

Innovate

Reconciliation Action Plan

June 2025 – May 2027



We offer our deep respect to all Aboriginal and Torres Strait Islander peoples, to Elders past and present.

We acknowledge Traditional Custodians of Country throughout Australia and recognise their enduring connection to land, waters and communities.

We honour the world's oldest continuous living cultures and are committed to strengthening our understanding of First Nations histories, perspectives and cultures.



Commendation from WWWCHAC

Wurundjeri Corporation has been pleased to work with Brand Architects on the development of their Reconciliation Action Plan. Brand Architects has also been engaging with Wurundjeri's consultation unit on various projects they are involved with to help embed cultural values into the built space.

For too long developers have created buildings without consideration of the environment or the landscape, and without discussions with Traditional Owners, who have a unique and vital perspective on place which is sustainable and creates a sense of well-being. Understanding place has always been important to Wurundjeri and other First Nation communities, including our connection to places and the creatures and environment we share these places with. The Wurundjeri are an integral part of the landscape of their Country, with cultural responsibilities to care for these places for all who use them.

We commend Brand Architects for working in collaboration with First Peoples for the betterment of all Australians.

Charley Woolmore
Wurundjeri Special Projects Manager
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation



Artwork by Ash Firebrace, Wurundjeri artist, at our Thornbury High School project.

First Nations Artist - Kobi McKenna-Sainty

Artwork Story

With this RAP artwork for Brand Architecture, I created stories of Bunurong through our linework and patterns.

- 1)
This artwork is talking about our connection to Country and the Possum Skin Cloak. The different sections are to speak on the land and different landforms that Bunurong Country has, but also touching on our panels that we add to our possum skin cloaks over time. Handing down knowledge and wisdom to the generations below our Elders.
- 2)
This artwork is talking about our strength and resilience through time and how we stand together alongside each other to make change and keep our Culture strong for many more generations to come.
- 3)
This artwork is talking about our connection to water and gathering. The linework within this is touching on fish bones and our continued connection to our water and how it brings life to Bunurong Country and people and the wider community.
- 4)
This artwork is talking about our Journey and how we walk together with our Elders and our community who aren't with us anymore, but they do guide us and help us move in the right direction through life and thereafter. We gather together all through life and strengthen our bond as Bunurong people.



Artist Bio

Kobi, born in 1992, was raised in Launceston, Tasmania by his grandparents, who greatly influenced his upbringing and introduced him to concepts of Culture, Community and Art. During his teenage years, he experimented with art and found enjoyment in it. However, he chose to prioritize work and

exploration, leading him to leave Tasmania at the age of nineteen. Moving to Melbourne marked a pivotal moment in his life, where he embarked on a journey of self-discovery and began envisioning a future provide for his family.

In 2021, Kobi participated in an On Country workshop organized by "Indigital" alongside his community. During the workshop, he was inspired to create digital artwork focusing on a virtual reality animal intended for a QR code. This experience served as a catalyst for Kobi, reigniting his love for art. Motivated by this event, Kobi returned home and began exploring digital art on his own device. To his delight, he discovered a newfound talent and enthusiasm for creating art digitally. This marked the start of a meaningful journey for Kobi, as he rediscovered his passion and skill in crafting contemporary First Nations Art.

Kobi dedicated himself to honing his skills and working on various projects to further develop his craft. Through his dedication and commitment, his artwork began to gain attention from other communities in Victoria, who recognized the passion and effort he poured into his projects. This recognition marked the beginning of a positive trajectory for Kobi. His talents caught the eye of prestigious organisations like the Fina World Swimming Championships, Formula 1, and Microsoft, leading him to embark on projects with these renowned entities, among others.



CEO Statement Reconciliation Australia



Reconciliation Australia commends Brand Architects on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Brand Architects to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Brand Architects will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Brand Architects is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Brand Architect's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Brand Architects on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Site-cleansing Smoking Ceremony performed by Auntie Joy Murphy-Wandin AO and her son Craig Murphy-Wandin at our South Morang Youth Refuge project for Hope Street Youth and Family Services, attended by Brand Architects Director Laurence Robinson and Associate Belle Clarke.

A message from Brand Architects RAP Champion

Two years after launching our inaugural Reflect RAP, Brand Architects is proud to introduce our Innovate RAP in 2025.

