

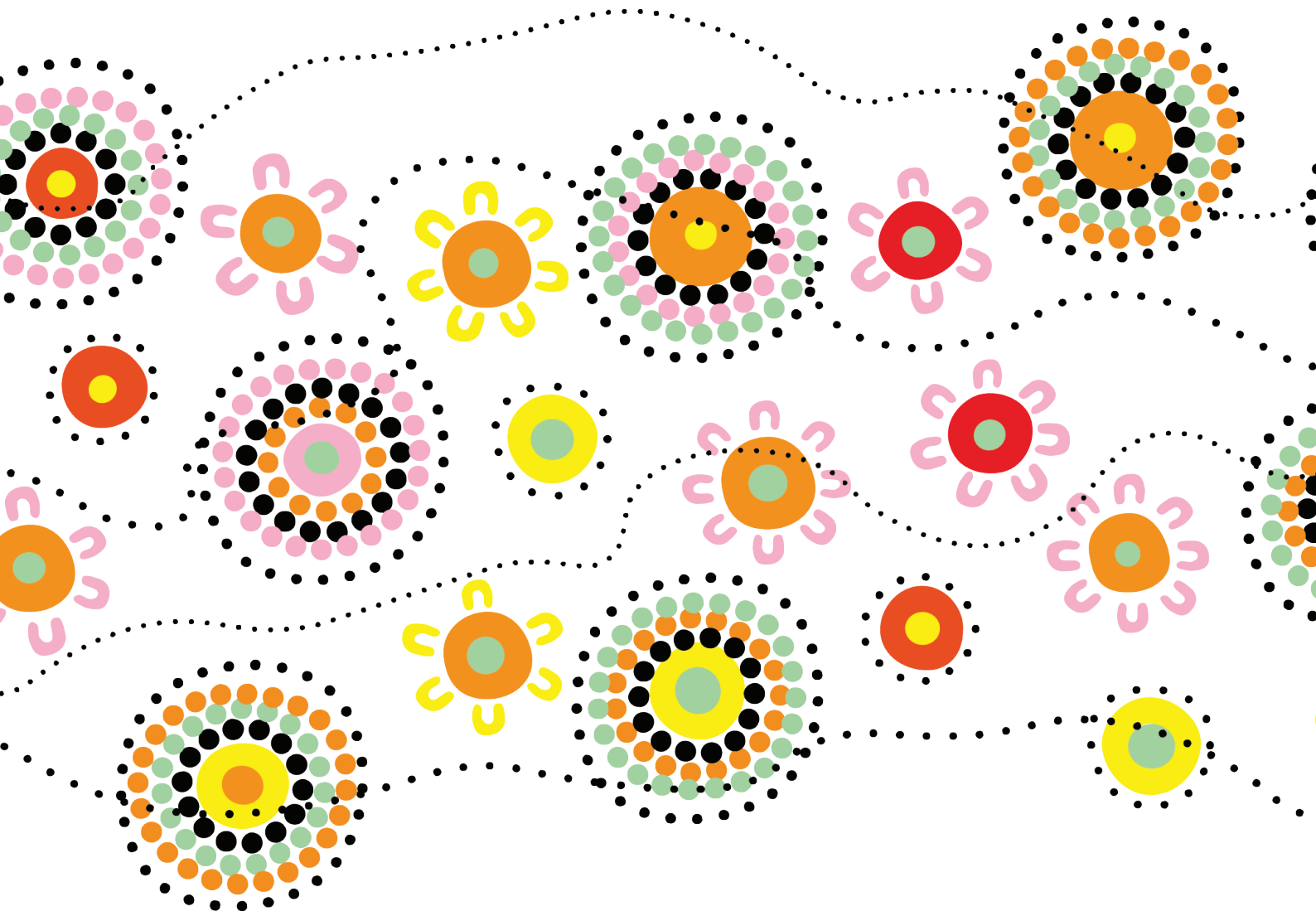
Cultural Perspectives Group Innovate Reconciliation Action Plan

March 2025 to March 2027



RECONCILIATION
ACTION PLAN

INNOVATE



About the Artwork and Artist

This artwork (on the cover page) is referencing the use of dots in Central-Western Desert art and other graphic devices from Aboriginal art that represent meeting places, men and women at meeting sites and camp sites.

These have been used to illustrate people collaborating in small groups working together, communal storytelling and ultimately working respectfully together towards reconciliation.

