

The Cuscal logo is located in the top left corner. It consists of the word "Cuscal" in a white, sans-serif font, followed by a red square icon with a white diagonal line running from the bottom-left to the top-right corner.

Cuscal

Reflect Reconciliation Action Plan

April 2025 - October 2026



RECONCILIATION
ACTION PLAN

REFLECT



Cuscal acknowledges the Traditional Custodians of the lands, seas and waters across Australia.

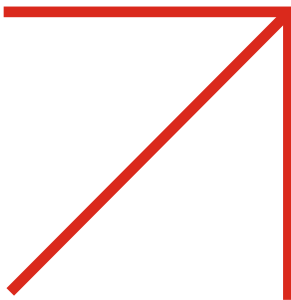
We acknowledge the Gadigal peoples of the Eora Nation, whose ancestral lands and waters are where the Cuscal Limited headquarters stand. Cuscal recognises Aboriginal and Torres Strait Islander peoples’ continuing connection to land, waters and culture. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present and embrace future generations.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander peoples who provided their time, knowledge and perspectives throughout the development of our Reflect Reconciliation Action Plan (RAP).



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CEO's Foreword



I am proud to present Cuscal’s formal Reconciliation Action Plan (RAP), which reflects our commitment to fostering reconciliation, embracing diversity and empowering Aboriginal and Torres Strait Islander peoples.

As the CEO of Cuscal, I firmly believe that genuine reconciliation is essential for building a more harmonious future for all Australians. With a clear vision of inclusivity and collaboration, we acknowledge the Traditional Custodians of the land on which we operate and recognise their enduring connection to Country.

This is an important moment for Cuscal as we start our reconciliation journey. Our Reflect RAP makes commitments which we believe will lay foundations for Cuscal to create lasting impact as allies in advancing reconciliation in Australia.

Cuscal have increased our commitment to embed diversity across our business through our refreshed Diversity, Equity and Inclusion Strategy, of which reconciliation is a key pillar.

Cuscal engaged a First Nations business to support us to co-design our Reflect RAP with our business leaders and identified reconciliation champions. Over the next 18 months of our Reflect RAP, we will establish our reconciliation governance to drive the implementation our RAP commitments.

At Cuscal, we understand the importance of acknowledging the past and working collaboratively towards a better future. We recognise that our success as a company, as well as that of our clients’ and partners’, is inextricably linked to the wellbeing and prosperity of the communities we serve. By recognising and honouring the rich cultural heritage, wisdom, and contributions of our First Nation peoples, we pave the way for a more inclusive and equitable future.

It is an exciting time for Cuscal to embark on our reconciliation journey and our business is ready to create meaningful impact to advance reconciliation in Australia.

In solidarity,
Craig Kennedy
Managing Director
Cuscal

“

At Cuscal, we are committed to fostering a sense of belonging where everyone feels valued and respected.

”

Reconciliation Australia CEO Message



Inaugural Reflect RAP

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

Cuscal Limited 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 Cuscal Limited 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.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

“

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

”

Story of our Artwork



About the Artist

Jason Douglas, Dalmarri Jason is a Murri Man, whose people belong to the tribal lands of the Kabi Kabi of south-eastern Queensland, including Noosa. His father, Uncle Michael Douglas is a Traditional Owner/ Native Title Kubi-Kubi. Having lived on Dharug Country his whole life, Jason feels a deep spiritual connection to these lands.

Jason's style of Aboriginal Art is urban contemporary, with his art coming in many forms including painting on canvas, timbers, artefacts, bark, eggs, murals, concrete art, large projects, sculptures and digital. Using these various creative mediums, Jason connects and educates others about Aboriginal and Torres Strait Islander peoples' culture through storytelling, having been inspired by the sharing of storytelling through his family, Elders, friends and ancestors.

Jason sees his work as a way of connecting Aboriginal culture and taking people on a journey through his creative styles. Through Jason's work as an artist, his goal is to inspire others through a connection to Aboriginal culture and share knowledge and raise

awareness of Aboriginal culture and history respectfully.

Jason is a co-founder and the Managing Director of Dalmarri, a Supply Nation certified organisation that specialises in Aboriginal and Torres Strait Islander peoples engagement, learning and connection for all communities. Jason has also dedicated 12 years of service as a firefighter with NSW Fire and Rescue at Penrith. Jason enjoys participating in education programs in schools and communities teaching about Aboriginal culture, art, history and the Dreaming.

