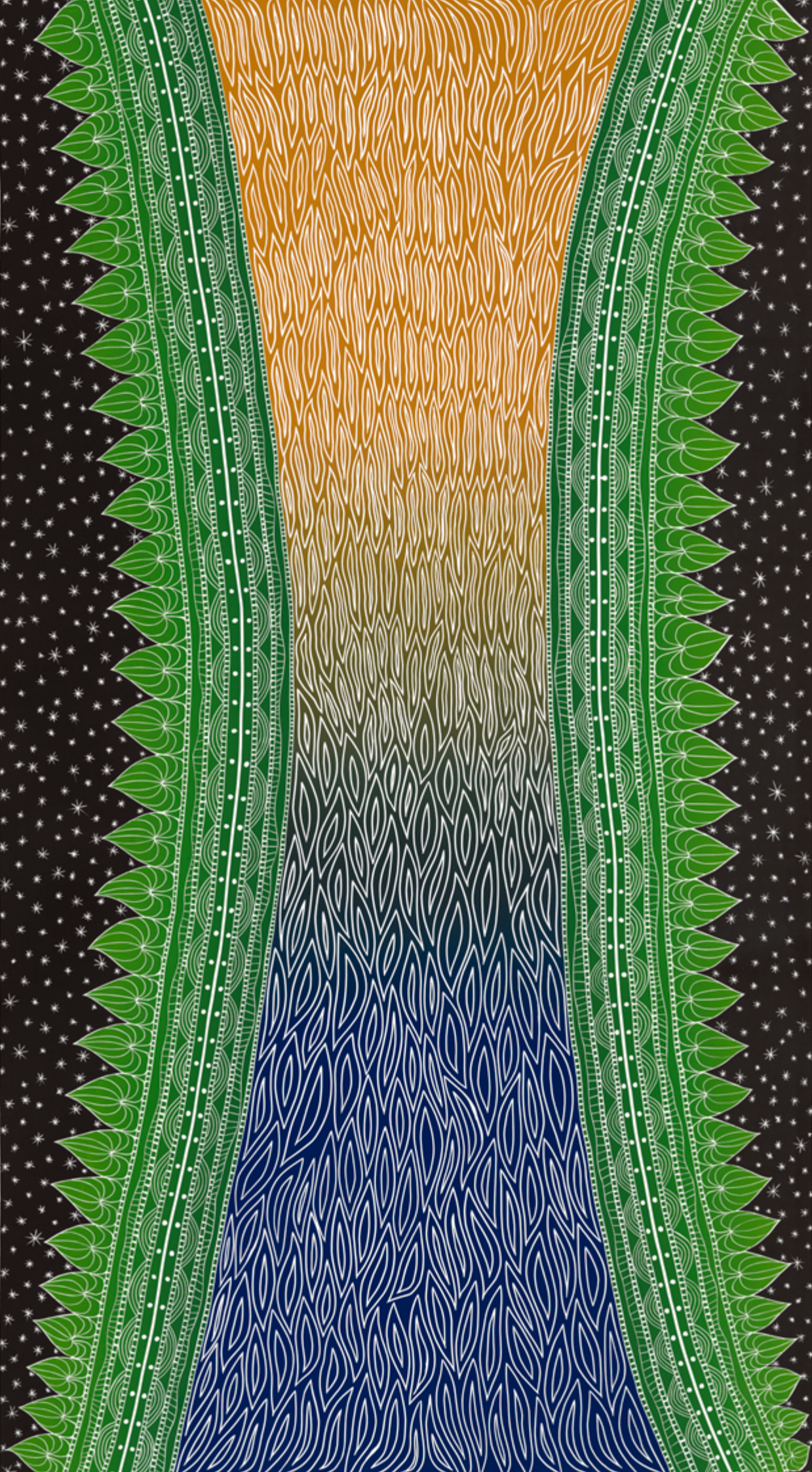




Foster + Partners

Reflect Reconciliation Action Plan

May 2025 – May 2026



Acknowledgement of Country

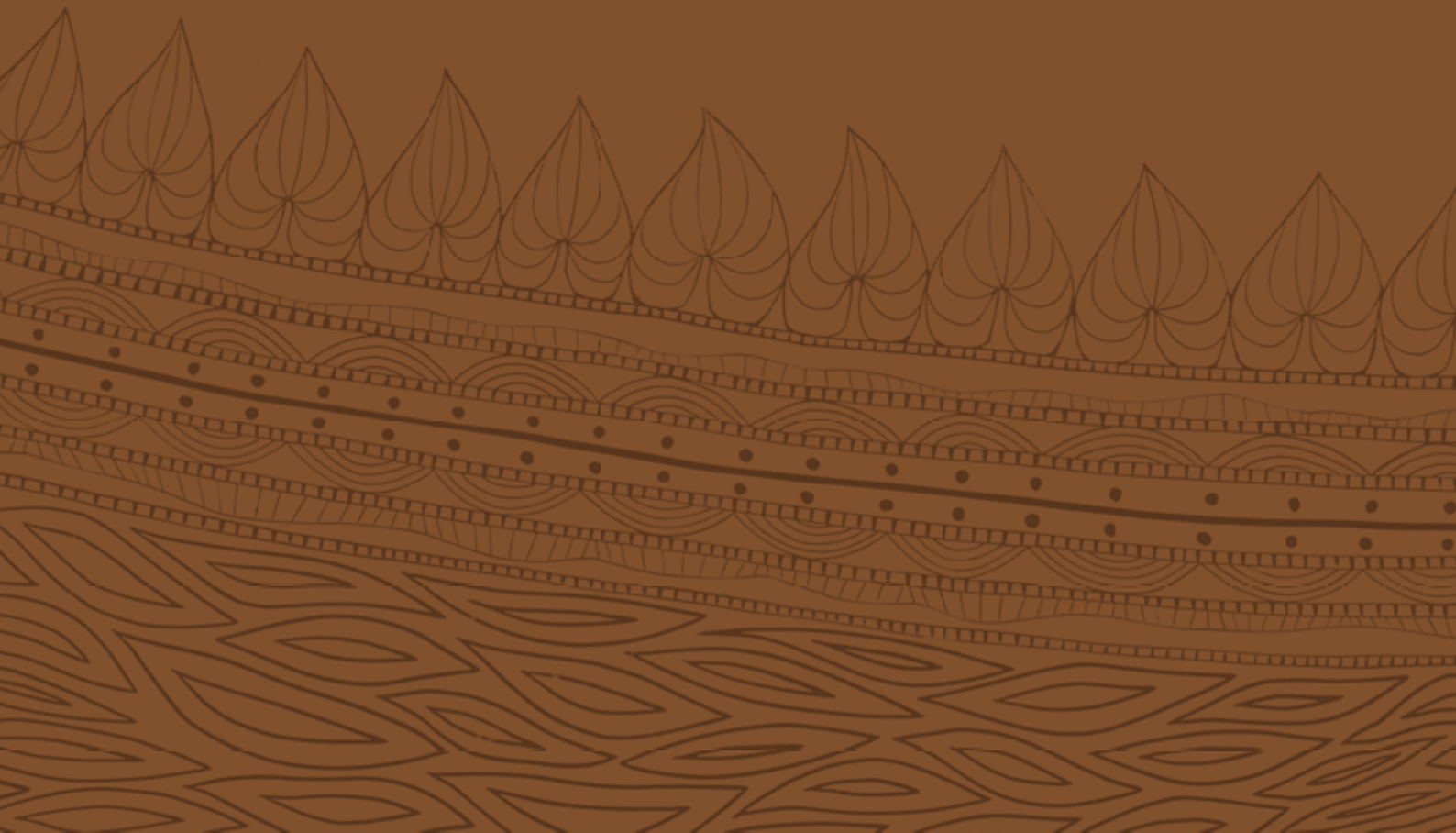
We acknowledge the First Nations peoples of our beautiful Country and their connections to land, sea and community. We pay respect to Elders of Aboriginal and Torres Strait Islander communities, past and present, who have loved and cared for these lands, waterways and all living things since time began.

