



Reconciliation Action Plan Innovate

January 2025 – December 2026

A man with a grey beard and hair, wearing a dark t-shirt, is shown in profile, focused on painting a traditional Aboriginal artwork on a wall. He is using a brush to apply paint to a section of the artwork. The artwork features vibrant colors like orange, red, and blue, with intricate patterns and symbols. The background is a blurred landscape with hills under a clear sky.

Acknowledgement of Country

We acknowledge Traditional Owners of Country throughout Australia. We recognise their rich and diverse cultures and histories spanning over 65,000 years.

We respect the histories and commit to elevating the voices and experiences of Aboriginal and Torres Strait Islander peoples through our product and service offerings, our platforms and our people.

We recognise the importance of developing long-term First Nations partnerships and embedding cultural awareness to build a stronger future for all Australians.



Our Artwork

'When CT asked me to create an original artwork to celebrate, and feature as part of, their new Reconciliation Action Plan (RAP), a number of things stood out for me, which I knew I wanted to represent in the artwork.

CT prides itself on the quality of the people it employs, the services they offer and the connection they have to CT's customers. So, I knew I wanted to represent CT's employees and customers in the artwork.

At the centre of the artwork is a blue ring to represent the heart of CT, and around this there is a ring of light blue 'horse shoe' shapes – these are CT's employee's gathered around the heart of the enterprise, striving for excellent and upholding CT's corporate values.

Surrounding the central 'heart' of CT are some of its many offices or 'gathering places,'

represented by four purple circular 'hubs,' which are connected to core of the business by purple arteries or pathways. Each of the four gathering places is surrounded by dark blue 'horse shoe' shapes – these are CT's customers connecting to staff and services.

Branching out from each of the gathering places are more arteries or pathways leading out in to the wider community, symbolic of CT's expansive networks and strong connections across the country.

The background of the artwork features light purple dots, dark purple squiggles and green branches with leaves, which I chose to represent the rich, fertile and interconnected land upon which CT operates.'

About the Artwork

Our artwork celebrates the ongoing relationship between our organisation and First Nations peoples of this country. It is a story of connection, collaboration and commitment to empowering their future.

Meet the Artist, Kakare Hohora

Kakare Hohora is a 25-year-old Gumbaynggirr, Bundjalung and Birpai man from Kempsey, on the Mid North Coast of NSW. He comes from a family of artists and has had a passion for drawing since childhood. He excelled in visual arts at Macleay Valley Vocational College and since finishing school, has continued to develop his art making skills and practice.

Kakare creates digital artworks which often depict local sea creatures, bush animals and landscape. He also paints on canvas and is an experienced printmaker and mural artist. His colourful, patterned artwork is often inspired by stories from his childhood and celebrates his strong connection to his family, country and his culture.





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Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Centorrino Technologies Pty Ltd 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 Centorrino Technologies Pty Ltd 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, Centorrino Technologies Pty Ltd 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Centorrino Technologies Pty Ltd 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 Centorrino Technologies Pty Ltd'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 Centorrino Technologies Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

A message from our Founder and Chief Executive Officer

We have a proud history of challenging the status quo and being at the forefront of change, and as such, I am delighted to present our second Reconciliation Action Plan ("RAP").

As we head into our 18th year of operation, we develop upon the commitments made in our Reflect RAP for reconciliation with First Nation peoples and to push ourselves to do even more. Being bold and progressive is commonplace at Centorrino Technologies (CT), and through RAP, we are able to focus more on strengthening relationships and building engagement and partnerships with Aboriginal and Torres Strait Islander peoples as Traditional Custodians of the land.

Our team has come together to extend upon our framework that we are not only proud of but will deliver a meaningful impact, and this is a testament to the purpose of a Reconciliation Action Plan. The impact these plans have on driving allyship, awareness and action to support reconciliation across our organisation to empower employment opportunities, enable an even more inclusive workplace and foster respect sit at the centre of our value to 'create the world we want'.

Technology is reshaping our world, and CT exists to advise, mobilise, design, implement and support

solutions that enable our customers to fulfil their missions. We believe that we can only do this by creating an internal culture that builds for everyone, helps everyone, and supports diversity, equality and inclusion for everyone.

Our vision for reconciliation is a vibrant Australian technology sector that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a culture that represents equality and equity, historical acceptance of our shared history and removes negative race relations.

We wish to support a greater representation of Aboriginal and Torres Strait Islander peoples in the ICT profession to grow our internal representation of First Nations peoples to four per cent over the next few years. We believe that empowering students with an increasing knowledge of ICT is a great first step that we can take to help support, sustain and enhance First Nations communities.

