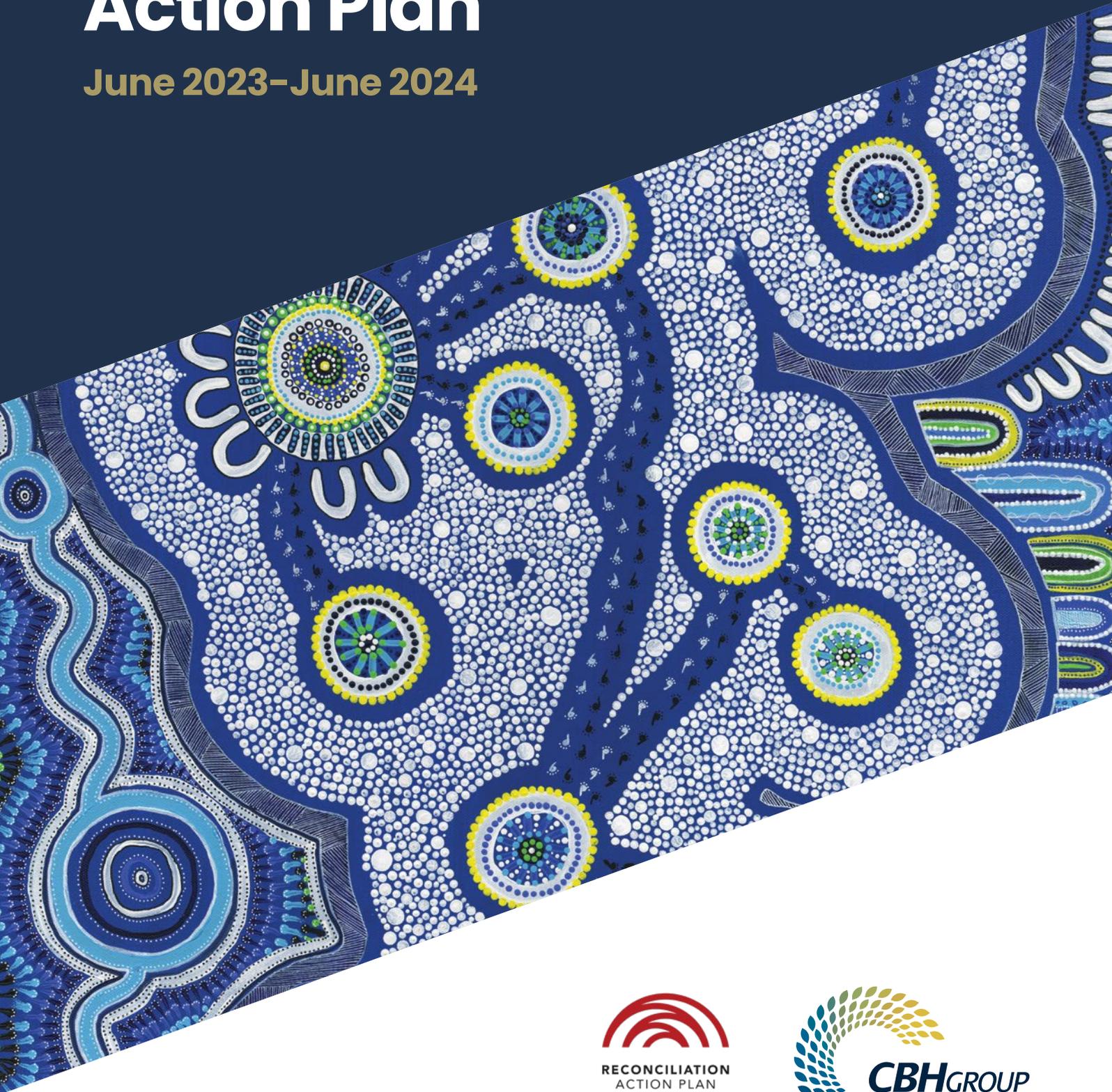


# Reflect Reconciliation Action Plan

June 2023–June 2024



# Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which our co-operative operates and where we come together to work and live. We recognise Aboriginal and Torres Strait Islander spiritual and cultural connection to land and waterways. We pay our respects to Elders past and present.

## Reflect CEO Statement

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

CBH Group joins a network of more than 1,100 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 CBH 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 CBH 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



Relationships



Respect



Opportunities



Governance

# Our Reconciliation Vision

Our vision for reconciliation is to be better together, to acknowledge and understand our shared history and move forward together to build a shared future that embodies respect, inclusion and sustainability. We work towards a co-operative culture of cultural safety that provides a positive workplace for our team and contributes to a more just and equitable future for all Australians.