Artist Statement

"Wugul Mudjin" - one family, one mob, one team.

This artwork, "Wugul Mudjin" means one family, one mob, one team in Dharug/Darug language, and was commissioned by Cuscal Limited and created in March 2024. Our RAP design group partnered closely with artist Jason Douglas of Dalmarri to create this artwork, which is displayed in the Cuscal Limited Sydney office.

Jason and our RAP design group explain the story behind our artwork:

“

This stunning artwork represents the Cuscal values and connections we have with our customers and communities. The concentric circles represents our Company and our passionate people. The half U shapes are our Elders, our leaders who bring the team together and connect. The pathways connecting us to our communities, valued partners and our clients. The stunning red, black, orange and teal representing the colours of Cuscal, while paying homage to our First Nations peoples.

”



Our Business

About Cuscal

Cuscal is an Authorised Deposit-taking Institution that provides payment and regulated data services in Australia and on a limited basis, New Zealand. Since 1966, Cuscal has enabled Australian banks, corporates and FinTechs to better serve and connect with their customers through the implementation of innovative technology solutions.

Our history is marked by a long and successful track record of being a first mover and early adopter of payment and regulated data solutions, enabling its clients to offer market leading products to their customers.

Today, we are considered to be the largest players by market share outside of the big 4 banks for the majority of our services, and our clients trust us to help their customers keep pace in a rapidly changing digital landscape.

Our Vision and mission

Our vision is to transform the future of how money moves and how Australia does business.

Our mission is to partner with forward-thinking businesses to deliver innovative and secure payment solutions that drive growth in the economy.

Our Clients

Our clients come from a range of industries including banking, financial services, FinTechs and corporates. They have chosen Cuscal to provide payments and data solutions for their business, secure in the knowledge that our expertise, reliability and innovative products, and solutions will enable them to remain relevant and competitive to their customers.

“

We view our client relationships as partnerships; we work together to deliver seamless and secure connections.

”

Our Products

Cuscal has a range of payments and regulated data solutions to suit our clients’ payment and data needs. As a B2B provider, Cuscal operates in the infrastructure layer of the Australian payments market, connecting clients to local payments infrastructure so they can focus on where they can best create strategic advantage – at the user experience layer and improving how their end customers access their products and services. Cuscal’s payments and data solutions are designed for our clients’ end customers.

Payments and regulated data solutions include:

- Payment solutions - Real-time Payments for banks and Payment Service Providers, Direct Entry, BPAY and Real-time Gross Settlement
- Issuing solutions - Card Issuing, Mobile Payments, Digital Enablement and Card Services
- Acquiring solutions - Merchant Acquiring Solutions for Payment Facilitators and ATM solutions
- Consumer Data Right solutions - Data Holder Solutions for Banks, Non-bank Lenders and Other Sectors and Accredited Data Recipient Solutions.
- Financial Crime solutions - fraud monitoring for cards and real-time payments

Our Employees

Employing over 500 employees, Cuscal’s employee base is diverse. Cuscal benefits from this diversity which brings broader perspectives and helps support creative thinking within Cuscal’s workforce.

With 5 employees identifying as Aboriginal and Torres Strait Islander peoples, we acknowledge there is work to do in making Cuscal a place that is attractive and inclusive to our Australia’s First peoples communities.

Over the next 18 months of our Reflect RAP, we will seek to understand and apply best practice approaches to increase our First Nations representation in our workforce and ensure they feel welcome and valued at Cuscal.

Our head office is based in Sydney where the majority of employees are located. We also have small pockets of fully remote workers across Victoria, Queensland, Western Australia and Serbia.