We recognise our responsibility to act always in the spirit of respect and reconciliation, particularly because the work we do is closely associated with the shaping of the land and waterways.

We acknowledge the Gadigal people of the Eora Nation, on whose land our Sydney Studio is located, together with many of our built projects. We are lucky to call their land our home in Australia. We also acknowledge the Yagara and Turrbal peoples in Brisbane, as well as the Wurundjeri Woi-wurrung and Bunurong Boon Wurrung peoples in Melbourne, two cities where we are currently working.

First Nations peoples take a holistic view of land, water and culture and see them as one. Our team draws inspiration from the premise upheld by First Nations peoples that if we care for Country, it will care for us.

Foster + Partners is committed to engaging with Traditional Custodians of the Land, and to ensure our design and planning approach incorporates Aboriginal perspectives and Indigenous cultural relationships with place.



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Teho Ropeyarn

Teho Ropeyarn is an artist and curator originally from Injinoo, Cape York Peninsula, Queensland, who lives and works in Cairns. His practice is focussed on his father's people's heritage, the Angkamuthi and Yadhaykuna clans. The narratives in his work explore several traditional and historical stories including significant events, dreaming sites, totems, the four clan groups that make up the Injinoo peoples and ceremonial body designs encompassing spiritual connection to Country and community on both land and sea. With a focus on preserving and documenting permitted stories and knowledge passed down from Elders, Ropeyarn's visual narratives are recreated through a contemporary lens.

Teho Ropeyarn visited the Sydney office in October 2024 to explain the process of block carving. The entire team was able to listen to his approach to his art, and the connection to country of the rhythm, patterns, and imagery he often utilises in his work. The print making was further documented through discussions with the artist and master printer Theo Tremblay in the Tablelands, Speewah (QLD) on 4 March 2025.

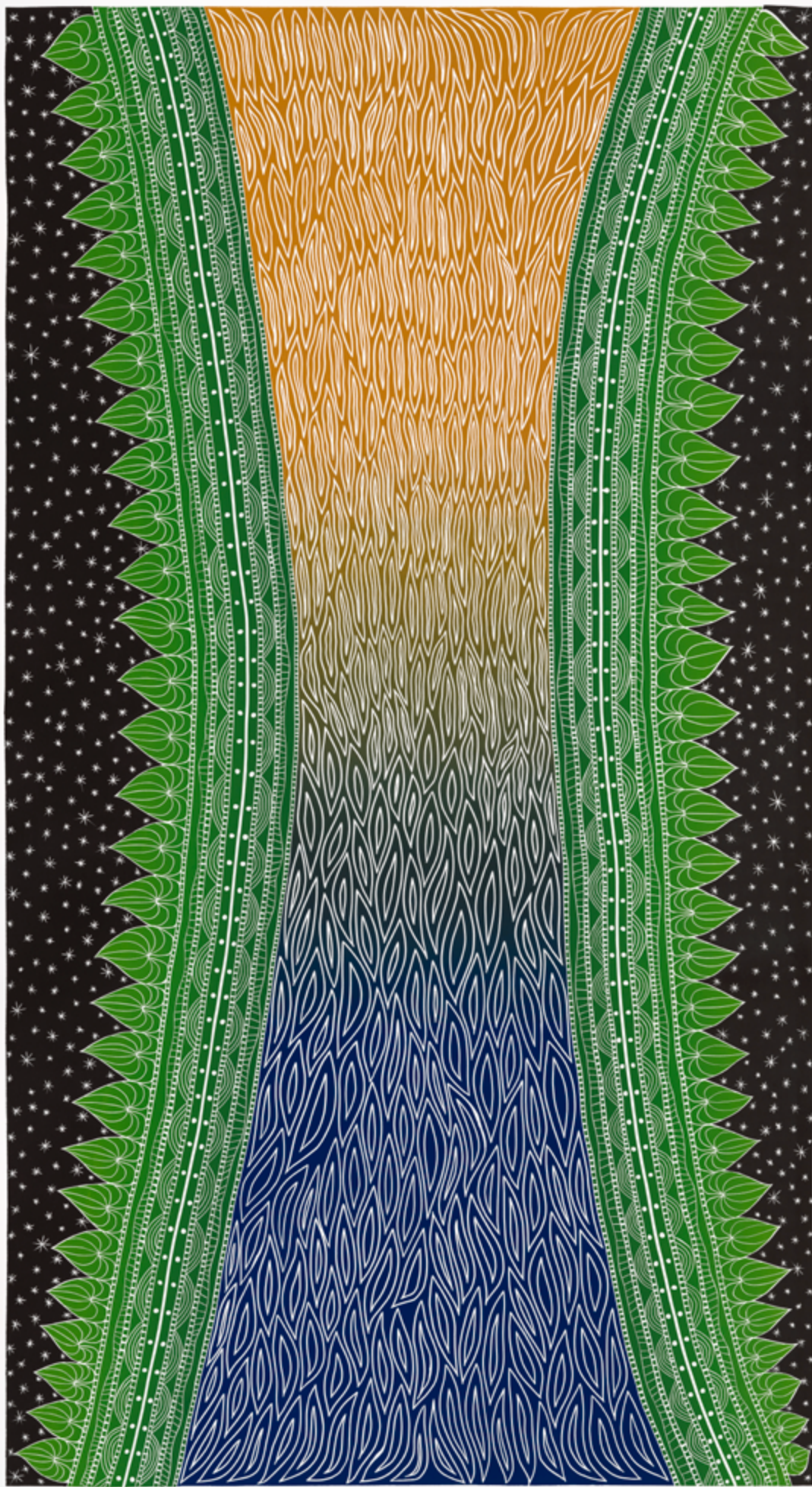
The artwork, 'Muraany Avang', is a print realised from a carved vinyl block, a material that is tough and durable and can sustain the hot and humid climate of Northern Queensland.

The central piece represents salt and fresh waters, symbolising the meeting point of the river and the ocean. The colours used are ochre for the fresh water of the river, and aqua marine reflex blue for the salt oceanic water. On either side, heart shape yam leaves are represented, together with the silhouette of the hills and ridges of Northern Queensland, a conceptual reference to Country. A central line with dots on each side represents the human body, illustrated through a motif that recalls tribal body paints used by First Nations peoples for major ceremonies. Mountain, land and body come together at once. On the outer edge of the print, the sky provides a frame for the entire artwork. Teho recalls carving the vinyl piece, outdoors on his patio on a clear night evening, as he saw a bright star. He carved it straight away. This inspired him to carve a motif of a fully starred sky.

The symmetry of the artwork is meant to encourage a universal perspective, the artwork becoming a landscape that can be perceived by many on an equal footing – we all see the same natural scene, from a different vantage point. The colours are used with meaning, each symbolising a key element of the landscape. The print itself was realised by master printer Theo Tremblay, using inks specifically tailored for him, on a 350gsm Hahnemühle cotton paper, under a 110 tons press. Beyond the artist's and printer's proofs, two prints were realised for Foster+Partners: one is centrally held in the Sydney office, and the other was sent to the global headquarter in London, to engage in conversation and introduce the company's Reconciliation Action Plan to our staff, colleagues and clients.



The artwork's title, 'Muraany Avang', means beautiful place – or paradise.



Artwork story



Artist Teho Ropeyarn presenting his approach to the Sydney office, October 2024.



