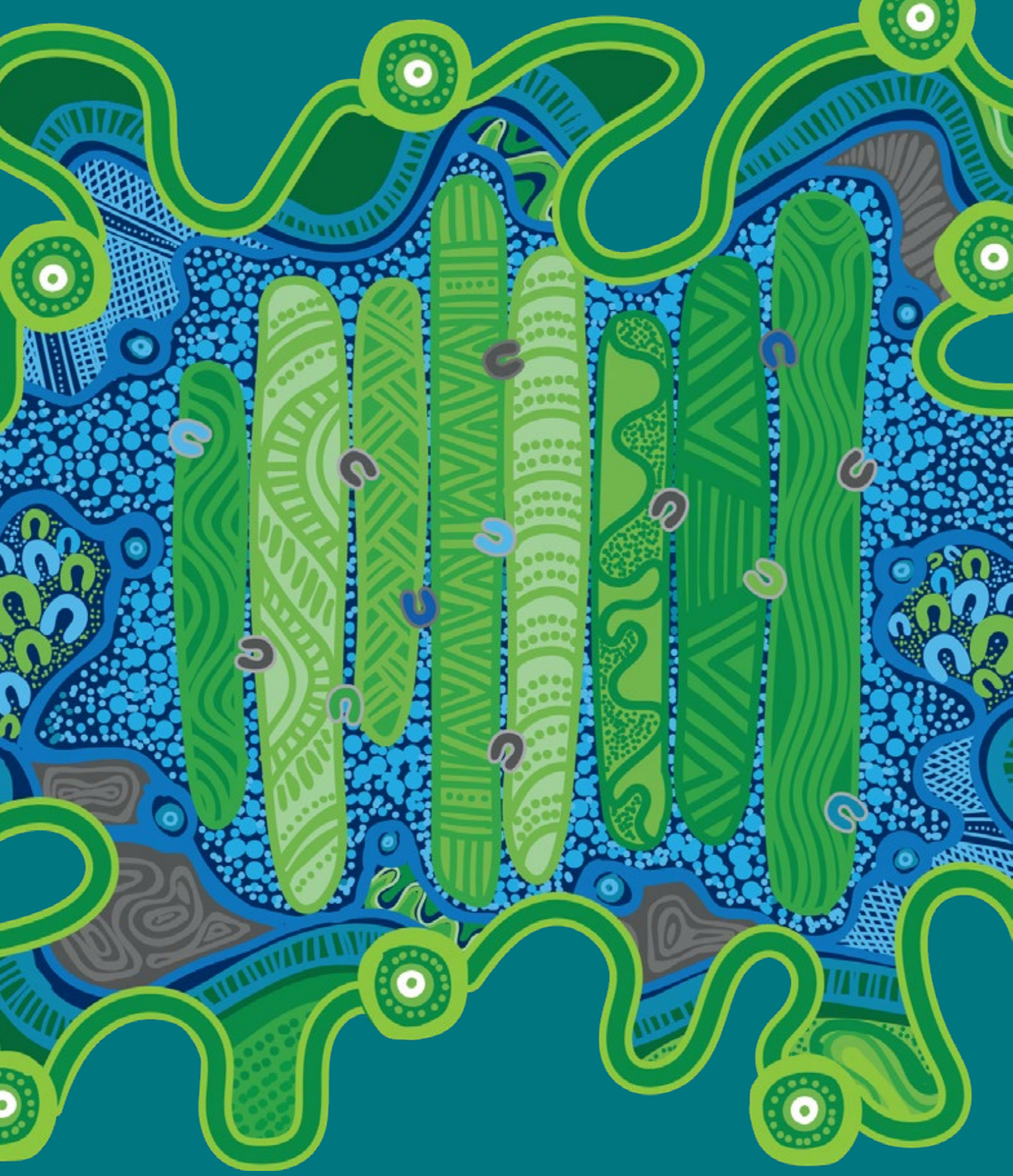
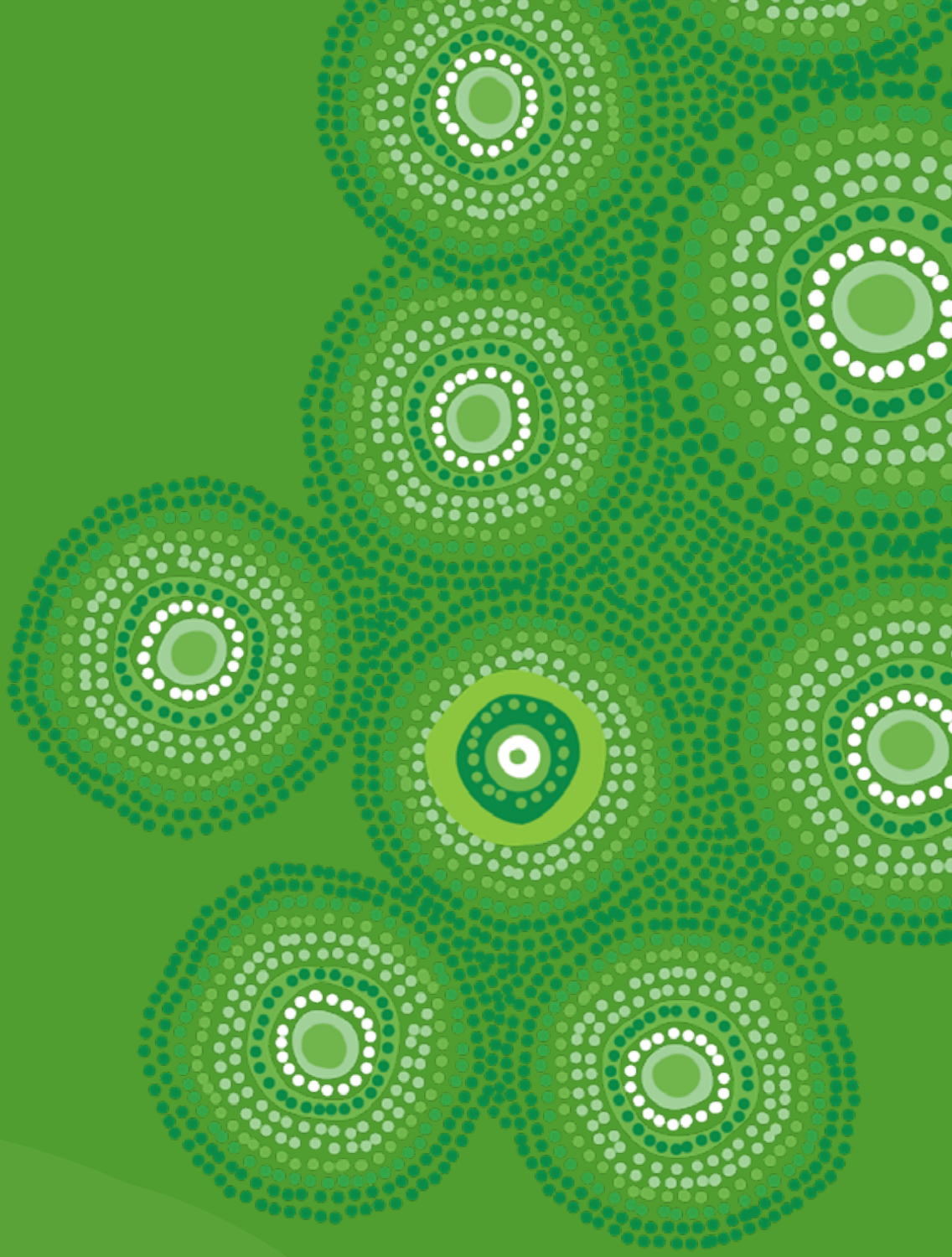