✓ Cuscal employee



✓ Celeste Carnegie and Cuscal employees



Our Business

Our Values

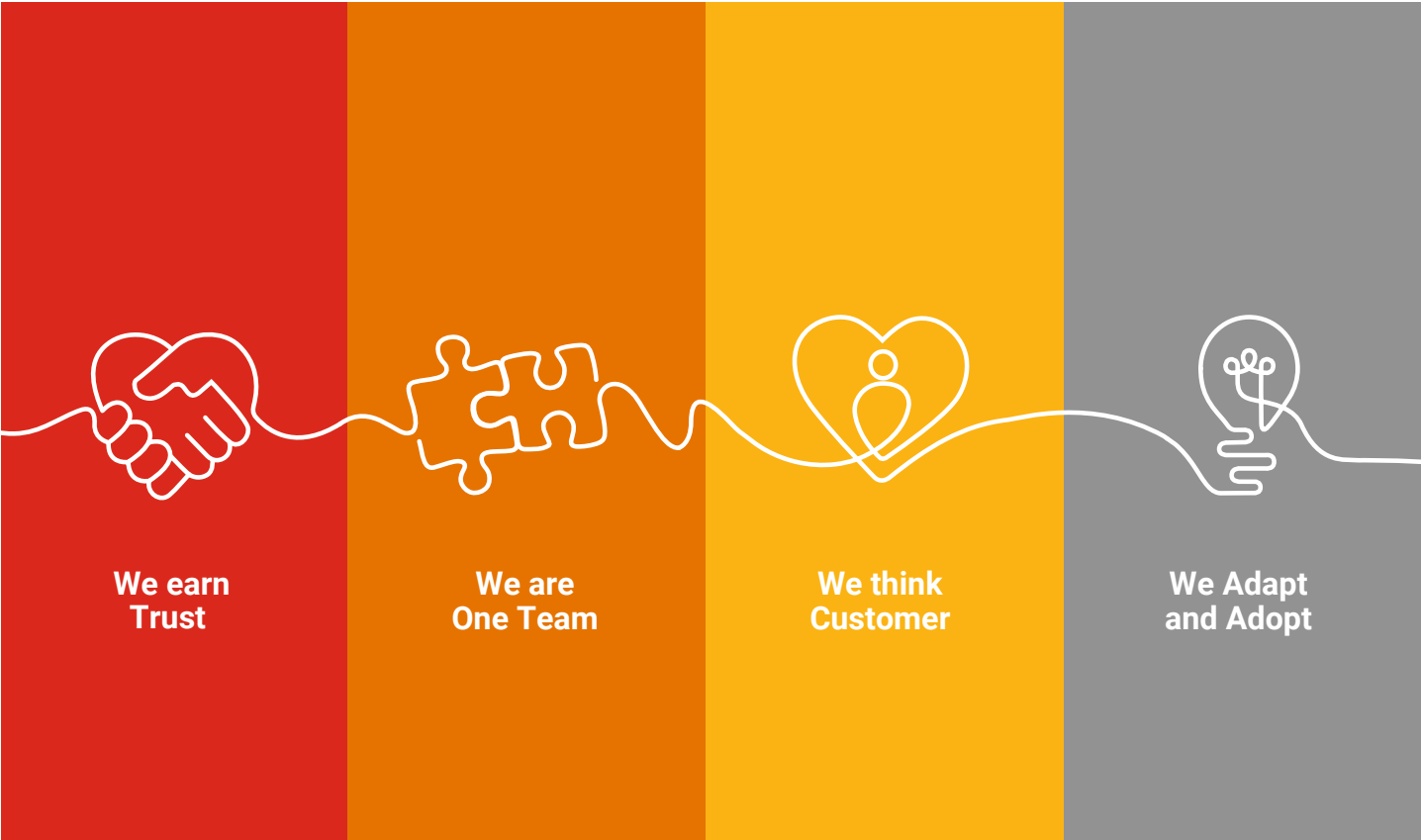
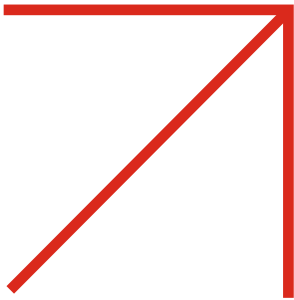
At Cuscal, we've been inventing innovative payment services for sixty years. Sixty years. Now that's an achievement. And you know what got us there? Curiosity. Curiosity isn't a trait; it's a superpower. It's the fire that drives us to question, to explore the unknown. To run up to the edges of what's possible. To draw the map that helps others follow in our footsteps.