Artist Teho Ropeyarn in conversation with the Sydney office, October 2024.



Site visit to Barangaroo to see the Foster+Partners design for the station and explore surrounding natural public space.



Artist Teho Ropeyarn and master printer Theo Tremblay inspect the assembled blocks.



The inking process: at the centre, waters meet and colours merge.



Ocean blue, the movement of the ocean swell is represented by strong, neat oblong shapes.



The river ripples are affected by the wind and the currents.



Yam leaves, ridges of Northern Queensland and tribal body paint are represented in the green strips.



The starred sky, inspired by a clear night carving outside on the patio.



Final print, held by artist Teho Ropeyarn, printmaker Theo Tremblay and Theo Malzieu on behalf of Foster+Partners.

YarnnUp Aboriginal consultants

Foster + Partners is proud to partner with YarnnUp throughout the development, endorsement and implementation of our first Reflect Reconciliation Action Plan and our ongoing commitment to reconciliation.

YarnnUp is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. YarnnUp supports organisations that are working towards active reconciliation alongside First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, cultural transformation and training.

Throughout this Reflect phase of the Reconciliation Action Plan, YarnnUp will also be delivering its unique capability building training programs that blend Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.



A message from our Managing Partner



The Foster + Partners inaugural Reconciliation Action Plan (2025–26) recognises that the spaces and places where we work intersect with the unceded lands of Aboriginal and Torres Strait Islander peoples. As architects and designers, we are authors of change in the built environment and acknowledge that First Nations peoples are the true custodians of these lands and their histories.

Our Reflect Reconciliation Action Plan seeks to establish long term, symbiotic relationships with Aboriginal and Torres Strait Islander peoples through our work and the ensuing connections that emerge from it. This plan marks a significant milestone, demonstrating our commitment to embed reconciliation in our work and operations, and our wider advocacy for First Nations peoples in Australia. We believe that it represents a genuine step towards creating greater partnerships and opportunities with Aboriginal and Torres Strait Islander communities in Australia.

Under the guidance of our local Aboriginal partners, YarnnUp, who specialise in assisting organizations such as ours on the path to reconciliation, the Sydney office as well as senior colleagues from our headquarters in London have initiated a series of events and workshops to understand the central role of First Nations peoples in today's Australia, and how the country's colonial past continues to impact their lives today.

The Sydney office has been working closely with renowned artist and curator Teho Ropeyarn. He visited the Sydney studio to engage in conversations with the team, and created a large-scale artwork specifically for our office. With one print in Sydney and the other in London, we hope that his artwork will be the start of many conversations with colleagues and clients.

We recognise that we have only just started our journey of reconciliation, taking the first steps in discovering the complexities that lie ahead. Putting together this first Reconciliation Action Plan has been a rewarding and revealing process. We hope to build on its strong foundations in the coming years and months to positively influence the places and the communities that we work in.

A handwritten signature in dark ink, consisting of a stylized 'S' followed by a long, horizontal, slightly wavy line that extends to the right.

Stuart Latham
Managing Partner

Forewords

A message from our Sydney studio partner

Foster + Partners has had the privilege of working on city shaping projects in Australia since 1997. Our architecture is inspired by context, is driven by environmental concerns and places people at the heart of every project. Under the guidance of our local Aboriginal partners, YarnnUp, who specialize in assisting organisations such as ours on the path to reconciliation, the Sydney office as well as senior colleagues from our headquarters in London have initiated a series of events and workshops to understand the drive of First Nations peoples and how Australia's colonial past continues to impact their lives today.

In December 2023, we invited YarnnUp to discuss the process of reconciliation and its historical roots with our employees across the globe through a series of internal talks. We also shared our pathway towards the ratification of the Reconciliation Action Plan on this occasion, discussing the steps we will be taking on the journey with our colleagues.

We are honoured to be working closely with renowned artist and curator Teho Ropeyarn who, along with his contribution to this document, has created a large-scale print that will be displayed prominently in our Sydney office, together with the carved vinyl blocks used in the creation of the work.

This Reconciliation Action Plan aligns with our values - it will further our connection to place and broaden our knowledge base. We are committed and excited to take this next step.



Muir Livingstone

Partner
Foster + Partners



Vinyl blocks used for the print.



Final artwork in situ.

A message from Reconciliation Australia CEO

Inaugural Reflect RAP

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

Foster + Partners joins a network of more than 2,500 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 Foster + Partners 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.

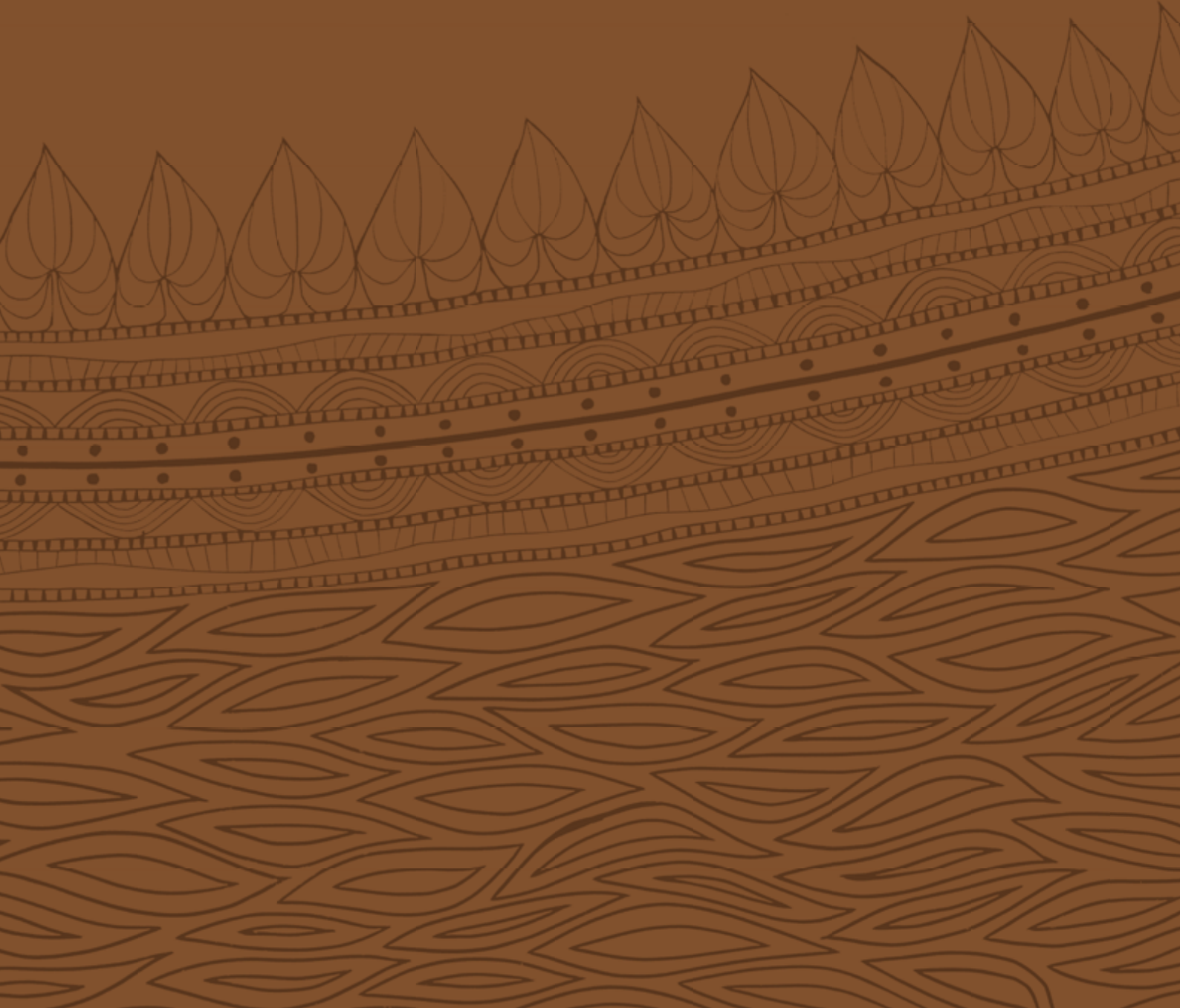
Congratulations Foster + Partners, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

Our mission: to be the world's leading design practice based on innovation and research with sustainability at the core to make the world a better place.



