



Kc. Rae



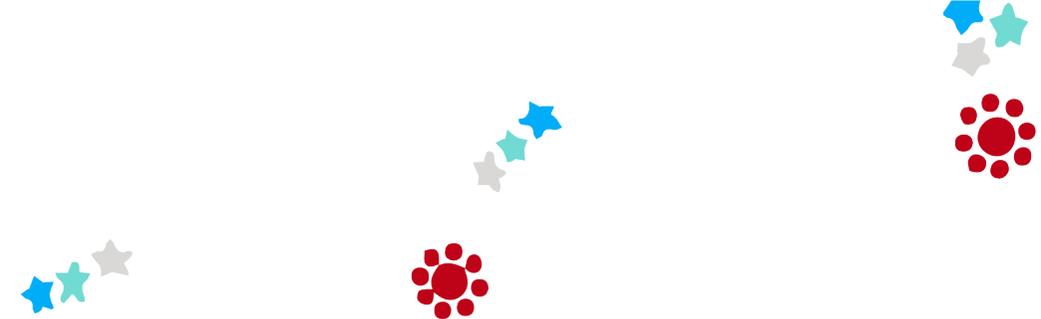
Reflect Reconciliation Action Plan

January 2026 – December 2026



RECONCILIATION
ACTION PLAN

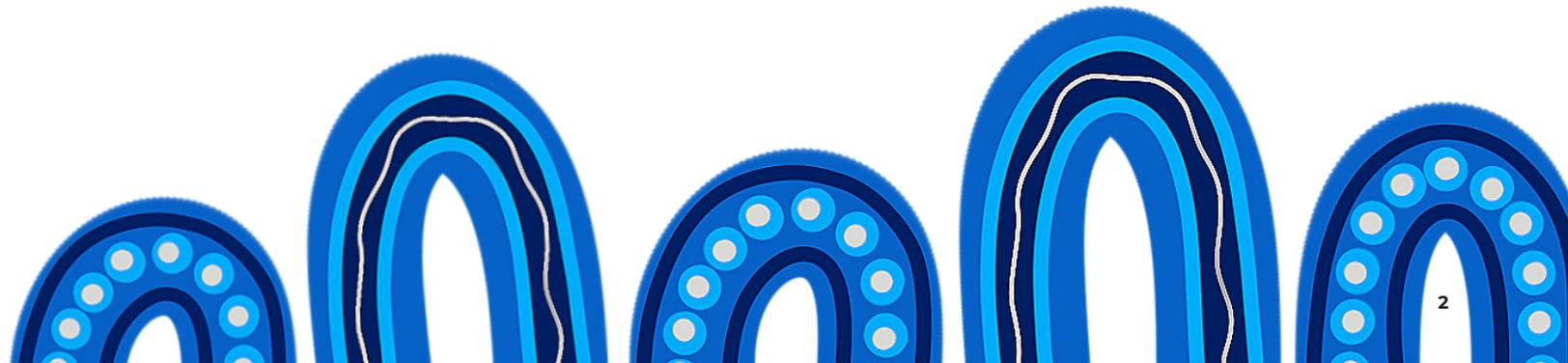
REFLECT



Acknowledgment of Country

We acknowledge the Traditional Owners of Country throughout Australia and acknowledge their continuing connection to land, waters and community. We pay our respects to the peoples, the cultures and the Elders past and present.

Front Cover Artwork: Limitless Journeys, 2024, Kc Rae, Aboriginal Artist





MESSAGE FROM

Managing Director, APAC
James Berry

At Diversified we recognise the importance of Reconciliation and our role in fostering meaningful engagement with Aboriginal and Torres Strait Islander peoples. Our Reconciliation Action Plan (RAP) marks a step towards a more inclusive and equitable future.

Since 2006, RAPs have helped organisations take sustainable action in advancing Reconciliation.

Grounded in relationships, respect, and opportunities, RAPs raise awareness, promote

economic equity, and support First Nations self-determination. We are committed to integrating these principles into our business practices.

Our initial Reflect RAP phase focuses on educating our teams, building relationships with Aboriginal and Torres Strait Islander stakeholders, and identifying areas where we can create the most positive impact. This foundation will support deeper engagement and long-term change.