Curiosity is a catalyst for change. It's the authentic spark that ignites, the fuel that keep things going. And when our clients need to focus on what matters, we give them the support they need to deliver amazing customer experiences in the rapidly growing world of payment. We level the playing field for our clients to be the best at what they do. They turn to us to create seamless connections and bring cutting edge solutions. We enable them to stay ahead of the market to focus on what matters most. Their customers.

And for this to continue, we have to think about what we value and how we want to be. We call it the Cuscal Way.

That's the Cuscal Way.

So be bold, stage agile, embrace your potential and rise to the challenge of today. Moving payments forward. Together.



Sustainability and Diversity

Cuscal recognises its responsibility to manage environmental and social impacts in the pursuit of its strategic vision of Enabling the Future as well as our opportunity to create positive outcomes.

Our values will guide how Cuscal manages environmental and social impacts:

- **We Earn Trust:** Trust and transparency form the foundation of everything we do.
- **We are One Team:** One Cuscal, one team, one plan. What we achieve we achieve together.
- **We Think Customer:** Our partnership and service set us apart.
- **We Adapt and Adopt:** We are innovative on the growth edge. We lead the way into the Future.

To support us in our pursuit, we have created a Sustainability Framework. The Framework is integrated with our organisational-wide strategic planning and defines our overall approach to the management of Environmental, Social and Governance (ESG) structures, risks and opportunities. The Framework sets out five (5) pillars:

Environmental Impact

- Minimising our negative impact and creating positive outcomes for the environment through our operations, services, supply chain, and the partnerships we build with our clients and shareholders.

Employee Engagement & Wellbeing

- Supporting our employees' wellbeing, both mental and physical, and creating a supportive, diverse, and values-led culture in a safe, equitable and welcoming workplace.
- Encouraging a culture of speaking up without fear of reprisal.
- Maintaining high levels of employee engagement and supporting employees to develop growth-focused skills.

Value Chain Improvement & Innovation

- Supporting positive change through innovation and empowering our customers to achieve their goals.
- Maintaining an effective technology and digital enablement strategy to meet stakeholder expectations and scalability objectives.
- Helping our stakeholders navigate increasing fraud and scams, cyber and privacy threats.
- Driving efficiency, through simplified workflows and reduced workloads.

Trust & Transparency

- Building and maintaining trust with our stakeholders and the communities in which we operate by drawing on the highest standards for our policies and frameworks, and maintaining transparency and integrity in how we operate.
- Our Values guide us in everything we do to achieve our purpose, ambition and sustainability strategy.

Community & Stakeholder Impact

- Supporting the communities in which we operate, driving purposeful business practices and good corporate citizenship.
- Ensuring we uphold high standards across our value chain, including in relation to the environment, human rights, and bribery and corruption.
- Creating value for our shareholders, by driving financial and strategic growth and supporting the economy by enabling a robust and resilient payments ecosystem – making payments easy, accessible and secure.



Our Reflect Reconciliation Action Plan (RAP)

Cuscal Limited is at the beginning of its reconciliation journey and is therefore committing to a Reflect RAP under Reconciliation Australia’s RAP Framework.

We are developing our first RAP because we recognise our responsibility to contribute to the advancement of reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people.

Through the development of our inaugural Reflect RAP, we have:

- Worked closely with a national Indigenous consulting organisation
- Actively engaged our senior leaders across the business, securing Executive Sponsorship
- Brought together a cross-business Working Group who were responsible for the design and development of the RAP

We look forward to our Reflect RAP aligning with our business strategy and integrating into ‘The Cuscal Way’ to strengthen our foundations and enable us to set more ambitious commitments, as we commence this first step of many, towards reconciliation.



▲ Bruce Shillingsworth Junior



▲ Mark Olive and Cuscal employee



Our vision for Reconciliation

“The Cuscal Way” to reconciliation: We acknowledge and respect the strength, knowledge and resilience of First Nations peoples of Australia, and recognise them as a foundational part of our united community. At Cuscal, we will seek to listen to First Nations voices and take action to create a fair and equitable future.

Through the Cuscal Reflect RAP, our business will explore how we can learn from the First Nations peoples and amplify our collective effort to meet their needs.