Established by Norman Foster in 1967, Foster + Partners is a global practice for sustainable architecture, urbanism, engineering and design.

People are central to our endeavours – we attribute our success to our multi-disciplinary, culturally diverse teams who are passionate collaborators, driven to make every project meet the highest possible performance standards. As a global practice with over 65 spoken languages amongst our teams, we are proud to represent a multitude of nationalities, ethnicities, religions, races, genders, sexualities and abilities. We thrive on the unique qualities of our diverse workforce, and we champion diversity, standing up for our belief in equity and inclusion.

We take sustainable design seriously - we believe we have a responsibility to address crucial concerns such as climate change; to develop bespoke design solutions that are optimised for our client's operations and the planet; and to deliver projects that encompass the wellbeing, connectivity and prosperity of our communities, now and in the future.



Sydney studio, Parkline Place

Our business

Our teams are made up of experts from multiple domains including the arts and the sciences. Together with the design teams, they provide a holistic response to the demands of the project, ensuring the design responds to its social and cultural surroundings and developing sustainable frameworks. Our commitment to sustainability doesn't end at construction – we assess our performance across the design and construction life cycle and beyond, monitoring building performance while-in-use.

Since the early years, the practice has incorporated the latest digital technologies within design processes to efficiently share ideas across different time zones. This innovative, unified approach and the centralisation of design thinking allow our teams to collaborate and nurture creative thinking.

Foster + Partners has had an Australian presence for more than two decades. During this time our Sydney studio has delivered projects such as Deutsche Bank Place, Lumiere Apartments, Duo Central Park, Salesforce Tower, and most recently Parkline Place as well as Gadigal and Barangaroo Metro Stations, all of which have had a significant impact on the city's Central Business District and the historic area of Chippendale.

Located on the 27th floor of Parkline Place, the Sydney studio has eight employees who are supported by a global team. We do not currently have any employees who self-identify as Aboriginal and Torres Strait Islander people, but this is an ongoing consideration as we embark on this reconciliation journey.

We are excited to begin working on the implementation of our inaugural Reflect Reconciliation Action Plan. This is an important endeavour as we consider our position and scope of influence to work with First Nations peoples, organisations and communities on this journey towards a reconciled future.



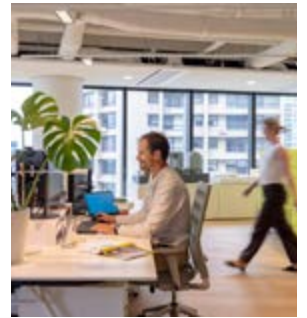
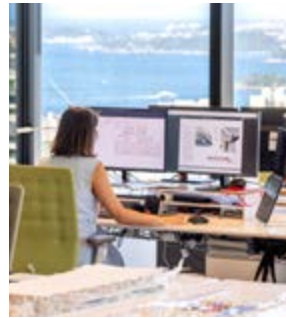
Main entry at Salesforce Tower, Sydney



Salesforce Tower, Sydney



Central Park Masterplan, Sydney



Sydney studio, Parkline Place



Barangaroo Station, Sydney



Gadigal Station, Sydney



Parkline Place, Sydney

Our vision for reconciliation

Our aspiration is to respectfully collaborate with First Nations peoples in co-designing sustainable spaces that embrace culture and shared histories, strengthen connection to Country and support the wellbeing and prosperity of Aboriginal and Torres Strait Islander communities, now and into the future.

Driven by the philosophy of deep listening for deep learning, we aim to understand, acknowledge, and respect the diverse perspectives of First Nations peoples, their lived experiences and ways of caring for and connecting with Country.

Grounded in genuine and trusting relationships, we aim to engage and collaborate with Aboriginal and Torres Strait Islander communities to understand how to best protect their heritage across this vast landscape, while embedding culturally empathic and sustainable design processes in our projects.

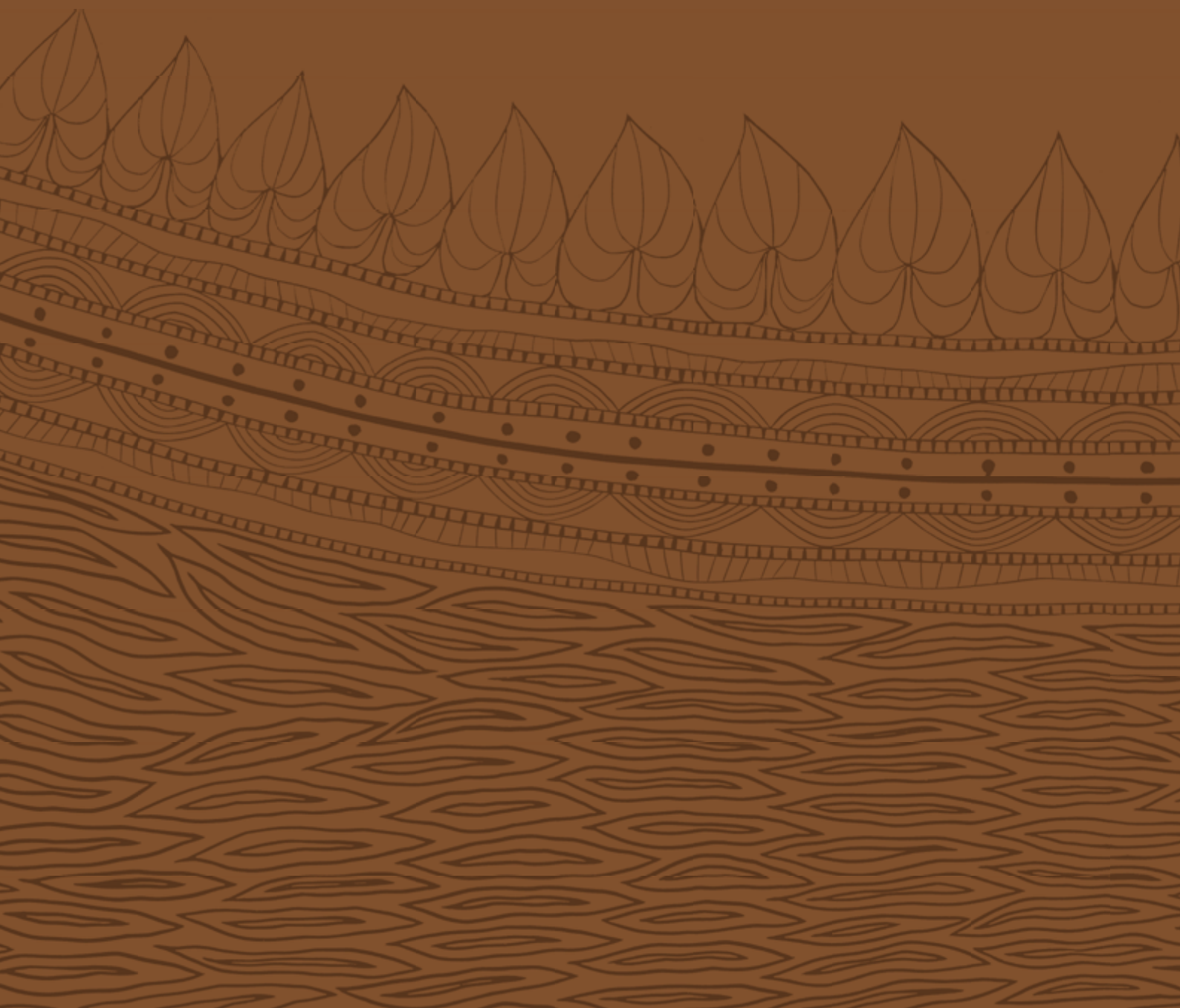
We aim to apply best practice principles, where community-centred protocols are adopted in the early project stages and continue long after project completion. Foster + Partners acknowledges the historically negative impacts of the built environment on First Nations cultures and communities – we wish to understand the land on which our current and future projects stand and we will actively work to respectfully embrace Aboriginal and Torres Strait Islander peoples' wisdom and guidance to do so.