STATEMENT FROM
CEO of Reconciliation Australia
Karen Mundine

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

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



MESSAGE FROM

Human Resources Director, APAC **Vanecia Dehghani (RAP Champion)**

I am pleased to be part of Diversified's first RAP, beginning with our Reflect RAP journey. Our organisation is committed to building upon our reconciliation efforts, and we hope this initiative lays the foundation for meaningful engagement with reconciliation.

We received significant interest from across our organisation's national network, which led to the formation of a RAP Working Group (RWG). This dedicated group of 12 members has provided valuable insights and contributions that have been instrumental in advancing our Reflect RAP journey. In addition, a RAP Steering Committee was established to meet regularly, drive initiatives, and ensure that progress remained on track and aligned with the work of the RWG.

One of our priorities has been on educating our staff and leaders on the importance of reconciliation, fostering strong relationships with Aboriginal and

Torres Strait Islander stakeholders, and identifying opportunities to create the most positive impact. We aim to continue this learning journey by implementing strategies that ensure both current and future staff are aware of these insights and actively engage with First Nations communities, cultural centres, and advocacy groups to strengthen relationships, deepen cultural understanding, and support meaningful collaboration.

The collective efforts of Diversified reinforce our organisational values and align with the RAP objectives we have set. We acknowledge that reconciliation is an ongoing journey, and there are still many steps ahead for Diversified as an organisation. We remain committed to driving equity in the workplace, fostering an environment where everyone can thrive, and creating meaningful, lasting impact within Aboriginal and Torres Strait Islander communities as a result of our Reflect RAP journey.

RAP Governance

Steering Committee and Working Group

At Diversified, we recognise that genuine reconciliation requires strong governance, organisation-wide commitment and broad engagement. To support the development, implementation and reporting of our Reflect RAP, we've established a two-tiered governance structure: the RAP Steering Committee and the RAP Working Group (RWG).

The RAP Steering Committee is the governing body responsible for providing strategic oversight, direction, and accountability. This committee comprises members of senior leadership who are committed to championing reconciliation and ensuring the RAP aligns with Diversified's values and long-term business objectives.

The RWG is a representative group of employees from diverse departments, locations, and levels across the organisation. Diversified actively encouraged others within the organisation who identify as Aboriginal and/or Torres Strait Islander to share their perspectives and contribute to the development of the RAP. The RWG continues to promote, support, and embed reconciliation initiatives throughout the organisation, helping to bring the RAP to life.

Together, the RAP Steering Committee and RWG ensure our RAP is both strategically led and widely embraced—driving meaningful, lasting change across Diversified. Through this structured approach, we're committed to building respectful relationships, creating opportunities and supporting reconciliation across all areas of our business.



James Berry
Managing Director APAC



Vanecia Dehghani
HR Director APAC



Mandy Balla-Kellett
Director of Marketing APAC



Alistair Dick
General Manager NT/WA/SA



Selin Arslan
HR Coordinator

Our Business

About Diversified

300+

Associates
(in AUS)

8

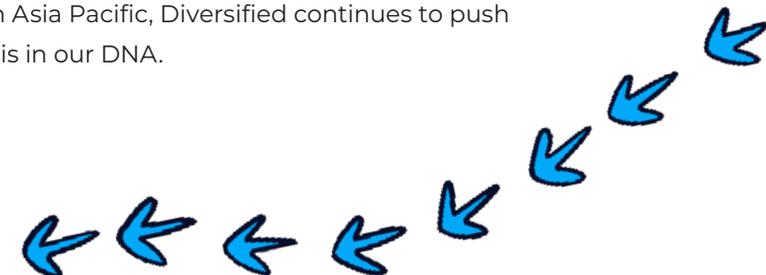
Office Across
Australia

81%

of AUS Associates
Aware of our RAP

Diversified is a global leader in audio visual (AV) and media innovation, renowned for designing and building the world's most experiential environments. Our award-winning team specialises in delivering cutting-edge solutions for complex, large-scale, and immersive installations. Serving a diverse global clientele that includes healthcare, education, defence, sports and live performance venues, corporate enterprises, and government agencies, Diversified partners with clients to create spaces that bring people together and keep them engaged. As a technology solutions provider and integrator, we are committed to delivering the best in AV and media solutions.