How we will implement our RAP

As a first step in implementing our Reflect RAP we have launched a new employee resource group, named the DEI (Diversity, Equity and Inclusion) Advocates. This group consists of employees across our organisation and will provide oversight, direction and governance on the implementation of our Reflect RAP commitments across our business. Further, they will provide updates on strategic business developments that could impact RAP deliverables and report to Cuscal Executive Leadership on progress.

A RAP Working Group (RWG) has also been established and is responsible for setting specific plans to achieve RAP commitments and collaborating across Cuscal to champion reconciliation.

The RWG comprises of diverse members across our organisation from people and culture, vendor management, client services, product and our technology teams.

Our Chief Legal and People Officer, Freya Smith has been appointed as our Executive Sponsor; to help actively champion our RAP and help our employees, leadership team and board understand and embrace our RAP actions.

Our Current Activities

Launch of our DEI Strategy

In April 2024, we launched our 3-year Diversity, Equity and Inclusion strategy. A key pillar of this strategy is reconciliation and the creation and implementation of our Reflect RAP.

At the launch of this strategy, we had Uncle Allan Madden, respected Gadigal Elder, deliver a thoughtful and engaging Welcome to Country and Bruce Shillingsworth Junior, a proud Muruwarri and Budjiti man, who shared his culture through a didgeridoo performance. We also unveiled our reconciliation artwork, which had been co-created with our RAP design group and artist Jason Douglas of Dalmarri.

Internal Communication, Events and Awareness

Our employee resource group, DEI Advocates, have developed a new resource about Aboriginal and Torres Strait Islander engagement on Central (our internal communications page for employees), which provides our employees with information about:

- Acknowledgement of Country Guide from EVOLVE
- Map of Indigenous Australia
- Significant dates to Aboriginal and Torres Strait Islander peoples.
- Uluru Statement From The Heart

In May 2024, we hosted our first National Reconciliation Week event with guest speaker, Celeste Carnigie. Celeste is a Birrigubba, South Sea Islander woman who specialises in STEM uplift in First Nation communities. She spoke to us about our responsibilities to act on our commitments in the Reflect RAP and how biases can be unseen but felt. As part of this week we also shared information and resources about reconciliation and how our employees can ACT, SHARE and CONTRIBUTE.

To celebrate NAIDOC week, we hosted Mark Olive, a Bundjalung man who is head chef and owner of The Outback Café and noted TV Personality specialising in gourmet Australia’s First Nation cuisine. Mark shared with us his signature infusions of contemporary outback flavours for a cultural experience of Aboriginal and Torres Strait Islander peoples’ food and storytelling.

Relationships



Cuscal is committed to fostering meaningful and mutually beneficial relationships

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 including Elders, leaders and organisations within our local area(s) or sphere of influence.	June 2025	Senior People and Culture Business Partner
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Senior People and Culture Business Partner
Build relationships through celebrating National Reconciliation Week (NRW)		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees and host NRW events at Cuscal offices.	May 2025 and May 2026	Senior People and Culture Business Partner
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2025 and May 2026	Senior People and Culture Business Partner
RAP Working Group members to participate in an external NRW event.	June 2025 and June 2026	Reconciliation Working Group
Promote reconciliation through our sphere of influence		
Develop and implement a communications plan to raise awareness amongst all employees about our reconciliation journey, vision for reconciliation and RAP commitments.	April 2025	Senior People and Culture Business Partner and Head of Internal Communications
Identify external stakeholders including Cuscal partners and clients that Cuscal can engage with on our reconciliation journey.	April 2025	Senior Manager, Client Partnerships and PR & External Communications Lead
Identify other organisations with RAPs or other demonstrated commitment/s to reconciliation including our partners and vendors that we could approach to collaborate with on our reconciliation journey.	June 2025	Senior People and Culture Business Partner and Senior Business Communications Partner
Promote positive race relations through anti-discrimination strategies		
Research best practice and policies in areas of race relations and anti-discrimination.	February 2026	Senior People and Culture Business Partner
Conduct a review of Cuscal policies and procedures to identify if existing anti-discrimination provisions are culturally appropriate and provide protection against racism and discrimination (direct and indirect) towards Aboriginal and Torres Strait Islander peoples	April 2026	Senior People and Culture Business Partner and Talent Acquisition Manager
Following the review, create a plan to address any identified future needs through new and/or existing anti-discrimination policies	May 2026	Senior People and Culture Business Partner and Head of People and Culture

