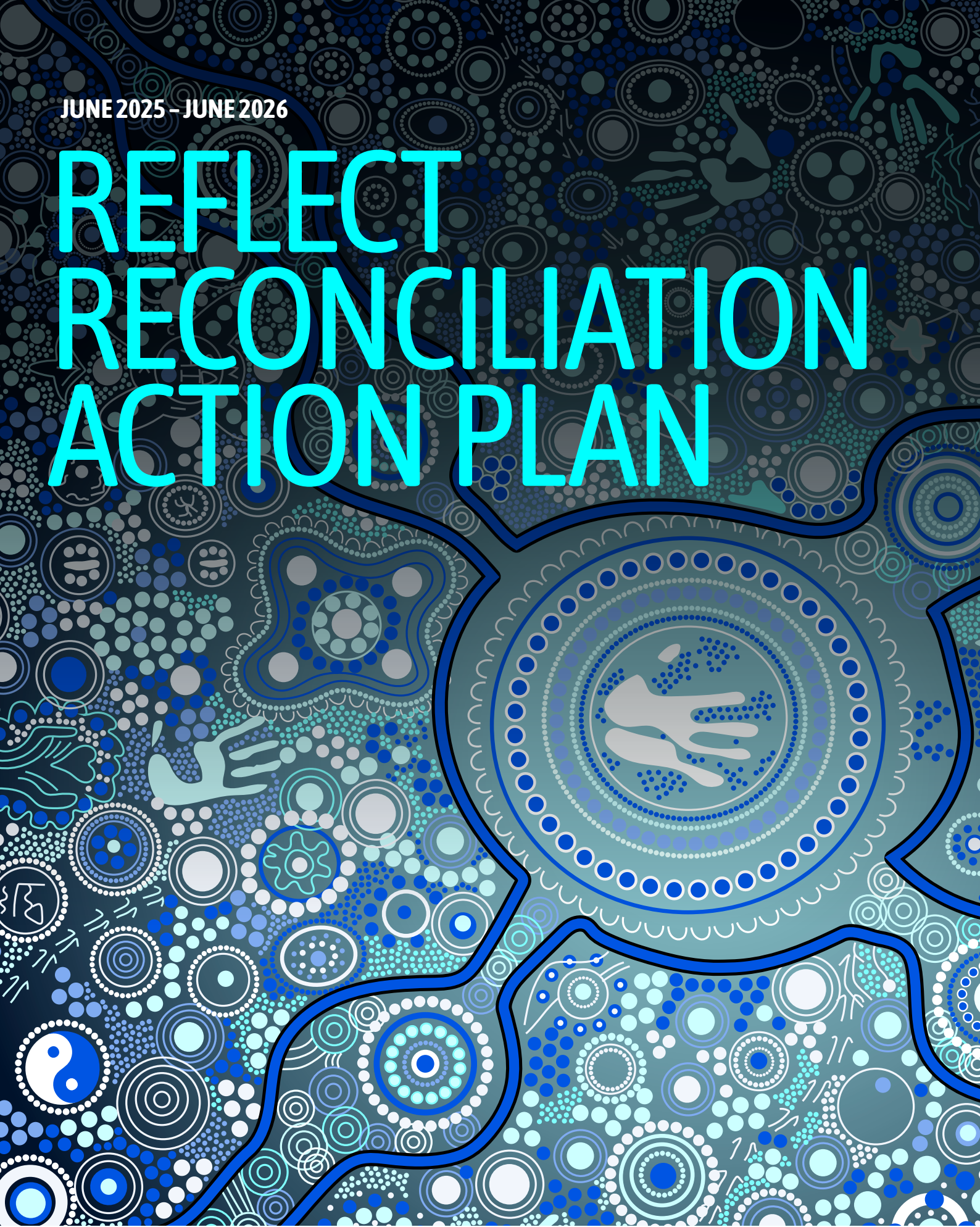


JUNE 2025 – JUNE 2026

# REFLECT RECONCILIATION ACTION PLAN





# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

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

NuiX 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 NuiX 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 NuiX, 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

## Artist: Trevor Eastwood

Trevor hails from the Ngamba people on the Barwon River, part of Kamiloroi country, on the outskirts of Brewarrina, NSW. He works closely with schools across Sydney teaching about Aboriginal culture.