We are continually humbled by the rich, enduring histories of First Nations peoples in Australia, who have sustained this ecosystem for over 60,000 years, and seek to honour this legacy through our work. From the perspective of the built environment—our primary field of influence—we are privileged to collaborate with First Nations' communities, embedding their cultural insights within our projects and practice, to learn genuine sustainability.

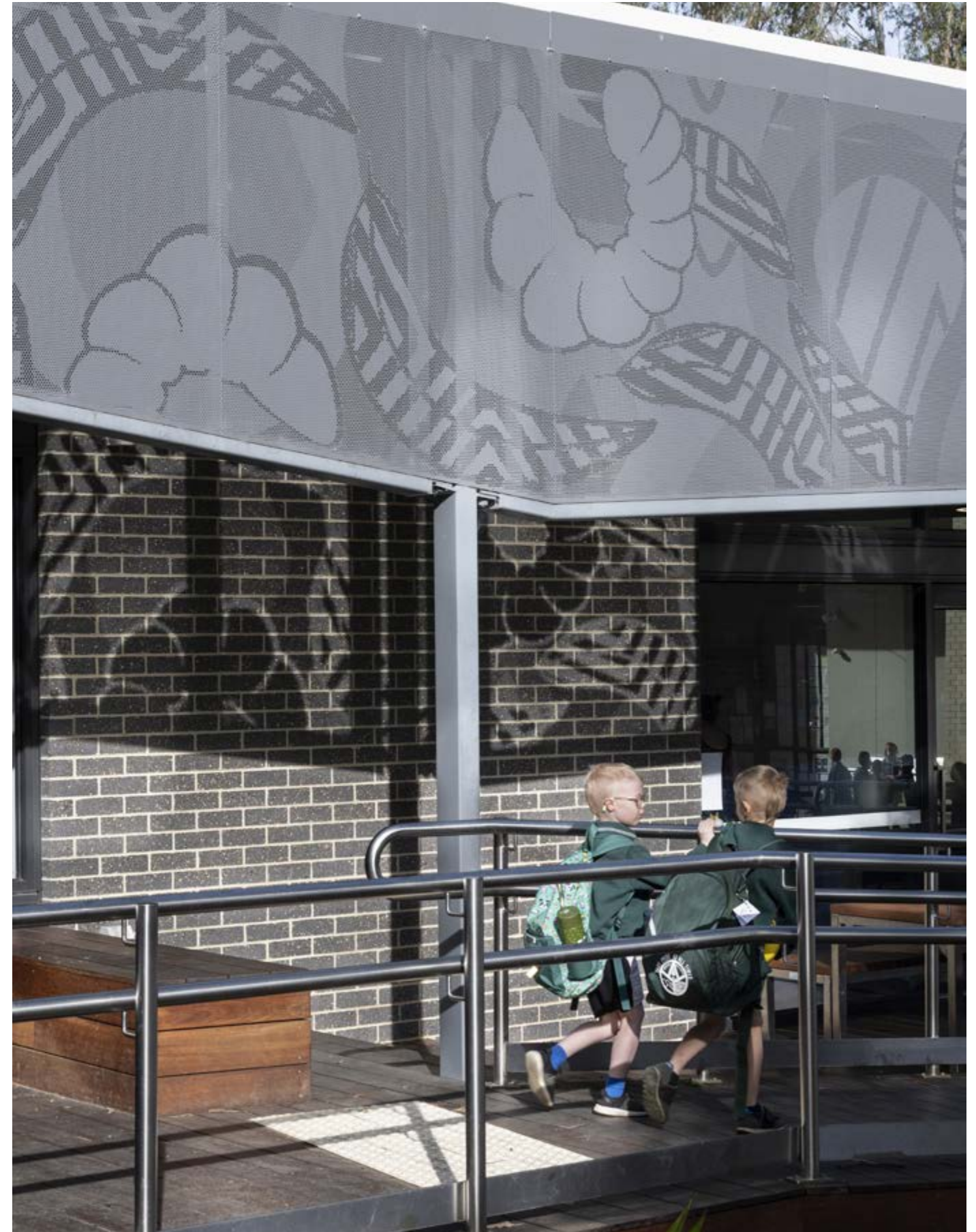
Our Reflect journey has been one of eagerness and poignancy as we work to elevate First Nations representation within our industry. This commitment has taken shape through initiatives such as two scholarships supporting architecture students through Monash University. We also aim to enhance the office's foundational knowledge, with all staff completing Cultural Competency training through the Koorie Heritage Trust. Additionally, we promote personal growth for every staff member by providing a diverse library of digital and physical resources within our office. These foundational steps from our Reflect RAP journey now guide us into this next stage.

