



February 2023 – February 2024

# Reflect Reconciliation Action Plan (RAP)



## Contents

Statement from CEO of Reconciliation Australia	3
Our business	4
Our RAP	5
Our partnerships & current activities	6
Relationships	9
Respect	10
Opportunities	11
Governance	12

## ARTWORK NOTES

### Previous page

This artwork represents the interconnectedness of the sky, land, and spirit, reflecting the significance of cultural storytelling and the presence of ancestral beings in the natural world, and the importance of bringing ancestral beings into architectural design and the built environment.

The artwork features three main elements: the yellow section represents the night sky with the Southern Cross constellation, the central red section depicts two people sitting around a fireplace, and the green section with emu and kangaroo prints in

the grass symbolizes the spirits moving across the land.

### This page

This artwork represents the Southern Cross in the night sky, which First Nations tribes used for travelling. Each dot represents a star in the constellation. For some tribes, the position of certain stars within the constellation indicated if it was nesting season for certain animals, and therefore eggs could be harvested.

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

AJC 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.

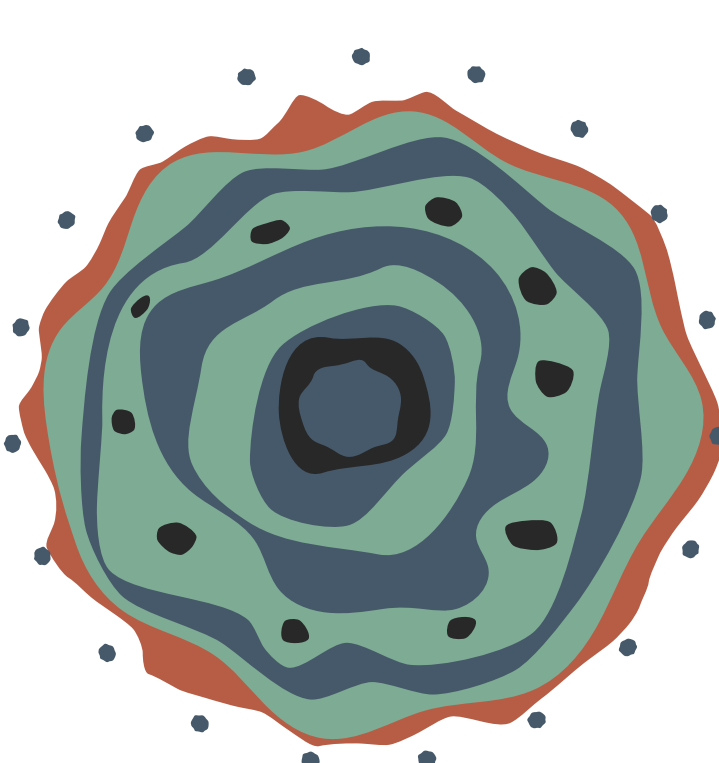
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables AJC 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 AJC, 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





#### ARTWORK NOTES

This artwork depicts a waterhole through concentric rings, resembling the ripples created by a droplet gently landing on the surface. Footprints alongside symbolise our journey through the lands, embodying the significance of our feet as they traverse the diverse landscapes of our ancestral territories.



# Our business

## Welcome

Changing the way people live, work and play, AJC is a Sydney-based practice for architecture, urban design and interiors. Over seven decades our business has developed a national reach designing some of Australia's most innovative, celebrated and sustainable environments in education, sport, housing, community and urban design.

Our goal is to create uniquely Australian places and spaces, in tune with their purpose and place. While our expertise is broad, our approach and commitment to every project is for creative, sustainable innovative design that delivers in conceptual, technical and economic terms.

As an 80-strong collective based on Gadigal land in Chippendale, Sydney we take our duty of care to clients, country and the next generation seriously. This is why we are a carbon neutral business (self-certified) and are developing our Designing with Country framework. Our work regularly wins awards – both local and international – because it's architecturally rigorous and environmentally responsible. But for us, the real test is when a project wins hearts as well as minds.