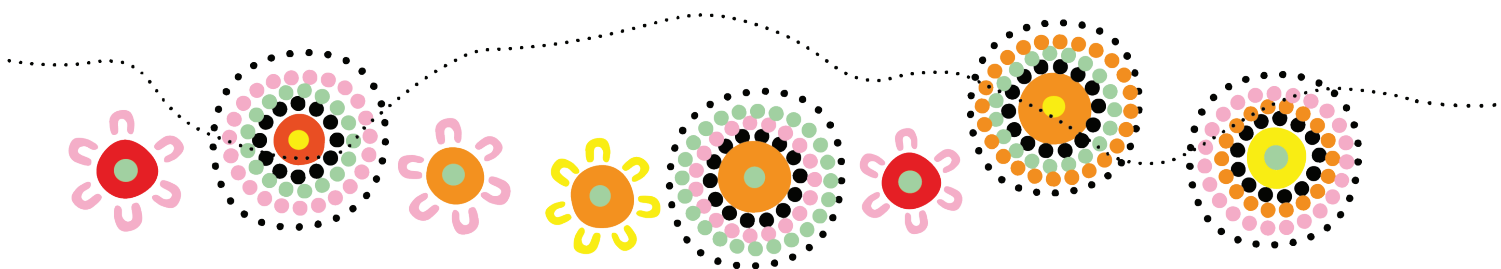
The artwork also includes stars and dreaming tracks, or intent, that connect these collaborative efforts to track towards concrete actions and goals for the broader vision of a positive future for Aboriginal and Torres Strait Islander people.

Cassie Willis (Ngemba/Yuwaalaraay, Brewarrina NSW) is a freelance graphic designer currently studying a Bachelor of Design (Visual Communication) at the University of Technology Sydney. Cassie is also an administration co-ordinator at the Jumbunna Institute for Indigenous Education and Research at UTS.

Acknowledgement of Country

Cultural Perspectives Group (CPG) recognises Aboriginal and Torres Strait Islander Peoples as Australia's First Peoples and Traditional Owners, and respects their ongoing connection to the lands, skies, waters, plants and animals of this nation. As a company focussed on the celebration and fostering of cultural diversity, Cultural Perspectives Group wishes to uphold its commitments to celebrating and advocating of Aboriginal and Torres Strait Islander peoples' rights, languages, diversity, cultures and customs.

The Cultural Perspectives Group would like to acknowledge the Traditional Custodians of the lands on which we meet and work, the Gadigal people of the Eora Nation. We pay our respects to the Elders past, present and future.



Innovate RAP CEO statement

Reconciliation Australia commends Cultural Perspectives on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cultural Perspectives continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cultural Perspectives will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cultural Perspectives using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cultural Perspectives to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cultural Perspectives will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Cultural Perspectives's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Cultural Perspectives on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer

Reconciliation Australia



Our Vision for Reconciliation

Our vision for reconciliation is a society which recognises and respects Aboriginal and Torres Strait Islander Peoples as First Australians, with modern multicultural Australia building on this to strengthen relationships across communities. Our vision for reconciliation is a change in mindset and behaviours across all Australians including government, organisations and communities.

We will look to build stronger, long-lasting relationships with Aboriginal and Torres Strait Islander communities, individuals and businesses and value their contributions to our work.

We will aim to connect and engage the multicultural and migrant sectors with Aboriginal and Torres Strait Islander peoples, organisations and individuals. We will build respect and opportunities for Aboriginal and Torres Strait Islander peoples in the cultural diversity space.

Our business

The Cultural Perspectives Group operates on the land of the Gadigal and Wangal people of the Eora Nation, in Redfern in Sydney. Our work regularly takes us to many First Nations across Australia.

Founded in 1994, Cultural Perspectives Group comprises of three business divisions dedicated to connecting with diverse communities in Australia through delivering high-quality research, successful engagement, and effective multicultural communications campaigns. We combine the expertise and capacity of three brands to connect diverse communities and government, civil society and the corporate sector through culturally safe exchanges of information, stories and experiences.

Cultural Perspectives Communications, offer new ways of communicating with non-English speaking communities. We are communications, marketing and translation specialists connecting our clients to Australia's largest and growing market through deep insights and innovative strategies. Our extensive experience and targeted approaches enable us to develop and deliver authentic engagement with multicultural audiences.

Cultural Perspectives Engagement, is the specialist consultancy of the company that focusses on strategic planning and community engagement to deliver culturally capable and responsible environment. We aim to foster a culture of diversity and inclusion through genuine consultation and engagement with culturally and linguistically diverse communities, leaders, and individuals. Our network of long-term relationships with local, regional, and national community organisations in the cultural diversity space allows us to formulate and implement innovative strategies and frameworks for engagement.

Culturally Inclusive Research Centre Australia (CIRCA) was launched in 2004 and is a market leader in delivering high-quality research and evaluation outcomes for and with Aboriginal and Torres Strait Islander peoples and communities and culturally diverse populations for Commonwealth, state, and territory governments, as well as non-government organisations and private companies. Our extensive network of highly skilled Aboriginal and Torres Strait Islander and linguistically diverse consultants brings specialist community and professional knowledge to research and evaluation processes as well as personal and community experience of the issues experienced by these communities throughout Australia. We specialise in conducting research to develop communication strategies for culturally and linguistically diverse groups that are based on an in-depth understanding of their needs, and we place considerable emphasis on ensuring the research is conducted in a culturally appropriate way.

The Cultural Perspectives Group employs 20 people and currently does not employ any staff who identify as Aboriginal and/or Torres Strait Islander people. CIRCA works with an extensive network of highly skilled Aboriginal and Torres Strait Islander and linguistically diverse consultants located in all states and territories across Australia.

Our RAP

Cultural Perspectives Group focuses on connecting people, communities and organisations for the benefit of a diverse and inclusive society.

