

INNOVATE RECONCILIATION ACTION PLAN



Architectus acknowledges the Aboriginal and Torres Strait Islander peoples of this nation as the Traditional Custodians of the lands on which our company is located and where we conduct our business. We pay our respects to Elders, past and present.

Architectus is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Contents

1	About the Artwork	4
2	A message from Reconciliation Australia	8
3	A message from our CEO	9
4	Our Vision for Reconciliation	11
5	Overview of our Business	12
6	Design Philosophy	13
7	Our RAP	14
8	Our Partnerships & Current Activities	17
9	Relationships	18
10	Respect	21
11	Opportunities	24
12	Governance	27
13	Contact details	28

Front cover:
'Moving together'
artwork by Katie
West, photographed
by Cole Baxter.

About the Artwork

Architectus has commissioned Yindjibarndi artist Katie West to complete a unique art piece to support our Innovate Reconciliation Action Plan.

Artist Statement:
Moving together, 2023
By Katie West
& String Workshop Participants

Moving together is the title of the final artwork commissioned for the RAP Innovate 2023, instigated by artist and Yindjibarndi woman Katie West and brought to life by the Architectus team, their friends, and their families.

Moving together formed over time, conversation, and making by hand during a series of string-making workshops. Katie introduced a string-making technique learnt as a child growing up on Noongar Yued boodja, which mirrors rope and string-making practices from across the planet. As we worked collectively with our hands, we found a shared pace. As our fingers found focus, our minds found

space to share our thoughts and stories and listen to each other. We considered how human kinship connections are created and maintained through the collective activity of making by hand. We considered how this pace of production might reflect the pace of seasons and the movements of non-human beings.

After the workshop series, the string made by all participants journeyed to the Perth Architectus studio. Using some of the string, Katie made five baskets that riffed off the shape and form of a Yindjibarndi basket traditionally made with plant fibre. The baskets represent the work of First Nations women tending to Country, their extended kin, immediate families and children. Baskets move with women and Country carrying nourishment and knowledge. The notion of 'moving with Country' recurred throughout the residency, with it the importance of future design doing the same, working to keenly observe and respond to a global atmosphere in rapid flux.



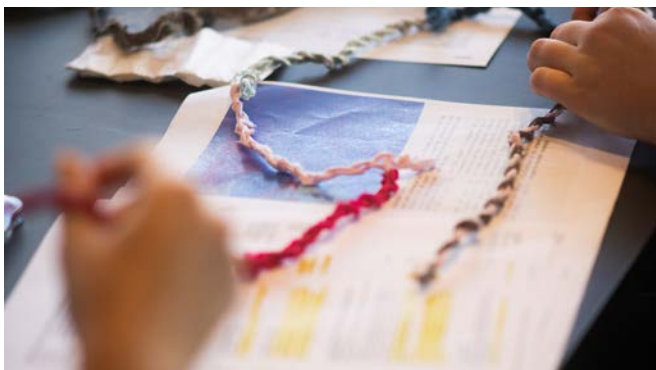
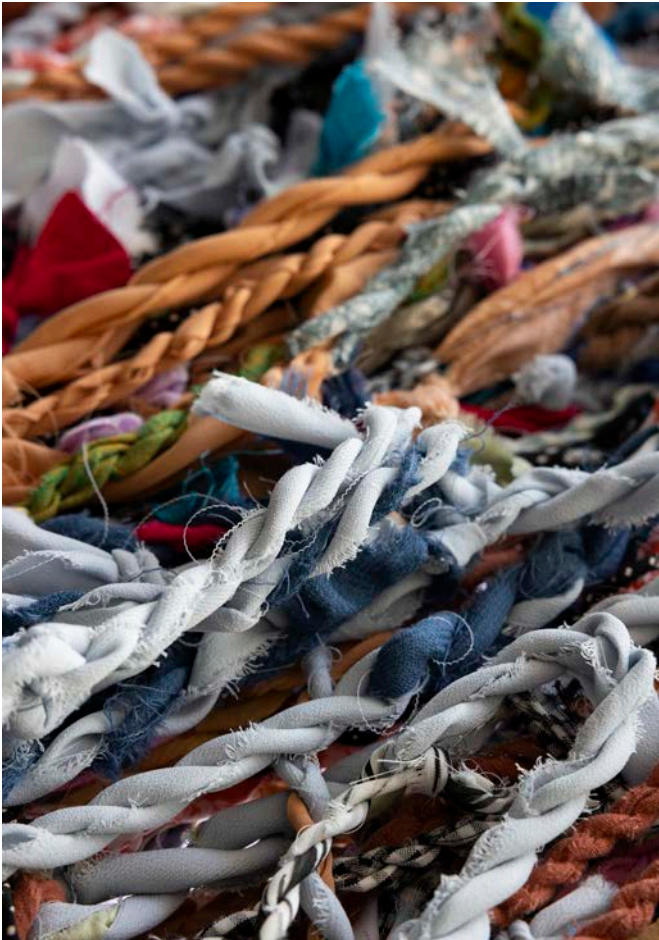
Top:
Perth weaving workshop,
photographed by Cole Baxter.
Bottom:
'Moving together' artwork by
Katie West, photographed by
Cole Baxter.

