



Reflect Reconciliation Action Plan
July 2022 – December 2023





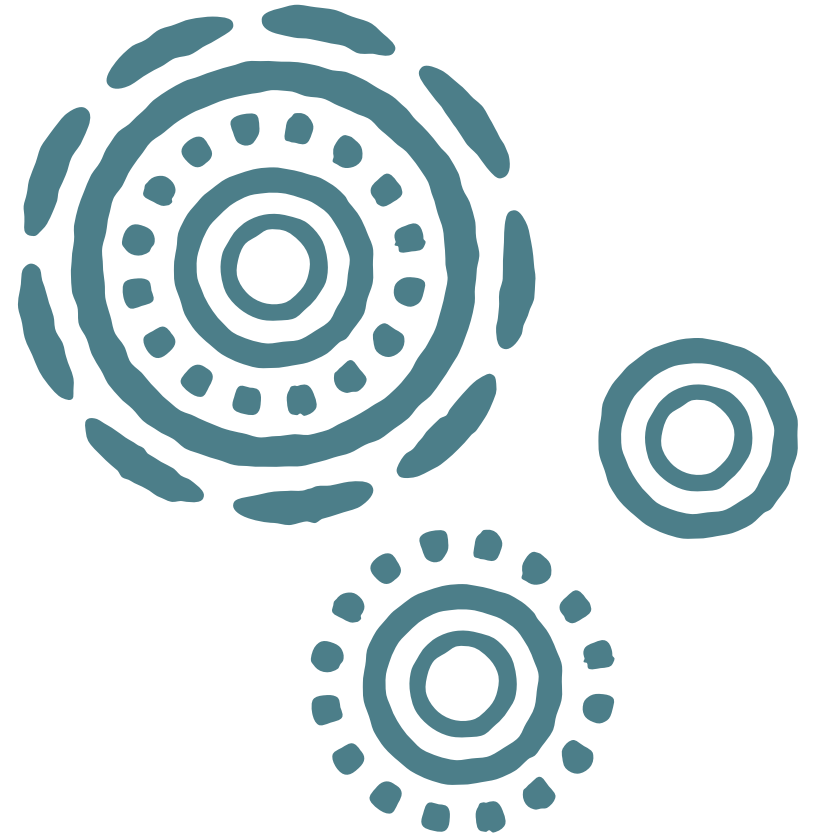
Acknowledgement of Country

Kyndryl Australia Acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and work.
We Acknowledge that sovereignty over these lands was never ceded.

We pay our respects to Elders past, present and emerging and thank them for upholding the cultures and traditions of Australia's First Peoples.

CONTENTS

Acknowledgement of Country	2
A Message from our Country President	4
A Message from Reconciliation Australia	5
About Kyndryl	6
The Heart of Progress	7
Our Reconciliation Action Plan	8
Our Reconciliation Journey	10
Relationships	12
Respect	14
Opportunities	16
Governance	18
About the Artwork	20



A Message from our Country President

I am proud to launch Kyndryl's first Reconciliation Action Plan (RAP) as we begin our reconciliation journey. As a newly formed entity, it is an important milestone in our business as we establish our values and the 'Kyndryl Way'. Our vision is to develop long-term, beneficial and reciprocal partnerships with First Nations peoples in ways that are respectful, inclusive and culturally appropriate. Our intention is an authentic RAP that identifies the strategies and actions we will take over the next 17 months to engage with Aboriginal and Torres Strait Islander peoples.

Kyndryl is committed to promoting cultural understanding among our employees, increasing opportunities for Aboriginal and Torres Strait Islander employment, and driving reconciliation and inclusion across our business. This will enrich our workplace through increased understanding of and respect for traditional cultures whilst also creating opportunities for Aboriginal and Torres Strait Islander peoples.

I personally make a formal Acknowledgement of Country and provide a Māori welcome at the beginning of all significant events and employee meetings. I do this to take a visible leadership role in showing respect for the Traditional Custodians of the lands on which we live and work. The small, everyday things we do add up to create a culture of true inclusion.