With the launch of our Innovate RAP, we share an updated blueprint for Brand Architects' commitments over the coming years. We look forward to building respectful, mature partnerships that will bring us closer to true Reconciliation.

Esther Deutscher

Associate

Brand Architects



Artwork by Ash Firebrace, Wurundjeri artist, at our Woori Yallock Primary School project.

Our Vision for Reconciliation

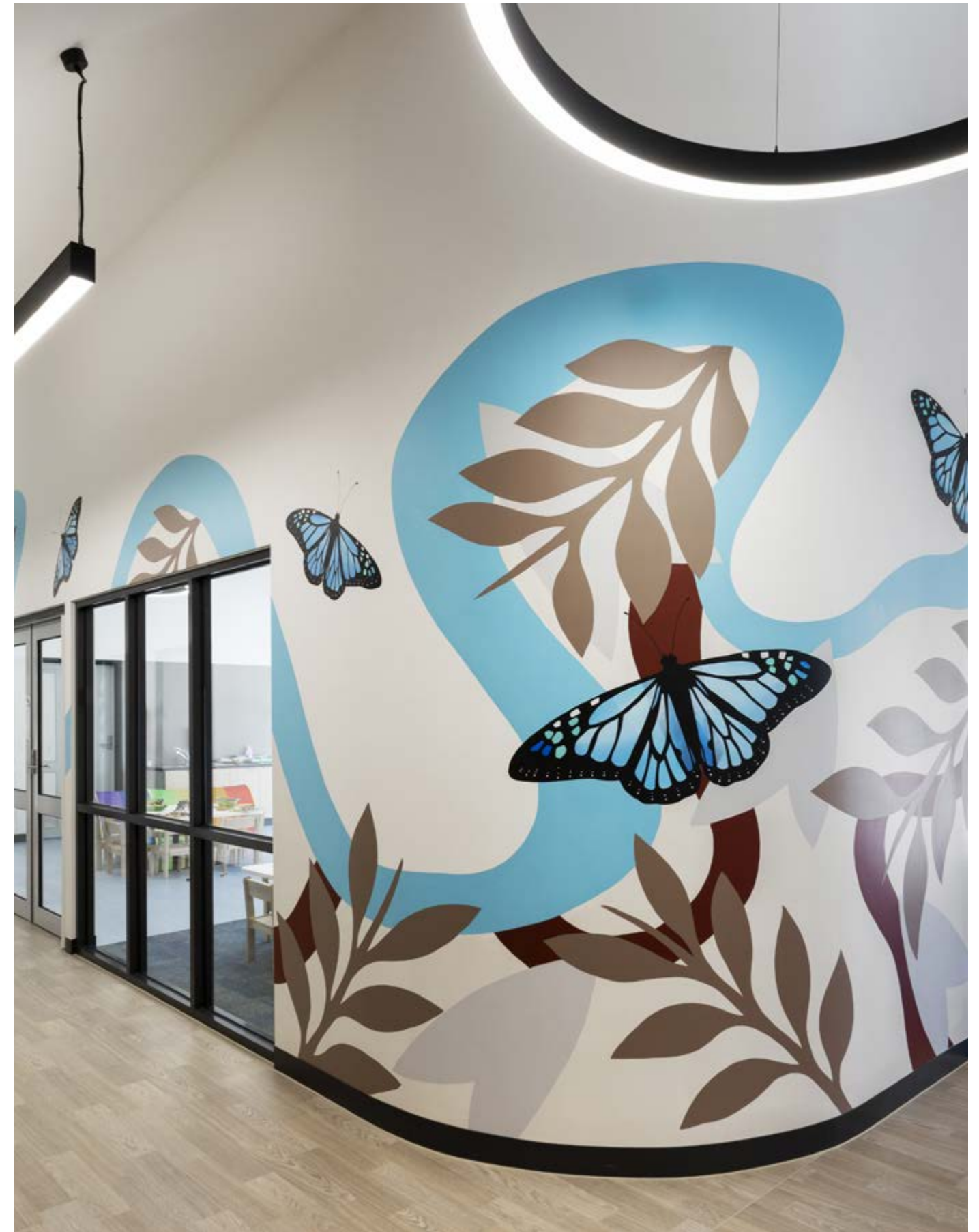
Brand Architects is a practice focussed on community building through architecture. All our work is in the public domain and our approach to design is based strongly in community engagement and collaboration. As a Certified B Corporation, we take our responsibility to Environmental and Social Governance seriously, and our commitment to reconciliation is a natural extension of our corporate ethos.