Reflect Reconciliation Action Plan

February 2025 - February 2026

cbus super

RECONCILIATION ACTION PLAN
REFLECT



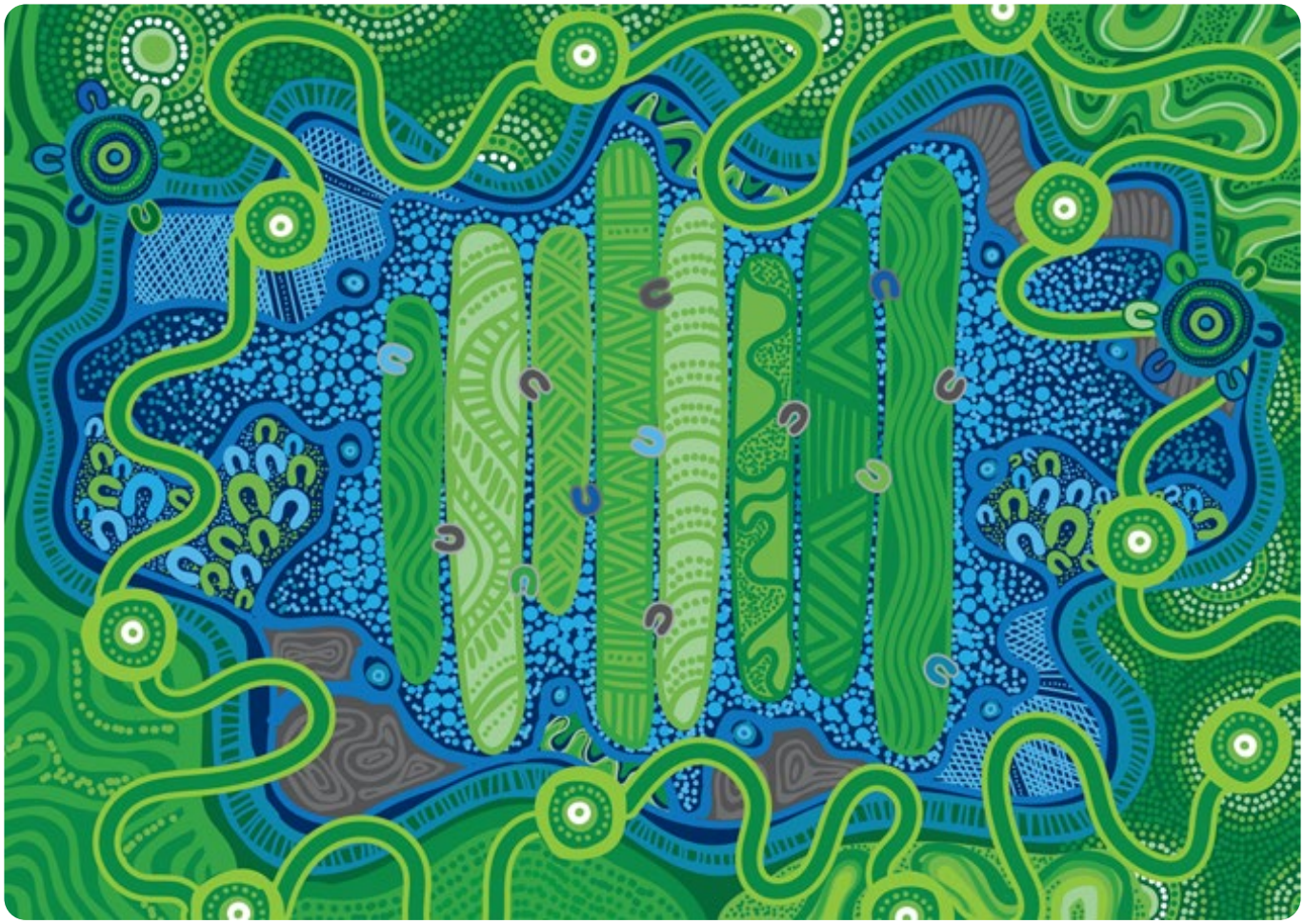
Acknowledgement of Country

Cbus acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We also acknowledge the Traditional Custodians of the lands where our head office is located, the Wurundjeri people of the Kulin Nation.