'Incorporating Aboriginal Perspectives in Design Practices', a hybrid event hosted in Sydney and London at Foster + Partners.

Our journey towards reconciliation

Foster + Partners is committed to sustainably and strategically taking meaningful action to advance reconciliation. While we strive to be a global leader in our field, we are also deeply involved at the national and local scale. Commencing the journey towards Reconciliation is therefore a natural and necessary step in the growth of our Australian studio.



Involved on projects in Australia since 1997, our permanent Sydney office opened in 2018. Since then, we have been developing relationships with local partners and growing the business in New South Wales, Victoria and Queensland.

Working with First Nations design consultants on bids for future projects has allowed our local team to begin the journey, firstly by acknowledging the deep impact that this dialogue could have on the process of design. To formalise this process, in 2023 we commissioned YarnnUp, our First Nations consulting partner, to assist in the development and implementation of our inaugural Reflect Reconciliation Action Plan, tasked with providing culturally appropriate advice to ensure the plan is developed with authenticity and genuine collaboration.

Equity, Diversity and Inclusivity

Equity, diversity and inclusivity are a priority for us as we strive to create a working environment and culture that champions inclusion and is supportive and respectful of different cultures and diverse identities.

We have embedded our Reflect Reconciliation Action Plan into our company's strategy and vision, and make references to this initiative in our global Corporate Social Responsibility (CSR) report. We have also formed a Reconciliation Action Plan Working Group (RWG) with representatives from both our Sydney and London offices. Through a structured questionnaire and meetings, YarnnUp has engaged with the RWG, partners and staff to inform our Reconciliation Action Plan development and help us explore what reconciliation means for our business in Australia and globally.

Our five established EDI networks, Disabilities, Ethnicities, LGBTQ+, Parents and Carers, and Women's Network, continue to provide support, advice, innovation and a safe space for all colleagues to harness lived experience and share knowledge. All Networks report to an EDIB (Equity, Diversity, Inclusion, Belonging) Steering Committee, which comprises of representation from across leadership and all five networks.

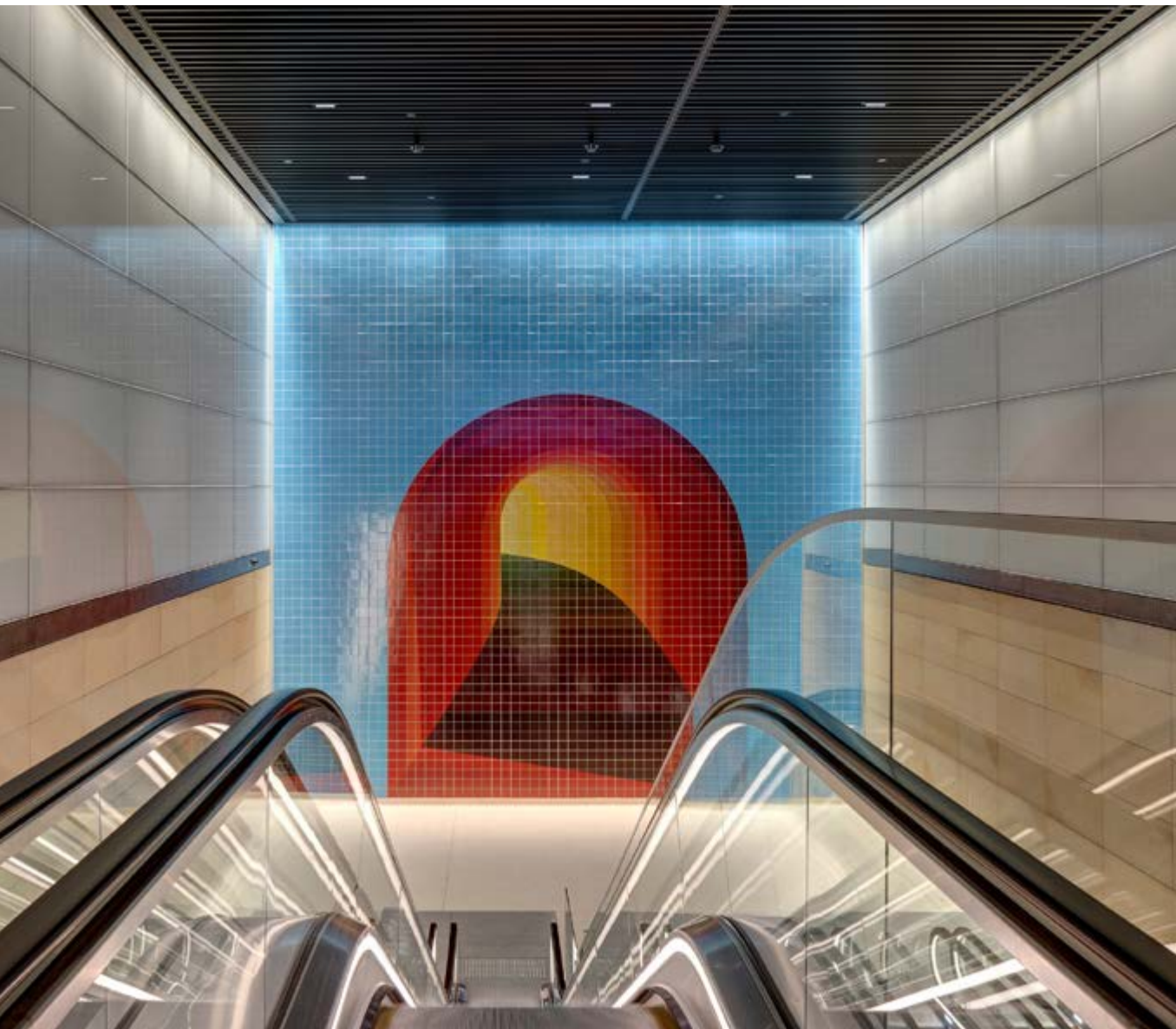
Although the intersectional piece is key to EDI success, particularly relevant to reconciliation is the Ethnicities Network with a mission to promote equality, inclusivity and anti-racism for all through championing initiatives that seek to educate, celebrate and support our diverse Foster + Partners community. Culture change interventions include diverse inspirational speakers, mentoring programs, career progression initiatives and inclusive recruitment measures. We have well-established links with several schools and universities around the world, funding awards and prizes and supporting educational activities. Our internships and apprenticeships provide valuable experience to students from a wide range of backgrounds. Through the application of this Reconciliation Action Plan, we will look to apply a First Nations lens across these initiatives to drive engagement with Aboriginal and Torres Strait Islander peoples and communities.

