

# Innovate

## Reconciliation Action Plan

April 2025 – April 2027





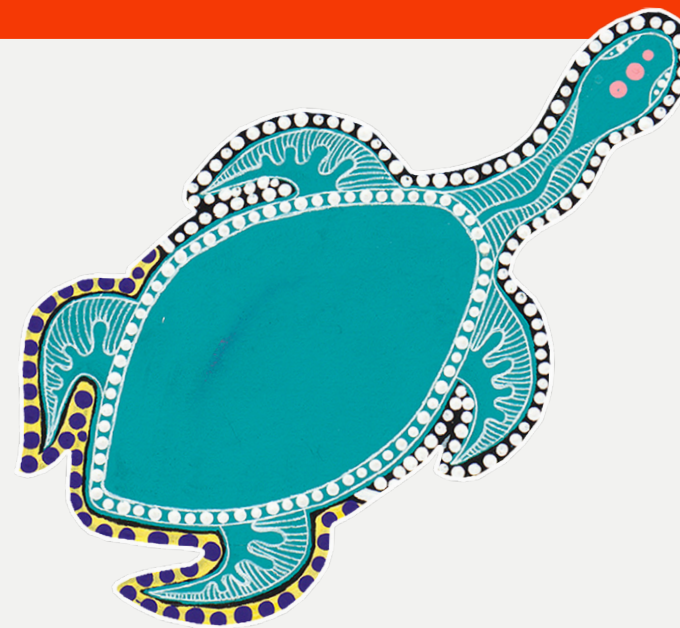


## Acknowledgement of Country

Nova Systems respectfully acknowledges the Traditional Custodians of the land and waters and pay our respects to Elders past, present and future. Nova Systems also acknowledges the services of the Aboriginal and Torres Strait Islander peoples who have contributed to defending Australia and its national interests.



NovaConnect 24 - Welcome to Country  
Image Credit: Shannon Ruska, Tribal Experiences



## Our Vision For Reconciliation

Nova Systems vision for reconciliation is that all Australians can come together under a common goal of a national culture that we can all be proud of. One where peace and respect is foremost, to represent equality and equity.

It is important that we continue to share our history and learn from past mistakes and that overall within our society ensure we have a safe country where everyone is accountable to forge a unified Australia.

Our vision includes building enduring partnerships built on foundations of respect and mutual understanding, a greater focus on procurement using First Nations businesses and vendors and creating pathways for employment.

Australia's history highlights many stories of Aboriginal and Torres Strait Islander peoples who served in the defence of our nation and in our communities as volunteers and frontline workers across our emergency services. With Nova Systems' vision of keeping our world safe and secure, we should look back at these moments across our history and be proud to speak of the core involvement of Aboriginal and Torres Strait Islander peoples alongside their fellow Australians to help make our country the place it is today.





## Message from Reconciliation Australia CEO

Reconciliation Australia commends Nova Systems on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Nova Systems to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Nova Systems will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

