

**REFLECT**

**Reconciliation Action Plan**

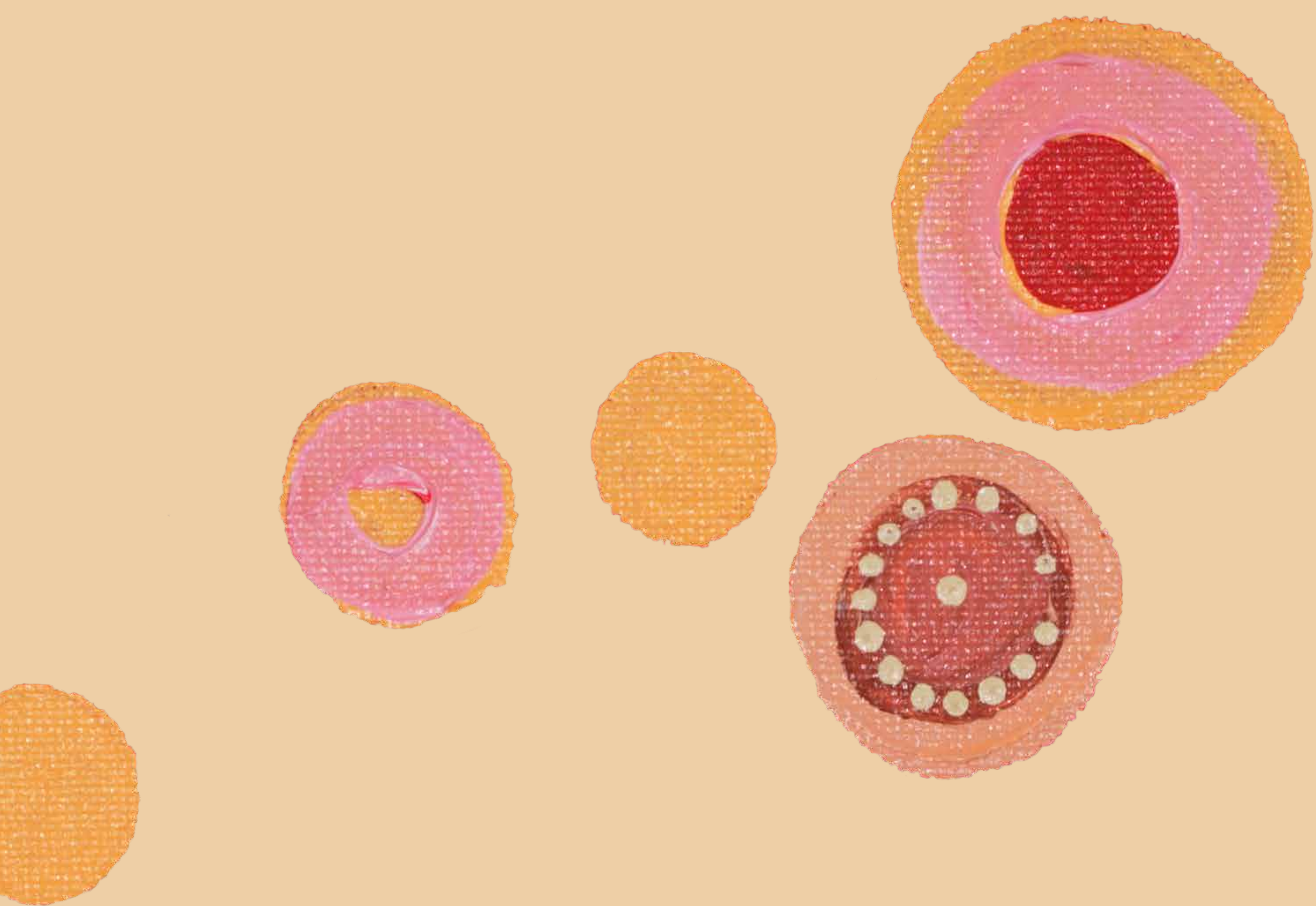
HCL Technologies

May 2022 – May 2023



**RECONCILIATION  
ACTION PLAN**  
**REFLECT**

**HCL**



## **Acknowledgement of Country**

In the spirit of reconciliation, HCL Technologies acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of Country throughout Australia. We acknowledge their continuing connections to land, place, water, and community. We pay our respects to Elders past and present and recognise their strength, diversity, resilience, and deep connections to Country.

HCL Technologies is committed to learning from Aboriginal and Torres Strait Islander peoples in the work we do.


We have major office locations in Sydney, Melbourne, Brisbane, Perth, Adelaide, and Canberra. We pay respect to the Traditional Owners of these lands and waters; the Gadigal People, the Wurundjeri People, the Turrbal People, the Noongar People, the Kurna People, and the Ngunnawal People.

