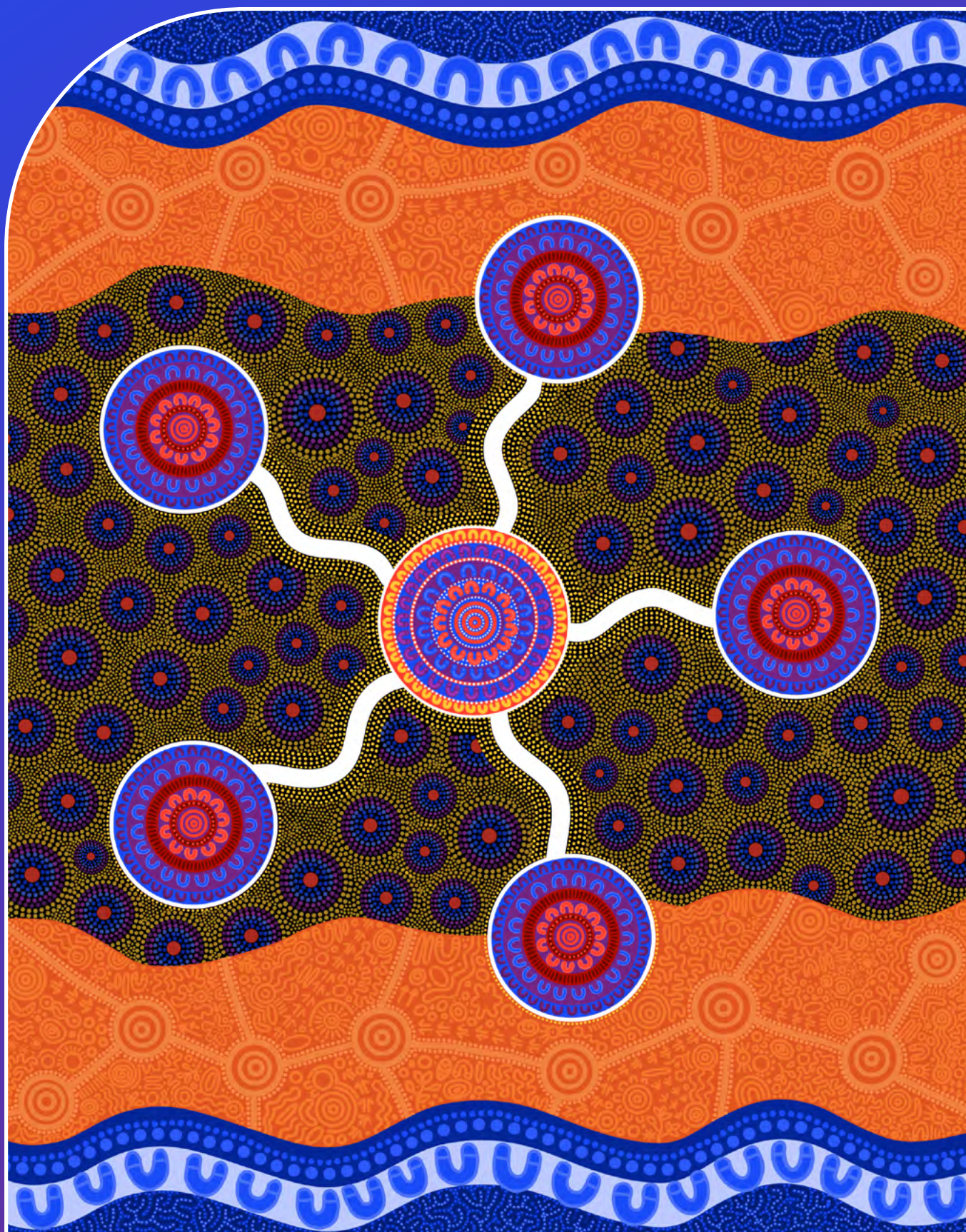


Reflect Reconciliation Action Plan

January 2025 – January 2026



Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes ELMO Software Pty Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ELMO Software Pty Ltd 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 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 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 ELMO Software Pty Ltd 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 ELMO Software Pty Ltd, 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

About the Artwork

The artwork's central circle represents ELMO's leadership team, including the CEO and executive team. Surrounding this are employees (blue), customers (purple), and end users (yellow), symbolising how these groups are at the core of ELMO's identity.