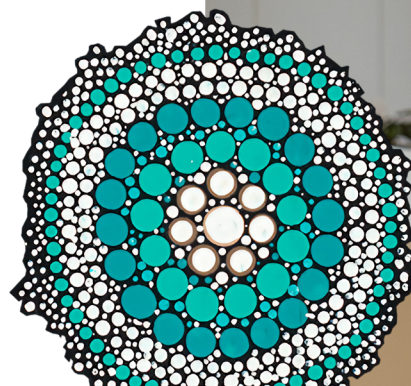
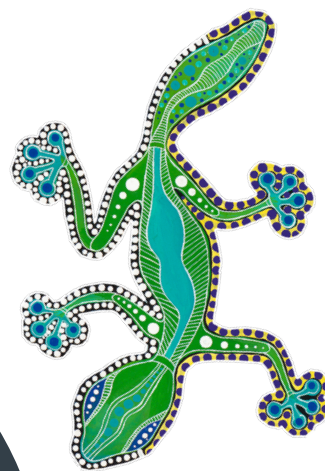
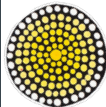
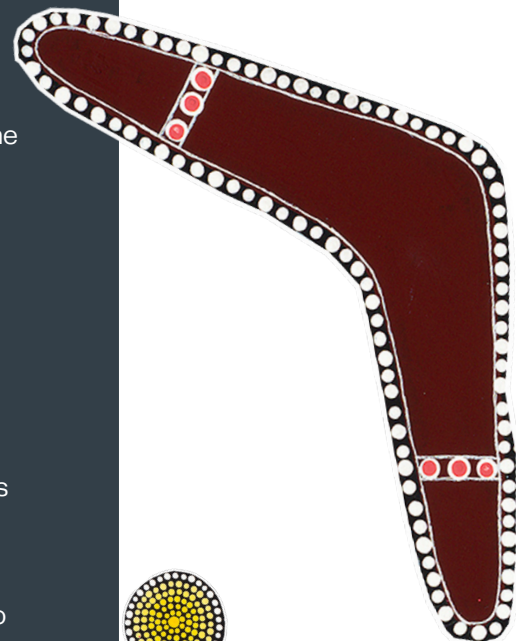
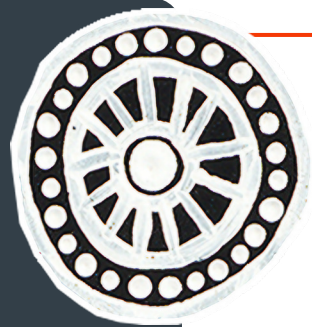
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Nova Systems is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Nova Systems' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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 Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer,  
Reconciliation Australia



## Message from our CEO

Nova Systems is excited to introduce our Innovate Reconciliation Action Plan (RAP) and as CEO, I'm proud to observe our company move from a Reflect RAP to an Innovate RAP, marking a significant advancement in our commitment to genuine involvement.

Our dedication to this task is more than just meeting a corporate obligation – it is about acknowledging our crucial part in supporting healing, empowerment, and overall progress towards reconciliation in our nation. Reconciliation is key to establishing a future that is more inclusive and respectful for all.

My plan for our participation in reconciliation involves building enduring partnerships built on foundations of respect and mutual understanding, increasing emphasis on purchasing from Aboriginal and Torres Strait Islander companies and creating pathways for employment. These initiatives will not just enhance our business but also play a part in the wider aim of reconciliation across Australia.

I realise that there will be challenges on this journey. Significant transformation requires a commitment and effort from all members of the organisation. It begins with our leaders, who can drive outcomes and share their personal commitments with their teams. It is important for all employees to view themselves as being involved in this process, collaborating to create a positive outcome. Every staff member at Nova Systems has a part to play in ensuring the success of this plan.

It is important to recognise the efforts of our Reconciliation Action Plan Working Group. Their commitment, understanding, and enthusiasm have established the basis for this endeavour, and I wholeheartedly support their actions.

In my past experiences, I have personally witnessed the significant impact of a successfully implemented RAP. It is a journey that is valuable, and I am excited to witness the positive change we will create as a team.

**Dean Rosenfield**  
Chief Executive Officer,  
Nova Systems





## Message from our Co-Chairs

Nova Systems is proud to play our part in reconciliation and advancing this important initiative within our business and throughout the wider Defence industry.

Our new Innovate Reconciliation Action Plan (RAP) is the next step in our journey, and we are proud to once again harness a true collaboration with as Co-Chairs leading the implementation.

Moving to the Innovate stage was done through a mature decision by our RAP Working Group, which decided 12 months prior to take a further 12 months to successfully complete our Reflect RAP, rather than jumping to an Innovate RAP prematurely. We can gladly now say we have fulfilled our commitments to our Reflect RAP and are ready to move to an Innovate RAP where we can learn from the foundation laid to strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities across Australia.

