongoing engagement with First Nations stakeholders, and to ensuring our actions are respectful, informed, and effective.

Importantly, our Reflect RAP is not a static document. It is an ongoing commitment that will evolve as we learn and grow together. Reconciliation is a shared responsibility, requiring the active participation and collaboration of everyone at Data#3.

Together, we can make a meaningful difference for Aboriginal and Torres Strait Islander peoples and for our nation as a whole.

## **Brad Colledge**

Chief Executive Officer and Managing Director, Data#3





Opening 'Acknowledging Country Together' Cultural Immerison with **Aunty Sharon Wood-Kenney** at Data#3's JuiceIT 2025 event in Perth.

# Our business

Data#3 Limited (DTL) is a leading and award-winning Australian IT services and solutions provider, focused on helping customers to harness the power of people and technology for a better future.

Built on a foundation of over 48 years' experience, combined with world-leading vendor technologies, Data#3 is constantly evolving its solutions and services to enable its customers' success. Leveraging solutions such as cloud, modern workplace, security, data and AI and connectivity, combined with Data#3's services across consulting, project services and managed services, Data#3 is delivering the digital future.

Listed on the ASX in 1997, Data#3 reported Gross Sales of \$3 billion in the 2025 financial year. Headquartered in Brisbane, Data#3 has facilities across 12 locations in Australia and Fiji and a workforce of 1,400+ employees (99% of which are based in Australia).

At Data#3, diversity is embedded in everything we do, from our workforce to our customers to the technologies, solutions and services we deliver. We believe that by harnessing diversity, we can reimagine our customers' worlds and uncover new ways to solve the most complex challenges. To bring this commitment to life, we developed the Embrace Program, which delivers a range of initiatives to foster a culture of belonging and inclusion.

Our Embrace Program focuses on several key areas, including support for Aboriginal and Torres Strait Islander communities. We understand that currently our workforce employs a small representation of Aboriginal and Torres Strait Islander peoples (1.3%) which is based off voluntary disclosure of cultural identity. We respect everyone's choice in sharing this information and, as such, we acknowledge that we may not have a complete picture of our representation. As such, through this RAP, we are committed to exploring culturally appropriate ways to better understand, support, and engage with our Aboriginal and Torres Strait Islander workforce.

**As a ten-time award-winning Australian Employer of Choice, and two-time accredited Great Place to Work, Data#3 is proud to provide our people with a supportive, collaborative, and invigorating working environment.**



# Our RAP

Data#3's decades of success in a highly competitive industry are largely due to the skill, dedication, and innovation of our people. Our vision is to harness the power of people and technology for a better future, and we know that to achieve this, we need to ensure all our people feel a sense of inclusion and belongingness while at work.

This is Data#3's second Reflect RAP, and we are proud of the meaningful progress we've made on our reconciliation journey so far. We are committed to deepening our understanding and strengthening our dedication to creating positive and lasting change.

Our vision for our second Reflect RAP is to further solidify our commitment to reconciliation. We aim to continue building strong, mutually beneficial relationships, fostering respect for Aboriginal and Torres Strait Islander cultures, and creating meaningful opportunities for First Nations communities.

Our approach will remain aligned with how we conduct business: transparent, accountable, and driven by collaboration. We will continue to report openly on our progress, engage with First Nations stakeholders for guidance, and ensure that our actions are respectful, informed, and effective. As we learn and evolve, we are committed to taking a structured, thoughtful approach to ensure that our efforts are both impactful and sustainable.

To formalise and embed reconciliation across our organisation, Data#3 has a RAP Working Group (RWG). Our CEO and Managing Director, Brad Colledge, serves as our RAP Champion, and the RWG is Chaired by Mike Hobson, General Manager – ACT, and Vice-Chaired by Kristie Sloane, Community Programs Specialist. The RWG is responsible for developing, implementing, driving and reporting on our RAP and consists of a diverse range of staff from multiple departments and locations across our business including representatives from People and Culture, Marketing, Vendor Management, Legal, Talent, Branch Management and our Sales and Services Teams.

Our RAP Working Group proudly includes First Nations representation, ensuring Aboriginal and Torres Strait Islander voices continue to guide and strengthen our reconciliation efforts. As we implement our second Reflect RAP, we remain committed to fostering meaningful opportunities for engagement and further growing this representation

**We recognise we still have much to learn and achieve, but we are eager to continue building on and enhancing our reconciliation journey. We understand that meaningful progress will require ongoing focus, open and honest conversations, and deliberate, purposeful action.**





