



RECONCILIATION  
ACTION PLAN

REFLECT

**Reflect  
Reconciliation  
Action Plan (RAP)**  
October 2023 – October 2024

## Acknowledgement of Country

Nova Systems respectfully acknowledges the Traditional Custodians of the lands and waters and pay our respects to Elders past, present and emerging. As a veteran founded, specialist engineering consultancy that operates within Defence and across our Emergency Services, Nova Systems acknowledges the services of First Nations Peoples who have contributed to defending Australia and its national interests to keep our communities safe.

### Image Warning

First Nations Peoples are advised that this document may contain images or content referring to deceased persons. It may also contain words or descriptions that are culturally sensitive.

# Managing Director (MD) Foreword



**Adam Smith**  
Managing Director ANZ

I am proud to introduce the next iteration of our reconciliation efforts, as we embark on a journey towards a more inclusive future.

Our Reconciliation Action Plan (RAP) continues to set the foundation within our business as we look to build respectful relationships, foster cultural understanding, and create opportunities for collaboration.

With respect at the core of our RAP, we acknowledge the Traditional Custodians, their cultures, and connections to the lands.

This framework for the actions and accountability our organisation and people will implement will ensure our actions are relevant, authentic, and effective.

Our RAP will see Nova Systems deepen our awareness, understanding and appreciation of Aboriginal and Torres Strait Islander cultures contributing to a respectful, inclusive, and diverse culture.

We imagine a future where all Australians value, respect and embrace Aboriginal and Torres Strait Islander histories, cultures, and rights, as a fundamental part of our national identity.

Together, we can make a meaningful difference in promoting understanding, equality, and reconciliation.

# Reconciliation Australia CEO Message



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

Reconciliation Australia congratulates Nova Systems on continuing its reconciliation journey by formally endorsing Nova Systems' second Reflect Reconciliation Action Plan (RAP).

Through this plan, Nova Systems continues to play an important role in 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Nova 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Nova Systems on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

# Our Business



Our values of Trust, Professionalism, Passion and Community, together with our Diversity and Inclusion (D&I) strategy ensures our business is committed to building an environment where everyone feels safe, valued and included.

---

Nova Systems is a leading engineering services and technology solutions company. We deliver specialist systems engineering advisory and management alongside advanced digital technology, software, services and systems integration solutions.

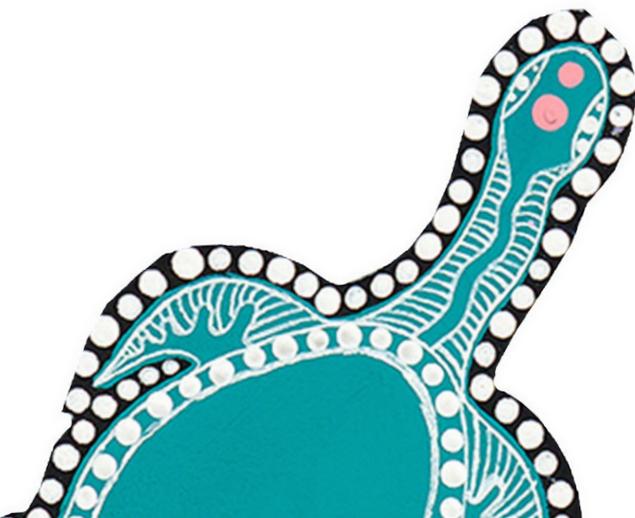
Our key markets include Defence, Government, Commercial Aerospace, and Essential Services, playing a critical role in the safety and security of our nation to solve the complex challenges that really matter to our clients.

Founded in 2000, from humble family origins in South Australia, we now employ more than 850 talented and dedicated professionals (employees & sub-contractors) in Australia, across our eight strategically located offices in Adelaide (Tarndanya, the Country of the Kurna Peoples), Melbourne (Naarm, Country of the Wurundjeri Peoples), Sydney (Eora Nation, Gadigal Peoples), Brisbane (Meanjin, the country of the Turrbal and Jagera Peoples, Perth (Whadjuk Noongar Peoples) and Canberra (Ngunnawal and Ngambri Peoples).

