



Reflect Reconciliation Action Plan

July 2025 – January 2027





Acknowledgement of Country

NEXTDC acknowledges the Traditional Owners of Country throughout Australia, and their deep and enduring connections to land, sea, and community. We pay our respects to First Nations Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples, everywhere.

Message from the CEO

I'm delighted to present NEXTDC's first Reconciliation Action Plan (RAP), our Reflect RAP. This RAP is a critical step in NEXTDC's commitment to a reconciliation journey with the Traditional Owners of the lands upon which we operate throughout our network.

Our Reflect RAP has been meticulously developed by a dedicated working group of NEXTDC team members from across Australia and is supported by our Executive Leadership and the broader business. Our RAP Working Group is a collective of dedicated NEXTDC team members who identify as Aboriginal and/or Torres Strait Islander people, as well as those who are passionate about delivering critical pieces of work. This team recognises our Reflect RAP as one such piece of work that is important to our organisation.

In order for us to move forward, we first need to look internally, and this Reflect RAP will enable us to achieve this effectively. We will reflect as a business and establish a strong foundation, based on values of care, respect, courage and integrity, for our future reconciliation efforts. We will continue to grow our relationships with Aboriginal and Torres Strait Islander stakeholders and create genuine and lasting opportunities for their communities.

One of NEXTDC's core values is the 'pursuit of excellence'. Our dedication to the 'pursuit of excellence' has enabled us to expand our footprint across Australia and the Asia-Pacific region, reinforcing our position as a market leader, and now it is with this value that our working group will bring to life our Reflect RAP.

The key areas of focus our team will address includes building greater awareness among our employees about value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights. We will identify opportunities to improve our workforce diversity to reflect the communities we serve.

We know there is more that NEXTDC can do in this space and our Reflect RAP will help us monitor and measure our commitments and lead us steadily towards our objective.

I look forward to progressing this important work at NEXTDC.

Craig Scroggie
Chief Executive Officer
NEXTDC





Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes NEXTDC to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

NEXTDC joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming 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.

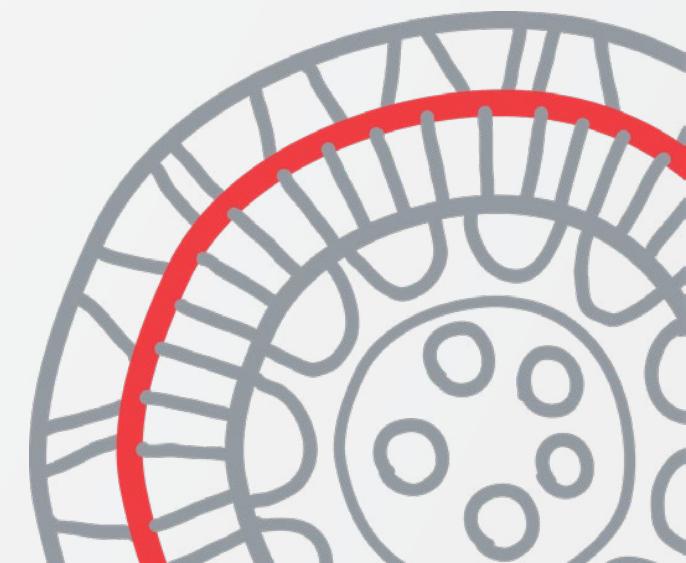
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

This Reflect RAP enables NEXTDC 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations NEXTDC, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our Business

NEXTDC is an ASX 100-listed technology company and Asia's most innovative Data Centre-as-a-Service provider. We are building the infrastructure platform for the digital economy, delivering the critical power, security and interconnection capability for global cloud computing providers, enterprise and government.

