

Innovate Reconciliation Action Plan

July 2025–
July 2027



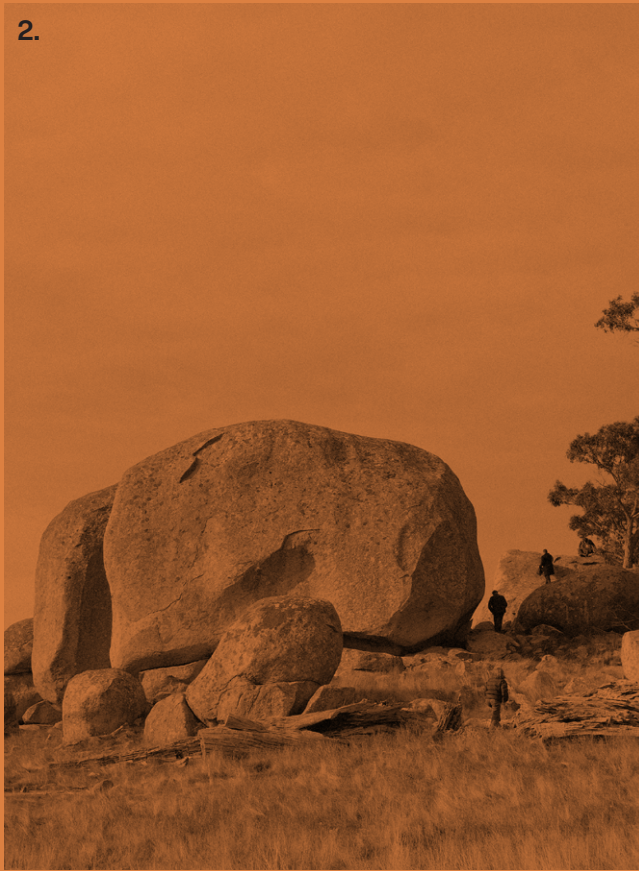
**RECONCILIATION
ACTION PLAN**

INNOVATE

Six Degrees acknowledges the Traditional Custodians of our project sites and our connection with Wurundjeri Woi Wurrung Country as the place on which we learn and work. We acknowledge that Country holds all knowledges, histories and memories alive and that we have a responsibility to care for it. We pay our deepest respects to Elders, past and present.

Statement from CEO of Reconciliation Australia

First Innovate RAP



Reconciliation Australia commends Six Degrees 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 Six Degrees 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, Six Degrees 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. Six Degrees 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 Six Degrees Architects’ 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 Six Degrees Architects on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

1. Photograph of Journey of Significance 2 leadwork glass-art by Shea Oberleuter in the Six Degrees office
2. Image: Tooborac, Taungurung Country

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JOURNEY OF SIGNIFICANCE 2
by **Shea Oberleuter**

This artwork symbolises the personal journey to discovering the connection to Shea's Torres Strait Island ancestry.

Shea's art dances with her family roots from the Torres Strait Islands, incorporating a vibrant tale with blues, greens, whites, and blacks. These colours pay homage to her indigenous roots, weaving values passed down through generations. Each path tells a story, creating a beautiful harmony that showcases the deep bonds tying her to her past and guiding her through time's unfolding chapters.

"Through my art, I aim to bridge the gap between tradition and innovation, creating pieces that not only pay homage to my heritage but also speak to the modern world. I believe that art has the power to transcend cultural boundaries and bring people together, and I am committed to using my craft to share the beauty and richness of Torres Strait culture with the world".

