



Reflect Reconciliation Action Plan July 2026–July 2027





Jack Forbes-Walker, Biripi (Gathang Language)
ban ban 'path', 2025

Ban ban, which translates to “path” in the Gathan language, explores the intimate connection between memory, place, and family. The painting maps the area where I grew up, with streets depicted in white and surrounding colours outlining the property blocks. Kangaroo prints trace the path I walked each morning from my home to my mother’s café before school, a ritual that shaped my daily life. Through this visual journey, the work reflects the deep bond with my mother and the strength I drew from this connection, guiding me to face each day with purpose and resilience. By mapping memory onto the landscape, the painting becomes both a personal narrative and an homage to the formative paths that shape us.

Bower Insights acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Owners of Country across Australia on which we work and live. We pay respect to Elders past and present. Sovereignty of this land was never ceded, and we pay respect to the deep and ongoing connection that First Nations peoples have with the lands and waterways across Australia.



Message from our Founder

At Bower Insights, we believe the work we do should contribute to a more equitable, inclusive and sustainable future. As a consultancy working across property, development, economics and policy, we recognise that the places we help shape, and the decisions we help inform, are on lands that have been cared for by Aboriginal and Torres Strait Islander peoples for tens of thousands of years.

Developing our first Reflect Reconciliation Action Plan marks an important step in our organisation’s journey. As a growing business, we have a responsibility to embed reconciliation into our culture, our relationships, and the way we work and communicate with our clients and partners. This RAP provides a framework for us to learn, listen and build stronger and more respectful relationships with Aboriginal and Torres Strait Islander peoples and communities.

We also acknowledge that our industry, and many of the systems we work within, have not always recognised the rights, knowledge and leadership of First Nations peoples in decisions about land, housing and development. Through this RAP, we seek to better understand our role in supporting more inclusive outcomes and contributing to positive change where we can. We are committed to strengthening cultural awareness across our organisation, supporting Aboriginal and Torres Strait Islander businesses, and creating opportunities for collaboration wherever possible.

Our goal is to contribute to a future in which Australia is a truly inclusive nation – one where diversity is respected and celebrated, where people are brought together through mutual understanding, and where everyone has the opportunity to thrive. We believe reconciliation plays an important role in building that shared future.

As a small organisation, we know that meaningful change begins with genuine commitment and consistent action. This Reflect RAP will help us establish strong foundations for reconciliation at Bower Insights and guide the way we grow as a business.

I am proud that Bower Insights is taking this step, and I look forward to working alongside our team, our clients and Aboriginal and Torres Strait Islander partners as we continue our reconciliation journey.

Alister Oldham
Principal Consultant & Founder
Bower Insights



A statement from CEO of Reconciliation Australia

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

Bower Insights joins a network of more than 3,000 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 5.5 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 Bower Insights 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 Bower Insights, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our business

Bower Insights is a forward-thinking consultancy specialising in property advisory, development, economics, policy, and research (www.bowerinsights.com.au). We empower our clients to make informed decisions that drive lasting change, financial sustainability, and meaningful social impact. We provide consultancy services to clients in the Government, private and not-for-profit sectors across Australia.

Working across these sectors, our founding Principal identified a disconnect between policy decisions and commercial certainty and outcomes. Bower Insights was founded to bridge the gap between policy intent and delivery, helping organisations turn vision into impact. We are deeply committed to social impact and focus on working with clients and projects that shape inclusive, resilient and prosperous futures.

At Bower Insights, we are people-focused. When it comes to our clients, we believe strong outcomes come from strong relationships. We partner closely with our clients to understand their context and provide tailored services to support them to do what they do best. We live by the same principles when it comes to our team. We create space for our people to focus on what they do best, and love most, while supporting their professional growth and long-term success.

Bower Insights is small but growing – we currently have a staff of four full-time employees in Australia, supported by contracted resources. We intend to transition up to five contracted resources into full-time employment, and to grow to (fifteen) 15 full-time employees by 2030. Currently, none of our staff are Aboriginal or Torres Strait Islander people.

Our office is based in Melbourne (Naarm), on the lands of the Wurundjeri Woi-wurrung people of the Kulin nation. We provide our services to our clients nationally.

Our RAP

Bower Insights is committed to furthering reconciliation with First Nations peoples. As a new organisation, we are implementing a RAP to create a solid foundation for our growth that embeds reconciliation into everything we do. Now, as Bower Insights grows, is an ideal time to develop and implement our Reflect RAP as it gives us the opportunity to implement our reconciliation practices alongside many of the business practices, ensuring that they are embedded in the fabric of our company and how we operate.

A core focus for our services is providing advisory across commercial, residential, infrastructure and other development projects. We acknowledge that these projects are all being undertaken on unceded Aboriginal land, while Aboriginal and Torres Strait Islander peoples are still excluded from many of the opportunities that these sectors can provide due to the lasting impacts of colonisation, harmful policies, and ongoing racism in Australia today. We acknowledge the ongoing connection that First Nations peoples have to these lands and waterways, and we want to strive for a nation in which First Nations histories, communities and cultures are upheld and celebrated. Bower Insights has a strong focus on the impact of our work and providing services that support positive social outcomes. We want our organisation to create genuine contributions towards reconciliation and support our clients to do the same, within our local communities and more broadly. Our goal is to work towards a future in which Australia is a truly inclusive nation, where diversity is celebrated, and all people have equal opportunity to thrive.