Yindjibarndi artist
Katie West installs
commissioned
'Moving together'
artwork,
photographed by
Cole Baxter





Perth weaving workshop,
photographed by Cole Baxter.



A message from Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Architectus 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 Architectus 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, Architectus 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. Architectus is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Architectus' 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 Architectus on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

A message from our CEO



Ray Brown
CEO Architectus
Australia Pty Ltd

At Architectus we are acutely aware that we design places and spaces that occupy the unceded lands of Aboriginal and Torres Strait Islander peoples, and that these First Peoples maintain the greatest connection and knowledge of place. We prioritise integrating reconciliation into our practice and design process by working together with First Nations designers and collaborators.

In 2020, we established our first Reflect RAP, beginning our reconciliation journey developing relationships with Aboriginal and Torres Strait Islander stakeholders and determining our future vision for reconciliation. We believe that reconciliation is a continuous process that cannot be rushed. In 2022, we decided to develop a second Reflect RAP. Through our second Reflect RAP, we took the time to make reconciliation even more tangible in our practice, our process and in our built work.

In 2023, Architectus merged with Conrad Gargett to expand our national design capability. It is our shared vision to create resilient and meaningful places for people. Through our shared Innovate RAP, we want to integrate First Nations collaboration and experiences into our design process and across our business.

We have had the privilege and the pleasure of working with Yindjibarndi artist, Katie West to construct the visual and storytelling components of our Innovate RAP, this impactful collaboration has further informed our vision for reconciliation. Across the business, all staff had the opportunity to participate in a weaving workshop, contributing handcrafted woven pieces to the final artwork. Thanks goes to Eleni Gogos and Leah Crabb who developed a strong relationship with Katie.

We would like to thank Reconciliation Australia for their guidance and feedback as we established our Innovate RAP. Over the last 3 years, it has been a galvanising experience for our practice, and we encourage all our colleagues in the design, property and construction industries to embark on their own RAP journey. It is with humility, optimism and anticipation that we implement the Architectus Innovate Reconciliation Action Plan. We commit to, and look forward to, our journey of reconciliation with you.

A collaborative workshop
with First Nations
consultant Christian
Hampson, Yerrabingin



YERRABINGIN
INDIGENOUS DESIGN THINKING
FOR COLLABORATIVE SOLUTIONS

Our Vision for Reconciliation

Our vision for reconciliation sees Australia as a united society that honours the importance of Aboriginal and Torres Strait Islander peoples; understanding and respecting their unique cultural and spiritual relationships to the land, waters and seas and their rich and continuing contributions to society.

For our practice this means embracing a design process that is enriched by deep engagement and collaboration with Aboriginal and Torres Strait Islander partners to create places that have a positive and lasting impact. For our team, this means a culturally safe and equitable workplace that welcomes the voices of Aboriginal and Torres Strait Islander peoples and supports everyone to reach their full potential.