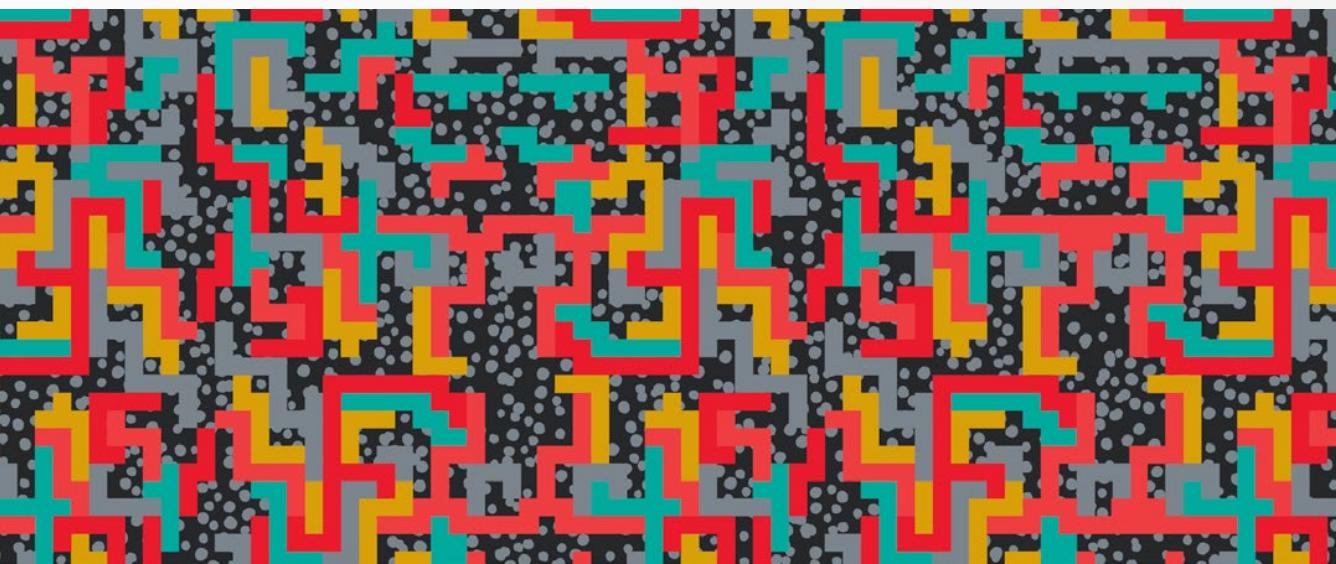
NEXTDC is recognised globally for the design, construction and operation of Australia's only network of Uptime Institute certified Tier IV facilities, and the only data centre operator in the Southern Hemisphere to achieve Tier IV Gold certification for Operational Sustainability. NEXTDC has a strong focus on sustainability and operational excellence through renewable energy sources and delivering world-class operational efficiency. Our data centres have been engineered to deliver exceptional levels of efficiency and the industry's lowest Total Cost of Operation through NABERS 5-star energy efficiency. NEXTDC as a company has been a certified carbon neutral organisation under the Australian Government's Climate Active program.

Our Cloud Centre partner ecosystem is Australia's most dynamic digital marketplace, comprising >700 carriers, cloud providers and IT service providers, enabling local and international customers to source and connect with cloud platforms, service providers and vendors to build complex hybrid cloud networks and scale their critical IT infrastructure services.

NEXTDC is where AI thrives.

As of January 2025, we recorded a total of 332 employees, three of whom have self-identified to us as being an Aboriginal and/or Torres Strait Islander person.

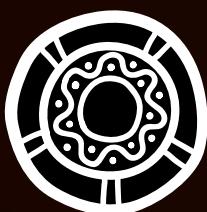
NEXTDC is an Australian data centre operator with a national presence and expanding international reach within the Asia/Japan region. As of late 2024, the company operates 16 data centres across major Australian cities, including Sydney, Melbourne, Brisbane, Perth, and Canberra.





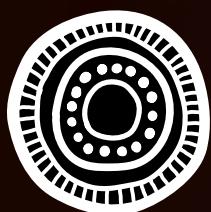
Our Values

Our goal as a company is to have every one of our people living our six core values. We encourage our employees to share their stories, and we empower staff to speak out when they see behaviours that are inconsistent with our values.



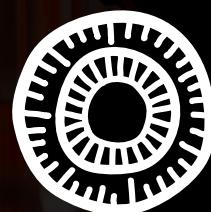
Customer First

We are obsessed with delivering the world's best customer experience.



