

marlin

Reflect Reconciliation Action Plan

May 2025 — May 2026





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Our studio sits on Gadigal Land. This always was and always will be Aboriginal Land. We pay our respects to Elders past and present, and to the proud Aboriginal and Torres Strait Islander peoples of Redfern.

A message from our RAP champion

I'm proud to share our very first Reflect Reconciliation Action Plan (RAP) with you.

This is an important step for us as an organisation, and it reflects our commitment to making reconciliation part of who we are every day, in everything we do. It's about living our values, walking alongside Aboriginal and Torres Strait Islander peoples, and making sure everyone we work with feels seen, heard, and respected.

We know that reconciliation isn't a destination, it's an ongoing journey. While we've made some progress already, we recognise there's still so much more to learn and do. That's why this plan is just the beginning.

We'll be guided by principles that matter to us deeply - Respect, Commitment, Integrity, Empathy, and Celebration. To start, we're focusing on learning more about the rich cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples.

That means creating opportunities for learning across our team, continuing to observe cultural protocols, and coming together to mark important moments like NAIDOC Week and National Reconciliation Week.

We're also committed to embedding practices that support inclusion, diversity, and anti-discrimination in everything we do, from our strategic planning to our day-to-day operations. And we'll keep looking for meaningful ways to encourage Aboriginal and Torres Strait Islander peoples to join and grow with us.

Most importantly, we want to build strong, respectful partnerships with Aboriginal and Torres Strait Islander individuals, communities, and organisations, grounded in listening, trust, and genuine collaboration.

We know there will be challenges along the way. But we're here for the long haul, with open hearts and minds, ready to listen, learn, and grow.

A heartfelt thank you to our RAP Committee for helping bring this to life. I'm proud to stand behind this important work and excited about the journey ahead.

Dan Geaves
Creative Director
Marlin Communications

Dan Geaves
Creative Director
Marlin Communications



A message from Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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

Marlin Communications 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 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.

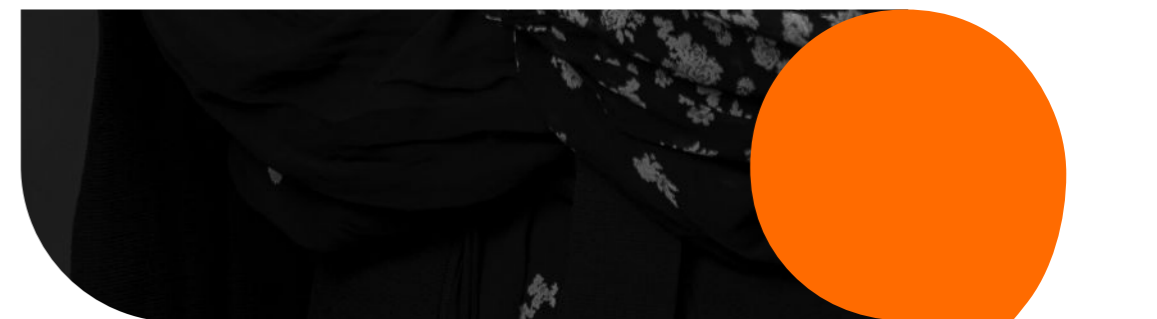
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Marlin Communications 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 Marlin Communications, 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

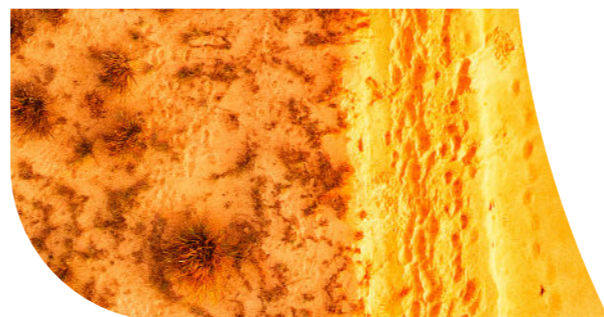


Our business

Marlin Communications (Marlin) is a creative digital agency that works solely with non-profit and for-purpose organisations throughout Australia and in New Zealand.

We help charities create fundraising communications that maximise their fundraising potential across a wide range of campaigns including direct mail appeals, community fundraising campaigns and events, and acquisition of new regular givers and bequests. As part of our commitment to the centre we also provide training via our Masterclass and webinar series, and through the Fundraising Institute of Australia.

Marlin is a dedicated team of around 20 people. We do not currently have any staff who identify as being an Aboriginal or Torres Strait Islander person. We have staff working in Queensland, ACT, Tasmania and Sydney, as well as a couple of international staff members. Our company was founded on Gadigal land (Redfern), and Sydney-based staff can access a permanent, co-working space here.



We promise to help for-purpose organisations find more effective ways to achieve their missions.



Advancing our reconciliation journey

This Reflect RAP formalises Marlin Communications commitment to making reconciliation an integral part of how we go about our work and how we live our purpose and values.