Over the last 15 years, Trevor has been involved in Aboriginal archaeology as a site officer and worked with Indigenous employment programs as a mentor.

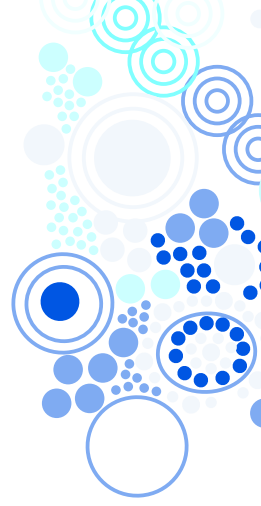
### “Yamangun Budyari Maruga” – Together we walk a good path

This striking Aboriginal artwork powerfully conveys the theme of trust, resilience, and connection within the NuiX community. Vibrant colours and intricate centre yarning circle, represent individuals from many backgrounds coming together in harmony, symbolising their collective strength and determination to solve problems and find truth. The circles illustrate people engaged in meaningful dialogue, embodying respect and collaboration bringing their own ideas, experiences and morals, as they seek innovative solutions to challenges. The use of traditional symbols reflects a deep respect emphasising the importance of community and shared values. The handprints are symbolising the human touch to NuiX. The Contemporary article serves as a visual narrative of a community unafraid to confront obstacles, highlighting their unwavering spirit and commitment to fostering connections that empower and uplift everyone involved.





# A MESSAGE FROM OUR BUSINESS



Nuix is a leading provider of investigative analytics and intelligence software. We empower our customers to be a 'Force for Good' by finding truth in the digital world. Our cutting-edge software is trusted by law enforcement, legal firms, and corporations to transform vast amounts of unstructured data into actionable insights with scalability and forensic accuracy.

We don't just want to do good in what we build, we're equally committed to how we operate as a business. That means using our expertise to support truth-seeking in some of the most complex and sensitive matters of our time. Nuix has played a key role in major investigations, including the Grenfell Tower Inquiry in the UK and the Royal Commission into Aboriginal Deaths in Custody in Australia, helping uncover facts, surface patterns, and drive accountability. These are just some of the ways we seek to contribute to justice, and lasting change.

Nuix has approximately 500 employees across the globe with 35% based in Australia. At our Headquarters in the Eora Region, we have 158 employees, and 9 employees where Nuix was founded in the Ngunnawal Region, Canberra. Currently our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander people, we will work within this RAP to consider this further. We are committed to building inclusive systems that recognise, respect, and empower all communities. As part of our commitment to social impact and ethical innovation, we are initiating our first Reconciliation Action Plan (Reflect).

As a technology company committed to making a positive impact on the world, Nuix recognises our unique position to contribute to Australia's reconciliation journey. We believe our technological expertise and global reach can create meaningful opportunities and pathways in partnership with Aboriginal and Torres Strait Islander peoples.

Just as we help organisations uncover the truth hidden in data, we aim to bring the untold stories of the First Nations communities into the light, empowering their voices, and ensuring that the digital world we help to shape is inclusive, respectful and representative of all peoples.

By championing a RAP, we commit to take ownership of our role in reconciliation by fostering an inclusive workplace culture that values the diversity of First Nations peoples – while actively engaging in initiatives that create positive lasting impact in their communities.

We envision a reconciled Australia where Aboriginal and Torres Strait Islander peoples are acknowledged as the First Peoples of this land and are empowered to thrive in all facets of society, including the technology sector. We aim to foster respect, opportunities, and partnerships through cultural awareness, inclusive practices, and long-term engagement.

