

RECONCILIATION
ACTION PLAN

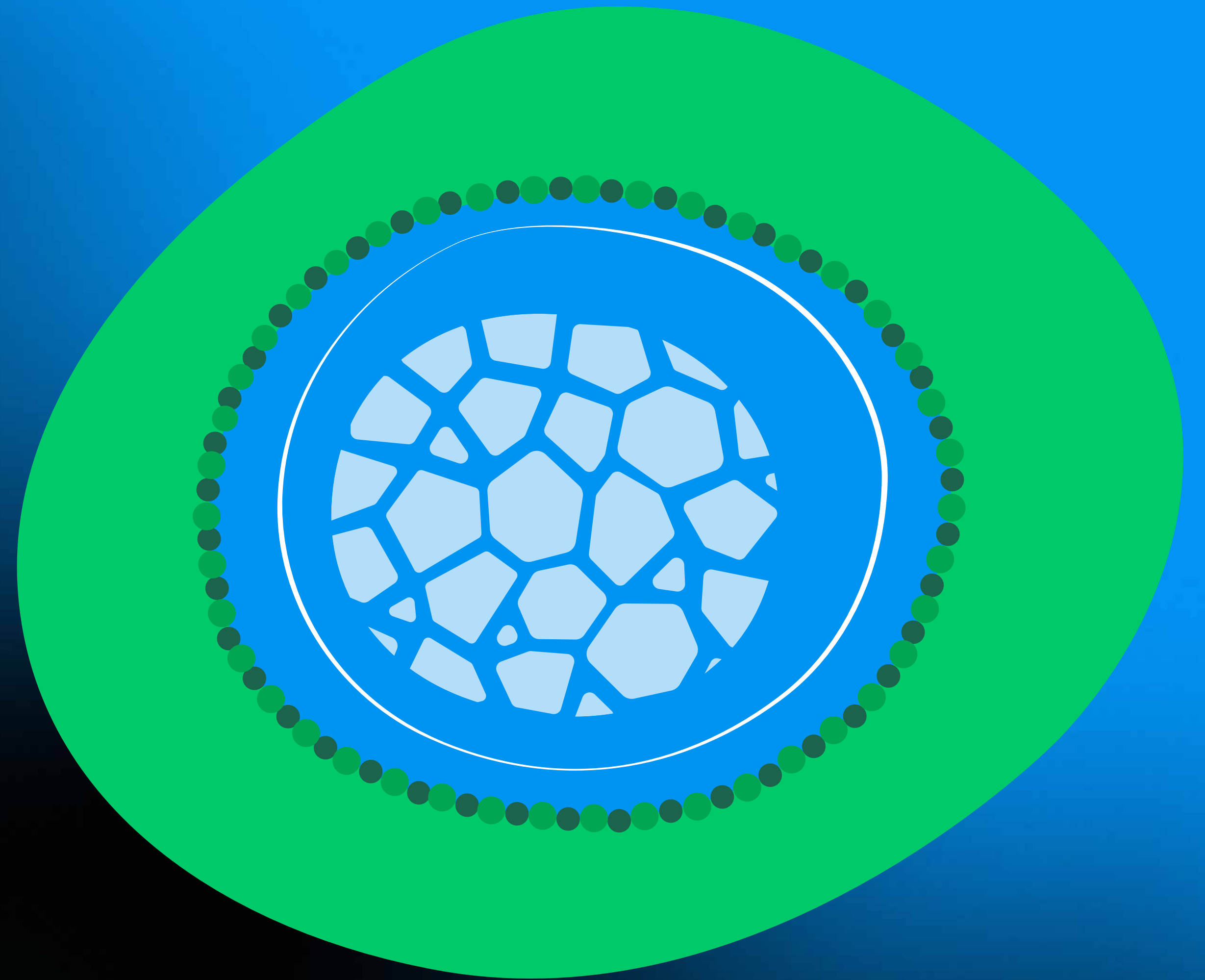
REFLECT

September, 2023 –
September, 2024

juicebox

Contents

Acknowledgement of Country	3
Managing Director's Statement	4
Reconciliation Australia's Welcome	5
About Juicebox	6
Our Values	7
Meet the RAP Working Group	8
Our RAP	9
Impact & Inspire	10
The Path Forward	11
Action Plan	12



Acknowledgment of Country

Juicebox acknowledges the Whadjuk people of the Noongar nation, the Traditional Custodians of the land on which we live, work and play. We recognise the spiritual and cultural significance of the Whadjuk people's 60,000+ year relationship to the land, and pay our respects to Elders past, present and emerging. We are honoured to begin our first step towards reconciliation.