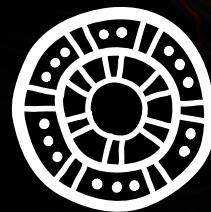
One Team

We are an elite team working together with superstars playing in every position.



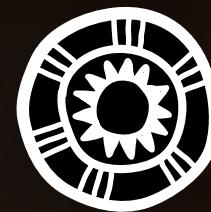
Bright Ideas

The best way to predict the future is to create it.



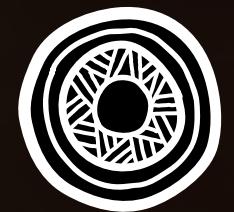
Pursuit of Excellence

We are relentless in our pursuit of excellence, not perfection.



Straight Talk

We don't talk bull, we have crucial conversations, we disagree and then we commit.



Frugal Not Cheap

We spend our money where it matters the most.

Our RAP

At NEXTDC, we acknowledge the deep significance of operating on the ancestral lands of Australia's First Peoples—the oldest continuous culture in the world. As an Australian-owned company, we are committed to fostering a more reconciled Australia through our journey in the RAP process. We are dedicated to enhancing understanding and recognition of Aboriginal and Torres Strait Islander cultures and histories.

Recognising our responsibility to contribute positively to Aboriginal and Torres Strait Islander communities, NEXTDC has embarked on the RAP Reflect journey. With multiple locations across our beautiful country, we are committed to making a meaningful impact, particularly within the construction and telecommunications industries where we have significant opportunities for positive engagement, with First Nations peoples.

In FY24, we established a RAP Working Group (RWG), which includes one of our Aboriginal and/or Torres Strait Islander employees and has played an instrumental role in developing our inaugural RAP. The group, championed by our executive sponsor, Jeff Arndt (Chief Technology Officer), also includes:

Marta Musial

People and Culture
Business Partner

RAP Lead

Ebony Bliss

Customer Service and
Security Team Leader

RWG Member

Stephen Edwards

Enterprise
Account Manager

RWG Member

Nishi Vissamraju

Head of
Sustainability

RWG Member

Mark Smith

Brand and Marketing
Specialist

RWG Member

Ben Werleman

Head of Vendor
Management

RWG Member

Our RWG has worked diligently to align our RAP with the Reflect RAP framework, laying the foundation for stronger relationships, respect, and equitable opportunities for Aboriginal and Torres Strait Islander employees and communities.

While the development group has played a critical role in shaping our RAP, as we transition to the implementation phase in FY25, the RWG will evolve to bring in the necessary expertise to execute our RAP's actions. Throughout the implementation, senior leadership will retain accountability for the RAP, providing continued strategic oversight, ensuring the allocation of necessary resources, and removing any barriers to success. This will make sure our commitment to reconciliation remains deeply embedded in the core operations of the business and as a key priority moving forward.

Our Design



Artist Biography

Leigh Harris is a Cairns based Aboriginal business owner with over 25 years in business and serial entrepreneur with traditional connections to the Kangulu people of Central Queensland and Gungarri people of South East Queensland who is also proud of his Italian and Welsh heritage.

Leigh has been active in the design, digital creatives and ITC space for over 20 years and owns and operates ingeous studios a multidisciplinary digital design studio. Trained as a Public Relation officer with Aboriginal Hostels Limited in Canberra, in the late 1980's he moved to Cairns in 1993, Leigh works with local, national and international organisations in the creative and digital creative innovation space.

In 1996 he was awarded an Australia Council Fellowship for the Arts for digital innovation and experimentation of innovation in Cape York Peninsula communities.

In 2003 he established ingeous studios a creative digital innovation agency that works with local, national and international organisations in the creative and digital new media space. In 2010 together with co-collaborator Steven Pelham Leigh create Australia's first Indigenous developed multi-platform directory tool, which was available on iOS, Andriod and SmartTV's.

A qualified graphic designer certified as an Adobe Creative professional and new media specialist Leigh has been published by Cambridge University for his work in the use of new technologies in Indigenous health and social engagement spaces and has been featured in AustralianIT, SmartStartup, CNET and the Financial Review for innovative use of technologies in the Indigenous space.