The purpose of the RAP is threefold:

- To establish new relationships and develop existing relationships with Aboriginal and Torres Strait Islander workers, businesses and communities in our everyday practices.
- To create an environment of knowledge, respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures and ensure that all current and future Aboriginal and Torres Strait Islander staff feel welcome to express themselves.
- To build a workplace that encourages the participation and employment of Aboriginal and Torres Strait Islander peoples through culturally sensitive human resources policies, cultural protocols and inclusive business practices.

We wish to see the RAP as Cultural Perspectives Group's next progressive step in working toward reconciliation in Australia.

Our RAP will be championed by our Managing Director, Pino Migliorino, with direct support from the board. The RAP work is led internally by a RAP Working Group with a representative from each staff team nominated to the Group. These representatives include: Engagement Lead, Office Manager, Principal Consultant, Account Manager and Administration Officer. Included in the RAP Working Group is our Aboriginal Associate, who will provide relevant and important input into the creation and implementation of our RAP.

Our RAP Journey

At CPG's Strategy Day in 2017, the creation of an organisation-wide RAP was discussed and our RAP journey began in January 2018 when the Reconciliation Action Plan Working Group was formed. Since then, some of our reconciliation-focused community activities have included volunteering with the NSW Reconciliation Council for the Yabun Festival and the 10th Anniversary of the Apology with Special Guest Kevin Rudd. Members of Cultural Perspectives Group attended these events in numerous capacities to support the NSW Reconciliation Council on multiple occasions. We attended the University of Sydney's NAIDOC Event and the Inner City NAIDOC at the National Centre of Indigenous Excellence. Cultural Perspectives Group also host a morning tea during National NAIDOC Week in our Redfern office.

For over 20 years, CIRCA has been working with Aboriginal and Torres Strait Islander communities in remote, regional and urban areas throughout Australia. In the past years, CIRCA has completed significant evaluations, such as the Evaluation of the Cultural, Social, and Emotional Wellbeing Program, Commissioned by the Psyche Foundation or the evaluation of the EON Foundation's Thriving Communities Program for the Department of Health. Currently, CIRCA is working on the second multi-year Evaluation of the Tackling Indigenous Smoking Program, a national program to reduce smoking rates among Aboriginal and Torres Strait Islander peoples, for the Department of Health.

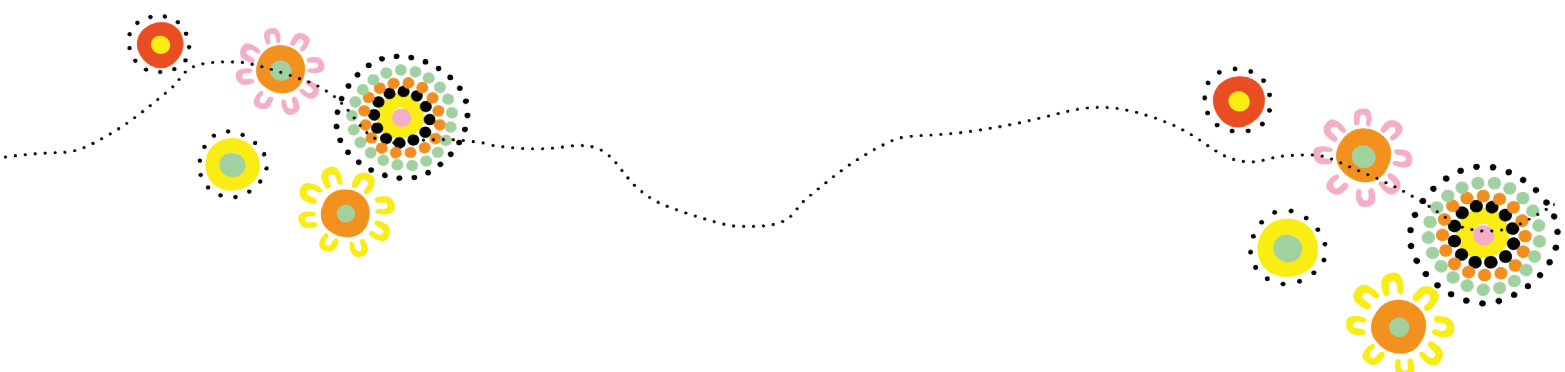
As always, in all these projects, CIRCA works with a team of dedicated, skilled and committed Aboriginal and Torres Strait Islander researchers, who manage and facilitate the consultations, supported by the CIRCA core team.

During the period of our initial RAP, we saw high engagement and support from all staff and board members. Engagement in activities for National Reconciliation Week and NAIDOC week have been consistently high, with the Executive Team and RAP working group members attending many events. Team members were encouraged to attend events, with many attending and sharing events through their own networks. Since the development of the first RAP in 2018, it has become custom for staff to say an Acknowledgement of Country at the start of all meetings, with an Acknowledgement being included in each document and presentation produced by CPG.