We have a vision for an Australia that truly acknowledges and reconciles with its history and sets itself on a pathway of historical acceptance of Australia's history. To this end, we recognise our responsibility as architects designing for Country, to work towards restoring and celebrating Country and Culture through our approach to Architecture. Our vision is to work towards embedding First Nations knowledge in all our work, whether it is part of the brief or not.

We are also currently in the midst of a climate crisis and must acknowledge that sustainable action starts with respect for and connection with Country, and that First Nations Custodians possess valuable knowledge that can guide us in this endeavour. As such, our sustainability commitments are intimately linked to our commitment to recognition of First Nations cultures in our design work.

We understand that our vision can only be achieved through understanding, awareness and the building of genuine relationships. We aim to build awareness and spread knowledge of Country, history and culture through our work and within our business. At the same time, we will continue to develop stronger relationships with the Traditional Owners of the country on which we work, most notably those of the Kulin Nation – the Woiwurrung, Bunurong, Taungurong, Dja Dja Wurrung and Wathaurong peoples.

Our vision for reconciliation incorporates equality of opportunity for all. Through our Innovate RAP, we will further explore and provide opportunities for First Nations partnerships, training and employment – building on existing initiatives including the scholarships established in our Reflect RAP.



Mural by artist Tommy Day, Gunditjmara, Wemba Wemba and Yorta Yorta man, at our Whittlesea Early Parenting Centre.

Our Business

Brand Architects is a Melbourne-based architectural practice committed to the delivery of socially and environmentally sustainable architecture. We have been established for more than 30 years, working almost exclusively in public infrastructure with a particular focus on education, sport and recreation, health, and community services.

Our office currently employs approximately 60 staff, the majority of who are registered architects or graduates of architecture. We operate from two offices, one in East Melbourne on Wurundjeri Woi-wurrung Country and one in Geelong on Wadawurrung Country. Generally, our reach is confined to Victoria, with completed projects in most regional areas. At present we employ one First Nations architecture student as a cadet.

Our Sphere of Influence

Through our practice's sphere of influence, we can engage individuals and organisations directly, consulting with communities as a part of our design process. Our buildings and landscape designs provide intentional spaces that create connections with Country, allowing for functional use with cultural safety and acknowledgement of Australia's First Nations peoples.

Our Sphere of Influence

Our practice shapes spaces across multiple sectors and communities within the realms of architecture, landscape and design.

Our direct influence can:

- Inform and lead our clients, consultants, and project stakeholders by actively promoting, engaging, and collaborating with First Nations communities.
- Assist local economy through procurement and reform.
- Repair Country with considered and sustainable design strategies.
- Support and train First Nations architecture students in their effort to become integral parts of the design community.

Our influence also expands beyond these direct actions and contacts. Our designs, when realised, create a broader impact which fosters understanding, respect, and appreciation for diverse cultural narratives with end users and the greater community.



Wall mural by Emma Stenhouse, Ngarrindjeri woman and contemporary artist, at our Melbourne office.

Reconciliation Journey To Date

The process of developing a Reflect RAP was certainly an introspective one, and not always a simple task. It required us to come together to assess and acknowledge our limited understanding of First Nations' histories, cultures and protocols. This exploration provided us with a foundation on which to cultivate a workplace that fosters and prioritises reconciliation.

We also had to assess and recognise our limitations respective to time and resources. We did not want to hinder our ability to implement initiatives effectively while balancing our ongoing project commitments.

Through this process we were able to recognise our RAP journey would require careful planning, genuine collaboration and sustained effort.

Our Reconciliation Journey was formalised in our Reflect RAP on November 2022.