I would like to acknowledge and express my appreciation for our Reconciliation Action Plan Working Group and First Nations Advisors for the dedication they have shown in bringing our RAP vision to life. I am proud of the difference our people make in creating a truly inclusive workplace, and I look forward to personally leading our journey of reconciliation.

It is important to have respect for all peoples and their cultures and to strive for unity and equality. Aboriginal and Torres Strait Islander peoples hold a unique position as the Original Custodians of Australia and Kyndryl is proud to be contributing to the reconciliation of all Australian peoples.

Kerry Purcell

President, Kyndryl Australia and New Zealand



A Message from Reconciliation Australia

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

Kyndryl joins a network of more than 1,100 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 Kyndryl 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 Kyndryl, 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 Kyndryl

Kyndryl is in the business of modernising and managing the mission-critical technology systems that Australians depend on every day. And while you may not have heard our name, you have certainly felt our presence. With our modular, tech-agnostic portfolio, broad ecosystem and deep technical expertise, we know how to build healthy digital systems that thrive on change.

We have a strong presence of 900 Kyndryls in Australia – our people – backed up by the full force of over 90,000 Kyndryls around the world. We understand the unique challenges inherent in the Australian marketplace, and our experts are ready to work seamlessly with you to support your big ambitions, challenge preconceptions and amplify outcomes.

We're a new company and are working to build on our foundation of excellence by creating systems in new ways. Bringing in the right partners, investing in our business, and working side-by-side with our customers to unlock potential. If you've received a parcel from overseas, used an EFTPOS terminal, flown on our national carrier, travelled on New South Wales public transport, or used toll roads in Victoria – then you've experienced a Kyndryl service.

The 'Kyndryl Way' underpins everything that we do. It is a central part of how we engage with First Nations communities to build trust and relationships. It illustrates our devotion to our Reconciliation Action Plan (RAP), our empathy for the lived experience of Aboriginal and Torres Strait Islander peoples and our restless innovation.

The Heart of Progress

Inclusion, Diversity and Equity are critical to The Kyndryl Way

Purpose:

Together, each of us advances the vital systems that power human progress

Mission:

To be a technology services company that is a partner, and an employer of choice

Engaging with one another, with customers and our communities, we are:

Restless:

to continuously anticipate, learn and innovate

Empathetic:

to serve with trust and transparency

Devoted:

to shared success

How we organise ourselves, our work and our decisions to support our customers:

Flat:

to empower accountable, inclusive teams

Fast:

to cultivate simplicity everywhere

Focused:

to deliver exceptional service



Our Reconciliation Action Plan

We are developing our first RAP to provide a practical roadmap that builds on our long-standing respect for Aboriginal and Torres Strait Islander cultures and peoples and highlights specific actions that we will take to make reconciliation a reality.

We intend to develop long-term partnerships with Aboriginal and Torres Strait Islander peoples in ways that are respectful, inclusive and culturally appropriate. Our workplace will be enriched through an increased understanding of and respect for traditional cultures. We will create meaningful opportunities that benefit Aboriginal and Torres Strait Islander peoples and communities.

Our priority is education awareness and expanding/learning from the partnerships we have already established. Our intent is to build relationships, ideas and planning for areas where we, as an IT services company, can have a positive impact on reconciliation.

We hope that through our actions, we can help enable Aboriginal and Torres Strait Islander peoples to be represented at all levels of the technology industry.



Our Reconciliation Journey

Kyndryl is one of the world's largest startups – launching in September 2021 with 90,000 people worldwide. One of the first actions Kyndryl took as a new company was to acknowledge the Traditional Custodians of the Land on which we work in our registered Head Office address – Level 22, 60 City Road, Southgate VIC 3006 'Wurundjeri Land'. This was an important step to recognise the long history of the Lands on which we are privileged to operate.

In our first month of independence as a company, we also launched our Reconciliation Action Plan Working Group (RWG), understanding that reconciliation is an essential element of working on Australian lands.