## Foreword

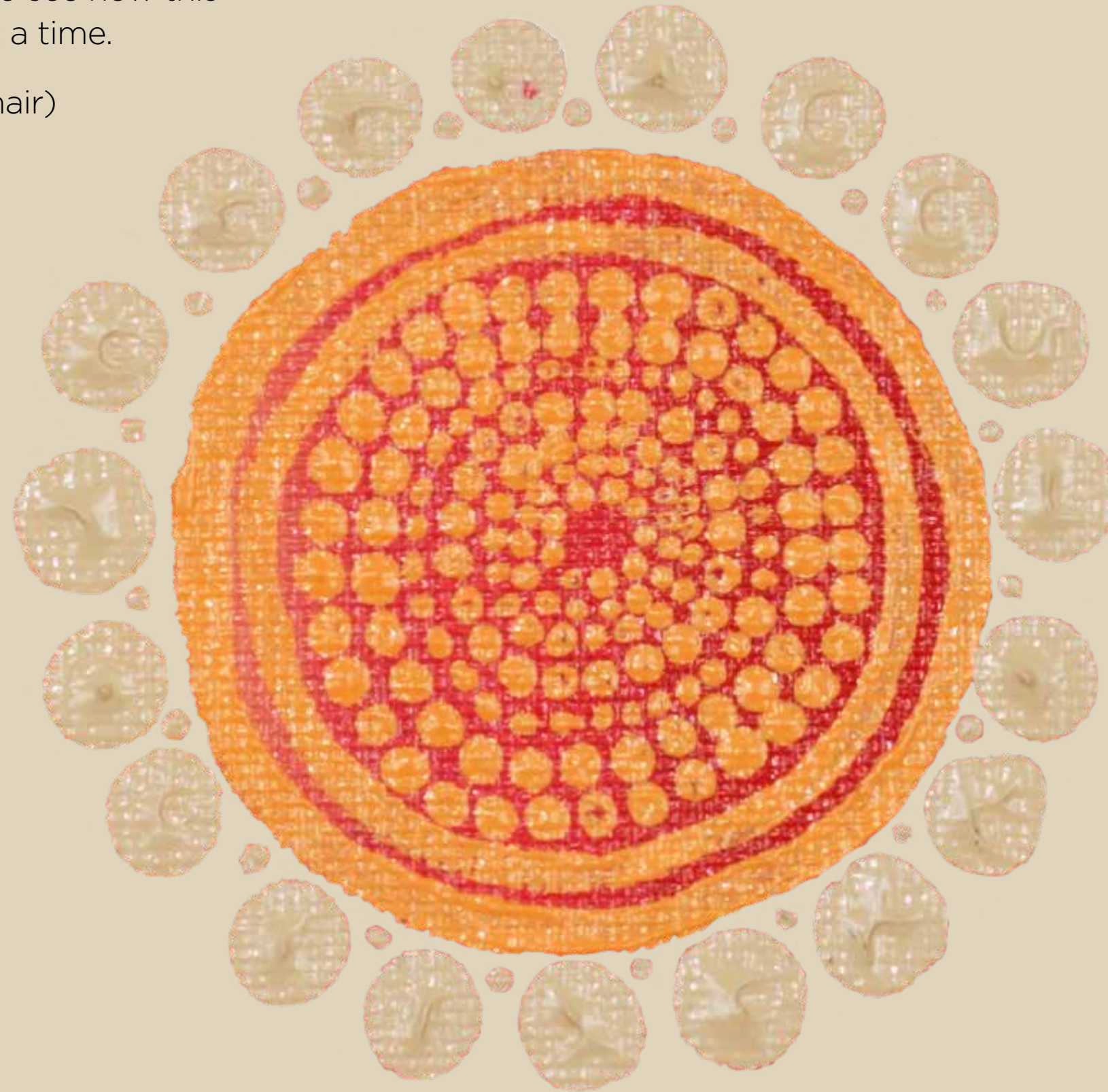
We have much to learn and do, and yet we have no doubt that through our collective passion and diligence that we will give rise to a prosperous shared future for all.

Personally, we have already grown as our relationships with Irene and Shakiya continue to flourish. Both proud Aboriginal women, it is an honour and a privilege to work alongside them. Above all, it is rewarding to see how this commitment to reconciliation is changing lives, albeit one at a time.

**Lara Higson** (RWG co-chair)



**Jet Swain** (RWG co-chair)



## Artist Statement

Shakiya Lynette Smith is an Aboriginal woman from the Wiradjuri Nation that extends from Coonabarabran in the north, straddling the Great Dividing Range down to the Murray River and out to Western NSW and currently resides on the lands of the Darug Nation in Western Sydney. Her totem is the goanna (Gurudhanny), which Shakiya recognises as a characteristic of herself. Like Gurudhanny, Shakiya can adapt to harsh conditions and moves forward with grace and direction. She is a mother to a little boy and a big sister and carer to her siblings. As Gurudhanny travels, Shakiya too moves through life connecting and reconnecting to family and place forging her cultural identity and sense of belonging.

### Story of the Artwork **“Gurudhanny’s Journey”**

The painting is a mirror image of Shakiya’s feminine character and her constant spiritual movement through the Country, Land, Water, Place and Space; allowing connections and relationships to grow. The symbolism of the rugged mountains represents the ever-changing landscape of life’s journeys while the significant connecting circles lead the viewer to a shared personal and cultural connectedness.

Shakiya travels with her honoured spiritual Ancestors, Elders and community that nurture her love of identity and belonging. The outer symbols join Mother Earth and her femineity energy, demonstrating the importance of connectedness and lasting relationships in everything we do as people.

WiradjuriShakiya. (2021). *Gurudhanny’s Journey*. [Acrylic on Canvas].

WiradjuriShakiya

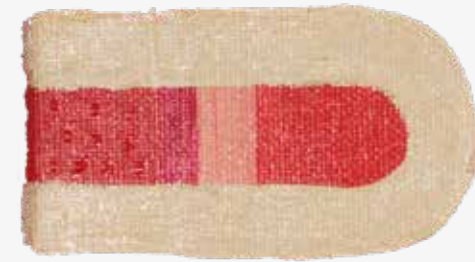


WiradjuriShakiya. (2021). *Gurudhanny's Journey*. [Acrylic on Canvas].

This cluster of circles represent the beginning of the journey and meeting new people along the way. Each circle represents new groups and the terrain shows different languages and cultures. Ancestors and Elders are not far away, always allowing freedom and encouraging new beginnings and taking risks.



Different landscapes and different pathways to travel, always knowing there is support and connection along the way.



Ancestors and Elders carry the Artist on a difficult part of the journey, always knowing there will be support and kindness on life's journey



This meeting place represents meeting exciting people who have taught the Artist new skills, cultures and languages



Different Elders and Ancestors support and look after the Artist on her journey.



The first circle represents the beginning of the Spirit's independence and the inner strength to embark on a life's journey. Each rim of the circle demonstrates the importance to develop a strong cultural connection to the land and community. This is the first step of the journey.



