

# REFLECT RECONCILIATION ACTION PLAN

2021 - 2022

**Our teams at i2C acknowledge and respect the Traditional Owners across Australia as the original custodians of these lands and waters. We pay our respects to Elders past, present and emerging. May their knowledge and wisdom guide us as we journey together.**

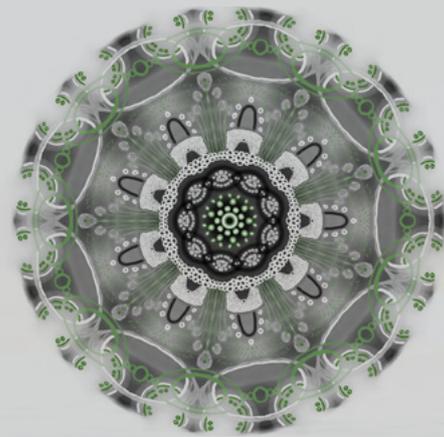


### **FROM THE ARTIST, MATT FELLINGHAM**

As a proud descendant of the Awabakal nation, my designs reflect shared experiences, journeys and universal stories. My design approach is human-centric and passionately shares the powerful connection to Country - something I believe we should all celebrate.

I aim to encourage a greater understanding of the profound interconnected relationship between humankind and our environment, which is embraced intrinsically in Indigenous culture.

My work is created with Country in mind, showing my deep connection to place and the space that surrounds, also collaboratively with Indigenous and non-Indigenous artists to create inspired pieces that are a fusion of contemporary and regenerative design.



### **ABOUT MATT'S COVER ARTWORK**

**'From the ground up'** – this is i2C, working collaboratively, from the ground up. From little things big things grow, the flowers show you working with new teams and supporting them, like flowers in bloom.

The Symbolism of Aboriginal voice from under the ground, and being connected to voice, to country and the journey. Circle are yarning, discussing and working in collaboration. The Greens of new life and new beginning.

We are one.

# FROM RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes i2C Architects to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

i2C Architects 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 over 2.3 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 i2C Architects 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 i2C Architects, 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

# FROM OUR FOUNDERS

At i2C we acknowledge that we design and create places on the unceded lands of the Aboriginal and Torres Strait Islander peoples. These Aboriginal and Torres Strait islander peoples continue to maintain the deepest connection and care and love of this place we now call home. Their connection with Country dates back more than 50,000 years. For us, our journey of understanding, listening and reconciliation has only just begun.

This marks the start of personal and professional growth for us all. I'm excited to see how we build meaningful and respectful relationships with Aboriginal and Torres Strait Islander people on our projects and within our communities.

There is a huge opportunity to incorporate real meaning, inspiration and connection to place within all of our projects. This will happen through collaboration with First Nations peoples from the very beginning of our project involvement. Our Reflect Reconciliation Action Plan marks our commitment to this process and will ensure that real action and process prevails.

Our journey so far has seen a true collaboration through working with Matt Fellingham to create the visual aspects of this document and also an art installation for our offices. It has been both an honour and inspiration to work with Matt whom we thank with a big open heart and mind.

Massive thanks also to Claire Bowles who has worked tirelessly with great passion from the beginning to end of the production of our RAP document along with our RAP team.

We would also like to thank Reconciliation Australia for their guidance and feedback as we drafted our RAP. It's been an invaluable process of bringing our teams together to learn, reflect and consider our role and responsibility as an organisation.

I look forward to a future that embraces and connects with First Nation's people and discovers more about the wisdom and beauty of the world's oldest living culture and the care and connection they have for and with Country. Our RAP is our commitment to ensure that the journey continues and this vision is realised.



