



REFLECT RECONCILIATION ACTION PLAN

JUNE 2026 – JUNE 2027





ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the land in which we operate, recognising their deep connection to Country. We pay our respects to Elders past, present and emerging, and honour the knowledge and skills that have been shared across generations.

In our work, we are committed to respecting and protecting the lands and heritage of Aboriginal and Torres Strait Islander peoples, understanding that their traditions and connection to Country are an integral part of Australia's history and future.



A MESSAGE FROM OUR GROUP CEO

At CV, we acknowledge the rich histories, cultures and enduring contributions of Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work. As a business operating across Australia, we recognise the important role we play in fostering respectful relationships, promoting inclusion, and creating meaningful opportunities that contribute to reconciliation.

In 2025, we formally commenced our reconciliation journey through the development of our Reflect Reconciliation Action Plan (RAP). This marks an important step forward and reflects our ongoing commitment to learning, listening and taking action. Our RAP provides a framework to deepen relationships with Aboriginal and Torres Strait Islander peoples, embed cultural awareness across our workforce, and support economic participation through employment and procurement initiatives.

At CV, reconciliation is not just a set of commitments - it is about action. Through our RAP, we are working towards initiatives that:

- Strengthen relationships with Aboriginal and Torres Strait Islander communities and businesses
- Improve employment pathways for Aboriginal and Torres Strait Islander peoples within our workforce
- Promote cultural awareness through education, engagement and learning initiatives
- Support supplier diversity by actively partnering with Aboriginal and Torres Strait Islander businesses

We recognise that reconciliation is a shared responsibility. This Reflect RAP is the foundation of a broader, ongoing commitment to building a more inclusive, culturally aware and respectful workplace. We encourage all team members, partners and stakeholders to actively contribute to this journey, ensuring our commitment is reflected in meaningful actions and positive outcomes.

Together, we will continue the journey toward a more inclusive, respectful and united future.

Andrew McMaster
Group CEO
Executive RAP Champion





A MESSAGE FROM CEO OF RECONCILIATION AUSTRALIA

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

CV 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 over 5.5 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 CV 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 CV, 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





In memory of artist, Leah Cummins, whose passion for storytelling lives on through this artwork recognising CV's reconciliation journey.

GROWTH COMES FROM MOVING FORWARD TOGETHER

ABOUT THE ARTWORK

This artwork symbolises the journey of CV toward reconciliation. The pathways from the past to the future represent progress, always moving forward, as depicted by the kangaroo footprints. These journey lines and footprints reflect the path that CV team members are taking toward reconciliation. The team, working together, are at the heart of this journey, guided by our Reconciliation Action Plan (RAP).

At the centre of the artwork, CV is represented as the focal point, supported by the dedicated team who are contributing to this important work. The kangaroo footprints symbolise continuous movement forward, never looking back. The journey lines represent the steps taken by team members, embodying the story of CV's role in driving positive change and ensuring that reconciliation becomes a living, shared commitment.

Through our RAP, CV is dedicated to incorporating First Nations cultures and perspectives into our workplace, creating a space where everyone has the opportunity to learn, listen and celebrate the rich cultures of Aboriginal and Torres Strait Islander peoples. The five icons surrounding the artwork represent CV's core values, which guide the journey toward reconciliation. These values are Safety, Integrity, Teamwork, Accountability and Wellbeing. These values, represented through the five icons, serve as the foundation for CV's commitment to progress and creating a better, more inclusive future.

This artwork is an embodiment of our ongoing commitment to this journey. It serves not only as a visual representation of our reconciliation efforts but as an educational tool that fosters understanding, respect and acknowledgment of the cultural significance of Aboriginal and Torres Strait Islander traditions and histories.

We believe that by integrating Aboriginal and Torres Strait Islander cultures into our workplace, we help create an environment where all team members are empowered to engage in meaningful conversations, celebrate the diversity of our nation and contribute to building a more inclusive and harmonious community for everyone.

