

ABSE Playbook

CPB Contractors' Aboriginal
and Social Enterprise
External Procurement Guide

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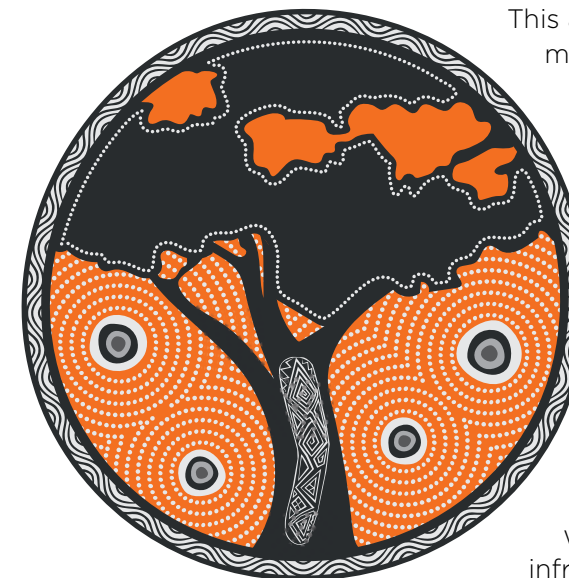
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Acknowledgement of Country

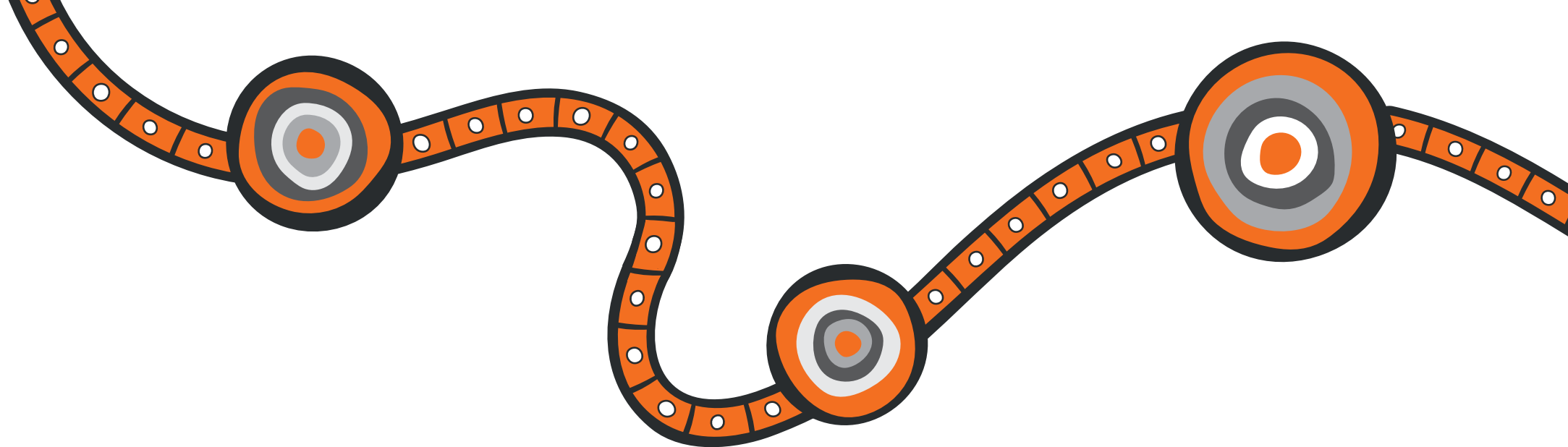
CPB Contractors acknowledges traditional custodians of the lands on which we work and live. We recognise their continuing connection to land, sea, and water. We acknowledge and celebrate the inherent strengths of Aboriginal and Torres Strait Islander peoples and communities.

We are committed to a positive future as we move forward together on our journey of Reconciliation.



This artwork was created by Jordan Lovegrove, a Ngarrindjeri man. It shows the relationship between CPB Contractors and its partners, clients, and communities, creating meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

The large tree with the carved patterning represents CPB Contractors, the company's principles – Integrity, Accountability, Innovation and Delivery – are shown by the four meeting places under the tree branches. The large, patterned circle around the tree represents safety, which underpins everything CPB Contractors does. The meeting places with paths reaching out depict CPB Contractors' partners and clients. The dot patterns throughout are the different communities and people the company connects with to help drive economic growth and provide vital long-term infrastructure.