---

## Artist & Artwork

### ARTIST NAME

Shandell Cummings (Kinjarann)



### ABOUT THE ARTIST

I am a Merningar yorga and come from the south coast of WA. My style verges on contemporary First Nations art and is quite colourful, although I maintain my strong cultural identity via strong cultural interpretations. For me, the use of bright colours is a way of interpreting my culture & traditional values, who I am and where I come from.

### ARTWORK NAME

Reconciliation Yierd (Journey)

### ARTWORK DESCRIPTION

This piece is designed as a landscape map. The circles represent some of the CBH offices on a map. Each 'location' has its own design (identity) and is unique to them. The footprints show us all walking together on this journey of reconciliation, and also represent the old paths of our people. The hills on the right-hand side reflect some of the landscape and their significance as key lookout points while travelling across Country. The ocean is reflected in the bottom left corner, the circles show the sea landscapes while the design work reflects the tides. The ocean is culturally significant and is a unique world in our Dreaming. The people in the top right reflect the CBH people and those who work with them are in different shades of gray as they are also unique and different in many ways. This component of the design also shows the people in the communities that CBH work with in many other different ways.

The piece overall reflects how diverse we all are and that working together for a better future is the way to go. We must grow and accept all that is different in our world to ensure a future for the generations to come.



# CEO Message

Together with the Board of CBH Group, I am proud to share our inaugural Reflect Reconciliation Action Plan (RAP).

At CBH, we believe that together we are better. As a co-operative owned by Western Australian grain growers, we are aware of the power of the collective to achieve positive outcomes for each other and for our communities.

With this RAP, CBH joins the collective of organisations who are working to develop awareness of the culture, histories and knowledge of Aboriginal and Torres Strait Islander peoples, so we can move forward together to build a shared future that embodies respect, inclusion and sustainability.

Critical to this shared future is the people who work at CBH. We all have a responsibility to respect one another, to be inclusive and to value each of our differences. As part of our Sustainability Plan, we are working to develop and implement a diversity, equity and inclusion plan to ensure our people can bring their full selves to work and ensure our co-op can benefit from the full range of talent and perspectives available. We want to attract and retain the best talent who connect with the purpose of our co-operative to sustainably create and return value to WA grain growers, both current and future.

At CBH we believe that reconciliation provides an opportunity for greater understanding, inclusiveness and respect across cultures.

We respect the rich history and connection of Traditional Owners to the lands where we operate. Therefore, at CBH, we want to play our part and contribute to enhancing reconciliation across the communities in which we operate.

The development of our first RAP details the steps we are taking to further develop and enhance relationships by building trust and respect, deepening our understand and by celebrating the Traditional Owners' history, culture and achievements.

Our Reflect RAP aligns to our values at CBH of respectful, collaborative, reliable and sustainable. These values will guide us as we continue to develop an inclusive and culturally safe workplace.

*On our reconciliation journey, I encourage openness and understanding as we work to create strong and enduring relationships with our Traditional Owner communities where, together, we can sustainably build a better future.*



Ben Macnamara  
Chief Executive Officer



CBH Chief Executive Officer Ben Macnamara

# Our Business

Owned by Western Australian grain growers, the CBH Group is Australia's largest co-operative and a leader in the Australian grain industry, with operations extending along the value chain from fertiliser to grain storage, handling, transport, marketing and processing.

The core purpose of CBH Group is to sustainably create and return value to WA grain growers, current and future. CBH has grown from humble roots started in 1933 into one of the world's largest and most efficient grain supply chains, delivering millions of tonnes of quality Western Australian grain into the hands of customers around the world each year. CBH Group employs approximately 1,100 permanent employees and up to 2,100 casual employees during the harvest period from October through to January. At CBH Group we have employees that identify as Aboriginal and/or Torres Strait Islander but CBH does not ask employees to indicate their cultural backgrounds and therefore has no statistics in this regard. CBH will utilise the Reflect RAP process to determine culturally appropriate ways to understand this and provide employees with greater opportunities to self-identify.

CBH's storage and handling business operates more than 100 grain receival sites across the Western Australian wheatbelt. These sites receive the bulk of the Western Australian grain crop through harvest with a large casual workforce employed during this time to service growers delivering to CBH. Following harvest, grain is transported by rail and road to our four export terminals at Geraldton, Kwinana, Albany and Esperance to meet customer shipping requirements.