CV & OUR VALUES REPRESENTED ON THE ARTWORK



CV

CV sits at the centre of the artwork, symbolising our role in leading and supporting our reconciliation journey. Surrounding CV are our team members, working together to create lasting change. Kangaroo feet represent our commitment to always move forward - never backwards.

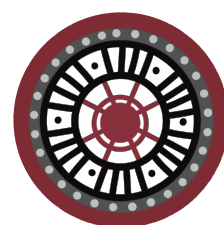


JOURNEY LINE

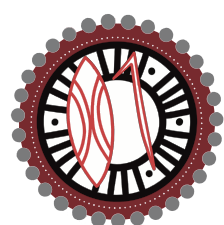
The journey line represents our path forward. The team members shown along this line are part of CV's ongoing story of progress and change. Their footprints mark the steps we've taken - and continue to take - together.

VALUES

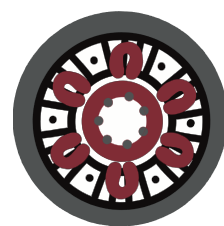
Our values shape the decisions we make every day. They guide our actions and strengthen our reconciliation journey - their significance is woven into the artwork.



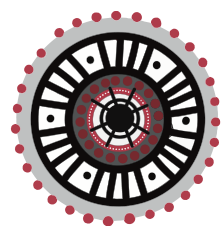
SAFETY
Everyone goes home safe



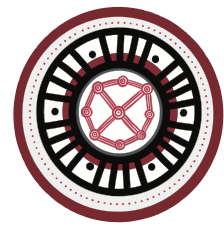
INTEGRITY
Do the right thing, the right way



TEAMWORK
Working together, supporting each other



ACCOUNTABILITY
Take ownership



WELLBEING
Balance – work, home, self

Bunya
DESIGNS



ABOUT THE ARTIST

Yathi winja (Good day). My name is Leah Cummins, I am a proud Mayi woman from North-Western Queensland. Mayi-Kulan from my father and Kalkadoon from my mother. I have family connections from the Simpson Desert up to the Gulf of Carpentaria.

I find inspiration in my cultural identity and bring my stories of my country and people to life in my art. I paint of stories of strength for women and children, love of the land and all my people.

I pay respect to the ancestors who give me these stories in my creativity, to share my culture that transcends words and draws people into wanting to learn about First Nations people. I paint both traditional and contemporary art using storytelling in every art piece to educate and teach everyone of my people's culture.

I hope to inspire and uplift my people by contributing to the sharing of culture and stories through my art.

I want to share all my piece with love and harmony.

"Bunya Sister"

"As proud Mayi woman from North Western Queensland I want to share my culture in art"



Authentic Aboriginal Art by Leah Cummins

"Transcending words with Indigenous art"



OUR BUSINESS

ABOUT CV

CV is a multi-disciplinary services provider delivering integrated solutions across infrastructure, construction, asset management, power and signage. Partnering with government, utilities and private sector clients, we have built a reputation for dependable, practical delivery.