We currently have 15 First Nations owned companies in our supply chain. Our intention is to uplift and improve First Nations Peoples employment outcomes and participation throughout our reconciliation journey.

Our values of Trust, Professionalism, Passion and Community, together with our Diversity and Inclusion (D&I) strategy aims to support the achievement of our RAP and ensures our business is committed to building an environment where everyone feels safe, valued and included.

Nova Systems operates across Australia, New Zealand, South-East Asia, the United Kingdom and Europe, exporting Australian know-how across the globe.



# Our RAP

Our reconciliation journey began in 2019 with the review of our Inclusion, Diversity, Equality, Action, and Leadership (IDEAL) strategy. As part of this review, we prioritised our activities in Cultural Diversity, Gender Diversity and Youth & STEM. Following this we determined a stronger focus was needed as part of our whole business, towards Reconciliation.

We launched our inaugural RAP in 2020 as the first step to formalise our reconciliation journey. Through a successful launch, each office in Australia hosted an event to mark the occasion and proudly displayed a canvas print of the artwork developed by Kiya Watt for our RAP to mark the occasion.

In 2022 we refreshed our IDEAL approach and launched our updated Diversity & Inclusion (D&I) Strategy to incorporate four key pillars. A critical pillar being, First Nations Peoples in Nova, with the core purpose to support the achievement of our Reconciliation Action Plan as a business wide strategy. During this time the RAP and its governance model were reviewed, and the commitment was made that the Managing Director would Co-Chair the RAP Committee and appoint an external Co-Chair to guide our business on key decisions and initiatives through the next iteration of our RAP.

Our plan is a formal statement of commitment to reconciliation that aims to support the development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

## Our RAP Working Group

- **Adam Smith**, Managing Director ANZ (Co-Chair)
- **Brenz Saunders**, Co-Chair (External)
- **Steven Robinson**, Acting Chief Executive Officer
- **Peter Arambatzis**, Chief Financial Officer
- **Shelley Willsmore**, Chief People Officer
- **Stephen Batten**, Communications Manager
- **Hannah Breen**, Director, Organisational Development
- **Gary Burgess**, Executive General Manager Business Enablement
- **Sarah de Valence**, Acting Director Corporate Affairs
- **Peter La Franchi**, Executive General Manager, Future Business
- **Andrew Mannix**, Executive General Manager, Mission Solutions
- **Mikalie Nakos**, Manager Early Careers and Diversity & Inclusion
- **Hannah O'Sullivan**, Director, People Partnering
- **Steve Pearce**, Acting Executive General Manager Defence Services
- **Colin Robson**, General Manager Strategic Capture and Bids
- **Jacqui Sokol**, Bid Writer
- **Matt Taylor**, Project Manager
- **Peter Young**, General Manager Land