Glossary of Terms

Aboriginal Business and Social Enterprise (ABSE) Database: CPB's internal database of Indigenous-identified businesses.

Business Model: How an organisation creates, delivers, and captures values in economic, social, cultural, and other contexts. It includes its use of suppliers, resources both tangible and intangible, generating revenue from clients, and most importantly its ability to be sustainable as a growing concern.

Black Cladding: There is no legal definition of black cladding. However, in its most general form it is the practice of a non-Indigenous business entity or individual taking unfair advantage of an Indigenous business entity or individual to access otherwise inaccessible Indigenous procurement policies or contracts. This definition has been sourced from Supply Nation.

Capacity: The SME's financial and/or resource capacity of package sizes able to be undertaken successfully.

Capabilities: The combination of processes, tools, skills and behaviours and organisation that delivers a specific outcome. Examples: concreting, electrical, plant hire, plumbing.

Contract Extension: Where an existing contract is continued and extended for a period of time.

Contract Variation: A change to an original contract. It entails a change to contract elements such as price, completion etc.

DoA: Delegation of Authority

Executed Contract: Where all required parties have signed the final contract. A completed contract is legally enforceable.

Felix: CPB's new online-based platform is used for managing our procurement. By suppliers being qualified on Felix, their details, contacts, policies, compliance documents and SHEQ evaluations are stored and are accessible by the next project. This avoids suppliers having to re-qualify for each project.

Indigenous: Refers to Aboriginal and/or Torres Strait Islander peoples.

Indigenous Business: 51% or more Aboriginal and Torres Strait Islander-owned businesses with a valid ABN in Australia. The business is either a sole trading business/partnership/incorporated entity or trading through a trust. This definition has been sourced from Supply Nation.

IPP/APP: Indigenous/Aboriginal Participation Plan

I&SI Team: Indigenous and Social Inclusion Team

Non-Financial Components: These can be tangible, such as specialist equipment, material or intangibles such as intellectual property as systems, procedures, and safety.

O&M Manuals: Comprehensive document that outlines information about physical plants individual pieces of equipment and procedure of overcoming potential setbacks. O&M manuals drive efficient maintenance management by outlining when and how to use each machine, how to maintain them and ways to reduce workplace errors.

Project Procurement Plan: Outlines the procurement requirements, guidelines and overall process that will be followed by the company for a specific project.

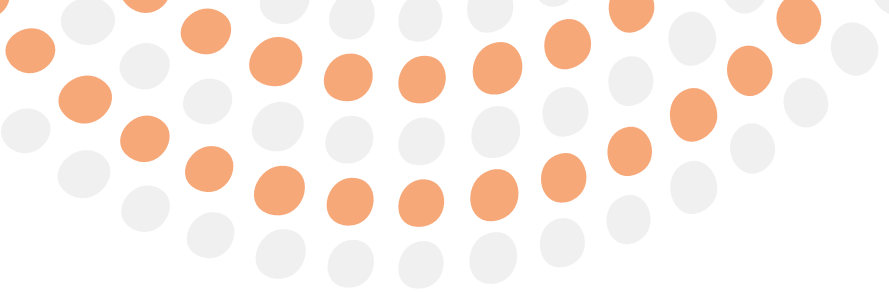
Request for Quotation: A document that is sent out to potential suppliers requesting a quote be provided for the goods and services that are required.

Request for Tender: A formal invitation to suppliers to bid for a project of supply of goods or services. It is formal, structured, and public process that specifies the requirements and conditions of the contract.

Reconciliation Action Plan: A strategic document that demonstrates an organisation's commitment to create meaningful opportunities for Indigenous peoples. It supports an organisation by outlining practical and attainable activities that contribute to reconciliation. It positively contributes further to building respectful relationships, enhancing cultural awareness and improve social and economic outcomes for Indigenous peoples and their communities.

Stretch Reconciliation Action Plan: Focused on implementing longer-term strategies and working towards defined measurable targets and goals. An organisation is required to embed reconciliation initiatives into business strategies to become 'business as usual'. CPB

Contractors Stretch Reconciliation Plan available at: [here](#)



Introduction

CPB Contractors is one of Australasia’s leading construction companies. We provide the infrastructure needed today that builds and shapes people’s lives tomorrow and beyond. We take our role much further than just the construction and development of infrastructure (Which includes road and rail networks, hospitals, schools, and renewable energy projects).