In Australia, we employ around 300 talented individuals across multiple office locations, including our Narrm (Melbourne) headquarters and offices in Boorloo (Perth), Warrane (Sydney), Ngambri (Canberra), Garramilla (Darwin), Tarntanya (Adelaide) and Meanjin (Brisbane). Our Australia Diversified team includes three associates who identify as Aboriginal and/or Torres Strait Islander people and we have a strong commitment to diversity and inclusion. With a reach that spans globally and a significant presence in Asia Pacific, Diversified continues to push the boundaries of innovation in the AV and media landscape. Diversity is in our DNA.



Our Values

Diversified associates are inspiring, passionate and innovative. No matter where we are on this beautiful land we strive for a healthy and united workplace. These foundational values guide our team and provide them with a strong purpose that resonates with our workforce.



INSPIRED by Challenge

We don't just welcome a challenge—we crave it. In addition to being able to do the complex work, it actually motivates us—we love it.



PASSIONATE about Success

Helping people be successful is our passion. For our clients, as well as for each other, we are relentlessly focused on exceeding expectations through exceptional outcomes.



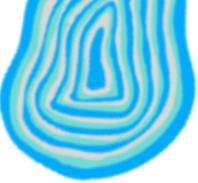
DRIVEN by Imagination

We lead with ingenuity. We don't settle for status-quo and we don't give up. We keep our eyes on the future to continually redefine what's possible.



DIVERSE and UNITED

Diversity is in our DNA. We respect and celebrate our varied backgrounds and unique experiences from around the globe. We are aligned with a common goal: to achieve greatness together and for the communities we serve.



Our RAP



At Diversified Australia, we recognise that reconciliation is an ongoing journey that calls for awareness, learning, and meaningful action. Developing our inaugural Reflect Reconciliation Action Plan (RAP) represents our commitment to understanding our role in this journey and to contributing positively towards building respectful relationships and creating opportunities to collaborate with Aboriginal and Torres Strait Islander peoples.

Our approach to the Reflect RAP is grounded in education, reflection, and collaboration. We are focused on increasing cultural awareness and understanding across our organisation, ensuring our Diversified team have opportunities to learn about the histories, cultures, and contributions of First Nations peoples. By sharing knowledge, engaging in open dialogue, and listening to First Nations voices, we aim to foster a workplace culture that values respect, inclusivity, and genuine connection.

This Reflect RAP lays the groundwork for our long-term reconciliation journey. It helps us understand our current position, identify opportunities for growth, and embed reconciliation principles into our daily practices. Through this process, we aim to learn, engage, and contribute to Australia's broader reconciliation movement—strengthening relationships, deepening understanding, and driving lasting positive change. Our Reflect RAP includes defined actions and timelines to ensure accountability and transparency in our efforts. We are committed to fostering an inclusive workplace that values diversity and promotes equitable opportunities for Aboriginal and Torres Strait Islander peoples. By listening, learning, and collaborating with First Nations communities, Diversified seeks to make a meaningful contribution to reconciliation and create positive change within our spheres of influence.

Our Reflect RAP

We are committed to fostering an inclusive workplace that values diversity and promotes equitable opportunities for Aboriginal and Torres Strait Islander peoples.

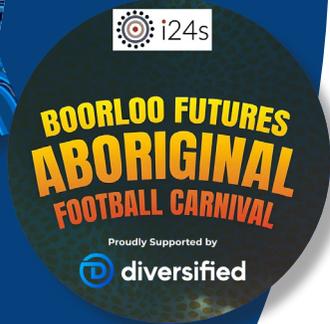
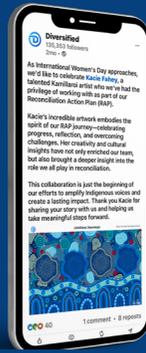
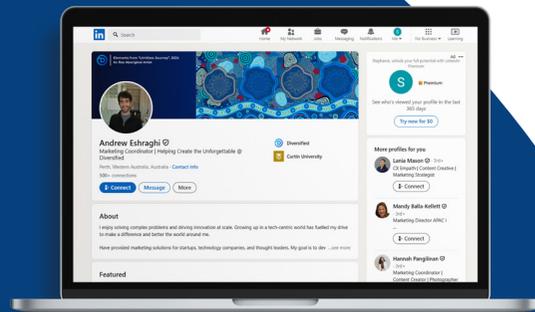
Our Partnerships & Current Activities

Diversified has taken a strategic communications approach to engage and inform our people with its Reconciliation Action Plan journey. Regular updates have been shared through Town Halls, email communications, our internal intranet and visible collateral such as custom-designed lanyards featuring elements from our commissioned RAP artwork.