## RAP Champion/ Co-Chair Reconciliation Action Plan Committee

- **Adam Smith**, Managing Director ANZ

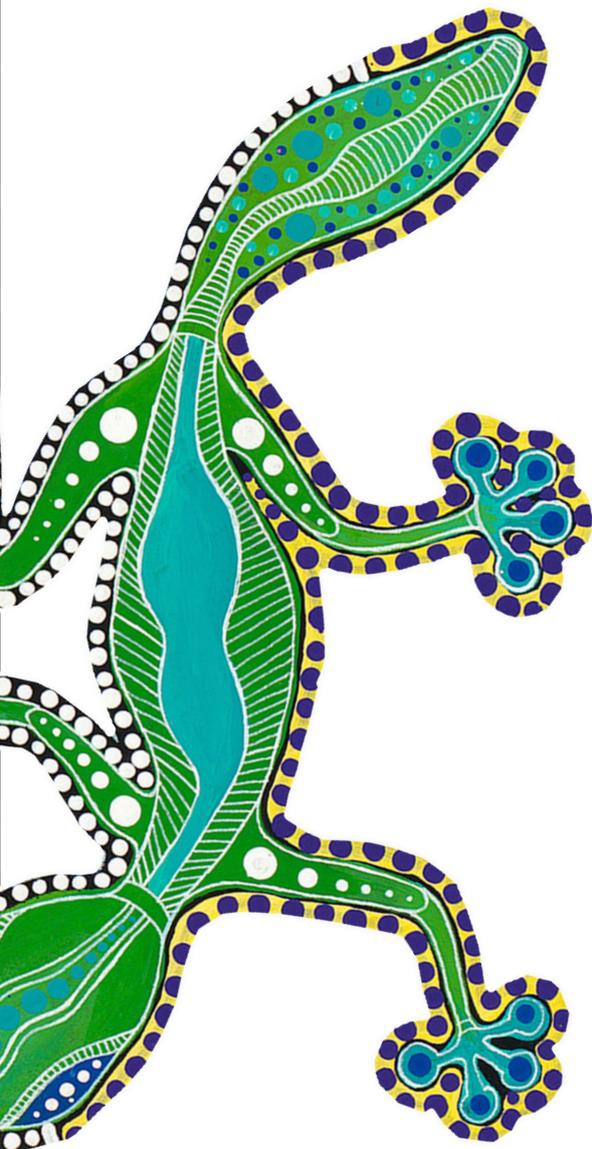
## Co-Chair Reconciliation Action Plan Committee