  
Anthony Merlin

  
Brian Jende

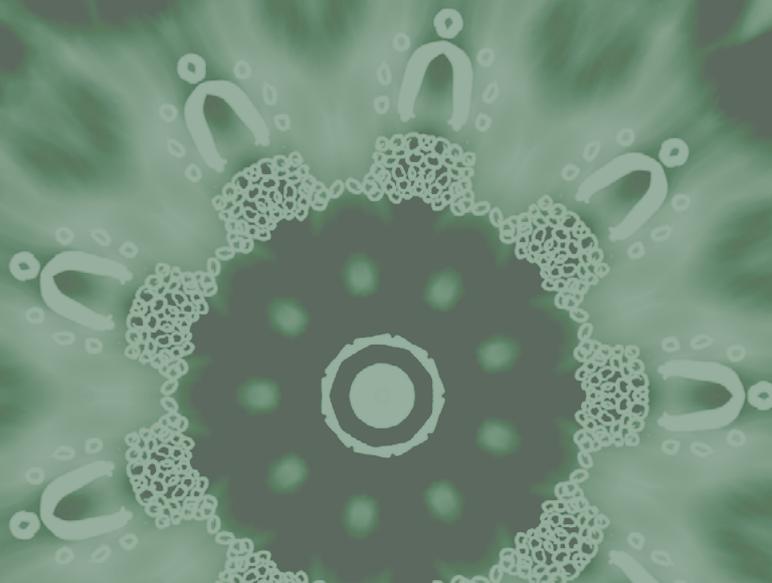
  
Rod Rose

# REFLECT

## FROM THE ARTIST

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From the ground up, the ground we've all come from. In the rock forms, the existence of now and before. From the environment building it's own beauty and from the 7 chakra points - through the loss of ego, we come together as one



# OUR BUSINESS

## Inspiration to Completion

“When we founded the company, all those years ago, it involved many late night brainstorm sessions and debate for Brian and I to come up with a name that encapsulated the full service practice that we wanted to create... from the very beginning of an idea or thought, right through to the completion of the built form and interaction with the community it sits in.”

**Anthony Merlin**  
Managing Director

i2C was formed in 1999 and has been built from the ground up, forged by the strong friendship between architects Brian Jende and Anthony Merlin with Rod Rose joining the duo in 2018 as a result of a long term relationship with them both.

Award winning retail, urban planning and commercial projects have been a core part of our business from the beginning. Over the past ten years our architecture has expanded into mix-use developments and our expertise has grown to include interior design and branded environments. Together with our global alliance partners, Ryder Architecture we have extensive experience in the Build to Rent sector.

We pride ourselves on inspiring ideas to enhance the human experience. We collaborate with great people to design places that positively influence lives.

We cultivate the potential of our teams to achieve extraordinary outcomes.

We have 100 team members with Studios in the cities of Melbourne, Sydney, Brisbane and Perth. Each of these studios is situated on Aboriginal and Torres Strait Islander land. Close knit teams don't just happen – they are created, nurtured and believed in. We have surrounded ourselves with an incredibly talented team of committed, inspiring professionals.

Culture and creativity bring people together. We have a great culture because of the individual talents and passion that each team member brings to i2C. Diversity fosters greater capability. Our commitment to excellence is the common ground that bring us together to create meaningful places that will inspire and connect people for generations to come.

We are unaware of any staff who identify as Aboriginal or Torres Strait Islander people at this moment in time. We actively promote diversity and inclusion across our organisation and welcome all people to reach out to connect should they wish to work in a place where difference is valued and uniqueness is celebrated. We are working to create a work environment that is equitable and just.

# OUR RAP

As an organisation we have become aware of a deep yearning and desire from members of our teams and management to contribute to reconciliation with Aboriginal and Torres Strait Islander peoples in Australia. We have a shared collective responsibility to become advocates for reconciliation and healing. We recognise we are only at the very beginning of this journey and for this reason we are embarking on a Reflect Reconciliation Action Plan. This plan will become a framework for our reconciliation development across our teams.

We have assembled a passionate RAP working group team to drive and implement the plan and to grow our understanding as to how we can contribute to reconciliation in a meaningful way.

Aboriginal and Torres Strait Islander people are underrepresented within our design communities. We want to see this improve. We want to see Australia become a country where Aboriginal and Torres Strait Islander Australians are provided with the same opportunities as those that are afforded to all Australians.

As designers and creatives we recognise that we have a duty of care and responsibility to this Country we live and work on and have a responsibility to create and maintain lasting, respectful relationships with local Aboriginal and Torres Strait Islander peoples of these lands we work on.

We want to work on this land with respect. We want to create a pathway to working with Aboriginal and Torres Strait Islander people to sensitively reflect the voice of Country in our work.