Our journey towards reconciliation

Inclusive Design

The practice is committed to ensure that inclusivity is reflected in our designs. We make informed suggestions on how to create spaces that provide equal opportunities and access, represent accurately the communities we are influencing with our approach.

We research the cultures involved in each project site to understand their aspirations and needs, which can then influence the design process.



Gadigal Station, Sydney

First Nations Events

Since registering with Reconciliation Australia in April 2023, our team has started to develop a deeper understanding of First Nations cultures through our participation in National Reconciliation Week and NAIDOC week.

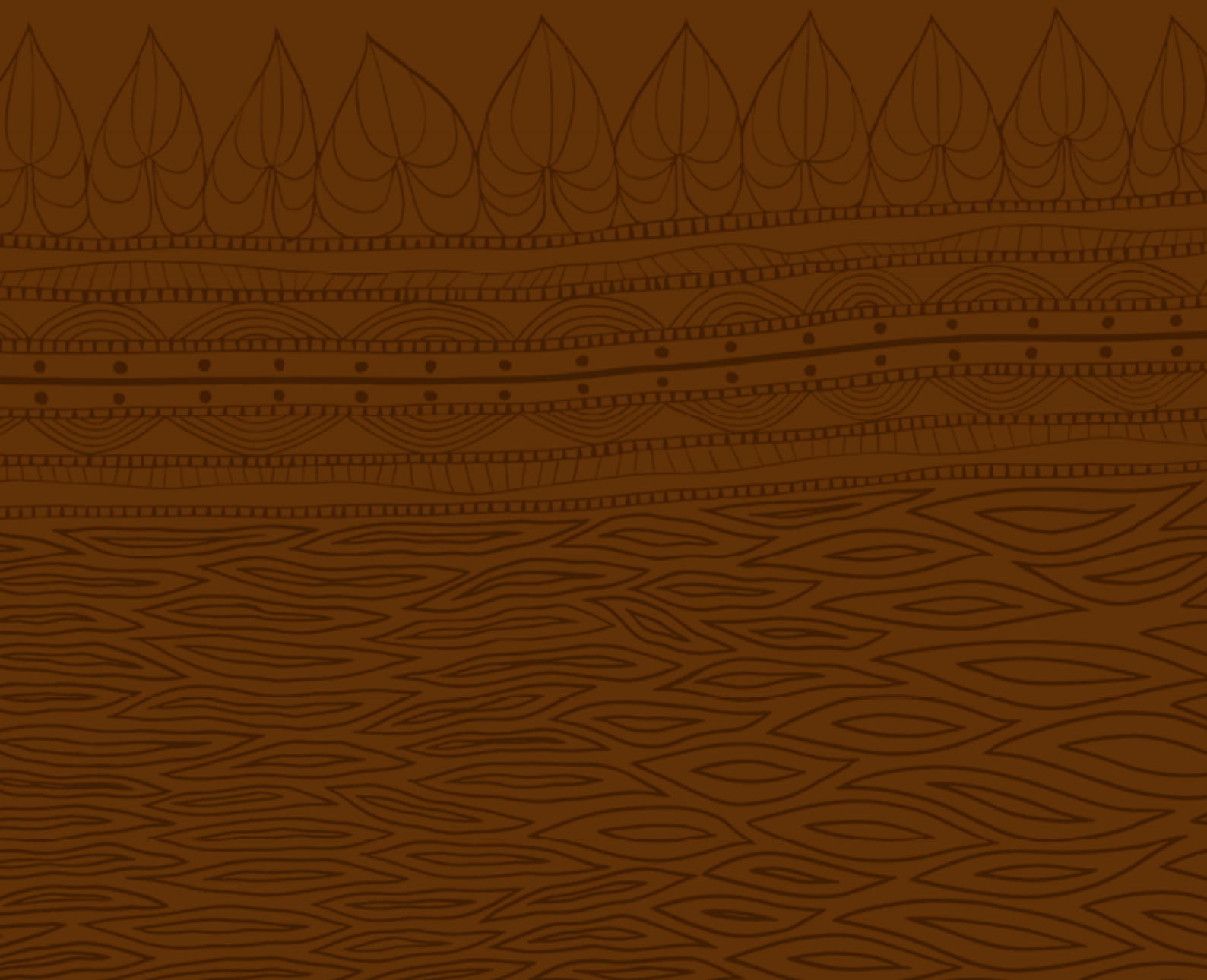
- All office staff visited the Australian Museum to see an exhibition, *Barka, The Forgotten River*. Developed by Uncle Badger Bates and Justine Muller with the Barkandji community, the exhibition explored the economic importance and cultural significance of Barka (Darling River) Aboriginal and Torres Strait Islander communities, and how the perilous situation now facing communities as a result of modern use of water systems.
- We followed a live online debate on the Voice held by UTS under the title *Voice, Treaty, Truth*. This debate featured academic researchers, Doctors and Professors who embraced a historical, legal and political approach to the development and process that led from the Uluru statement from the Heart to the Voice referendum of 2023.
- Visited the Museum of Contemporary Art to attend a screening of 'The sea, the feather, and the dance machine: Arrival song & Leaving song', a movie focused on Ken Thaiday Snr who is a Torres Strait Islander artist, reflecting on the importance of the sea and its various symbols and totems.
- Attended lectures and community events such as the Lunch and Learn event organised by our collaborator, Urbis.
- Produced an internal intranet feature and blog post celebrating NAIDOC Week.
- At our internal COP 28 programme, we held a hybrid presentation and Q&A on our Reconciliation Action Plan progress and reconciliation objectives. We explained to our colleagues the Reconciliation process, and why it is so important, for those who have not had an opportunity to work in the Australian context. Through this presentation we made a commitment to our colleagues to dedicate the appropriate energy and resources to ensure the Reconciliation Action Plan process is transformational.

Our participation in these culturally significant events sparked fruitful discussions and knowledge building within the office. These events are early indicators of the value and impact of being engaged in the process with Reconciliation Australia and working towards the Reconciliation Action Plan. The cultural shift and awareness piece is already evident.

Our journey to-date has stimulated curiosity and momentum for the formalisation of this process which we are proud of, and although we are very early in the process, we believe that the importance and focus on this most important initiative will coincide with our expanding footprint within the design sector in the Australian context.

Our Reconciliation Action Plan

We are embarking on a strategic transition in Australia. A demonstrated commitment to reconciliation supports this transition. Our motivations to initiate our Reflect Reconciliation Action Plan, however, are more longstanding and profound than this business driver.



Sustainability has been part of our DNA for over 50 years. Our vision, being the world's leading design practice based on innovation and research, is being realised by our ethnically, culturally and professionally diverse workforce and with an unwavering commitment to sustainability. We are serious about making the world a better place, an unreachable aspiration without reconciliation.

At Foster + Partners, we know we are privileged to be part of an industry that through shaping the built environment, can positively transform the landscape, advance social equity, impact environmental and urban sustainability and contribute to the prosperity and wellbeing of First Nations communities. We view this privilege as a serious responsibility – our Reconciliation Action Plan is an opportunity for us to improve our practice and our relationship with the past, present and future.

One of our aims during this Reflect phase is to build our cultural awareness and capability. YarnnUp, our partner, will deliver cultural awareness training and work with our Sydney based team and the Reconciliation Working Group to build our appreciation of the cultures and connections to Country of First Nations peoples. During this process, we aim to increase our understanding of the importance of our Reconciliation Action Plan and the shift it can support in our perspective



Handprints marking the topping out of Parkline Place, Sydney.

Our Reconciliation Action Plan

of space and community and cultural relevance.

A more diverse, inclusive workplace also shifts our perspective and appreciation of different lived experiences, cultures and abilities and enhances opportunities for innovation and creativity.