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Artwork Story

The artwork draws inspiration from the linework in the Cbus Super logo, reimagining it as message sticks - symbols of communication and the transmission of important information. These message sticks represent Cbus' core values and its commitment to accountability, highlighting the organisation's dedication to serving and supporting people on their path to a secure retirement.

The linework also symbolises individual pathways and journeys, reflecting the diverse experiences of members as they work towards a better future. Gathering circles are incorporated into the design, representing the collective support offered by Cbus staff, their expertise, and the broader community. Throughout the artwork, groups of people are depicted to signify both the individuals navigating their retirement journeys and the teams who provide guidance and knowledge along the way.

About the Artist

Elaine Chambers-Hegarty is a First Nations Graphic Designer and Artist with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art brings together ancestral themes and imagery through a modern lens to create rich, thought provoking and emotive artworks. Her artistic expression is grounded in her cultural heritage and inspired by her deep love for her family and heritage. Elaine's evolution as an artist has seen her combine graphic design with painting and sketching over a distinguished career spanning 30 years.

She has been awarded accolades including the PANPA Award for Creative Excellence, print media's highest achievement award, and NAIDOC poster design competition (2015).



YarnnUp Aboriginal Consultants

Cbus is proud to partner with YarnnUp throughout the development, endorsement and implementation of our Reflect RAP and our ongoing commitment to reconciliation.

YarnnUp is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. YarnnUp supports organisations that are working towards active reconciliation alongside First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, cultural transformation and training.

Throughout this Reflect RAP phase, YarnnUp will also be delivering its unique capability building training programs that blend Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.

A Message From Our Chief Executive Officer



Cbus is delighted to reconfirm its commitment to supporting reconciliation through the launch of our Reflect RAP.

Through our commitment to reconciliation, we aspire to evolve as an organisation in supporting greater understanding of First Nations peoples, histories and cultures through education and awareness. We also seek to develop meaningful, ongoing relationships with Aboriginal and Torres Strait Islander businesses, stakeholder groups and communities. We aim to deliver better retirement outcomes for our First Nations members, as well as improving financial education on superannuation for First Nations communities around the nation.

As the leading superannuation fund for the building, construction and allied industries, along with creative industries through Media Super, we manage retirement savings on behalf of over 920,000 Australians and employ over 700 people located across the country. Our fund evolved from the efforts of hard-working people in the building and construction industry seeking to develop a system of retirement savings to create better, fairer financial outcomes for all.

With this history in mind, we understand the important role Cbus can play now and into the future in helping to advance reconciliation. We will focus on creating a workplace culture that is welcoming and inclusive for Aboriginal and Torres Strait Islander peoples.

We will also work to amplify First Nations voices both from within our fund and amongst our members. These people will play a critical role in helping to guide our actions and ensure we continue to connect with the principles of reconciliation.

While we know that we are at the beginning of this journey within our own organisation and across our sphere of influence, I feel confident that we are launching from solid foundations. These foundations will continue to strengthen as we work with partners such as YarnnUp and Reconciliation Australia, and we look forward to the new insights that this work will bring.

I'm encouraged by the strong support of Cbus people who have enthusiastically embraced our first steps. I'd particularly like to thank our RAP Executive Sponsor, Chief Member Officer and Deputy CEO Marianne Walker, and the RAP Working Group who have brought passion, creativity and commitment in bringing this Reflect RAP to life.

While we commence this first step today, I know that this momentum will continue to grow and I invite all Cbus people, our members and stakeholders to take an active part in our journey to support Reconciliation.

Kristian Fok
CEO

A Message From Reconciliation Australia CEO



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

Cbus 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 Cbus 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 Cbus, 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

Cbus is a specialist Industry Super Fund run only to benefit members, providing tailored products and services to meet the needs of people who build, power, drive, mine and make things in Australia.

Established in 1984, eight years before superannuation became compulsory, Cbus is now one of Australia's largest industry super funds providing superannuation and retirement income stream accounts to more than 920,000 members and managing over $94 billion of their money (at 30 June 2024).

We are a significant, long-term investor in Australia, investing in diverse assets here and abroad. While still focusing on the built environment, Cbus recently extended our reach to members outside the building and construction industry, merging with Media Super, representing members from the print media, entertainment, arts and broader creative industries in April 2022 and EISS Super, the energy super industry fund in May 2023.

We act in our members' best interests. Through our services which include insurance, face-to-face and digital advice and education, on-site and at our offices, we help our members make informed decisions to support their financial wellbeing during their working lives and into retirement.

Our head office is located in Melbourne on Wurundjeri land with offices in Sydney, Perth, Brisbane, Adelaide, Darwin, Townsville, Hobart and Canberra, from which our 700 employees operate across seven departments. Our recent "Listening to Cbus" Employee Engagement Survey indicated that 0.02% of our employees self-identify as Aboriginal and/or Torres Strait Islander peoples.

Data about current First Nations employees or subcontractors is captured during on-boarding and through engagement surveys in which employees are invited to self-identify. We anticipate that through the implementation of this Reflect RAP we will gauge a better understanding of First Nations workforce representation as we work to improve our processes in relation to self-identification.