While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

# Our RAP

AJC is embarking on a Reflect RAP as its first step on the journey to reconciliation, with the goal of contributing in a structured, relevant and respectful way. We look to build upon and create genuine relationships with First Nations peoples and communities, and promote a culturally aware workplace that is inclusive and diverse.

We acknowledge the world's oldest continuous cultures, and look to recognise connection to land and the knowledge built over 60,000 years. Recognising we practice on stolen lands that were never ceded, we believe we have a responsibility to listen and learn as we commit to the journey of reconciliation. This includes implementing practical initiatives to promote reconciliation

in our workplace and the communities in which we design and collaborate.

As architects, urban planners and interior designers, we are innately conscious of the projects, communities and cities we are shaping through our work. Committing to a Reflect RAP allows AJC to explore our sphere of influence and develop stronger relationships with Aboriginal and Torres Strait Islander stakeholders. This process will provide the solid foundations to ensure our future RAPs are meaningful, mutually beneficial and sustainable.

Developing awareness of First Nations knowledge systems, that have cared for Country for millennia, will help us make

connections with Country – its landscapes and ecosystems – more meaningful for our staff, enabling increased responsibility to, and sensibilities for Country.

We have established a RAP Working Group which includes six staff with roles representing the diversity of our practice. Our intention is to foster meaningful relationships with local Aboriginal and Torres Strait Islander individuals and agencies and ultimately have their guidance and participation in our RAP Working Group.

## AJC RAP ROLES

Brian Mariotti	Director, Owner
Jim Koopman	RAP Champion
Joanne Sim	Clients and Markets Studio Lead
Sarah Grant	People and Culture Studio Lead
Fabiano Salmi	Senior Project Lead
Anders Huxtable	Project Lead
External Stakeholders	We are currently liaising with potential external stakeholders

## ARTWORK NOTES

This artwork uses human and emu footprints - a guide for hunters – to symbolise the intimate connection between Indigenous knowledge and traditional hunting practices in sustaining Aboriginal families.

# Our partnerships & current activities

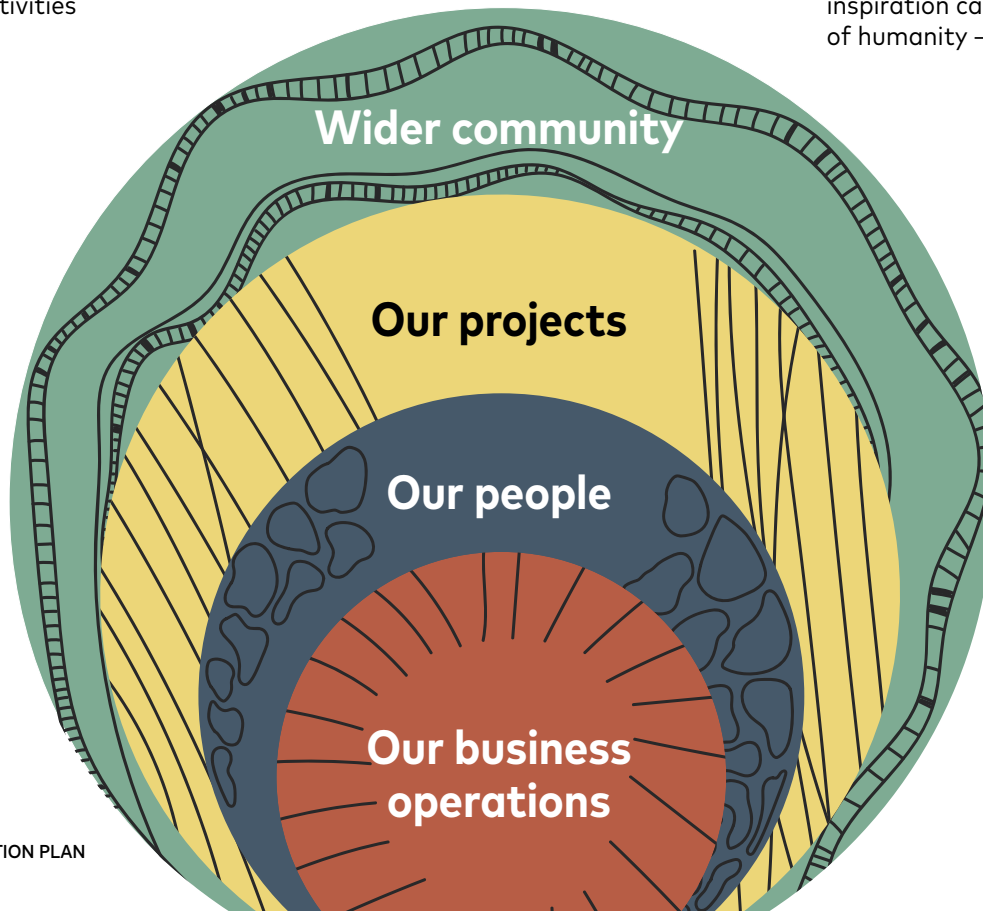
In our own workplace and as we participate in the construction industry, we aim to contribute to achieving greater social equality and employment opportunities for First Nations peoples. This is across our four main spheres of influence. Our intention is to continue to grow the following initiatives and processes into more clearly defined and engaging collaborations, partnerships, and reconciliation activities

