

The background of the entire page is a vibrant Indigenous Australian artwork. It features a central figure with a body composed of horizontal yellow and white stripes, and a head with a circular, concentric pattern in yellow, orange, and black. The figure is surrounded by a dense field of small dots in yellow, orange, and grey. Large, stylized white shapes, resembling the letters 'C' and 'U', are positioned on the left and right sides of the artwork. The overall color palette is dominated by earthy tones like brown, orange, and yellow, with accents of white and grey.

# Reflect Reconciliation Action Plan

NOVEMBER 2022 - NOVEMBER 2023





# Acknowledgement

We acknowledge and pay respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images or names of people who have passed away.







## The artwork is symbolic of the **CBG Systems Reconciliation Action Plan journey**



The artwork reflects the steadfastness and growth of CBG Systems, from its foundations to the developmental strategic movement the Australian owned company continues to travel, both internally and externally. Understanding the company as a globally leading innovator, setting benchmarks in the marine insulation, communications and lightweight passive fire protection industry.

Brett Goodes has identified, having worked with the CBG team for a while and the valued relationship with We Create Print Deliver, there are definitive synergies for us to undertake the reconciliation journey together.



Designed by Eastern Arrernte Graphic  
Artist, Patrick Caruso  
of We Create Print Deliver

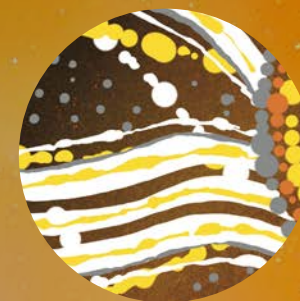




The two circular elements are symbolic of the 42 years CBG Systems has been in business. Each has a cluster of 21 circles. The cluster at the bottom of the artwork represents what the company is known for - Innovative, R&D, Cutting Edge, Global. The top smaller circular symbols indicate the diversity within the business and how CBG Systems is family orientated.



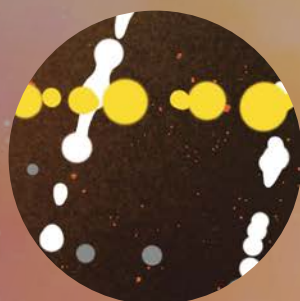
The connective formation central to the artwork, is built by a series of white and yellow lines between the 2 large circles and 2 small circle. Illustrative of the communication between the sites and through the company.



The company is building an inclusive network and unit, with a definitive shift for the business, always adapting to the environment, conditions and needs within the industry. Having an agile business strategy. The different narrow and thin lines, indicates this varied journey the organisation will take. Illustrates there may be a 'rocky path' forging for a solid journey and solidification of the business.



The two large circles represent the two sites - the Head Office in Hobart, Tasmania and the Adelaide Office. The 3 layers of dot configurations are all the people at the site and who move around each of the sites.



The white cells in the large circles are the offices in the sites. The white and yellow lines in and out of these large circles represent communication between the sites and with clients, each providing impacts for change.



The grid of yellow dots has been created from CBG Systems branding elements, representing the story, song lines and the ancestral journey. Additionally, yellow provides impact of a bright future and communities.

# CBG Systems to the Reconciliation Action Plan (RAP)

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

CBG Systems joins a network of more than 2,200 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 CBG Systems 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 CBG Systems, 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







## Our business

CBG Systems is an Australian company based in Tasmania (Lutruwita) specialising in the supply and installation of fire, thermal and acoustic insulation, specialist antenna systems and signature management.

For more than 40 years we have been a leading innovator, in the marine insulation, communications, and lightweight passive fire protection industry.

CBG Systems currently employs 29 people, 19 workshop/trade, and 10 office/professionals.

On development of our RAP we invited employees to inform us if they identified as Aboriginal and/or Torres Strait Islander people. Through this process we found out that 4 of our employees are Aboriginal and Torres Strait Islander people.

CBG Systems main office is in Hobart (Nipaluna on the land of the Palawa people), with an office in Adelaide (Kaurna).

Our customers are spread all over the world, with approximately 40-50% of sales being within Australia. Export sales are predominately to USA, Philippines, Spain, Korea.

## Our RAP Vision

To be an inclusive workplace, where we embrace diverse backgrounds and cultures of our employees, customers, suppliers, and stakeholders. Through this we build meaningful relationships with those within our influence to benefit Aboriginal and Torres Strait Islander peoples.