This RAP Reflect symbolises the first steps we are taking to achieve our reconciliation goals.

These include:

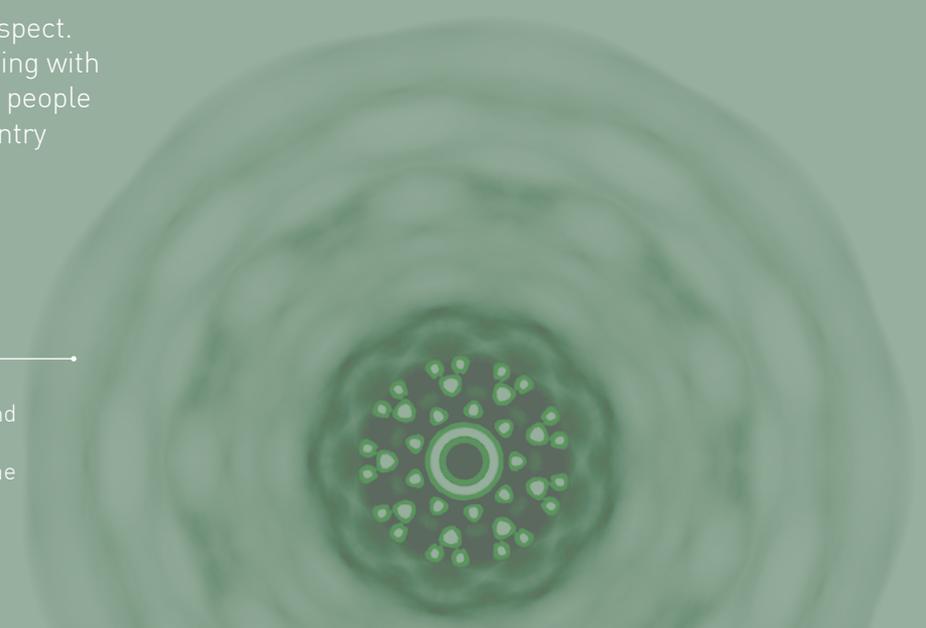
- » Raising awareness and fostering respect for Aboriginal and Torres Strait Islander cultures, peoples and lands
- » Building relationships with the local land councils in every area where our studios reside
- » Providing pathways and opportunities for indigenous designers and creatives to come and work with us
- » Working with Aboriginal and Torres Strait Islander design consultants to ensure our projects reflect and communicate the Aboriginal and Torres Strait Islander perspective of the lands our projects take place on.

Our RAP Working Group vision is to develop opportunities to build lasting respectful trusting relationships with Aboriginal and Torres Strait Islander communities' businesses and Country.

We acknowledge that that we live and work on Aboriginal and Torres Strait Islander land and that this is just the start of our journey. We look forward to developing the capacity of our people to care for Country and respect the wisdom of Aboriginal and Torres Strait Islander cultures, peoples and lands.

## FROM THE ARTIST

Representing the beginning of time and sitting together, we are touched by all the beautiful elements that surround us.



# OUR PARTNERSHIPS/ CURRENT ACTIVITIES

We currently have an internal working group who share information and resources to develop our cultural capacity learning about Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights

We attended the Indigenous Led Indigenous Design symposium at Melbourne university in 2018. This Indigenous led symposium titled 'Go Back to Where You Came From: Indigenous Design – Past | Present | Future' was the inaugural Symposium of the Faculty of Architecture, Building and Planning (ABP) and was carefully curated as a provocation to explore the role of Indigenous design, to showcase a range of established local and international First Nations design practitioners across a diversity of disciplines and an opportunity to reveal design approaches, which straddle interconnected themes of culture, Country and identity.

Findings and learnings from this conference were shared back with our teams.

We have an Indigenous Design group on teams where we run online discussion groups where we share resources and reference guides on Caring for Country and Designing with Country and the international Indigenous Design charter and protocols.