We look to accelerate our cultural learning and appreciation and leverage our service offerings to create meaningful change. Through our support of several not-for-profit Aboriginal or Torres Strait Islander organisations, we will provide funding and tech capacity to enrich people's lives. Further, we aim to amplify Aboriginal and Torres Strait Islander voices and history, as well as the celebration of culture, through our website and other public-facing services we provide.

While we have made progress, we recognise there is much more to do, and we are ready to work with all Australians in advancing reconciliation. Importantly, we support the Uluru Statement from the Heart and believe that enabling Voice, Truth and Treaty will lead to better outcomes for Aboriginal and Torres Strait Islander peoples.

Thank you to our communities and teams who have worked together on our CT course of reconciliation so far and we look forward to expanding our continued influence and impact to create the world we want.



Adam Centorrino
Founder and Chief Executive Officer



Our Business

Technology is re-shaping our world, and we exist to advise, design, implement and support solutions that enable our customers to fulfil their missions. In doing so, we obsess over the client experience and help to make the world a better place.

Founded in 2006 during a time when large organisations in Australia were offshoring their technology support, we've grown over the past 16 years to a team of more than 300 people across the country, including a large team of engineers, and support some of Australia's most critical infrastructure like hospitals and water treatment plants. The previous census outlined 0.6% of the IT sector are Aboriginal and Torres Strait Islander so the opportunity to attract and retain participation in IT is considerable and a challenge. Currently, 1% of our workforce consisting of Aboriginal and Torres Strait Islander peoples, with a target to increase this to 4% over the coming two years (12 or more). We deliver our services Australia-wide, with offices in all major capital cities.

We are active in supporting Australia's cultural, economic and social development through a range of initiatives, including:

- Our internal celebrations of culturally significant festivals and periods.
- Our partnership with Social Enterprises such as Fruit 2 Work, who support people impacted by the justice system, and eWastec, which provides employment opportunities for people living with a disability.
- Our commitment to sourcing over six percent of our non-inventory supply chain through social enterprises.
- Our partnership with several not-for-profit organisations, such as Guide Dogs NSW/ACT and VIC, to help those in need.
- Our very public stance on net-zero carbons emissions and environmental sustainability.
- Our sponsorship, scholarship and funding opportunities have been provided to over 100 schools throughout the country throughout our history.
- Our co-founding of the Bully Zero Australia Foundation to drive awareness surrounding bullying in workplaces and schools throughout Australia.

In doing so, we regularly partner and engage with government, businesses small and large, and private individuals to deliver meaningful impact to Australian communities.

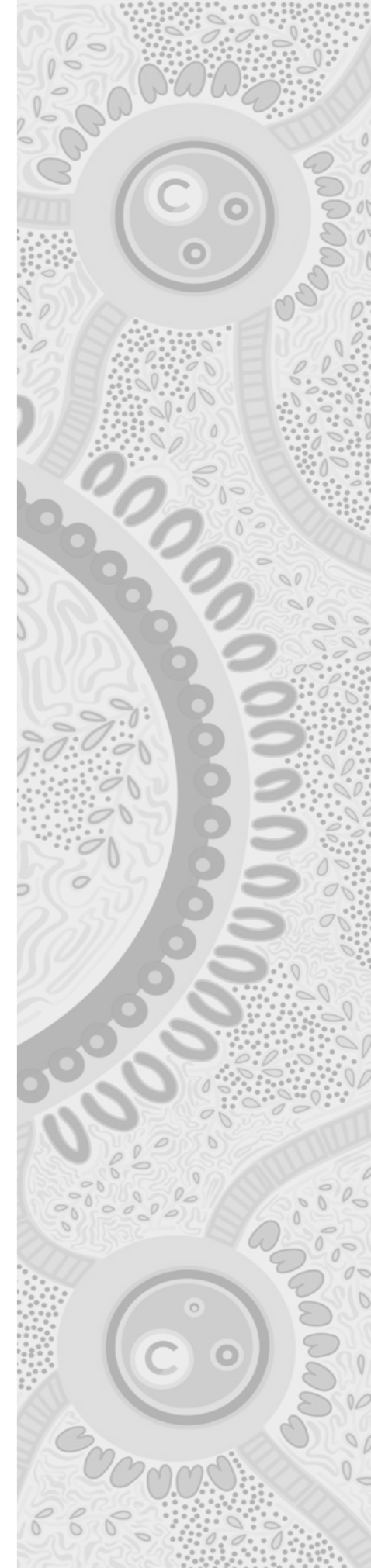
Our approach to reconciliation is anchored on our approach to diversity and inclusion for all people. We want everyone within our workforce to feel a sense of belonging and inclusion, irrespective of their individual beliefs, cultures or personal characteristics. A diverse and inclusive workplace contributes to employee value and workforce capabilities, which can, in turn, help our clients reach their business goals sooner.