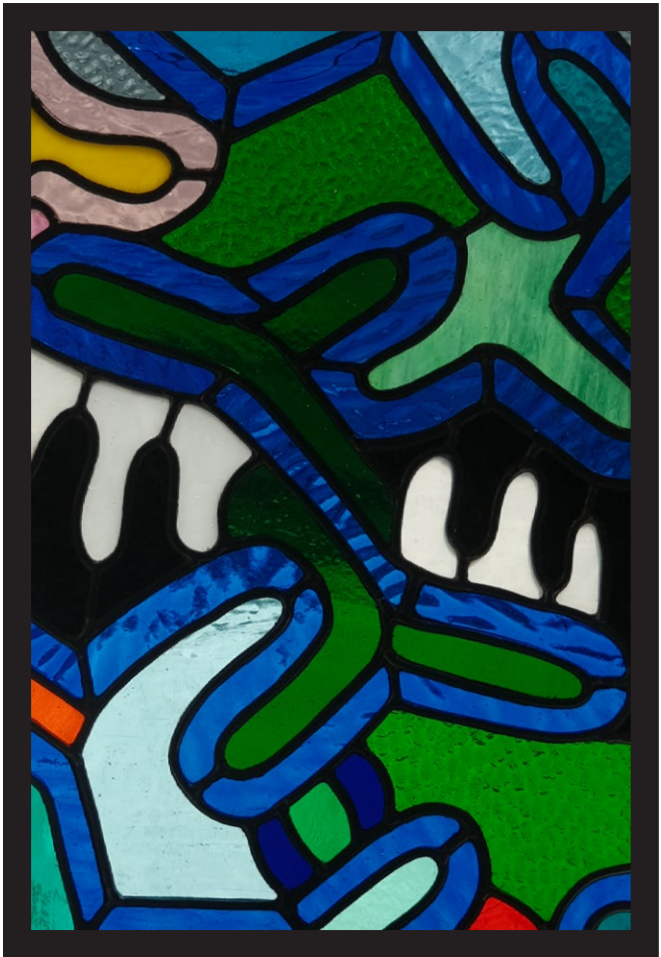


Image: Journey of Significance 2 by Shea Oberleuter

Our vision for Reconciliation



Images:
1. Designing with Country Working Folder
2. Six Degrees team

Our vision for reconciliation is one in which First Nations voices are not only heard, but seen, where cultures and connections to Country are celebrated in the built environment. We recognise the value of Traditional Knowledges and practices in strengthening connection to place and Country. We believe that reconciliation involves place-making that is inclusive and safe, where peoples can strengthen their connection to Country and understand their responsibility to care for the lands on which they find themselves.

To support our vision and our unique RAP journey, we have created an internal guide on how to embed these principles within our design, which we call the *Designing with Country Working Folder*. The document is a compilation of learnings and protocols gathered by a period of research by our studio. It identifies our responsibility to advocate for co-design as built environment practitioners, as well as the minimum practice that we have committed to in the event that formal co-design has not been able to be put in place. A key component of the document is seeking and incorporating feedback from contributors within our sphere of influence. This document has been endorsed in the interim by our Board of Directors, and while considered a document in evolution, we have begun applying this to our project QA processes/ checklists.

As of November 2024, the parties who have reviewed the document include:

- **Uncle Peter Hyde**, Gimuy Walabara Yidinj Elder & Traditional Owner
- **Ellen Buttrose**, Cairns City Architect (and previously Associate at People Oriented Design, Cairns)
- **Professor Hannah Robertson**, ARC DE-CRA Fellow and Lecturer in Construction at the University of Melbourne, and Adjunct Research Fellow at the Monash Sustainable Development Institute
- **Howard & Pam Tankey**, Whitehorse Friends for Reconciliation

The *Designing with Country Working Folder* is underpinned by key principles that speak to the core pillars of Relationships, Respect and Opportunities and inform Governance, and lean on the principles outlined in the Australian Indigenous Design Charter:

1. Deep Listening
2. Indigenous Led
3. Connecting to Site
4. Indigenous Knowledge
5. Partnerships
6. Celebration

Our Business

Our core business is Architecture, Planning and Interior Design. As built-environment practitioners we understand that we have a responsibility to shape our cities to reflect the deep histories and cultures of this Country. Our sphere of influence extends beyond our work, to the people we work for, those who construct it, and those who eventually inhabit it. At the very heart of Six Degrees is a belief in bringing people together. There are many ways we can begin to strengthen the relationship between First Nations peoples and our internal and external stakeholders. These are detailed within our internal guide, the Designing with Country Working Folder. We hope to embed these principles into the services we offer as we move deeper into our reconciliation journey. We believe that celebrating Country and Australia’s First Peoples strengthens and connects peoples to place and community.