We are excited about the progress we are making on our Reconciliation Action Plan, integrated with our growing global corporate strategy and social initiatives, and we will commit to engage with First Nations peoples, and identify opportunities for collaborations. Whether directly as an employer or indirectly through our external network, we aim to promote Aboriginal and Torres Strait Islander involvement and opportunities across the industry.

Participation in NAIDOC Week and National Reconciliation Week will continue and provides a good opportunity to update on our Reconciliation Action Plan progress. In addition to our office participating in these celebrations, we will adopt a project-based approach to involve our collaborators and partners in marking the significant dates

in a manner informed by our local First Nations communities.

We intend to explore the depth and difference that a truly authentic understanding of First Nations peoples and their approach to the land, environment and design can make to our work; to understanding what Designing with Country means and to commit to applying this in a meaningful way to enrich our work and find new ways to develop design in an integrated manner.

Key to our success will be our capacity to consult, collaborate and co-design with Aboriginal and Torres Strait Islander peoples and communities. We aim to build trusting relationships through respectful listening and open dialogue. As an architecture studio, storytelling and connecting projects to place is especially important to us. Furthermore, these connections will broaden



Consultation meeting with Yarrnup at their offices in Carriageworks, Eveleigh.

our perspectives and help us embed a more considered inclusive and culturally empathic design and development process.

Our design approach addresses sustainability holistically, from efficient use of natural resources, circular economy strategies and biophilia, to thermal comfort and indoor air quality. We seek to leverage the power of design to enhance the lived experience for all. We adopt a Responsibility Framework to measure our performance against ten important themes - measuring our effectiveness in wellbeing, community impact, energy and carbon, mobility and connectivity, materials and waste, water, land and ecology, prosperity, planning for change and feedback.

This holistic approach serves us well and we welcome the opportunities our Reconciliation Action Plan presents for us to partner with Aboriginal and Torres Strait Islander communities, environmental specialists, and heritage consultants in pursuit of reaching our sustainability targets to the benefit of our clients, First Nations peoples, and the built and natural environment.

Our business is built on collaboration, creativity and innovation. Through our work we partner with other leading industry design studios, architects,

engineering firms and heritage consultants, locally and globally. We strive to develop innovation in all aspects of our practice – whether that is in the design itself, or in the process that leads to it.

We invest in research and development for our projects, including in social research, so that we set the bar high in creating a more sustainable environment for generations to come. We also provide opportunities for learning and personal development, notably through Continuing Professional Development programmes. We see the Reflect Reconciliation Action Plan as part of this commitment to innovate and improve the way we operate. We are also active members of the Australian Institute of Architects, the Property Council of Australia and the Planning Institute of Australia.

During this Reflect Reconciliation Action Plan phase we will look to these networks and other like-minded organisations to investigate opportunities to advance reconciliation. Our explorations will be far reaching, from dialogue and exchange of ideas and learning experiences, to identifying opportunities for First Nations business engagement, employment and education.



Live-stream of the Sydney studio during the 'Incorporating Aboriginal Perspectives in Design Practices', talk at Foster + Partners London.

Championing the Reconciliation Action Plan

Our Reconciliation Working Group consists of members from both our Sydney and London offices. The practice believes in the importance of reconciliation and are committed to championing the Reconciliation Action Plan in Australia and globally.

YarnnUp will continue to support the Reconciliation Working Group on the reconciliation journey. In addition to building the organisational cultural capability, YarnnUp will support the team as they co-ordinate, deliver and communicate Reconciliation Action Plan commitments.

While we are committed to the Sydney office driving this initiative, we are cognisant of the capacity limitations of a smaller studio. YarnnUp will assist in ensuring our commitments are realistic and that we structure our governance and resources in such a way that we can deliver on these commitments to effect meaningful change.

The integration of the Reconciliation Action Plan in our Corporate Social Responsibility strategy will support us in this regard ensuring we adopt an integrated and considered approach to all our initiatives with adequate resourcing.

Reconciliation Action Plan Working Group Membership

RWG Role	Name	Position Title
Executive Sponsor	Stuart Latham	Managing Partner
RWG Chair	Muir Livingstone	Partner (Sydney)
RAP Champion	Theo Malzieu	Partner (Sydney)
Anthropologist, Urban Design Member	Paulina Georgiou	Associate
HR Member	Eva Kilikitas	Associate Partner
Communications Member	Lizzy Garlan	Associate Partner
Member	Alison Smith	Partner



180 George Street

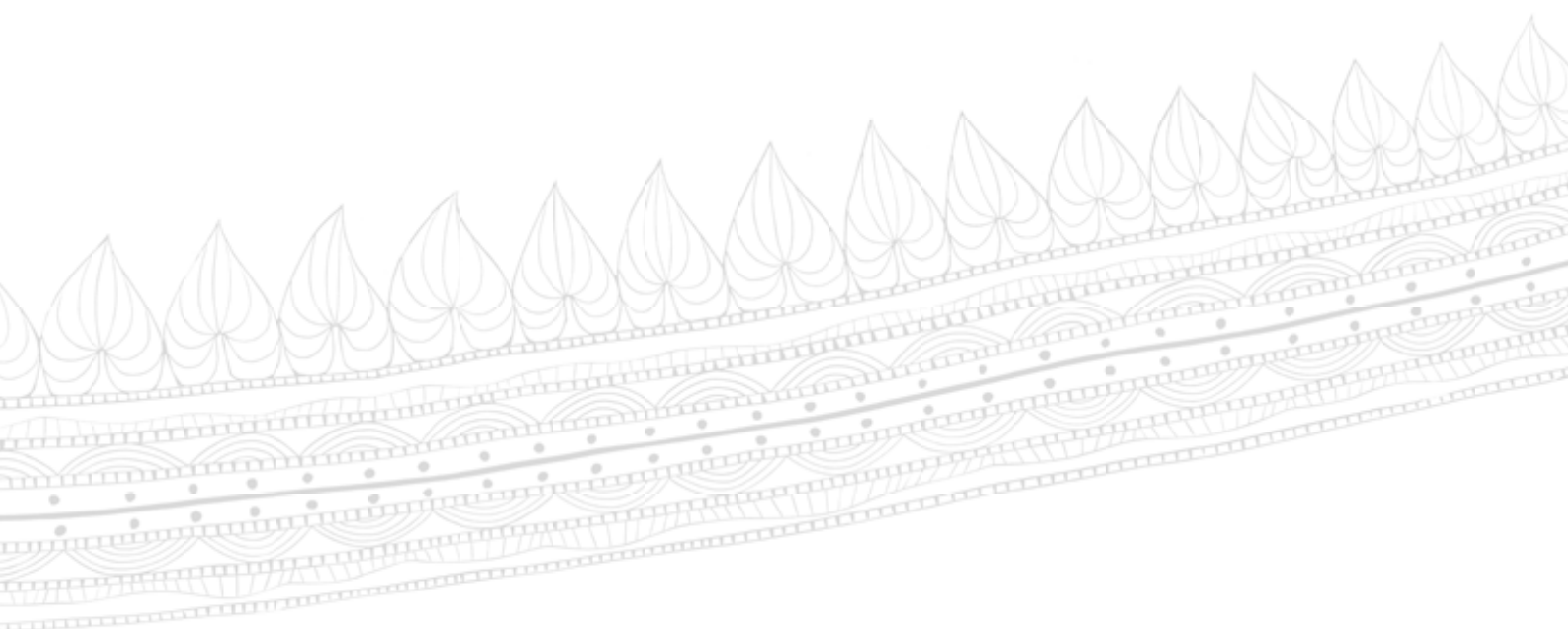
Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	July 2025	RWG Chair, RWG Champion
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	July 2025	HR Member
2 Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	June 2025	RWG Chair, RWG Champion
	2.2 Reconciliation Action Plan Working Group members to participate in an external NRW event	June 2025	RWG Chair, RWG Champion
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	June 2025	RWG Chair, RWG Champion
3 Promote reconciliation and our Reconciliation Action Plan through our sphere of influence	3.1 Communicate on our commitment to reconciliation to all staff	June 2025	Communications Member
	3.2 Identify Reconciliation Action Plan and connect with other like-minded organisations that we could approach to collaborate with on our reconciliation journey	March 2026	Communications Member
	3.3 Identify external stakeholders that our organisation can engage with on our reconciliation journey	April 2026	Communications Member
4 Promote positive race relations through anti-discrimination strategies	4.1 Research best practice and policies in areas of race relations and anti-discrimination	September 2025	HR Member
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2025	HR Member