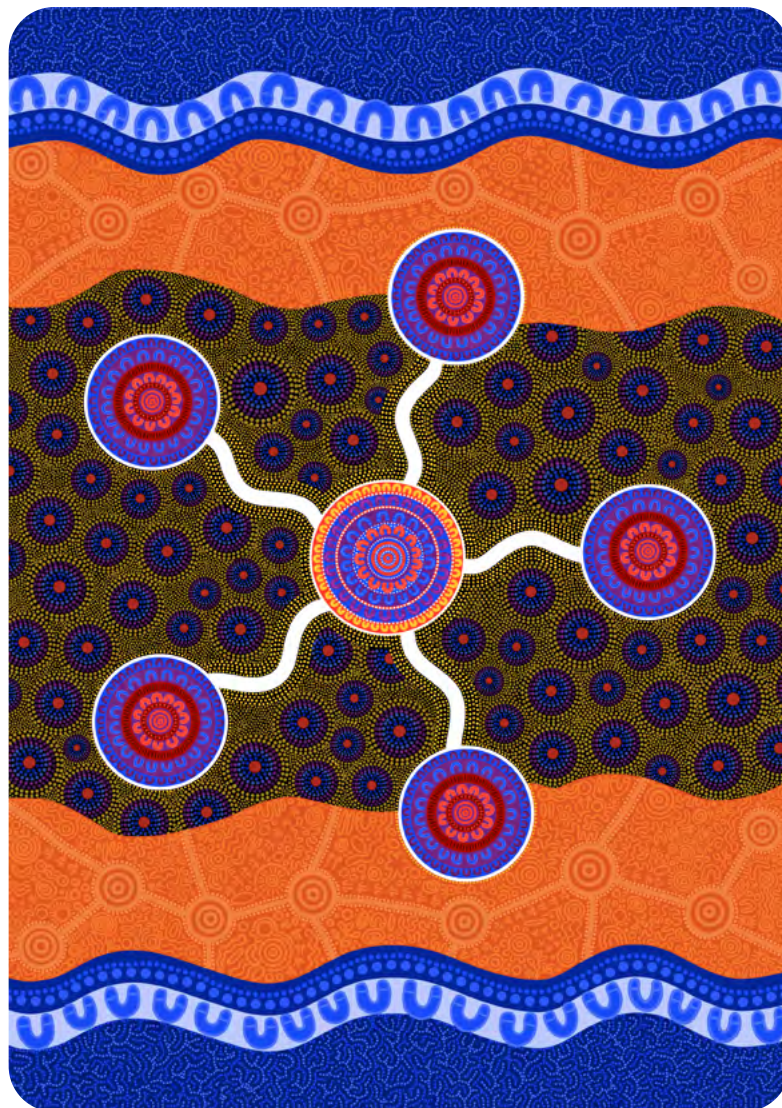
Five pathways connect the central circle to five smaller circles, representing ELMO's main offices across Australia. Each office circle mirrors the central structure, with senior leaders at the center, surrounded by employees and customers. Yellow dots link all six circles, representing the role of end users in connecting the organisation.

In the background, dotted circles symbolise the broader community, using colours to reflect leadership (red), employees (blue), customers (purple), and end users (yellow).

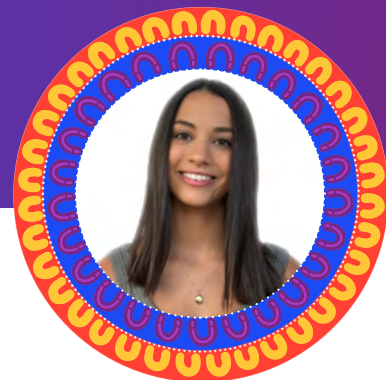
On either side of the community, orange sections represent Country, including a journey that highlights ELMO's commitment to reconciliation. These sections incorporate symbols representing flora, fauna, hunting, bush medicine, bush tucker, campsites, waterholes, meeting places, small journeys, astrology, cultural ceremonies and practices, Elders, fire, and community.

