



Reflect Reconciliation Action Plan



September 2022 – September 2023

Acknowledgement of Country

Cube Group respectfully acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land.

We acknowledge and pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander peoples across the communities in which we work.

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Message from Reconciliation Australia

Reconciliation Australia welcomes Cube Group Management Consulting (Australia) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Cube Group joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP 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 Cube Group 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 Cube Group, 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

Message from our Managing Partner

On behalf of our firm, I am delighted to launch Cube Group's inaugural Reconciliation Action Plan. At the heart of everything we do is our vision for a better future. Our first Reconciliation Action Plan will form a vital part of that vision and enable Cube to sustainably and strategically take meaningful action to advance reconciliation in our own unique way.

We have always had a sincere, well-intended and respectful approach to business. Our team has participated in cultural awareness training, shared various movies (including *"Connection to Country"* and *"In My Blood it Runs"*) prompting reflection and encouraging discussion. We have also purchased books for each team member from indigenous book supplier Magabala Books, and we regularly use Supply Nation, a platform that connects us with Indigenous businesses and suppliers.

We do, however, recognise there is more we can do to ensure our efforts are considered and impactful. I look forward to joining the entire Cube team, as over the next 12 months and beyond, we wholeheartedly commit to raising our awareness and understanding, developing relationships with, and establishing opportunities for Aboriginal and Torres Strait Islander communities.



Ben Schramm
Founder and Managing Partner

Our business

Our beginnings

Our founder, Ben Schramm created Cube Group after recognising a crucial need for a values-based management consultancy. A consultancy that would work exclusively with purpose driven organisations to deliver positive change.

In 2002 Cube started as a small group of former big 5 consultants and public sector executives with a shared

vision for public value. We quickly began working in partnership with our clients to solve complex problems.

Delivering several landmark projects in emergency management, justice and human services, Cube quickly expanded its reputation, relationships, and capability to address complex and contemporary public value challenges.

Cube today

Today, our talented team provides multi-disciplinary management consulting services to a range of public value organisations in diverse sectors of our economy across Australia. We're a highly skilled firm whose core business capabilities include strategic planning, policy development, organisation design and performance, commercial and financial advice, project management, stakeholder and community engagement, and program evaluation.

Cube works exclusively with purpose-driven organisations that share our commitment to creating public value in all aspects of their business.

Our clients include federal and state government departments and public entities, local government, community service organisations, not-for-profits, peak bodies, and other member-based organisations.

Our decision not to work with organisations that deliver only shareholder value is central to who we are and what makes us different. Our energies, talents and insights are entirely immersed in helping our clients make a positive difference for the communities and industries they serve.

Working together for good

Cube is a Certified B Corporation (B Corp) and part of a global movement of companies using their business as a force for good. As a B Corp, we hold ourselves to high standards of social and environmental performance, transparency and accountability. We are required to undergo recertification every three years to measure our impact across a range of comprehensive standards and to demonstrate continual improvement.

The firm has also been named one of the Australian Financial Review Boss Magazine's Best Places to Work 2022, ranking #5 in the professional services category from over 750 nominated organisations across Australia and New Zealand.

Our people

Our firm is impressive for many reasons, but the most critical one is our people. Cube Group is currently made up of 27 smart, hard-working and down-to-earth people who care about public value and act with integrity. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

Our people share common values, love working together and are proud to be part of an organisation that is enhancing the quality of life in Australia.

Cube proudly remains Australian owned and operated, with its head office located in Melbourne's CBD.

Cube proudly offers flexible work practices and operates a hybrid work model. Our team are encouraged to choose when, where and how they work in a manner that best suits them. Some of our team work mostly from home, visiting the office on occasion, others prefer to work from our office – or from client sites – at other times. We focus on bringing our people together, face to face, for meaningful connection at least quarterly.

Our RAP

A key action within our current Strategic Plan is the development and implementation of our first Reflect Reconciliation Action Plan (RAP). We are committed to improving the lives, health and wellbeing of Aboriginal and Torres Strait Islander peoples. This RAP outlines the key actions we will take to make a positive contribution, in our own unique way, in achieving this outcome.

Our RAP is championed by Kathryn Anderson, and we have established a RAP Working Group to develop the RAP and oversee the implementation of its actions. Our RAP also has Executive sponsorship and is seen as a priority for our firm and our team.