We have a long-term vision to make a meaningful difference to the lives of Aboriginal and Torres Strait Islander peoples. To achieve this vision, a working group made up of team members from across our business have been formed to ensure the work ahead and drive internal engagement and awareness of the RAP.

Our Reflect RAP lay the foundations of awareness and relationships that we will now continue to build upon our progress into the future. Genuine reconciliation takes time and patience, and we continue to learn about how we can impact our world for the better.

Our working group members are:

- Founder and Chief Executive Officer (Sponsor)
- Chief People and Culture Officer (RAP Champion)
- Chief Technology Officer
- Compliance Manager
- Culture Coordinator
- Desk Support Officer - An Aboriginal member of our team



Our Reconciliation Action Plan (RAP)

As an organisation with a proud history of working on societal issues, we continue our journey towards reconciliation. Our success and continued growth over the past almost two decades are a testament to the hard work our people do each day, and these talented resources continue to enable our journey towards reconciliation. We understand, however, that we cannot rest on our laurels. To achieve even greater representation of Aboriginal and Torres Strait Islander peoples in our business and our overall vision for reconciliation, we must continue to enable everyone to feel a sense of inclusion and belonging.

We recognise that we work in a diverse community, and this is reflected in our workforce. We believe that people are diverse by nature, in that we each have unique perspectives, skills, and experiences, and these should be nurtured.

To help us achieve this, in 2020, we established our Diversity and Inclusion Committee which is governed by a charter issued by the Group Management Committee (GMC) and is empowered to govern our policies, activities and support services in conjunction with our People and Culture Team. On an annual basis, our D&I charter is refreshed to ensure it truly stretches the boundaries of our own imagination and helps to propel us forward faster than we otherwise would have with some of their achievements to date being the introduction of diversity events for our whole business to take part in combined with resources for our people to leverage in learning about the different cultures, backgrounds, identities and religion that exist in our business.

Further, our People and Culture Team combined with our Diversity, Equity, Inclusion and Belonging (DEIB) Committee, partner with community organisations which help to bring Aboriginal and Torres Strait Islander peoples into our business and importantly, support First Nations peoples to advance their careers in the IT sector. Whilst only representing a small portion of our workforce at present, we believe we have a duty to our workforce and the communities in which we operate to take steps towards Reconciliation.

We understand that the value of reconciliation to both our community and our organisation empowers First Nations peoples to be more included and provide people of all backgrounds with opportunities to thrive. We are committed to actions we can take to make meaningful progress.

Our vision for reconciliation is one where the cultures, knowledge and histories of Aboriginal and Torres Strait Islander peoples are understood and appreciated by all Australians. Through our people and our products and services, we aspire to build deep relationships with Aboriginal and Torres Strait Islander peoples to realise this appreciation, while supporting the empowerment of Aboriginal and Torres Strait

Islander communities to realise opportunities in the digital economy and beyond.

In our approach to our RAP we have been transparent about our goals and progress, while also regularly consulting with various First Nations stakeholders, to listen to their stories, receive guidance and also better understand their needs and aspirations. Importantly, we stretch ourselves to ensure that we are achieving more than what we commit because we believe that something of this importance cannot be a side project.

Our employees are ultimately committed to a more engaging and respectful workplace that reflects our country's diversity, enables people to thrive, and creates a better future for everyone.

OUR RAP FOUNDATIONS

Our reconciliation action plan is established in alignment with the values and principles that underpin our CT business:

Empowering People - Enable greater participation and enhance diversity and inclusion in the IT workforce.