Beyond these, the waterways symbolise ELMO employees based overseas, representing the organisation's global community.

This artwork captures ELMO's journey toward reconciliation, celebrating the importance of culture, connection to Country, and community. It reflects how ELMO's leadership, employees, customers, and end users all contribute to this shared journey of reconciliation.



About the Artist



Natalie Abraham is a young Wadi Wadi woman, Aboriginal artist and founder of Create Ripples. Natalie's art is deeply personal, reflecting her journey of healing, connection, and cultural storytelling.

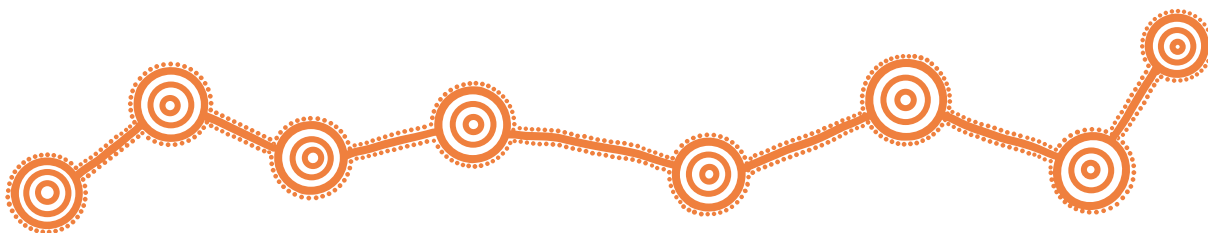
Natalie has always loved art, however has recently started expressing it more after the sudden passing of her sister Britt. Creating art has become a huge part of Natalie's journey of coping with grief and has become a way to honour her sister Britt's memory and continue the ripple effect of love, resilience, and inspiration Britt brought to the world.

Each artwork created tells a story rooted in Natalie's connection to Country and culture and aims to foster understanding and spark meaningful conversations.

Natalie has also completed a Bachelor of Commerce, Majoring in Human Resource Management and Psychological Science. Natalie's work is a testament to the power of art in celebrating culture, honouring legacy, and bringing people together.

Natalie Abraham

createripples.com.au
[@create.ripples](https://www.instagram.com/create.ripples)



Statement from CEO



ELMO Software is excited to present our first Reconciliation Action Plan (RAP). This document reflects our commitment to support and contribute to Australia's national reconciliation effort and outlines our intentions and actions for creating an inclusive and equitable workplace and community.

As a company, we are committed to delivering continuous and meaningful impact – from supporting our Aboriginal and Torres Strait Islander-owned customers to our employees and the communities where we serve. Our RAP is not just a document, it's a call to action for all of us. A shared vision of respect, collaboration and reconciliation.

Developed in consultation with Reconciliation Australia, this RAP reflects our dedication to reconciliation as an essential part of our company values, particularly to help others thrive. Through this plan, we aim to enhance cultural understanding, build lasting partnerships and provide support to initiatives that promote positive outcomes for First Nations Peoples of Australia.

Within ELMO, we champion empowering every individual through inclusive practices and celebrate diverse cultures. We want our ELMO people to take pride in working for an organisation that connects all talent with opportunity, without exception.

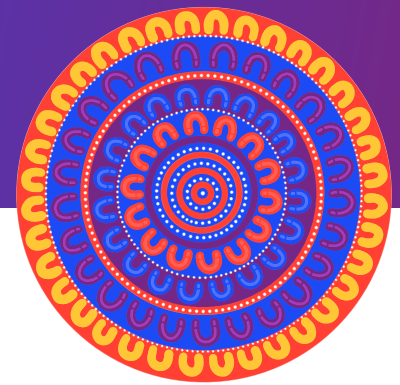
We acknowledge this is just the start of ELMO's journey, one step in a long-term commitment to building more meaningful relationships with Aboriginal and Torres Strait Islander Peoples.

