

# REFLECT

## Reconciliation Action Plan

MAY 2023 - MAY 2024



Plus Architecture acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

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West Village, Newcastle, NSW

# RECONCILIATION AUSTRALIA CEO STATEMENT

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

Plus Architecture joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Plus Architecture to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Plus Architecture, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR BUSINESS

Plus Architecture is a global architecture and design practice of diverse, passionate creatives committed to delivering designs through exploration and collaboration.

Our purpose is to learn from the past, embrace the present and inspire the future so we can deliver design solutions that are responsible, impactful and meaningful.

Together, we work across our ten studios in Australia and New Zealand / Aotearoa, on projects spanning the globe::

- Adelaide / Tarntanya Wama, Kaurna Country
- Auckland / Tāmaki Makaurau
- Brisbane / Meeanjin, Turrbal Country
- Christchurch / Ōtautahi
- Geelong / Djilang, Wadawurrung Country
- Gold Coast, Yugambah Country
- Hobart / nipaluna, muwinina and palawa Country
- Melbourne / Naarm, Wurundjeri Woi Wurrung and Bunurong Boon Wurrung Country
- Perth / Boorloo, Whadjuk Nyoongar Country
- Sydney / Eora, Gadigal Country

Our practice has a well-established reputation for our multi-residential housing solutions and industry-leading documentation standards, and we are becoming increasingly well-credentialed in commercial, hotel, student accommodation, senior living, industrial, retail and mixed-use projects and precincts.

In recent years, we have endeavoured to increase our understanding of our social and environmental impact, acknowledging where we can do better and creating infrastructure to improve it. Plus Architecture has signed on to participate in Architects Declare, a climate emergency movement, and many of our studios are now certified Carbon Neutral businesses and are powered by Green Energy.

Our specification disallows the use of 'Red List' materials that are known to be harmful to humans and the environment and we endeavour to include sustainable and/or renewable systems and materials in our projects where possible.

Plus Architecture employs over 200 people across its ten studios. At present, one staff member identifies as Māori and no First Nations people are known to be employed by Plus.

We believe that a diverse and inclusive team leads to better ideas, better collaboration, and better outcomes for our clients. While we acknowledge there is still work to be done to fully embrace equity, we are actively nurturing a more diverse team, a trusting and safe environment and combating bias.

We understand that creativity requires agency and bravery, and we encourage all team members to find their voice and share their views from their individual lenses for the betterment of our work.



## OUR RAP

“Just as we design spaces that harmonise form and function, we must also design a nation that reconciles past injustices with present aspirations, weaving together the threads of history, culture, and shared humanity into a tapestry of unity and understanding.”

Nic Antoniou  
Senior Associate

As people, first and foremost, we feel a collective sadness at the lack of recognition, acknowledgment and respect of the Aboriginal and Torres Strait Islander peoples and their relationship and rights to Country in Australia.

As architects and designers, we are gaining an ever-increasing understanding of the impact we have on the land, the environment, and society. We have a deep desire to engage with Aboriginal and Torres Strait Islander peoples and include their perspectives, histories, and cultural values in our processes and projects.

We empathise with the Aboriginal and Torres Strait Islander peoples and recognise the lack of equity that has stemmed from generations of trauma caused by colonisation.

We strive to create a workplace that seeks out respectful relationships with Aboriginal and Torres Strait Islander peoples, includes their perspectives as we carry out work and projects on their land, fosters a culture that acknowledges their histories and values, and seeks opportunities to improve the inequities in their opportunities.

Set out in our RAP, we have outlined key actions we will undertake to achieve our goals and aspirations.

# OUR CURRENT ACTIVITIES

Collaboration lies at the heart of our reconciliation journey.

Plus Architecture has established a National RAP Working Committee and dedicated RAP teams in each of our Australian studios comprising individuals from diverse career levels. These groups regularly attend meetings to address our RAP actions and the continuous nature of the cause.

We continue to actively seek out opportunities to partner with First Nations businesses and organisations. We are committed to engaging with local Aboriginal and Torres Strait Islander peoples, Elders and working groups in design and built outcomes to develop culturally responsive design solutions that are respectful and meaningful.

