

Fuller

**Reflect
Reconciliation
Action Plan**

**May 2023 —
April 2024**



Statement from CEO of Reconciliation Australia



Karen Mundine,
Chief Executive Office,
Reconciliation Australia
(Photo by Joseph Mayers)

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

Fuller Brand Communication 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

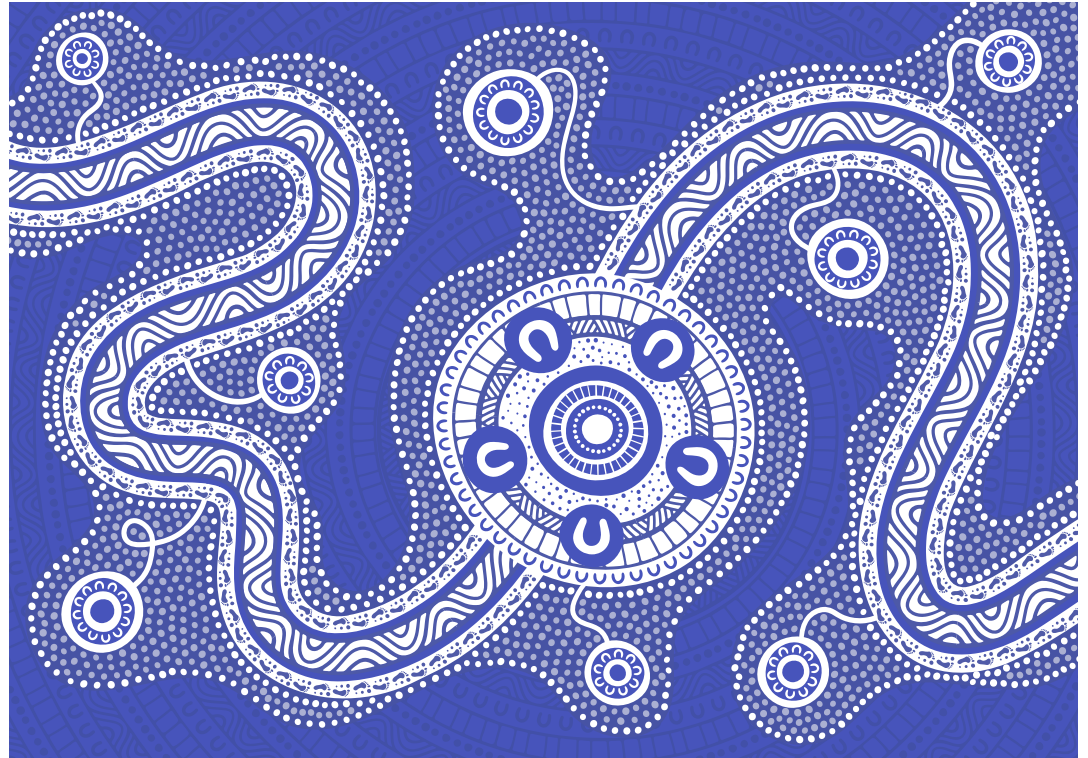
increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Fuller Brand Communication 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 Fuller Brand Communication, 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 RAP artwork



The artwork, by Njarrindjeri artist Jordan Lovegrove, captures the essence of Fuller and its 'For Good' journey, encompassing the company's evolution over the past 30 years and its commitment to Reconciliation and positive change.

The central focus of the artwork is the meeting place, symbolizing Fuller as a communication agency. Surrounding it are five people symbols, representing the Fuller Values: Imagine, Grow, Respect, Perform, and Enjoy. The large pathway extending through the artwork signifies Fuller's 'For Good' journey. Along this pathway are smaller meeting places, representing the communities, clients, and individuals that Fuller has supported and collaborated with. These connections highlight Fuller's dedication to storytelling, using its expertise to empower and uplift those it engages with.

The artwork encapsulates Fuller's journey, values, and mission to drive positive change through storytelling and Reconciliation, guided by the wisdom and partnership with Aboriginal and Torres Strait Islander storytellers. It symbolizes a strong, passionate, and united team to build and guide brands that make a meaningful impact on people's lives.

Our business



Fuller Brand Communication (Fuller) is an independent, integrated brand communication agency.

Founded by Peter Fuller in 1993, Fuller is a second generation family business that employs 30 strategic and creative specialists from its offices in Adelaide (Kaurna land) and Sydney (Gadigal land).

We call ourselves the 'creative kind'. Giving more and taking less is our agency's ethos.

In 2020, we became the first marketing agency in Australia to achieve carbon neutral certification. Soon after, we were awarded B Corp certification, acknowledging our commitment to ethical

employee, supplier and client relationships. We have since launched a range of other "for good" initiatives, including the Fuller Fellowship (awarded to one staff member each year to pursue an area of professional development) and a program of strategic support for arts organisations such as Guildhouse and individual artists.