We look forward to building the core foundations we have committed to in our RAP Reflect Plan to drive a more equitable, unified and inclusive future.

Joseph Lyons

Chief Executive Officer
ELMO

ELMO Software – Reflect Reconciliation Action Plan



Founded in 2002, ELMO Software is the trusted HR technology provider to over 3000 organisations and 2 million end users across Australia, New Zealand and the UK.

ELMO began as a Learning Management System designed to streamline and digitise the world of e-Learning. Now, it's an end-to-end HR technology platform that automates the entire employee lifecycle, from recruitment and onboarding to performance management, payroll, learning and remuneration.

Our products are designed to streamline a business's essential HR processes and eliminate paperwork, saving time and providing peace-of-mind over their data security. Our easy-to-use Human Resources Information System offers customisation without the unnecessary complexity, giving customers all the tools they need within one platform.

Our team of ELMOonians are driven by our core purpose: to Unleash the Impact of HR. We strive to empower HR professionals to play an integral role in company decision making, with the help of our powerful technology, customer support and expertise.

But it's not just our customers we aim to empower. We are dedicated to creating an environment where every single ELMOonian can bring their whole selves to work and fulfill their own full potential. Our four key values underpin everything we do, acting as our 'true north' every day.



We seek out different

We consistently pursue innovation, challenge the status quo and defy barriers.



We obsess over customers

Everything we do is designed to positively impact our customers.



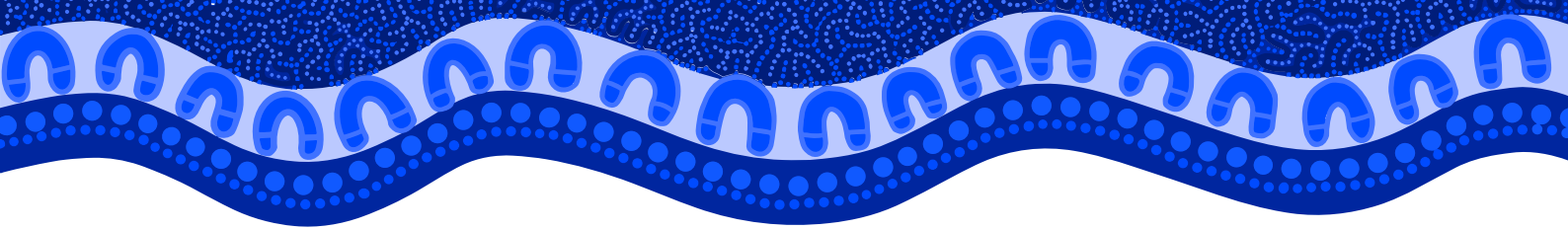
We're fearlessly optimistic

We bring unwavering positivity to any challenge to drive meaningful change.



We help others thrive

Colleagues, communities or customers – we champion ways to help **everyone** thrive.



Today, ELMO's workforce operates across Australia, New Zealand, the Philippines and the United Kingdom. In Australia, our three offices are located on the following lands:



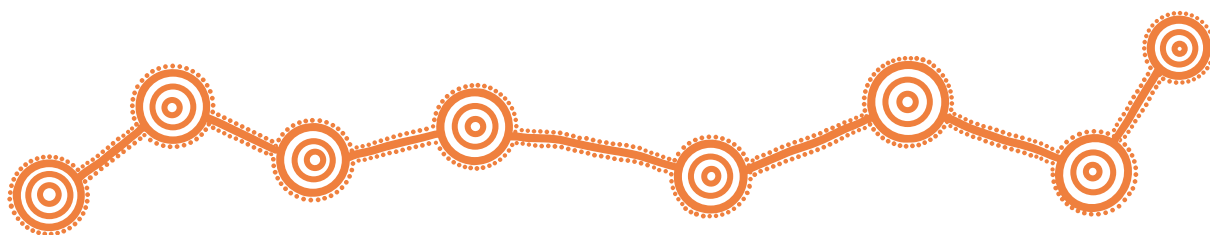
We also have ELMOians working remotely across other parts of Australia, with a total number as at FY24 of 278 employees across all of Australia. Currently we have 1% of staff who identify as Aboriginal and/or Torres Strait Islander. ELMO also seeks to increase employment opportunities internally and build an inclusive and safe work environment.