Since the launch of our RAP in 2018 we have expanded to a team of 26 people from a wide range of backgrounds. An opportunity for CPG into the near future will be to successfully recruit and retain Aboriginal and/or Torres Strait Islander staff. To date, different recruitment strategies have been utilised across CPG, including advertising in the Koori Mail and ATSI jobs. With a high volume of new staff, during a short period of time, there were significant challenges with undertaking consistent and regular RAP activities. The shift to a 'new way of working' remotely (particularly during the COVID-19 lockdown period) presented challenges in developing meaningful engagement with our RAP. The changes demonstrated a lacked opportunity to undertake forming of new relationships in community, as the physical limitations of being bound to a geographic region in NSW permitted further physical engagement. Additionally, the lack of opportunities for face-to-face engagement meant planned activities for small, medium and large scale activities in community were unable to take place. This shift now positions us to be able to extend our activities and undertake engagement with our RAP through a new approach – enabling remote connection, undertaking hybrid-style events and access to new networks and community once unable to reach.

With a new portfolio of diverse staff, ways of working and connecting, CPG have embraced and renewed our efforts to reconciliation in a new and exciting way.

We consider our RAP journey an opportunity to continue standing with Aboriginal and Torres Strait Islander peoples, to continue learning from Aboriginal and Torres Strait Islander peoples, and to promote a shared understanding of Aboriginal and Torres Strait Islander cultures.



Relationships

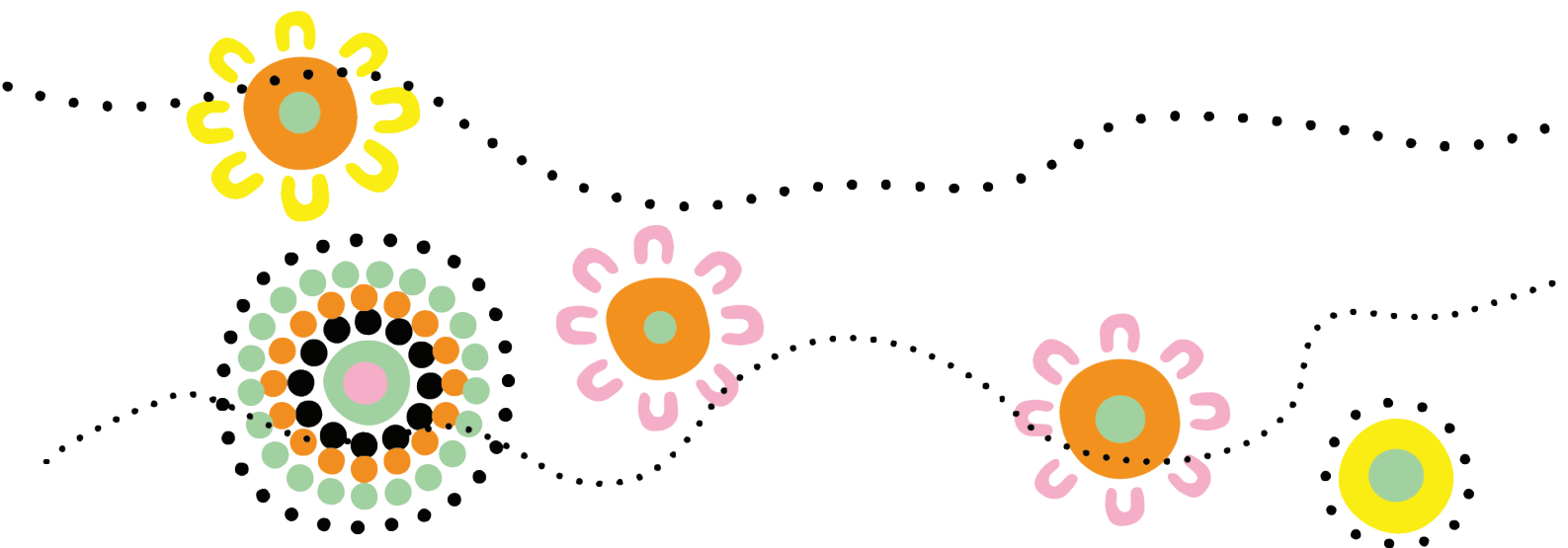


At Cultural Perspectives Group we value the relationships that we have developed with Aboriginal and Torres Strait Islander peoples through our work with our extensive network of consultants and the communities within which we conduct our work. We want to further develop our relationships with Aboriginal and Torres Strait Islander individuals and communities to create a positive future together.

Focus area:

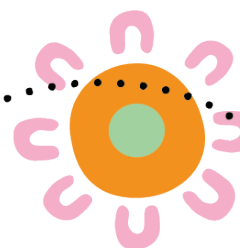
Continue building lasting, meaningful relationships with Aboriginal and Torres Strait Islander peoples, to increase knowledge and understanding, in our employees, and multicultural Australia, of the cultural diversity, challenges and history of Aboriginal and Torres Strait Islander peoples.