Through our ongoing dedication to reconciliation, we aim to deepen our understanding of the history and culture of Aboriginal and Torres Strait Islander communities. By educating ourselves and those in our broader network, we are committed to actively using our influence to promote awareness and positive change.

Nova Systems is proud of our actions towards strengthening reconciliation throughout the communities in which we operate. Through our Innovate RAP we look forward to further strengthening our commitment to deepening our connection and understanding of our sphere of influence and establishing the best approaches to advance reconciliation within Nova Systems, and with our external networks.

**Brenz Saunders**  
**Director**, Cheedoona Energy  
(Wirangu, Kokatha and Mirning person)

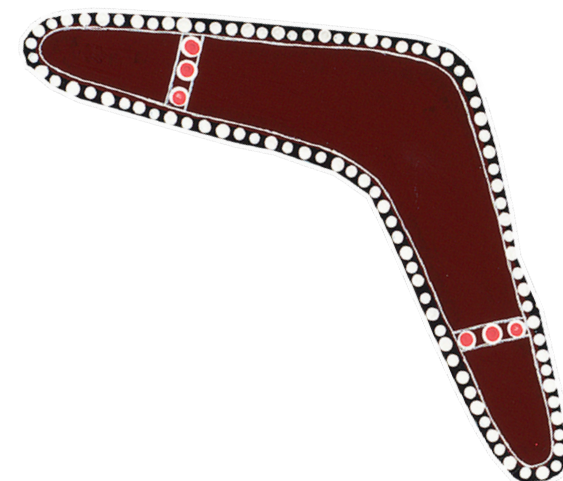
**Andrew Mannix**  
**Managing Director**,  
Nova Systems Australia and New Zealand



*Brenz Saunders, Director of Cheedoona Energy  
(Wirangu, Kokatha and Mirning person)*



*Andrew Mannix, Managing Director of Nova Systems Australia and New Zealand*



## Our Business

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.

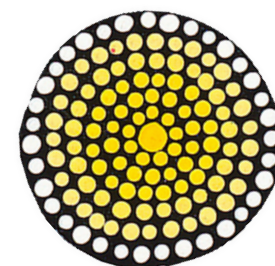
Founded in 2000, from humble family origins in South Australia and by two Australian Defence Force veterans, we now employ more than 850 talented and dedicated professionals in Australia, across our eight strategically located offices in Adelaide (Tarndanya, the Country of the Kaurna People's), Melbourne (Naarm, Country of the Wurundjeri People's), Sydney (Eora Nation, Gadigal People's), Brisbane (Meanjin, the country of the Turrbal and Jagera People's, Perth (Whadjuk Noongar People's) and Canberra (Ngunnawal and Ngambri People's).

Nova Systems proudly has Aboriginal and Torres Strait Islander peoples representation within our workforce, sub-contractor network and supply chain. Through this RAP and beyond, our intention is to uplift and improve the representation of Aboriginal and Torres Strait Islander Peoples working in and with Nova Systems.

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 Sphere of Influence is constantly evolving but sits across society, community, organisations, and individuals. During our previous RAP, we held a workshop with internal stakeholders to start to develop an understanding of our Sphere of Influence. The workshop helped to lay the foundation for our engagement across the four interest areas on where we can have the most impact within our Sphere of Influence.







## 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.

We launched our inaugural Reflect 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 for our RAP.

In 2022 we refreshed our IDEAL strategy and launched our updated Diversity & Inclusion (D&I) Strategy to incorporate four key pillars: First Nations' Inclusion, Women in Nova, Early Careers and Inclusive Teams and Ways of Working. A central lever to our Reconciliation efforts is the First Nations' Inclusion pillar, with the core purpose to support in the achievement of our RAP. During this time the RAP and its governance model were reviewed and the commitment was made that the Managing Director of our ANZ business would Co-Chair the RAP Committee and engage an external Co-Chair to guide our business on key decisions and initiatives through the next iteration of our RAP. Ensuring our RAP was seen as an organisation-wide commitment aligned to our overall strategy was also key to setting the foundation for a meaningful path to success.