Six Degrees was established in the early 1990s, in Richmond, on Wurundjeri land. The practice has grown organically, evolving from a group of six architecture graduates sharing a studio space in Richmond to a team of highly skilled architects, and a new generation of fresh talent. Expert practice management and administration underpin our service delivery. Empathy is at the core of our approach to design and how we run our business. Our team members have a proven track-record of designing and delivering specialist spaces that meet demanding criteria and enable people to thrive. We are currently working out of a studio space located in Fitzroy (Ngar-go), which is a part of the Traditional and unceded lands of the Wurundjeri Woi Wurrung People of the Kulin Nations.

As our practice has grown in scale, our governance has matured into a vibrant, established organisational culture that values and seeks to extend inclusivity and diversity within our working environment. We acknowledge that there is a lack of representation of Aboriginal and Torres Strait Islander peoples within the Architectural practice and realise that we have a role to play in fostering a work environment that supports and empowers participation of First Nations peoples in our business. Although our studio of 41 people does not currently include any First Nations employees, we have begun to actively formulate policies and procedures directly targeted at improving Aboriginal and Torres Strait Islander employment opportunities, as well as investigating additional opportunities to attract and support emerging and current First Nations talent.

Images: Tree Planting Day, Tooborac, Taungurung Country



Our RAP

RAP WORKING GROUP

Ricky Kildea
Wanyaari External Advisor

Kimberly Atkinson
RAP Champion

Liz Battiston
Bid Manager

Sarah Bennett
Director

Julia Haselhorst
Marketing & Communications Manager

Prani Hodges
Associate Director

Lisa Ivey
Systems Manager

Nick Love
Graduate Architect

Mark McQuilten
Associate – Construction & Delivery

Simon O’Brien
Director & RAP Senior Leadership Champion

Leia Parascandalo
Architectural Student

Rivkah Stanton
Architect

Sophie Wei
Architectural Student

We used our Reflect RAP as a tool to develop a sturdy foundation for our reconciliation journey. Within the last couple of years, we have begun to change the way we approach design and how we operate as a business. As building practitioners we are cognisant that we are building on stolen lands, and that the economy we operate in is systemically racist. Developing and continuing this RAP journey formalises our commitment to being part of this change.

Six Degrees believes that respectfully strengthening our relationships with the First Nations communities is a large part of this commitment. We want to deepen our understanding of Country and create a built environment that not only respects it but looks to heal it.

Firstly, we want to acknowledge that we are always learning and always hope to continue learning.

Some key initiatives that we have begun to implement in our projects and office that reflect what we have learnt so far are:

- During NRW and NAIDOC week this year, we presented a document (Designing with Country Working Folder) to the office that the RAP Working group has been developing over the last year. It is a manila folder of sorts that holds a collection of various papers and references developed by practitioners who work predominantly in the Reconciliation space. The Working Folder is a dynamic and self-critical document designed to evolve and grow alongside us. It aims to foster collaboration with First Nations Knowledge Holders on both current and future projects, highlighting opportunities within each project where we can encourage deeper connections with Country. The Designing with Country Working Folder is currently being embedded in how we design within our practice.
- We have hosted several internal panel discussions, to learn from past projects, and how we can improve the services we offer, but also to better understand of how we can strengthen our relationships with First Nations peoples during co-design processes.
- We have collated a collection of resources that a project team can refer to, to educate themselves on cultural protocols and any existing relationships Six Degrees has with First Nations communities.