Overview of our Business

Architectus is a design practice offering architecture, interior architecture, landscape architecture, urban design, urban planning, and digital design. We operate nationally with studios in Gadigal Country, Sydney, Wurundjeri Country, Melbourne, Turrbul and Jagera/Yuggera Country, Brisbane, Bindal and Wulgurukaba Country, Townsville, Yugambah and Bunjalung Country, Gold Coast, Kurna Country, Adelaide, and Whadjuk Noongar Country, Perth.

We design to make a positive and lasting impact on people, cities, and communities. Our practice combines deep expertise in every sector with critical problem-solving skills and a commitment to exceptional design. Through our collaborative ethos and insightful, human-centric approach, we create design outcomes that exemplify elegance, functionality, and sustainability

In 2023, Architectus and Conrad Gargett merged practices. Together, we offer unparalleled expertise spanning the sectors of Education, Public, Transport, Defence, Health, Heritage, Urban Futures, Landscape Architecture, Commercial, Residential and Interior Architecture

We have a strong relationship and joint ownership structure with Architectus Aotearoa in Auckland, Christchurch, and Wellington. This expands the expertise and capacity we offer each market, drawing on beneficial ties between us dating back to 2001.

As a unified force, we are now one of Australasia's largest and most diverse design firms, with more than 750 talented designers and specialists including eight staff who identify as Aboriginal and/or Torres Strait Islander people working across eleven studios.

As architects and designers, we have a responsibility to understand, respect and acknowledge the places that host the projects we develop. This occurs ideally through deep consultation and engagement with First Peoples in the design process and results in build form that is deeply founded in place and context.



Above:
Team meeting at the
Architectus Melbourne Studio

PEOPLE

- **People**
Human experience is at the heart of our approach. We design for all people who work, travel, visit, learn, and live in the spaces and places we create

-
- **Place**
We recognise the sacred lands of our First Peoples, and through design we respect and acknowledge the landscape, climate, history, culture, and custodial presence that defines place.

PLACE

-
- **Purpose**
Working with all stakeholders, we explore the purpose of each project, to reach its full potential beyond the functional brief.

PURPOSE

PLANET

- **Planet**
We champion sustainability and resilience in every aspect of our business and aim to make our environmental impact a net positive for the planet.

-
- **Production**
Our design thinking revolves around intelligent, efficient, and safe ways to contribute to the built environment. We use the term 'production' to describe our technical and digital expertise in creating resilient, liveable places.

PRODUCTION

Our RAP

At Architectus, we are acutely aware that we design places and spaces that occupy the unceded lands of Aboriginal and Torres Strait Islander peoples, and that these First Peoples maintain the great connection and knowledge of Country

We are launching an Innovate RAP to enhance our approach to reconciliation. As designers, it is critical that we listen to and work collaboratively with Aboriginal and Torres Strait Islander peoples. Architectus is actively building relationships with First Nations peoples to make reconciliation tangible in our practice, our design process and in our built work. We operate on a foundation of respect, communication and trust and put our intentions into action through the commitments made in our Innovate Reconciliation Action Plan.

The Executive Management Group of Architectus has a RAP Committee led by Mark van den Enden who is Group Director Communities and the Architectus RAP Champion.

The Architectus RAP Working Group is comprised of staff from all aspects of the business, and is chaired by the Chief Communications Officer.

- Chief Communications Officer
- Group People Advisory Manager
- Principal
- Studio Leader
- Senior Associate
- Associate
- Architect
- Designer
- Graduate
- Student

Three Aboriginal and Torres Strait Islander people are represented on our RAP Working Group. They are current employees of Architectus.

We do not have a formalised external *Aboriginal and Torres Strait Islander Advisory Group* but have sought advice from members of our network of First Nations Cultural Advisors, Artists and collaborators.

What we've learnt so far on our reconciliation journey

We launched our first Reflect RAP in May 2021 and our second in late 2022. Our key learning has been the importance of creating connections in each of our studio locations with local Aboriginal and Torres Strait Islander communities, groups, advisors, artists and collaborators.

When we started our RAP journey, our relationships were patchy- we had some strong connections in the north but almost none in the southeast and west of Australia. When we established our RAP working Group we ensured it comprised of staff from each of our studio locations. By working together and sharing stories and insights we were able to achieve not only deeper engagement with First Nations peoples, but a more even spread across the country.