The second symbol of the circle represents the Spirit's journey of resilience and learning to trust those in your inner safe space, but recognise the importance of building connections and partnerships with others.



The third symbol of the circle represents the Spirit's Acceptance of life's challenges. With the foundation of independence and resilience Spirit looks upon Acceptance as a way of forging ahead and taking risks to achieve greatness. The inner circles demonstrate the many partnerships and lands travelled to transform Spirit into a strong entity that has the potential to create great change.



The fourth symbol of the circle represents the female Spirit's strength through Empowerment and connection to Elders. The impending birth of a child begins a link to one's sense of belonging and understanding that both the male and the female Spirit need to align for clarity and cultural connection.



The fifth symbol of the circle represents Creation through the birth of the new Spirit. The birth of the male child Spirit celebrates the need of every person to reconnect with their inner self through Independence, Resilience, Acceptance and Creation. The Spirit's characteristics are built on thousands of years of cultural innovation, a strong culture of invention and risk-taking, and a never-ending pursuit of connecting and reconnecting with the past to forge a pathway for the future.

## Our Business

HCL Technologies (HCL) is a next-generation global technology company that helps enterprises reimagine their businesses for the digital age. HCL's technology products and services are built on four decades of innovation, with a world-renowned management philosophy, a strong culture of invention and risk-taking, and a relentless focus on customer relationships.

HCL takes pride in its diversity, social responsibility, sustainability, and education initiatives.

Through its worldwide network of R&D facilities and co-innovation labs, global delivery capabilities, and over 197000 'ideapreneurs' across 52 countries, HCL delivers holistic services across industry verticals to leading enterprises, including 250 of the Fortune 500 and 650 of the Global 2000.

Two decades ago, HCL started its journey in the Asia Pacific region from Sydney, Australia, and has become the partner of choice for leading companies in Australia, empowering them with next-gen integrated services.

HCL acquired the DWS Group (includes Symplicit) at the end of 2020. The DWS Group is a leading Australian IT, business, design, and management consulting group, delivering business and technology innovation to multiple clients. This addition boosted HCL's local digital capability, talent pool and client portfolio.

Symplicit is the Design and Innovation arm of HCL in Australia. Symplicit has been using behavioural research to inform strategic design, digital services, products, and the built environment since 2003.

Symplicit is driven to bridge the gap between clients, users, and their experience by improving how people experience products, services, places, and spaces using human-centred design and design thinking. Through design, Symplicit addresses challenges on all scales, from developing new products and services to transforming the ways organisations do business.

HCL currently employs over 2000 people in Australia, with people working flexibly from home, and from offices and client sites around the country. At present, we are unaware of how many staff identify as Aboriginal and/or Torres Strait Islander people and we will be taking action to understand this.



## Our Reflect RAP

HCL has developed a Reflect RAP to illustrate the organisation's commitment to reconciliation and ensure that we establish robust foundations to facilitate reconciliation by turning ambitions and intentions into actions.

HCL has established a RAP Working Group (RWG), with representatives from different parts of the business. The RWG has also engaged Irene Wardle as our Aboriginal and Torres Strait Islander representative. Irene is a proud Darug Woman, holding a position at the University of Sydney as the Aboriginal Research Partnerships Manager in the Sydney School of Education & Social Work and the Research Centre for Children & Families.

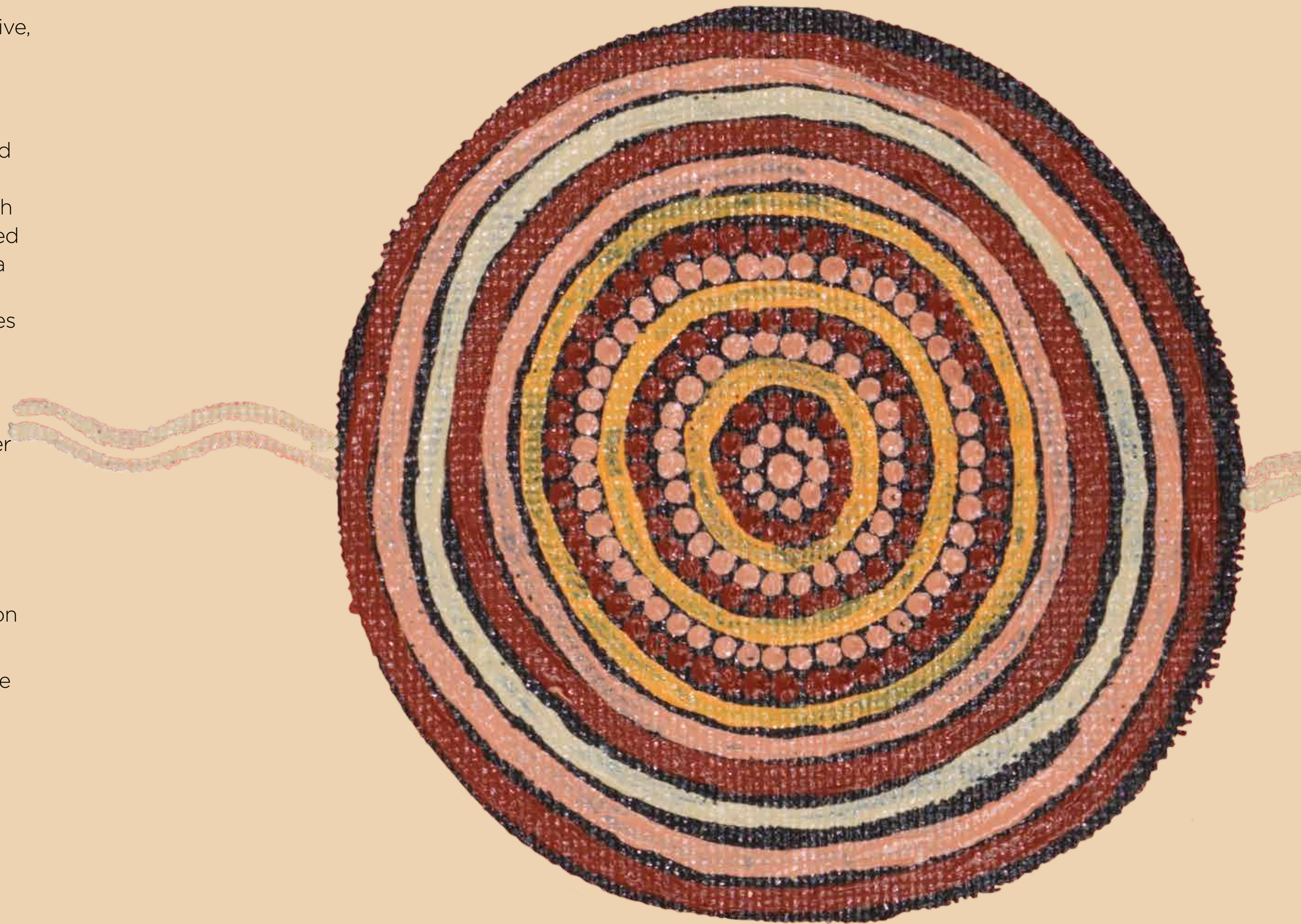
The Working Group has collaborated and co-designed with Irene Wardle, the Reflect RAP over a 6-week Design Sprint. Through her community outreach, Irene introduced us to Shakiya Smith, a young Aboriginal woman from the Wiradjuri Nation. Irene worked closely with Shakiya, supporting her through the social, cultural, professional and commercial aspects of participating in the corporate world, uplifting her confidence and skills.