Respect



Our commitment to learning and demonstrating respect for First Nations peoples: We understand reconciliation is not a linear nor complete journey and we are just beginning our journey. We are committed to learning from and listening to Aboriginal and Torres Strait Islander peoples to ensure our business is culturally responsive and adaptive.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning		
Conduct a review of cultural learning needs within our organisation	May 2025	Head of Organisational Development
Develop a proposal that informs a cultural learning strategy to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights with our organisation.	June 2025	Head of Organisational Development
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols		
Develop a deeper understanding of the local Traditional Owners or Custodians of the lands and waters, starting with Cuscal's office location.	May 2025	Head of Internal Communications
Develop and promote an Acknowledgement of Country and Welcome to Country protocol guide for Cuscal's employees.	October 2025	Reconciliation Working Group Chair and Senior Business Communications Partner
Update Intranet and website with a public acknowledgement and commitment to reconciliation.	February 2026	Senior Business Communications Partner and PR & External Communications Lead
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week		
Continue to promote NAIDOC Week to our employees by promoting external events in our local area.	July 2025 and July 2026	Reconciliation Working Group Chair and Senior Business Communications Partner
Raise awareness and share information amongst our employees of the meaning of NAIDOC Week. This will include information about the local Aboriginal and Torres Strait Islander peoples and communities.	July 2025 and July 2026	Reconciliation Working Group Chair and Senior Business Communications Partner
Cuscal's Reconciliation Working Group members to participate in at least one external NAIDOC Week event in the local area to Cuscal's office.	July 2025	Reconciliation Working Group Chair
Organise NAIDOC celebration for Cuscal's people.	July 2025 and July 2026	Reconciliation Working Group Chair

Our commitment to creating shared value opportunities to advance Reconciliation: We are committed to creating impactful opportunities and partnerships for Aboriginal and Torres Strait Islander peoples and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Explore a system to identify Aboriginal and Torres Strait Islander candidates in the employment application process.	August 2026	Talent Acquisition Manager
Identify current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	December 2025	Senior People and Culture Business Partner
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	August 2026	Talent Acquisition Manager and Head of People and Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes		
Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2026	Vendor Governance Manager
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2026	Vendor Governance Manager
Investigate Supply Nation membership.	February 2026	Vendor Governance Manager
Following the review, create a plan to address any identified future needs through new and/or existing anti-discrimination policies	May 2026	Senior People and Culture Business Partner and Head of People and Culture

Our commitment to learning and demonstrating respect for First Nations peoples: We understand reconciliation is not a linear nor complete journey and we are just beginning our journey. We are committed to learning from and listening to Aboriginal and Torres Strait Islander peoples to ensure our business is culturally responsive and adaptive.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain effective governance of our RAP		
Maintain the RAP Working Group to govern RAP implementation.	April 2025	Senior People and Culture Business Partner
Establish Terms of Reference for the Cuscal Reconciliation Working Group outlining purpose, role, meeting cadence and reporting on our reconciliation commitments.	May 2025	Senior People and Culture Business Partner
Seek to have Aboriginal and Torres Strait Islander representation on the Working Group.	March 2025	Senior People and Culture Business Partner
Provide appropriate support for effective implementation of RAP commitments		
Define resource needs for RAP implementation.	December 2025	Senior People and Culture Business Partner
Engage our senior leaders in the delivery of RAP commitments.	June 2025	Chief Legal and People officer and Senior, People and Culture Business Partner
Appoint a senior leader to champion our RAP internally	February 2025	Chief Legal and People Officer
Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Senior People and Culture Business Partner
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally		
Report progress of RAP initiatives as part of Cuscal's annual reporting suite	June 2025 and June 2026	Senior People and Culture Business Partner and Assistant Company Secretary.
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 and June 2026	Senior People and Culture Business Partner
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	Senior People and Culture Business Partner
Continue our reconciliation journey by developing our next RAP		
Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	Senior People and Culture Business Partner



Contact Us

We welcome enquiries and feedback on our Reflect Reconciliation Action Plan commitments and are happy to discuss any aspect of our reconciliation commitments with interested persons, please email Jackie our Senior People and Culture Business Partner at peopleandculture@cuscal.com.au.