We are excited and eagerly anticipate the contribution we can make as an organisation through our service offerings and scope of influence across the sector and beyond as we embark on this reconciliation journey in collaboration with First Nations partners and stakeholders.

Pictured: Mick Huddy, Sally Marshall, and Grace Smith on-site in Brisbane.

Our Vision For Reconciliation

As part of our vision for reconciliation, we aspire to be an industry leader in this transformative movement, actively contributing to national reconciliation with Aboriginal and Torres Strait Islander peoples by acknowledging historical injustices while working collaboratively towards a more equitable and sustainable future for First Nations peoples.

Our aspiration is to understand our role as an organisation and the individuals within it and how we contribute to advancing reconciliation in our everyday lives – how we interact with others, how we speak up and the initiatives we support.

Through increased engagement with and between First Nations communities and our sponsors, industry associations and employers, we will play our role in amplifying the voices of Aboriginal and Torres Strait Islander peoples, to create stronger connections and take meaningful actions to improve financial literacy and wellbeing for First Nations members, businesses and communities.

As part of our vision, we aim to measure our path to reconciliation through tangible outcomes such as the extent to which we have contributed to greater retirement outcomes for Aboriginal and Torres Strait Islander members, improved financial education about superannuation, increased First Nations employment within Cbus Super, and supported business opportunities for Aboriginal and Torres Strait Islander communities. As an investor, our success will also be measured by the degree to which we continue to advocate for and support company engagement with First Nations people and the recognition of First Nations people as key stakeholders and use of relevant investment voting rights to encourage improved listed company practices in relation to companies engagement with First Peoples.

Image credit: Cbus staff admire artwork on the Koorie Heritage Trust Walk 27 May 2024.





Our Journey Towards Reconciliation

In 2017 Cbus initiated its reconciliation commitment through the development of our inaugural Reflect RAP with Cbus Property and was endorsed for the period between 2017 to 2018.

Cbus recognises that its path towards helping to advance reconciliation through the Reflect RAP process has been paused since 2018. Since this time, Cbus has grown and evolved as a Fund and has refreshed its strategy, with the appointment of our CEO Kristian Fok and Chair, the Hon. Wayne Swan.

While the Reflect RAP was on pause, Cbus continued to participate in activities to support reconciliation and explore the organisation's readiness to reengage and once again formalise its reconciliation journey. The RAP Working Group (RWG), which was established in 2017, was re-ignited in 2023 to support the development of this Reflect RAP. It has been working since this time to prepare for this RAP submission and lay the groundwork to ensure its success.

Cbus believes that with its renewed focus on reconciliation goals via the Reflect RAP process and the allocation of dedicated people and resources, it can successfully take the Reflect RAP process forward through its people, programs, education and relationship building activities.

Pictured: National Reconciliation Week.

Cultural Education

The Cbus executive recognise the importance of building cultural awareness and see the Reflect RAP implementation as a vehicle to do so by committing to these education sessions while in the development phase of this Reflect RAP.

National events like NAIDOC Week have been used as platforms for greater understanding and engagement with First Nations cultures. Dates of significance have been recognised and celebrated, supporting connections to First Nations communities and the development of staff appreciation of Aboriginal and Torres Strait Islander peoples' heritage and cultures.

Industry Related Engagements

Cbus Super is a member of the Indigenous Super Working Group (ISWG) focused on improving superannuation outcomes for First Nations members across the industry. Cbus Super has also engaged in events relevant to Aboriginal and Torres Strait Islander communities such as working with the First Nations Foundation on the Super Big Day Out, an outreach event connecting Aboriginal and Torres Strait Islander peoples with super funds in community. During 'The Voice' campaign, Cbus Super held events and disseminated information to foster greater understanding of the aims of the indigenous voice to parliament referendum.



Pictured: Cbus CEO Kristian Fok and Chief Member Officer, Deputy CEO and RAP Executive Sponsor Marianne Walker at NRW staff event.

Diversity, Equity, Inclusion and Belonging

At Cbus, we recognise diversity in experiences and thought creates a richer working environment and better outcomes for members and staff. Our people, practices and culture reflect our commitment to equal opportunity employment and Diversity, Equity, Inclusion and Belonging (DEIB).

We have a DEIB strategy that underpins our recruitment and selection policy which is a deliberate approach to ensure we recruit diverse and capable talent. The Cbus discrimination and harassment policy includes anti-discrimination provisions and compliance training is provided to all employees on a regular basis.

Our RAP

Invigorated by new leaders and driven by our duty to act beyond words, Cbus is re-committing to our reconciliation journey to actively participate in and contribute to the national reconciliation effort.

By advancing reconciliation, Cbus not only continues the legacy of the union movement in advocating for underrepresented groups but also expands our focus to address the unique challenges and opportunities related to First Nations peoples.

We have engaged YarnnUp, our First Nations partner to support us during the development of this RAP. Through surveys, one-on-one interviews and workshops, YarnnUp have consulted widely with our leaders, staff and external stakeholders supporting us in re-engaging in our reconciliation efforts and getting clarity on our aspirations and how best to collaborate with First Nations communities and the broader industry network to realise them. YarnnUp will also be supporting Cbus throughout the implementation of this RAP, to garner First Nations representation and guidance to ensure authenticity and collaboration to maximise social impact and outcomes as part of this ongoing process.

Cultural Capability and Communication

Our people at Cbus genuinely want to contribute to reconciliation and make a difference to effect positive change. Although, without having a formal commitment and cultural learning strategy in place, we have realised that our people are hesitant and unsure how to best engage in this process. Building our people's cultural understanding and capability will empower them to engage with First Nations staff, members and stakeholders in culturally appropriate and meaningful ways.