- **Brenz Saunders**, Co-Chairperson of Nova Systems RAP Committee

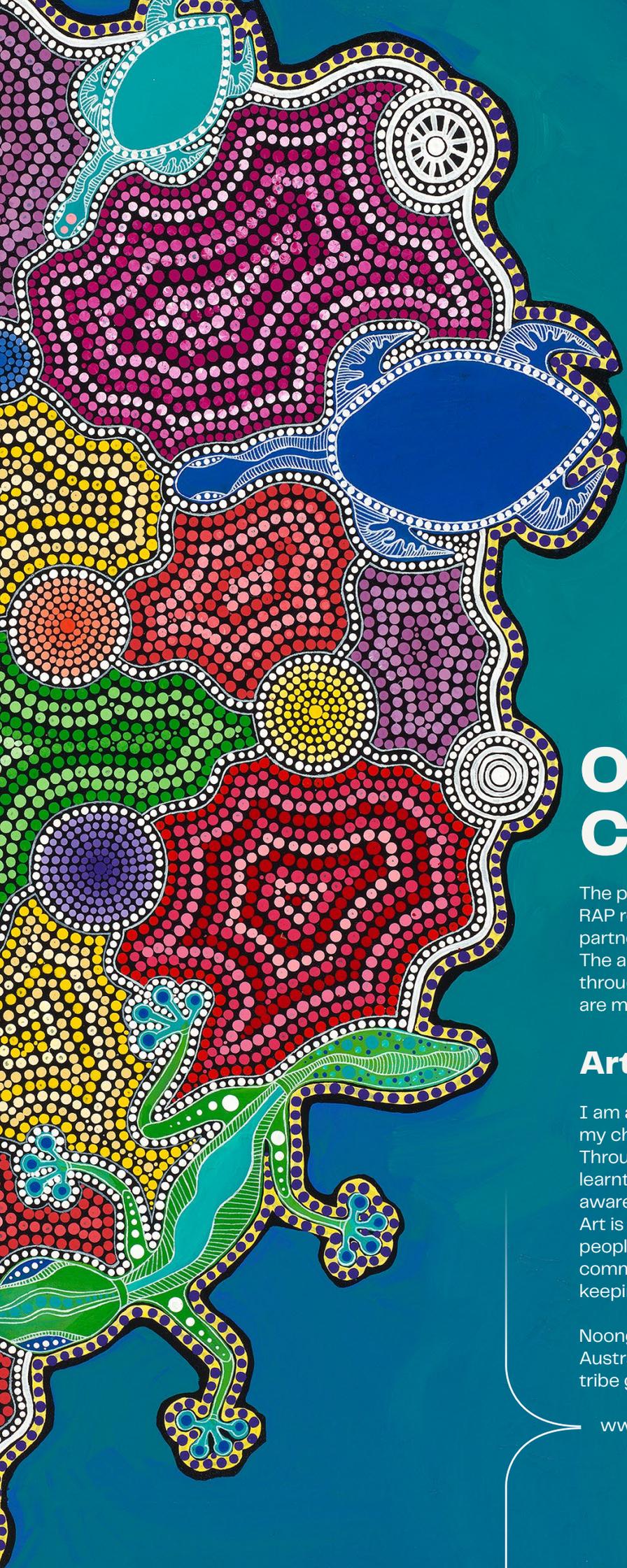


# Our Partnerships/ Current Activities

- Engaged Kiya Watt to create artwork to represent the Nova Systems story, which is proudly displayed through our offices.
- Refreshed our Diversity and Inclusion (D&I) Strategy and placed further emphasis, as a strategic pillar, on reconciliation and supporting the achievement of our RAP which sits centrally alongside our Strategy in our Corporate Affairs Department.
- Held a workshop where Senior Leaders from across Australia joined to kick off the development of our next RAP.
- Engaged an external Co-Chair, Brenz Saunders, a proud Wirangu, Kokatha and Mirning man, from South Australia's far west-coast, for our RAP committee to work alongside our Managing Director and business.
- Grown our First Nations' Business Network to 15 partner companies proudly hosted on the Nova Systems website (note: not all 15 businesses wanted their company listed).
- Sponsored and attended the 2023 National Reconciliation Week Breakfast, hosted by Reconciliation South Australia.
- Engaged an Indigenous print supplier (Yilay Designs) to print our RAP artwork onto Nova Systems work uniforms. Employees are given the opportunity to purchase these items annually.
- Engaged First Nations owned Business, We Create Print Deliver, to design our RAP and for ongoing creative support.
- Fundraising for the Tjindu Foundation through a raffle ticket drive in our Adelaide (Karna) office.







# Our Story Connections

The painting chosen to embody the Nova Systems RAP represents the story of connection and partnership. We all work together to be strong. The animals, lands and ocean all have journeys and through connection and coming together our stories are made.

## Artist – Kiya Watts

I am a Menang Gnudju Noongar. I started painting for my children as a way to connect back to my culture. Through painting I have reconnected with my family learnt my stories and now use my platform to raise awareness about the issues affecting my mob today. Art is so much more than paintings for Aboriginal people it is our lifeline it is how we connect as a community and share and preserve our stories by keeping our traditions alive.

Noongar nation is the southwestern region of Western Australia and is made up of 14 different language and tribe groups, Menang and Gnudju being two of them.

[www.kiyawatt.com.au](http://www.kiyawatt.com.au)

# Relationships

## Action 1

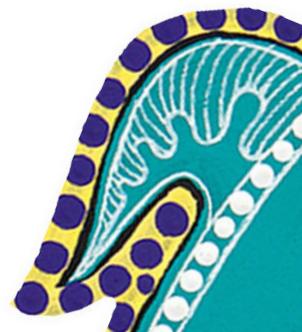
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	December 2023	Executive General Manager, Future Business
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Executive General Manager, Future Business
Investigate opportunities to engage with Aboriginal and Torres Strait Islander stakeholders or organisations in the lands that our ANZ business operates on.	April 2024	Executive General Manager, Mission Solutions
Begin to build partnerships with Aboriginal and Torres Strait Islander people and organisations to support delivery and enhance our offering.	June 2024	Executive General Manager, Future Business

## Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Director Corporate Affairs
RAP Working Group members to participate in an external NRW event.	May 27- 3 June 2024	Director Corporate Affairs Supported by: D&I Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 27- 3 June 2024	Director Corporate Affairs
Hold internal events to recognise and celebrate NRW.	May 27- 3 June 2024	Executive General Manager Business Enablement



