




CyberCX

Reflect Reconciliation Action Plan
May 2025 - April 2026

Acknowledgement of Country




CyberCX acknowledges Traditional Owners of Country throughout Australia and we acknowledge all Aboriginal and Torres Strait Islander Peoples as First Nations Peoples and Custodians of the oldest living culture.



We pay our respects to ancestors and Elders, past and present and honour Aboriginal and Torres Strait Island Peoples' unique cultural and spiritual relationships to the land, waters and communities.

In the communities where we live, work and conduct our business, we acknowledge:

- The Kurna People
- The Turrbal and Jagera Peoples
- The Ngunnawal People
- The Larrakia People
- The Muwinina and Palawa People
- The People of the Kulin Nation
- The Whadjuk People of the Noongar Nation
- The Gadigal People of the Eora Nation



Aboriginal and Torres Strait Islander Peoples should be aware that this document may contain images or names of people who have passed away since its preparation.



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About the artwork



I am honoured to present 'Harmony', an artwork that symbolises CyberCX's shared values.

This artwork represents CyberCX's team members working together as a collaborative. The circles and lines symbolise their strength and resilience as they face both triumphs and challenges together.

Each people symbol represents the unique qualities of each person at CyberCX. The vibrant CyberCX core colours and details celebrate their diversity.

The star symbols in the artwork highlight CyberCX's unwavering commitment to their customers. Each star reflects the dedication to understanding every customer's needs and providing excellent service.

May 'Harmony' inspire you all daily, reminding you of your shared purpose and values as a team.

Dhiyaan Art 

About the artist

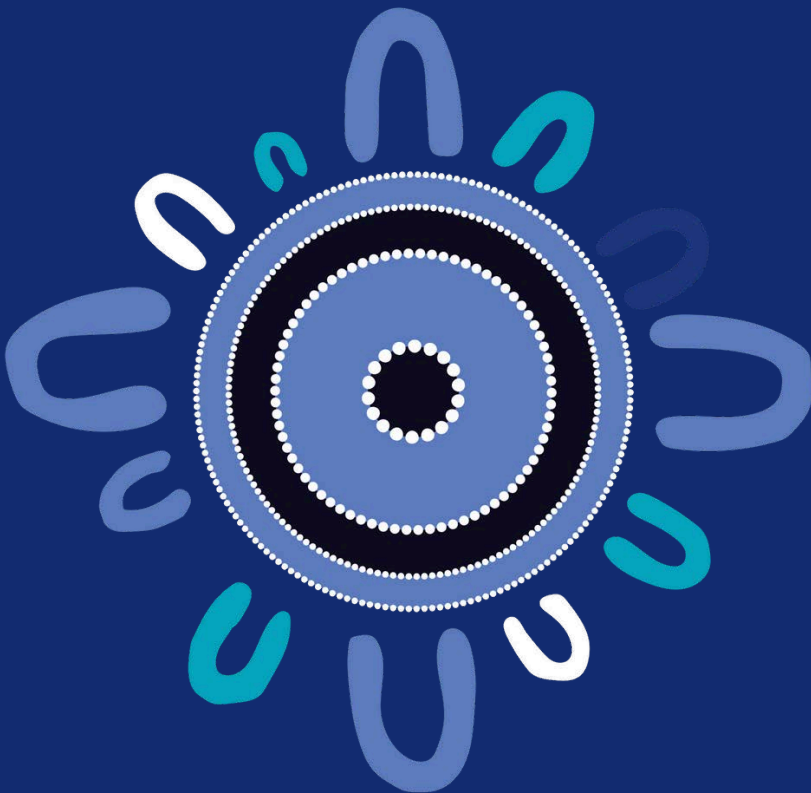


Jess Hopcroft presenting 'Harmony' to the CyberCX team, October 2024

Jess Hopcroft is a proud Aboriginal woman that loves sharing and embracing her culture with the world. She is happily married with two beautiful daughters living on Wonnarua country.