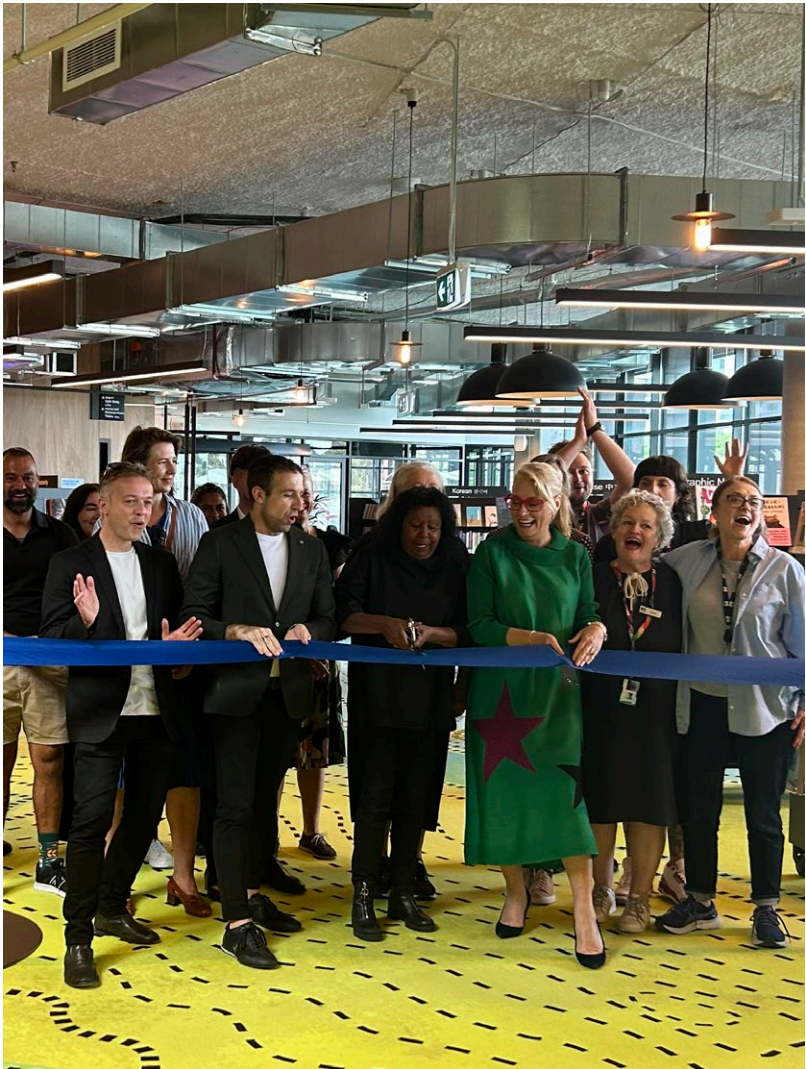
- We are currently developing protocols and processes that speak directly to fostering respectful relationships with First Nations communities. We hope that these will better equip our project leads and project teams with the language to advocate for First Nations collaboration in current and future projects. These protocols and processes are outlined in our Designing with Country Working Folder and subject to external peer review.
- For the last two years we have hosted an internal Screenings of Country every second Tuesday of the month. This initiative was developed to foster a deeper respect and understanding of First Nations cultures within the office. These Screenings are selected to support Indigenous Self-Determination through media featuring First Nations Knowledge Holders’ voices in relation to themes relevant to our business activities. Screenings are planned and recorded in the Screenings of Country Tracking Register.
- We are currently restructuring our existing Sub Consultants Register to better identify and promote opportunities to work with First Nations businesses, suppliers, organisations and Knowledge Holders.

Our RAP Working Group, established in 2022, currently includes 13 members from across Six Degrees, representing a diverse range of roles and levels of seniority. The group is strongly supported by our senior leadership team, including Directors Sarah Bennett and Simon O’Brien, and Associate Director Prani Hodges. To help drive the process internally, we’ve also nominated Kimberly Atkinson as our RAP Champion.

In addition, we’ve welcomed Ricky Kildea from Wanyaari Consulting as an external advisor. Ricky is working closely with us to help guide and strengthen our RAP journey as we continue to grow and deepen our commitment.

Our Partnerships & Current activities

Image: Official opening of the narm ngarrgu Library and Family Services.



Six Degrees is committed to developing stronger relationships with Aboriginal and Torres Strait Islander peoples and expanding and deepening opportunities for partnership. As of November 2024, our relationships have predominantly arisen through engaging with co-design and collaboration processes across various projects. We seek to consolidate and extend opportunities to further mutually beneficial outcomes with First Nations peoples and celebrate the value that these relationships bring. We have seen the value that collaboration with First Nations peoples brings to creating spaces with a deeper sense connection to place and purpose.