In 2023, the decision was made to re-embark on another Reflect RAP. While during our first Reflect RAP a strong foundation was laid within our employee base, it was felt that as a business we would benefit from another Reflect RAP prior to stepping up to an Innovate RAP. Undertaking a second Reflect RAP enabled us to build strong organisation wide commitment and accountability, through a shift in working group membership with representation of senior leadership from all areas of our business. The engagement of our Senior Leaders, along with the appointment of our Executive and External Co-Chairs uplifted the visibility of the RAP and a structured governance and reporting structure ensured that actions were tracked and achieved. This model ensured that cultural competency and knowledge increased across the business, highlighting that as a business, we have matured internally, which was only strengthened through valuable partnerships externally in 2023/24.

In 2025 we now look to uplift our RAP through an Innovate RAP marking the start of a new journey for Nova Systems, one where our organisation can gain a deeper understanding of our sphere of influence and establish the best approaches to advance reconciliation.

### Working Group

Our RAP Working Group is made up of the CEO, Executive Leadership Team, Senior Leaders across the business who are responsible for the actions within the RAP and representation from our Early Careers programs and our Aboriginal and Torres Strait Islander Employees. Our Managing Director of the ANZ business is our RAP Champion and Co-Chair of the RAP Working Group and so also plays the part of Executive Champion.

**Brenz Saunders,**  
Director, Cheedoon Energy,  
proud Wirangu, Kokatha and Mirning person, from  
South Australia's far west-coast  
(Co-Chair - External)

**Andrew Mannix,**  
Managing Director,  
Nova Systems Australia and New Zealand  
(Co-Chair and RAP Champion)

**Dean Rosenfield,**  
Chief Executive Officer  
(Nova Systems Executive Leadership team)

**Steven Robinson,**  
Deputy Chief Executive Officer  
(Nova Systems Executive Leadership team)

**Shelley Willsmore,**  
Chief People Officer  
(Nova Systems Executive Leadership team)

**Ben Gulliver,**  
Chief Financial Officer  
(Nova Systems Executive Leadership team)

**Mikalie Nakos,**  
Manager, Early Careers, Diversity & Inclusion

**Sascha Meldrum,**  
Director, External Engagement and  
Market Communications

**Lee Kormany,**  
Director, Enterprise Campaigns

**Michelle Lyon-Green,**  
Director, Talent and Workforce Planning

**Steve Pearce,**  
Executive General Manager,  
Defence & Aerospace Solutions

**Jim Molea,**  
Head of Procurement & Supply Chain

**Gary Burgess,**  
EGM Business Enablement and Acting,  
EGM Mission Solutions

**Kristen Raby,**  
General Manager,  
Major Service Provider Governance

**Matt Taylor,**  
proud Whadjuk/Yued Noongar from south-west  
Western Australia,  
Procurement Lead

**Stephen Batten,**  
Communications Manager

**Melissa Wiemers,**  
Wellbeing & Experience Lead

**David Shakes,**  
Systems Engineer

**Caroline George,**  
Executive Assistant

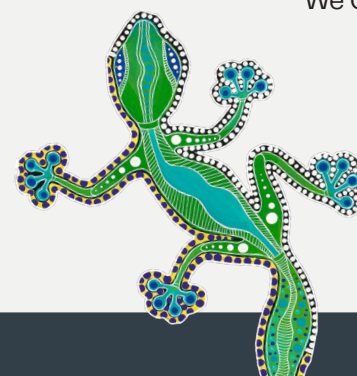
We have focused on growing our knowledge and understanding of Aboriginal and Torres Strait Islander cultures and building partnerships which we are committed to growing into our next RAP.