Always was, always will be.



Managing Director's Statement

On behalf of Juicebox, I would like to acknowledge the Whadjuk people of the Noongar nation as the Traditional Owners of the land we live and work on.

Since Juicebox's inception in 2008, we're proud to have partnered with First Nations organisations across many industries, including art, commerce and construction.

Australia's First Nations people have thousands of years of history, culture and storytelling to draw from, and as a result, our collaborations have become some of our most impactful work. I'm even prouder that we are now embracing a Reconciliation Action Plan led by senior management and driven by our wonderfully passionate staff.

I must acknowledge that this is just the beginning. Tokenism is something I reject. For this reason, the series of initiatives detailed within our RAP mark only the start of a movement,

a shift in mindset and our drive to learn and understand further. There is no immediate solution for the wrongs of the past. However, together we can continue to move towards reconciliation.

The core theme of our RAP is to promote cultural understanding and awareness within our small organisation. While we may only be a small independent agency with 50 people, we have committed to utilising our brand as a vehicle to influence many multiples of our size through the reach of technology.

We should never forget that our nation is home to Earth's oldest living culture. That's a lucky country.

Chris Nelson
Co-Founder & Managing Director



Statement from CEO of Reconciliation Australia

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

Juicebox 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 Juicebox 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 Juicebox, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

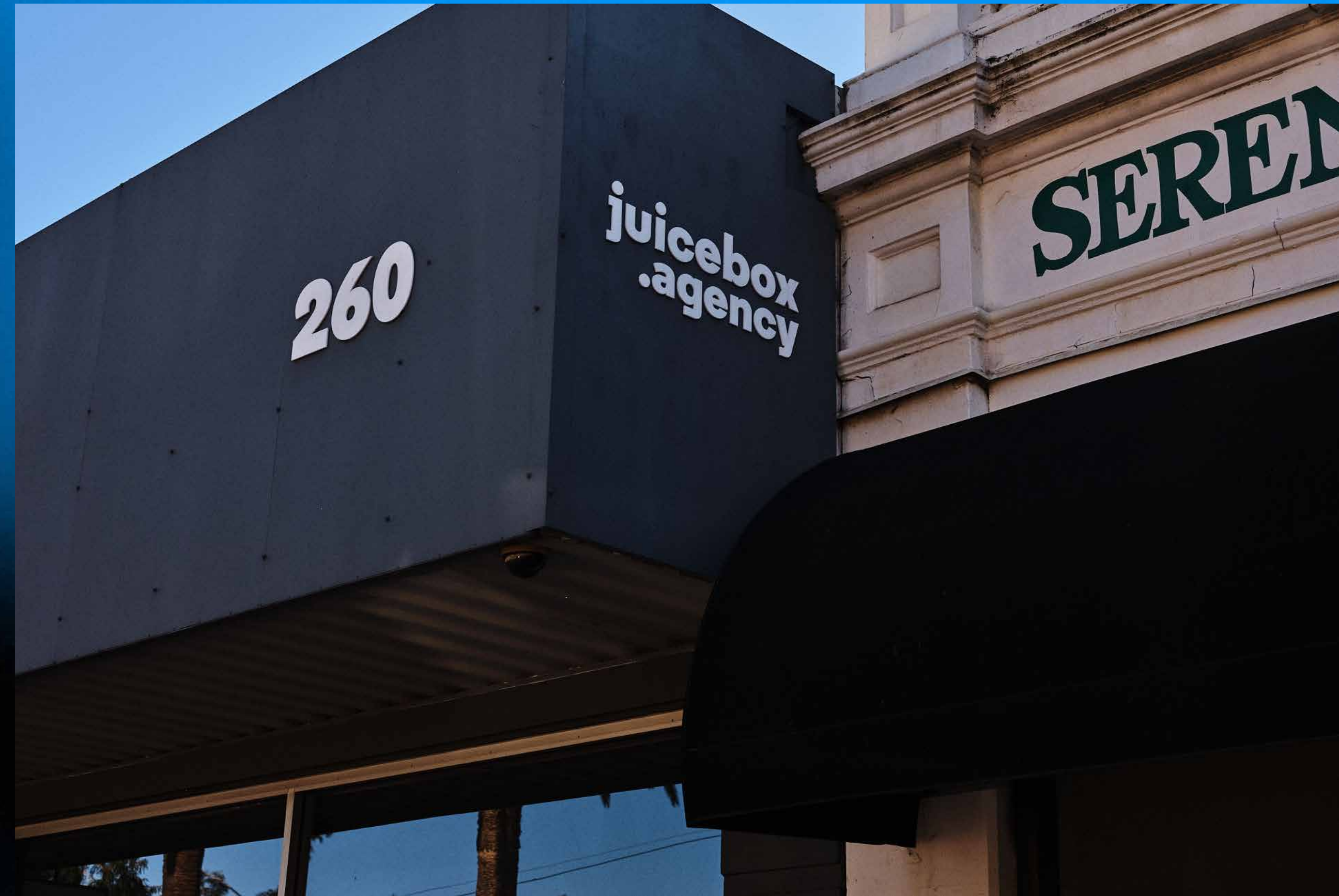
Karen Mundine
Chief Executive Officer
Reconciliation Australia