Our approach has enabled diverse, multi-talented teams to come together to develop the Reflect RAP as a collective, achieving visibility of the same data points and insights aligned around a common purpose.

To design, support and deliver sustained long-term economic, societal, and cultural reconciliation outcomes through enriched participation, HCL is committed to contributing to a reconciled Australia through partnering with Aboriginal and Torres Strait Islander peoples' businesses and communities and providing opportunities for Aboriginal and Torres Strait Islander peoples.

The RWG will continue to work together to refine and deliver our Reflect RAP. In addition, we invite external guidance and advice from Aboriginal and Torres Strait Islander peoples and Reconciliation Australia to ensure the appropriateness, impact, and completion of the various actions.

We express our deep gratitude to all the individuals and communities who have contributed to the development of this Reflect RAP.



## A message from our RAP Working Group

Our Reflect RAP demonstrates our strong commitment to reconciliation. The plan was developed by the RAP Working Group, with input from employees from across the organisation, in consultation with Reconciliation Australia, and Irene Wardle our Aboriginal and Torres Strait Islander representative. Irene is a proud Darug woman, holding a position at the University of Sydney as the Aboriginal Research Partnerships Manager in the Sydney School of Education & Social Work and the Research Centre for Children & Families.

This Reflect RAP captures the pragmatic ways in which we will start advancing our reconciliation commitments, initially focused on:

- Scoping and developing respect and relationships with Aboriginal and Torres Strait Islander peoples.
- Deciding our vision for reconciliation and exploring our sphere of influence.
- Engaging employees, clients, and stakeholders; and
- Piloting strategies to empower Aboriginal and Torres Strait Islander peoples through education and employment, and business partnerships.





## HCL Technologies

Lara Higson (RWG co-chair)

Jennifer Impey

Chris Tucker

Naved Shafiq

Swetha Veeramally

Samrat Banerjee

Shalabh Narain

Victoria Symes

## DWS Group, including Symplicit

Jet Swain (RWG co-chair)

Kiara Quig

Keith Diamond

Luis Penuela

Kylie Goatley

Kane Marevich

Luke Grima

Rhyanne Lehmann

## Executive Leadership Champions

### Governance Team

**Lara Higson** (co-chair), Vice President Strategic Programs, **HCL Technologies**

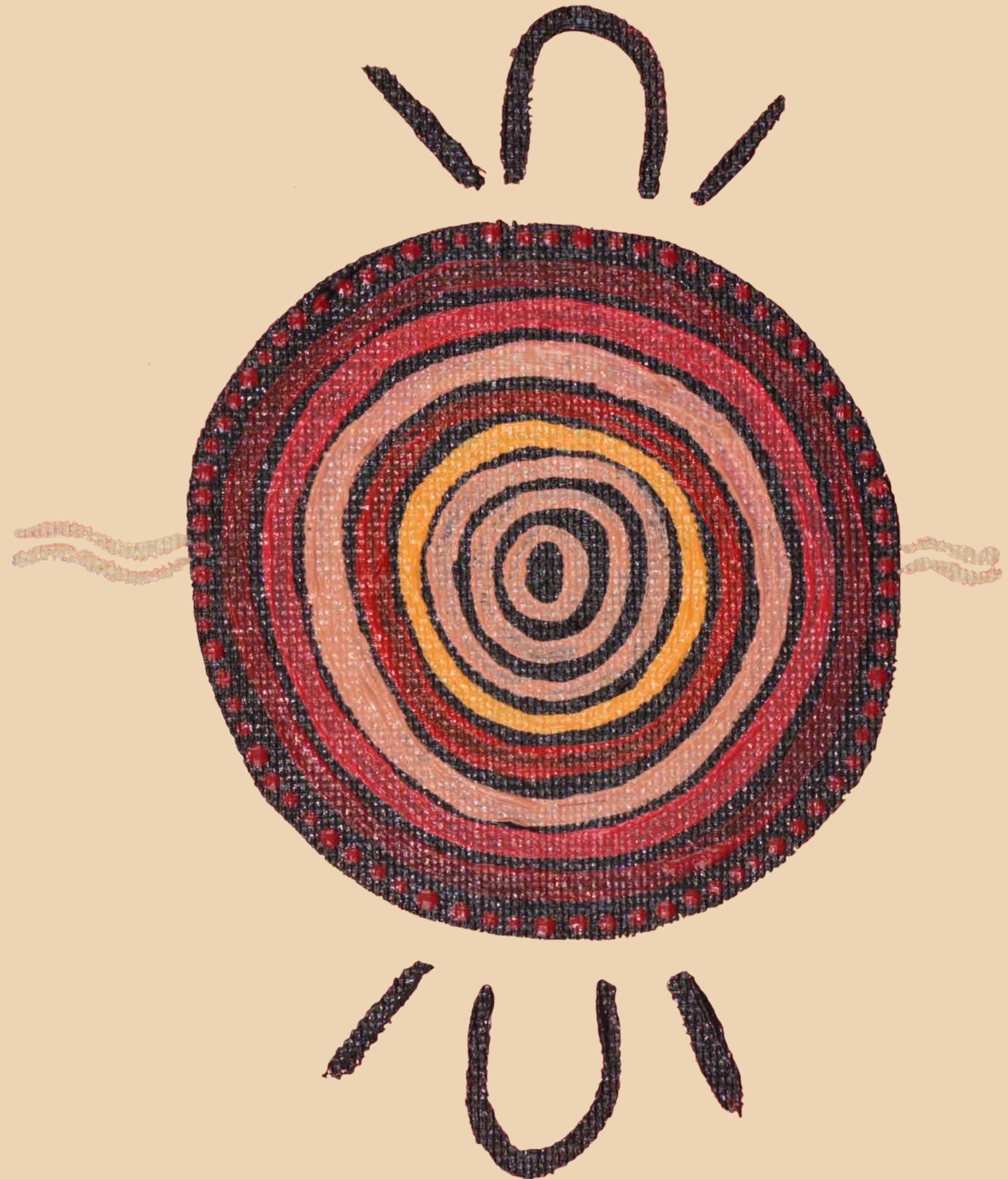
**Michael Horton** Executive Vice President & Country Manager, **HCL Technologies**