Marlin Communications is an organisation that was founded to help charities and cause-driven organisations with social-purpose missions. We understand that within every cause we serve, from healthcare, to environmental protection, serious structural inequities exist for First Nations people. We know that to achieve social or environmental justice, we must also achieve First Nations justice. This is why we support reconciliation, equity and equality in our community, and national support for self-determination.

Developing a RAP is our first step to creating a framework by which we can work alongside Aboriginal and Torres Strait Islander organisations - both clients and suppliers. We recognise that to create this framework, we first need to strengthen and build culturally-respectful relationships with Aboriginal and Torres Strait Islander people and drive internal engagement with our organisation of our RAP. Our Reflect RAP is the very beginning of our reconciliation journey.

We're guided by a set of principles developed together with our RAP Committee. These principles reflect our values and commitment to walking alongside Aboriginal and Torres Strait Islander peoples on this journey of reconciliation.

Commitment

We will engage with Aboriginal and Torres Strait Islander peoples in a respectful and meaningful way, taking the time needed to build trust and understanding. We'll stay open to learning and reflecting on our own beliefs and behaviours, and embracing the ongoing journey of growth.

Respect

We honour and respect the rich cultures, histories and contributions of Aboriginal and Torres Strait Islander peoples. We are committed to working together in genuine partnership, listening deeply, and valuing the voices and knowledge of others.

Celebration

We value the importance of cultural celebrations and will actively seek out opportunities to participate. We'll celebrate every step forward as we move together on the road to reconciliation.

Integrity

We recognise and value the unique perspectives and experiences of every individual. We're committed to listening with open minds and hearts, fostering cultural understanding, and learning from the stories, teachings, and guidance shared by Aboriginal and Torres Strait Islander peoples.

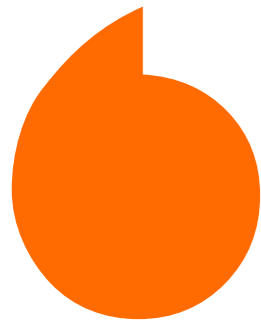
Empathy

We'll show kindness and compassion as we walk this path together. We understand that change can be challenging, and we'll be here to support one another, thus creating space for connection, listening, and care.



Our RAP Group

Marlin Communications will demonstrate its commitment to reconciliation at all levels across the organisation and is championed by our Creative Director, Dan Geaves. Dan is supported by 4 senior team members who make up the working RAP Group.



Jenni Whittaker
General Manager



"I wanted to be part of the RAP Working Group because I believe in building real, respectful relationships with Aboriginal and Torres Strait Islander peoples. It's about listening, learning, and playing our part in creating positive change. I am committed to learning about and forming meaningful connections with Aboriginal and Torres Strait Islander individuals and organisations whether as suppliers, clients, or employees, so reconciliation becomes a part of how we work every day."

"I joined our RAP working group because I believe meaningful reconciliation starts with action and that as an organisation working directly with social advocacy groups, we are in a unique position to act. Respect for First Nations people and cultures is already part of our values. Over time I would like to see that sense of respect and responsibility channeled into real engagement and practical partnerships. Personally, I feel I could be better informed about Reconciliation so I'm looking forward to learning, discussing and helping to create a clearer, more collaborative path forward."



Fiona Davies
Senior Copywriter





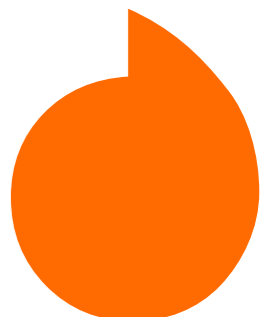
Adrian Alwishewa
Senior Developer

"I wanted to be part of the RAP Working Group because I would like to create an environment where everyone is equal and heard and understood. Being part of the group allows me to actively support reconciliation efforts within our organisation as well as the broader community. For a better and positive future for everyone."



"I'm proud to be part of the RAP Working Group because I want to strengthen relationships with the Aboriginal and Torres Strait Islander communities. Doing so will help support reconciliation and create a more inclusive and understanding world for everyone."

Aimee Harpur
Senior Designer



Our partnerships and current activities

Currently, we have two internal initiatives that promote reconciliation awareness — our Acknowledgement of Country and floating public holiday policy that gives staff the choice of whether they would like to observe the January 26 public holiday.

We provided pro bono support (design, copywriting and web development) to the Aboriginal activist Cheree Toka creating a web platform (www.fundtheflag.com.au) for her campaign to raise the Aboriginal flag on the Sydney Harbour Bridge, it was a cause we felt passionate to support.

We do not have any current partnerships with Aboriginal and Torres Strait Islander people, and this is something we are constantly thinking about as we work with all of our charity partners.

We established a RAP working group with the purpose of creating our first RAP. As the first step in our new RAP, we would like to expand this working group so that we can begin allocating deliverables.