Over the past 20 years in the creative and digital space. Leigh continues his passion in design and innovation throughout the digital media space with social innovations OpenLingo, SkoolCents, ROR Digital and believes that digital innovation and the digital economy can bring about greater

opportunities for Aboriginal and Torres Strait Islander Australians.

In late 2016 Leigh co-founded D:HIVE an Indigenous led digital innovation hub aimed at bridging the digital and technology gap for Indigenous Australians, migrants, refugees and people with disabilities. In particular D:HIVE's concentration is in regional and remote Australia which still in 2018 are still the most disconnected from the digital and tech worlds.

Leigh developed Australia's first Indigenous developed app in 2009 and more recently he was the back-end and front-end developer that assisted Arrernte cultural advisors create the Indigemoji app that has over 80,000 downloads and was an Honoree for a 2020 Webby Award and was a 2020 Prix Ars Electronica Honorary.

Working remotely for clients across Australia and internationally, Leigh has successfully maintained ingeous studios as a leading creative digital production agency that is a hybrid agency that works across creative productions and digital technologies.

In 2020 he founded with the support of NorthSite Contemporary Arts, [IndigeDesignLabs](#) (Indigenous Design Labs) an experimental Indigenous creative learning lab which seeks to introduce young Aboriginal and Torres Strait Islander creatives to digital design and creative industries through the confluence of [art, design, technology and culture](#) while developing immersive storytelling in natural and man-made environments.

Leigh believes strongly that together we can all become changemakers of tomorrow through increased digital ability, tech inclusion and design. Through the melding of innovative approaches to reshaping the digital and tech world from the grass-roots and is becoming a powerhouse for digital innovation, learning, collaboration in regional and remote Australia.



Design Description

The bespoke Indigenous design—created by Indigenous creative agency **ingeous studios**—embodies NEXTDC's commitment to empowering communities through infrastructure platform for the digital economy, delivering the critical power, security and interconnection capability for global cloud computing providers, community, enterprise and government.

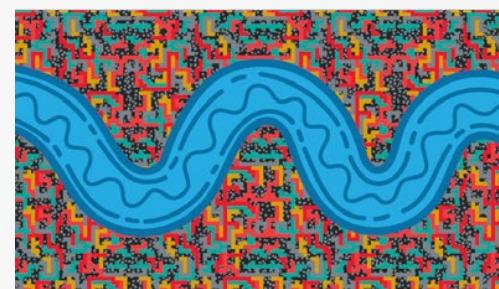
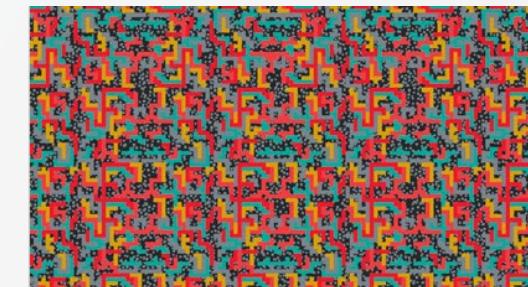
The design reflects NEXTDC's role in creating sustainable, on-Country economic opportunities for First Nations Peoples, while contributing to stronger digital access outcomes across Australia.

Woven throughout the design are Healing Waterways (journey lines), symbolising a shared journey of healing, understanding, and cultural exchange between NEXTDC and the First Nations communities it partners with. Within these waterways are Country pods, representing the richness and diversity of First Nations Countries and Cultures—each with its own deep history, knowledge systems, and unique connection to Country.

Set within the background are design elements that honour First Nations Ancestors which guide and inspire respectful approaches to working with and caring for Country. Also embedded in the design are the core values that shape how NEXTDC engages with communities.

The design serves as a contemporary visual representation of NEXTDC's national presence and its dedication to a just, equitable, and reconciled Australia. At its centre of the design is NEXTDC's Acknowledgement/Reconciliation icon—a symbol used across NEXTDC offices and assets to express ongoing respect for Traditional Custodians and a commitment to reconciliation.