In April 2025 we conducted a staff survey to establish a baseline understanding among staff and inform our next steps. The survey results reflected that most respondents were aware of the company's RAP and understood its purpose, though some sought more information. Awareness of Aboriginal and Torres Strait Islander cultures varies, with most having some to good awareness. The RAP is seen as positively impacting relationships with communities. Key areas for the RAP include fostering cultural understanding, creating opportunities for First Nations communities, promoting equity, and building respectful relationships. These insights provided a strong foundation for the reconciliation plan, focusing on Relationships, Respect, and Opportunities.

We've highlighted key cultural moments such as International Women's Day, where we acknowledged Aboriginal artist, KC Rae's contribution via a LinkedIn post. Our Darwin team attended a charity event in support of health research which aims to transform the lives of Australians particularly Aboriginal and Torres Strait Islander peoples. In Melbourne, members of our RAP steering committee attended the Melbourne Indigenous Transition School NAIDOC Week Future Women Lunch, empowering the voices of First Nations women. In In 2025, Diversified proudly became a Premier Partner of the Boorloo Futures Aboriginal Football Carnival. We were honoured to support and attend the event at Richard Guelfi Reserve, where teams from across Western Australia came together to showcase their talent, teamwork and community spirit. The carnival celebrates Aboriginal cultures, particularly within Noongar country and promotes positive social, cultural and economic outcomes for Aboriginal communities through the power of football.

All proceeds from the carnival support i24s' homelessness outreach programs across Perth. i24s is a 100% Aboriginal-owned not-for-profit organisation that empowers individuals to thrive by providing career pathways, meaningful employment and business opportunities. Diversified continues to work closely with i24s to strengthen partnerships and create meaningful opportunities wherever possible.

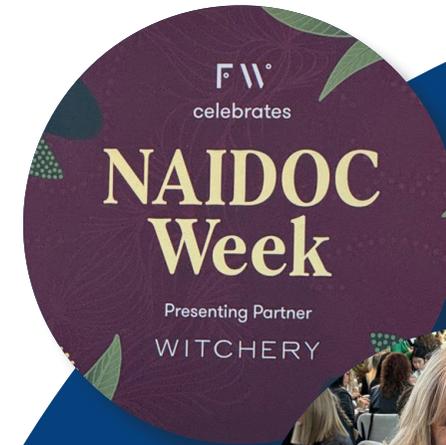


Steps Toward Meaningful Change

Building awareness is our key focus for the Reflect RAP, but another important element is to begin to explore opportunities to support First Nations peoples in practical ways, and so we've started to look at where we might identify opportunities to engage Aboriginal and Torres Strait Islander suppliers and to partner with builders who work with organisations like Supply Nation. We identified an opportunity to partner with Moort Scaffolding, an Indigenous-owned scaffolding company currently supporting our projects in Queensland. We will continue to explore further engagement opportunities with them across our Queensland and New South Wales projects. To ensure ongoing collaboration with identified First Nations owned businesses, we will include them in our preferred supplier list.

Additionally the Committee members and colleagues continue to participate in events that strengthen relationships and support shared reconciliation goals. For example, attendance at the Menzies School of Health Research 40th Anniversary Gala reflected our commitment to engaging with initiatives that create space for collaboration with First Nations peoples. The event celebrated transformative health research in the Northern Territory and highlighted the importance of working alongside local communities to drive meaningful, community-led outcomes.

In celebrating National Reconciliation Week and NAIDOC Week with staff-focused activities, educational collateral, and public communications -including posters and canvases of Limitless Journeys (our RAP artwork) and a QR code leading to more information about the art and a video with the artist explaining its meaning. These efforts are complemented by visual branding updates such as email signatures, Teams backgrounds and a one-page e-brochure outlining and reinforcing our ongoing commitment to reconciliation.

