



# Reflect Reconciliation Action Plan

September 2023 – September 2024

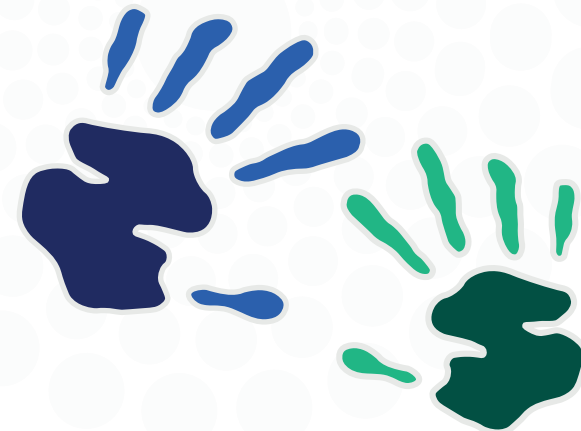


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## **Acknowledgment to Country**

In the spirit of reconciliation Introba acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people.



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## Statement from Reconciliation Australia CEO

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

Introba Consulting 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 Introba Consulting 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 Introba Consulting, 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

We provide design and consulting services with specialist expertise in building services and sustainability. Our multi-disciplinary teams provide strategic advice and develop technical solutions across a range of projects, collaborating with clients and partners to transform policy and the built environment. With a regenerative mindset we work with living systems to create dynamic environments that are smart, resilient, and connected; working together to elevate the human experience and contribute to the thriving of our planet.

We see strong parallels between the regenerative practice perspective and First Nations ways of being in relationship to living systems, we are curious about what those resonances could produce through intentional, co-created application. Through project work and research, Introba can contribute to a shift in mindset, and the unrealised potential of a regenerative approach informed by the Aboriginal and Torres Strait Islander peoples' deep knowledge of the places in which we practice.

Introba is the coming together of Integral Group, Ross and Baruzzini and Elementa Consulting. By uniting as Introba, we formally consolidate our global experience and expertise, becoming a leading building engineering and consulting firm worldwide with more than 1,000 employees across five countries.

Our three Australian offices are in:

- **Brisbane on the lands of the Turrbal people**
- **Sydney on the lands of the Cammeraygal people**
- **Melbourne on the lands of the Wurundjeri people.**

We do not currently have any staff identifying as Aboriginal and/or Torres Strait Islander people. As we embark on our Reflect RAP, we are committed to building relationships with First Peoples and strengthening the staff's cultural awareness. We intend to engage an appropriate representative to guide us through the first phase of our Reflect RAP.

At Introba we show up every day to use our curiosity, to inspire change. To empower changemakers.



We are change makers shaping sustainable development in Australia.



We build relationships which empower communities towards positive change.

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## Our RAP

At Introba, we acknowledge that the buildings and precincts that we design occupy the unceded lands of Aboriginal and Torres Strait Islander peoples. We are inspired by the Traditional Custodians, who have lived in harmony with Country, as Country, for over 60,000 years. We seek to learn from this ancient and ongoing wisdom so that the work we do will care for Country.

We are inspired by living systems and seek to apply all our creativity, experience, technology, and advanced engineering to form resilient human habitats that adapt to the needs of the community and contribute to the thriving of the planet. First Nations peoples have been operating in this way for hundreds of generations. To truly live our guiding principles of Trust, Nurture and Inspire, learning from and connecting with Aboriginal and Torres Strait Islander people is essential. This is why beginning our RAP journey is so fundamental.

In our project work we have been fortunate enough to work with some Aboriginal and Torres Strait Islander organisations, but we want to deepen our practice. We want to build stronger relationships so that we may work more collaboratively on projects, learning along the way. We see enormous potential to increase our understanding of Aboriginal and Torres Strait Islander cultures; of the Country where our three offices are located and the Country where each of our projects is located. Importantly, as a company, we also seek to learn more about Aboriginal and Torres Strait Islander history, from their knowledge holders. The work Introba undertakes and our ethos as a company affords us immense opportunity to work with and learn from First Nations peoples and we are eager to engage, to understand more so that this might better guide how we act. Through our project work with Aboriginal and Torres Strait Islander partners to date we can appreciate the wealth and diversity of knowledge that is available to us (and all) if we engage sincerely and without preconceived notions.

## **Our RAP (cont)**

The implementation of our RAP will be gradual, establishing additional members for our RAP working group to expand our remit and engagement with staff. We intend on inviting First Nation's representation from an external body to support and guide our RAP working group. The RAP working group has a regular speaking spot at our monthly Australian All-Hands session where we will continue to report on our RAP progress and initiatives, and we intend on implementing quarterly reporting to the Australian Leadership Team (ALT) on progress, updates and funding requests for RAP activities. We will continue to work with our support services such as IT, marketing and communication and HR to implement our RAP commitments.