Relationships

Marlin acknowledges the importance of developing strong, culturally-appropriate relationships with Aboriginal and Torres Strait Islander people. Our RAP will support our organisation with building meaningful working relationships with Aboriginal and Torres Strait Islander people within our local area or sphere of influence.

Action		
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. E.g. NASCAR, ABC Foundation, Indigenous Literacy Foundation, NPY Women’s Council and the Redfern Foundation.	Review June 2025	General Manager
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, and share this information with all staff.	Review June 2025	General Manager
Investigate the possibility of partnering with an Aboriginal or Torres Strait Islander service, providing consultation and services in exchange for advice and guidance on reconciliation.	Review May 2025	General Manager & Creative Services Manager
Commit to offering Aboriginal and Torres Strait Islander NFPs/for-purpose organisations access to fundraising training and resources free, to help build capacity and capability in house. These could include Marlin Masterclasses, webinars or health checks.	June 2025	General Manager & Admin Assistant

Action		
Build relationships through celebrating National Reconciliation Week (NRW).		
Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia’s National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	May 2025	General Manager & Creative Services Manager
RAP Working Group members to invite all staff to Art Gallery of NSW for a guided tour of Aboriginal and Torres Strait Islander artwork.	June 2025	Admin Assistant
RAP Working Group members to participate in an external NRW event.	May – June 2025	Lead: General Manager & Director Support: Senior Copywriter, Senior Designer, Digital Developer & General Manager
Marlin to hold an internal, virtual event for all staff during National Reconciliation Week.	May – June 2025	Creative Services Director & Admin Assistant
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May – June 2025	General Manager & Director



Action		
Promote reconciliation through our sphere of influence.		
Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff at Marlin Days and fortnightly team meetings.	Review May 2025	Director
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2025	General Manager & Director
Identify RAP organisations, and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	Director & Account Director
Investigate the viability of offering staff paid time to participate in professional volunteering.	Review June 2025	General Manager & Director

Action		
Promote positive race relations through anti-discrimination strategies.		
Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	July 2025	General Manager
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2025	Lead: General Manager Support: Creative Services Director
Work with HR consultant to understand requirements and develop a Diversity and Inclusion policy to support Aboriginal and Torres Strait Islander peoples / topics / issues.	September 2025	Lead: General Manager Support: Creative Services Director

Respect

Action		
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
Deliverable	Timeline	Responsibility
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	Lead: General Manager & Director Support: Creative Services Manager
Conduct a review of cultural learning needs within our organisation.	September 2025	General Manager & Creative Services Manager
Speak to Evolves about workshop during June Marlin Day and report back to RAP WG. The workshop is to be about cultural learning, and how we may be able to support Aboriginal or Torres Strait Islander organisations.	October 2025	General Manager & Director
Leadership team to undertake cultural awareness training online.	October 2025	Lead: Director & Design Director Support: General Manager & Head of Digital

Action		
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2025	Director & Design Director
Update Marlin email signature to include Aboriginal or Torres Strait Islander Country place names.	June 2025	Design Director
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Reinforce this fortnightly at all staff internal meetings.	Review May 2025	Director

Action		
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	General Manager & Creative Services Director
Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	General Manager & Social Committee
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Lead: Director & General Manager Support: Senior Designer, Senior Copywriter & Digital Developer

Opportunities

Action		
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.		
Deliverable	Timeline	Responsibility
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	General Manager & Director
Develop a business case for offering paid internships or entry level positions at Marlin, for Aboriginal and Torres Strait Islander students and graduates wanting to get into the sector or into advertising.	June 2025	General Manager & Director
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2025	General Manager

Action		
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.		
Deliverable	Timeline	Responsibility
Explore working with Aboriginal and Torres Strait Islander owned businesses for a range of activities.	Review June 2025	Lead: Creative Services Director Support: Admin Assistant
Explore opportunities to attend Indigenous Business Fairs	Review June 2025	Lead: Creative Services Director Support: Admin Assistant
Research NSW Aboriginal and Torres Strait Islander Business Directories	June 2025	Admin Assistant

Governance

Action

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain our existing RWG to govern RAP implementation.	Review May 2025	General Manager
Draft a Terms of Reference for the RWG.	Review May 2025	General Manager & Director
Establish Aboriginal and Torres Strait Islander representation on the RWG, and a plan to fund that.	June 2025	General Manager

Action

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	June 2025	Lead: General Manager Support: Admin Assistant
Engage senior leaders in the delivery of RAP commitments.	Review May 2025	Director
Maintain a senior leader to champion our RAP internally.	Review May 2025	Director
Define appropriate systems and capability to track, measure and report on RAP commitments.	Review June 2025	Director

Action

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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	General Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	Director
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	General Manager

Action

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	General Manager

Primary contact details:

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Position: Creative Director

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