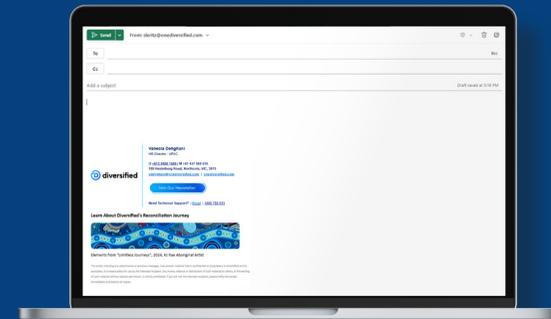


Keryn Nossal,
Managing Director,
FancyFilms (B-Corp)

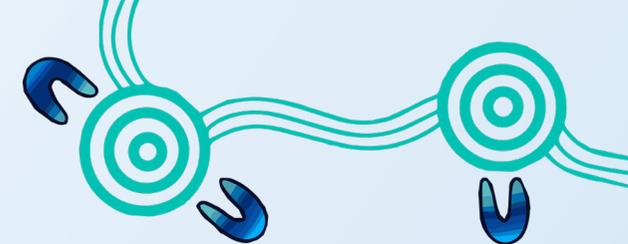


Mandy Balla-Kellett,
Director of Marketing APAC,
Diversified

Selin Arslan,
HR Coordinator,
Diversified



Relationships



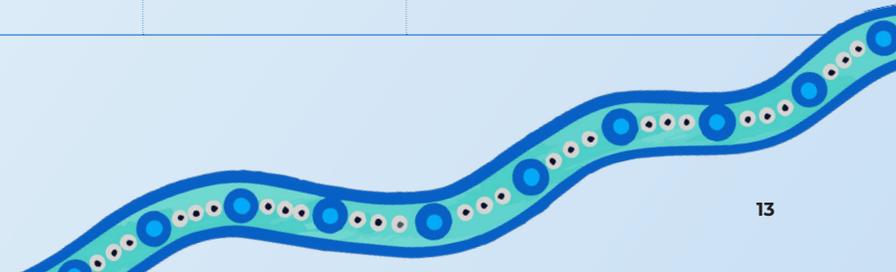
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2026	Lead: Marketing Director Supported by: HR Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	Lead: HR Director Supported by: HR Coordinator
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May Annually	Marketing Director
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Marketing Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - 3 June 2026	Marketing Director
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2026	Lead: Managing Director Supported by: Marketing Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2026	Lead: HR Coordinator Supported by: Marketing Director
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	People & Culture Team Marketing RWG
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2026	Lead: HR Director Supported by: HR Coordinator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Lead: HR Director Supported by: HR Coordinator



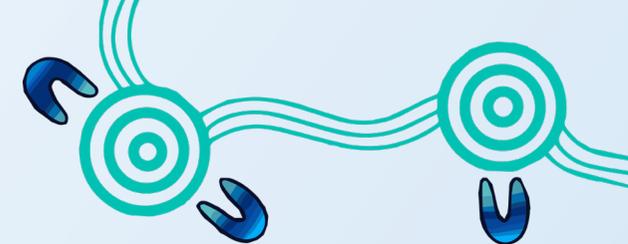
Respect



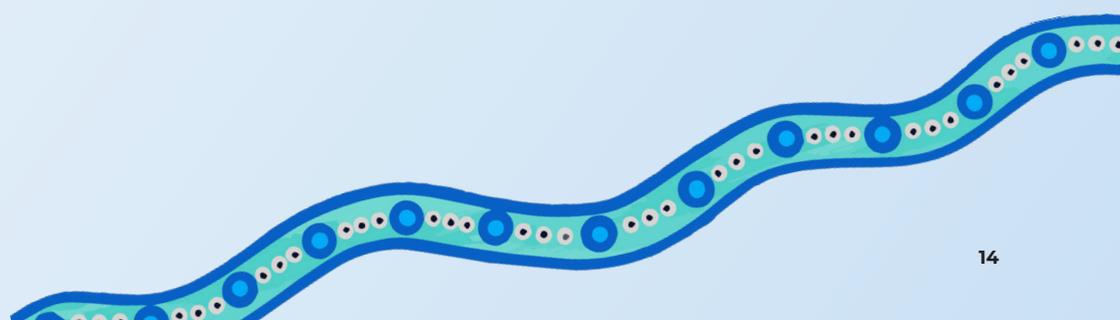
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2026	HR Director
	Conduct a review of cultural learning needs within our organisation.	April 2026	Lead: HR Director Supported by: HR Coordinator
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 2026	Lead: Marketing Director Supported by: HR Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2026	Managing Director
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.	First week in July (annually)	Lead: Marketing Director Supported by: HR Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July (annually)	Lead: Marketing Director Supported by: HR Coordinator
	RAP Working Group participate in an external NAIDOC Week event.	First week in July (annually)	Lead: Marketing Director Supported by: HR Coordinator



Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p>	<p>August 2026</p>	<p>Lead: HR Director Supported by: Managing Director</p>
	<p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p>	<p>August 2026</p>	<p>HR Director</p>
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</p>	<p>February 2026</p>	<p>HR Director</p>
	<p>Investigate Supply Nation JumpStart program. https://supplynation.org.au/benefits/corporate/</p>	<p>December 2026</p>	<p>HR Director</p>



Governance

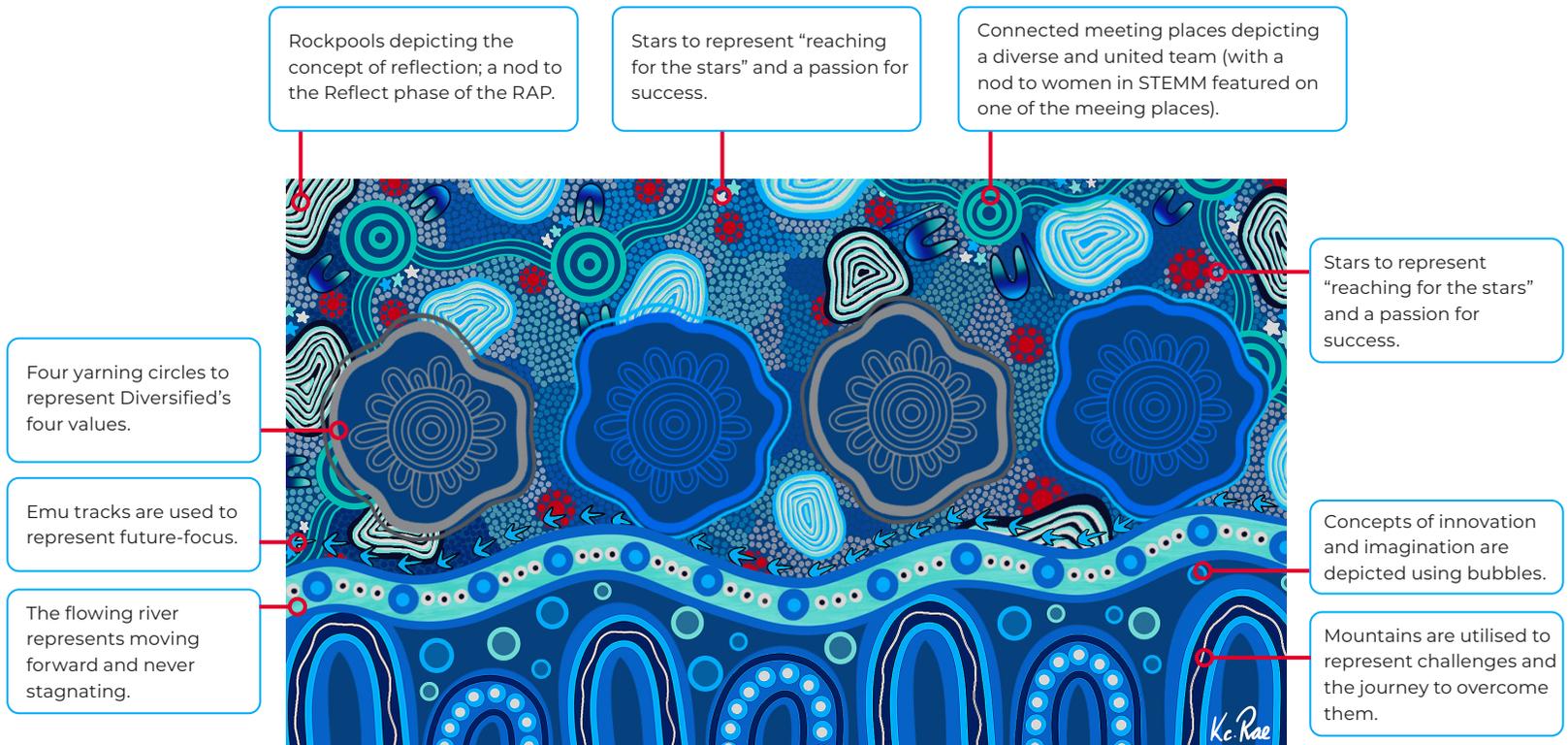
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	September 2026	Lead: HR Director Supported by: HR Coordinator
	Draft a Terms of Reference for the RWG and Steering Committee.	October 2026	HR Director
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG and Steering Committee.	September 2026	HR Director
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2026	HR Director
	Continue to engage senior leaders in the delivery of RAP commitments.	July 2026	HR Director
	Continue to provide support to a senior leader to effectively champion our RAP internally.	September 2026	HR Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	HR Director
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.	30 June (annually)	HR Director
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	HR Director
	Communicate our RAP progress to internal and external stakeholders	November 2026	HR Director
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	HR Director