Action	Measure	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2025	Lead: Director, Research & Evaluation Support: CIRCA General Manager
	Identify local Aboriginal and Torres Strait Islander stakeholders/ organisations with a focus on Redfern/ Sydney.	April 2025	Lead: Director of Engagement Support: Office Manager
	Maintain connection and relationships with key Aboriginal and Torres Strait Islander peak organisations in areas in which we practice (i.e. ABSEC, AITSIS, NSW Land Council)	April 2025	Director, Research & Evaluation Support: CIRCA General Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	May 2025	Director of Engagement Support: Office Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander communities	May 2025	Director, Research & Evaluation Support: CIRCA General Manager
	Introduce and implement cultural safety protocols in overall work of the business units in the company	June 2025	Lead: Office Manager Support CIRCA General Manager



Action	Measure	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Recognise NRW as a significant organisational event for both understanding and celebration	27 May - June 2025, 2026	Lead: Office Manager Support: CIRCA General Manager
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff: <ul style="list-style-type: none"> In newsletter Signature blocks Promote through CPG social media accounts 	May 2025, 2026	Lead: Office Manager Support: CIRCA General Manager
	Source NRW promotional material and distribute through internal and external networks including posting to social media.	May 2025, 2026	Lead: Office Manager Support: CIRCA General Manager
	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2025, 2026	Lead: Director Engagement Support: Office 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 2025, 2026	Managing Director
	Organise at least one NRW event each year:	27 May – 3 June 2025, 2026	Lead: Office Manager Support: CP Administration & Finance
	Develop a staff personal reflections video: "What Reconciliation means to me..." for distribution on social media.	May 2025	Lead: Senior Graphic Designer Support: Office Manager
Promote reconciliation through our sphere of influence.	Register all our NRW events on Reconciliation Australia's NRW website.	27 May – 3 June 2025, 2026	Office Manager
	Establish RAP agenda items for key internal meetings and standing item on the company board agenda	April, July, October and November 2025, February, April, July and October 2026, February 2027	Lead: Managing Director, Support: Director of Communications
	Communicate our commitment to reconciliation publicly: <ul style="list-style-type: none"> Social media Newsletter RAP feature 	March, August and October 2025, January, March, August and October 2026, January 2027	Lead: CIRCA General Manager Support: Communications Consultant
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2025	Lead: Director of Engagement Support: Office Manager
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2025	Office Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2025	Director, Research & Evaluation

Action	Measure	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	January 2026	Lead: CIRCA General Manager Support: Director of Engagement
	Develop, implement and communicate an anti-discrimination policy for our organisation	March 2026	Lead: Director of Engagement Support: Office Manager
	Conduct a review of HR policies and procedures to ensure they are in keeping with existing anti-discrimination, workplace bullying and harassment	January 2026	Managing Director
	Regularly inform staff of relevant anti-discrimination policies as a basis for good workplace behaviour	March, June, September and December 2025, March, June, September and December 2026, March 2026	Office Manager
	Educate senior leaders on the effects of racism	May, August, November 2025, February, May, August, November 2026, February 2027	Lead: Managing Director Support: Director of Communications
Foster stronger relations between Aboriginal and Torres Strait Islander organisations/ stakeholders and culturally and linguistically diverse stakeholders	Actively communicate to culturally and linguistically diverse stakeholders opportunities for engaging with Aboriginal and Torres Strait Islander organisations/ stakeholders	June 2025, January and June 2026, January 2027	Lead: Managing Director, Support: Director Research & Evaluation,
	Identify and promote the use of Aboriginal and Torres Strait Islander services (i.e. catering/venues/ cultural experts) to culturally and linguistically diverse stakeholders	June 2025, January and June 2026, January 2027	Lead: Managing Director, Support: Office Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	January 2026	Managing Director