Here is an account of our Reflect RAP journey:

Our Collaborations

- With the assistance of Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, we engaged with Aunty Doreen Garvey-Wandin, Aunty Julianne Axford and Aunty Gail Smith across several projects, including educational and early years facilities, to assist us with a design philosophy that respects and connects to Wurundjeri Woi-wurrung Country.
- With the assistance of Bunurong Land Council Aboriginal Corporation, we engaged with Kobi McKenna-Sainty to provide cultural advice on Early Parenting Centres. Kobi was also selected as the muralist for the interiors, which have been warmly received by the operators and end users.
- In addition to working with artist Kobi McKenna-Sainty (Bunurong/Palawa), Brand Architects has also integrated First Nations art into our buildings via artists Simone Thompson (Wurundjeri/Yorta Yorta) and Alex Kerr (Wurundjeri).
- We collaborated with artist Emma Stenhouse (Ngarrindjeri) in the creation of our practice's Acknowledgement of Country mural, located at the entry of our Melbourne office. The artwork titled 'Journey' talks to our shared journey of discovery and reconciliation. A coloured path on the top left of the artwork, represents our company's journey as one among many intertwined journeys and conversations. It also speaks to the practice's acknowledgement of, and commitment to, caring for Country.
- We also engaged Aunty Dooren Garvey-Wandin a Senior Elder of the Wurundjeri and Wandoon People, to compose a formal Acknowledgement of Country



Artwork by Alex Kerr, Wurundjeri artist, at our Lalor Secondary College project.



Mural by Kobi McKenna-Sainty, Bunurong artist, at our Wyndham Early Parenting Centre.

Cultural Events/Education/Activities

- Cultural Awareness Training – November 2022
Tim Stares from Koorie Heritage Trust held two Aboriginal Culture Competency training sessions in our office, to build our awareness of Aboriginal histories, cultures and lived experiences, and to move us forward in our journey of understanding and respect. These were invaluable sessions where we reflected on where gaps in our knowledge may lie, whilst being encouraged to broaden and deepen our understanding.
- William Cooper Institute – Awarding of Scholarships – 9th March 2023
Brand Architects attended the formal awarding of 2x scholarships through the William Cooper Institute at Monash University to Aboriginal and Torres Strait Islander undergraduate students wishing to study architecture. This was a great event where we were Welcomed to Country, met the students, and were then taken on a guided tour of the exhibition by artist Gail Mabo, daughter of Eddie Mabo, in the MUMA gallery.
- Scar Tree Walk – 31st May 2023
Lucas from Koorie Heritage Trust guided us around our immediate office surrounds on a cultural journey that connects traditional and contemporary Aboriginal cultures and histories of the local Kulin Peoples. The team was guided through beautiful Aboriginal Art installations and the iconic Scar Trees. Enlightened, everyone left the tour with a greater understanding of the long history that was told through these monumental landmarks.
- Yalinguth Fitzroy walk during National Reconciliation Week – 2nd June 2023
During National Reconciliation Week, members of the Brand team downloaded the Yalinguth app and walked along Gertrude Street to learn more about the history of Aboriginal people in Fitzroy. The experience was delivered through a mix of soundbites and storytelling, and painted a rich portrait of the Aboriginal life that existed and continues to thrive in the area.
- Reservoir High School Stage 1 opening – 4th September 2023
Wurundjeri/Yorta Yorta woman, Simone Thompson, presented her artwork in the foyer of the new Food Technology wing and had the opportunity to describe her magnificent painting.

- Architecture and Design RAP RING – Open letter of support for the Yes vote – 31st August 2023
Brand Architects were one of 36 practices within the Architecture and Design RAP RING to form a coalition of architects publicly supporting the establishment of a First Nations Voice enshrined in the constitution. This was rolled out via multiple forms of social media simultaneously, to flood our network channels with identical content to raise awareness of the vote's importance.
- History is Calling – A Voice to Parliament event – 18th September 2023
Peter Muhlebach, Esther Deutscher and Sandra Lin attended the History is Calling event at Monash University – a rally designed to educate staff, students and collaborators about the Voice to Parliament referendum. Footballer, Eddie Betts shared his personal experience about living in Australia as an Aboriginal person, and the impact that a Yes vote would have on First Nations peoples lives.
- Prior to commencement of construction at our South Morang Youth Refuge project for Hope Street Youth and Family Services, a site-cleansing Smoking Ceremony was performed by Aunty Joy-Wandin AO and her son Craig Murphy. It was attended by many stakeholders, including Minister Lily D’ Ambrosio. At the conclusion, the remnants from the ceremonial burl were buried in the earth, in the hope that a sister Manna Gum tree might grow next to the existing and majestic River Red Gum.
- Participation in the Architecture and Design RAP RING
Esther Deutscher and Belle Clarke represent Brand Architects in a monthly online forum with 73 other Australian practices in the industry who have worked with Reconciliation Australia to develop their RAPs. The quarterly forum takes a different topic in order to explore avenues for collective growth and sharing of experiences.