Our RAP Art

LIMITLESS JOURNEYS

2024

KC RAE,
ABORIGINAL ARTIST

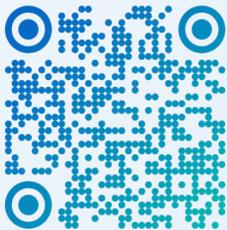


Limitless Journeys tells the story of Diversified as a business, as a team and as an agent of reconciliation. It invites the audience to consider a boundless, and imaginative future. Featured as the focal point of the artwork are four yarning circles, which are used to represent our four values: (1) Inspired by challenge, (2) Passionate about success, (3) Driven by imagination and (4) Diverse and united. The additional feature of people sitting at these yarning circles represents the human element at the core of our values. Several other symbols throughout the artwork echo these values as they are at the core of how we conduct business. The mountains running along the bottom third of the artwork represent challenge and the client-centred approach we take in crafting imaginative solutions to overcoming these challenges. Two variations of stars feature as scattered symbols throughout the upper element of the artwork, representing

the phrase "reaching for the stars" and acting as an acknowledgment of our commitment to successful outcomes for clients. Our passion for innovation, creativity and imaginative solutions are exemplified through the depiction of bubbles above the mountains. Featured along the top of the artwork are several connected meeting places and people, representative of our respect and celebration of inclusion and diversity. The emu tracks and flowing river that sit below the four yarning circles are representative of our future-focus. Emus cannot walk backwards, hence why they have been utilised to depict concepts of being future-focused and moving forward. Further, the flowing nature of the river is used to represent our commitment to never stagnate. Lastly, as a nod to the Reflect phase of our RAP, the reflective nature of rockpools is featured in the top two-thirds of the artwork.



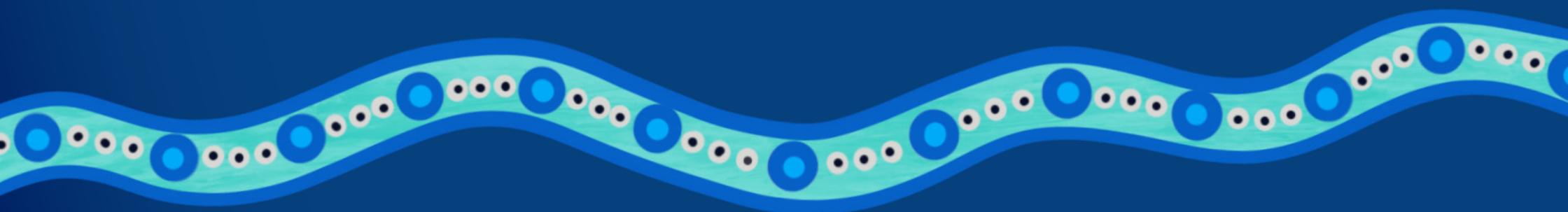
**LEARN MORE
ABOUT KC RAE**



About the Artist

As an integral component of Diversified's RAP (RAP), we commissioned Kacie Fahey (aka Kc Rae), a Kamillaroi woman and First Nations artist, to produce a lasting piece of artwork.

This creation is intended to embody the principles of our RAP initiatives and the ethos of our organisation. The collaboration with Kc involves contributions from the RAP working group, ensuring a collaborative approach to the project.



CONTACT DETAILS

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