Left and right: Perth weaving workshop, photographed by Cole Baxter.

Our RAP

Right: PayPal Melbourne Fashion Festival Architectus interior designers created a space for First Nations designers to display work during the festival.

Our RAPs have changed to the way we do business, these are some examples:

- Across the business, we have initiated an Acknowledgement of Country at public presentations, studio updates, and in our submissions, reports and publications
- We invited Traditional Owners to perform a Welcome to Country at each of our 21st birthday events in 2022.
- We revised our Design Philosophy to specifically state that we recognise the sacred lands of our First Peoples, and through design we respect and acknowledge the landscape, climate, history, culture, and custodial presence that defines place.
- The importance of understanding 'Place' has been embedded in our design process, involving historical research of the many locations on which we build to develop our understanding and inform our design response.
- We have provided every staff member the opportunity to engage in First Nations cultural awareness training.
- We have joined Career Trackers and have employed three First Nations students.
- We have formed a Consortium to sponsor the First Nations runway at Melbourne Fashion Festival

Architectus Case Studies **Melbourne Fashion Festival First Nations Runway**

Architectus is proud to sponsor the Melbourne Fashion Festival First Nations runway for the second year running in 2023. Alongside ADP Consulting, MPA and Slattery, our practice sponsored the Urban Oasis Runway at the Royal Exhibition Building, Wurundjeri Country. One of the hotly anticipated events in an exciting, packed program, Urban Oasis exhibited the creativity and craftsmanship of leading and emerging First Nations designers, whose work shared the spotlight with established and renegade street and conceptual designers from around Australia. The runway event is a natural extension of our initial involvement in the festival in 2022, where Architectus, MPA and Slattery – along with Brookfield Properties – supported the festival's First Nations Program featuring the First Nations Runway and the KIN Fashion Exhibition. Architectus interior designers also created a space for First Nations designers to display work during the festival.

Partnership between Architectus and Melbourne Indigenous Transition School (MITS)

A partnership between Architectus and Melbourne Indigenous Transition School (MITS) gave Year 10 and 11 students the opportunity to experience a career in design, through the First Nations Work Experience Program in October 2022.



MITS is a Year 7 and 8 transition school for First Nations students from remote and regional communities in the Northern Territory and Victoria. Through a variety of ongoing programs, it supports young people as they pursue away-from-home schooling in Melbourne and creates pathways to greater opportunity for these students.

The students, MITS Alumni who now attend Siena and Kingswood College, spent a week in our Melbourne studio and experience a jam-packed program that offered a glimpse into what it's like to be a designer.

Students spent time with architects, interior architects and our urban design team and experienced a range of hands-on activities. They toured the city, went behind the scenes at our State Library of Victoria project, learnt more about sustainability, tried their hands at model making and donned the VR headsets. They also heard about the various pathways into the industry from some of our designers, and finished with a presentation of their work to the rest of the studio.



Left:
The wise crow of
Dja Dja Wurring Country
at Bendigo TAFE.

Our RAP

National Herbarium of NSW

The National Herbarium of New South Wales, the largest plant science facility in the Southern Hemisphere, safeguards one of Australia's most significant botanical collections. The earliest seeds of the design response were sown with a walk at Mount Annan on D'harawal Country with Elders Aunty Frances Bodkin and Uncle Gavin Andrews. They shared stories of the deep history and

enduring culture of the local D'harawal people. Frances described Mount Annan as a special gathering place during the alignment of Venus, Mars, and Saturn. She said, "Whenever the three sisters in the sky danced in a straight line, everyone would come together to meet and have a great Bunya, a festival to celebrate their friendship." This inspired the Herbarium's east-facing veranda that serves as a public gallery to witness this celestial event in the east-southeastern sky.