Rather we focus on how these infrastructure projects can be a positive value-add to the cities, centres, and communities in which they serve, connect and grow.

Liability, sustainability, environmental integrity, and social and cultural significance of the landscape in which we work play a critical role in our design and delivery of projects.

CPB Contractors understands that social change is linked to the long-term sustainability of the corporate, commercial, and societal environments in which we operate. To affect positive social and economic change, our aspiration extends to how we buy goods and services.

The Indigenous and Social Inclusion Procurement Policy sets out our approach to encourage and embed Indigenous and Social enterprises into our supply chain and to achieve:

- 2.5% by 2024 and
- set a new target of 3% FY25

Our goals:

- Increase opportunities for Indigenous and Social enterprises who have traditionally been underrepresented in our community and economy to provide us with goods and services.
- Encourage all our suppliers and subcontractors to value Indigenous and Social inclusion within their own operations.
- Improve internal procurement processes for Indigenous businesses.

Our desired business and social outcomes:

- Improved social and economic participation by Indigenous and Social enterprises, particularly small to medium-sized enterprises, which have traditionally been underrepresented in our economy.
- Encouraging and supporting our suppliers and subcontractors to increase their ability to drive Indigenous and Social inclusion within their organisations.
- Maximise the number of Indigenous businesses engaging with CPB.

Whom has this ABSE Playbook been designed for?

- Teams/People involved in the sourcing and procurement of goods and services (Procurement, Finance, Precontracts, Projects, Indigenous and Social Inclusion).
- Existing CBP Contractors’ suppliers and subcontractors.

Overview

Identification:

1. Identify Supply Opportunities or Scopes of Works
2. Prelim Engagement Questionnaire
3. CPB Cultural Connector Meeting
4. CPB Commercial Connector Meeting
5. Internal Data Base upload (ABSE)
6. Felix Invitation

Plan

1. Project Procurement Plan
2. Aboriginal Participation Plan
3. Sourcing Strategies
4. Aligning Businesses to Packages
5. Re-connecting Business to Projects

Procure

1. Aboriginal Participation Plan
2. Request for Quotation (‘RFQ’)
3. Return of RFQ
4. Quote Comparison
5. Commercial feedback
6. Negotiation and Recommendation of Award
7. Feedback to Unsuccessful Tenders