Artwork by Alex Kerr, Wurundjeri artist, at our Lalor Secondary College project.



Artwork by Kobi McKenna-Sainty, Bunurong artist, at our Barayip Primary School project.



Brand Architects met Adam Magennis of Bunurong Land Council Aboriginal Corporation on Country at Shoreham Foreshore, to discuss their aspirations and how we can address these through our projects.



Artwork by Hayden Russell, Wurundjeri and Dja Dja Wurrung artist, at our Wirrigirri Primary School project.



Brand Architects staff Scar Tree Walk.



Brand Architects attending the Weaving Workshop at Koorie Heritage Trust.



Brand Architects attending the History is Calling event at Monash University.



Mural by Kobi McKenna-Sainty, Bunurong artist, at our Wyndham Early Parenting Centre.



William Cooper Institute, Monash University. Formal awarding of two scholarships to Aboriginal and Torres Strait Islander undergraduate students wishing to study architecture.



Smoking Ceremony at William Cooper Institute, Monash University.

Our RAP

Undertaking our Reflect RAP has not only provided us with valuable insights into the complexities of reconciliation but also highlighted the inadequacies of our progress so far. Over the past year, we have dedicated time to reflect, develop actionable goals, and ensure that reconciliation remains a central focus and an ongoing commitment. The unsuccessful outcome of last year’s “YES campaign” in the Voice to Parliament referendum has prompted us to pause, reflect, and consider how we can enhance our collective awareness and understanding of the broader issues surrounding Reconciliation. Taking this on board through our Innovate RAP, the lessons in reflection will form the foundation to a commitment to respect and to support the voices of Aboriginals and Torres Strait Islander peoples across Australia.

Our approach to creating our RAP is conducted in a similar way to most activities in the office – through collaboration. We have established a RAP committee, consisting of staff in various positions within the practice, and within the committee is working groups teams focused on different areas of our Reconciliation Action Plan deliverables. We have the RWG Management Team, the RWG Engagement Team, the RAPWG Connections Team and the RAPWG Social Team.

Members of our RAP team include:

- Laurence Robinson, Director - RWG Management and Engagement Teams
- Peter Muhlebach, Director - RWG Management and Connections Teams
- Esther Deutscher, Associate and RAP Champion - RWG Management, Engagement and Connections Teams
- Belle Clarke, Associate - RWG Engagement and Connections Teams
- Laura Heyning, Senior Architect, RWG Management Team
- Graham Ho, Architect, RAPWG Social Team
- Sandra Lin, Graduate of Architecture, RAPWG Social Team
- Letichia Hoban Arrente and Luritja , Architectural Student, RAPWG Social Team





Relationships

Brand Architects believes in honouring and building relationships with Aboriginal and Torres Strait Islander peoples through our work. The practice is often engaged as lead designer on projects, providing us with the unique opportunity to engage meaningfully and collaboratively with First Nations peoples. Through our activities and services, we hope to provide a platform to support the sharing of First Nations voices and cultures, and to productively imbue their perspectives and values in our processes and built outcomes.

As the practice moves from the Reflect into the Innovate phase of the RAP, we are committed to increasing and diversifying our connections to the community and providing a larger and more accessible platform to Aboriginal and Torres Strait Islander peoples - both as designers and stakeholders within the architectural design process. To achieve this we will be engaging with Custodians, Knowledge Holders and Community Elders as early as possible during design stages in order to understand local opportunities and challenges, to ensure we are respectfully acknowledging and providing spaces to practice connection to Country in all of our projects.

We will hold our leaders to account to ensure we deliver on all our commitments to reconciliation, across all our stakeholder communities, our employees as well as other like-minded organisations.

Action	Deliverable	Timeline	Responsibility
1. 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 a brief and guiding principles for future engagement and Cultural Inclusion Collaborations	July 2026	RAPWG Engagement Team
	Develop and implement an engagement plan and flow chart to assist our work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	RAPWG Engagement Team
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	RAPWG Social Team
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026, 2027	RAPWG Social Team
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026, 2027	RAPWG Social Team
	Organise at least one NRW event each year.	27 May - 3 June 2026, 2027	RAPWG Social Team
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	RAPWG Social Team

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2027	RAPWG Engagement Team
	Communicate our commitment to reconciliation publicly.	June 2027	RAPWG Connection Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2027	RAPWG Management Team
	Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2027	RAPWG Connection Team
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2026	RAPWG Management Team
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	February 2027	RAPWG Management Team
	Prior to development on policy/strategy, Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	November 2026	RAPWG Management Team
	Educate senior leaders on the effects of racism.	June 2026	RAPWG Management Team



As part of our commitment to reconciliation, we hope that our design intentions are guided by the respect and appreciation we hold for the Traditional Custodians and their connection to Land and Water.