Our RAP Working Group is Chaired by our Country President Kerry Purcell, illustrating the importance Kyndryl places on reconciliation as a business and as a leadership team.

Title	Country
President Australia & New Zealand	Gadigal of the Eora Nation
Bayila Owner, Artist & Designer	Gunnai, Yorta Yorta, Gunditjmarra, Dhudhuroa
Chief Financial & Operating Officer	Gadigal of the Eora Nation
Corporate Social Responsibility Leader	Wurundjeri of the Kulin Nation
Inclusion, Diversity & Equity Leader APAC	Wurundjeri of the Kulin Nation
Practice Lead, Digital Workplace Services	Wadawurrung and Dja Dja Wurrung
Associate Partner Deliver	Wurundjeri of the Kulin Nation
Financial Controller	Bediagal
Technical Solutions Manager	Garigal Clan





We have identified three key themes which will underpin our RAP journey over the coming years.:

- Business and community partnerships – We have onboarded four Aboriginal and Torres Strait Islander-owned technology businesses, and we are now working to establish collaborative working partnerships between these companies and project leaders within Kyndryl. We will measure ourselves not only by the increase in amount of business we engage with these suppliers but also from their feedback as to how we support, respect and encourage their growth. We are currently engaging with Supply Nation to further expand our partnerships with First Nations companies and explore opportunities to support remote and regional First Nations communities.
- Career pathways for Aboriginal and Torres Strait Islander peoples – We are soon to launch our first graduate hiring and intern programs and are looking to actively encourage Aboriginal and Torres Strait Islander participation in these programs. We are also exploring the potential for First Nations scholarships with partner universities and paid internship positions for First Nations students. Tied to this is a program to ensure a culturally safe and sensitive workplace for Aboriginal and Torres Strait Islander peoples who join Kyndryl. This will involve mentors, yarning circles, a buddy program and providing a structured career advancement program. We do not currently capture the number of Aboriginal and Torres Strait Islander employees in our Human Resources systems but are working to rectify this so we can better understand our employee demographics and support our First Nations employees.
- Education and awareness – We have partnered with Evolve Communities to provide Aboriginal and Torres Strait Islander cultural awareness training for our Kyndryl employees. This is via online cultural awareness modules and live webinar discussions. This has encouraged celebration of and respect for Aboriginal and Torres Strait Islander cultures and a desire by Kyndryl employees to learn more. We have also partnered with Dixon Patten from Bayila to provide advice on our RAP and to create a bespoke artwork that represents Kyndryl's mission, vision, values, culture and reconciliation journey. Whilst we mention this as our third pillar, it is really the foundational pillar of our journey. We are aware that it is not what we do so much as how we go about it. The greater education we have about First Nations peoples and cultures, the greater opportunity we have to do all things well.

This Reflect RAP will be promoted to the business by Kerry Purcell, our nominated RAP Champion, and the other members of the RWG to drive internal awareness and oversee the program of deliverables.



Relationships

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Jan 2023 Feb 2023	RWG Chair ID&E Leader
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2023 May 2023 May 2023	ID&E Leader RWG Chair Country President
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. Implement a Kyndryl Inclusion Network (KIN) group for Aboriginal engagement and encourage employees to join and actively participate. Identify external stakeholders that our organisation can engage with on our reconciliation journey. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Aug 2022 Aug 2022 Dec 2022 Mar 2023	Country President Country President RWG Chair ID&E Leader Country President RWG Chair ID&D Leader RWG Chair ID&D Leader
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Dec 2023 Dec 2023	ID&E Leader ID&E Leader



Respect

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Conduct a review of cultural learning needs within our organisation. Install Acknowledgement of Country signage in Kyndryl Australia reception areas in Melbourne and Sydney. 	Feb 2023 Feb 2023 Sep 2023	RWG Chair ID&E Leader ID&E Leader RWG Chair ID&E Leader
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Dec 2022 Dec 2022	ID&E Leader ID&E Leader
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Introduce our staff to NAIDOC Week by promoting external events in our local area. RAP Working Group to participate in an external NAIDOC Week event. 	Jul 2023 Jul 2023 Jul 2023	Country President RWG Chair ID&D Leader RWG Chair ID&D Leader Country President RWG Chair