ELMO is excited to launch our first Reconciliation Action Plan (RAP) to cement our commitment to building a diverse, inclusive and supportive workplace for Australia's First Nations Peoples.

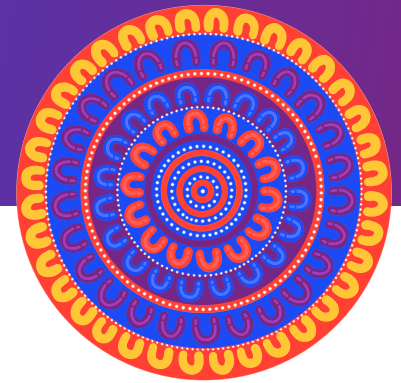
Our Reflect RAP aims to build meaningful relationships with Aboriginal and Torres Strait Islander organisations, networks and education bodies and to deliver a strategic roadmap and framework that will deliver better outcomes for First Nations Peoples and to raise awareness, develop opportunities and celebrate our shared histories.

ELMO has 18 Aboriginal and Torres Strait Islander customers and we are committed to building respectful and meaningful relationships with existing and new customers.

In the coming year, our initiatives will be aimed at building a strong foundation to set ELMO up for success in future RAPs. Our RAP aims to provide a strategic roadmap and framework for reconciliation, delivering benefits for First Nations Peoples and an increase in cultural safety.



Our RAP

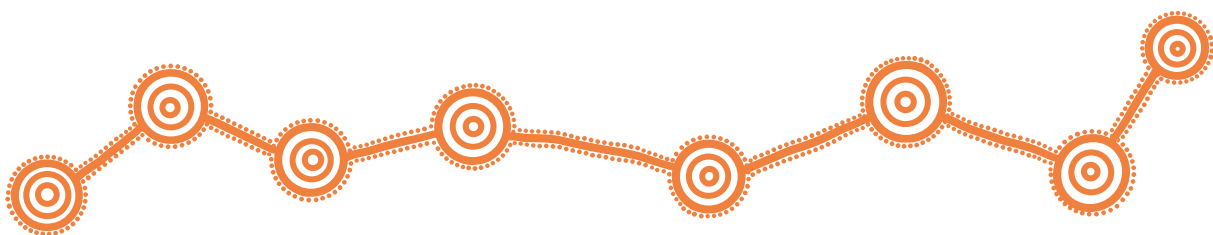


ELMO recognises the importance of recognising, respecting and celebrating Aboriginal and Torres Strait Islander cultures & histories. ELMO wants to contribute to creating a sustainable unified future where the histories, rights and voices of Aboriginal and Torres Strait Islander Peoples are heard and respected, especially when decisions are made that impact Aboriginal and Torres Strait Islander communities. ELMO's business purpose is to **Unleash the Impact of HR** and ELMO's vision for reconciliation is to **Unleash the Impact of Aboriginal and Torres Strait Islander Peoples** by partnering with organisations that create employment and education opportunities in the Tech Industry, with a particular focus on Women in Tech.

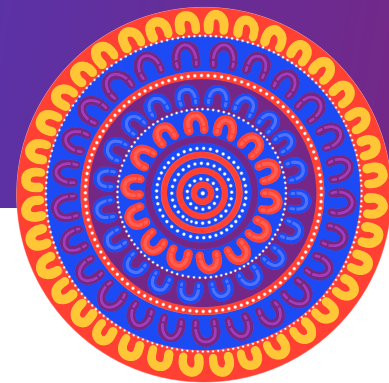
We believe equality promotes innovation, creativity and boundless opportunities. In delivering a RAP Reflect Plan, ELMO is formalising its commitment to developing core relationships with Aboriginal and Torres Strait Islander Peoples, understanding the importance of the land on which ELMO operates nationally and creating cultural awareness across the organisation to create a safe and inclusive workspace. The RAP Reflect will establish the core foundation of which ELMO's future RAP's can build on to drive and create better outcomes for Aboriginal and Torres Strait Islander Peoples on their reconciliation journey.