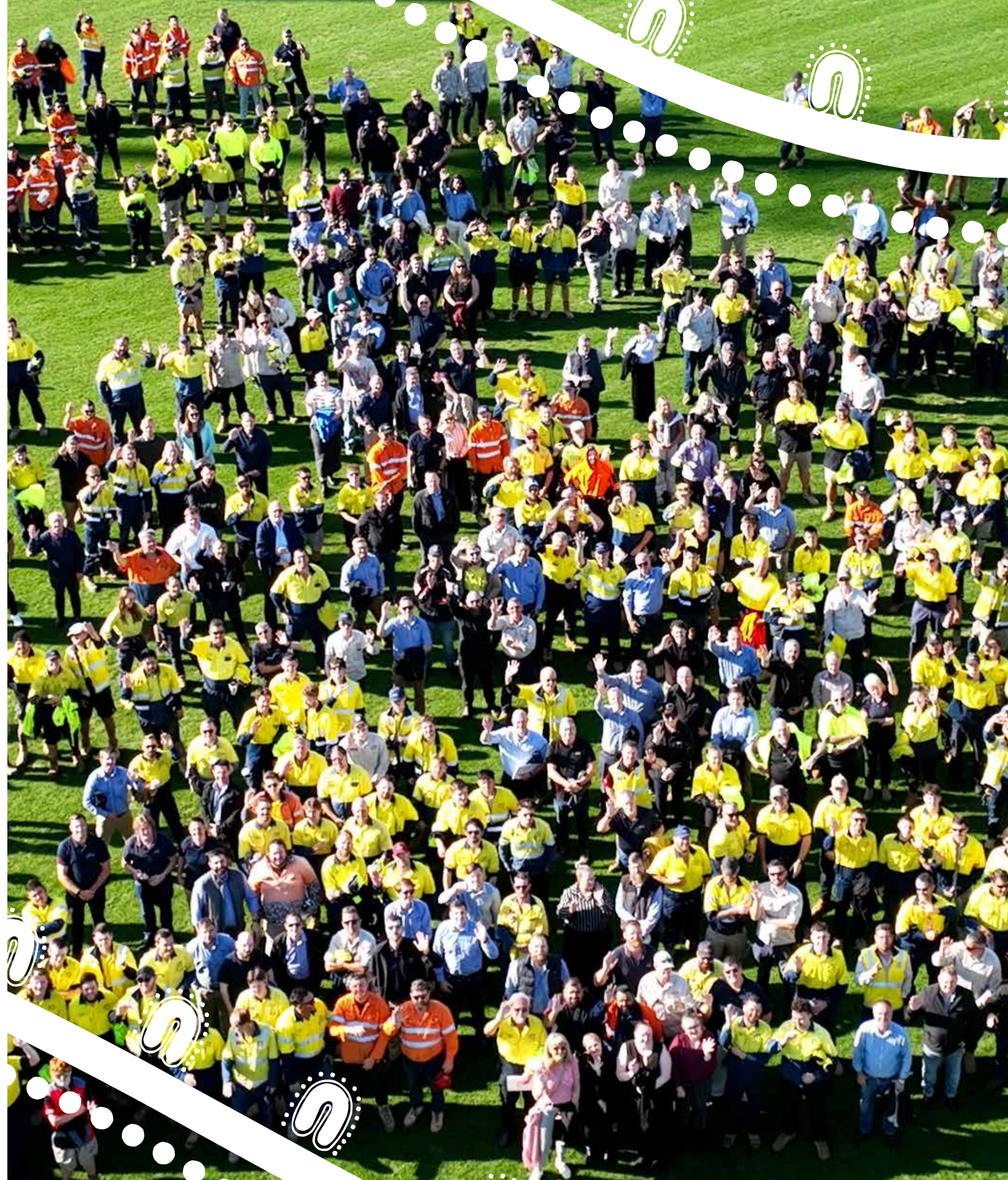
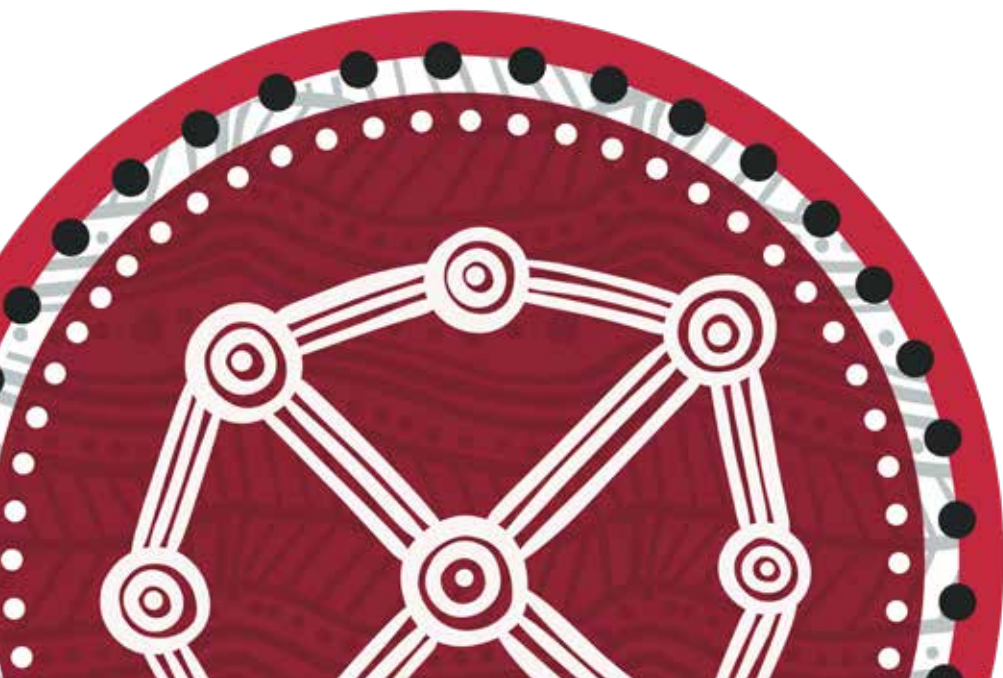
Our capability includes electrical systems, energy and renewables, data and communications, building services, fire protection, HVAC and mechanical, plumbing, security and signage. We support the full lifecycle of a project - from planning and engineering through to construction, commissioning, maintenance and optimisation. In bringing these capabilities together, we help support the delivery and upkeep of the facilities and services that local communities depend on.