Respect

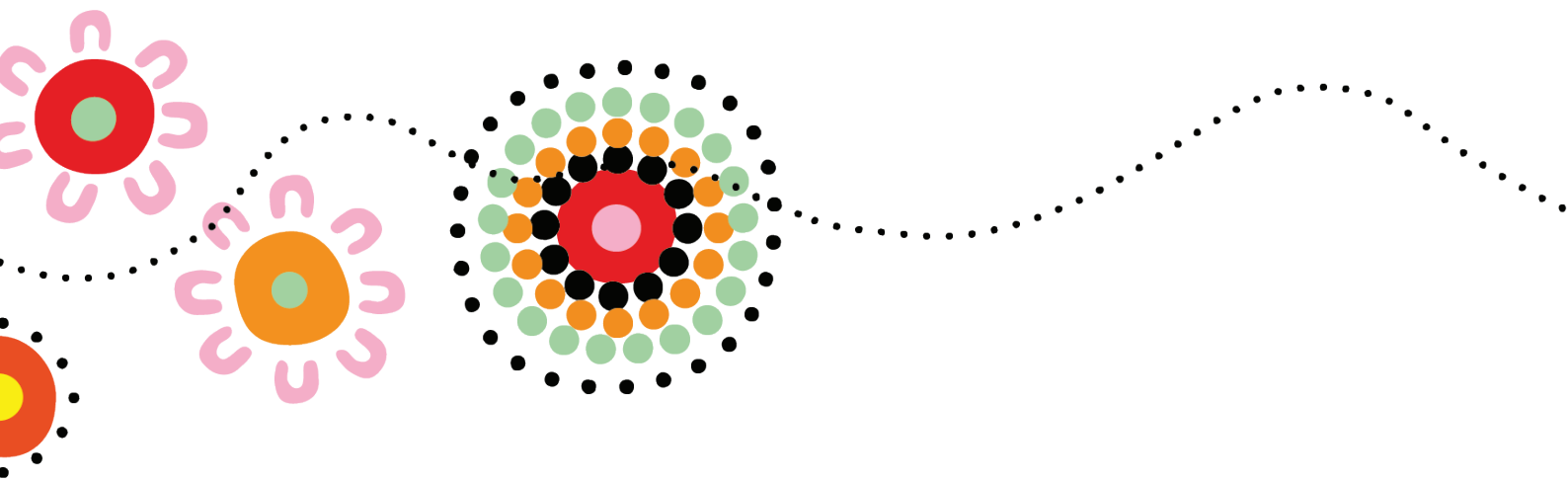


The Cultural Perspectives Group respects the Traditional Custodians of the land in Australia. We believe it is important not only to acknowledge but to respect, celebrate and promote Aboriginal and Torres Strait Islander cultures and histories for the ongoing contributions of Aboriginal and Torres Strait Islander peoples to both the CPG business and our broader community.

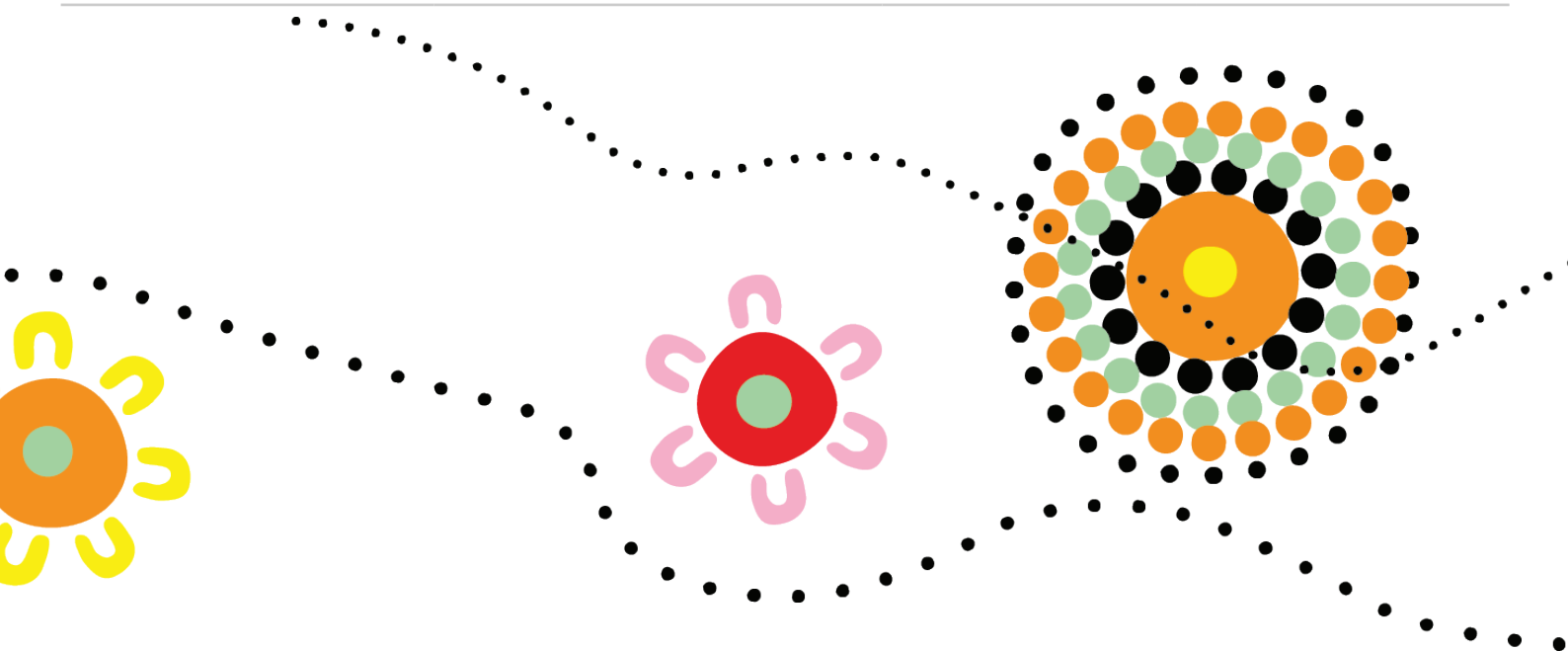
Focus area:

Provide opportunities for staff to learn about Aboriginal and Torres Strait Islander peoples' cultures, customs, traditions and protocols, to strength knowledge and understanding.