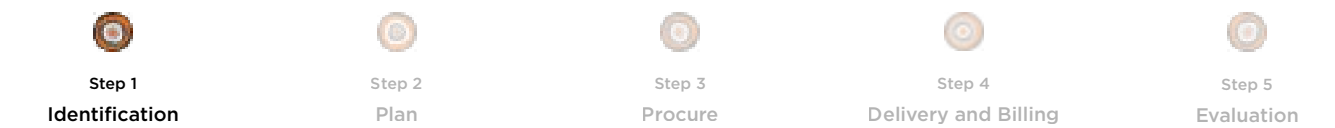
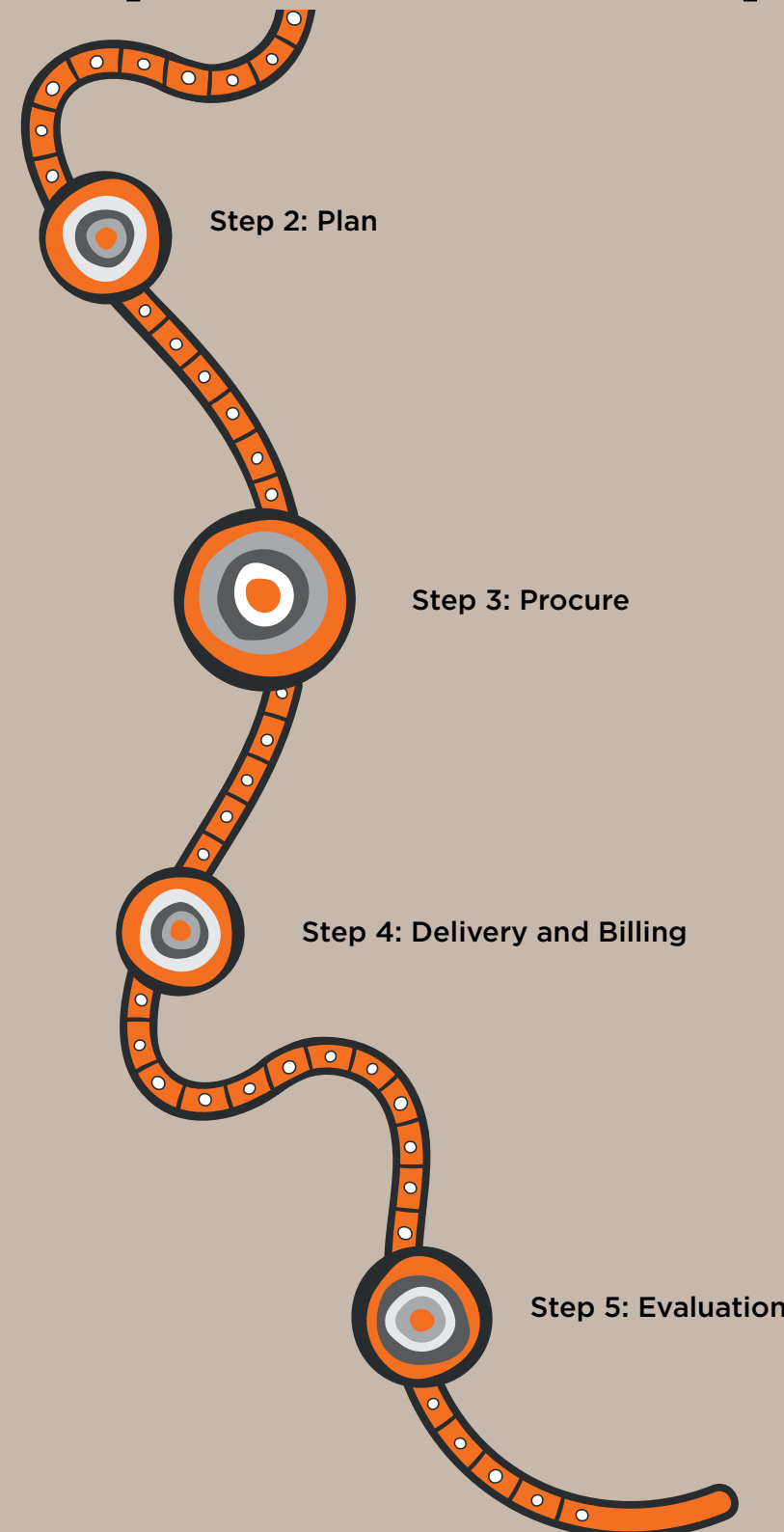
Delivery:

1. Administration of Contract
2. Contract Extensions and Variations
3. Contract Settlement

Evaluation:

1. Assessment of Supplier Performance
2. Indigenous Business Feedback Questionnaire
3. Ongoing Relationship and Support

Our procurement process



Step 1: Identification

1. Identify Supply Opportunities or Scopes of Works

CPB Contractors' teams work together to identify the packages and scopes of works available for the project. The teams examine supply needs for opportunities to break down larger work packages and enable participation by identified Indigenous and Social Enterprises.

This meeting allows the I&SI team to understand better; Indigenous business shareholder/owner/management, business model, Indigenous business's growth aspirations, Indigenous business's organisational chart/business structure, social return on investment, distribution of shareholdings, and true core capabilities.

2. Prelim Engagement Questionnaire

The Indigenous and Social Inclusion ('I&SI') team will send the 'CPB Aboriginal Business Prelim Engagement Questionnaire' to the Indigenous business for completion. After completing the questionnaire, the I&SI team will schedule an initial 'connector meeting'. The expected return of the questionnaire will be approximately 2 weeks.

This questionnaire allows CPB Contractors' teams to identify delivery risk, which may include the impact on the critical path, reputational risk if there is a commercial conflict, and/or financial risk to the project if the business cannot fill the contract.

See Annexure A: 'Indigenous Supplier Prequalification Questionnaire'

3. CPB Cultural Connector Meeting

The CPB connector meeting allows the Indigenous business's shareholder/owner/management and CPB Contractors' I&SI team to have a yarn and connect culturally.

4. CPB Commercial Connector Meeting

This meeting gives the Indigenous business an opportunity to pitch its core capabilities and capacity to CPB's procurement/commercial/pre-contracts team. It's important to demonstrate transparency and truth-telling when discussing capabilities and capacity, as it is in the best interest of both parties. Once the CPB Contractors' team understands the capabilities and capacity, they will align the business to contract work packages and specific projects. The CPB Contractors' team will also provide a list of current and upcoming projects.