Starting with our executive, we will solidify our commitment to reconciliation by further articulating the role we can play, and the benefits of reconciliation to our members, employees , the industry and First Nations communities. We will also aim to develop our cultural capability strategy with a view to delivering reconciliation information sessions and cultural awareness training to our Executive, the RWG and our people. In developing our cultural capability strategy and cultural learning framework, we intend to consult with our employees to establish the most effective ways to engage with them during our reconciliation journey. We will also work to understand our workforce's cultural maturity, with a view to developing tailored cultural awareness and capability training programs as well as an internal reconciliation communication and engagement approach to provide ongoing dialogue and build sustained commitment.



Pictured: Cbus family picnic day.

Connecting with Community through NAIDOC and National Reconciliation Week

The Reflect RAP presents an opportunity to become more involved with national and local celebrations during NAIDOC and National Reconciliation Week. This involvement will further support our employee's appreciation and understanding of First Nations heritage and cultures through building relationships with Aboriginal and Torres Strait Islander Elders and communities.



Pictured: Cbus employee Grace Smith on site in Brisbane.

People and Culture

We aspire to create a diverse, inclusive, welcoming and psychologically safe workplace that mirrors the diversity of our membership and supports increased First Nations workforce participation and engagement with our services. Our existing commitments attest to our genuine commitment to diversity and inclusion, and we now look forward to applying a First Nations lens to our DEIB intentions by collaborating with Aboriginal and Torres Strait Islander stakeholders to inform best practice and culturally appropriate approaches.

In pursuit of increasing First Nations workforce participation and retention, we will look to conduct a holistic review of our employment life cycle policies and practices. Commencing with our recruitment, selection and induction processes followed by professional and career development, we will assess our current practices to eliminate barriers in equal employment opportunities and to promote retention of First Nations employees.

We have already taken a first step in supporting First Nations employees by proposing five additional paid leave days per calendar year for Aboriginal and Torres Strait Islander employees to attend events of cultural significance. This has been embedded in our Enterprise Agreement 2024.

Engagement and Collaboration with First Nations Communities

This Reflect RAP presents a significant opportunity for us to build and enhance relationships with First Nations communities, providing a direct link to traditionally significant regions. Respectful, authentic, two-way relationships are the foundation from which business and employment opportunities flourish. During the Reflect phase, we will look to initiate engagement in community initiatives and collaborations that support First Nations community groups, leveraging our existing connections and aligning seamlessly with our wider community-focused goals.

To ensure we continue to deliver to our members, including First Nations members, the best possible retirement outcomes, it is imperative that we first understand the diversity of First Nations peoples and communities, their needs, aspirations and challenges. We will then be better placed to target our information and education services empowering Aboriginal and Torres Strait Islander members to be informed and in-control of their super, insurance cover and retirement aspirations.



Pictured: Opening of Cbus Townsville.

Business Opportunities and Sphere of Influence

Our stakeholder network is extensive including deep connections with employers, members, unions, superannuation industry funds, peak bodies and organisations and all levels of government. In keeping with our members first value, we initially aim to explore business and employment opportunities with First Nations peoples.

We are also working on embedding First Nations engagement into our procurement policy and will be looking to identify ways to eliminate barriers to Aboriginal and Torres Strait Islander participation within and across our organisation.

During our RAP implementation, we intend to work closely with our sponsors and broader stakeholder network to not only learn from their experiences of reconciliation but to also explore potential partnerships in the pursuit of regional and national reconciliation.

Cbus has a clear purpose on a member-first approach and was founded on social justice principles. We are well placed and proud to leverage our industry leadership strength in the best interests of First Nations peoples' financial wellbeing and to advance equity and justice for Aboriginal and Torres Strait Islander communities more broadly. We are excited and honoured by the opportunity to collaborate with First Nations peoples and organisations to co-design and co-create impactful initiatives that contribute to positive intergenerational outcomes.



Championing The RAP

As an organisation, we have recently experienced significant changes at an executive level and thus, our leadership group have made reconciliation a strategic priority. This ambition has reverberated to our employees who are equally passionate about advancing reconciliation through this Reflect RAP implementation period and beyond.

The RAP Working Group (RWG), will support the leadership group in ensuring we deliver on our RAP commitments, communicate to our staff and stakeholders on our progress and monitor our two-way engagement processes, so we can learn and improve along the way.

Our RAP has the highest level of endorsement from the Cbus Board and our Executive leadership team including our CEO Kristian Fok, Chief Member Officer, Deputy CEO and Executive Sponsor Marianne Walker and Chief People Officer, Justine Hartman.

With this executive guidance and momentum, Cbus' RAP Working Group represents a motivated and engaged group of Cbus employees who draw from a diverse range of Cbus teams. The RAP Working Group also regularly engages stakeholders and subject matter experts from across to the fund to ensure that RAP initiatives are fully informed and supported.

YarnnUp, as our formal external First Nations advisory partner, will be central to our success throughout the RAP implementation phase.

We will seek their counsel, advice and guidance on how best to engage with First Nations communities and organisations to ensure we are respectful and culturally sensitive in all our interactions. YarnnUp will also provide cultural awareness and capability training and support us in developing our cultural maturity.

We aim to integrate the Reflect RAP within our core values to ensure our reconciliation efforts are front and centre of our thinking, actions, planning and funding. Many employees have been eagerly anticipating the implementation of the RAP – it is incumbent upon us to resource our RAP initiatives appropriately so our leaders, RWG members, RAP champions, and First Nations employees have the capacity to contribute in meaningful ways. To that end, we aim to work with YarnnUp to assist in formulating our RWG charter, member roles and interfaces. We will monitor our progress towards RAP delivery, respond and address any limiting issues in a timely manner, and celebrate and honour our progress.