At Nuix, we strive towards a future where every aspect of our business; how we source, operate, partner, sell and engage reflects our commitment to reconciliation and respect for Aboriginal and Torres Strait Islander peoples. Although we can't change the past, we can have an impact on the present, as well as the stories will tell the future. We strive to create inclusive partnerships and operate with cultural sensitivity, seeking guidance from First Nations stakeholders to ensure our actions and language are respectful and inclusive.

## **Warren Brugger**

*Executive Vice President, APAC and Global Alliances*  
Nuix CultureX First Nations Sponsor

## Through these efforts, we aim to:

1. EMPOWER ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BOTH LOCALLY AND IN THE REGIONS WHERE WE OPERATE, ENSURING NUIX IS INCLUSIVE CULTURALLY AND PHYSICALLY.
2. ACKNOWLEDGE AND RESPECT THE LANDS AND COMMUNITIES WHERE WE WORK AND DO BUSINESS, INTEGRATING CULTURAL ASSESSMENTS INTO OUR OFFICE ACTIVITIES AND DECISION-MAKING PROCESSES.
3. FOSTER MEANINGFUL OPPORTUNITIES FOR FIRST NATIONS PEOPLES, WHILST BUILDING A BUSINESS THAT HONOURS DIVERSITY, INCLUSION, AND RESPECT IN EVERYTHING WE DO.

# OUR RAP

Nuix is developing a Reflect Reconciliation Action Plan (RAP) as the first step in our formal reconciliation journey. Our journey towards our vision for reconciliation begins with a reflection on Nuix's progress and opportunities, whilst continuing to raise awareness of First Nations peoples' experiences and perspectives throughout our workplace culture.

As part of the development of our Reflect RAP, Nuix has established a dedicated First Nations Group known as CultureX First Nations. This employee-led initiative is comprised of members from all areas of our organisation and is helmed by Warren Brugger as our Executive Leadership Team sponsor, ensuring that our reconciliation efforts are embedded across all levels of our business. This group convenes monthly to monitor and report progress to the Executive Leadership Team sponsor and to champion reconciliation initiatives across business units.

In undertaking this work, we have engaged our partners at Booka Consulting, a proudly Indigenous-owned company registered with Supply Nation. We are honoured to collaborate with them throughout our Reconciliation Action Plan (RAP) journey. Their involvement includes participation in our office activities. Nuix is deeply committed to building respectful and meaningful partnerships with Aboriginal and Torres Strait Islander peoples. As part of this commitment, we aim to create a culturally safe environment where First Nations employees feel empowered to voluntarily share their identity through self-identification as Aboriginal and/or Torres Strait Islander.





Our Reflect RAP will be led by the CultureX First Nations Group comprised of team members based in Australia and with cross-functional representation across departments. As we have not formally taken the steps to encourage self-identification as an Aboriginal or Torres Strait Islander at Nuix using our systems, we have engaged our partner from Booka Consulting as a representative of the First Nations community Members:

- Warren Brugger (Executive Vice President, APAC and Global Alliances)
- Brett Dimon (Head of Investor Relations & Sustainability)
- Jacqui Levings (Chief People Officer)
- Avi Dargan (Software Engineer)
- Eva Liu (People & Talent Advisor)
- Teighan Armstrong (Executive Assistant)
- Abbas Dangor (Head of Customer Experience)
- Aimee Williams (Workplace Experience Manager)
- Gawshika Aumkaran (Product designer)
- Joel Robbie (Sales Executive)
- Marwan Attar (Technical Consultant)
- Tori France (Partner Marketing Manager)

The CultureX First Nations Group has and will continue to:

- Meet Monthly with the intention to be in-person in the Office where possible;
- Champion RAP initiatives across the business in Australia; and
- Report to the Executive Leadership Team Representative: Warren Brugger (RAP Champion).