Now, we're committed to learning from and working with the world's oldest storytellers – Aboriginal and Torres Strait Islander people – to achieve reconciliation in Australia. While we have a diverse and inclusive workforce – more than 25 per cent of our staff are migrants hailing from countries including Dubai, India,

Columbia, China, UK, Scotland and Germany – none are of Aboriginal or Torres Strait Islander descent.

To formalise our commitment to reconciliation, we're developing our first Reflect Reconciliation Action Plan (RAP).



Our RAP



Tommy Hicks from Yuntulun Consulting facilitating our RAP process.

As a family company — not just family owned and managed, but also an employer of more than 30 families — we feel a heightened sense of responsibility to contribute to a society that we are proud to hand on to our children and grandchildren.

To achieve this, it is important to us that we acknowledge our accountability for the historical wrongs committed against First Nations people, and advocate for a national culture based on mutual respect, tolerance, equality and equity.

To help build our knowledge, understanding and appreciation for Australia's First Nations peoples, we're grateful to have Tommy Hicks — a Yamatji man and co-founder of Yuntulun Consulting — guiding us on our journey as we develop our first RAP.

We engaged Tommy in October 2021, and in the past 19 months, our entire staff have embarked on an inspirational and life changing program of reflection, education and awareness in the lead up to launching our Reflect RAP. In 2023, we are ready to lodge our RAP, and continue our journey of reconciliation led by Fuller's RAP Champion, Olivia Fuller, Agency Manager, and Fuller's RAP Working Group.

Our RAP Working Group includes staff from across the Agency, including:

- Account Director
- Agency Manager
- Agency Coordinator
- Communications Consultant
- Senior Designer
- Senior Website Developer
- Communications Director
- Motion Graphics Designer
- Integrated Creative

While no RAP Working Group members identify as Aboriginal or Torres Strait Islander, Tommy attends and contributes to each meeting. We are committed to increasing representation of First Nations people within our Working Group through the various initiatives outlined in this RAP.

Our partnerships/ current activities



Our journey towards reconciliation began in early 2022, by undertaking an organisation-wide cultural audit which helped us assess our level of cultural competence across a range of topics. We received a score of 12/35:

“We’ve got some work to do. Your organisation could be perceived as unaware or unwelcoming to First Nations clients or employees.”

The audit revealed an immediate need to build awareness and knowledge of Aboriginal and Torres Strait Islander people, culture and

history. Tommy developed and delivered three bespoke workshops — one about Country and the AIATSIS map of Indigenous Australia; one about media representation and bias; and one about days and dates of significance — addressing identified gaps in staff knowledge.

We established a RAP Working Group, comprising nine staff members from across the organisation — including executive management and Tommy Hicks, a Yamatji man and co-founder of Yuntulun Consulting. The Group meets on a monthly basis. Actions have included the introduction of an

Acknowledgement of Country, performed by staff members on a rotational basis at the beginning of our Agency’s Work in Progress (WIP) full team meetings on Monday mornings. This has now become a profound opportunity for reflection and gratitude. Staff have also participated in National Reconciliation Week and NAIDOC Week events, and new staff are provided the opportunity to meet with Tommy in an intensive one-on-one session to introduce them to our RAP program.

In late 2022, we formalised our vision for reconciliation:

“At Fuller, our vision for reconciliation is one in which all Australians acknowledge our accountability for the historical wrongs committed against First Nations people. This will lift us all up, and empower and strengthen our resolve to advocate for a national culture based on mutual respect, tolerance, equality and equity. As a communication agency, our strength lies in our ability to lead change through the power of storytelling. We are committed to learning from, and working with, the world’s oldest storytellers — Aboriginal and Torres Strait Islander peoples — to promote reconciliation. For us, this means amplifying stories that celebrate Aboriginal and Torres Strait Islander culture, diversity, strength and resilience; developing employment and training pathways for First Nations peoples; and empowering our staff, clients and wider networks to work towards a fairer, kinder society.”

Our partnerships/ current activities



Fuller closed out 2023 with a second cultural audit. Thanks to the activities undertaken throughout the year, our score increased to 19/35:

“Further learning is needed for your organisation to implement meaningful programs and support. However, you’re on your way.”

In 2023, we plan on continuing many of the initiatives commenced in 2022, and intend to strengthen our commitment to reconciliation by:

- Lodging our ‘Reflect’ Reconciliation Action Plan (RAP) with Reconciliation Australia for endorsement;
- Publishing and launching our RAP publicly;
- Growing our network of Aboriginal people, communities and businesses;
- Undertaking Cultural Competency training for all staff;
- Documenting a policy outlining how, when and why to deliver Welcome to Country and Acknowledgement to Country in relation to

- events organised on behalf of our clients, and at client meetings;
- Undertaking another cultural audit; and
- Launching targeted recruitment and/or internship initiatives for Aboriginal and Torres Strait Islander peoples at our Agency.