We create digital products and experiences that deliver impact at scale.

Through the lens of strategy, experience design and technology, Juicebox creates digital experiences that deliver meaningful and measurable impact. For over 15 years, we have built world-class, unforgettable digital experiences that have empowered ambitious businesses to lead the future. We now employ 50 open-minded and multi-passionate people in our digital agency in Boorloo. Currently our agency does not employ any First Nations people, although this is a key consideration moving forward.

The culture of our agency is integral to our business. With a shared purpose to impact and inspire, we thrive on social and cultural engagement, striving to build relationships within and beyond our agency. And as we reflect and refocus through this RAP, we look forward to fostering relationships with Aboriginal or Torres Strait Islander communities and broadening our cultural understandings as we work towards reconciliation.



Responsible for our actions

Walking the talk, owning the outcome
and making damn meaningful work.

Driven by curiosity

Continually creating, shaping and
responding to the ever-changing world.

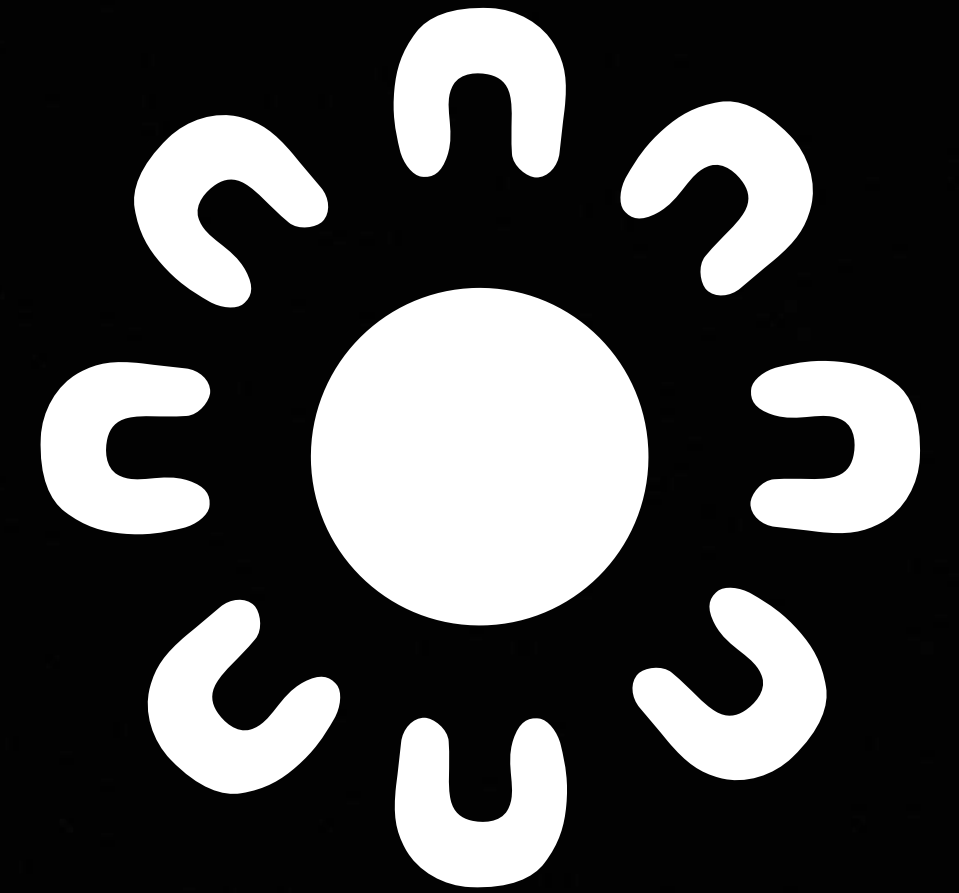
Committed to the craft

From first light to late-night, from big idea to
tiny detail, we're forever pursuing excellence.