We intend to utilise the built form as a canvas to showcase our respect, as well as to celebrate the values and beliefs held by the Aboriginal and Torres Strait Islander peoples. Through our scope of influence, we will work to remind both ourselves and broader community of the Country that we build on, and the cultures and knowledge that have come before us.

By including Aboriginal and Torres Strait Islander voices in the early design process and respecting their input as key stakeholders, we intend to establish a standard in our design process that will promote and recognise reconciliation as a priority.

Action	Deliverable	Timeline	Responsibility
5. 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.	October 2025	RAPWG Engagement Team
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	RAPWG Engagement Team
	Develop, implement, and communicate a cultural learning strategy document for our staff based on results of internal review	July 2026	RAPWG Connection Team
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	August 2026	RAPWG Management Team
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	RAPWG Connection Team
	Continue to communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	RAPWG Connection Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026	Laurence Robinson - director
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	RAPWG Social Team

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025, 2026	RAPWG Social Team
	Review HR policies and procedures to encourage staff participating in NAIDOC Week.	April 2026	RAPWG Management Team
	Continue to promote and encourage participation in external NAIDOC events to all staff.	July 2025	RAPWG Social Team
8. Acknowledge and celebrate histories and cultures of First Nations peoples through our design practice.	Build partnerships and collaborate with Traditional Owners to ensure their Culture and stories are respectfully portrayed	July 2026	RAPWG Engagement Team
	Provide opportunities for team members to engage with Traditional Owners' stories and cultures directly	July 2026	RAPWG Social Team
	Provide opportunities for team members to research best-practice approaches for culturally safe design	July 2027	RAPWG Engagement Team
	Work with clients to provide opportunities for design collaborations with Traditional Owners	July 2027	RAPWG Management Team
	Work with clients to provide opportunities for collaboration with First Nations artists and design consultants	July 2026	RAPWG Management Team

Opportunities

Brand Architects is committed to using our scope of influence and resources to work with Aboriginal and Torres Strait Islander peoples to promote financial wellbeing and sustainable growth within the community. We will work to provide more internal employment options, as well as external engagement opportunities through consultant referrals and recommendations, and by including more Aboriginal and Torres Strait Islander businesses in our supply chain.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	RAPWG Management Team
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026	RAPWG Management Team
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2025	RAPWG Management Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	RAPWG Management Team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2025	RAPWG Management Team
	Include a specific encouragement of First Nations people to apply for advertised vacancies.	July 2025	RAPWG Management Team

Action	Deliverable	Timeline	Responsibility
10. 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 2026	RAPWG Engagement Team
	Investigate Supply Nation membership.	May 2026	RAPWG Engagement Team
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, including product specifications.	March 2026	RAPWG Engagement Team
	Review and update procurement practices and our Master Specification to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	RAPWG Engagement Team
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	March 2026	RAPWG Engagement Team

Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Include and encourage Aboriginal and Torres Strait Islander representation on the RWG.	July 2025	RAPWG Management Team
	Review and update our existing Terms of Reference for the RWG.	October 2026	RAPWG Management Team
	Meet at least four times per year to drive and monitor RAP implementation.	June 2025	RAPWG Social Team
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2026	RAPWG Management Team
	Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	June 2025	RAPWG Management Team
	Maintain appropriate systems to track, measure and report on RAP commitments.	June 2026	RAPWG Social Team
	Maintain an internal RAP Champion from senior management.	June 2025	RAPWG Management Team

Action	Deliverable	Timeline	Responsibility
13. 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	RAPWG Engagement Team
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026	RAPWG Engagement Team
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	RAPWG Engagement Team
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2025/2026, 2027	RAPWG Engagement Team
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2026, 2027	RAPWG Connection Team
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAPWG Engagement Team
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	RAPWG Engagement Team
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2027	RAPWG Engagement Team

Contact Details

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Brand Architects

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