We actively seek to connect with First Nations organisations in an educational capacity. This includes our holding in-house presentations and attending training sessions and seminars to learn and understand appropriate Aboriginal and Torres Strait Islander engagement strategies.

We recognise accessibility to architecture and design career pathways as an area of improvement in our practice, industry, and society, and one we can have a positive impact on through our reconciliation journey. In addition to continuing to uphold our diversity values and policies, we wish to investigate opportunities for outreach and education in the architecture industry, our commitment to First Nations representation and career opportunities for school-goers and university students.

Acknowledgement of Country is a clear way to show awareness of and respect for the Traditional Custodians of the land. We proudly include an Acknowledgment of the Country at the beginning of meetings, social media posts and drawing submissions. In addition to our current Acknowledgement of the Country on our website, our new website will include a more visible landing page to communicate our commitment to Reconciliation that will reflect the dispersed nature of our operation.

We understand that accountability is essential to achieving genuine and sustainable change and will regularly review and report on our progress. As such, we are committed to measuring the progress of our RAP and sharing our successes and challenges with Reconciliation Australia and the wider community.



# MELBOURNE + GEELONG

## RAP WORKING COMMITTEE

### Nicholas Antoniou

Senior Associate

### Mei Yang

Associate

### Erin Loudon

Operations Manager

### Dominic Versace

Studio Lead Geelong | Project Architect

### Shannon Winsor

Senior Project Architect

### Emma Martin

Graduate of Architecture

### Ben Ellis

Graduate of Architecture

On Wurundjeri and Waddawurrung Country, working across the Kulin Nation, our RAP Working Committee is committed to acknowledging, consulting and learning from traditional owners, local Elders, community and content experts.

To make Acknowledgement of Country more prominent, our Melbourne and Geelong teams have adjusted their marketing templates and architectural drawings to display Australian and New Zealand Aboriginal and Torres Strait Islander place names.

We welcome any opportunity to further deepen our understanding by attending external events and inviting presenters to regularly speak at our studio events.

Nationally accredited Indigenous business Rork Project presented a seminar on the history of the First Peoples of Australia and the First Nations People's expanding roles in the building industry. The seminar reaffirmed the importance of continuous education across our organisation.

Quandamooka man and architect Bradley Kerr from Winsor Kerr also visited Plus to help our team understand the importance of Country to Aboriginal and Torres Strait Islander peoples. That connection to Country and land is deeply spiritual, a relationship formed in the footsteps of ancestors.

In the future, we look to further develop our connections into flourishing partnerships.

## Ballarat Gateway

This landmark progressive regeneration is set to deliver an accessible community destination for Ballarat encompassing hotel, hospitality, retail, childcare, leisure and workspace tenancies. By weaving together past chapters, the Ballarat Gateway will encourage an inclusive and connected future in the Central Highlands of Victoria.

As part of our design development, Plus has established connections with the local Wadawurrung Traditional Owners Aboriginal Corporation and Rork Projects. Their advice on the non-tokenistic approach to architecture informed our team on how to respectfully integrate Ballarat's traditional owner's culture into the overarching design language.

This project will incorporate QR codes within core congregation areas of the precinct to provide learnings. Additionally, the bridge will be named in recognition of the Wadawurrung People and aesthetic elements, such as paving patterns, will respectfully echo traditional design.

In the future, we would like to explore and expand this connection into a holistic partnership, including approaching Wadawurrung Traditional Owners in a casual and educational capacity.





# SYDNEY

## RAP WORKING COMMITTEE

### Rido Pin

Director

### Amit Julka

Director

### Channa-Mae Frankson

Operations Manager

### James Wang

Project Leader

### Samuel Henson

Graduate of Architecture

### Anna Osipova

Graduate of Architecture

### Abhie Sharma

Graduate of Architecture

Located on Gadigal Country, our Sydney studio recognises the significance of designing spaces on the unceded lands of the Aboriginal and Torres Strait Islander peoples. These First Peoples hold the deepest connection and knowledge of these places.