5. ABSE Database upload

Post the 'CPB Commercial Connector Meeting', the Indigenous business will be uploaded to CPB's internal systems and to CPB's 'Aboriginal Business and Social Enterprise' Database. This National database is accessible to CPB's procurement, project, commercial, precontracts and I&SI teams.



Step 1
Identification



Step 2
Plan



Step 3
Procure



Step 4
Delivery and Billing



Step 5
Evaluation

Step 2: Plan

Felix Invitation

If the business is not flagged as 'black cladding', the I&SI team will send a Felix invitation to the Indigenous business to become prequalified and compliant with CPB. Once approved, the business will become flagged as 'Indigenous' on Felix, where the business can also receive requests for tenders (RFTs) and Request for Quotes (RTQs). However, if a business is flagged as 'black cladding', the business can still be engaged, but not as a Felix-certified Indigenous business.

The CPB I&SI team offers support regarding this prequalification process.

The Indigenous business must upload compliance documents/Iso accreditations (quality, safety, environmental).

CPB sets their own requirements for which compliance documents are mandatory and which documents can be optionally provided. To submit an application, the business is only required to provide the mandatory compliance documents as requested by the organisation. Additional compliance documents may be required depending on area of specialisation.

Compliance documentation required by Felix includes:

- Completed Felix questionnaire
- Environment Management System Certification (ISO 14001 or equivalent)
- HVNL / CoR Transport Management Plan
- HVNL / CoR Transport Management Plan Audit Certificate
- HVNL / CoR Transport Management Risk Assessment
- Occupational Health & Safety Certification (ISO 45001 or equivalent)
- Plant & Equipment Insurance
- Product Liability Insurance
- Professional Indemnity Insurance
- Public Liability Insurance
- Quality Management System certification (ISO 9001 or equivalent)
- Workers Compensation Insurance

1. Project Procurement Plan

CPB's procurement is made in line with the Project Procurement Plan. The plan is submitted as part of CPB Contractors' tender for the head contract works. It contains clearly defined procurement responsibilities, categories/packages, and budgets that CPB is committed to and required to follow.

The procurement plans address the following elements:

- Procurement strategy
- Outcomes
- Costs
- Contingencies
- Any known supplier options
- Timing
- Risks and dependencies
- Compliance with relevant legislation
- Sourcing responsibility
- Indigenous and community engagement
- Supply chain finance
- Alignment with CIMICS Modern Slavery Statement
- Procurement schedule

2. Aboriginal participation plan

The Aboriginal/Indigenous Participation Plan is created for teams involved in the project's delivery phase. The plan expands on the initiatives and targets outlined in the Project Procurement Plan, giving a detailed guide to how these will be achieved.

3. Aligning Businesses to Packages

The I&SI team aligns Indigenous businesses to contract work packages based on their core capabilities and capacity. This alignment will be forwarded to the procurement, commercial and pre-contracts teams and the business's contact person.

4. Connecting Projects to Businesses

The I&SI team will also work to connect Indigenous Businesses to CPB's live and upcoming projects to give opportunities to tender for upcoming work packages on these.



Step 3: Procure

1. Indigenous Participation Plan

The Indigenous Participation Plan is to be used as a guide in conducting procurement to fulfil the initiatives and targets we are committed to.

2. Request for Quotation (RFQ)

Upon receiving the Indigenous business alignment from the I&SI team, the procurement /pre-contracts/commercial team will prepare and send out an RFT or RFQ in accordance with the alignment.

All suppliers are to be provided with the same information at the same time to ensure fairness. Answers to material questions raised by any suppliers are to be shared with all other suppliers.

RFQs for a package include the following requirements/specifications:

- Specifications, including documentation on technical specifications, drawings, plans, certificates, applicable legislation, trials, and testing.
- Volumes and possible variations
- Timing, reflective of the approved Procurement Schedule and work program
- Client requirements, including back-to-back arrangements (contractual requirements, fit for purpose, penalties, and warranties)
- Group standard supplier contract conditions (distributed in non-editable formats, e.g., PDF).

- Safety requirements, especially Operating Company safety policies and procedures, safety legislation, and Australian and international standards as they relate to procurement.
- Further requirements, including insurance, warranties, (cross-) guarantees, site requirements and environment.

