

REFLECT

# Reconciliation Action Plan

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The Lab Insight & Strategy

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June 2022 – May 2023

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RECONCILIATION  
ACTION PLAN

REFLECT

the**lab**

Photo by Jessica Sysengrath  
Botanical gardens, Naarm, Boon Wurrung Country, Kulin Nation





# Message from the CEO of Reconciliation Australia



Reconciliation Australia welcomes The Lab Insight & Strategy to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Lab Insight & Strategy 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 The Lab Insight & Strategy 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 The Lab Insight & Strategy, 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

# Our **business**

The Lab is a leading cultural driven insights and strategy agency that provides research, insight and strategy consulting to government, not for profit organisations and clients in the private sector.

Our purpose is to inspire brilliant leaps through fresh perspectives. We leverage machine learning and strategic human insight to anticipate the emerging shifts influencing cultural attitudes and behaviours across Australia— helping our clients to maintain competitive advantage and stay ahead of change.

We work in 5 main spaces generating insights and developing strategies: cultural insight, audience understanding, brand strategy & positioning, behavioural science, customer experience and innovation.

We also lead proprietary thought leadership studies, including The Australia Project, which delves into the fabric of society in Australia and explores the values, attitudes and beliefs to Australians are seeing today and into the future.

The Lab is Australian owned and employs 40 people across our Melbourne, Sydney and Brisbane. Our team members come from diverse academic and professional backgrounds, from behavioural and social sciences to strategy. Diversity in thought is important to us as it helps sparks new ideas and fresh perspectives for our clients that power meaningful change. Our team are guided by the Lab's key values of care, curiosity, collaboration, creation and courage.

There are currently no Aboriginal and/or Torres Strait Islander members of staff employed by The Lab. Our intention is to improve and increase employment outcomes throughout the duration of this and future RAPs.





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# Our RAP

At The Lab, we pride ourselves on being a progressive agency that truly cares about Australia, our people and our values, and are driven to leave a positive legacy on the world. We place ourselves at the front of culture in order to influence positive change and are willing to have difficult conversations in order to drive this change. We are also humbled by the rich histories and stories of our place, and celebrate this through our own role as storytellers.

As an agency that puts our exploration and understanding of Australian values and culture at the heart of our work, we feel it is our responsibility to acknowledge and champion the diverse histories and cultures of First Nations peoples.

We also recognize that the strategic work we do for our clients and conversations we spark with them has the ability to drive meaningful change within their organisations, staff and audiences, and to have an impact on many different spheres of Australians' lives.

As a leader in the industry, we also understand the influence we have in inspiring the marketing and insights industry more broadly to play an active role in advancing reconciliation and channelling our voice into the issues and causes that count.

With a growing team and workplace over the past 15 years, we acknowledge the need to create a workplace culture that understands, values and respects the true history of this country and the cultures and contributions of First Nations peoples, develops respectful relationships and creates meaningful opportunities with First Nations peoples.

The Lab are developing a RAP to cement our commitment towards a reconciled, just and equitable Australia. Our aim is to use our unique platform as a cultural insights agency to raise awareness and create breakthrough ideas that advocate a future of cultural understanding and inclusion with First Nations people.



We are in the early stages of our reconciliation journey and have established a RAP Working Committee, which consists of 8 employees in different roles and locations across the organisation.

Our RAP Working Committee consists of:

Corrie Dinmore - Insight Executive  
Angus McLardie - Insight Executive  
Maddison Croker - Senior Strategist  
Alex Evans - Senior Strategist  
Lena Kelly - Senior Strategist  
Kate Buckley - Senior Strategist  
Nikki Dalhgren- Executive Director  
Elaine Dubost - Executive Director, and RAP champion

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# Our partnerships & current activities

We include Acknowledgement of Country in our presentations and collateral, proposals, and email signatures.

The Lab are also currently undertaking the B-Corp certification process as our commitment to playing a leading role in redefining success in business and building a more inclusive and sustainable economy.

We also promote and lead internal forums to encourage employee conversations around the meaning of January 26<sup>th</sup> for all Australians today, and encourage our team to mark this day by acknowledging and honouring Aboriginal and Torres Strait Islander communities and educating themselves on the experiences and rich living cultures of First Nations.

# Actions and deliverables

## 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.	August 2022	Senior Strategist (Alex Evans)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2022	Insight Executive (Corrie Dinmore)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Executive Director (Elaine Dubost)
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Senior Strategist (Maddie Croker)
	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	Senior Strategist (Maddie Croker)
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2022	Executive Director (Elaine Dubost)
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2022	Executive Director (Nikki Dalhgren)
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	Executive Director (Nikki Dalhgren)
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2022	Senior Strategist (Maddie Croker)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2022	Senior Strategist (Maddie Croker)

# Actions and deliverables

## 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.	August 2022	Insight Executive (Corrie Dinmore)
	Conduct a review of cultural learning needs within our organisation.	August 2022	Insight Executive (Corrie Dinmore)
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.	July 2022	Senior Strategist (Katie Buckley)
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Senior Strategist (Alex Evans)
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 2022	Executive Director (Nikki Dalhgren)
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	Executive Director (Nikki Dalhgren)
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022	Insight Executive (Angus McLardie)



# Actions and deliverables

## 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.	September 2022	Senior Strategist (Maddie Croker)
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	Senior Strategist (Maddie Croker)
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2022	Senior Strategist (Lena Kelly)
	Investigate Supply Nation membership.	June 2022	Senior Strategist (Lena Kelly)



# Actions and deliverables

## Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	June 2022	Executive Director (Elaine Dubost)
	Draft a Terms of Reference for the RWG.	June 2022	Senior Strategist (Katie Buckley)
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2022	Executive Director (Elaine Dubost)
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2022	Executive Director (Elaine Dubost)
	Appoint a senior leader to champion our RAP internally.	July 2022	Executive Director (Elaine Dubost)
	Engage senior leaders in the delivery of RAP commitments.	June 2022	Executive Director (Elaine Dubost)
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	Executive Director (Elaine Dubost)
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 2022	Executive Director (Elaine Dubost)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022	Executive Director (Elaine Dubost)
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022	Executive Director (Elaine Dubost)
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	March 2023	Executive Director (Elaine Dubost)

# Contact details

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**Elaine Dubost**

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Thank **you** 🙌