Our journey toward reconciliation has begun, and our goal is to progress from acknowledgment to active engagement – listening, learning, and collaborating with Aboriginal and Torres Strait Islander peoples in our projects and practice. It's time to translate our intentions into action. We aim to make reconciliation a tangible aspect of our practice, processes, and the projects we undertake.

More and more, we are incorporating the NSW Government's Connecting with Country Framework into our planning and design processes. This has provided a comprehensive guide that underscores the importance of responding to and preserving Aboriginal cultural heritage in our urban planning and design endeavours.

## West Village, Newcastle

Newcastle's West End is set to be transformed by this two-tower mixed-use redevelopment. Plus Architecture collaborated COLA Studio and local cultural knowledge holders to engage in a yarning workshop process, which helped guide the design response in connecting and engaging the winning competition design with Mulubinba, also known as Awabakal Country. The workshops established key principles to be incorporated in the design response, such as the confluence of freshwater and saltwater, the urban habitat for humans and non-humans, material responsibility, and building relationships with Country and community.



### Uniting Belrose

North-east of Sydney, this State Significant retirement living development is located on Gayamaygal and Garigal country and surrounded by a network of historical Aboriginal sites. Plus Architecture collaborated with Yerrabingin, an indigenous consultant agency that engages with Aboriginal communities to care for the Country. The project was designed with input from a diverse range of knowledge holders during a design jam, and ongoing community engagement is planned to ensure the site is welcoming to everyone.

### Uniting Charlestown

A vibrant senior living and aged care community, Uniting Charlestown is set to service Lake Macquarie and the Hunter Region. Plus Architecture worked with the organisation The Gaimaragal Group to facilitate a voice for Indigenous Australians in the design of this State Significant development. The project is located on Awabakal country, and the voices of the Awabakal community were reflected throughout the project. The Gaimaragal Group structured key stages to create conversations with stakeholders and engage directly with the community throughout the entirety of the project.

### Town Centre West, Ed. Square

Our Ed. Square Town Centre West project is an exciting urban development that blends retail, residential, and recreational spaces seamlessly in South West Sydney. A collaboration between Frasers Property, HASSELL, Terroir, Hames Sharley and Plus Architecture, there has been knowledge sharing from Bangawarra, Dharawal Knowledge Keeper and Spatial Designers, as well as work created by 'Subjunctive Futures' UTS Master of Architecture Studio and Bangawarra. This project celebrates the significance of Tugg'orah country, where two water systems, Garigalo | Saltwater and Nattaigalo | Freshwater, converge to form Biddigalo | Sourwater, a place of gathering and celebration for First Nations people. The project aims to enrich public spaces for existing and future community connection and interaction.

### Blaxland Road, Rhodes

Situated at the heart of Sydney's Rhodes Peninsula, this mixed-use residential development will enhance the local offering with a 300-apartment tower conveniently positioned alongside childcare, retail and hospitality provisions. Plus Architecture collaborated with indigenous architect Jefa Greenaway, who is a descendant of the Wailwan and Kamilaroi peoples, to serve as the Design for Country Indigenous design leader for this. The project was won through a design competition and assessed by a Design Review Panel following the NSW Government Architect's guidelines. The design collaboration extended to both building and landscape design.



# PERTH, ADELAIDE + HOBART

## RAP WORKING COMMITTEE

### Areej Hashmi-Weyman

Senior Associate

### Giordana Vizzari

Associate

### Georgina Hall

Studio Lead Hobart | Project Architect

### Bianca Lombardo

Project Leader

### Ben Stevens

Designer

### Kristen Camacho

Graduate of Architecture

### Olivia Lomma

Graduate of Architecture

### Libby Madden

Graduate of Architecture

### Hugh Osullivan

Graduate of Architecture

We are committed to establishing sincere and collaborative working relationships with the Whadjuk Noongar peoples of Perth, the Ngarluma peoples of Karratha, the Kurna Meyunna peoples of Adelaide and the muwinina and palawa people of Tasmania and other Aboriginal and Torres Strait Islander countries across Australia.