Since beginning our formal RAP Reflect in 2022, we have had the privilege of considering the value of working with multiple First Nations practitioners and communities within our projects. These opportunities have occurred across a spectrum of project scales, and include formal collaborative partnerships, pro-bono work, external peer reviews of our internal processes, and collaboration with First Nations peoples through our shared involvement in projects.

As we continue to progress our reconciliation vision, we have become more cognisant of the opportunities and benefits associated with establishing more formalised partnerships with First Nations peoples, as well as thinking about how we can be better collaborators, listeners and allies.

FORMAL PARTNERSHIP

1. Olkola | Centre for Appropriate Technology | Melbourne University | Arup | KTA | Six Degrees Partnership

In 2023 Dr. Hannah Robertson, a former colleague, presented the work she, the Olkola Traditional Custodians, and a small team of volunteers had been developing since 2018, when it began as a Monash University Design Studio. The project was established through the formation of a close partnership between Olkola Traditional Custodians and Dr. Robertson in collaboration with the Centre for Appropriate Technology, Monash University (now Melbourne University) and a few volunteers. The team developed a proposal for the site that would not only create the opportunity

1. Maree Clarke & Uncle Dave Wandin | narm ngarrgu Library & Family Services | Project Collaboration

ngarm ngarrgu Library and Family Services reflects design principles built on First Nations engagement and community involvement. The design is rooted in community consultation with Wurundjeri advisors and collaborators, represented through elements such as Woi-Wurrung language integration, and the celebration of Kulin art and cultures. This is reflected in the naming of spaces like “ngarm ngarrgu” (Melbourne Knowledge), the terrace “wurru wurru” (sky) or the reading room “bugungga” (to gather). Visitors can also learn about the five clans of the Kulin Nations and the seven seasons through artworks and designs by First Nations Artist, Maree Clarke. The outdoor terrace is home to a traditionally cast ceremonial coolamon and a 6-meter-long eel trap playground, surrounded by native planting informed by advice provided to the design team by Uncle Dave Wandin (Wurundjeri Elder), drawing from his wealth of experience as a Cultural Practice Manager.

“

The Wurundjeri collaboration has not only set the benchmark for our approach to interior and landscape design but has also provided us with invaluable insights that have enriched the project’s scope and materiality. It has resulted in a celebration of culture, a tribute to the land, and an immersive journey into the precinct’s rich heritage, with a spirit of unity, learning, and respect for all ages and cultures.

Mastura Mokhatar,
Six Degrees, Project Lead

“

Six Degrees design of narm ngarrgu Library and Family Services seamlessly integrates into Melbourne’s social fabric, fostering community engagement and celebrating cultural diversity. Through a profound Wurundjeri collaboration, this project becomes a celebration of Indigenous art and culture – a truly community-centric design that reflects our vibrant and inclusive city spirit. It stands as a major contribution to the City of Melbourne and a cornerstone of the Queen Victoria Market Precinct renewal and activation.

Lord Mayor Sally Capp
City of Melbourne

2. Djaara | Commonwealth Games (Bendigo) co-design process

Development Victoria engaged Six Degrees to masterplan the Athlete Village in Bendigo for the 2026 Commonwealth Games. There was extensive collaboration with Djaara Traditional Owners, and the final masterplan was innovative and sensitively considered. We worked with Djaara Knowledge Holders to adapt the principles and ambitions from their Country Plan into the masterplan. The urban form and housing precincts were developed from a “listening to Country” approach with the objective of responding to context. Existing trees, water paths and cultural artefacts were preserved, and connections through to site and locality were enhanced. The Bendigo masterplan is an example of what healing Country means in the context of residential planning

3. Barpa | Flemington

The Flemington Ground Lease Model 1 project involved the design of 359 new homes, delivered within a first-of-its-kind social housing model in Victoria. The development comprises a mix of 119 affordable and 240 social housing dwellings on the Flemington site. The 5 Star Green Star and 7 Star NatHERS project integrates landscaping and opportunities for the community to gather in both external and internal built settings. During construction Barpa, a First Nations contracting company, was engaged to do the fit-out for the community room located on the site.