Ruah Centre for Women and Children

The Ruah Centre for Women and Children is Western Australia's first purpose-built centre for healing and health, providing a safe-haven for women and children escaping domestic violence. Recognising the significance of community and family within Aboriginal culture, the design of the Centre prioritises Aboriginal connections as one of the key design drivers. This was cultivated through a strong association and collaboration with Ruah's First Nation Representative and stakeholder group. The building aims to support women and children by inviting and accommodating mothers, grandmothers, and aunts, ensuring their comfort while providing support. Outdoor spaces open to the air and stars, designed for communication and reflection, draw inspiration from the Aboriginal way of learning from and connecting with place and community.

Harkness Memorial

Architectus is working alongside McGregor Coxall, Aurecon, and Greenshoot Consulting to plan and design the largest public cemetery in Melbourne in over 100 years. Our master plan for the site embraces Wurundjeri culture and aims to foster an ongoing, respectful relationship with the Traditional Owners of the land to further cultural awareness, knowledge exchange, and understanding.

Bendigo TAFE

During the revitalisation of the Bendigo TAFE City Campus – a collaboration between Architectus, Six Degrees

Architectus and SBLA Studio - we had the privilege of working with the Dja Dja Wurring Land Corporation and artist Mandy Nicholson to embed Aboriginal artwork into the fabric of each building and co-create special places that warmly celebrate First Peoples. Waa, the wise crow of Dja Dja Wurring Country, welcomes and guides Bendigo TAFE students as one of three artworks on campus by Wurundjeri, Dja Dja Wurring and Ngurai Illam Wurring artist, Mandy Nicholson. Waa and Bunjil are brought to life in filigreed metalwork on the exterior of the building and in a dramatic hand painting in the atrium of the new Building G. At the heart of the campus, you'll find the six seasons calendar led by SBLA Studio. The three-metre diameter courtyard is filled with artworks and interpretations to educate on the significance of Dja Dja Wurring Country, both past and present.

Our Partnerships & Current Activities

Our studios across Australia engage with Aboriginal and Torres Strait Islander people in a variety of ways.

We invite local Aboriginal and Torres Strait Islander people into our studios to give talks, run workshops, and engage with our wider team. We began National Reconciliation Week with a national event featuring Yindjibarndi artist Katie West, who delivered a weaving workshop for all our staff, the pieces were returned to Katie and incorporated into the final design of our Innovate RAP artwork. Ngunnawal woman Kat Rodwell facilitated an educational walking tour in Melbourne, Daly River man Jacob Nash shared his design expertise with our Sydney Studio and our Adelaide studio participated in a basket weaving and storytelling session

with Marra Dreaming. Our team also frequently attends the Parlour Collective's Deadly Djurumin Yarns to enhance our understanding of First Nations design principles and ideas.

In September 2022, we released an online cultural inclusion training course for all staff, empowering them to build the foundation of knowledge for Australian First Nations culture and history, 352 members of our staff have completed this course.

We actively collaborate with First Nations people on our projects and continue to view this as an important part of our identity and responsibility as an Australian design studio. Our First Nations advisors and collaborators include: Cole



Baxter, Yerrabingin, Blaklash, Balert Mura, Greenshoot Consulting, Cox Inall Ridgeway.

Since 2022, we have created a consortium of four property and construction businesses to sponsor the Melbourne Fashion Festival First Nations Runway. In 2023, the overall sponsorship is \$80,000 (\$20,000 each) and includes a bursary for an emerging First Nations fashion designer.

Our 2023 Design Charrette featured a collaboration with Kurna man, Karl Telfer and our own First Nations student group to inform our designers of the First Nations heritage of the site and how we can interpret place using a cultural lens to influence our design solutions.

Our research determined that there are currently few registered architects who identify as Aboriginal and/or Torres Strait Islander. We believe in fostering the development of young people to support their journey to a career in our industry. To do so, we have partnered with CareerTrackers and the Aurora Education Foundation to host First Nations interns across our national studios and developed relationships with First Nations support offices at universities in our studio locations. We also host work experience programs for high school students nationally and attend careers fairs to inspire career pathways in architecture and design for young First Nations students.



Above: Kurna man, Karl Telfer speaks to the First Nations heritage of the 2023 Design Charrette site, photographed by Cole Baxter.

Below left: Perth studio participants in the basket weaving and storytelling session with Marra Dreaming, photographed by Cole Baxter.