The CPB Contractors' I&SI team will be notified that an RFQ has been sent to an Indigenous business. From here, the team will reach out to the Indigenous business to ensure:

- The business has received the RFQ on their end.
- Efficiency and maximise the amount of time they have to work on the quote.

3. Return of RFQ

The RFQ or RFT will be sent off with a specified date of return that is required to be completed. The minimum deadline return date shall be no less than 2 weeks.

If RFQ is not returned, after closing date the I&SI team will enquire to see why the Indigenous Business did not return the RFQ.

4. Quote Comparison

Once RFQs are returned, the financial and non-financial components will be reviewed.

- A Quote Comparison Table will be used to compare Tender, Forecast and Target costs (procurement plan) with the supplier quotes and will include the evaluation criteria from the RFQ, including differences between conditions (inclusions and exclusions).
- Using evaluation criteria weighting defined in the RFQ, suppliers are ranked, and each quote is compared to the minimum quote received.
- Suppliers will be identified for further negotiations (typically 2-3 suppliers) and negotiation targets (including price, conditions, non-negotiables, and minimum outcomes). The PM, or corporate cost centre owner, must ensure a negotiation strategy is prepared before negotiations commence.

5. Commercial Feedback

Feedback will be provided by CPB Contractors' commercial/pre-contracts/procurement teams may provide feedback (including strengths and weaknesses in the submission) or seek clarification from the Indigenous business to assist with evaluating and considering the Indigenous business' submission. This may also provide Indigenous businesses with greater insight into evaluation criteria, enabling Indigenous businesses to align their bids with expectations better.

6. Negotiation, Recommendation of Award

Negotiations of terms and conditions will take place between CPB Contractors and the Indigenous business. Negotiations aim to drive the best procurement outcome for the group and agree on a written contract with an Indigenous business for a defined maximum contract spend. In negotiations, statements made are to be true representations that can be substantiated, refraining from unfair treatment of those at a disadvantage and not using unreasonable or unduly complex contract terms.

When negotiation targets are met, and no further improvement is expected, a Recommendation for Award will be approved per the DoA. A written Standard Contract will be executed before any goods or services are delivered, or work is commenced.

7. Feedback to unsuccessful tenders

The CPB team will provide detailed feedback to Indigenous businesses who are unsuccessful for the tender.

Refer to Annexure B: 'Unsuccessful Tender letter template'

Step 4: Delivery

1. Administration of Contract

Ensuring all deliveries and work performed is compliant with the executed contract with a progress certificate being approved by the Project Manager as the basis for the invoice and payment.

2. Contract extensions and variations

- Changes that increase the contract value by more than 10% (or a different pre-determined limit) require the same approval as the original contract.
- Changes where the cumulative value of the contract including all extensions/variations exceeds the authority of the original contract approver require approval from the person with the authority for the cumulative value as per the DoA.
- The approver will decide if the extension/variation must go out to the market.

3. Contract Settlement

Prior to contract finalisations including release of any money due and payable, release of bank guarantees or surety bonds and or cash retention, the following requirements must be met for the release of the final payment and for the setting of the commencement date of the warranty period:

- Confirmed that the business has met all contract obligations, including submission of documentation (including design certificates, warranty deeds, O&M manuals, authority certificates and licences), removal of equipment and temporary structures, defects fixed or agreed to be fixed and client approvals.
- All tests required under the contract have been successfully passed and verified.
- Certificate of compliance is signed by the business (if a requirement of the applicable Standard Contract).
- Balance determined and final settlement drawn up.
- Where existing, the 'Form of Release' in the contract is to be completed and approved by the Project Manager and issued to the business for execution.

Step 5: Evaluation

1. Assessment of Supplier performance

An assessment post-delivery/completion of the business will be made. The results will be incorporated into Felix. This will be done through the 'Supplier Assessment Form' that will be handed back with scoring and comments against the following areas:

- Health, safety, and labour standards
- Compliance with sustainability / environment regulations
- Quality
- Schedule compliance
- Technical assistance
- Responsiveness
- Contract terms and conditions
- Quality certificates
- Withholdings and warranties

See Annexure C: 'Mandatory Procurement Template 9a Supplier Assessment'.

2. Indigenous Business Feedback Questionnaire

CPB's Business Feedback Questionnaire is used to better our systems when engaging with Indigenous businesses. The I&SI team is constantly striving to improve and create social change. CPB Contractors wishes to continue to maximise opportunities and gain an in-depth understanding on our strengths and weaknesses to cater for better outcomes for Aboriginal and Torres Strait Islander people.