We are members of Supply Nation which aids us in growing our spend with Aboriginal and Torres Strait Islander businesses and have developed partnerships with a number of Aboriginal and Torres Strait Islander owned and operated businesses' and are working together to support their growth wherever we can whilst learning much from them. These include with JY Australia and We Create Print Deliver.

We have ensured we bring Aboriginal and Torres Strait Islander voices and stories to all of Nova Systems through our internal events which we have seen positive engagement and attendance.

We have worked hard to ensure this RAP is more than just a document or a tick box, but one that drives meaningful engagement and change in reconciliation, whilst giving all our people the opportunity to learn and participate.

To ensure this RAP was developed in a meaningful way, we collaborated with other RAP Organisations and approached various Aboriginal and Torres Strait Islander Peoples and business partners to review our RAP and provide their feedback on our words and actions we have committed to. In the delivery of our RAP work, we want to continue the spirit of walking together to achieve.





## Some partnerships/activities over our Reconciliation Action Plans

- 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 Aboriginal and Torres Strait Islander Business Network to 17 partner companies proudly hosted on the Nova Systems website (note: not all 17 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 Aboriginal and Torres Strait Islander-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 (Kurna) office.
- Senior Leaders from across Australia shared a cultural learning session, delivered by JY Australia to kick off the development of this RAP.
- Uplifted our partnership with Indigenous and veteran founded organisation, JY Australia to work throughout our Defence programs, but also in uplifting their own capability internally.



## Testimonials

### JY Australia

JY Australia is an Indigenous and Veteran-owned professional service provider operating nationally, offering diverse solutions to Government, Defence, and Industry clients. Our company leverages extensive experience in the ADF, Defence Sector and Industry to deliver skilled professionals, turnkey capabilities, training and consulting services.

As a Veteran-owned company, we invest significantly in workforce development to meet our customers' needs and provide expert advice drawing on our extensive experience. As a Supply Nation Certified Indigenous business, we are dedicated to creating pathways for meaningful Indigenous employment and ensuring First Nations Peoples are represented across all business levels and disciplines.



*Brendan Dumbrell, Managing Director of JY Australia*



JY Australia are proud to partner with Nova Systems, whom we share a deep commitment with, to empower First Nations Australians. As partners, we work collaboratively towards this goal through building opportunities, relationships and respect via employment, procurement, and shared delivery of programs and initiatives supporting First Nations Australians. The strength of this partnership derives from JY Australia's and Nova Systems' shared values and collective focus on delivering high-quality, high-impact, positive outcomes. This partnership has positively impacted JY Australia as a First Nations business, increased the skills, networks and opportunities of our First Nations workforce and expanded the positive impact we are able to achieve for our First Nations stakeholders and partners.

Nova Systems have been providing mentoring and upskilling to JY Australia through the Pilot Mentor Protégé Program. As this program has evolved the Nova Systems team have played an instrumental role in developing

JY Australia's bid response capabilities. As a result of the knowledge and insights shared by Nova Systems, JY Australia's executive and management teams have gained rich insights around the full lifecycle of business development, capture, and bids. The training has significantly enhanced JY Australia's organic bid response capabilities.

Nova Systems' proactive, open-minded, respectful and heartfelt approach to driving positive change for First Nations Australians in partnership with JY Australia, are attributes of the Nova Systems' organisation and workforce which are invaluable and essential in the shared reconciliation journey for all Australians. JY Australia deeply values our growing partnership and looks forward to the continued and increased impact we can achieve together.

**Brendan Dumbrell**  
Managing Director of



### We Create Print Deliver

We Create Print Deliver is your market access point for effective design, development and delivery of advertising and business services.

We offer tailored, multi-channelled marketing strategies to identify and engage your target audience and increase your market share. We are a results driven company with your business' challenges spearheading our desire to perform. We work as an extension of your business and with our 45 years of collaborative knowledge & experience, we make business better, easier and simpler.