The design has been created as a journey Reconciliation Action Plan which iterates throughout NEXTDC's Reconciliation journey.



Supporting our Local Community

NEXTDC and the Gungahlin Eagles

NEXTDC has proudly supported the Gungahlin Eagles Rugby Football Club, contributing to their successful premiership win in the ACT Premier Division last year. This partnership allows us to engage with the local community through future initiatives. We encourage our staff to attend these events, showcasing diverse cultures. We are committed to building stronger community ties through our involvement with the Gungahlin Eagles and exploring further opportunities to support local initiatives.



Artwork at S3 by Yukupin (Toby Bishop), a Kungarakan (NT) artist and designer who grew up on the South Coast of New South Wales, where he now resides. Yukupin draws inspiration from his wetji (nana) and her work in restoring the Kungarakan language, exploring his culture through art and design. His work highlights sustainable cultural practice, language, and storytelling, influenced by deep connections to Country and the bush's textures. Inspired by the Cammeraygal history of Artarmon, *Written in Stone* represents the site's First Nations heritage through the motif of the stone artefact. Yukupin explains, "Artefacts tell the story of our Country," showcasing Indigenous knowledge and innovation. This sculptural resin artwork contains shale shards found during the S3 Sydney site's development, with red resin reflecting NEXTDC's brand and the local grass trees' resin, historically used for making tools. The polished shale, shaped like spearheads and cutting tools, symbolises the site's deep history.

This is the first of our data centres to display Indigenous designed artworks, and was installed in 2022.

Yukupin (Toby Bishop)
Kungarakan, Northern Territory
b. 1990, Australia

Written in Stone, 2023
Shale shards sourced from excavation of the site, resin
240 x 140 cm

Yukupin is a Kungarakan (NT) artist and designer who grew up on the South Coast of New South Wales, where he now resides.

Drawing influence from both his Indigenous culture and modern design, Yukupin finds inspiration from his wetji (nana) and her lifetime work of restoring the Kungarakan language. The artist seeks to continue exploring his culture through art and design. His work speaks of the importance of sustainable cultural practice, language and story that have been informed by in-depth connections to Country, visually referencing the textural and detailed patterns of the bush to inform his graphic aesthetic.

Inspired by the Cammeraygal history of Artarmon and the countless archaeological sites uncovered throughout the North Sydney region, *Written in Stone* represents the site's First Nations heritage through the motif of the stone artefact and the story of our Country. Yukupin explains, "I am re-telling the extensive knowledge and innovation that the Cammeraygal people and Indigenous Australians developed, through thousands of years worth of in-depth connections to the land. Underneath the city's concrete remains carefully crafted artefacts."

Written in Stone is a sculptural resin artwork containing shards of shale that were found during the development of the S3 Sydney site. For Yukupin, the red resin not only reflects NEXTDC's iconic brand colour, but is also an ode to the red resin found in grass trees in the area that helped the Cammeraygal people construct stone tools. The found shale shards have been shaped, polished and arranged to re-imagine spearheads and cutting tools, reimagined on a larger scale. The use of found shale in the work conveys a deep connection to the rich history of the site.