**Jet Swain** (co-chair), Executive Design Director, **Symplicit**

**Gerard Murphy** Executive General Manager, **Symplicit**

**Stuart Whipp** Group Executive Officer, **DWS Group**

**Irene Wardle** Aboriginal Consultant, **Warami Consultancy**



**A message from  
Irene Wardle  
RAP Working Group  
team member**

I am delighted to work with HCL as they begin their reconciliation journey in Australia. As a multi-national company, it is exciting to assist in the genuine commitment the executive staff are seeking to make with Aboriginal and Torres Strait Islander peoples, communities, and culture as they work in the country, we call home.

HCL, as a technology company, connects people across all social and demographic domains. It is exciting to witness this as Aboriginal and Torres Strait Islander people we too have been connected for thousands of years through our Kinship Systems, and our Songlines sharing knowledge, news, and stories.

I look forward to seeing the company evolve authentically and culturally with Aboriginal and Torres Strait Islander communities across Australia and the opportunities they can provide on this journey.

*Irene Wardle*



## Our Commitment

We are committed to having a positive impact through engaging with communities, our clients, and our people.

HCL is committed to the following core objectives:

- 1** Increasing **cultural competence** among our employees across all five interrelated dimensions: historical acceptance, race relations, equality and equity, unity, and institutional integrity.
- 2 Working** and **partnering** with Aboriginal and Torres Strait Islander peoples boosting employee, client, and supplier diversity.
- 3** Increasing **capability** through the education and empowerment of Aboriginal and Torres Strait Islander communities.  
We will invest in Aboriginal and Torres Strait Islander people's education, training and employment.

### OUR PRINCIPLES

**Belonging**, provides a place where everyone feels valued, trusted, connected, and informed. Inclusion and belonging make diversity work. Belonging is having a voice that is heard, and where everyone may experience ownership and empowerment.

**Embracing**, nurturing, and uplifting our people and our capability. Advocating for and providing opportunities for Aboriginal and Torres Strait Islander peoples to participate equally and equitably in education. We will uphold the unique rights of Aboriginal and Torres Strait Islander peoples with a focus on respecting and promoting Aboriginal and Torres Strait Islander people's cultures.

**Always on**, we are challenging the status quo and building momentum through introspection, reflection, and continuous improvement. We are acting, making change, closing the gap. We are doing it with curiosity, boldness, and determination. Because it is the right thing to do.