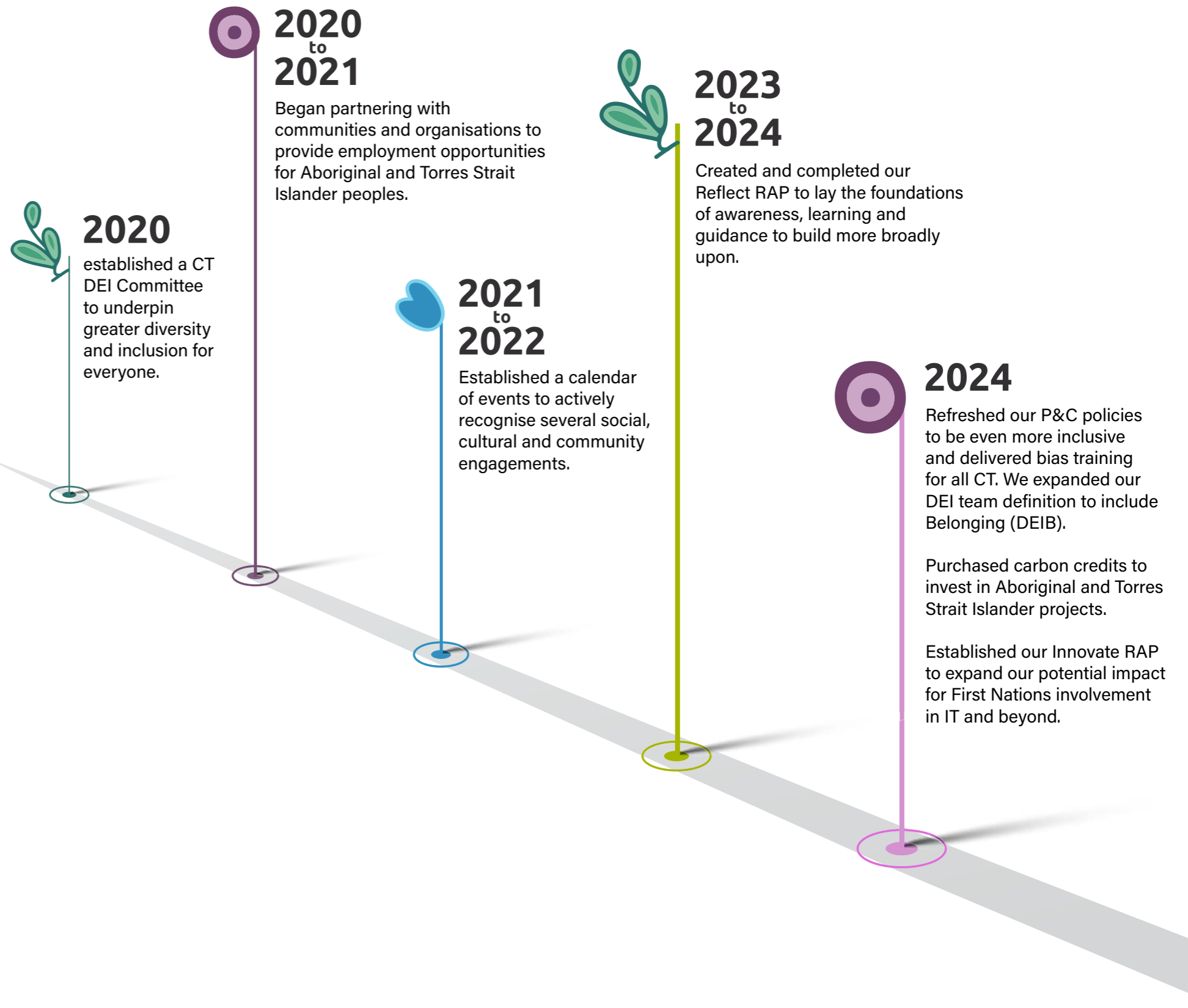
Strengthening Communities - Strengthen community ties and celebrate diversity within CT, where everyone can do their best work.

Create the world we want - Ensuring our beautiful planet is here for generations to come, and we drive broader industry advocacy.

Our Progress Journey

We've gained invaluable insights from our initial Reflect Reconciliation Action Plan (RAP) launched in 2023, which allowed us to actively explore and analyse the critical roles our business, employees, and communities can play in fostering respect, trust, and participation in the IT sector for First Nations peoples. Building on this foundation, we're excited to evolve our efforts with the Innovate RAP, designed to turn our reflections into actionable, impactful initiatives.

At CT, one of our core values is to "create the world we want." Our first RAP has enabled us to identify steps toward building meaningful, long-term relationships and partnerships, with a focus on genuine engagement and collaboration with First Nations communities. This journey has enriched our business, helping us deepen our understanding of the reconciliation process while cultivating greater awareness and appreciation of First Nations histories, cultures, and contributions. With the Innovate RAP, we look forward to implementing actions that not only enhance First Nations participation in IT but also embed inclusivity and reconciliation into the fabric of our industry.



Our Commitment Relationship



Developing lasting relationships is built on trust and respect, and we are committed to developing strong relationships with Aboriginal and Torres Strait Islander peoples through this RAP process. We will partner with external organisations, which we will leverage to raise internal awareness and respect for Aboriginal and Torres Strait Islander peoples' culture.