OUR PEOPLE & COMMITMENT

CV operates across Australia and the Asia Pacific region, with team members based in Brisbane, Sydney, Melbourne, Sunshine Coast and Townsville. Our workforce of more than 900 people brings together a wide range of skills and experience across our service areas.

We are committed to fostering a safe, inclusive and diverse workplace. As part of this commitment, we are proactively driving strategies to increase the number of Aboriginal and Torres Strait Islander team members across our operations. CV currently has thirteen team members who have identified as Aboriginal and Torres Strait Islander peoples, representing 1.5% of our workforce.

Through our Reflect RAP, we are focused on building cultural understanding, strengthening relationships and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples as our organisation continues to grow.



OUR RAP

At CV, we recognise the rich histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we work. As a proud participant in the Australian construction sector, we understand our role in fostering respectful relationships and creating opportunities that contribute to reconciliation.

Led by our RAP Champion and Group CEO, Andrew McMaster, our Reconciliation Action Plan (RAP) represents a meaningful commitment to reconciliation. It outlines practical actions we will take to build stronger relationships with Aboriginal and Torres Strait Islander communities, enhance cultural awareness within our workforce, and provide opportunities that support sustainable outcomes for First Nations businesses and individuals.

Our approach to implementing our RAP includes:

- **Strong governance and oversight** - Establishing a RAP Working Group with representation across the business to oversee implementation and support consistent delivery of RAP actions.
- **Leadership accountability** - Maintaining active senior leader involvement in RAP delivery, with defined responsibilities and ongoing review.
- **Tracking and reporting progress** - Measuring, monitoring and reporting on RAP commitments through established systems, including annual reporting and through our Sustainability Steering Committee.
- **Genuine First Nations engagement** - Engaging Aboriginal and Torres Strait Islander consultants, stakeholders and reconciliation networks to inform our actions and strengthen relationships.

By embedding reconciliation into our business practices, we aim to foster a workplace culture that values diversity, respects cultural heritage and champions inclusivity. This RAP is not just a plan - it's a reflection of our values and a tangible step toward a more equitable and united future.

We are proud to share this journey and invite our team members, partners and stakeholders to join us in making reconciliation a shared success. Together, we can build a stronger foundation for growth, understanding and mutual respect across our communities.