We Create Print Deliver also specialise in user-centric brand and digital marketing strategies, website development, social media strategies, mobile web & app development, search engine ranking and custom software development.



*Pat Caruso, Founder and Director of We Create Print Deliver*



The foundation of We Create Print Deliver's work with Nova Systems is built on open and clear communication, ensuring both parties understand each other's expectations. Nova Systems' commitment in the early stages of our relationship has helped to foster a safe space for discussing pressure points and areas of concern.

The mutual benefits of like-minded organisations partnering for reconciliation are profound. A holistic approach to valuing staff and fostering a positive working culture leads to happier suppliers and business partners, who statistically perform better. These relationships build respect and confidence in sustainability, creating a ripple effect of positive outcomes.

Under the RAP, Nova Systems is on a promising path towards reconciliation. With more and more awareness and support across the business and the wider team, there will be greater opportunities to understand and leverage the capabilities of First Nations

businesses. This commitment to reconciliation is not just about meeting targets; it's about building meaningful, lasting relationships.

I've enjoyed the true partnering nature that's been evident in Nova Systems' approach, where I've truly felt a part of their reconciliation journey. We are thrilled to once again provide advice and guidance in the development of this RAP whilst seeing it come to life through our design and print services.

Partnering with Nova Systems has been incredibly beneficial. The team's wealth of knowledge and understanding of Defence and Government expectations has helped shape my business to better align with Nova Systems. Moreover, it's genuinely nice to work with such pleasant people.

**Pat Caruso**  
Founder and Director of





## Our Artwork



### Our Story

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 Watt

Kiya Watt is a Menang/Gnudju Noongar woman. 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.

For Kiya and Aboriginal people, art is so much more than painting, it is their lifeline, it is how they connect as a community and share and preserve their stories.





Reflect RAP Launch - Melbourne Office



## Relationships

Nova Systems is a people first business, which lies on the foundation of making people our point of difference. One of our values is community, which extends from within our internal community to the community of clients and partners that hold our shared values. Strengthening our relationships with Aboriginal and Torres Strait Islander peoples and businesses will enable our people, who value connection, to explore their respective culture in an authentic way. The achievement of this RAP is bound to our success in creating and sustaining meaningful relationships.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2025	Executive General Manager Defence Services
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	Executive General Manager Defence Services
	Work towards formalisation of a strategic two-way partnership agreement with an Aboriginal and Torres Strait Islander business/s.	June 2026	Executive General Manager Business Enablement
	Engage with Aboriginal and Torres Strait Islander stakeholders or organisations in the lands that our Australian business operates on.	October 2025	Executive General Manager Mission Statement
2. Build further understanding of the communities and community-based groups that are aligned to our Lines of Business and in our operational areas.	Investigate opportunities to partner with a community-based program or organisation.	January 2026	Director External Engagement and Market Communications
	Meet with local Elders where our sites operate regionally ie. Nova Systems Space Precinct, Peterborough, SA located on Ngadjuri Land.	May 2025	Managing Director ANZ
	Develop a specific engagement plan in conjunction with local Elders of the Nova Systems Space Precinct in Peterborough, SA on Ngadjuri Land to determine future engagements.	June 2026	Executive General Manager Mission Solutions
	Investigate the development of an external panel to provide cultural advice to Nova Systems on areas of cultural sensitivity.	December 2025	Managing Director ANZ
3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025/26	Director Communications and Engagement
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2025/26	Director External Engagement and Market Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2025/26	Director Communications and Engagement
	Organise at least one NRW event each year.	27 May-3 June 2025/26	Executive General Manager Business Enablement
	Explore the possibility of joint NRW events with our customers, partners, and suppliers.	May 2026	Director External Engagement and Market Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025/26	Director External Engagement and Market Communications