## Our RAP

Initially CBG Systems began developing a RAP out of an obligation to a prospective customer, being a small business with limited resources we began to approach this as a tick box exercise.

However, as we started to research and investigate why RAPs are important, the injustices that have occurred in the past, and the gaps in our knowledge. We began to realise this is more than a tick box exercise – it is an opportunity to educate influence and change the attitudes and behaviours of those within our sphere of influence to advance reconciliation.

On embarking on our RAP journey, we have identified that four of our employees identify as Aboriginal and/or Torres Strait Islander people. With privilege comes responsibility, as an organisation we are lucky to have these employees, this comes with a responsibility to them, their families, and the community.

Our approach is to be authentic and respectful. We acknowledge that there are many things that we do not know and a lot for us to learn so that we can positively contribute to reconciliation.

The Reflect RAP actions provide a framework on steps that we need to take to initially increase our own awareness of reconciliation. Each action has been allocated to a member of the RAP working group, who will take responsibility for these actions and share findings/information. The RAP working group is responsible for ensuring all actions are completed.

## Our RAP Journey

CBG's Managing Director was introduced to Indigenous Defence and Infrastructure Consortium (iDiC) by a defence prime in Australia.

March 2020 CBG systems signed a Partnership Agreement with iDiC. The primary objective of this partnership is to achieve the sustainable inclusion of businesses owned by First Australians as meaningful participants in the supply chain of CBG SYSTEMS.

November 2021, CBG Systems engaged iDiC to support the development of our Reflect RAP. CBG formed a RAP Working Group and commenced our kick off meeting on the 15th of February 2022. RAP registration was completed on the 24th of February 2022.

February 2022, CBG Systems sponsored the players tops and attended the Indigenous round of the New Town Cricket Club, supporting a local sports organisation. The RAP Working Group has met fortnightly to progress through allocating actions in the Reflect RAP and discussing initiatives and general knowledge and issues impacting the lives of Aboriginal and Torres Strait Islander peoples. We have also spoken with several local organisations that have currently on their reconciliation journey, and Reconciliation Tasmania.

### RAP Working Group

Managing Director	Javier Herbon
Operations Manager	Gerard Kube
Manager Special Projects	Lukas Krellmann
Manager Moonraker Antenna Systems	Adrian Neville
Business Development Manager	Chris Brown
Finance and Administration Manager	Esther Pither– RAP Champion

### First Australians Advisors

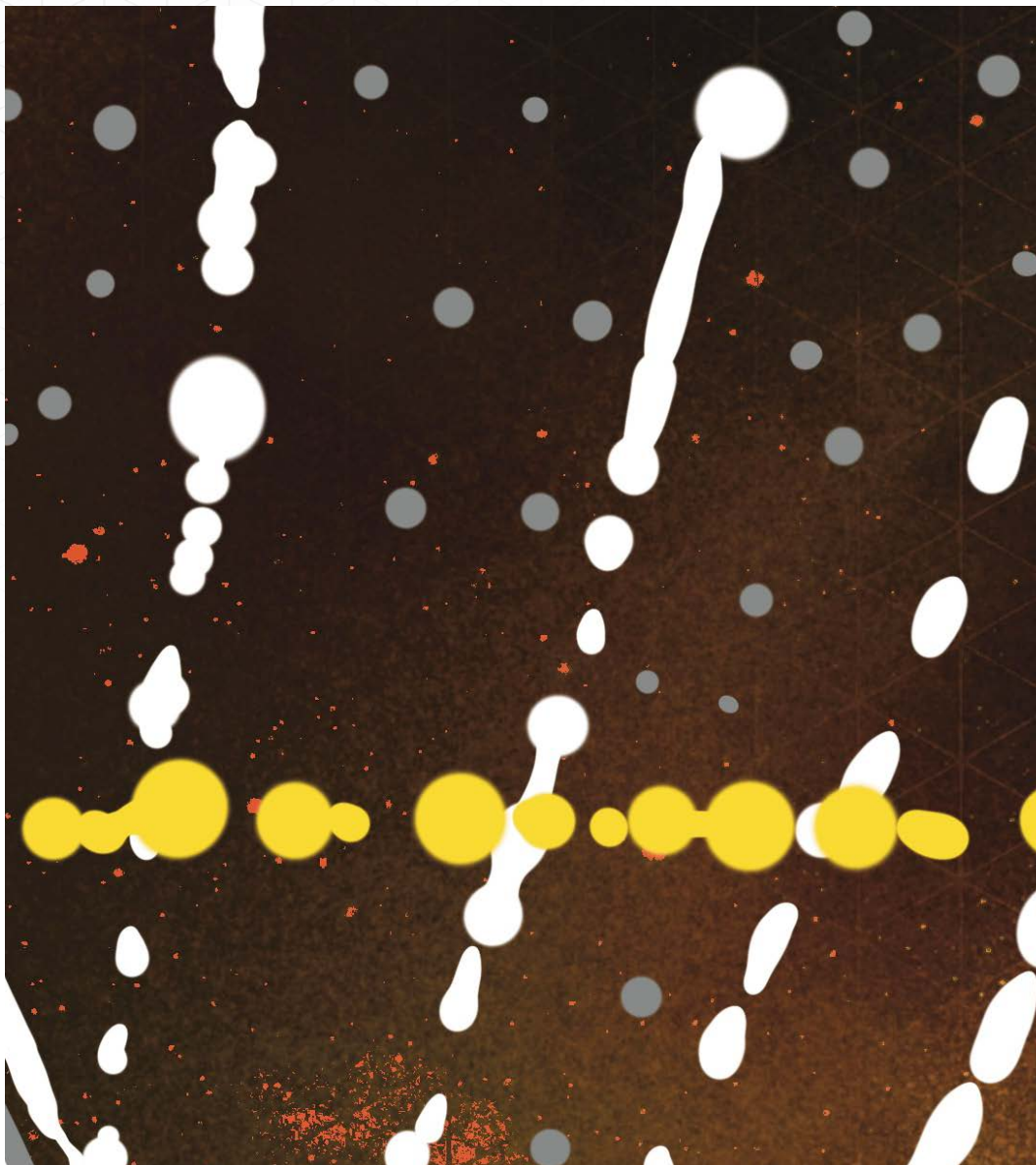
iDiC Representative	Kerrie Howard
iDiC Representative	Adrian Cheatham