ELMO will benchmark staff's understanding of Reconciliation and their understanding of a RAP Program. This will be achieved by holding a number of focus groups with staff from across the organisation to provide input on their knowledge and provide recommendations for initiatives to be achieved in the RAP that will support ELMO's reconciliation journey and improve outcomes for Aboriginal and Torres Strait Islander Peoples.

ELMO has held staff events to acknowledge, educate and celebrate National Reconciliation Week and NAIDOC week. ELMO has held education sessions with staff on the difference between a Welcome to Country and Acknowledgement of Country. Further, Town Hall Meetings and ELMO staff and client events are opened up by the CEO or an Executive Leadership Team member with an Acknowledgement to Country.



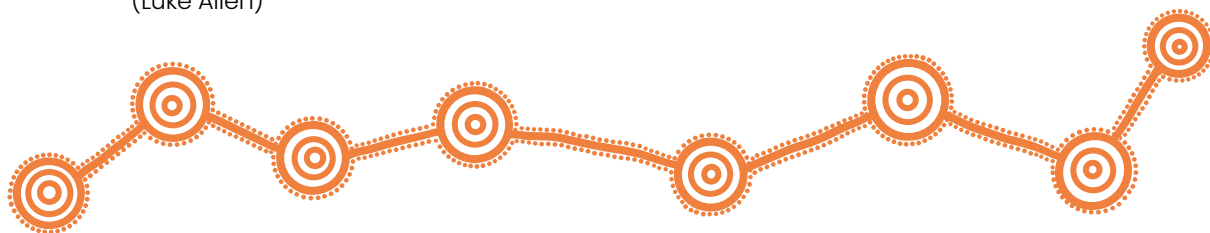
Our partnerships/ current activities



Community partnerships – ELMO also plans to partner with Local Land Councils in Sydney and Melbourne for our RAP Launch Events and Large Clients events. ELMO is currently identifying an employment partner to increase Aboriginal and Torres Strait Islander Employment numbers. We are also committed to inviting an External Representative to join ELMO's RAP Working Group.

Responsibility reference guide:

- **RAP Chairperson** – CEO (Joseph Lyons)
- **RAP Co-Chairperson** – People Partner (Emily Johnston)
- **RAP Working Group/RAP Champions:**
 - Senior Information Security Manager (Carmen Nunez)
 - Director of Growth, Marketing (Casey Mclean)
 - Senior Director – Services & PMO (Emily Connell)
 - Senior People & Culture Manager (Helen Tran)
 - Senior Careers & Culture Manager (Justin Meier)
 - Head of FP&A (Kat Rusnakova)
 - Chief People Officer (Kate Wilkinson)
 - Senior Vice President – Sales (Luke Allen)
 - Bid Manager (Peter Kim)
 - Strategic Customer Success Manager (Ryan Adams)
 - IT Team Lead (Sam Hollowell)
 - Chief Customer Officer (Sarah Dart)
 - Senior Product Manager (Shane Blake)
 - Experience & Facilities Lead – ANZ (Yasmin Veloso)