Action	Measure	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	January 2026	Director, Research & Evaluation
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	January 2026	Lead: Director Research & Evaluation Support: CIRCA General Manager
	Provide opportunities for staff to participate in formal and structured cultural learning activities.	March 2026	Managing Director
	Develop, implement and communicate a cultural learning strategy document for our staff.	October 2025	Lead: Managing Director Support: Office Manager
	Include a cultural learning assessment through our annual Performance Review process to identify areas of deficit or interest in knowledge about Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	October 2025	Director, Research & Evaluation
	Imbed protocols to recognise and undertake meaningful awareness of the Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through engagement initiatives with culturally and linguistically diverse communities.	October 2026	Director of Engagement



Action	Measure	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Director of Communications
	Develop, implement, and communicate a cultural protocols document for Welcome to Country and Acknowledgement of Country.	June 2025	Office Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025	Office Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.	March, June, September and December 2025, March, June, September and December 2026	Director of Communications
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group required to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Director of Engagement
	Issue communication to staff encouraging participation in NAIDOC Week events as a paid workplace activity.	First week in July 2025, 2026	Office Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Managing Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Director of Research & Evaluation



Opportunities



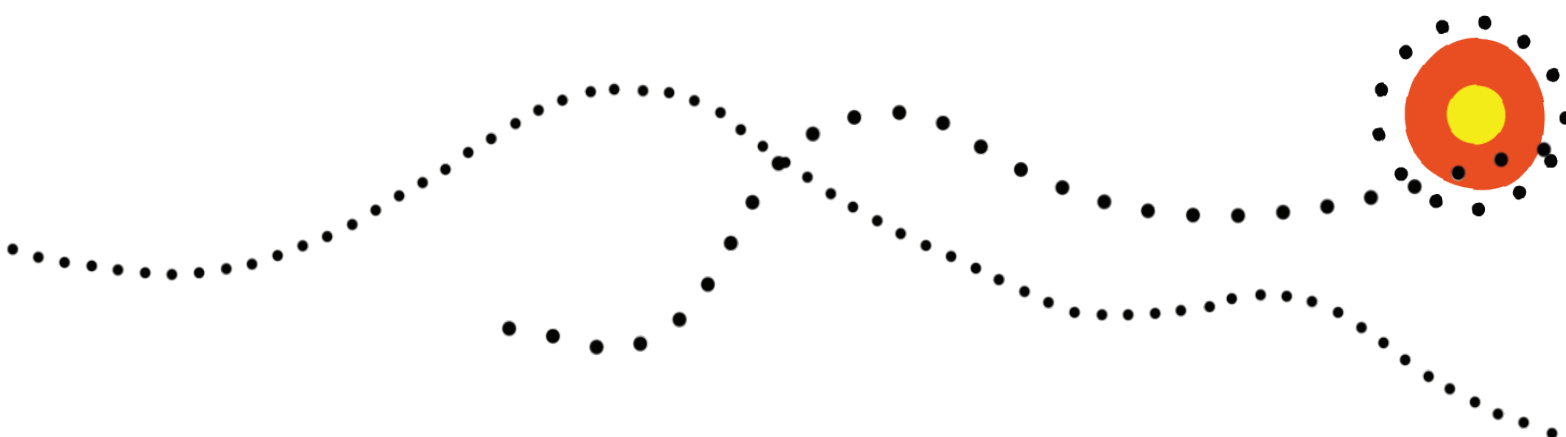
The Cultural Perspectives Group has proudly worked alongside Aboriginal and Torres Strait Islander researchers for over 20 years. We believe in the opportunity to create genuine participation through collaborative and culturally inclusive practices and processes. Opportunities relating to the Cultural Perspectives Group extend across all three of our businesses in areas such as employment and procurement.

Focus area:

Improve employment opportunities and pathways for Aboriginal and Torres Strait Islander people through meaningful recruitment practices and opportunities.

Action	Measure	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2025	Lead: Director, Research & Evaluation Support: CIRCA General Manager
	Engage Aboriginal and Torres Strait Islander staff and networks to consult on our recruitment, retention, and professional development strategy.	April 2025	Lead: Director, Research & Evaluation
	Review HR and recruitment procedures and policies to ensure there are no barriers for participation by Aboriginal and Torres Strait Islander peoples	June 2025	Lead: Managing Director Support: Office Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2025	Lead: Managing Director Support: Director Research & Evaluation
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	March, June, September and December 2025, March, June, September and December 2026	Office Manager
	Ensure existing HR policies around non-discriminatory practices are reflected in recruitment and interview processes to ensure that they are maintained as culturally safe and positive experiences for Aboriginal and Torres Strait Islander candidates	April 2026	Lead: Managing Director Support: Office Manager
	Investigate opportunities, such as internships and scholarships, specifically for Aboriginal and Torres Strait Islander students, and support accepted students.	June 2026	Lead: Director Research & Evaluation Support: Director of Engagement