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2025	Director Communications and Engagement
	Communicate our commitment to reconciliation publicly.	June 2025	Director External Engagement and Market Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2025	Executive General Manager Business Enablement
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2025	Executive General Manager Defence Services
	Share our RAP with current and any new supply chain partners.	April 2025	Executive General Manager Business Enablement
	Enable employees to purchase Nova Systems RAP artwork uniforms annually, to continue sharing the story and awareness of its significance.	November 2025/26	Executive General Manager Business Enablement
	Investigate opportunities to incorporate Nova Systems' RAP Artwork into new mediums to continue to promote awareness and recognition of the RAP.	July 2025	Director External Engagement and Market Communications
	Incorporate Nova Systems' RAP Commitments into Induction and Onboarding.	December 2025	Director, Organisational Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025	Director People Partnering
5. Promote positive race relations through anti-discrimination strategies.	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2026	Director People Partnering
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2026	Director People Partnering
	Educate senior leaders on the effects of racism.	July 2026	Organisational Development





JY Australia workshop (Canberra) – May 2024



Supply Nation Connect 2024 – Head of Procurement & Supply Chain Jim Molea



## Respect

One of our shared values within Nova Systems is trust, which at its core, fosters the need for respect for our people, partners and clients. For our people to listen and learn about our shared histories and cultures, they will be able to better appreciate and acknowledge the past, with respect at the core of how we operate into the future. It's important that as a business we create a culturally safe and inclusive workplace with respect at the heart of how we interact with all peoples.

Action	Deliverable	Timeline	Responsibility
6. 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.	August 2025	Manager, Early Careers, Diversity & Inclusion
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2025	Manager, Early Careers, Diversity & Inclusion
	Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2026	Manager, Early Careers, Diversity & Inclusion
	Ensure all employees have access to Cultural Awareness e-learn module.	June 2025	Manager, Early Careers, Diversity & Inclusion
	Investigate the inclusion of Cultural Awareness e-learn in Induction & Onboarding.	June 2025	Director, Organisational Development
	Executive Leadership Team to undertake a cultural immersion activity.	December 2025	Strategy Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Quarterly from July 2025 to April 2027	Manager, Early Careers, Diversity & Inclusion
	Review the process required for Nova Systems Employees to use their Personal and Professional Development budget for cultural learning opportunities.	August 2025	Director Organisational Development
	Investigate opportunities to increase knowledge of local languages by incorporating into our facilities.	August 2026	Head of Procurement & Supply Chain

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Director Communications and Engagement
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Director Communications and Engagement
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2026 and 2027	Director Communications and Engagement
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2025	Director Communications and Engagement
	Conduct a cultural protocol awareness session for employees, delivered by a RAP working group member and Co-Chair.	June 2025	Director Communications and Engagement
	Develop Acknowledgement of Country Cards for employees.	September 2025	Director Communications and Engagement
	Implement the addition of Aboriginal Country to email signatures based on office locations.	April 2026	Director External Engagement and Market Communications
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025/26	Director External Engagement and Market Communications
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Director People Partnering
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025/26	Director Communications and Engagement





Reflect RAP Launch – Matt Taylor, Pat Caruso, Makalie Nakos, Brenz Saunders

## Opportunities

A central part of our Innovate RAP is to extend our participation in our reconciliation journey by building enduring partnerships based on foundations of respect and mutual understanding. To support this endeavour, we will increase the emphasis on purchasing from Aboriginal and Torres Strait Islander companies and look to foster pathways for employment. These initiatives do more than just optimise how we do business, but delve much deeper into our wider aim of meaningful reconciliation.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2025	Manager, Early Careers, Diversity & Inclusion
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2025	Director Talent and Workforce Planning
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2025	Director Talent and Workforce Planning
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	Director Talent and Workforce Planning
	Ensure EAP services include culturally safe support in place.	April 2025	Director People Partnering
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Director People Partnering
	Implement provision and guidelines for Cultural Leave.	February 2026	Director People Partnering