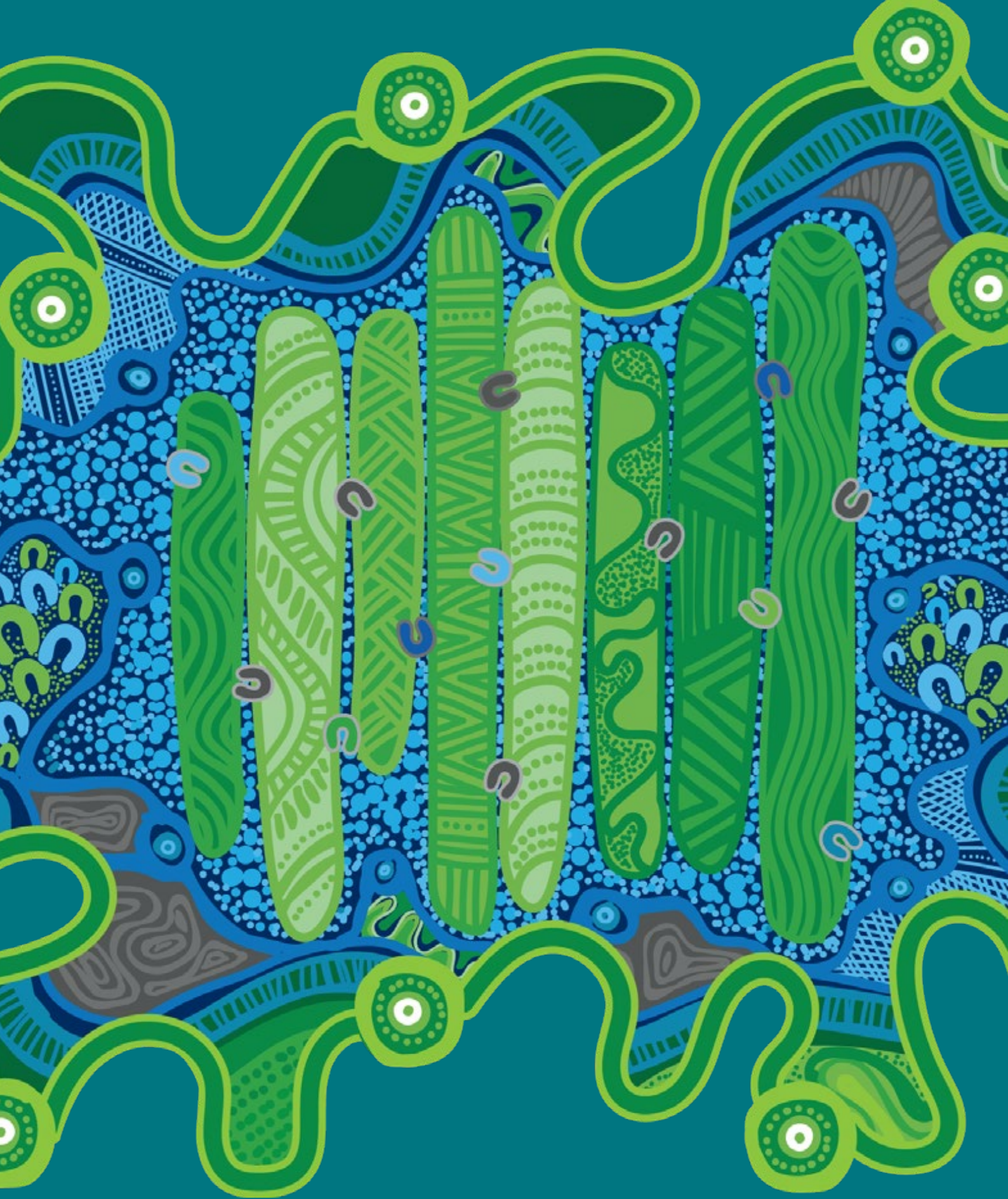
Pictured: Two workers collaborating at Wesley Place.

RAP Working Group Membership

Executive Sponsor	Chief Member Officer & Deputy CEO, Member & Employer Experience
RAP Champion	Group Head of Employee Experience, People & Culture
Member	Senior Manager – Coordinators, Member & Employer Experience
Member	Claims Specialist, Member & Employer Experience
Member	Product & Reporting Analyst, Member & Employer Experience
Member	Senior Manager – Policy and Advocacy, Strategy & Corporate Affairs
Member	Senior Manager – Investment Relations, Strategy & Corporate Affairs
Member	Senior Employer Engagement Manager Member & Employer Experience
Member	Diversity, Equity, Inclusion & Belonging Manager, People & Culture
Member	Head of Research, Responsible Investment, Investments
Member	Content Producer, Member & Employer Experience
Member	Employee Experience Manager, People & Culture
Member	Senior Manager - Industry Partnerships, Member & Employer Experience
Member	Internal Communications Specialist, Strategy & Corporate Affairs

Supporting Functions

People & Culture	Chief People Officer, Head of Talent, Learning and Development Manager
Operations	Procurement Lead
Governance, Risk, Compliance & Complaints	Head of Governance & Company Secretary, IDR Governance Manager
Strategy & Public Affairs	Head of Public Affairs
Member & Employer Experience	Group Head of Brand & Marketing, Head of Brand Marketing & Content