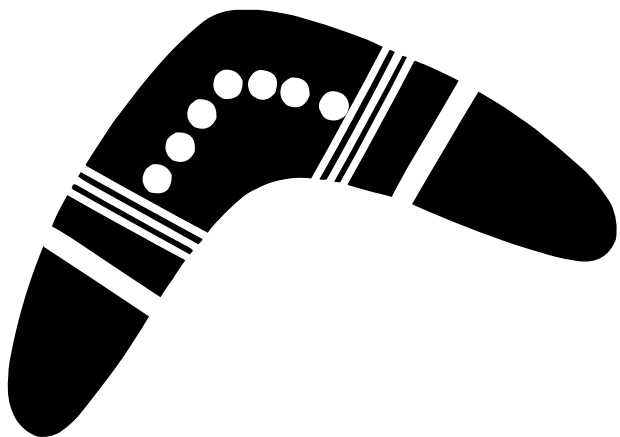
OUR RECONCILIATION ACTIVITIES

At CV, we are deeply committed to fostering reconciliation and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples. As a medium sized construction business, we recognise the importance of contributing to a more equitable and inclusive Australia by embedding reconciliation principles into our operations and culture.

Our journey so far has been guided by tangible actions and a dedication to continuous improvement. Key initiatives currently in place include:

- **Supplier Diversity** - Engaging with Supply Nation and establishing membership in early 2025, alongside implementing processes to track and report purchases from Aboriginal and Torres Strait Islander suppliers. This work has supported an annual Aboriginal and Torres Strait Islander procurement spend of approximately \$1 million, equating to 1% of total procurement.
- **Workforce Inclusion** - Establishing systems to monitor Aboriginal and Torres Strait Islander employee representation, with 13 current employees, representing 1.5% of our workforce. We have also initiated engagement with First Nations recruitment agencies to further expand employment opportunities.
- **Cultural Recognition and Inclusion** - Celebrating NAIDOC Week annually and embedding reconciliation commitments within our Diversity, Equity and Inclusion policies.
- **Employment Pathways and Partnerships** - Building relationships with the Seed Foundation and the Queensland Government's Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism (DWATSIPM) to strengthen recruitment and employment practices, improve access to employment opportunities, and support the development of our Reflect RAP. CV also attended the 2026 Logan Careers Event GUNYA META – Closing the Gap Careers Day to connect with Aboriginal and Torres Strait Islander job seekers.
- **Future Planning** - Preparing an updated Reflect RAP to cement our commitments and provide a structured framework for progressing reconciliation across the organisation.
- **First Nations Engagement and Cultural Training** - Partnering with Michael Grundon of Gawun Supplies as an Aboriginal and Torres Strait Islander consultant. Michael has delivered cultural awareness training and addressed our team at the annual team brief, sharing insights into our reconciliation journey.
- **Supporting First Nations Art and Storytelling** - Commissioning an Aboriginal artist and sharing the artwork's meaning and cultural story with our team at the annual team brief.
- **Ethical Compliance** - Maintaining compliance with the ETI Base Code, verified through a four pillar SMETA audit.

These initiatives reflect our commitment to building strong relationships with Aboriginal and Torres Strait Islander communities, increasing representation and economic participation, and fostering a workplace culture that values diversity and inclusion. Through these efforts, CV aims to contribute meaningfully to reconciliation and create lasting positive impacts for future generations.





RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify new Aboriginal and Torres Strait Islander organisations in the RAP network that we can approach to collaborate with on our reconciliation journey.	July 2026	P&C Manager
	Continue to research and extend our understanding of best practice approaches that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	P&C Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	P&C Manager
	RAP Working Group members to participate in an external NRW event.	May 2027	P&C Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027	P&C Manager
3. Promote reconciliation through our sphere of influence.	Continue to share our ongoing commitment to reconciliation to all staff.	August 2026	Group CEO
	Make contact with industry peak bodies and membership associations that our organisation can engage with on our reconciliation journey.	June 2026 - June 2027	P&C Manager
	Collaborate with other RAP organisations by attending reconciliation events hosted by Reconciliation Australia and other RAP organisations.	June 2026 - June 2027	P&C Manager
4. Promote positive race relations through anti-discrimination strategies.	Continue to research best practices and policies in areas of race relations and anti-discrimination.	June 2026 - June 2027	P&C Manager
	Review HR policies and procedures to incorporate learnings from our RAP.	June 2026	P&C Manager



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.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2026	P&C Manager
	Conduct a review of cultural learning needs within our organisation.	May 2026	P&C Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2026	P&C Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	P&C Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	P&C Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	P&C Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	P&C Manager