Our RAP champion is Principal, Silvia Misuraca. As a respected member of our Australian business Silvia will assist Introba in developing greater awareness, respect and understand of Aboriginal and Torres Strait Islander people and implementing our RAP commitments. We have also appointed state-based RAP champions to support Silvia at a local office level. Our state RAP champions are Mark Tomley on Turrbal Country (Brisbane), David Arnott on Cameraygal Country (North Sydney) and Keeley O'Reilly on Wurundjeri Country (Melbourne).

Our RAP champions and Reconciliation Working Group will be supported by our Australian Leadership Team (ALT). The ALT is made up of the Managing Principals for our business units across Australia and our Regional Director.

On this reconciliation journey, we are committed to being open, and willing to go wherever it leads. We understand this may be difficult, and confronting at times and we are up for the challenge.

## Our partnerships/current activities

### *Impact Fund Essay*

Resonances: The Potential of Regenerative Practice and Indigenous Ways of Being in Relationship to Place.

Through her work in Australia, Principal Mary Casey has seen strong parallels between the Regenerative Practice perspective and local Indigenous ways of being and being in relationship to living systems.

If we could weave First Nations peoples' knowledge of our ecosystems with our current analytical tools, some powerful results could emerge.

Read more about Mary's Impact Fund Essay here: <https://introba.com/news/resonances-regenerative-practice>

## Welcome to Country

In May 2022, it was a pleasure to have Michael West of the Cammeraygal People attend our new office and perform a Welcome to Country and give us some insights and history of land where our office resides.

As a part of this, we shared internal communications and presentations about the differences between a Welcome to Country and an Acknowledgement of Country.

**Image:**  
**Michael West**  
**Community Development**  
[communitydevelopment@metrolalc.org.au](mailto:communitydevelopment@metrolalc.org.au)



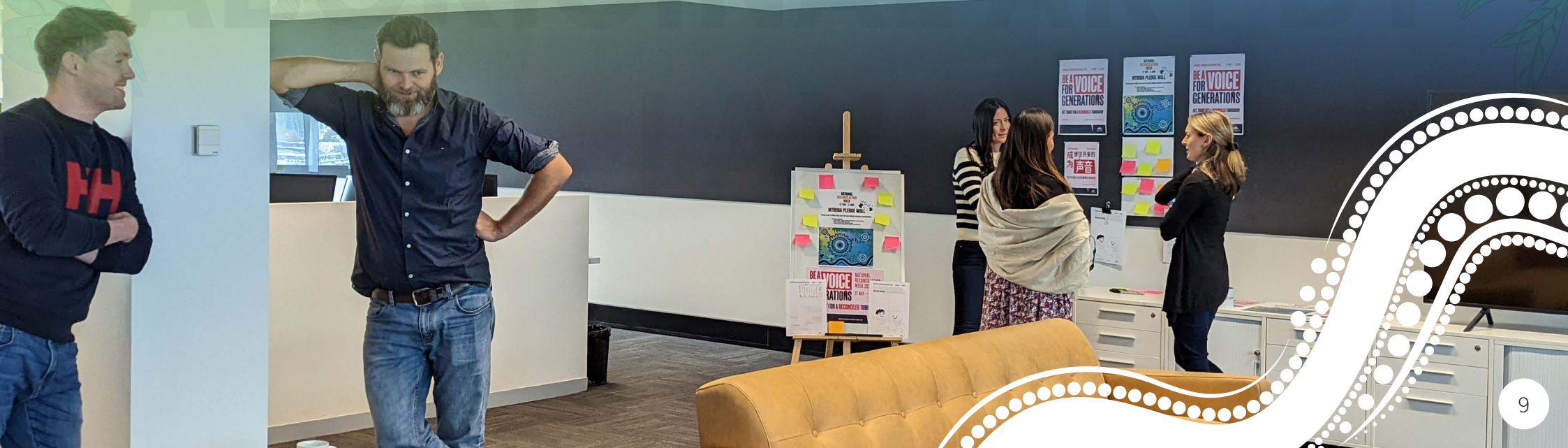


## National Reconciliation Week and NAIDOC week

We share events and activities in the lead up to these important weeks, encouraging staff to attend protests, rallies, social events and presentations which support National Reconciliation Week and NAIDOC week.

It has been an important part of our internal communications around reconciliation to share information about the history and importance of these dates.

**Image: 2023 National Reconciliation Week morning tea and pledge wall, Sydney Office**





## About the Artwork

'Coming Together' Digital Artwork

For our RAP we commissioned Aboriginal Art by Lani to create an artwork which represented our journey and commitment to building relationships between Aboriginal and Torres Strait Islander people and non-Indigenous Australians.