## About the artist

Warlpiri artist Lisa-Jane Van Dyk was commissioned by AJC to prepare artwork for this document. Originally from Alice Springs, Lisa-Jane now calls Wellington home, residing on Wiradjuri Country in the central west region of New South Wales.

"For the artwork in this report, my inspiration came from the very essence of humanity – our connection to the

land – incorporating symbols and motifs that convey the idea of people living on, and leaving their mark on, the earth. The organic shapes and patterns are inspired by the footprints of both humans and animals, as well as natural meeting points, like waterholes. I wanted to reflect our innate ties to the land and the raw beauty of the earth itself."



### People | Design Studios

To encourage the importance of understanding 'Place' in our design process, we have hosted Friday Night Design Studio held two discussion presentations related to Designing with Country. The first, Reconciling People with a Shared Future and the second, Connecting Heritage Place and Mother Earth.

### Projects | Broken Hill YMCA

Our design includes facilities for Aboriginal and Torres Strait Islander support groups, and a high proportion of the local tradespeople were Aboriginal and/or Torres Strait Islander identified, contributing both an economic boost and civic pride.

### Projects | Koala Hospital

On Birpai Country, our design for the is being developed in close consultation with the Birpai people who will curate Aboriginal storytelling in the new visitors' centre.

### Projects | Scape Wilson Lane

On Gadigal Country in Redfern, at our student village for Scape, a 5-metre mural by a local Aboriginal artist takes pride of place as a welcome at the building's entry.

### Community | Nations of Origin

We support this PCYC program combines Aboriginal and Torres Strait Islander and non-Indigenous youths from around the state into teams for rugby, netball, basketball and gymnastics. Players must meet strict criteria to make the team including school attendance, a commitment to training, and endorsement from a local Elder.

### Business Operations | Acknowledgement

In 2021 we initiated an Acknowledgment of Country in many of our tender submissions, reports, and publications..

### Projects | Bathurst Town Centre Masterplan

We engaged with the Bathurst Wiradjuri Elders and initiated community consultation entitled 'Wudhagarbinya Wudha dhuray'. (Listening to hear) to improve competency in local Wiradjuri language.

### Projects | Wee Hur Regent Street

On Gadigal Country in Redfern, Nicole Monks, multi-disciplinary creative of Yamaji Wajarri, Dutch and English heritage has created an artwork of fish swimming up a river as engraving on selected concrete panels.

### Business Operations | Yamari

For our recent rebrand, all merchandise, PPE and signage was procured through Yamari Ochre Signs, a registered supplier, certified through Supply Nation and a majority Aboriginal owned business.