Reflect Reconciliation Action Plan

February 2025 - February 2026

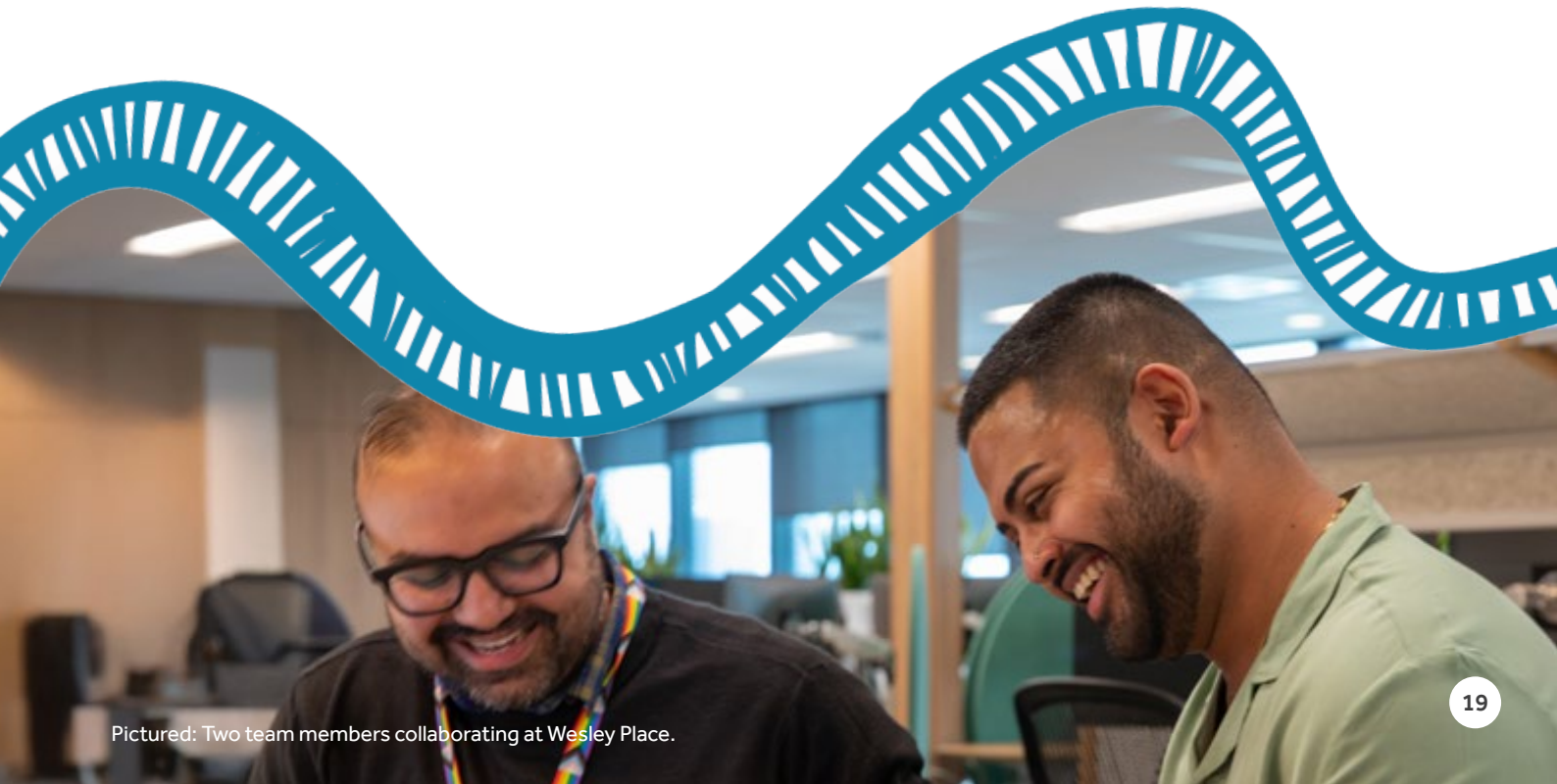
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Relationships

Action		Deliverable		Timeline	Responsibility
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2025	DEIB Manager
		1.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	DEIB Manager
2	Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	August 2025	DEIB Manager
		2.2	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025	Employee Experience Manager
		2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025	Chief Member Officer and Deputy CEO
3	Promote reconciliation and our RAP through our sphere of influence.	3.1	Communicate our commitment to reconciliation to all staff.	January 2026	Lead: CEO Support: Chief Member Officer and Deputy CEO
		3.2	Identify and connect with other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2025	Group Head of Employee Experience
		3.3	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2025	Head of Public Affairs
4	Promote positive race relations through anti-discrimination strategies.	4.1	Research best practice and policies in areas of race relations and anti-discrimination.	January 2025	Chief Member Officer and Deputy CEO
		4.2	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025	Lead: Chief People Officer Support: Head of Governance and Company Secretary

Respect

Action		Deliverable		Timeline	Responsibility
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2025	DEIB Manager
		5.2	Conduct a review of cultural learning needs within our organisation.	May 2025	Learning and Development Manager
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2025	DEIB Manager
		6.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Group Head of Employee Experience
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Employee Experience Manager
		7.2	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	DEIB Manager
		7.3	RAP Working Group to participate in an external NAIDOC Week event.	First week July 2025	Employee Experience Manager



Pictured: Two team members collaborating at Wesley Place.