This Questionnaire is not mandatory for Indigenous businesses to complete, however is recommended as it enables the business to voice any complaints or positive feedback on their experience, which the Indigenous and Social Inclusion team can assess. Further, the information obtain from questionnaire responses will allow CPB Contractors to further support Indigenous Businesses with their business growth, aspirations, and future expressions of interest (EOI) to request for quotes (RFQ) on future works.

3. Ongoing relationships and support

CPB maintains ongoing relationships and support for Indigenous businesses regardless of their success in work winning.

Cimic standard contracts

Type of Procurement	Standard Contract	Definition
Project Works	Works Contract	For works that comprise a substantial portion of construction activities and will expose CIMIC to financial or other risks (including Design and Construct). Example: Subcontract to design and construct permanent works, 'supply and fix' or 'construct only'.
Services	Services Contract	For the engagement of all disciplines of general engineering and building consultants, including design consultants, particularly the design of permanent works. Example: Design consultants, architectural consultants.
	Independent Contracts Agreement	Engagement in non-design-related consultancy services for less complex scopes of work. Example: Bid writers.
	Pre-bid Agreement	An agreement prior to a tender to establish terms of exclusivity and cooperation during the tender phase.
Minor Works and Service	Minor Works and Service Contracts	For minor works and services that will not expose CIMIC to significant financial or other risks and generally will not form part of the permanent cost. Example: day work, personnel hire, supply, and installation for low-value risk items.
Supply (acquisition of goods)	Supply Contract (with installation)	For the supply and delivery, without installation, of manufactured-to-order major equipment (including minor equipment if its manufacture, installation, or performance could expose CIMIC to financial or other risks).
	Minor Supply Contract (PO)	For the purchase of goods (including manufactured-to-order minor equipment) which will not expose CIMIC to financial, contractual, or other risks. Example: off-the-shelf items, stationery.
Hire	Plant Hire Contract	For the hire of plant or equipment, with or without an operator (including minor items if their performance could result in CIMIC's exposure to significant financial or other risks). Example: works under direct supervision and on a time-charged basis.

Key Drivers

Organisation	
Commonwealth Government	Indigenous Procurement Policy 4% Indigenous Employment 3% Indigenous Business Procurement
State Government	Local Jobs First Policy 2020 Major Projects Skills Guarantee Social Procurement Framework Infrastructure Skills Legacy Program Aboriginal Procurement Policy 2021 Victoria Building Equality Policy
CPB Corporate	Indigenous and Social Inclusion Strategy & Reconciliation Action Plan (Stretch) 2022 Indigenous employment 4% Indigenous procurement 2.5% 2024 3% 2025 3% 2026 3.5% 2027 4% 2028 5% 2029
BU's	Indigenous and Social Inclusion Strategy & Reconciliation Action Plan 2022
Minor Works and Service	Indigenous Participation Plan (IPP) & Aboriginal Participation Plan (APP)

Resources

Policy	About	Link
Commonwealth Indigenous Procurement Policy	The policy's primary purpose is to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians more opportunities to participate in the economy. The Indigenous business sector is dominated by small to medium-sized enterprises (SMEs) 100 times more likely to employ Indigenous people than non-indigenous enterprises. The policy covers three main topics: 1. The target for purchasing from Indigenous enterprises 2. A mandatory set-aside to direct some Commonwealth contracts to Indigenous enterprises 3. Minimum Indigenous participation requirements for certain Commonwealth contracts	https://www.niaa.gov.au/sites/default/files/documents/2026-05/IPP-Guidelines-12-May-2026.pdf
NSW Aboriginal Procurement Policy 2021	The Aboriginal Procurement Policy (APP) will contribute to the NSW Government's strategic economic policy of Growing NSW's First Economy. The objectives of the APP include: • Support Employment opportunities for Aboriginal and Torres Strait Islander peoples • Support sustainable growth of Aboriginal businesses by driving demand via Government procurement of goods, services, and construction.	https://www.info.buy.nsw.gov.au/_data/assets/pdf_file/0007/949174/app_policy_jan_2021.pdf
QLD Indigenous Procurement Policy 2017-2022	The objective of the QIPP, as a part of the "moving ahead" strategy, is to increase the value of Queensland Government procurement spend awarded to Indigenous businesses to be 3 per cent of addressable spend by 2022. Successful implementation of the QIPP will result in the following outcomes for Queensland: • Increase the capacity and capability of Indigenous businesses to tender for Queensland Government contracts successfully. • Develop a diverse and sustainable Indigenous business sector in Queensland by increasing the capability of Indigenous businesses to supply to the QLD Government (as well as the private sector) • Improved employment outcomes and opportunities for Aboriginal and Torres Strait Islander people to participate in the Queensland economy	https://www.forgov.qld.gov.au/_data/assets/pdf_file/0030/643197/qld-gov-procurement-policy-2026-accessible.pdf