### OUR TENETS

**Curiosity** is the unending desire to learn, unlearn and improve.

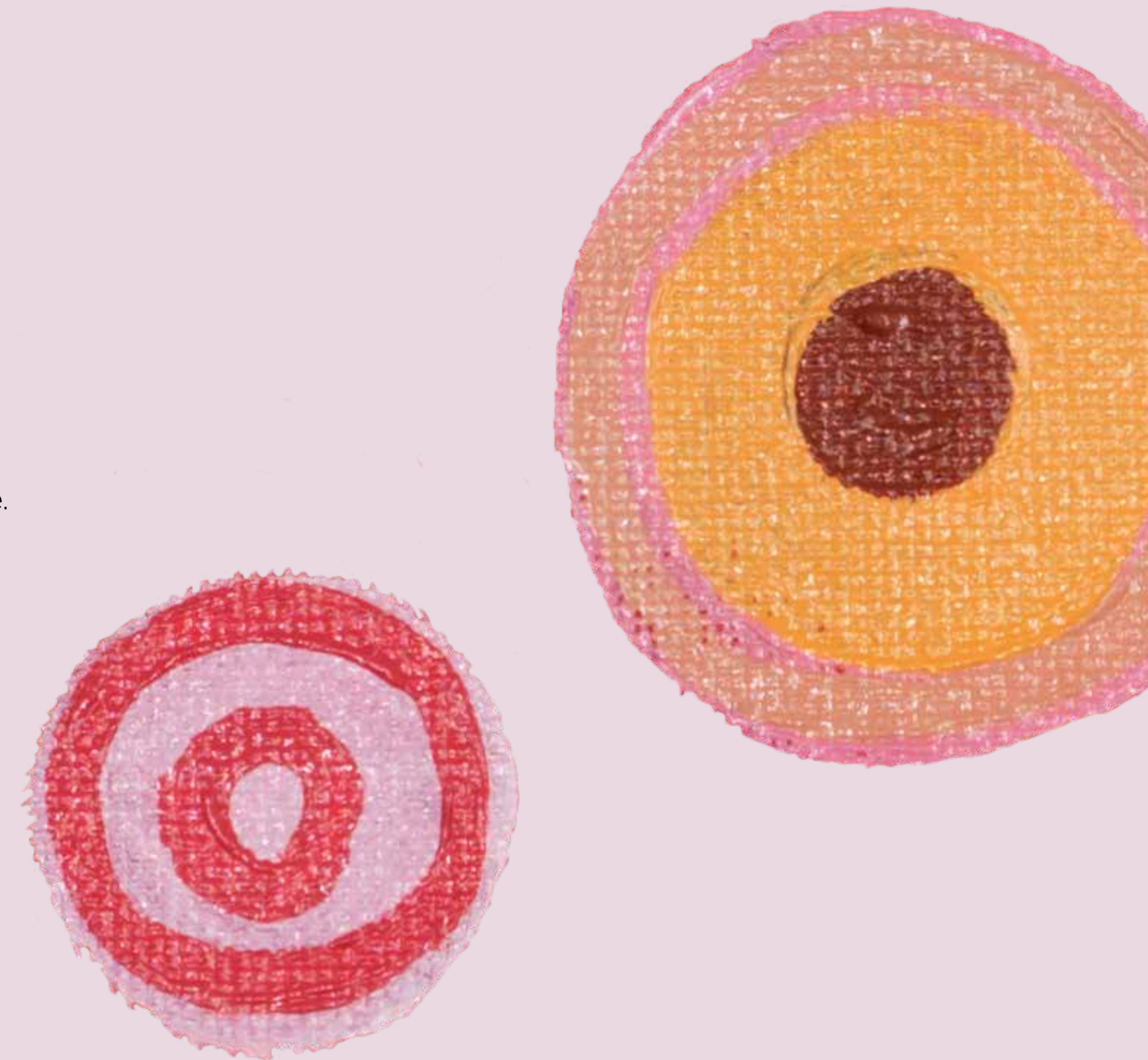
**Respectful** a concept that refers to the ability to value and honour another person. We treat all people with dignity and value the collective power of teamwork.

**Empathy** is where reconciliation starts. At its simplest, it is having awareness of the feelings and emotions of other people.

**Accountability** is about ownership and clarity; we will do as we say. We own the outcome; we act in service; we are bold; and we are connected.

**Country-centred design** valuing, respecting, and being guided by Aboriginal and Torres Strait Islander peoples, in the co-design and development of our RAP projects.

**Making a difference** constant change requires us to continuously reimagine our way of being. We make sure everyone is comfortable sharing ideas, we emphasise the important role each individual plays, and we support each other.



## Our Partnerships and Activities

To demonstrate our undertaking to ensure a positive and significant impact, we have started our reconciliation journey.

HCL has Supply Nation membership, and HCL's current supply chain includes Aboriginal and Torres Strait Islander businesses providing stationery/office supplies and cleaning services. Recently, HCL has sought to diversify further and expand partnerships, progressing conversations around market offerings, and the delivery of services and projects associated with several technology areas.

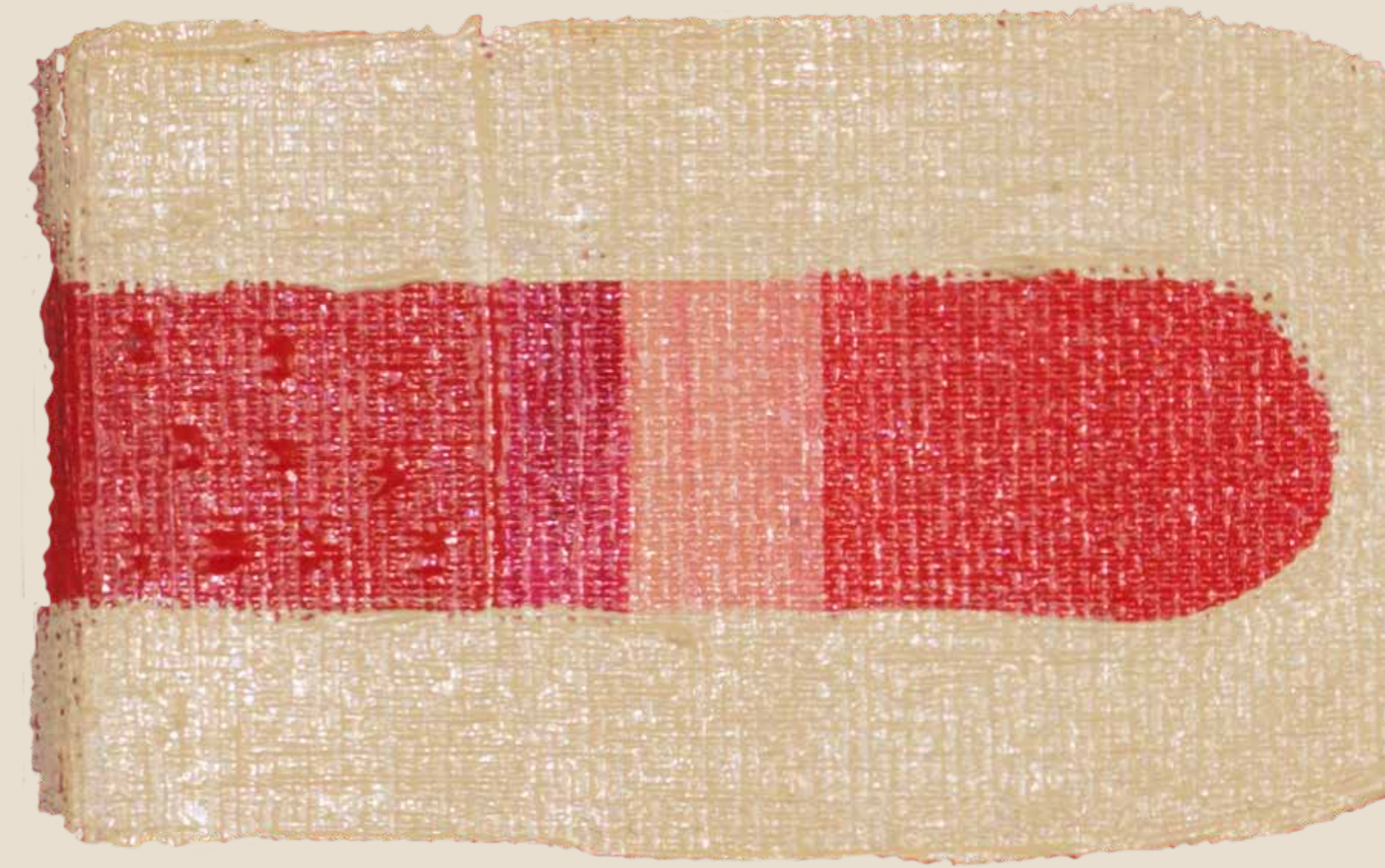
As HCL is committed to Aboriginal and Torres Strait Islander education, training, and employment, conversations have been initiated around providing the foundation for change through employment outcomes for Aboriginal and Torres Strait Islander peoples.