Positive by nature

Always supportive of others, and
never shy about having a good time.

Meet the RAP Working Group



Our dedicated RAP Working Group spans four Juicebox departments – creative, accounts, marketing and leadership. We meet weekly to discuss our RAP progress and roles & responsibilities for the following week. We have a dedicated RAP leader, Digital Strategy Director, Darren Harper, who is responsible for driving internal engagement and awareness of the RAP initiatives in the leadership team and throughout the wider agency.



Darren Harper
Digital Strategy
Director



Hayden Garrard
Senior Account
Manager



Naomi Faye
UX Content
Design Lead



Vince Baker
Digital Consultant

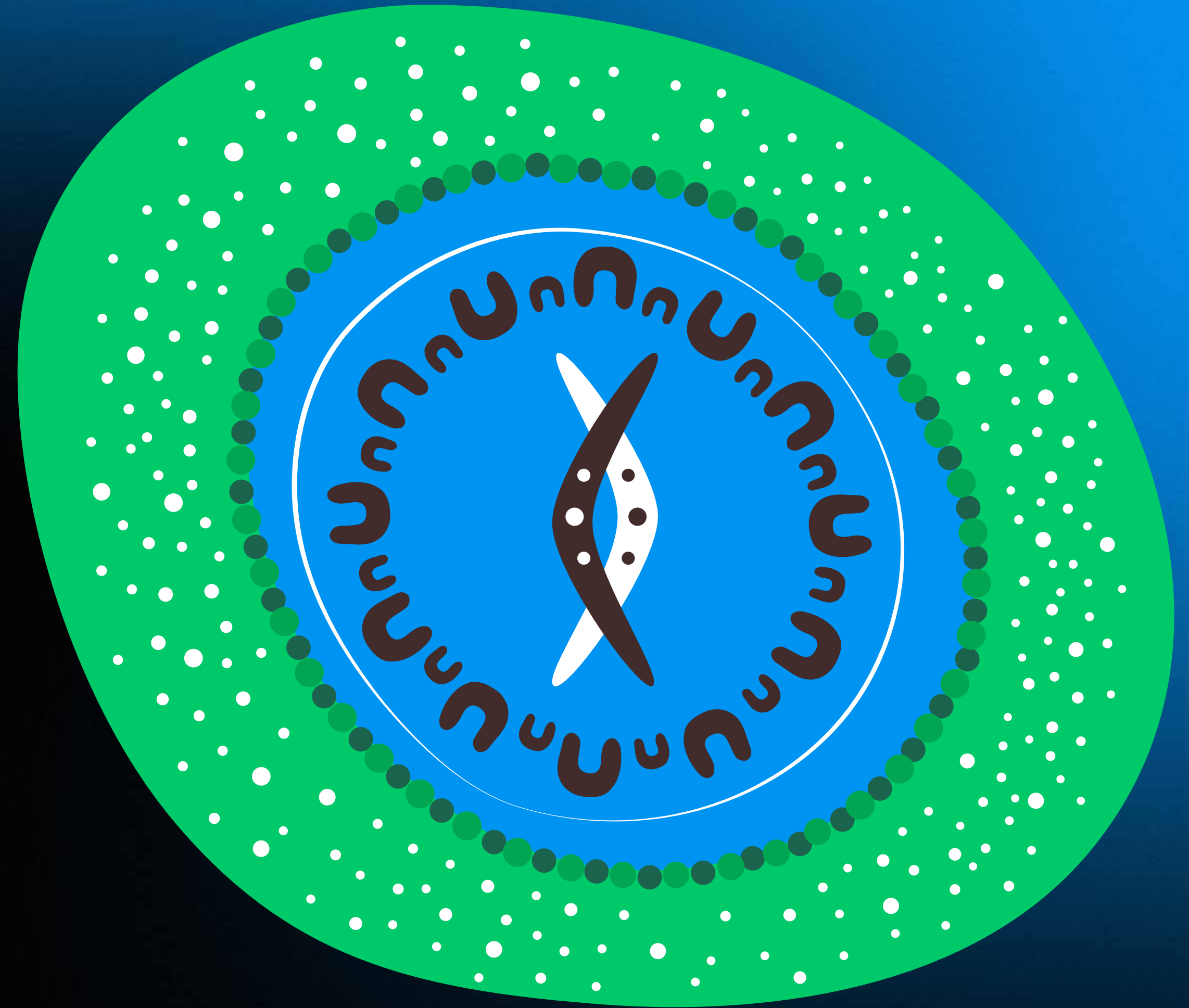


Rachel Thwaites
Senior Motion
Designer

Our RAP

Our value 'Responsible for our actions' is one that drives us to engage with our community and make positive change. In early 2022, Juicebox organised an Australia Day Yarning Webinar by Evolve Communities called, 'How to Be An Ally On Australia Day'. The webinar opened up discussions around the inequity and inequality between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.

Juicebox is a values-driven business and we discuss our values openly and honestly. Through our conversations, we realised that although we contribute to the community in other ways, not much had been done around reconciliation. We all agreed that working towards equity and equality is important to us, but we didn't know where to start. We decided that developing a RAP would enable us to begin our reconciliation journey and live our values.



What reconciliation means to us