**4. Uncle Peter and Ellen
Buttrose | Designing with
Country Working folder**

During the development of our Designing with Country Working Folder, we worked with several external advisors who kindly peer-reviewed the document and made suggestions drawing from their own experiences. We had the opportunity to work with a former colleague Ellen Buttrose, who went on to work with POD and is now the Cairns City Architect. Ellen connected us with Uncle Peter Hyde, a Gimuy Walubara Yidinji Elder & Traditional Owner, who was formally engaged for his time. During our sessions together, they both shared their insights on the principles and processes described in the document.

Although most of these relationships have been formed through the lens of a project, we acknowledge that maintaining lasting relationships requires thoughtful work beyond the completion of a project. With this in mind, we have begun to consider key initiatives while developing our post occupancy processes that can help cultivate future relationships and strengthen existing ones.

Six Degrees recognises that for more First Nations voices to be included in the conversation of designing our cities, we need to support the pathways for First Nations students to become building practitioners. Six Degrees is committed to creating a respectful and inclusive environment for students, interns and graduates who would like to work with us.

We hope that throughout the course of our Innovate RAP and beyond, we can better understand and partner with organisations in our sphere of influence, extending past those relationships cultivated within the structure of projects. We are committed to creating cities that reflect Country’s rich histories and cultures and to expand our understanding of how we, as building practitioners, can support peoples and communities connection to Country and place.



Image: Six metre eel trap by Maree Clarke on the Wurru Wurru ('sky') outdoor terrace at narm ngarrgu Library and Family Services.

RELATIONSHIPS

Empathy is Six Degrees’ core value. We see empathy as a foundation to our success in design, collaboration and ongoing business operations. Our approach to building lasting relationships with First Nations peoples follows this core value in pursuit of strong partnerships. In applying empathy, we seek to build on our existing capacity to connect, share, communicate and engage throughout our business activities.

Focus Area

Applying lessons learnt from previous projects and discussions, to strengthening existing First Nations partnerships and fostering new connections respectfully.



ACTION	1.			2.					3.					4.			
	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations			Build relationships through celebrating National Reconciliation Week (NRW)					Promote reconciliation through our sphere of influence					Promote reconciliation through our sphere of influence			
TIMELINE	JAN 2026	FEB 2026	JAN 2026	MAY 2026 MAY 2027	27 MAY - 3 JUN 2026, 2027	27 MAY - 3 JUN 2026, 2027	27 MAY - 3 JUNE 2026, 2027	MAY 2026, 2027	FEB – APR, 2026	JUN 2026, 2027	MAR 2026, 2027	JUL 2026 - Ongoing	APR 2026 Ongoing	JAN 2026, 2027	JAN 2026, 2027	APR 2026	MAY 2026
DELIVERABLES	Continue to meet with Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Extend these relationships to local Aboriginal and Torres Strait Islander stakeholders and organisations, in our place of work.	Implement internal engagement plan (Designing with Country Working Folder) to work closely and respectfully with Aboriginal and Torres Strait Islander stakeholders and organisations.	Provide project leads with the resources outlined in Designing with Country working folder, on respectful negotiation, levels of community participation and cultural protocols.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	RAP Working Group members to participate in an external NRW event.	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Organise at least one NRW event each year.	Register all our NRW events on Reconciliation Australia's NRW website.	Develop and implement a staff engagement strategy to raise awareness of across our workforce.	Communicate our commitment to reconciliation publicly	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Continue participation in Reconciliation Australia's Architecture RING (RAP Industry Network Group).	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Further develop, implement and communicate our anti-discrimination policy for our organisation.	Educate senior leaders on the effects of racism.
RESPONSIBILITY	Lead Architect / RAP Champion Support Associate Director, Architectural Graduate	Lead RAP Champion Support Associate Director, Director	Lead Associate Support Associate Director, RAP Champion	Lead Studio Coordinator Support Architectural Student	Lead Studio Coordinator Support Architectural Graduate	Lead Architect Support Architectural Student, Studio Coordinator	Lead Marketing & Communication Manager Support Studio Coordinator	Lead Marketing & Communication Manager	Lead RAP Champion Support Bid Manager, Associate Director	Lead Marketing & Communication Manager Support Director	Lead Bid Manager Support RAP Champion, Associate Director	Lead RAP Champion Support Bid Manager	Lead RAP Champion Support Bid Manager	Lead Associate Director, Director Support Systems Manager	Lead Associate Director, Director Support Systems Manager, First Nations consultant	Lead • Associate Director • Director Support • Systems Manager, • First Nations consultant	Lead Associate Director RAP Champion Support • Systems Manager, • First Nations consultant