At Architectus, we know that positive relationships are the foundation of meaningful collaboration, inclusive design outcomes, and successful projects.

Through our Innovate RAP, we want to strengthen the relationships we have established during our Reflect RAPs, and build and nurture new relationships; we know that broadening our connections with Aboriginal and Torres Strait Islander people will deepen our understanding of Country, and we believe this is key to achieving equitable, resilient and sustainable outcomes in our work.

Focus area

Fostering strong relationships with Aboriginal and Torres Strait Islander organisations enables us to build a shared vision for our projects, which contributes to successful outcomes.



Right:
Yindjibarndi artist Katie West
presents commissioned
artwork 'Moving together',
photographed by
Cole Baxter.

Relationships



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Continue to consult with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2025	Lead: RAP Champion, Support: Studio Leaders, People Advisory Group Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisation.	June 2024	Lead: RAP Champion Support: Principals and Senior Associates within the RAP Working Group
	Maintain First Nations Consultant Register and Supplier directory.	December 2025	RAP Administrator
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	RAP Administrator
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2024, 2025	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2024, 2025	Studio Leaders (MM, MP, AK,KE,MB,AS)
	Organise at least one NRW event each year and provide follow up reflections and learnings.	27 May - 3 June, 2024, 2025	Studio Leaders (MM, MP, AK,KE,MB,AS)
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2024, 2025	RAP Administrator

Relationships



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October 2024	Lead: RAP Champion, Support: Studio Leaders, People Advisory Group Manager
	Communicate our commitment to reconciliation publicly.	January 2025	Lead: RAP Champion, Support: National Manager Strategic Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	Lead: RAP Champion, Support: Studio Leaders, Sector Leaders
	Collaborate with liked-minded build environment organisations with RAPs by continuing our membership in the RAP Architecture & Design RING to develop innovative approaches to advance reconciliation across the industry.	December 2025	RAP Champion
	Display a hard copy version of our Innovate RAP in all studios.	January 2024	Studio Operations Lead
	Include a copy of the Architectus RAP within the onboarding pack provided to all new team members.	January 2024	People Advisory Administrator
	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.	June 2024
Develop, implement, and communicate an anti-discrimination policy for our organisation.		December 2024	People Advisory Group Manager
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		June 2024	Lead: RAP Champion Support: First Nations External Advisor
Educate senior leaders on the effects of racism.		December 2025	RAP Champion

Respect



As architects, it is our responsibility to consider how we can restore First Nations principles of caring for Country into our design process. We are actively committed to further building relationships with First Nations communities to make reconciliation even more tangible in our practice, our design process and in our built work. We operate on a foundation of respect, communication and trust and put our intentions into action through the commitments we make in our RAP.

We established our first Reflect RAP in 2020 to deepen our understanding from acknowledgment to listening, learning, and working with First Nations peoples in both our practice and our projects. This has profoundly impacted the way we work.

We believe good design is problem solving, that must employ processes and lead to outcomes that are respectful of people and context and enhance the wellbeing of the community and the environment into which projects will exist. This forms the basis of our Social Responsibility mission.

Our Innovate RAP commitment in 2023 is an incredible opportunity to deepen the established relationships and learnings from our First Nations partnerships and continue to respectfully collaborate on projects that celebrate and acknowledge First Nations culture and advances reconciliation wherever possible.

Arrernte artist Heather Kamarra Shearer (seen here with Principal Karl Traeger) creates unique artwork to support first





Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	June 2024, June 2025	Learning Partner
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Lead: RAP Champion Support: First Nations External Advisor Learning Partner
	Develop, implement, and communicate a cultural learning strategy document for our staff.	December 2024	Lead: RAP Champion Support: Learning Partner
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025	RAP Working Group
	Build on cultural learning sessions offered to key staff, in order to share outcomes and reflections more broadly in all studio locations.	September 2024, Septembner 2025	Lead: Learning Partner Support: First Nations External Advisor
	Facilitate collaborative discussion sessions, 'drop-in' sessions and Q+A forums to enhance cultural learning.	September 2024, Septembner 2025	Lead: Learning Partner Support: First Nations External Advisor
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.	December 2025	Lead: RAP Champion Support: Studio Leaders (MM, MP, AK,KE,MB,AS) and National Manager – Strategic Communications
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2024	Lead: RAP Champion Support: New Business Leader
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2025	Lead: Studio Operations Lead