NRW Internal Event – Photo from Adelaide's Launch

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2025	Head of Procurement & Supply Chain
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025	Head of Procurement & Supply Chain
	Review our Indigenous Participation Plan ensuring it meets the requirements of the Indigenous Procurement Policy and is aligned with our RAP.	Annually in June	General Manager Strategic Capture and Bids
	Maintain Supply Nation membership.	Annually in September	Head of Procurement & Supply Chain
	Develop and communicate opportunities for procurement of general goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2026	Head of Procurement & Supply Chain
	Develop a plan to increase opportunities for procurement of services from Aboriginal and Torres Strait Islander businesses to the ANZ Business Unit.	December 2025	Executive General Manager Mission Solutions
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	April 2025	Executive General Manager Defence Services
	Investigate opportunities to have Aboriginal and Torres Strait Islander businesses as tier 1 suppliers.	September 2025	Executive General Manager Business Enablement
	Develop and communicate opportunities for procurement of services from Aboriginal and Torres Strait Islander businesses within the ANZ Business Unit.	January 2026	Executive General Manager Defence Services
	Implement system or tool to track spend with Aboriginal and Torres Strait Islander owned businesses.	January 2026	Head of Procurement & Supply Chain





NRW Internal Event – Mikalie Nakos, Brendan Dumbrell, Aunty Mary Doctor, Tash Callary



Governance

Nova Systems believes that good governance and reporting is central to our success in achieving our objectives. It is our belief that to be a good corporate citizen, we must be held accountable through strong governance and self-reporting and reflection. We are proud of our achievements in this space to date and look forward to continuing in this iteration of our RAP.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Quarterly from April 2025	Manager, Early Careers, Diversity & Inclusion
	Establish and apply a Terms of Reference for the RWG.	May 2025	Manager, Early Careers, Diversity & Inclusion
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly from April 2025	Manager, Early Careers, Diversity & Inclusion
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2025, 2026	Manager, Early Careers, Diversity & Inclusion
	Build RAP deliverables into business planning processes.	April 2025	Strategy Manager
	Engage our Senior Leaders and other staff in the delivery of RAP commitments.	Quarterly from July 2025 to April 2027	Managing Director Nova Systems ANZ
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025	Manager, Early Careers, Diversity & Inclusion
	Appoint and maintain an internal RAP Champion from senior management.	April 2025, reviewed July 2026	Manager, Early Careers, Diversity & Inclusion



Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Manager, Early Careers, Diversity & Inclusion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Manager, Early Careers, Diversity & Inclusion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Manager, Early Careers, Diversity & Inclusion
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly from April 2025	Director Communications and Engagement
	Host the RAP on the Nova Systems Website.	April 2025	Director External Engagement and Market Communications
	Publicly report our RAP achievements, challenges and learnings, annually.	February 2026/27	Director External Engagement and Market Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Manager, Early Careers, Diversity & Inclusion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	Manager, Early Careers, Diversity & Inclusion
	Ensure the commitments of the RAP are highlighted in the Annual Conference Program and/or other major events.	August 2025	Director Communications and Engagement
	Investigate opportunities to incorporate Nova's RAP into external communication channels to reinforce our RAP commitments.	June 2025	Director External Engagement and Market Communications
	Develop Executive Scorecards to include KPI's for achievement of RAP Actions.	May 2025	Manager, Early Careers, Diversity & Inclusion
	Include RAP progress reporting in Quarterly Group Business Review submissions.	July 2025	Manager, Early Careers, Diversity & Inclusion
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	Manager, Early Careers, Diversity & Inclusion
	Engage Aboriginal and/or Torres Strait Islander Advisors in the development of the next RAP.	May 2026	Manager, Early Careers, Diversity & Inclusion
	Ensure any external design or printing requirements of next RAP are undertaken through a First Nations Business.	December 2026	Manager, Early Careers, Diversity & Inclusion







**Nova  
Systems**

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