We will approach the implementation of our RAP with respect, curiosity and a commitment to learning and continuous improvement. A key focus of this Reflect RAP is building knowledge and awareness across our organisation. Developing a better understanding of First Nations cultures, histories and perspectives will help us provide more culturally informed services and contribute meaningfully to reconciliation.

One of our values at Bower Insights is embracing intersectional thinking. We celebrate and value diversity within our team and our clients, and we know that people’s diverse and intersecting views, cultures and experiences help us to come up with innovative solutions and create positive impact. We

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will approach our RAP in alignment with our values, recognising the diversity of experience and intersecting identities among First Nations peoples and communities, and respecting and celebrating this diversity. As a non-Indigenous organisation, we are committed to amplifying the voices of First Nations peoples, learning from and working closely with Aboriginal and Torres Strait Islander peoples and companies in our sphere of influence to provide services that align with our vision for the future.

Through our advisory work in property, housing and infrastructure development, Bower Insights recognises that our industry plays an important role in shaping how land is used, developed and valued. We see an opportunity to promote more inclusive outcomes and communication by encouraging culturally respectful development practices and supporting greater participation of Aboriginal and Torres Strait Island businesses in these sectors.

Our RAP Champion is our Principal, Alister Oldham, who will be responsible for driving and championing internal engagement and awareness of our RAP. Our Project & Client Support Manager, Kate Saunders, will be our RAP Lead and she will be responsible for assembling and Chairing the RAP Working Group as well as overseeing the day-to-day implementation and progress against our RAP goals.





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Our reconciliation activities

We recognise reconciliation as an ongoing journey and while Bower Insights is just commencing this journey, there are a number of ways that we already work to incorporate reconciliation activities across our business, including through client engagements. Our engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date has been grounded in project based collaboration, culturally informed advisory work and a commitment to respectful, ethical ways of working.

Through our advisory services, we have supported projects that intersect directly with Aboriginal cultural heritage and regulatory frameworks. This includes providing project management, governance and business administration support for an Aboriginal owned company conducting an archaeological salvage program in accordance with an approved Cultural Heritage Management Plan. This work required close collaboration with specialist cultural heritage practitioners, careful adherence to statutory requirements, and an understanding of the significance of cultural heritage places and objects.

Across our projects, we often work with clients to create increased opportunities for First Nations peoples, from supporting the delivery of Aboriginal housing to increasing supplier diversity. We actively seek to support Aboriginal economic participation through our procurement practices, and make deliberate efforts to identify and engage Aboriginal owned and operated suppliers, including onsite service providers where possible.

Internally, we aim to embed reconciliation into the everyday experience of our workplace. We have introduced flexible cultural leave provisions to ensure staff are able to participate in cultural obligations and important community events where relevant. We are also an Equal Opportunity Employer, and include a diversity statement on all recruitment materials encouraging First Nations peoples to apply.

These actions, while just a beginning, serve as a foundation for deeper engagement as we continue to listen, learn, and partner with Aboriginal and Torres Strait Islander peoples.



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.	October, 2026	RAP Lead
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October, 2026	RAP Lead
	• Initiate engagement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to better understand local cultural heritage and community priorities	November, 2026	RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2027	RAP Champion
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2027	RAP Lead
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2027	RAP Champion
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	July 2026	RAP Champion
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March, 2027	RAP Lead
	• Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March, 2027	RAP Lead
4. Promote reconciliation through our sphere of influence.	• Research best practice and policies in areas of race relations and anti-discrimination.	January, 2027	RAP Lead
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February, 2027	RAP Lead



Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	August, 2026	RAP Lead
	• Conduct a review of cultural learning needs within our organisation.	August, 2026	RAP Lead
	• Implement organisation-wide cultural learning in line with cultural learning needs.	September, 2026	RAP Champion
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.	November, 2026	RAP Lead
	• Raise awareness and share information amongst our staff about the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January, 2027	RAP Champion
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2027	RAP Lead
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, annually	RAP Champion
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, annually	RAP Lead
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	RAP Lead



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.	April, 2027	RAP Lead
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April, 2027	RAP Lead
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.	October, 2026	RAP Lead
	• Investigate Supply Nation membership.	October, 2026	RAP Champion
	• Define appropriate systems and capability to track levels of procurement from Aboriginal and Torres Strait Islander owned business	December, 2026	Analyst
	• Develop and commit to target for levels of procurement from Aboriginal and Torres Strait Islander owned business	January, 2027	RAP Champion





Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	August, 2026	RAP Lead
	• Draft a Terms of Reference for the RWG.	August, 2026	RAP Lead
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May, 2027	RAP Lead
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	July, 2026	RAP Lead
	• Engage senior leaders in the delivery of RAP commitments.	July, 2026	RAP Lead
	• Maintain a senior leader to champion our RAP internally.	June, 2027	RAP Champion
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	August, 2026	Analyst
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	RAP Lead
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Lead
	• Communicate our RAP progress to internal and external stakeholders	July, 2027	RAP Champion
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	April, 2027	RAP Lead

BOWER INSIGHTS



Reflect Reconciliation Action Plan

**For public enquiries about
our RAP please contact**

Kate Saunders
Project and Client Support Manager
Phone: 03 9111 2463
Email: kate.saunders@bowerinsights.au