VIC Aboriginal Business Strategy 2017-2021 (Tharamba Bugheen)	This strategy will support the following: • The establishment and growth of small Aboriginal businesses and start-ups • Successful Aboriginal business owners to "take the next step" (e.g. by accessing international markets in order to grow their business) • Aboriginal entrepreneurs, through training and business concept development	https://www.firstpeoplesrelations.vic.gov.au/sites/default/files/2019-10/Tharamba-Bugheen-Victorian-Aboriginal-Business-Strategy-2017-2021.pdf
WA Aboriginal Procurement Policy 2021	The Policy aims to create opportunities for Aboriginal businesses – and given that State agencies are required to meet mandatory targets, this means that they are motivated to work with you and find out about your business. With the introduction of targets for suppliers on certain government contracts, these opportunities will soon extend to further options for your business to find work as a subcontractor on government projects. The policy was implemented in 2018, and in 2021, the Policy was extended for a further three years. The extension includes increases to State agency targets for the number of contracts awarded to registered Aboriginal businesses.	https://www.wa.gov.au/system/files/2025-01/aboriginal-procurement-policy-effective-july-2025.pdf
SA Industry Participation Policy 2023	SA Industry Participation Policy 2023 The Policy is the high-level framework for the delivery of the requirements of section 4 of the Industry Advocate Act 2017 includes promoting: • Government expenditure that results in economic development for South Australia • Value for money in public expenditure • The economic development of the steel industry and other strategically important industries for South Australia • Capable South Australian businesses being given full, fair, and reasonable opportunity to participate in government contracts	https://industryadvocate.sa.gov.au/_data/assets/pdf_file/0018/1112049/2023-0914-South-Australian-Industry-Participation-Policy-1-january-2023.pdf

NT Indigenous	The policy seeks to improve opportunities for Indigenous or Aboriginal persons through: • Increasing the number of contracts awarded to Aboriginal Business Enterprises • Improving the participation rate of Aboriginal employees, trainees/ apprentices directly employed through Department issued contracts • Equitably weighted assessment criteria for Aboriginal participation Northern Territory Government contracts will provide employment and/or apprentices/ trainee opportunities for local Indigenous or Aboriginal persons	https://aboriginalaffairs.nt.gov.au/_data/assets/pdf_file/0003/1594704/nt-aboriginal-affairs-framework-2026-2028.pdf
TAS Aboriginal Procurement Plan	As of 2020, the state of Tasmania has not issued an Aboriginal Procurement Plan. This means that when engaging with Tasmanian government projects, we must follow our internal standards regarding Aboriginal procurement, including our Reconciliation Action Plan (RAP) and Indigenous and Social Inclusion Strategy.	N/A
CPB Stretch Reconciliation Action Plan 2022-2025	The guiding principles of CPB's RAP are as follows: • Acknowledgement of Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians. We respect their customs, spiritual beliefs, cultural heritage, kinship systems, governance, and leadership structures. • Participation and engagement with Aboriginal and Torres Strait Islander Peoples that is inclusive, respectful, fair, and culturally appropriate. • Strengthen the cultural capability of our employees and workforce by including, understanding, and appreciating Aboriginal and Torres Strait Islander Peoples and cultures. • Maximise equitable opportunities for economic independence and social development for Aboriginal and Torres Strait Islander Peoples and their communities. • Focus on connecting with communities by fostering strong and supportive relationships with our key stakeholders, clients, and partners	https://recaus.my.salesforce.com/sfc/p/#5g000003ae1v/a/5g000000kM3V/Rnv4Q_Akd5siKuk0Qc6YHzu325sOPNXKYveq6p2vy4o

Key Contact

lsi@cpbcon.com.au