Our Executive team consists of:

Ben Schramm	Managing Partner and Founder
Kathryn Anderson	Partner & RAP Working Group Chair
Andrew Campbell	Partner
Michael Maher	Partner
Jane Edgar	Chief Operating Officer

This is Cube's first RAP and is an important and demonstrable step in our journey to working in partnership with Aboriginal and Torres Strait Islander peoples. Our vision is to be at the centre of positive change and to create a brighter future for Australia and all its people.

This is a positive statement about our commitment to be part of and positively influence the conversation about reconciliation.

Our first part of that journey is to better educate ourselves on the challenges and issues facing Aboriginal and Torres Strait Islander peoples.

Our RAP Working Group

This RAP was developed by our inaugural RAP Working Group, formed in early 2022. The RAP Working Group is comprised of representatives from People and Culture, Marketing and Communications, Consulting and Corporate Services teams and is supported by the

broader Executive Leadership Team. We currently do not have a member who identifies as an Aboriginal and/or Torres Strait Islander person, which is reflective of our current workforce composition.

Kathryn Anderson	Partner
Kim Annesley	People and Culture Business Partner
Alice Nerurker	Team Coordinator

Our partnerships and current activities

To date our engagement with reconciliation and First Nations peoples has been somewhat limited. Internally, our focus has been on creating a sense of belonging and inclusion for all and this translates across all elements of the employee lifecycle. Additionally, our

policies encourage us to prioritise interaction (through purchasing, partnerships, and other activities) with under-represented, or marginalised groups, including Aboriginal and Torres Strait Islander peoples.

Internal activities

Sustainable Purchasing

When we make purposeful choices, we are helping to support local businesses, under-served sectors of the community, fellow B Corporations and social enterprises. It is important to us that the suppliers we partner with share our values and are committed to positive social and environmental outcomes.

Our Sustainable Purchasing Policy states that when purchasing goods and services, we will preference sourcing these from local independent businesses, social enterprises, B Corporations, and not for profits.

The following principles guide our selection of suppliers:

- We will purchase and contract locally produced goods and services over those produced further away.
- We will purchase and contract with Indigenous enterprises where possible.
- We will purchase and contract with suppliers who can demonstrate commitment to environmental and social outcomes and sustainability.
- We will seek out good and services that are produced and provided by minority groups and disadvantaged cohorts, and/or which directly support these groups with their profits.
- In practice, we reference Supply Nation when seeking new suppliers. This led to us switching stationery suppliers in 2020 and utilising a wholly indigenous owned business for our periodic equipment test and tagging. Our recent quarterly team session (the first face-to-face session in two years!) was held off-site at the Koorie Heritage Trust in Melbourne's Fed Square. We elected to utilise an indigenous supplier for our catering for this event.

Education and awareness

To support our team's ongoing cultural awareness and understanding of reconciliation pathways, we have facilitated various educational and learning opportunities over the past five years. These have included:

- Cultural awareness learning sessions, with a focus on history and the stolen generation (Leon Egan) in 2017
- Screening of "Connection to Country" for the whole team in 2018.
- During Melbourne's pandemic lockdowns it was not possible to bring the team together, so in 2021 we purchased screening rights to "In my Blood it Runs" and encouraged the team to watch and discuss. This initiative allowed us to share key messages and raise awareness of juvenile incarceration, education reform and preservation of language.
- Our team are encouraged to share knowledge with one another via our *#diversityandinclusion* Slack channel. Here we pose questions of one another, highlight upcoming events, share interesting articles and useful information.
- Various guides to contemporary language use, including: *Koorified - Aboriginal Communication and Well-Being*, and *Blak, Black, Blackfulla: Language is important, but it can be tricky*

All team members have participated in Inclusive Leadership training. This program explores identity and how this can create barriers for some people and what can be done to overcome them. It discusses unconscious bias, how this affects our decisions and what we can do to mitigate these impacts. The program is practical and action oriented encouraging participants to address how they can be true allies and advocate for change. This program is ongoing and all new team members will complete this program within their first six months at Cube.

- Recognition and celebration of National Reconciliation Week, NAIDOC Week and other significant days through sharing stories, reflections and participating in ad hoc online sessions.

- Since 2018 we have included an Acknowledgement of Country at the beginning of internal, and external meetings. In 2021 we added this acknowledgement to our website, to publicly acknowledge the traditional owners of the lands on which we conduct our business. We have discussed and shared insights and we encourage our team to share meaningful Acknowledgements, referencing the land we are based on (recognising our team is geographically dispersed)

and engaging with what the acknowledgment means for individuals.