The artwork tells the story of Introba Consulting as a company, their connection with their staff, the community and the relationships they are building with Aboriginal and Torres Strait Islander people.

The artwork contains six main story elements:

In the centre a Gathering symbol represents Introba Consulting as a whole. It has people gathered around it representing staff, community, families, and friends. The white pattern within the centre represents commitment to 'Inspiring change, Empowering changemakers'.

Pathways leading out from the Gathering symbol represent the connections to the three value elements with the artwork and the pathways representing the journey in building relationships, empowering communities and inspiring change all form a journey of coming together.

The three values at the end of the pathways symbolise Trust, Nurture and Inspire.

The handprints represent the connection to empowerment and the positive changes they plan to make to our Environment, Social and Governance.

The leaves and the water symbols represent the connection to the land and water on which we all reside and growth within leading to new directions.

The colours used throughout the artwork are Introba Consulting's branding colours with additional colours used to complement them.

We are looking forward to continuing our partnership with Lani as we produce our RAP document for publication.



## About the Artist

Meet Lani Balzan, a proud Aboriginal woman hailing from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in the Illawarra.

Lani's journey as an artist began in 2014 when she entered the Cultural Season Art Competition and emerged victorious with her thoughtfully crafted painting. This win caught the attention of MP Fiona Scott, who proudly displayed and presented Lani's creation at the esteemed Ngarra Aboriginal Knowledge Centre.

As her talent gained recognition, Lani went on to win another prestigious competition, this time for the St Vincent Hospital in Sydney. Her winning design became the emblem for their uniforms, website, and the revered Aboriginal Health Unit within the hospital.

Over the subsequent two years, Lani continued to dazzle with her artistic prowess, attracting commissions from a wide array of people, companies, and organisations. In 2015, she was commissioned by the NSW Police Force to create a painting for the NSW Police Legacy Ball. The artwork was subsequently auctioned to raise funds for police officers and their families and was acquired by then Assistant Commissioner Catherine Burn.

In 2016, Lani's artistic journey took an exciting turn when she was invited to design for the St George Illawarra Dragon's Indigenous round. The team loved her work so much that her painting became the inspiration for their Indigenous Jersey, worn proudly by all the players. The Dragons were so pleased with her designs that she continued to create artworks for their Indigenous rounds for the next four consecutive years, leaving an indelible mark on the team.

Lani's talents knew no bounds, and in 2020, she branched out into Digital design, offering additional services such as Logo design, Digital art, and document design. This collaboration with her canvas artworks allowed customers to access a comprehensive range of artistic services, all in one place.

Her journey towards success reached new heights when she was announced as the winner of the 2016 NAIDOC Poster Competition with her evocative artwork titled "Songlines." This masterpiece served as the theme for the entire 2016 NAIDOC week celebrations across the country, catapulting her career to new heights. During the festivities, Lani was interviewed by local i98 FM and ABC News, where she passionately explained the significance of her design and its cultural impact.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

[www.aboriginalartbylani.com.au](http://www.aboriginalartbylani.com.au)



# 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.	Dec-23	State Managing Principals
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec-23	Australian Leadership Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May-24	Senior Communications Specialist
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	State RAP Champions
	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	State RAP Champions + Senior Communications Specialist
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Oct-23	RAP Champion
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb-24	State Managing Principals
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Dec-23	State RAP Champions
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Jan-24	Introba HR
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb-24	Introba HR



# 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.	Nov-23	Australian Leadership Team
	Conduct a review of cultural learning needs within our organisation.	Nov-23	State RAP Champions + Australian Leadership Team
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.	Nov-23	State RAP Champions
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jan-24	State RAP Champions , Senior Communications Specialist & HR
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.	Jun-24	RAP Champion
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun-24	RAP Champion + State RAP Champions
	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul-24	State RAP Champions



## 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.	Nov-23	Australian Leadership Team
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov-23	Australian Leadership Team + Introba HR
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.	Jan-24	Australian Leadership Team
	Investigate Supply Nation membership.	Oct-23	Australian Leadership Team

ABORIGINAL ART BY  
LANI



## 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.	Oct-23	Australian Leadership Team
	Draft a Terms of Reference for the RWG.	Nov-23	Australian Leadership Team
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan-24	State RAP Champions + Australian Leadership Team
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Nov-23	RAP Champion + State RAP Champions
	Engage senior leaders in the delivery of RAP commitments.	Nov-23	RAP Champion + Australian Leadership Team
	Appoint a senior leader to champion our RAP internally.	Nov-23	Australian Leadership Team
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Dec-23	Australian Leadership Team + Senior Communications Specialist
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	Senior Communications Specialist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Senior Communications Specialist
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Senior Communications Specialist
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.	May-24	Senior Communications Specialist

## Contact details

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