# Our actions

## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to identify and meet with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2026	6x State General Managers
	Apply best practices and principles to foster meaningful partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026	People and Culture Community Program Specialist
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	People and Culture Community Programs Specialist
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	RAP Working Group members to participate in an external NRW event.	May 2026	Chair of RWG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026	Chair of RWG
	Communicate our commitment to reconciliation to all staff.	November 2026	CEO &/MD
<b>3. Promote reconciliation through our sphere of influence.</b>	Continue to identify external stakeholders that Data#3 can collaborate with to assist our reconciliation journey.	December 2026	Chair of RWG
	Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2026	Lead: Chair of RWG Support: RWG



Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	July 2026	People and Culture Community Program Specialist
	Update HR policies and procedures to align with best practice guidelines on anti-discrimination provisions, and future needs.	December 2025	Lead: People and Culture Community Program Specialist Support: People and Culture Business Advisor

## Respect

Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop company training that supports cultural learning needs within our organisation.	June 2026	People and Culture Community Program Specialist
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2026	People and Culture Community Program Specialist
	Commission artwork for each office location that reflects the Traditional Owners or Custodians of the locations land and waters.	December 2026	Lead: Chair of RWG Support: 6x State General Managers



Action	Deliverable	Timeline	Responsibility
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2026	People and Culture Community Program Specialist
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2026	People and Culture Community Program Specialist
	Continue to promote our guide which assists senior business leaders and teams in understanding when and how to appropriately conduct an Acknowledgement of Country.	December 2026	Lead: Chair of RWG Support: 6x State General Managers
<b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	People and Culture Community Programs Specialist
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2026	Lead: Chair of RWG Support: 6x State General Managers
	RAP Working Group to participate in an external NAIDOC Week event.	July 2026	Chair of RWG



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case and strategy for Aboriginal and Torres Strait Islander employment and development within our organisation.	December 2025	People and Culture Community Program Specialist
	Build understanding of current Aboriginal and Torres Strait Islander staffing at Data#3 to inform future employment and professional development opportunities.	March 2026	Lead: Talent Attraction Team Lead Support: People and Culture Community Program Specialist
	Continue to identify ways to effectively advertise job vacancies to reach Aboriginal and Torres Strait Islander candidates.	June 2026	Lead: Talent Attraction Team Lead Support: People and Culture Community Program Specialist
	Consult with Aboriginal and Torres Strait Islander employment agencies to support the development of our employment pathways.	December 2026	People and Culture Community Program Specialist
<b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Lead: Chair of RWG Support: RWG
	Review procurement processes to develop a business case around engagement with Aboriginal and Torres Strait Islander businesses.	December 2025	Lead: Chair of RWG Support: RWG
	Identify state-based organisations who can assist with connecting Data#3 to Aboriginal and Torres Strait Islander businesses.	June 2026	Lead: Chair of RWG Support: RWG
	Create a National Procurement Policy that is inclusive of Aboriginal and Torres Strait Islander businesses.	December 2026	Chair of RWG
	Continue partnering with Supply Nation through our ongoing membership.	March 2026	Chair of RWG




## Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	May 2026	Chair of RWG
	Review and apply a Terms of Reference for the RWG.	June 2026	Chair of RWG
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Completed November 2025	Chair of RWG
2. Provide appropriate support for effective implementation of RAP commitments.	Appoint a senior leader to champion our RAP internally.	Completed November 2025	Chair of RWG
	Define resource needs for RAP implementation.	December 2026	Chair of RWG
	Engage senior leaders in the delivery of RAP commitments.	December 2026	Chair of RWG
	Continue implementing processes to track, measure, and report on RAP commitments.	December 2026	Lead: Chair of RWG Support: RWG



Action	Deliverable	Timeline	Responsibility
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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.	1 August 2026 (and annually thereafter)	People and Culture Community Program Specialist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2026 (and annually thereafter)	People and Culture Community Program Specialist
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026 (and annually thereafter)	People and Culture Community Program Specialist
	Publicly report our RAP achievements, challenges, and learnings annually in our Annual & Sustainability Report.	September 2026 (and annually thereafter)	National Marketing Manager
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	RWG Co-Chair





**For more  
information  
or enquiries,  
please contact:**

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## Story of our artwork

This artwork symbolises the community within the company and the existence of the modern world with its technologies that juxtapose the ancient culture and Land with which they operate on. The two worlds that coexist at Data#3. It's a piece that celebrates First Nation people and culture and that recognises that this always was and always will be Aboriginal Land. Words by Mulganai.

## About the artist

Emma Hollingsworth is a Kaanju, Kuku Ya'u, Girramay woman who grew up in tropical Far North Queensland. She now operates in Meanjin out of her home studio. Her work is a reflection of her heritage and her culture, and she uses vibrant colours and designs to pay homage to her youthfulness blending with her ancient culture. Her work tells her own story of a young Indigenous woman growing up and paving a path in a modern world, and all the trials and tribulations that go in hand with that.

[mulganai.com](http://mulganai.com)