We recognised Reconciliation Action Week May 2021 with a whole company online workshop. We shared our commitment to embark on this journey of a RAP and a short video by Bruce Pascoe was shared – followed by reflective discussion groups

We have run a connecting to Country workshop in each studio where we invited our teams to participate in a Listening to Country guided meditation and Poem Ngarayamūrah – Listening to Country is

a meditation voiced by Nicole Smede and created in collaboration with PWC Australia and Red Room Poetry. It was released in time for National Reconciliation Week 2020. We then listened to wise words from Dr Anne Poelina inviting us all to reconnect with this land and love and care for this Country. All of our team participants each then reflected upon what they had heard and wrote their own Acknowledgment of Country for them to use in both internal and external meetings and celebrations or occasions.

We set up a RAP circle – for sharing and learning with 8 other like minded organisations all working on their RAP. Reflects The RAP circle meet weekly to share and learn from other RAP organisations and guests. This has proved to be an excellent way to meet organisations and individuals who we are able to collaborate with.

We have had the privilege to work with proud Awabakall Artisan, Consultant, and Creative designer Matt Fellingham.

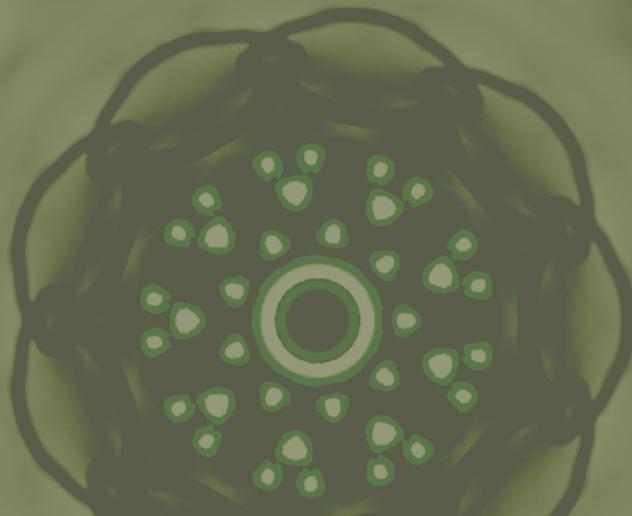
Matt took us through a process of exploration, collaboration, and creation to produce a piece of 'Unity' artwork that will journey across our offices as a symbolic commitment to working with our Aboriginal and Torres Strait Islander peoples in all of the states we operate in. The piece of artwork is titled Unity and shows the coming together of i2C teams to work together on our reconciliation journeys. Matt has also created the beautiful artwork 'From the ground up' that can be seen on the cover and throughout this publication. We have loved working with Matt and have invited him to join our Reconciliation Action Plan working group at i2C and it will be an honour to work alongside him.

# CREATING UNITY

## FROM THE ARTIST

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To create unity and to become unified with a company and to hold the intention of creating unity, to embrace a sustainable approach and bring everyone along on the journey. Everyone has input, all ideas are welcome and wanted.





# UNITY

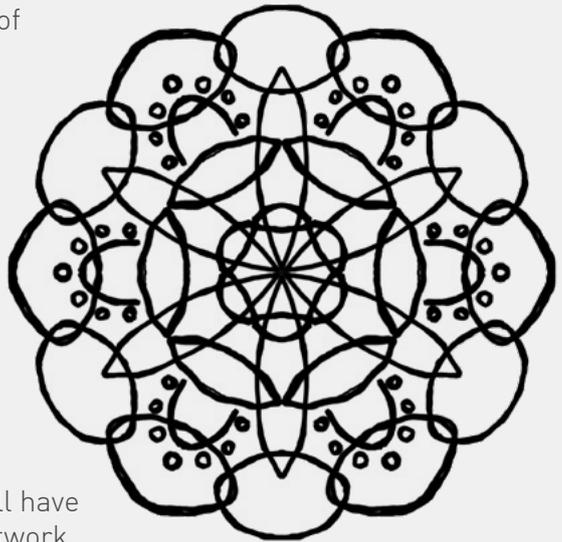
Paying homage to heritage, unity and loved ones, the artwork Unity, created by Matt Fellingham and co-created with the i2C team uses the process of applying hand prints to symbolise oneness, unity and tying together.

Constructed from raw copper, the i2C team will each place their hands in natural, acidic solutions before placing them directly on the artwork. The resulting chemical reaction leads to a multi-layered, collaborative and ever evolving artwork. The many layers coming together to produce a lasting effect, to symbolise the unity within the team.