Action	Deliverable	Timeline	Responsibility
1.1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2025 Chief P&C Officer
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025 Chief P&C Officer
1.2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026 People and Culture Coordinator
		RAP Working Group members to participate in an external NRW event.	May 2025 & 2026 Chief P&C Officer
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 & 2026 People and Culture Coordinator
1.3	Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2025 Chief P&C Officer
		Communicate our commitment to reconciliation publicly.	January 2025 RAP Executive Sponsor & CEO
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2025 RAP Executive Sponsor & CEO
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2025 People and Culture Coordinator
1.4	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.	May 2025 Chief P&C Officer
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2025 Chief P&C Officer
		Educate senior leaders on the effects of racism.	March 2025 Chief P&C Officer Bully Zero Partner
1.5	Support investments in Aboriginal and Torres Strait Islander projects or initiatives.	Establish a partnership with 'Carbonneutral'. Complete business approvals to invest in Carbon projects focused on First Nations programs. Utilise carbon credits for key community projects.	July 2025 Compliance Manager

Our Commitment Respect



Respect of people, customers, principles and most importantly, of each other is pivotal to overcoming societal challenges to ensure that everyone feels safe and included and as an organisation, we believe it is our responsibility to set an example amongst our industry. Building a strong appreciation for Aboriginal and Torres Strait Islander peoples' cultures, histories and rights among our team is a critical enabler for us.

Action	Deliverable	Timeline	Responsibility
2.1	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.	March 2025 March 2026 Chief P&C Officer
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2025 February 2026 Chief P&C Officer
		Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025 July 2026 Chief P&C Officer
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	August 2025 Chief P&C Officer
2.2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025 Chief P&C Officer
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2025 Compliance Manager
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2025 July 2026 Chief P&C Officer P&C Coordinator
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2025 Executive Sponsor & CEO
		RAP Working Group to participate in an external NAIDOC Week event.	July 2025 July 2026 P&C Coordinator
2.3	Build respect for Aboriginal and Torres Strait Islander cultures.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025 June 2026 Chief P&C Officer
		Promote and encourage participation in external NAIDOC events to all staff.	June 2025 June 2026 Chief P&C Officer

Our Commitment Opportunities



We recognise the responsibility we, as an organisation, must create and strengthen career opportunities for Aboriginal and Torres Strait Islander peoples and organisations. Firstly, we want to create these opportunities through our core business activities such as recruitment and by advancing our diversity and inclusion goals. Secondly, we want to create these opportunities through education and capability building initiatives that we are well placed to provide. These are critically important to us to ensure we have a diverse range of perspectives within our organisation.


Action	Deliverable	Timeline	Responsibility	
3.1	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.	June 2025	Chief P&C Officer
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2025	Chief P&C Officer
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2025	Chief P&C Officer
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	Chief P&C Officer
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	Chief P&C Officer
3.2	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.	June 2025	Compliance Manager
		Review the feasibility of Supply Nation membership.	April 2025	Compliance Manager
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025	Chief Technology Officer
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	Chief Technology Officer
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2025	Chief Technology Officer

Our Commitment Governance



Our word is our bond, and we are committed to delivering on all the initiatives outlined in this plan. Through the establishment of governance practices, we will ensure that the ownership for each item is achieved and that our evolution on this journey continues.

Action	Deliverable	Timeline	Responsibility	
4.1	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2025 January 2026	Chief P&C Officer
		Meet at least four times per year to drive and monitor RAP implementation.	January 2025 April 2025 July 2025 September 2025	Chief P&C Officer
4.2	Provide appropriate support for the effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2025 February 2026	Chief P&C Officer
		Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2025/2026	Chief P&C Officer
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2025 January 2026	Chief P&C Officer
		Maintain an internal RAP Champion from senior management.	January 2025 January 2026	Chief P&C Officer
4.3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Maintain up to date contact details with Reconciliation Australia to ensure we do not miss out on important RAP correspondence.	June 2025 June 2026	Compliance Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2025 August 2026	Compliance Manager
		Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2025 September 2026	Compliance Manager
		Report RAP progress to all staff and senior leaders quarterly.	January 2025/2026 April 2025/2026 June 2025/2026 September 2025/2026	Chief P&C Officer
		Publicly report our RAP achievements, challenges and learnings, annually.	January 2025/2026	Chief P&C Officer
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2025	Compliance Manager
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Compliance Manager
		Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026




" Reconciliation is not just a goal - it's a commitment to understanding, respect, and unity. At the heart of our vision is a belief that by embracing the truth of our shared history and celebrating the culture of First Nations peoples, we can build a future where every voice is heard, every contribution is valued, and every community thrives."

Adam Centorrino

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