Western Australia exports around 90 per cent of its grain crop bulk from our four terminals to more than 30 countries across the world. We also export grain in containers through container loading services at our Metro Grain Centre in Perth. The Metro Grain Centre houses the Australian Grain Centre, which provides on-site grain testing facilities and quality control services. Our Head Office is based in Perth, with regional offices located in our grain growing communities.

Our co-operative's Marketing and Trading arm is the leading grain buyer in Western Australia and Australia's largest grain exporter. It has operations in Eastern Australia, as well as offices in Hong Kong and Tokyo. The Marketing and Trading arm is supported by a team of regional Business Relationship Managers who provide grain marketing and product advice and support to growers, as well as an international marketing team who service customers across the globe.

CBH owns Blue Lake Milling, a leading manufacturer of premium Australian oat products operating in South Australia, Victoria and Western Australia. We also own a 50 per cent stake in Interflour Group. From its Head Office in Singapore, Interflour operates nine flour mills in Indonesia, Vietnam, the Philippines and Malaysia, including a grain port terminal in Vietnam; and Intermalt, a malting house in Vietnam.

# Our Locations



- Network site

---

- Non-network site

---

- Head Office

---

- CBH Office

---

- CBH Port Terminal

# Our RAP

Western Australia is home to the third largest Aboriginal and Torres Strait Islander population in Australia with an estimated 120,000 people of which approximately 60 per cent live outside of major cities.

CBH has had a long history of engaging informally with the Traditional Owners of the land on which we operate our grain receival network over the past 90 years.

As a large regional business and with a shared connection with the land and regional communities, CBH is uniquely placed to contribute to reconciliation with Aboriginal and Torres Strait Islander peoples, and to learn from Aboriginal and Torres Strait Islander peoples, through the reconciliation journey.

Our organisation is committed to building a strong foundation during the Reflect stage for reconciliation. As part of our commitment to reconciliation, we will work to increase our awareness and understanding of Aboriginal and Torres Strait Islander cultures and histories, and to develop our cultural competence. We will engage in consultation with Aboriginal and Torres Strait Islander communities to learn from their experiences and perspectives, and to build meaningful partnerships based on mutual respect and understanding. We will also review our existing diversity and inclusion policies and practices, and work to create opportunities for Aboriginal and Torres Strait Islander people to contribute to, and participate in, our organisation.

Our RAP sets out practical steps for our organisation to contribute to reconciliation with Aboriginal and Torres Strait Islander peoples, both internally and within the communities we operate. We also recognise the importance of taking a structured approach to our RAP, and as part of our Reflect RAP stage we will establish a working group with representation from across the business, including Aboriginal and Torres Strait Islander representation, and will be chaired by a dedicated role. This group will be responsible for driving our reconciliation journey, and for ensuring that we are making progress towards our goals. In addition, CBH will appoint a RAP Champion from our senior leadership team who will be responsible for driving and championing internal engagement and awareness of the RAP. We believe that this collaborative approach will be essential to achieving our reconciliation objectives.

Finally, we understand that our reconciliation journey is a long-term focus, and that it will require ongoing commitment and effort. We are in the early stages of our journey, but we are committed to making progress and believe that by working together with our Aboriginal and Torres Strait Islander partners, we can create positive change.

# Our Partnerships

## Heritage Agreements

CBH has cultural heritage agreements with several Aboriginal corporations and groups representing Traditional Owners of Country across the entire network from Geraldton to Esperance. Some examples of these include the Yued, Whadiuk, Ballardong, Gnaala Karla Booja and Wagyl Kaip peoples via the South West Aboriginal Land and Sea Council, the Marlinyu Ghoorlie peoples, and more informal arrangements exist between CBH and the Kapa Kurl Wudjari in Esperance and Yamatji Southern in Geraldton. The agreements are in place to facilitate the protection of Aboriginal cultural heritage and typically involve consultation with the Traditional Owners of our intentions to develop the land and engaging with them via heritage consultants to conduct surveys and monitoring. This is to ensure that any Aboriginal cultural heritage located within our project areas are identified and protected, and our projects can proceed with the Traditional Owner's informed consent.

## Clontarf Foundation

CBH has supported the Clontarf Foundation since 2016, specifically their academies located in Albany, Esperance, Geraldton, Katanning, Kwinana, Narrogin and Northam. The Clontarf Academies exist to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal men.