The artwork will spend part of the year in each studio location ensuring each team member will have an opportunity to sit with and experience the artwork.

With lighting tracks situated in the rear of the artwork, the artwork will be wall mounted at the entrance of each studio, marking pride of place upon entry.

Bringing unity. Become unity. Unite.

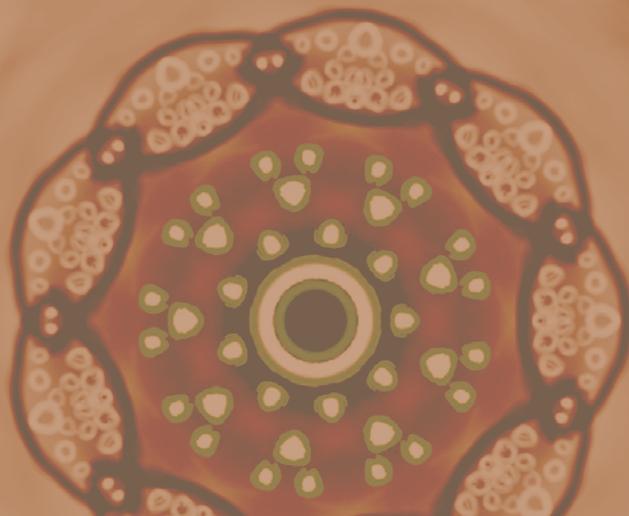


# RELATIONSHIPS

## FROM THE ARTIST

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Forming relationships through the replication of form and sharing of knowledge. We build up our own knowledge and then share it with others to continually create positive impact.