As creative practitioners, we are committed to actively identifying culturally accurate narratives that inform the key stories and strategies conveyed in the design and built outcomes of various projects. By establishing shared narratives, we seek to leverage our discipline as a vehicle through which cultural awareness and safety is delivered.

As part of this process, we have established a RAP working committee consisting of 8 people across our three studios. The group is responsible for identifying and organising future training opportunities and events designed around improving cultural awareness of the First Nations Peoples across the disciplines of Architecture and Interior Design.

Project Leader Bianca Lombardo, with the support of the practice, has undertaken extensive training on First Nations engagement and cultural awareness training to integrate the intention of integrating Aboriginal cultural considerations across projects in ways that are meaningful and non-tokenistic/ totemic. We are committed to expanding on this shared knowledge base through attendance and participation in future Aboriginal and Torres Strait Island-led events.

In increasing cultural awareness amongst staff, we will be implementing a component of training to the staff induction process which will refer to Aboriginal and Torres Strait Island engagement resources acquired over recent years from staff participation in Aboriginal and Torres Strait Island-led engagement/ training events. These resources will be reviewed regularly and added to, acting as an up-to-date resource collection for ongoing incorporation and implementation across various projects and studio activities.

## City Apartments at Walgu Park

We have identified the potential for involvement with the City of Karratha's work placement program through our work designing City Apartments at Walgu Park, an engaging mixed-use building in the Pilbara region of Western Australia. This program would see Plus make available professional opportunities for the youth of the region through work experience at our Perth studio and partnering companies. Our involvement in the program, leveraging our professional partnerships with companies in allied disciplines, would see a greater diversity of potential outcomes and professional connections for participants than has been previously possible.

## St John Ambulance Operational Support Hub

In this ongoing project with a local not-for-profit health provider, we have sought inspiration from the local Whadjuk Noongar people's historic and continued relationship with the Derbarl Yerrigan (Swan River) as a life source in the southwest region. Coupled with St John Ambulance's role as a core health service provider across Western Australia, this shared narrative is reinterpreted in

the masterplan as a narrative ribbon, winding its way across the site, incorporating narratives and activated spaces informed by the Aboriginal and Torres Strait Islander cultures. Design elements proposed include a yarning circle and landscape and signage approach that refers to the local Whadjuk Noongar ecological knowledge of healing plants. As the project progresses, we will be working alongside the client to explore engagement opportunities with a local Whadjuk Noongar Elder/s to further discuss the history of the site and broader area and how we can respectfully reference cultural knowledge.