Training, a job and a career with HCL and other partner / non-partner organisations will provide Aboriginal and Torres Strait Islander peoples with a future as part of Australia's Digital Economy, building local design, innovation, and technology industry capability. In contributing to a reconciled Australia, HCL will deliver direct economic and social benefit to Aboriginal and Torres Strait Islander peoples, their communities, and the broader economy.

We strive to increase the diversity of thought and inclusion in our work, consider the sphere of influence of our work, and how we can contribute to improving the quality of life for Aboriginal and Torres Strait Islander peoples' communities.

We see reconciliation as important and try to respectfully integrate traditional ways of seeing and being into what we do. We want to actively seek to involve Aboriginal and Torres Strait Islander peoples in our projects so that we can learn from their way of seeing and being to enable pathways for Aboriginal and Torres Strait Islander peoples to shape the fabric of our society as much as possible.

We are introducing a personalised Acknowledgement of Country at the start of events, providing context about why this is an important protocol for us to respect and model.



## Need a Tutor Platform support

In line with our commitment to capability-uplift through partnering with Aboriginal and Torres Strait Islander communities, we have invested design resources to help strengthen the experience for users of Need a Tutor, an online tutoring platform that provides educational support for Aboriginal and Torres Strait Islander remote, isolated, disadvantaged or individuals. Need a Tutor connects students and teachers in real-time through a proprietary live video and audio platform.

HCL (via Symplicit) is funding the development of an e-learning platform that supports primary and secondary school students in regional and remote areas of Australia, keeping students in school and completing year 12, specifically STEM subjects, to support the capability uplift within our industry.

We conducted a thorough exploratory heuristic review of the website platform to understand how we may best assess the users' needs and make suggestions toward its improvement.

By examining the interface and comparing its compliance with recognised usability principles, we have identified critical high priority issues and many opportunities to help improve the efficiency of workflow for all users and facilitators of the Need a Tutor platform. The report's findings will lay the foundation for ideas to improve the design and user experience of the Need a Tutor platform.

We are providing technology, design, and hosting solutions. This is focussed on meeting the following key outcomes: improving the student and tutor experience; meeting legislator requirements; uplifting duty of care; improving functionality through automation; data and analytics enhancements to provide need-a-tutor with much needed reporting and partnership activities; and building scale and speed to increase the opportunities for more Aboriginal and Torres Strait Islander students and tutors.



## Relationships

Building relationships, respecting relationships, understanding connections, and acknowledging histories all matter when building respect and reconciliation.

Action	Deliverables	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local areas in design and technology	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Share the stakeholders list across the organisation	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to employees	May 2022	Executive Assistant to the Executive Vice President & Country Manager, ANZ (HCL Technologies) Advocacy & Corporate Affairs Director (HCL Technologies)
	RAP Working Group members to participate in an external NRW event	27 May – 3 Jun 2022	Advocacy & Corporate Affairs Director (HCL Technologies) Client Engagement Lead, (Symplicit)
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 Jun 2022	EVP & Country Manager ANZ (HCL Technologies) DWS Group Executive Officer National Executive General Manager (Symplicit)
Promote reconciliation through our sphere of influence (Design, Innovation & Technology)	Communicate our commitment to reconciliation to all employees	May 2022	EVP & Country Manager ANZ (HCL Technologies) DWS Group Executive Officer National Executive General Manager (Symplicit)
	Identify external stakeholders that our organisation can engage with as part of our reconciliation journey	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Identify RAP and other like-minded organisations that we could approach to collaborate with as part of our reconciliation journey	Aug 2022	Vice President Strategic Programs – ANZ (HCL Technologies) Advocacy & Corporate Affairs Director (HCL Technologies) National Executive Design Director (Symplicit)
Promote positive race relations through anti-discrimination strategies	Research best practice policies in areas of race relations and anti-discrimination	Jul 2022	Associate General Manager HR – ANZ (HCL Technologies) HR Consultant (DWS Group) Research Director (Symplicit)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	Jul 2022	Associate General Manager HR – ANZ (HCL Technologies) HR Consultant (DWS Group) Research Director (Symplicit)

## Respect

To challenge and unlearn our prejudices of the past and learn the perspectives and cultures of Aboriginal and Torres Strait Islander people; we will promote a company culture that embraces respect, learning, curiosity, inclusion and belonging in our journey to reconcile for the benefit of all.