Relationships

ACTION	DELIVERABLE	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 area or sphere of influence.	February, 2025	Lead: RAP Chairperson (CEO) Support: RAP Co-Chairperson, Senior People & Culture Manager
	Connect and Partner with Local Land Councils in Sydney and Melbourne.	January, 2025	Lead: RAP Chairperson (CEO) Support: RAP Co-Chairperson, Experience & Facilities Lead – ANZ
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager
	Develop guidelines on meaningful and respectful relationships with our Aboriginal and Torres Strait Islanders customers.	February, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager, Chief Customer Officer, Chief People Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2025	Lead: Experience & Facilities Lead – ANZ Support: RAP Co-Chairperson
	Acknowledge NRW week with an internal staff event and education sessions.	May, 2025	Lead: RAP Co-Chairperson Support: Experience & Facilities Lead – ANZ
	RAP Working Group members to participate in an external NRW event.	May, 2025	Lead: RAP Chairperson Support: RAP Co-Chairperson, Experience & Facilities Lead – ANZ, Senior People & Culture Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, 2025	Lead: RAP Chairperson Support: RAP Co-Chairperson
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January, 2025	Lead: RAP Chairperson Support: Communications Manager, RAP Co-Chairperson
	Develop Quarterly Internal RAP Newsletter and RAP Banner.	January, 2025 April, 2025 July, 2025 October, 2025	Lead: Communications Manager Support: RAP Co-Chairperson, Strategic Customer Success Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January, 2025	Lead: RAP Co-Chairperson Support: Senior Information Security Manager, Experience & Facilities Lead – ANZ
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April, 2025	Lead: Senior Information Security Manager Support: Senior People & Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May, 2025	Lead: Senior People Manager Support: RAP Co-Chairperson, Senior Information Security Manager



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January, 2025	Lead: RAP Co-Chairperson Support: Senior Careers & Culture Manager, Senior People & Culture Manager
	Conduct a review of cultural learning needs within our organisation.	January, 2025	Lead: RAP Co-Chairperson Support: Senior Careers & Culture Manager
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January, 2025	Lead: RAP Co-Chairperson Support: Senior Careers & Culture Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January, 2025	Lead: RAP Co-Chairperson Support: Senior Careers & Culture Manager
	Develop an Acknowledgement of Country and Welcome to Country Policy and Guidelines.	January, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May, 2025	Lead: RAP Chairperson Support: Experience & Facilities Lead - ANZ, RAP Co-Chairperson
	Conduct internal events, with guest speakers and education sessions on Aboriginal and Torres Strait Islander culture and traditions.	May, 2025	Lead: RAP Co-Chairperson Support: Senior Careers & Culture Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2025	Lead: RAP Chairperson Support: Experience & Facilities Lead - ANZ, RAP Co-Chairperson
	RAP Working Group to participate in an external NAIDOC Week event.	July, 2025	Lead: RAP Chair-person Support: Experience & Facilities Lead - ANZ, RAP Co-Chairperson



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June, 2025	Lead: Senior Careers & Culture Manager Support: RAP Co-Chairperson, Talent Acquisition Partner
	Partner with an external organisation to increase Aboriginal and Torres Strait Islander employment numbers in Technology.	June, 2025	Lead: Senior Careers & Culture Manager Support: RAP Co-Chairperson, Talent Acquisition Partner, IT Team Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January, 2025	Lead: Senior Careers & Culture Manager Support: RAP Co-Chairperson
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August, 2025	Lead: Senior Information Security Manager Support: Experience & Facilities Lead - ANZ, RAP Co-Chairperson
	Investigate Supply Nation membership.	August, 2025	Lead: Senior Information Security Manager Support: Experience & Facilities Lead - ANZ, RAP Co-Chairperson



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	January, 2025	Lead: RAP Chair-person Support: RAP Co-Chairperson
	Draft a Terms of Reference for the RWG.	January, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February, 2025	Lead: RAP Chair-person Support: RAP Co-Chairperson
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January, 2025	Lead: RAP Co-Chairperson Support: Senior People & Culture Manager
	Engage senior leaders in the delivery of RAP commitments.	January, 2025	Lead: RAP Chairperson Support: RAP Co-Chairperson
	Appoint a senior leader to champion our RAP internally.	January, 2025	Lead: RAP Chairperson Support: RAP Co-Chairperson
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January, 2025	Lead: Strategic Customer Success Manager Support: RAP Co-Chairperson
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	June, 2025	Lead: Strategic Customer Success Manager Support: RAP Co-Chairperson
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, 2025	Lead: Strategic Customer Success Manager Support: RAP Co-Chairperson
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025	Lead: Strategic Customer Success Manager Support: RAP Co-Chairperson
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November, 2025	Lead: RAP Co-Chairperson Support: Senior People Manager