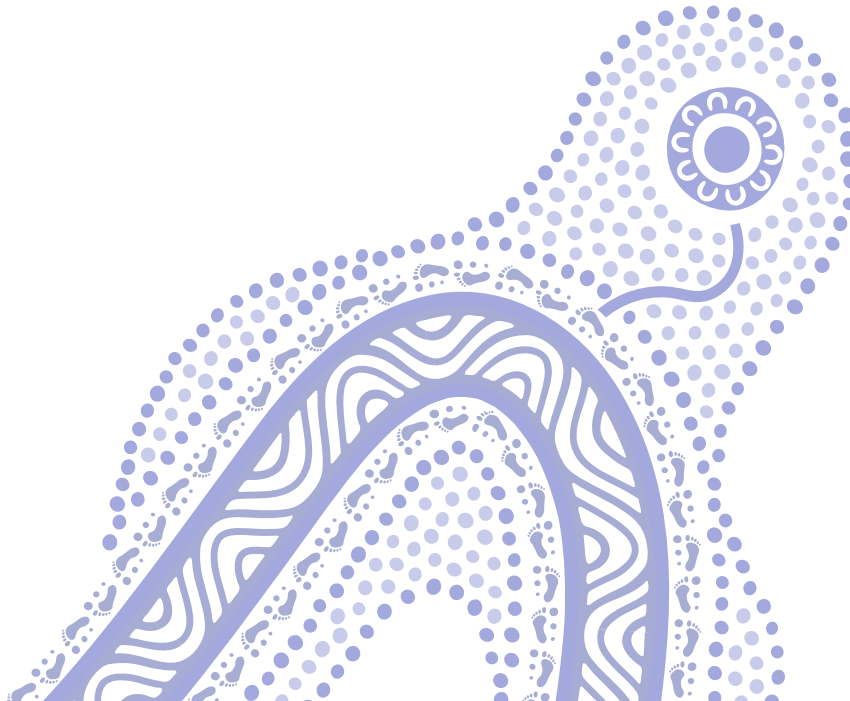


Relationships

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.	May 2023	Senior Communications Consultant
	○ Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Senior Communications Consultant
2. Build relationships through celebrating National Reconciliation Week (NRW).	○ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Senior Web Developer
	○ RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2023	Senior Web Developer/ All RAP WG members
	○ 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 Web Developer
3. Promote reconciliation through our sphere of influence.	○ Communicate our commitment to reconciliation to all staff. This was achieved in 2022, however, will be reaffirmed when Fuller publicly launches its Reflect RAP.	May 2023	Senior Communications Consultant
	○ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2023	Senior Communications Consultant
	○ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2023	Senior Communications Consultant
4. Promote positive race relations through anti-discrimination strategies.	○ Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	Agency Manager
	○ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Agency Manager

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.	○ Research effective cultural learning strategies in similar organisations to understand best practices for our future cultural learning strategy.	May 2023	Senior Communications Consultant
	○ Conduct a cultural audit to assess our level of cultural competence across a range of topics.	November 2023	Integrated Creative
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	○ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing (Review November 2023)	Account Director
	○ Continue to innovate new ways to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2023	Account 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 2023	Senior Designer
	○ Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Senior Designer
	○ RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Senior Designer/ RAP Working Group



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.	July 2023	Agency Manager
	○ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	Agency 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.	June 2023	Agency Coordinator
	○ Investigate Supply Nation membership.	June 2023	Agency Coordinator





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.	Ongoing (Review October 2023)	Senior Communications Consultant/Agency Manager
	○ Review and update Terms of Reference for the RWG.	October 2023	Senior Communications Consultant
	○ Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2023	Senior Communications Consultant
11. Provide appropriate support for effective implementation of RAP commitments.	○ Define resource needs for RAP implementation.	May 2023	Senior Communications Consultant/ Agency Manager
	○ Continue to engage senior leaders in the delivery of RAP commitments.	Ongoing (Review October 2023)	Senior Communications Consultant/ Agency Manager
	○ Appoint a senior leader to champion our RAP internally.	May 2023	Senior Communications Consultant/ Agency Manager
	○ Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2023	Senior Communications Consultant
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 Consultant
	○ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Senior Communications Consultant
	○ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Senior Communications Consultant/Agency Manager
13. Continue our reconciliation journey by developing our next RAP.	○ Register via Reconciliation Australia's website to begin developing our next RAP.	February 2024	Senior Communications Consultant/Agency Coordinator



Fuller

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