## Our partnerships/Current activities

CBG Systems aims to work collaboratively with businesses and organisation sharing and learning through our RAP journey. Our community partnerships and internal activities/initiative are part of how we will achieve this.

### Indigenous Defence & Infrastructure Consortium (iDiC)

Through our partnership agreement with Indigenous Defence & Infrastructure Consortium (iDiC) we have engaged iDiC to assist us in the development of the RAP we have an established our first RAP Working Group (RWG). You can read about iDiC and the team here <https://www.idic.com.au/idic-team/> Through this partnership iDiC will assist us with the inclusion of businesses owned by First Australians in our supply chain.

### New Town Cricket Club

CBG Systems sponsored the indigenous round for the New Town Cricket Club. Sponsorship included the player tops for the round that were specifically designed by a First Nations team member. The design represents the long journey toward reconciliation in Tasmania and in cricket. CBG's sponsorship extends over 2 year with the round being played in February 2022 and February 2023.

### Internal activities/initiatives

Other activities that CBG Systems have participated in include the following:

- Attending Reconciliation Collective Lunch (28th April 2022) – 2x CBG representatives
- Attending National Reconciliation Week (1st June 2022) – 2 x CBG representatives
- Employees participated in various NAIDOC week events (2022)



# Relationships



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2023	Manager Special Projects/ Business Development Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	Manager Special Projects/ Business Development Manager
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Managing Director
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023	Managing Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2023	Managing Director
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	November 2022	Managing Director/ Manager Moonraker Antenna Systems
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	Manager Moonraker Antenna Systems
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2023	Manager Moonraker Antenna Systems
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	August 2023	Finance and Administration Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	Finance and Administration Manager



# Respect



Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2023	Manager Special Projects/ Business Development Manager
	Conduct a review of cultural learning needs within our organisation.	April 2023	Manager Special Projects/ Business Development Manager
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2023	Operations Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2023	Operations Manager
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Manager Moonraker Antenna Systems
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Manager Moonraker Antenna Systems
	RAP Working Group to participate in an external NAIDOC Week event.	July 3-10, 2023	Manager Moonraker Antenna Systems



# Opportunities



Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Continue to implement our strategy for the recruitment, retention, and professional development of Aboriginal and Torres Strait Islander peoples.	September 2023	Operations Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2023	Operations Manager
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2023	Manager Special Projects
	Investigate Supply Nation membership.	August 2023	Manager Special Projects