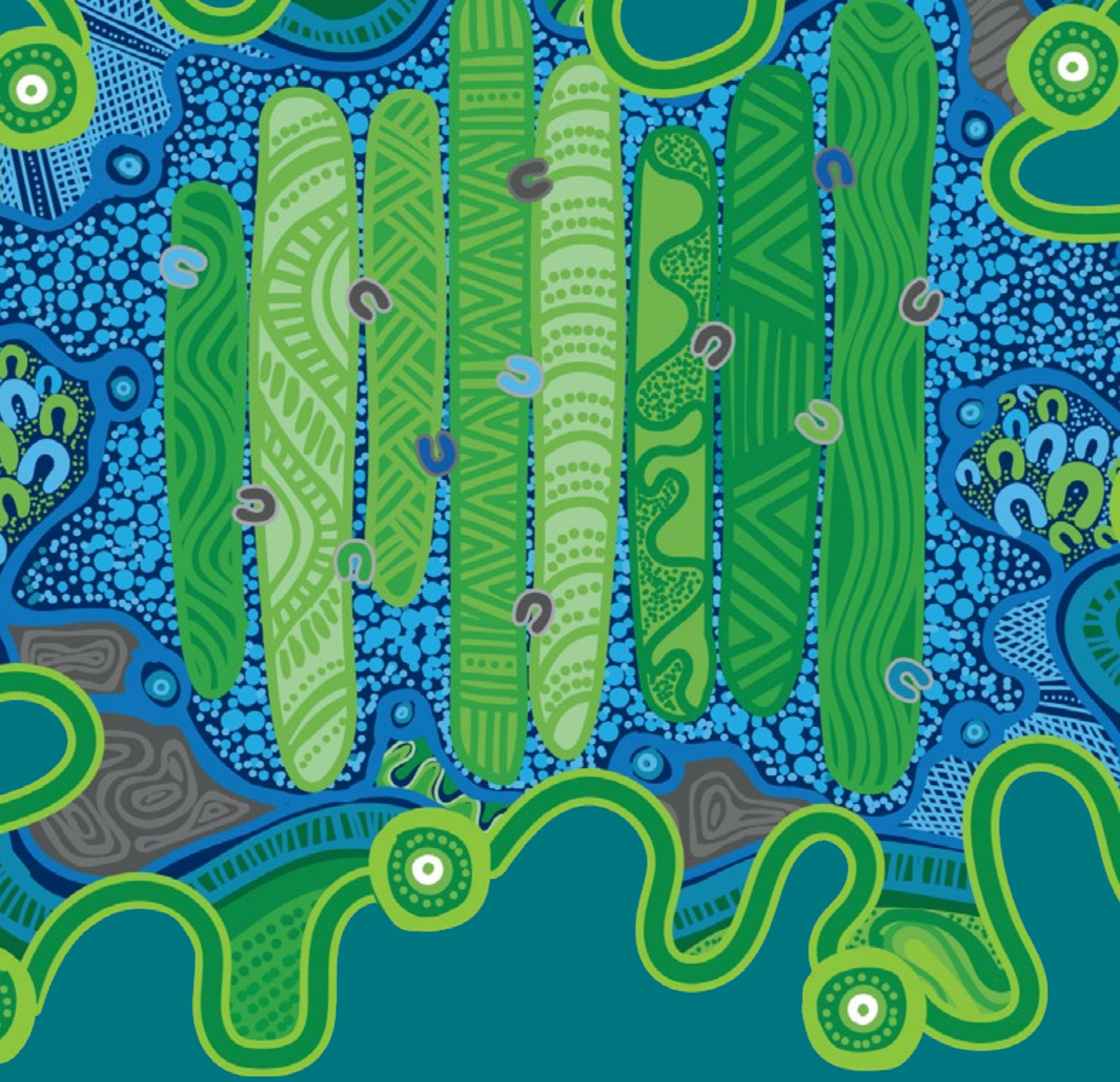
Opportunities

Action		Deliverable		Timeline	Responsibility
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	Lead: DEIB Manager Support: Chief Member Officer and Deputy CEO
		8.2	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	Lead: Head of Talent Support: DEIB Manager
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2025	Lead: DEIB Manager Support: Procurement Lead
		9.2	Investigate Supply Nation membership.	December 2025	Lead: DEIB Manager Support: Procurement Lead



Governance

Action		Deliverable		Timeline	Responsibility
10	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1	Form a RWG to govern RAP implementation	February 2025	Lead: Chief Member Officer and Deputy CEO Support: DEIB Manager
		10.2	Draft a Terms of Reference for the RWG.	February 2025	Employee Experience Manager
		10.3	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	DEIB Manager
11	Provide appropriate support for effective implementation of RAP commitments.	11.1	Define resource needs for RAP implementation.	February 2025	Group Head of Employee Experience
		11.2	Engage senior leaders in the delivery of RAP commitments.	February 2025	Chief Member Officer and Deputy CEO
		11.3	Maintain a senior leader to champion our RAP internally.	February 2025	Chief Member Officer and Deputy CEO
		11.4	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	DEIB Manager and RWG
12	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1	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	DEIB Manager
		12.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	DEIB Manager
		12.3	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	DEIB Manager
13	Continue our reconciliation journey by developing our next RAP.	13.1	Review RAP based on achievements, challenges and lessons learned	January 2026	Group Head of Employee Experience
		13.2	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	DEIB Manager



For any queries, contact:

Kollyann Thim
Diversity, Equity, Inclusion & Belonging Manager

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cbus super

RECONCILIATION ACTION PLAN
REFLECT

United Super Pty Ltd ABN 46 006 261 623 AFSL 233792 as Trustee for the Construction and Building Unions Superannuation Fund ABN 75 493 363 262 offering Cbus Super and Media Super products (Cbus, Cbus Super and/or Media Super).

This information is about Cbus Super. It doesn't account for your specific needs. Please consider your financial position, objectives and requirements before making financial decisions. Read the relevant Product Disclosure Statement (PDS) and Target Market Determination to decide if Cbus Super is right for you. Call 1300 361 784 or visit cbussuper.com.au