Born and raised on Awabakal land, Jess has ancestral family connections with the Barkindji, Ngemba, Gamilaraay-Yuwaalaraay areas of NSW.

Jess' art depicts the beauty of nature and its elements and she draws inspiration from the beautiful country on which we live, as well as creating art that is reflective of family, community and belonging.



A message from Reconciliation Australia



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

CyberCX 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 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 CyberCX 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 CyberCX, 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

A message from our CEO, John Paitaridis

I am proud to present CyberCX's first Reconciliation Action Plan (RAP).

As an Australian company, we are committed to advancing reconciliation where the wisdom and spirit of Aboriginal and Torres Strait Islander peoples contributes to a better future for all Australians.

Awareness and deeper understanding are essential for us to truly understand how we can best support reconciliation in our sphere of influence. The launch of our Reflect RAP is our first steps towards reflection, discovery, learning from and strengthening relationships with Aboriginal and Torres Strait Islander peoples.



With team members locally based across all states and territories, we are well placed to engage collaboratively with local communities, which will help us understand the practical pathways to acknowledge and support Aboriginal and Torres Strait Islander peoples.

Within our organisation, this Reflect RAP is an opportunity for us to review our internal processes and practices which respectfully acknowledge traditional custodianship, recognition of significant dates and importantly show support and unity for Aboriginal and Torres Strait Islander peoples.

At CyberCX, our purpose is to secure our communities.

Through implementing our Reflect RAP, we aim to contribute to the goal creating a just, equitable and reconciled Australia, where opportunities are equal and outcomes are not impacted by race.

I would like to thank the CyberCX RAP Working Group who are committed to making a difference and engaging our all our team members on this journey of reflection and discovery.

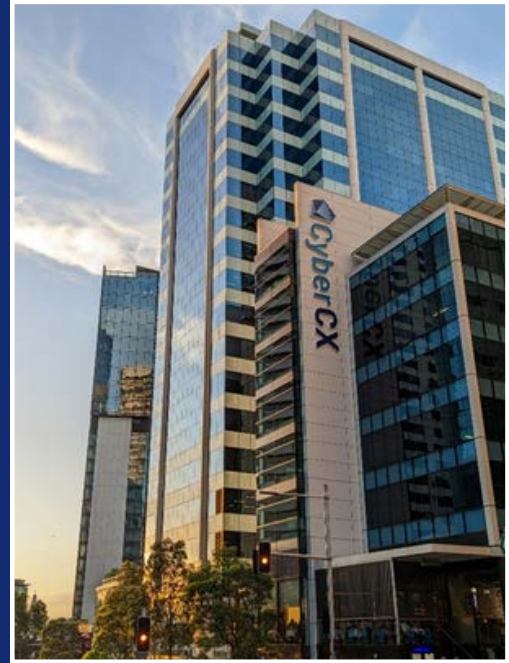
John Paitaridis
Chief Executive Officer

Our business

CyberCX is a cyber security and cloud professional services organisation providing services to private and public sector organisations to help them confidently manage cyber risk, respond to incidents and build resilience in an increasingly complex and challenging threat environment.

Through our end-to-end range of cyber and cloud capabilities, CyberCX empowers our customers to securely accelerate opportunities in the digital economy.

CyberCX employs over 1,100 team members across Australia located in our main offices in Melbourne, Sydney, Canberra, Adelaide, Perth and Brisbane as well as smaller offices in Darwin and Hobart. Outside of Australia, CyberCX has a large presence in Aotearoa New Zealand and global offices in the United Kingdom and United States.



- 1,400+ cyber security and cloud professionals globally
- 300+ security incidents responded to each year
- 500+ cyber security maturity assessments per year
- 2,500+ security incidents responded to each year
- 24/7 security operations

We do not currently have a record of how many Aboriginal and Torres Strait Islander staff are employed at CyberCX. We have made changes to our onboarding process to capture this information from May 2025.

Our operations

We partner with enterprise and government organisations to defend against cyber threats and embrace the opportunities of cloud.