### From the artist | Lisa-Jane Van Dyk

This artwork features lines representing travel and song lines, with green circled areas symbolising intersections. This captures the essence of the land and the interconnectedness of people and places within the land.

## Empowering Youth

AJC has a long-standing and special relationship with Police Citizens Youth Club (PCYC) NSW, a charity with a mission to empower young Australians to reach their potential through partnership programs in sport and recreation, culture and leadership.

We have designed a number of their sports centres regionally, including Wagga Wagga, Walgett and Grafton PCYC. We support a number of their fundraising initiatives including the Star Jump Challenge which funded their pilot mental health program for young people based on physical activity, nutrition education and building mental resilience skills.



### ARTWORK NOTES

In this artwork, five individuals are gathered around a campfire along with boomerangs, shields, killer boomerangs, woomeras (spear-throwing devices), digging sticks and coolamons -

carved wooden dishes for carrying food and water. Also portrayed are essential bush tucker foods - desert raisins, honey ants and witchetty grubs. The scene depicts not only social gathering, but daily life and the importance of food.



# Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	November 2023	<b>RAP CHAMPION</b>
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	November 2023	
2. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	April 2023	<b>CEO</b>
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June, 2023	<b>RAP PROJECT LEAD</b>
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June, 2023	<b>CEO</b>
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	November 2023	<b>DIRECTORS</b>
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	November 2023	<b>RAP PROJECT LEAD</b>
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	November 2023	<b>RAP PROJECT LEAD</b>
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	November 2023	<b>PEOPLE &amp; CULTURE STUDIO LEAD</b>
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	November 2023	<b>PEOPLE &amp; CULTURE STUDIO LEAD</b>

# Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	December 2023	<b>RAP CHAMPION</b>
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	September 2023	<b>PEOPLE &amp; CULTURE STUDIO LEAD</b>
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	June 2023	<b>RAP CHAMPION</b>
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	August 2023	<b>RAP CHAMPION</b>
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	June 2023	<b>RAP CHAMPION</b>
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2023	<b>RAP PROJECT LEAD</b>
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2023	<b>RAP PROJECT LEAD</b>
8. Investigate opportunities to embed Aboriginal and Torres Strait Islander peoples, cultures and contributions throughout our design process	<ul style="list-style-type: none"> <li>Create an AJC Framework designing for Country practises to guide staff</li> </ul>	June 2023	<b>RAP CHAMPION</b>
		September 2023	<b>PEOPLE &amp; CULTURE STUDIO LEAD</b>

# Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	September 2023	PEOPLE & CULTURE STUDIO LEAD
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	August 2023	PEOPLE & CULTURE STUDIO LEAD
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	April 2023	RAP PROJECT LEAD
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	December 2023	RAP PROJECT LEAD

# Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	February 2023	<b>RAPWG (DIRECTED BY RAP CHAMPION)</b>
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	February 2023	<b>RAPWG (DIRECTED BY RAP CHAMPION)</b>
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	November 2023	<b>RAPWG (DIRECTED BY RAP CHAMPION)</b>
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	February 2023	<b>RAPWG (DIRECTED BY RAP CHAMPION)</b>
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	June 2023	<b>DIRECTOR</b>
	<ul style="list-style-type: none"> <li>Appoint a senior leader to champion our RAP internally.</li> </ul>	March 2023	<b>DIRECTOR</b>
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	March 2023	<b>DIRECTOR</b>
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>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.</li> </ul>	June annually	<b>CLIENTS AND MARKETS STUDIO LEAD</b>
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	<b>CLIENTS AND MARKETS STUDIO LEAD</b>
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, annually	<b>CLIENTS AND MARKETS STUDIO LEAD</b>
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	September 2023	<b>CLIENTS AND MARKETS STUDIO LEAD</b>

79 Myrtle Street  
Chippendale, NSW 2008  
Australia

architectsajc.com  
+61 2 9311 8222  
enquiries@architectsajc.com

Contact for public  
enquiries about our RAP

Joanne Sim  
Clients and Markets Manager  
0415 548 532:  
communications@architectsajc.com