Action	Deliverables	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander culture, history, knowledge, and rights through cultural learning	Continue to increase understanding, value and recognition of cultures, histories, knowledge, and rights within our organisation	Jun 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Conduct a review of cultural learning needs within our organisation	Jun 2022	Associate General Manager HR – ANZ (HCL Technologies) HR Consultant (DWS Group) Research Director (Symplicit)
	Build cultural competence through online learning modules	Nov 2022	Associate General Manager HR – ANZ (HCL Technologies) HR Consultant (DWS Group) National Executive Design Director (Symplicit)
Demonstrate respect to Aboriginal and Torres Strait Islander by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters associated within our organisation’s operational area	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Increase employee’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Jul 2022	Associate General Manager HR – ANZ (HCL Technologies) HR Consultant (DWS Group) National Executive Design Director (Symplicit)
Build respect for Aboriginal and Torres Strait Islander communities and histories by celebrating NAIDOC Week	Raise awareness and share information amongst employees about the meaning of NAIDOC Week	Jun 2022 - Jul 2022	Advocacy & Corporate Affairs Director (HCL Technologies) National Executive Design Director (Symplicit)
	Introduce employees to NAIDOC Week by promoting external events in our local areas	Jun 2022	Advocacy & Corporate Affairs Director (HCL Technologies) National Executive Design Director (Symplicit) Senior Designer (Symplicit)
	RAP Working Group to participate in an external NAIDOC Week event	First week in Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)

## Opportunities

Our opportunities are designed with heart. Purposeful, meaningful, and impactful. Sitting within our Social Impact and Sustainability focus areas, our RAP is where we can create significant and positive change – specifically in building awareness, employment, education, partnerships, and training – through curating multi-dimensional inclusive growth opportunities.

Action	Deliverables	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development</b>	<b>Continue to support Aboriginal and Torres Strait Islander employment within our organisation</b>	<b>Jun 2022</b>	<b>Associate General Manager HR – ANZ</b> (HCL Technologies) <b>HR Consultant</b> (DWS Group)
	<b>Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities</b>	<b>Jun 2022</b>	<b>Associate General Manager HR – ANZ</b> (HCL Technologies) <b>HR Consultant</b> (DWS Group)
	<b>Target Aboriginal and Torres Strait Islander as part of sourcing and recruitment processes by increasing the compositions of Aboriginal and Torres Strait Islander peoples in hiring and/or internship pools</b>	<b>Aug 2022</b>	<b>Associate General Manager HR – ANZ</b> (HCL Technologies) <b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>HR Consultant</b> (DWS Group)
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	<b>Continue to commit to procurement from Aboriginal and Torres Strait Islander owned businesses</b>	<b>Jul 2022</b>	<b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>Associate General Manager HR – ANZ</b> (HCL Technologies) <b>HR Consultant</b> (DWS Group)
	<b>Maintain Supply Nation membership</b>	<b>Mar 2023</b>	<b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>Executive Assistant to the Executive Vice President &amp; Country Manager, ANZ</b> (HCL Technologies)
	<b>Identify more Aboriginal and Torres Strait Islander businesses to partner with</b>	<b>Jul 2022</b>	<b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>Associate General Manager HR – ANZ</b> (HCL Technologies) <b>HR Consultant</b> (DWS Group)
<b>Partner with Aboriginal and Torres Strait Islander businesses to enhance each other’s market offerings, services, and projects</b>	<b>Identify an initial panel of Aboriginal and Torres Strait Islander owned businesses for key technology skill areas</b>	<b>Aug 2022</b>	<b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>National Executive Design Director</b> (Symplikit)
	<b>Establish an initial panel of Aboriginal and Torres Strait Islander owned businesses for key technology skill areas</b>	<b>Oct 2022</b>	<b>Vice President Strategic Programs – ANZ</b> (HCL Technologies) <b>National Executive Design Director</b> (Symplikit)



## Governance

Our governance structure will provide the foundation for achievable and lasting impactful outcomes delivered in a respectful and inclusive way within and external to our organisation.

Action	Deliverables	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain RWG to govern RAP implementation	Apr 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Review and refresh Terms of Reference for the RWG	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Maintain Aboriginal and Torres Strait Islander representation on the RWG	May 2022	National Executive Design Director (Symplicit)
Provide appropriate support for effective implementation of RAP commitments	Engage senior leaders in the delivery of RAP commitments	May 2022 Aug 2022 Nov 2022 Feb 2023	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Define resource needs, and allocate resources for RAP implementation	May 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Develop and implement appropriate processes, systems, and capability to track, measure and report on RAP commitments	Aug 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	Maintain senior leader RAP Champion	May 2022	National Executive Design Director (Symplicit)
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	Develop and implement processes and methods for communicating achievements, challenges, and learnings	Jul 2022	Advocacy & Corporate Affairs Director (HCL Technologies) Vice President Strategic Programs (HCL Technologies) National Executive Design Director (Symplicit)
	Develop and implement metrics to inform the impact of our RAP actions within and outside our organisation	Jul 2022	Vice President Strategic Programs – ANZ (HCL) National Executive Design Director (Symplicit)
	Monitor the effectiveness and outcomes of our RAP deliverables and capture learnings on a quarterly basis	Jul 2022	Vice President Strategic Programs – ANZ (HCL Technologies) National Executive Design Director (Symplicit)
	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	Jun 2022	National Executive Design Director (Symplicit)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	Aug 2022	National Executive Design Director (Symplicit)
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 Sep 2022	National Executive Design Director (Symplicit) Vice President Strategic Programs – ANZ (HCL Technologies)
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia’s website to begin developing our next RAP	Jan 2023	National Executive Design Director (Symplicit) Vice President Strategic Programs – ANZ (HCL Technologies)