Security Testing & Assurance:

Protect digital assets and ensure operational resilience.

Governance, Risk & Compliance:

Manage risk and meet legal and regulatory compliance obligations.

Strategy & Consulting: Secure an organisation while improving efficiencies and productivity.

Network & Infrastructure Solutions: Design, integrate and deploy network solutions.

Identity & Access Management: Manage digital identities and access management.

Managed Security Services: Cyber security expertise delivered as a service.

Cloud Security & Solutions: Design, build and manage secure cloud and data solutions.

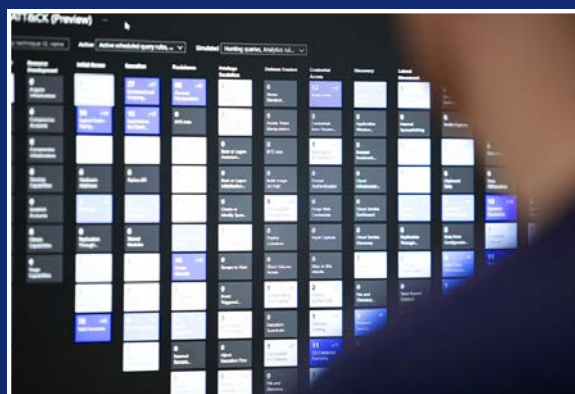
Digital Forensics and Incident Response:

Proactive threat hunting and cyber breach response.

Cyber Strategic Communications: Prepare, respond and recover from cyber incidents.

Cyber Intelligence: Unparalleled visibility into the cyber threat landscape.

Education & Training: Organisation-wide education and training.



Our values

Exceptional people



We attract the best cyber talent and learn from each other.
We support our people to learn, grow and master their craft.
We celebrate our unique personalities and differences.
We bring our heart and soul to our work because we love what we do.

Stronger together



We work together to solve problems in teams and across teams.
Our collective talent achieves great things and impacts the world around us and passionately defend the right to speak up and welcome all questions and opinions.
Together, we have fun and we celebrate our successes.

We own it



We own our actions from start to finish.
We relentlessly pursue excellence.
We know small things matter and take pride in getting it right.
True to our word, we inspire trust and confidence through integrity and respect.

Customer obsessed



We go above and beyond to deliver extraordinary customer experiences.
We are highly responsive and easy to deal with.
Our customers rely on us and we intimately understand the risks they face.
Our customers' needs drive our curiosity and innovation.

Our employee experience promise

Be yourself.
Master your craft.
Secure the world.

**Where passion
meets purpose**

At CyberCX, we're driven by our purpose to secure the world. We are the protectors and defenders of our customers and communities. We fearlessly share our opinion and expertise.

Our unrivalled variety of work and clients, and the opportunity to work alongside the best in the industry, means there's always something new to discover.

With personalised development planning you can develop deep domain expertise, expand your skills across other specialties or pursue a path to leadership.

Our culture of collaboration, inclusiveness and appreciation means everyone has the freedom to speak up, without judgement, and is encouraged to bring their whole self to work.

Whatever role you're in, wherever you're located—the work you do matters at CyberCX.



Our Reflect RAP

We are proud to commence our journey to reconciliation with the development of this Reflect RAP.

Identified as a priority by the Executive Leadership team and with wide-ranging frontline support from team members across the organisation, this RAP forms part of our broader commitment to Environmental, Social and Governance (ESG).

CyberCX has a strong and well-established workplace diversity and inclusion program across gender, LGBTIQ+, neurodiversity and multi-culturalism.

This Reflect RAP is the next step in our journey to create opportunities for all people to feel represented, valued, respected, and empowered to bring their whole self to work and achieve their potential.

Our RAP Champion is the Executive Director, Engagement & Communication.

Our activities to date have focused on raising awareness via events such as NAIDOC Week; Reconciliation Week and Harmony Week both through sharing resources and encouraging learning (through learning quizzes); inclusion of an Acknowledgement of Country on all-company or large group gatherings; reference to the Traditional Owners in our offices and on our virtual backgrounds.