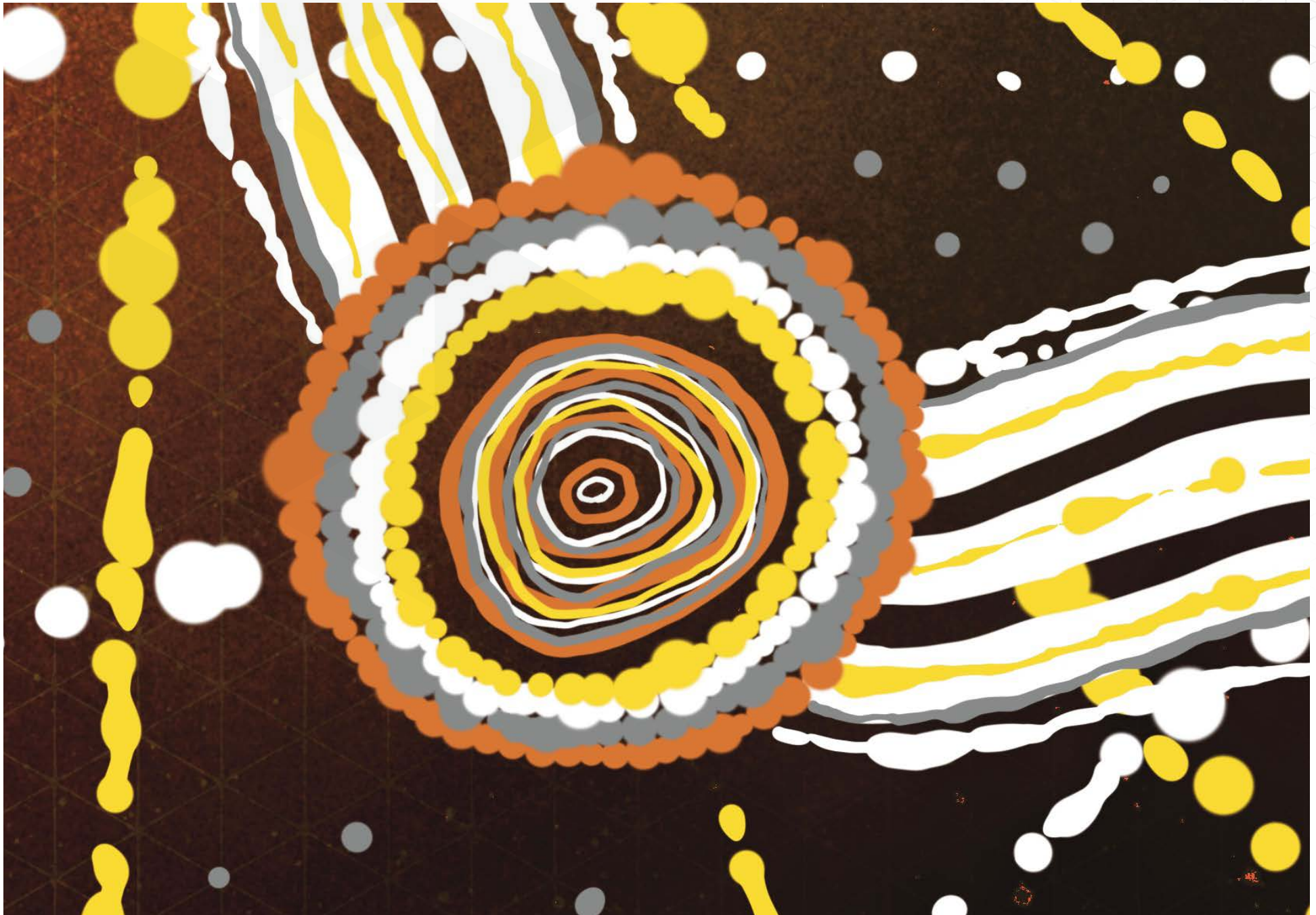


## Governance



Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Form a RWG to govern RAP implementation.	November 2022	Operations Manager
	Draft a Terms of Reference for the RWG.	December 2022	Finance and Administration Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2022	Operations Manager
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	November 2022	Managing Director
	Engage senior leaders in the delivery of RAP commitments.	November 2022	Managing Director
	Maintain a senior leader to champion our RAP internally.	November 2022	Managing Director
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2022	Managing Director
	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	Finance and Administration Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Finance and Administration Manager
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Finance and Administration Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2023	Finance and Administration Manager







## Contact Us

(for public enquiries about our RAP)

**Esther Pither**

*Finance and Administration Manager*

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