RESPECT

We believe that mutual respect is at the core of building lasting relationships. We have a lot to learn from First Nations communities on how to care for Country. We lean on the knowledge shared with us and its application to how we can be industry leaders when designing with Country and environmental sustainability.

Focus Area

Embed a process of Respect for First Nations cultures throughout the lifespan of a project, and ultimately have that respect extend to the user of the space.



ACTION	5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.					6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.					7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.			
	JUL 2025	SEP 2025	SEP 2025	OCT 2025	SEP 2025	JUL 2025/2026	NOV 2025	MAY 2025, JULY 2026, Project openings between 2025 -2026	JUL 2025	JUL 2025	First week in JUL 2025 / 2026	December 2025	First week in July 2025 / 2026	July 2025 / 2026
DELIVERABLES	Conduct a review of cultural learning needs within our organisation.	Implement comments from Peer-Review of Cultural Learning Strategy outlined in the Designing with Country working folder.	Engage with First Nations consultants and/or local Traditional Owners inform our Cultural Learning Strategy.	Further develop, implement, and communicate a Cultural Learning Strategy document for our staff.	Provide opportunities for RAP Working Group members, and Six Degrees' Leadership staff to participate in formal and structured cultural learning.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Implement and communicate a Cultural Protocol Document, including protocols for Welcome to Country and Acknowledgement of Country.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Implement protocol when presenting project work where First Nations communities have been involved, acknowledging their contribution and co-authorship, if agreed upon.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. This is to include anytime we gather as an office.	RAP Working Group to participate in an external NAIDOC Week event.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Promote and encourage participation in external NAIDOC events to all staff.	Host internal panel discussion on lessons learned on project work to date and how we can improve partnerships with First Nations peoples and elevate their voices.
RESPONSIBILITY	Lead RAP Champion Support • Systems Manager, • Associate Director, • Director	Lead • Associate Director, • Director Support • Systems Manager, • First Nations consultant	Lead • Associate Director • Director Support • Systems Manager, • First Nations consultant	Lead • Associate Director • RAP Champion Support • Systems Manager, • First Nations consultant	Lead Associate Director Support Architectural Graduate	Lead Architect Support Marketing & Communication Manager	Lead Architect Support • RAP Champion • Senior Leadership	Lead Marketing & Communication Manager Support Architectural Student	Lead • RAP Champion • Architect Support Senior Leadership	Lead Architect Support Senior Leadership	Lead Studio Coordinator Support RAP Working group	Lead • RAP Champion • Associate Director Support Studio Coordinator	Lead Associate Director Support Studio Coordinator	Lead Marketing & Communication Manager Support • RAP Champion • Associate Director

OPPORTUNITIES

Six Degrees is committed to creating mutual beneficial opportunities for Aboriginal and Torres Strait Islander peoples. We hope to respectfully elevate First Nation’s businesses, by strengthening our existing partnerships and actively seeking new ones.

Focus Area

Provide resources to project leads and teams that identify opportunities to collaborate with First Nations businesses and organisations and to promote opportunities for collaboration between First Nations peoples, project teams and clients.