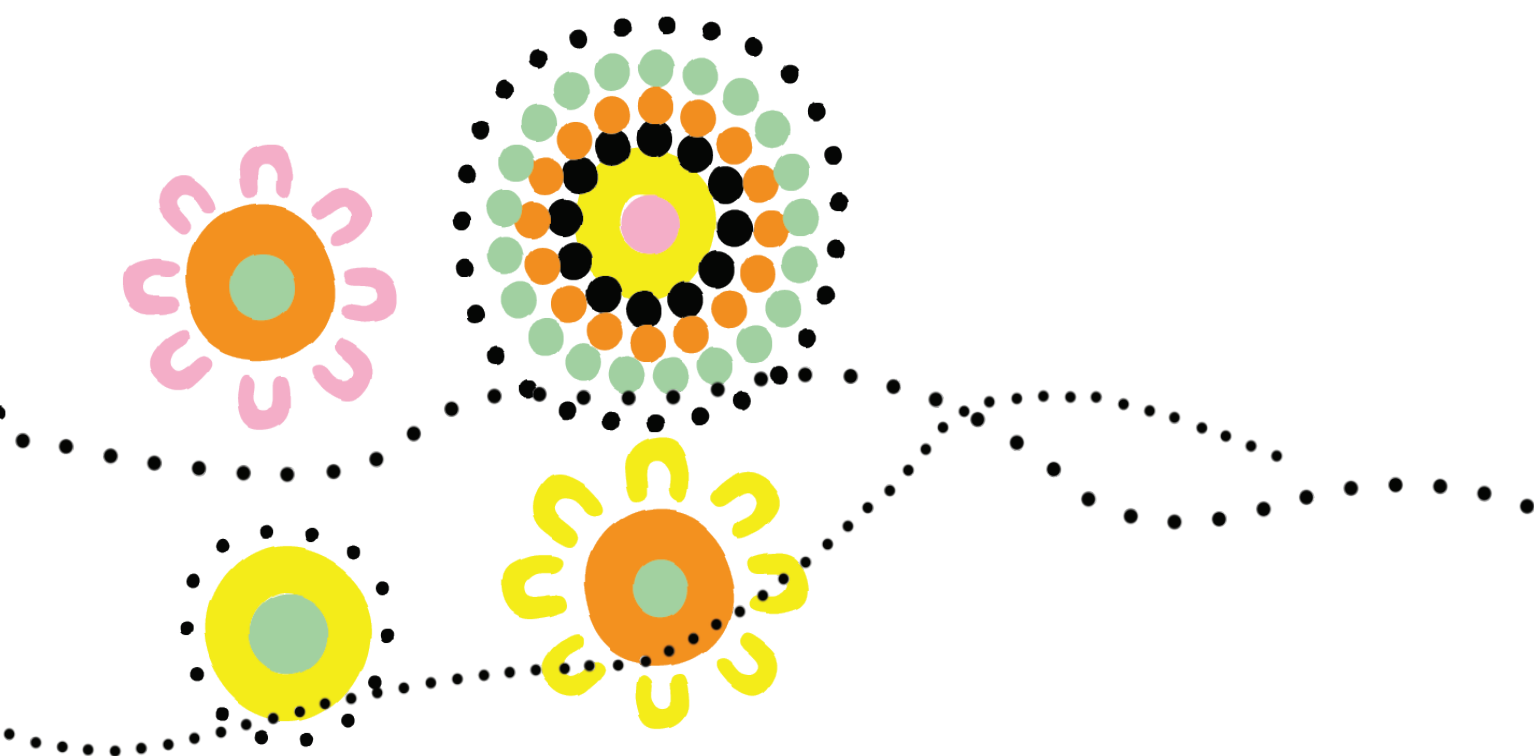
Action	Measure	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2025	Office Manager
	Build Aboriginal and Torres Strait Islander supplier diversity into our business proposals and tenders	March, June, September and December 2025, March, June, September and December 2026	Lead: Director Communications Support: Director of Engagement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2026	Lead: Office Manager Support: Managing Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Office Manager
	Share and promote opportunities for Aboriginal and/or Torres Strait Islander businesses (i.e. identifying tender opportunities) through networks	March, June, September and December 2025, January, March, September and December 2026, January 2027	Lead: CIRCA General Manager Support: Communications Consultant



Governance



Action	Measure	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group	May, July and October 2025, February, May, July and October 2026, February 2027	Lead: Office Manager Support: Managing Director
	Establish and apply a Terms of Reference for the RAP Working Group.	March 2025	Office Manager
	Meet at least four times per year to drive and monitor RAP implementation.	May, July and October 2025, February, May, July and October 2026, January 2027	Office Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	March 2025	Engagement Lead Office Manager
	Engage the Executive and other staff in the delivery of RAP commitments.	March 2025	Office Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2025	Lead: Managing Director Support: Office Manager
	Appoint and maintain an internal RAP Champion from senior management.	March 2025	Managing Director



Action	Measure	Timeline	Responsibility
Build accountability and transparency by reporting RAP achievements, challenges and learnings internally and externally.	Report RAP progress to all staff and senior leaders quarterly.	May, July and October 2025, February, May, July and October 2026, February 2027	Office Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Director Engagement
	Participate in Reconciliation Australia's RAP Network to stay informed on updates and future opportunities	March, June, September and December 2025, March, June, September and December 2026	Office Manager
	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 2025, 2026	Office Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025 and 2026	Office Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	April 2025, 2026	Lead: Director Engagement Support: Office Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2027	Lead: Director Engagement Support: Office Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Office Manager

Contact details

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