Reflections from our team

“Educating the community on how white Australia’s actions have impacted First Nations communities. If we don’t embrace reconciliation, current and future generations are equally as accountable as previous generations.”

“Walking alongside First Nations people to understand our country better.”

“Acknowledging the immense pain and suffering white Australians have inflicted on First Nations people, and how the effects of oppression still exist today. Eradicating the disparity between white Australians and marginalised groups to make our country more equitable and inclusive. Taking responsibility as a business to be an First Nations ally and standing up for First Nations rights.”

“Using our collective voice and position to make a difference, regardless of how small it may seem. It all contributes to the journey. We want to show up as allies for Australia’s First Nations people.”

“It starts with acknowledging that we live on stolen Aboriginal land – the land of the oldest continuing living culture in the world. As a result of colonisation, First Nations people were cruelly persecuted and oppressed. Attempts were made – and are still being made – to wipe out their rich and unique culture.”

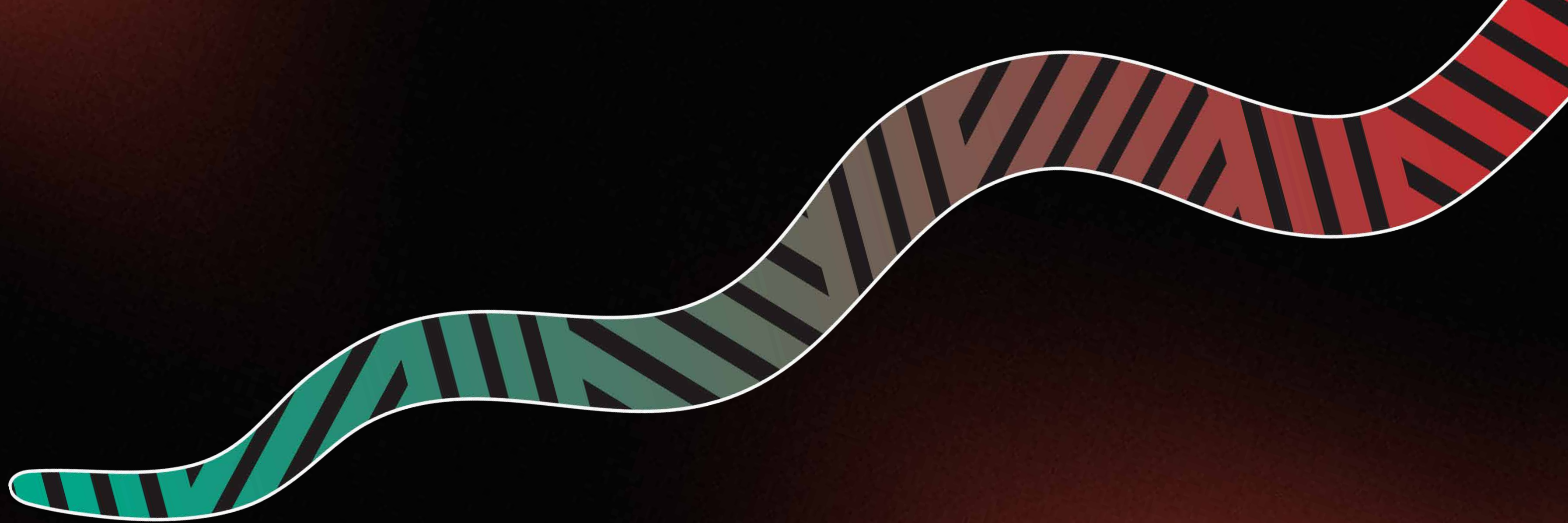
“There’s a huge gap between what I experience as a white Australian and what First Nations people experience in regards to employment, standard of living, health and education. Reconciliation is about unity and respect between First Nations people and other Australians. The goal is to build relationships, and create equity and equality to close the gap.”