ACTION	8.							9.					
	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.							Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.					
TIMELINE	JUL 2025	SEP 2026	NOV 2026	JUL 2025	NOV 2026	DEC 2026	SEP 2026	JUL 2025	JUL 2025	SEP 2025	AUG 2025	JUL 2025	JUL 2025
DELIVERABLES	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Engage with First Nations consultant to consult on our Aboriginal Employment and Inclusion Policy which focuses on recruitment, retention and professional development strategy for future First Nations employees.	Further develop and implement our Aboriginal Employment and Inclusion Policy which aims to promote Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Research best practice for establishing career pathways for Aboriginal and Torres Strait Islander students.	Develop and Implement career pathway initiatives within the practice.	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Continue to develop and implement our Aboriginal Employment and Inclusion Policy, with a strong focus on co-designing a culturally responsive Aboriginal and Torres Strait Islander procurement strategy that supports meaningful partnerships and economic participation.	Investigate Supply Nation membership.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Further develop our Sub Consultants Register to better identify and promote opportunities to work with First Nations businesses, suppliers, organisations and Knowledge Holders.
RESPONSIBILITY	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">• Bid Manager,• Systems Manager	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">First Nations Consultant	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">Systems Manager	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">Systems Manager	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">Systems Manager	Lead <ul style="list-style-type: none">• Bid Manager• Associate Director Support <ul style="list-style-type: none">• RAP Champion• Architectural Student	Lead <ul style="list-style-type: none">• Director• Associate Director Support <ul style="list-style-type: none">• RAP Champion• Bid Manager	Lead <ul style="list-style-type: none">Associate Director Support <ul style="list-style-type: none">• Studio Coordinator• RAP Champion	Lead <ul style="list-style-type: none">Studio Coordinator Support <ul style="list-style-type: none">Architectural Student	Lead <ul style="list-style-type: none">Associate Director Support <ul style="list-style-type: none">Studio Coordinator	Lead <ul style="list-style-type: none">Associate Director Support <ul style="list-style-type: none">• Studio Coordinator• First Nations Consultant	Lead <ul style="list-style-type: none">Associate Director Support <ul style="list-style-type: none">• Bid Manager• RAP Champion• Senior Leadership	Lead <ul style="list-style-type: none">• Architect• Associate Director Support <ul style="list-style-type: none">Architectural Student



ACTION	10.			11.				12.						13.	
	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.			Provide appropriate support for effective implementation of RAP commitments.				Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally						Continue our reconciliation journey by developing our next RAP.	
TIMELINE	JAN 2026, 2027	JAN 2026, 2027	APR 2026	JUL 2025 (& ongoing quarterly meetings)	JUL 2025	AUG 2025	JUL 2025	JUN annually	1 AUG annually	30 SEP annually	JUL 2025 (and Ongoing quarterly meetings)	OCT 2025, 2026	MAR-JUN 2026	OCT 2026	JUN 2027
DELIVERABLES	Actively increase Aboriginal and Torres Strait Islander representation within the RAP Working Group by identifying, inviting, and supporting participation from First Nations team members and community representatives, to ensure inclusive and culturally informed decision-making.	Establish and apply a Terms of Reference for the RWG.	Meet at least four times per year to drive and monitor RAP implementation.	Define resource needs for RAP implementation.	Engage our senior leaders and other staff in the delivery of RAP commitments.	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	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.	Contact Reconciliation Australia to request our unique link, to access the on-line RAP Impact Survey.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Report RAP progress to all staff and senior leaders quarterly.	Publicly report our RAP achievements, challenges and learnings, annually.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.
RESPONSIBILITY	Lead RAP Champion Support • Bid Manager, • Associate Director	Lead RAP Champion Support Bid Manager	Lead RAP Champion Support RAP Working Group	Lead RAP Champion Support Bid Manager	Lead RAP Champion Support Senior Leadership	Lead RAP Champion Support Bid Manager	Lead RAP Champion Support Director	Lead RAP Champion	Lead RAP Champion	Lead RAP Champion	Lead RAP Champion Lead Marketing & Communication Manager Support RAP Champion	Lead RAP Champion	Lead RAP Champion	Lead RAP Champion Support Bid Manager	Lead RAP Champion

CONTACT DETAILS

Kimberly Atkinson, RAP Champion
kimberly.atkinson@sixdegrees.com.au
(03) 9635 6000

Learning and working on Wurundjeri Woi Wurrung Country