City Apartments at Walgu Park, WA

## QV1 Conference Centre

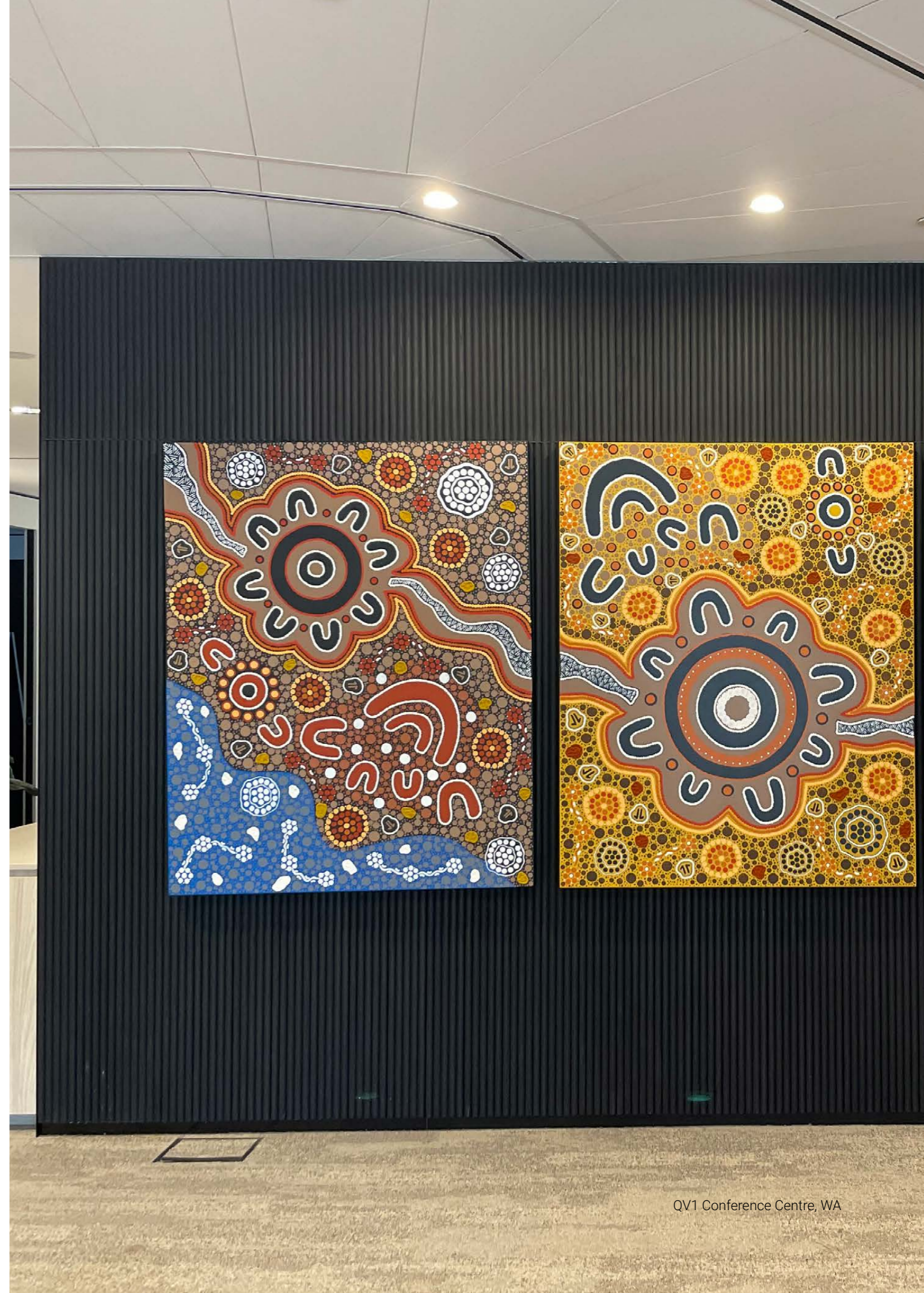
We are dedicated to continuing to develop partnerships with Aboriginal and Torres Strait Islander-owned businesses and organisations to ensure that their work continues to support and benefit their respective communities. The muted palette of the QV1 conference centre is complemented by two large hero pieces showcasing the work of First Nations Artists. The Pikarong rug, designed by the Yulparija Artists, showcases desert iconography with references to the coastal landscape. This custom-made piece was designed in conjunction with Designer Rugs. The other hero piece is an artwork by Noongar artist Mel Spillman from Maarakool Art, who painted the piece live in the QV1 Lobby as part of this year's NAIDOC week celebrations. The piece honours the guiding wisdom and ad trailblazing contributions of our Noongar Elders. Showcasing these artistic works as core elements of our designs allows us to utilise our role to celebrate and provide a platform to display the talents of these artists to the peoples of the broader Perth community.

## Knight Frank Perth

Plus Architecture was commissioned by Knight Frank to design their Perth office, making it a place people were excited to commute to daily. As part of the design process, we were inspired by the company's own journey to reconciliation. As Knight Frank was implementing their Reconciliation Action Plan, we saw an opportunity to weave this into the concept design and built environment. From concept design, we established a palette inspired by the colours of Country and followed this through into finishes and FFE specification.