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2026	P&C Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	P&C Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	Group Procurement Manager
	Maintain Supply Nation membership.	June 2026 - June 2027	Group Procurement Manager

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2026	P&C Manager
	Draft a Terms of Reference for the RWG.	July 2026	P&C Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	P&C Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June/July 2026	Group CEO
	Continue to engage senior leaders in the delivery of RAP commitments.	June/July 2026	Group CEO
	Maintain a senior leader to champion our RAP internally.	June/July 2026	Group CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	P&C Manager
12. 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	P&C Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	P&C Manager
	Communicate our RAP progress to internal and external stakeholders.	May annually	P&C Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	P&C Manager

For public enquires about our RAP please contact:

Name: Kandyce Draper | Position: P&C Manager | Ph: 07 3622 4333 | E: kandyce.draper@cvservices.com.au



CERTIFIED AND ACCREDITED TO GET THE JOB DONE

CV systems are externally certified by Intertek SAI Global. Our certification covers:

- **Quality** certification to ISO 9001:2015 standard
- **Environment** certification to ISO 14001:2015 standard
- **OHS** certification to ISO 45001:2018 standard

CV is accredited to undertake underground and overhead work on ENERGEX assets. We are on the Ergon Energy Preferred Contractor Panel and are a Level 1 Approved Services Provider in NSW. CV is accredited with Essential Energy, Ausgrid and Endeavour Energy. CV is a Gallagher Perimeter Solutions and SMB channel partner, and an AXIS communications CCTV channel partner. We are a Telstra approved contractor, and are Molex and CommScope certified installers.

We are members of Master Builders, MEA (an accredited Master Electrician Australia), AI Group, QBCC, Australian Sign & Graphics Association, Master Plumbers Association, Australian Refrigeration Council (ARC), Facility Management Association, Australian Security Industry Association Ltd (ASIAL), National Fire Industry Association, Australian Energy Producers, Australian Industry & Defence Network (AIDN), Engineers Australia, Professionals Australia, Toowoomba and Surat Basin Enterprise (TSBE) and Clean Energy Council.

CVSG Electrical Construction Pty Ltd

QLD Electrical Contractor Licence No: 68271
NSW Electrical Contractor Licence No: 240746C
Security Provider Licence No: 3257431

CV Infrastructure Services Pty Ltd

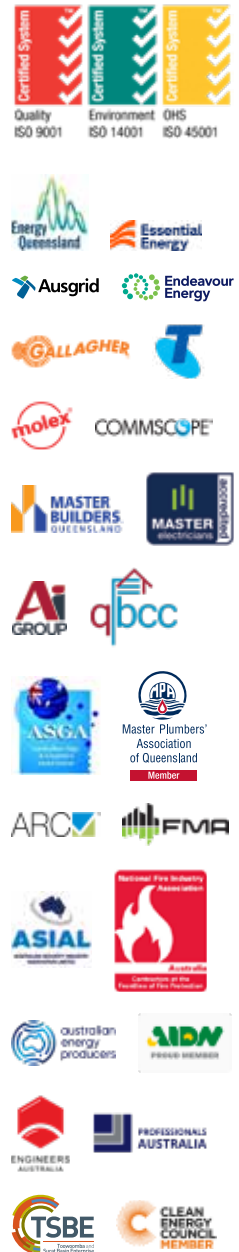
QLD Electrical Contractor Licence No: 71102
NSW Electrical Contractor Licence No: 243316C

CVSG Asset Services Pty Ltd

QBCC Licence No: 1232419
QLD Electrical Contractor Licence No: 68870
NSW Electrical Contractor Licence No: 314960C

CV Media & Signage Pty Ltd

QBCC Licence No: 1061506
QLD Electrical Contractor Licence No: 1501601



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TOWNSVILLE

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Garbutt QLD 4814

CV proudly has a Reflect Reconciliation Action Plan (RAP) and is committed to building respect, understanding, and meaningful partnerships with Aboriginal and Torres Strait Islander communities.

CV

cvsg.com.au