We aim to be an organisation where we promote awareness and work collaboratively with local communities to celebrate Australia's unique Aboriginal and Torres Strait Islander heritage to achieve understanding, respect and appreciation.

We are proudly an Australian company, committed to advancing reconciliation where the wisdom and spirit of Aboriginal and Torres Strait Islander peoples contributes to a better future for all Australians.

CyberCX has a strong commitment to ESG across these focus areas:

Our services

- Trusted cyber security partner
- Data privacy and security

Our people

- Leading employee experience
- Diversity, equity and inclusion
- Sustainable ways of working

Our communities

- Building cyber security expertise
- Contributing to our community
- Climate change, energy and emissions
- Operational environmental impacts
- Responsible sourcing

Our Governance



CyberCX has established the following governance structure in place to support development and delivery of its Reflect RAP.

This approach combines the sponsorship of executive and senior leadership with the involvement of self-nominated team members who are committed to sustainable change.

Currently, none of our members identify as First Nations peoples. We are working towards finding a candidate for this important representation and are considering internal and external options. We are also working to ensure we have broader geographic representation.

We have recently conducted a poll of team members asking, amongst other things, if they self-identify as First Nations People of their location. Two and half per cent of respondents identified as First Nations (across Australia, New Zealand, United Kingdom and United States).

In 2025, we will commence capturing this information for new employees and we will undertake a campaign to encourage all team members to update their details so that we better understand our workforce and their cultural heritage.

The RAP Steering Committee and the RAP Working Group have been, and continue to be, supported by a wide range of people across CyberCX as well by its owners, BGH Capital.

RAP Steering Committee

John Paitaridis, CEO
Snez Baka, Chief People Officer
Chris Sibree, General Counsel & ESG Lead
Steve Schupp, Executive Director, Western Australia
Melanie Truscott, Executive Director, Engagement & Communication

RAP Working Group

Joshua Turner, Manager, Brisbane
Carissa Patruno, Director, Sydney
Annabelle Aston, Associate, Melbourne
Laura Hogan, Consultant, Melbourne
Bianca Stanghieri, Analyst, Sydney
Kara Draffin, Customer Executive, Brisbane
Alex McKenzie, Manager, Melbourne
Isaac Turk, Specialist, Sydney
Trudy Bastow, Director, Canberra
Kaleeka Stefanou, Associate, Canberra

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.	December 2025	Each Region (State) Leader
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	Customer Executive, Brisbane
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	ED Engagement & Communications
	RAP Working Group members to participate in an external NRW event.	May 2025	ED Engagement & Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025	ED Engagement & Communications
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	May 2025	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	December 2025	Associate, Canberra
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2025	Director, Canberra
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	December 2025	People & Culture Program Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2025	People & Culture Program Manager

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Island 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.	December 2025	Executive Director, Western Australia
	Conduct a review of cultural learning needs within our organisation.	March 2026	People & Culture Program Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing culture protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2025	Each Region (State) Leader
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	ED Engagement & Communications
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.	July 2025	ED Engagement & Communications
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2025	ED Engagement & Communications
	RAP Working Group to participate in an external NAIDOC Week event.	July 2025	ED Engagement & Communications

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.	December 2025	People & Culture Program Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	People & Culture Program 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.	December 2025	General Counsel
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	ED Engagement & Communications

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.	May 2025	ED Engagement & Communications
	Draft a Terms of Reference for the RWG.	September 2025	ED Engagement & Communications
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	ED Engagement & Communications
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2025	Each Region (State) Leader
	Engage senior leaders in the delivery of RAP commitments.	June 2025	ED Engagement & Communications
	Appoint a senior leader to champion our RAP internally.	May 2025	ED Engagement & Communications
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	General Counsel
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	ED Engagement & Communications
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	ED Engagement & Communications
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	ED Engagement & Communications
13. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	ED Engagement & Communications



Queries and contact:
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