Opportunities

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. Investigate opportunities to provide scholarships and/or mentor Aboriginal and Torres Strait Islander youth. Work with Kyndryl business leaders and Talent Acquisition to source Aboriginal and Torres Strait Islander candidates for Kyndryl's graduate and intern programs. 	<p>Sep 2022</p> <p>Sep 2022</p> <p>Sep 2022</p> <p>Mar 2023</p>	<p>ID&E Leader Talent Acquisition Leader</p> <p>ID&E Leader Talent Acquisition Leader</p> <p>Talent Acquisition Leader RWG Chair</p> <p>Talent Acquisition Leader</p>
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. Investigate Supply Nation membership. Promote the Aboriginal and Torres Strait Islander businesses that have been onboarded into the Kyndryl systems to business unit and project leads. Profile Aboriginal and Torres Strait Islander procurement success stories both internally and externally to encourage others to support these businesses. 	<p>Jul 2023</p> <p>Jul 2022</p> <p>Sep 2022</p> <p>Dec 2023</p>	<p>ID&E Leader</p> <p>ID&E Leader</p> <p>Country President RWG Chair</p> <p>Country President RWG Chair ID&E Leader</p>



Governance

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. Draft a Terms of Reference for the RWG. Establish Aboriginal and Torres Strait Islander representation on the RWG. 	Aug 2022 Aug 2022 Aug 2022	Country President RWG Chair RWG Chair ID&E Leader RWG Chair ID&E Leader
11. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage senior leaders in the delivery of RAP commitments. Appoint a senior leader to champion our RAP internally. Define appropriate systems and capability to track, measure and report on RAP commitments. 	Dec 2023 Aug 2023 Aug 2023 Dec 2023	RWG Chair Country President RWG Chair Country President RWG Chair RWG Chair ID&E Leader
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	Jun 2023 Aug 2022, 2023 Sep 2022, 2023	ID&E Leader ID&E Leader ID&E Leader RWG Chair
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Aug 2023	ID&E Leader



About the Artist

Dixon Patten, Aboriginal name: Bitja, is a proud Yorta Yorta, Gunnai, Gunditjmara, Dhudhuroa, Yuin and Wiradjuri man born and raised in Melbourne. Dixon is the Creative Director and Lead Artist/Graphic Designer of Bayila Creative. He has over 13 years of experience in the arts and design space as an artist, curator and graphic designer who draws his influence from his connection to his culture and family. He is passionate about storytelling in all its forms and loves the wisdom, knowledge and energy exchange that unites us and bridges the gap between people(s).

About Bayila

Bayila Creative is an Aboriginal-owned art and graphic design business; founded on Kulin Country; Melbourne (Narm). Cultural integrity guides their approach, they respect and take their lead from the collective First Nations traditional wisdoms and aim to ensure the community's stories and narratives echo loudly and proudly across the land.

About the Artwork

'Bernak Karaleeran' Grow Together' (Gunnai Language)

First Nations cultural principles teach us to deep-listen to our environments; mother earth always provides what we need.

Caring for self and community through caring for Country should be our highest value. When we do this, we connect to the land, water, sky, animals and kin. When we connect, we care, we learn and we grow.

The layers of Country depicted in the art encourage us to look beyond the superficial spaces and systems, we uncover deeper, meaningful history that connects us back to ourselves and one another.

The elders sitting in cloaks, sit around the campfire; which cleanses us spiritually.

The footprints remind us that we walk in the footsteps of our many ancestors.

The dancers are performing a ceremony; honouring Country and paying respect to their creation stories.

The gum leaves depict growth, regeneration and sustainability.

The shields represent cultural and personal strength.

The circles represent a meeting place and coming together.

The water represents healing and moving forward.





kyndryl™

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