Action	Deliverable	Timeline	Responsibility
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2025	Lead: Studio Leaders (MM, MP, AK,KE,MB,AS) Support: Project Leaders (individuals nominated to this role for each project as part of the Architectus quality system)
	Include First Nations place names in each of our project submissions and on project pages on our website, in consultation with First Nations stakeholders.	December 2025	National Manager – Strategic Communications
	Provide training to designers to help them research and record each project's Country, Traditional Owners and Language Groups in our project database and reflect this in documentation.	January 2024	Lead: RAP Working Group Support: Learning Partner
	Enable First Nations staff to add their Language Group to email signature	January 2024	RAP Champion
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.	First week in July, 2024, 2025	RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024, 2025	People Advisory Group Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2024, 2025	Studio Leaders (MM, MP, AK,KE,MB,AS)
Raise awareness in our staff about the Uluru Statement from the Heart.	Host virtual and/or in person lunch and learn sessions for staff on the Uluru Statement from the Heart.	June 2024	Studio Leaders (MM, MP, AK,KE,MB,AS)
	Provide educational resources regarding the Voice to Parliament on our Reconciliation SharePoint page.	December 2025	RAP Administrator

Opportunities



By entering conversations and collaborations with First Nations designers, advisors, artists and communities we strive to incorporate First Nations design principles, artworks, and wisdom into our projects. The Australian Indigenous Design Charter is one of our guides, particularly around Indigenous-led design input, community specific cultural protocols, impact of design and shared knowledge methodologies for all levels of engagement.

With our clients we actively suggest collaborations with First Nations people on our projects from their inception and continue to view this as an important part of our identity and responsibility as an Australian architecture studio. Many of our projects have incorporated Aboriginal and Torres Strait Islanders consultants, artworks and storytelling.

University
of Sydney,
Faculty of Arts
and Social
Sciences.



Opportunities



Action	Deliverable	Timeline	Responsibility
Provide guidance to staff on how to provide opportunities for Indigenous design in projects	Build understanding of the Australian Indigenous Design Charter as a key guide document to inform opportunities for genuine and respectful project processes and outcomes.	April 2024	Lead: RAP Champion Support: RAP Working Group
	Communicate the Australian Indigenous Design Charter at studio meetings and make the Charter readily available to all staff.	May-June 2024	Lead: RAP Champion, Support: National Manager Strategic Communications
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.	December 2023	People Advisory Group Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	January 2024	People Partner
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	People Advisory Group Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	People Partner
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2024, 2025	People Advisory Group Manager
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.	December 2025	Lead: Compliance Manager Support: New Business Leader
	Investigate Supply Nation Membership.	December 2025	Lead: Compliance Manager Support: New Business Leader
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025	RAP Administrator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024, 2025	Lead: Compliance Manager Support: New Business Leader

Opportunities



Action	Deliverable	Timeline	Responsibility
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2025	Lead: RAP Champion Support: Compliance Manager and New Business Leader
Develop pathways to employment by fostering First Nations student programs within our practice and industry	Maintain existing relationships and explore additional relationships with First Nations internship and work experience organisations to create opportunities in each studio.	December 2025	People Advisory
	Create an internal Business Case to establish Architectus First Nations Design Scholarship Program.	January 2025	RAP Champion
	Create an internal Business Case to establish Architectus First Nations Design Scholarship Program.	December 2025	People Advisory



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2023	RAP Champion
	Establish and apply a Terms of Reference for the RWG.	December 2023	RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	December 2025	RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2023	RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2023	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2023	RAP Champion
	Appoint and maintain an internal RAP Champion from senior management.	December 2023	Executive Sponsor
	Identify RAP Administrator to support RAP implementation	December 2023	RAP Champion
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 Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2024, 2025	RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually	December 2024, 2025	RAP Administrator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2025	RAP Administrator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2025	RAP Champion
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	RAP Champion

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