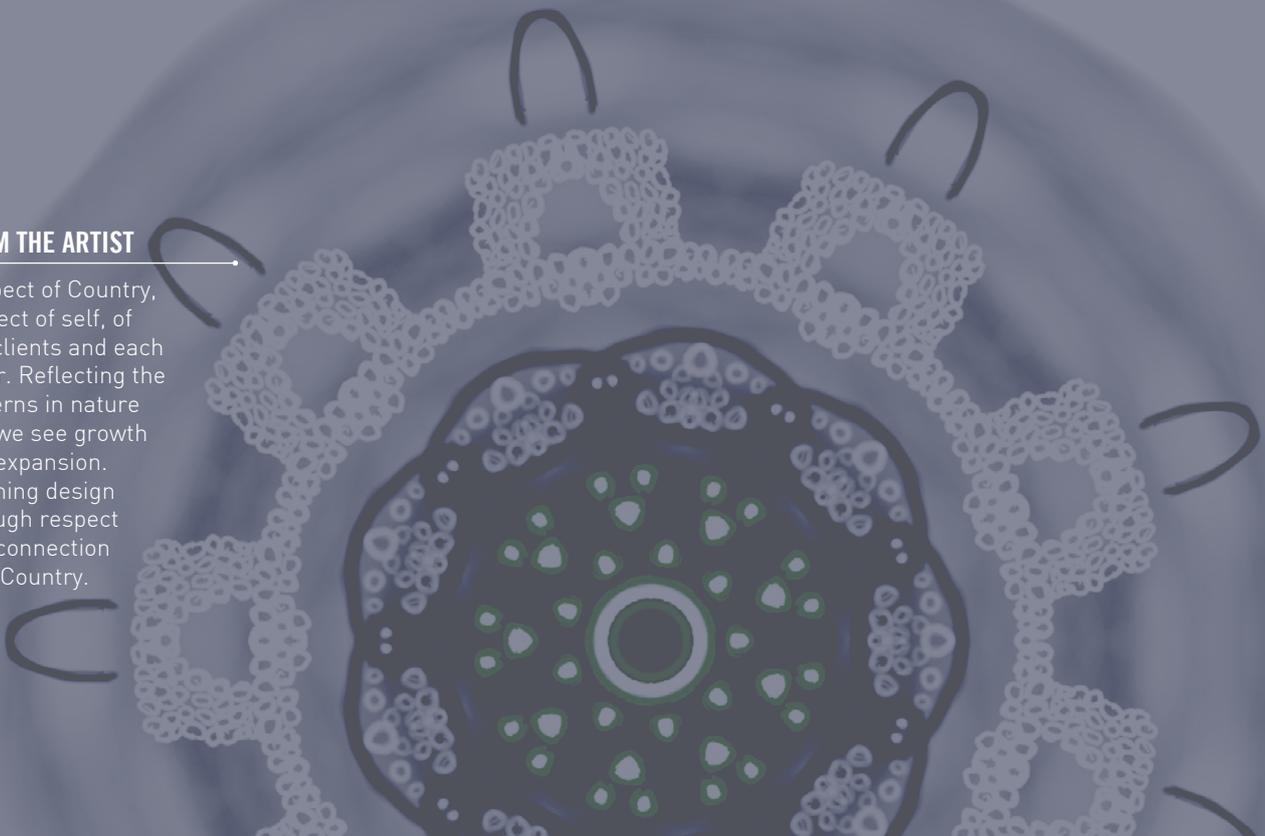


Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	October 2021	Claire Bowles Associate
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	October 2021	Associate
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2022	Emma O'reilly Marketing Manager
	RAP Working Group members to participate in an external NRW event	27 May - 3 June 2022	Marketing 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 2022	Marketing Manager
	Include a reconciliation focused leadership training event in NRW		
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation and launch our RAP to all staff	October 2021	Associate
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	November 2021	Associate
	Source existing indigenous connections and relationships across the organisation		
Promote positive race relations through anti-discrimination strategies	Continue our RAP circle and work with other like-minded organisations to collaborate on our reconciliation journey	October 2021- October 2022	Associate
	Research best practice and policies in areas of race relations and anti-discrimination	January 2022	Stephen Tull HRM
	Recognise Race relations day 21st March	March 2022	HRM
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	HRM
	Review existing HR policies and create new policies as required to meet identified gaps	April 2022	HRM

# RESPECT

## FROM THE ARTIST

Respect of Country, respect of self, of our clients and each other. Reflecting the patterns in nature and we see growth and expansion. Forming design through respect and connection with Country.



Action	Deliverable	Timeline	Responsibility
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	April 2022	Associate
	Conduct a review of cultural learning needs within our organisation	May 2022	HRM
	Participate in whole company online cultural awareness programme	July 2022	HRM
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	June 2022	Associate
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	October 2021	Associate
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	July 2022	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area	July 2022	Marketing Manager
	Check out and share local council NAIDOC events across offices		
	RAP Working Group to participate in an external NAIDOC Week event	First week of July 2022	Associate

# OPPORTUNITIES



## FROM THE ARTIST

From the inception thought, sprouting into an idea, and being blown in the wind. Collaborative thinking comes together, standing strong, shared knowledge and experience begins to take shape, like beautiful flowers.

From little things, big things grow.

Action	Deliverable	Timeline	Responsibility
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 2022	Associate HRM
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	August 2022	Associate HRM
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	September 2022	Associate
	Explore and understand which channels exist for Aboriginal and Torres Strait Islander procurement	June 2022	Associate
	Investigate Supply Nation membership	September 2022	Associate
	Explore alternative social procurement models to include a social procurement policy for all of our offices that prioritises local, social enterprises and Aboriginal and Torres Strait Islander suppliers	September 2022	Associate

# GOVERNANCE

## FROM THE ARTIST

The complete unit, understanding and listening to the environment and each other. Building on collaboration and togetherness to form a complete design. From the ground up, we come together to learn and share and to create beauty in the world.



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Form a RWG to govern RAP implementation		
	Establish a formal RWG for next years RAP by inviting people we have worked with to participate and offering remuneration here applicable to external members	October 2021	Associate
	Draft a Terms of Reference for the RWG	November 2021	Associate
	Establish Aboriginal and Torres Strait Islander representation on the RWG	October 2021	Associate
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation (days/time) time	November 2021	Associate
	Engage senior leaders in the delivery of RAP commitments through quarterly updates to the board on RAP progress and key milestones	November 2021 February, May, August 2022	Associate
	Define appropriate systems and capability to track, measure and report on RAP commitments	November 2021	Associate
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2022	Associate
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP	July 2022	Associate



[i2C.COM.AU](http://i2C.COM.AU)

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