“Recognising Aboriginal and Torres Strait Islanders as the Traditional Owners of this land. It’s about the relationship between the broader Australian community with First Nations people, and learning and celebrating the rich diversity, cultures and histories.”

“To be ‘reconciled’ in the accounting sense is to be balanced. I understand it to be the rebalancing of power structures set in place by colonial elements to ‘even out’ the disparities in opportunity, ownership, and outcomes across First Nations people and non-Indigenous people.”



The path forward



“Reconciliation means acknowledging how colonialism has impacted First Nations people, and how the effects of oppression still exist today.

It means doing everything in our power to eradicate the disparity, and make our country more equitable and inclusive.”

Juicebox team member

Although we wish we were living in a reconciled world, we know First Nations people still don't experience equality and equity in Australia. As a business, we have the power to contribute to change through the Five Dimensions of Reconciliation – Race Relations, Equality and Equity, Institutional Integrity, Unity and Historical Acceptance.

Our influence is not lost on us, but the change needs to start from within. We commit to increasing our understanding and growing respect for First Nations people through education and reflection within our organisation.

We commit to building and strengthening relationships with First Nations people through community engagement, working relationships and employment opportunities. We look forward to raising awareness for reconciliation in our sphere of influence.

By collectively taking action on the RAP that follows, we can better value, respect and engage with First Nations people, and make their rich cultures a proud part of our shared national identity. This RAP is just the beginning.

Relationships

The Reconciliation Action Plan

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.	November 2023	Digital Consultant
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2024	UX Content Design Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Senior Account Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2024	Senior Account Manager
	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	Senior Account Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	September 2023	Senior Motion Designer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2023	Senior Motion Designer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2023	Senior Motion Designer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2024	UX Content Design Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	UX Content Design Lead

Respect

The Reconciliation Action Plan

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.	February 2024	UX Content Design Lead
	Conduct a review of cultural learning needs within our organisation through an all staff survey.	February 2024	Senior Account Manager
	Arrange sessions for RAP group research, visiting Elders in community and partaking in short education courses.	February 2024	UX Content Design Lead / Senior Account Manager
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.	February 2024	Digital Consultant
	Acknowledge traditional lands within each office space through use of signage and / or plaques.	November 2023	UX Content Design Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2023	Senior Account Manager
	Renaming of office meeting room/s: Propose to staff and management team, that our main meeting room name pays tribute to local Aboriginal and Torres Strait Islander peoples name or location name. E.g. Local native and endangered birds that sing and nest nearby – "Karrak" (Red Tailed Black Cockatoo).	November 2023	UX Content Design Lead / Digital Strategy Director
	Add an Acknowledgement of Country and alternative Noongar name of West Leederville to our website.	September 2023	Digital Strategy Director
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	Senior Account Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Senior Account Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Senior Account Manager

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2024	Digital Consultant
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2024	HR Manager / Digital Strategy Director
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.	January 2024	HR Manager / Digital Strategy Director
	Investigate Supply Nation membership.	January 2024	Senior Account Manager

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.	September 2023	Senior Account Manager
	Draft a Terms of Reference for the RWG.	September 2023	Senior Account Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2023	Digital Strategy Director
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2023	Senior Account Manager
	Engage senior leaders in the delivery of RAP commitments.	September 2023	Digital Strategy Director
	Appoint a senior leader to champion our RAP internally.	September 2023	Digital Strategy Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2023	Senior Account Manager
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	Digital Strategy Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1st August, annually	Digital Strategy Director
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 June, annually	Digital Strategy Director
14. Promote positive race relations through anti-discrimination strategies.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2024	Digital Strategy Director

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Cover artwork & internal illustrations
by **Andrew Taylor-Kickett**. You can hear
Andrew's full description of his artwork
in the RAP artwork animation.

[Watch RAP artwork animation](#)