NEXTDC's Reflect Reconciliation Action Plan

Relationships

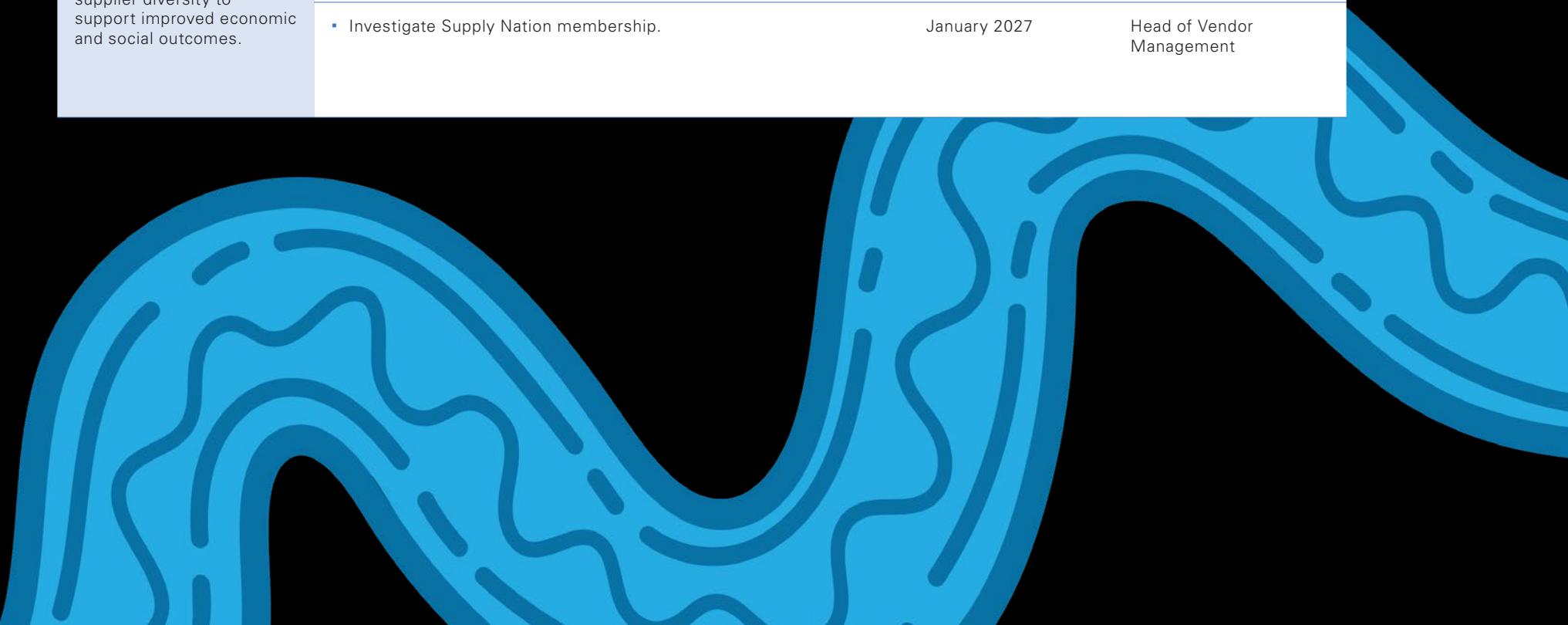
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2026	Executive Sponsor RAP Lead
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May/June 2026	Head of Marketing RAP Lead Executive Sponsor
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. Identify external stakeholders that our organisation can engage with on our reconciliation journey. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	September 2025 January 2027 January 2027	Executive Sponsor Executive Sponsor Head of Marketing Executive Sponsor RAP Lead
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	January 2027 January 2027	Head of People & Culture Head of People & Culture

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Conduct a review of cultural learning needs within our organisation. 	January 2027	DE&I Committee Lead
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	January 2027	RAP Lead Head of Marketing
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event. 	July 2025 and July 2026	DE&I Committee Lead
		July 2025 and July 2026	DE&I Committee Lead
		July 2025 and July 2026	RAP Lead

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">▪ Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2027	Head of People & Culture
	<ul style="list-style-type: none">▪ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2027	Head of Organisational Development & Learning Talent Acquisition Partner
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">▪ Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2027	Head of Vendor Management
	<ul style="list-style-type: none">▪ Investigate Supply Nation membership.	January 2027	Head of Vendor Management



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern and communicate progress of RAP implementation across the business. Draft a Terms of Reference for the RWG. Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG. 	March 2026 September 2025 March 2026	Executive Sponsor RAP Lead RAP Lead Executive Sponsor RAP Lead
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Review recommendations and champion commitment of resources needed for RAP implementation. Continue to engage senior leaders in the delivery of RAP commitments. Maintain a senior leader to effectively champion our RAP internally. Define appropriate systems and capability to track, measure and report on RAP commitments. 	October 2025 October 2025 July 2025 July 2025	Executive Sponsor RAP Lead Executive Sponsor RAP Lead RAP Lead
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	June 2026 August 2026 September 2026	RAP Lead RAP Lead RAP Lead
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2027	RAP Lead



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