Action	Deliverables	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	August 2025	RWG Chair, RWG Champion Supported by Anthropologist, Urban Design Member
	5.2 Conduct a review of cultural learning needs within our organisation	October 2025	Anthropologist, Urban Design Member, Communications Member, HR Member
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols	September 2025	RWG Chair, RWG Champion Supported by Anthropologist, Urban Design Member
	6.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	April 2026	RWG Chair, RWG Champion, Supported by Anthropologist, Urban Design Member
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	RWG Chair, RWG Champion
	7.2 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	First week in July 2025	RWG Chair, RWG Champion
	7.3 Reconciliation Action Plan Working Group to participate in an external NAIDOC Week event	First week in July 2025	RWG Chair, RWG Champion



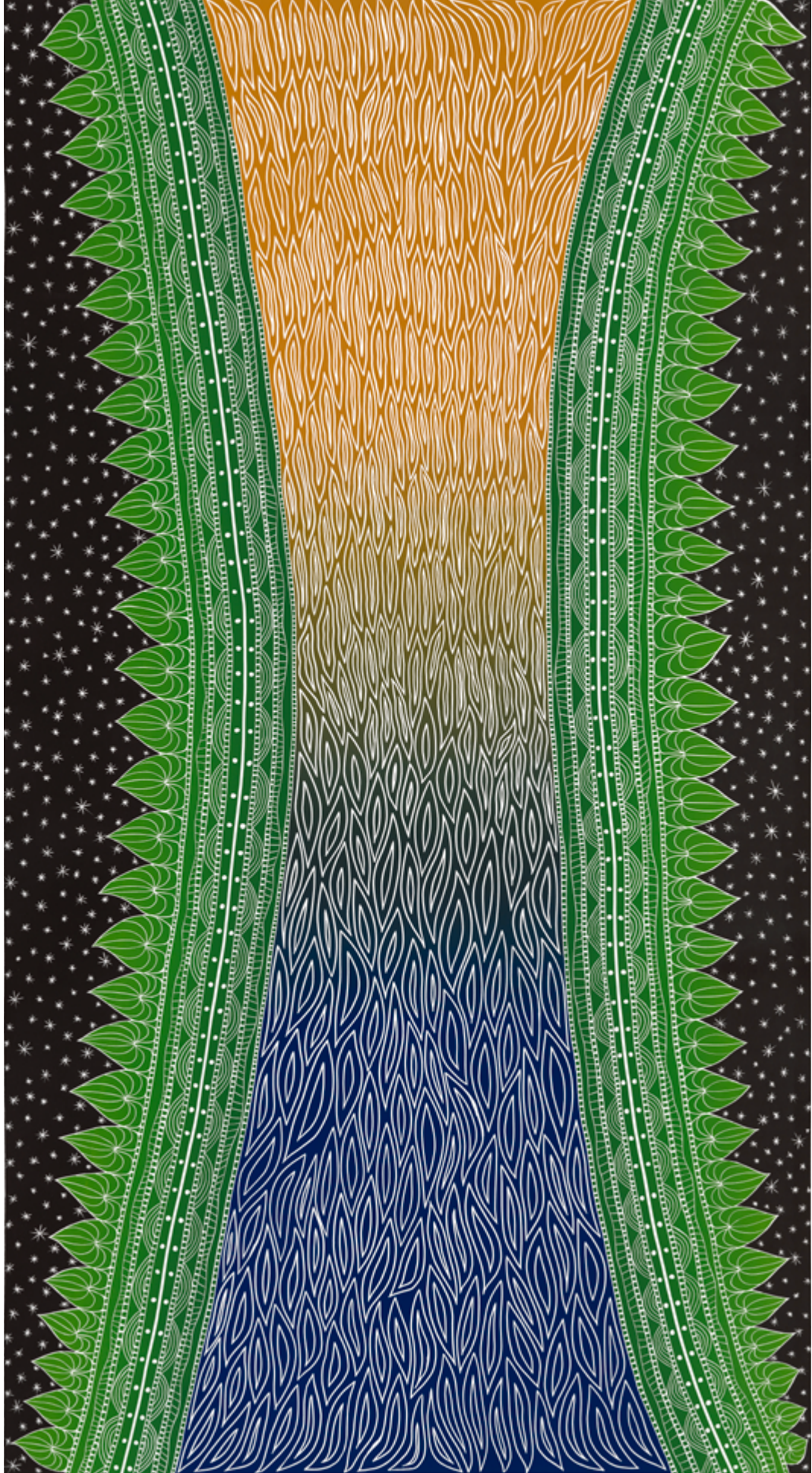
Opportunities



Action	Deliverables	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	8.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	March 2026	RWG Chair, RWG Champion, HR Member
	8.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	February 2026	RWG Chair, RWG Champion
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	9.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	April 2026	RWG Chair, RWG Champion
	9.2 Investigate Supply Nation membership	December 2025	RWG Chair, RWG Champion



Action	Deliverables	Timeline	Responsibility
10 Establish and maintain an effective Reconciliation Action Plan Working Group (RWG) to drive governance of the Reconciliation Action Plan	10.1 Maintain a RWG to govern Reconciliation Action Plan implementation	June 2025	Communications Member
	10.2 Draft a Terms of Reference for the RWG	June 2025	Communications Member
	10.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG through our engagement with YarnnUp	June 2025	Communications Member
11 Provide appropriate support for effective implementation of Reconciliation Action Plan commitments	11.1 Define resource needs for Reconciliation Action Plan implementation	June 2025	RWG Chair, RWG Champion
	11.2 Engage senior leaders in the delivery of Reconciliation Action Plan commitments	June 2025	RWG Chair, RWG Champion
	11.3 Maintain a senior leader to champion our Reconciliation Action Plan internally	June 2025	RWG Chair, RWG Champion
	11.4 Define appropriate systems and capability to track, measure and report on Reconciliation Action Plan commitments	June 2025	Communications Member
12 Build accountability and transparency through reporting Reconciliation Action Plan achievements, challenges and learnings both internally and externally	12.1 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 Reconciliation Action Plan correspondence	June, annually	RWG Chair, RWG Champion, Communications Member
	12.2 Contact Reconciliation Australia to request our unique link, to access the online Reconciliation Action Plan Impact Survey	1 August 2025, annually	RWG Chair, RWG Champion, Communications Member
	12.3 Complete and submit the annual Reconciliation Action Plan Impact Survey to Reconciliation Australia	30 September 2025, annually	RWG Chair, RWG Champion, Communications Member
13 Continue our reconciliation journey by developing our next Reconciliation Action Plan	13.1 Review Reconciliation Action Plan based on achievements, challenges and lessons learned	March 2026	RWG Chair, RWG Champion
	13.2 Register via Reconciliation Australia's website to begin developing our next Reconciliation Action Plan	March 2026	Communications Member



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