### Action 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff.	December 2023	Director Corporate Affairs
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2024	Chief Operating Officer
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2024	Chief Operating Officer
Develop and implement a plan to raise awareness among all employees across Nova Systems about our RAP commitments.	December 2023	Director Corporate Affairs
Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	November 2023	Manager D&I
Engage our senior Nova Systems leadership in the delivery of RAP outcomes.	November 2023	Manager D&I

### Action 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	July 2024	Director People Partnering
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2024	Director People Partnering

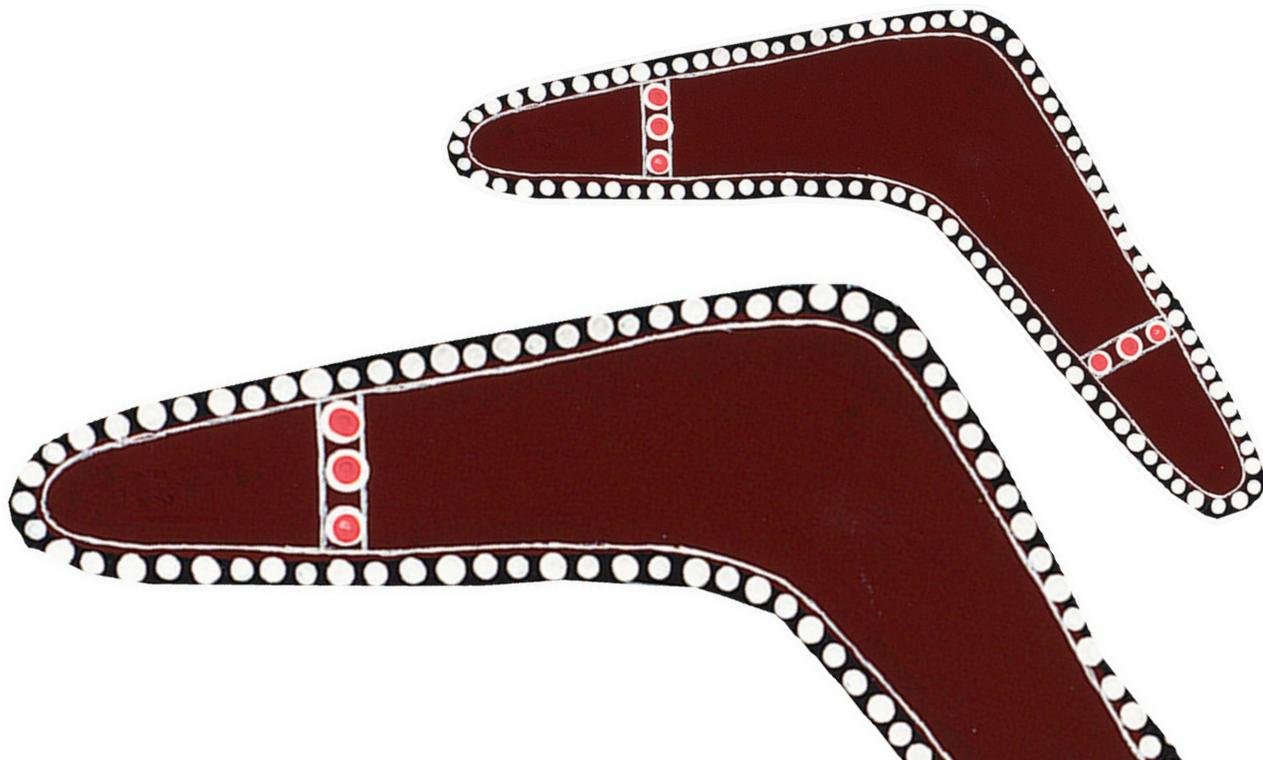


# Respect

## Action 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Implement the business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2024	Manager D&I
Conduct a review of cultural learning needs within our organisation.	January 2024	Manager D&I
Develop Nova Systems cultural awareness training strategy.	March 2024	Manager D&I
Deliver a minimum of one pilot session of cultural awareness training.	July 2024	Manager D&I
Ensure Nova Systems Aboriginal artwork is displayed prominently in each office with the artist's story.	October 2024	Director Corporate Affairs  Supported by: Manager D&I
Investigate the addition of Aboriginal Country to email signatures based on office locations.	October 2024	Manager D&I
Investigate the process required for Nova Systems Employees to use their Personal and Professional Development budget for cultural learning opportunities.	October 2024	Director Business Operations & Assurance
Enable employees to purchase Nova Systems Aboriginal artwork uniforms annually, to be manufactured by a First Nation's Business.	June 2024	Manager D&I