- Since 2021 we have included Traditional Land names when addressing outgoing postage.
- Welcome to Country and Smoking Ceremony, and yarning session with Uncle Steve Parker as part of our Q3-22 Team Session – this included an update on the progress of our RAP working group.

National Reconciliation Week 2022

- During 2022 National Reconciliation Week RAP Working Group members attended an online “Yarning Webinar: National Reconciliation Week 2022” webinar hosted by Evolve Communities, and “Reconciliation Action Plan: Build a framework to advance reconciliation” hosted by Pro Bono Australia. The group also shared a range of online resources, films, music and literature with the broader team.

- A book club was also launched at this time – all team members are invited to select a book published by Magabala, an independent, not-for-profit Indigenous Corporation that publish Aboriginal and Torres Strait Islander authors, artists and illustrators from all over Australia. Once purchased, these books will be distributed to the team who are encouraged to then swap books, share their reviews and generate discussion.

Connections / Advisors / Future Opportunities

Cube has several critical friends and connections available to support our reconciliation journey. We have various contacts with these advisors and will continue to draw on their unique areas of expertise as we progress our RAP.

Boon Wurrung Land and Sea Council	Education, cultural awareness
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	Education, cultural awareness
Leon Egan	For cultural awareness education, RAP support
Uncle Steve Parker	Education, cultural awareness
Marsha Uppill	Connection and consideration for training and personal growth opportunities, RAP support
Karen Milward	Connection and consideration for RAP support, cultural education
Caroline Martin	Connection and consideration for training and personal growth opportunities, RAP support (TBC)
NJAC	Connection and consideration for training and personal growth opportunities, RAP support (TBC)
Rachelle Towart, Pipeline Talent	Connection and consideration for recruitment opportunities (TBC)

In our work

We have several team members undertaking training in the Australian Evaluation Society’s First Nations Cultural Safety Framework. Once this training is completed in full, our Evaluation team will review our evaluation practices, which already aim to be inclusive, to more reference this framework.



Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2023	People and Culture Business Partner
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2022	People and Culture Business Partner
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Marketing & Communications Specialist
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2023	Marketing & Communications Specialist
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023	Marketing & Communications Specialist
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	November 2022	Marketing & Communications Specialist
	Evaluate communication regarding commitment to reconciliation.	June 2023	Marketing & Communications Specialist
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2022	People and Culture Business Partner
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2022	People and Culture Business Partner
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2023	People and Culture Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	People and Culture Business Partner
	Review HR policies and procedures on a needs basis (or at least annually).	July 2023	People and Culture Business Partner



Respect

Action	Deliverable	Timeline	Responsibility
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.	January 2023	Marketing & Communications Specialist
	Conduct a review of cultural learning needs within our organisation.	December 2022	People and Culture Business Partner
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.	April 2023	Entire working group
	Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2023	People and Culture Business Partner
	Include cultural protocols in onboarding processes for new starters.	November 2022	People and Culture Business Partner
	Schedule opportunities for ongoing education around the purpose and significance behind cultural protocols at least annually.	February 2023	People and Culture Business Partner
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 2023	Marketing & Communications Specialist
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Marketing & Communications Specialist
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Marketing & Communications Specialist and Team Coordinator



Opportunities

Action	Deliverable	Timeline	Responsibility
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.	January 2023	Team Coordinator and People and Culture Business Partner
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022	People and Culture Business Partner
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review procurement activity and update preferred supplier advice at least annually.	June 2023	People and Culture Business Partner
	Investigate Supply Nation membership.	January 2023	People and Culture Business Partner



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	August 2023	Partner
	Review Terms of Reference for the RWG.	August 2023	Team Coordinator
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2023	People and Culture Business Partner
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2022	People and Culture Business Partner
	Engage senior leaders in the delivery of RAP commitments.	November 2022	People and Culture Business Partner
	Appoint a senior leader to champion our RAP internally.	September 2022	People and Culture Business Partner
	Review RWG composition and senior leader champion at least annually.	August 2023	People and Culture Business Partner
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2022	Team Coordinator
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	People and Culture Business Partner
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	People and Culture Business Partner
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	People and Culture Business Partner
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	People and Culture Business Partner

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