# OUR PARTNERSHIPS/ CURRENT ACTIVITIES

## OFFICE:

As our team continues to grow, we are in the process of relocating to a larger office within the same building. In undertaking this transition, we have engaged a designer whom we have briefed on the importance of involving Aboriginal and Torres Strait Islander suppliers wherever possible and this will be included in the selection criteria for suppliers. A key focus of this process is to ensure that the design and procurement decisions provide meaningful opportunities to Aboriginal and Torres Strait Islander peoples.

Given the scale of investment associated with this office move, we are committed to being intentional our engagement with suppliers, prioritising those who are First Nations-owned or aligned with culturally respectful practices. We also recognise the significance of acknowledging the Traditional Custodians of the land on which our new office stands and will incorporate this recognition into our planning.

As part of this, we have collaborated with a First Nations artists Dalmarri and a Supply Nation Certified Indigenous Organisation to commission a collaborative artwork “Yamangun Budyari Maruga” and co-creating a piece that will reflect and honour the cultural heritage of the Traditional Custodians. This contribution will be integrated throughout the office to foster a culturally inclusive and welcoming environment for all.

## SUPPLIERS:

We remain committed to engaging Aboriginal and Torres Strait Islander businesses through both formal channels, such as Supply Nation, and informal pathways, including staff led First Nations Supplier recommendations. We will continue to source goods and services from First Nations suppliers for a range of needs from office supplies and catering to decorative pieces and commissioned artworks for the new office.

These actions form part of our broader commitment to cultural inclusion and recognition. As we plan for Reconciliation Week, we are also undertaking an internal audit as part of our Reflect RAP to assess and strengthen our engagement with First Nations businesses.

## NATIONAL RECONCILIATION WEEK PLANNING

For National Reconciliation Week 2025, we engaged Koori Kulcha, a First Nations-owned catering business, through Supply Nation. This initiative supported Aboriginal and Torres Strait Islander enterprise while helping us celebrate and acknowledge First Nation culture within our workplace. We are committed to continuing to use Supply Nation to identify and engage First Nation businesses for future events initiatives.

## ACKNOWLEDGEMENT OF COUNTRY INITIAL RESEARCH

We will implement a digital acknowledgement of country as we operate in a hybrid workplace, including an acknowledgement in our website footer to respectfully recognise Aboriginal and Torres Strait Islander peoples across Australia. For events, we are committed to making acknowledgements more personal and region-specific by researching the traditional custodians of the land where the event is held. This approach allows us to better storytelling and embrace our First Nations history in a meaningful way.

## MUSEUM OF CONTEMPORARY ART TOUR & RWG EDUCATION

The CultureX First Nations Group visited the Museum of Contemporary Art for a guided tour to deepen our understanding of First Nations culture through modern artistic expression. The tour offered powerful insights into First Nations stories, traditions, and contemporary issues. It reinforced the importance of listening, learning, and reflecting as part of our Reconciliation journey.

## TRAINING & FORENSICS ORGANISATION

We are committed to advancing reconciliation by creating meaningful pathways for Aboriginal and Torres Strait Islander peoples into the technology and digital forensics sectors. Our focus is on strengthening cultural capability at Nuix, building lasting relationships with First Nations communities, and collaborating with our customers and partners to amplify impact. We seek to align our strategic business goals with a genuine, grassroots commitment to reconciliation.

We are beginning to explore and shape the following pathways:

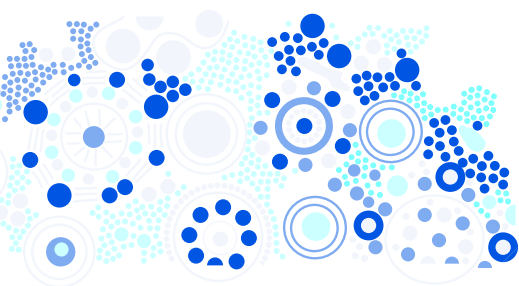
- Sponsoring participation in accredited Digital Forensics training programs;
- Developing an engagement framework to deepen relationships and foster First Nations participation across our customer and partner ecosystems; and
- Exploring avenues to offer complimentary access to forensic training courses for Aboriginal and Torres Strait Islander people, helping build capability and career pathways.



## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. 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.	June, 2025	Product Designer
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June, 2025	Software Engineer
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June, 2025	Product Designer
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026	Executive Assistant
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026	Workplace Experience Manager
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	August, 2025	People & Talent Advisor
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September, 2025	Head of Customer Experience
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September, 2025	Partner Marketing Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	September, 2025	People & Talent Advisor
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October, 2025	People & Talent Advisor
5. 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, 2025	Head of Customer Experience
	• Conduct a review of cultural learning needs within our organisation.	June, 2026	Head of Customer Experience
6. 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.	September, 2025	Sales Executive
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October, 2025	Software Engineer
7. 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.	July, 2025	Workplace Experience Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	July, 2025	Partner Marketing Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Executive Assistant

## Our Partnerships/Current Activities

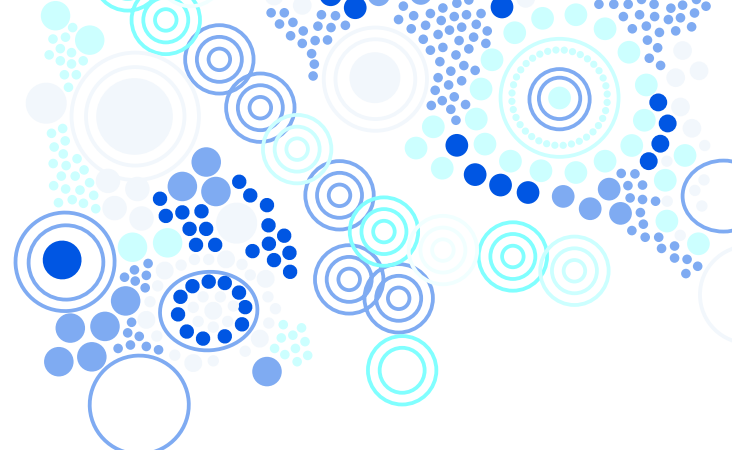


### OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. 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.	January, 2026	Head of Customer Experience
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January, 2026	Head of Customer Experience
	• Explore avenues to offer complimentary access to forensic training courses for Aboriginal and Torres Strait Islander people, helping build capability and career pathways.	March, 2026	Software Engineer
9. 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.	December, 2025	Head of Investor Relations & Sustainability
	• Investigate Supply Nation membership.	January, 2026	Product Designer

### GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP governance structure for direction and implementation of the RAP.	• Revise the timeline date to mid-way through or towards the end of your RAP Implementation period to review how effectively your RWG is tracking re: energy levels, enthusiasm, productivity etc.	June, 2025	Executive vice President, APAC Sales & Global Alliances
	• Draft a Terms of Reference for the RWG and First Nations Affinity Group.	June, 2025	Executive vice President, APAC Sales & Global Alliances
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	August, 2025	Executive vice President, APAC Sales & Global Alliances
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June, 2025	Executive vice President, APAC Sales & Global Alliances
	• Engage senior leaders in the delivery of RAP commitments.	October, 2025	Executive vice President, APAC Sales & Global Alliances
	• Maintain a senior leader to champion our RAP internally and conduct a review of RWG members every 6 months to align with deliverables.	June, 2025	Chief People Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June, 2025	Executive vice President, APAC Sales & Global Alliances



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. 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 annually	People & Talent Advisor
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of Investor Relations & Sustainability
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Investor Relations & Sustainability
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	May, 2026	Head of Investor Relations & Sustainability

## CONTACT DETAILS

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**Position:** Head of Investor Relations & Sustainability

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