Carpets throughout are part of the Upon Common Ground collection by Interface. A range designed in conjunction with First Nations primary school students in NSW as part of Interface's Home Project initiative which explores and celebrates connection to country. We have utilised fabrics by Willie Weston, a profit-for-purpose business run in Naarm (Melbourne) in partnership with First Nations artists. We were particularly drawn to artwork by Kathleen Korda, who's Durrmu collection represents the art of painting and ceremonial dance and have used this extensively through the fit-out. We also made the conscious choice to procure furniture through First Nations supply chains, working with Zenith RBA to procure all 80 workstations plus training tables and chairs through the organisation which partners with a range of schools and foundations to provide education and business opportunities to First Nations people, with the aim of closing the gap.

The result is far more than just a richly textured and coloured fit-out. We were able to engage directly with our client's Reconciliation Action Plan and take meaningful steps to implement First Nations references into our designs, and support First Nations designers, artists and businesses through our finishes and FFE procurement.



# BRISBANE + GOLD COAST

## RAP WORKING COMMITTEE

### **Chrisney Formosa**

Principal

### **Amy Couch**

Operations Manager

### **Roxanne Harris**

Project Architect

### **Finley Mijnaerends**

Graduate of Architecture

### **Sarah Moncrieff**

Junior Interior Designer

Our Brisbane and Gold Coast studios honour the First Nations Peoples of the Jagera, Turrbal, and Yugambah lands and their neighbouring communities, paying respect to past and present Elders.

As creative thinkers, we value active participation in healing and unity, recognising the profound connection to place.

Our approach encompasses engagement with clients, consultants, and suppliers, considering the environment, community, and culture in our work. We promote relationships, awareness, and collaboration.

Driven to generate meaningful outcomes, our studios have established a committee and identified the following areas for action:

- Engage with local traditional owners through consultations.
- Integrate acknowledgment protocols into marketing and documentation.
- Conduct seasonal in-house training and join local events.
- Develop a clear vision statement.
- Implement project-based initiatives that consider context, culture, and landscape.
- Support the local community, artists, makers, and knowledge sharers.

Our RAP committee continuously refines our action initiatives, fostering connections, local initiatives, and a deeper sense of place. We aim to inspire other businesses to take similar steps toward reconciliation and unity.



# OUR ACTIONS

## Relationships

### Action

**01** Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2023	Senior Project Architect
• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Associate
• Maintain and strengthen our current relationship with Aboriginal and Torres Strait Islander peoples.	May 2023	Associate

**02** Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Operations Manager
• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023	Student of Architecture
• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023	Student of Architecture

### Action

**03** Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
• Communicate our commitment to reconciliation to all staff.	June 2023	Associate
• Identify external stakeholders our organisation can engage with on our reconciliation journey.	June 2023	Graduate of Architecture
• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2023	Graduate of Architecture
• Communicate our commitment to reconciliation publicly.	June 2023	Content Marketing Specialist

**04** Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
• Research best practices and policies in areas of race relations and anti-discrimination.	July 2023	Senior Project Architect Director
• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	Operations Manager Director



## Respect

### Action

**05** Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2023	Associate
• Conduct a review of cultural learning needs within our organisation.	July 2023	Senior Project Architect
• Investigate cultural learning opportunities for staff.	June 2023	Student of Architecture

**06** Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area	August 2023	Graduate of Architecture
• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2023	Associate

**07** Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Graduate of Architecture
• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Student of Architecture
• RAP Working Group to participate in an external NAIDOC Week event.	First week of July 2023	Student of Architecture

## Opportunities

### Action

**08** Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2023	Associate
• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2023	Operations Manager

**09** Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
• Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses.	October 2023	Graduate of Architecture
• Investigate Supply Nation membership.	September 2023	Operations Manager

## Governance

### Action

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

Deliverable	Timeline	Responsibility
• Maintain an RWG to govern RAP implementation.	May 2023	Associate
• Draft a Terms of Reference for the RWG.	June 2023	Associate
• Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2023	Senior Project Architect

**11** Provide appropriate support for the effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
• Define resource needs for RAP implementation.	June 2023	Associate
• Engage senior leaders in the delivery of RAP commitments.	June 2023	Associate
• Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2023	Associate



**Action**

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

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
• 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.	May 2023	Operations Manager
• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023	Operations Manager
• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	Operations Manager

**13** Continue our reconciliation journey by developing our next RAP.

<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
• Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Operations Manager



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