As part of our partnership, CBH staff are encouraged to interact with the Clontarf Academies and the participants in said locations. These include participating in breakfasts, training programs, award nights, regional carnivals and workplace visits. These interactions are an important component of the partnership.

Clontarf Narrogin Academy visit CBH Head Office 2021: Back row (L to R): Kyson Hill, Jaxon Derich, Amanda Johnston (CBH), Middle row: Michael Gardiner (CBH), Brianna Feake (CBH), Quadrae Turvey, Henry Papertalk, Shane Kiely, Front row: Tyler Kickett, Todd Riley, Noah Bowen Zoccoli, Robert Browne, Vickie Loveridge (CBH), Kelly Lodge-Calvert (CBH).

## Brookton Rail Siding

A traditional Smoking Ceremony was performed by Gnaala Karla Boodja man Ryan Humphries at the Brookton site on Wednesday 1 February 2023.

On Friday 24 February 2023, we marked the start of construction at our Brookton rail siding extension project, the first of 11 rail siding projects CBH is building in conjunction with the Western Australian and Commonwealth Governments under the Agricultural Supply Chain Initiative (ASCI). The start of construction was marked by an event at the Brookton site with Traditional Owners from the Seabrook Aboriginal Corporation, welcoming guests to Country, and comments from WA Agriculture Minister and Food, Forestry and Small Business Jackie Jarvis, CBH Chair Simon Stead and CBH Chief Executive Officer Ben Macnamara. The project has supported the creation of 34 jobs, employed three local contractors for civil works and a further three Aboriginal and Torres Strait Islander businesses to carry out site works, as well as sourcing materials from local farms and quarries.

The Smoking Ceremony and Welcome to Country were greatly appreciated by all involved. CBH intends to continue to engage with local Aboriginal communities to provide these services at as many of our sites as practicable.

CBH also engaged local Aboriginal representatives to participate in a flora survey at our Dumbleyung operations on Tuesday 21 February 2023 and will engage with the local community at Konnongorring for a revegetation program there.



**Smoking Ceremony at CBH Brookton** by Gnaala Karla Boodja man Ryan Humphries (right)

Left to right: Jimmy Collier (Multiplant), Anthony Skorz (Multiplant), Ben Pearson (CBH), David Topliss (Multiplant), Chris Hall (CBH), Scott Hynes (Multiplant).

# Our Action Plan



## Relationships

Action	Deliverable	Timeline	Responsibility
1. 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 2024	Reconciliation Principal
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Reconciliation Principal
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Chief People & Culture Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Lead Corporate Affairs
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	Lead Corporate Affairs
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2023	Head of Corporate Affairs
	Introduce Operations leaders to reconciliation at the Area Manager Conference by providing a presentation of the RAP framework.	September 2023	Head of Operations
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2023	Head of Sustainability
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2023	Head of Sustainability
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2024	Head of Employee Relations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2024	Head of Employee Relations



## 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 2024	Head of Culture and Capability
	Conduct a review of cultural learning needs within our organisation.	December 2023	Head of Culture and Capability
	Cultural heritage maps and framework to be formatted into 'package' that can be communicated to front line staff.	June 2024	Reconciliation Principal
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 2024	Reconciliation Principal
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Head of Culture and Capability
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 2024	Head of Corporate Affairs
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Head of Corporate Affairs
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023 & 2024	Head of Corporate Affairs

# Our Action Plan

## 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.	March 2024	Head of Employee Relations
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2023	Head of Employee Relations
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.	December 2023	Manager Strategic Sourcing
	Investigate Supply Nation membership.	July 2023	Manager Strategic Sourcing

**Gilmore Clontarf Academy visit CBH Kwinana Grain Terminal**  
 Left to right: Brad Pereyra, Josh Kickett, Justin Flatman (CBH), Bailey Ballard, Jaygo Lawrence, Gerome Jones, Kieren Milton, Hunter Culbong.

Clontarf Academy student Jaksyn Taylor





## 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.	June 2023	Head of Sustainability
	Draft a Terms of Reference for the RWG.	July 2023	Head of Sustainability
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2023	Head of Sustainability
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	Head of Sustainability
	Engage senior leaders in the delivery of RAP commitments.	July 2023	Reconciliation Principal
	Appoint a senior leader to champion our RAP internally.	June 2023	Executive Committee
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2023	Head of Sustainability
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 2024	Head of Sustainability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023	Head of Sustainability
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	Head of Sustainability
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	Head of Sustainability