## Action 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2024	Executive General Manager Business Enablement
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Director Corporate Affairs
Develop a list of local Traditional Owners of the lands and waters within Nova Systems sphere of influence who we could consult with regarding cultural protocol activities.	June 2024	Executive General Manager Business Enablement
Welcome to Country will be made at Nova Systems Australian Conferences.	August 2024	Director Corporate Affairs
Introduce Acknowledgement of Country guidelines for Nova Systems for internal meetings..	January 2023	Director Corporate Affairs

## Action 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week, including information about the local Aboriginal and Torres Strait Islander peoples and communities.	June 2024	Director Corporate Affairs
Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Director Corporate Affairs
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Director Corporate Affairs
Hold internal events to recognise and celebrate NAIDOC Week.	First week in July 2024	Director Corporate Affairs

# Opportunities

## Action 8

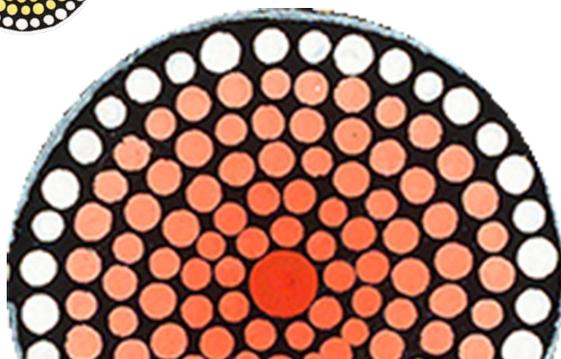
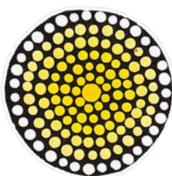
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Develop a business case for Aboriginal and Torres Strait Islander employment and retention within our organisation.	September 2024	Manager Talent Acquisition
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2024	Manager D&I
Investigate the advertising of all vacancies in Aboriginal and Torres Strait Islander media.	September 2024	Manager Talent Acquisition
Review HR and recruitment procedures and policies to ensure that there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in Nova Systems workplace.	September 2024	Director People Partnering and Manager Talent Acquisition.

## Action 9

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Director Business Operations & Assurance
Investigate Supply Nation membership.	December 2024	Director Business Operations and Assurance
Develop an Indigenous Participation Plan that meets the requirements of the Indigenous Procurement Policy ensuring alignment with our RAP.	July 2024	Executive General Manager Future Business
Investigate system capability to track spend with Aboriginal and Torres Strait Islander owned businesses.	September 2024	Director Business Operations & Assurance



# Governance

## Action 10

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Form a RWG to govern RAP implementation.	December 2023	Manager D&I
Draft a Terms of Reference for the RWG.	December 2023	Manager D&I
Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2023	Manager D&I

## Action 11

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	October 2023	Manager D&I
Engage senior leaders in the delivery of RAP commitments.	October 2023	Manager D&I
Appoint a senior leader to champion our RAP internally.	October 2023	Manager D&I
Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2023	Manager D&I

## Action 12

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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 2024	Manager D&I
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, 2024	Manager D&I
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2024	Manager D&I
Develop Executive KPI's around completion of RAP action and deliverables.	February 2024	Manager D&I

## Action 13

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Manager D&I



**Contact details:**

Name: Mikalie Nakos

Position: Manager, Diversity & Inclusion

Phone: 0408 989 230

Email: [mikalie.nakos@novasystems.com](mailto:mikalie.nakos@novasystems.com)