

DesignInc Sydney

# Innovate Reconciliation Action Plan

November 2025–November 2027



We acknowledge and pay respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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## CEO, Reconciliation Australia



### **Reconciliation Australia commends DesignInc Sydney on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).**

Reconciliation Australia commends DesignInc Sydney on the formal endorsement of its second, Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. DesignInc Sydney continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's

reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that DesignInc Sydney will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to DesignInc Sydney using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for DesignInc Sydney to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, DesignInc Sydney will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of DesignInc Sydney's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations DesignInc Sydney on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

#### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

**'DesignInc Sydney continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.'**

### **NAIDOC Week, 2024**

Our team had the privilege of walking and learning on Gaimaragal Country with Bush to Bowl, a social enterprise aimed at creating a healing space and platform for First Nations people by connecting to Country and their traditional foodways.

Our guide, AJ, led the team through Narrabeen headland, along the lagoon, and by the ocean—exploring (and eating) the array of local vegetation, learning about their histories and complementing medicinal, nutritional and cultural qualities.

The experience brought the team closer to our nation's history, to Indigenous culture, and to each other on this educational journey of the senses.



## Our Vision for Reconciliation

### Shared Journeys

Reconciliation is a shared journey. At DesignInc, our vision is for all Australians—particularly First Australians—to have the freedom to have their voice heard and to live and work together with respect and support. We acknowledge that there are many steps, big and small, required to reach this vision. We commit to continuing our contribution to this change through our internal organisational culture as well as through partnerships and opportunities, through our approach to design, and through broader industry initiatives.

**We recognise the responsibility of architects and designers to bring the voice of Australia's First Nations Peoples into the creation of our built environment.**

**We foster a culture of diversity and inclusion across gender, cultural background and ability. Our Reconciliation Action Plan (RAP) aligns with and expands on our intrinsic cultural values.**

Embarking on our second Innovate RAP, we are building on the vast progress of our first—continuing to deliver commitments which are extensions or amplifications from our 2022-2024 RAP. It is our promise to continue strengthening relationships, to create mutual respect, and to improve the opportunities for Aboriginal and Torres Strait Islander peoples and communities by magnifying our current efforts towards ending the disparity between First Australians and the broader Australian community.

**Four key pillars underpin our Innovate RAP:**

- 1. Increase cultural literacy and awareness within our team;**
- 2. Take a lead in creating new methodologies for embedding stories of Country into the built environment;**
- 3. Connect with and provide opportunities for First Australians through our organisation; and**
- 4. Change the conversation in our industry.**

We aim to achieve these goals through a range of formal and informal initiatives which include partnerships, collaborations, employment and mentorship programs, policies, training opportunities, events, experiences, workshops, marketing initiatives, communications, project methodologies, presentations and resources.

## Our Vision for Reconciliation

**Nguluway DesignInc brings together Aboriginal leadership and cultural knowledge with the deep architectural design and delivery expertise of the DesignInc Sydney team.**

**One of our key initiatives is the joint venture with 'Nguluway DesignInc'.**

In 2020 DesignInc Sydney partnered with Wiradjuri architect Craig Kerslake to form an exciting new business – Nguluway DesignInc – which is majority First Nations owned. Nguluway DesignInc is a Sydney-based design firm on Gadigal land, of the Dharug nation, operating out of the same space as DesignInc Sydney. Nguluway brings together Aboriginal leadership and cultural knowledge with the deep architectural design and delivery expertise of the team at DesignInc Sydney.



**Craig Kerslake**  
Managing Director, Nguluway DesignInc

'Nguluway' is a Wiradjuri word that means 'come together.' It is our pursuit to bring the Aboriginal voice to design thinking in genuine and authentic ways. We call this 'Designing from Country' as design narratives come from Aboriginal understandings of people and place, or belonging.



**Towradgi Station** is located on the land of the Wodi Wodi and Dharawal People. Consultation with Traditional Custodians highlighted the importance of the ‘seven warriors’ story and the relationship to the land below the Illawarra escarpment and out into the ocean. Stories reflecting the geographic setting, indigenous vegetation and native fauna are woven into the design, symbolizing the transition from the mountains to the sea, with the upper station levels reflecting the escarpment and the lower levels evoking the ocean. Passengers experience a journey from the mountains to the sea as they move through the station, symbolising the transition from the escarpment through the plains to the coast and from sweetwater through bitter water to saltwater.

Designed by Nguluway DesignInc and DesignInc

## Our Business

**At DesignInc Sydney, we strive to lead change through our projects and culture. Our designs are accessible, beautiful, connected to place and meaningful for the communities that use them. Integrating First Nations narratives into the built environment is a key part of this.**

With 90 experts in architecture, interior design, landscape, urban design and master planning, the breadth and dept of our team allows us to deliver with efficiency and competence. We design schools, workplaces, community hubs, mixed-use residential developments, boarding houses, recreation facilities and transport infrastructure projects from master planning stage right through to design and delivery.

As architects, we're involved in numerous consultation and engagement functions within our daily lives. As we work with a number of industries—public and private—and across ten-plus sectors—from transport, to education, to health, to regional communities and everything in between—we're constantly involved in collaborating with all corners of society. Clients range from varying levels of government, to developers, to other professional consultants, other architects, non-Government Organisations, charities, and more.

### **History of the Business**

Established in 1954 as a Sydney-based architectural firm, the organisation has seen many stages

of evolution over the last six and a half decades. In 1998 our practice joined with other architectural practices from across Australia and Asia as the DesignInc group (DesignInc Limited) and our business became DesignInc Sydney.

Currently there are six DesignInc offices—Sydney, Melbourne, Adelaide, Perth, Brisbane and Darwin—each separately owned and operated with separate governance structures. We share a brand and the core offerings of architecture and interior design. The DesignInc Sydney business also offers landscape architecture, urban design and master planning. This Reconciliation Action Plan is for the DesignInc Sydney business, though our national counterparts are very interested in and supportive of our actions in this space.

### **Making a Difference through Design**

The quality of our urban environments has a fundamental impact on our daily lives. High quality design makes an essential contribution to our economy, our natural and built environment and the liveability of our cities. We strive

to ensure designs are accessible, beautiful, connected to place and meaningful for the communities that use them. Integrating First Nations narratives into the built environment is a key part of this. We are at the forefront of understanding how to connect with Traditional Custodians for each site to bring the wisdom, connection with Country, understanding of place into the design of places.

### **People and Culture**

Our people are key, and we strive to maintain a culture of collaboration, supporting each person to reach their professional and personal potential. Regular social events bring us together, our flexible work and paid parental leave policies allow our team to find a happy work/life balance, and internal workshops, mentorship and training opportunities ensure our people continue to learn and develop on their professional path. We strive toward creating a team that comes to work fresh and full of energy, has time for family and friends, and arrives at a workplace that is comfortable and nurturing.

## Our Business

**We actively foster diversity and inclusion across our organisation and continue to take steps to understand how the often-invisible biases such as gender and culture operate within our organisation.**

### **Diversity & Inclusion**

With 28 nations represented in our team, we are one of the most culturally diverse design firms in Australia – 38% of our team members are Australian citizens or permanent residents, while 62% of our team are from other nations. We participate in the Champions of Change program, and are proud to have 50:50 gender representation at Director level. Our progressive Parental Leave Policy goes beyond legislated requirements, and our 'Flex@DI' program embeds flexible work options across the organisation.

At DesignInc Sydney and Nguluway DesignInc, there are 90 employees in total. Five of those are Aboriginal and/or Torres Strait Islander Peoples.

### **Aboriginal Architecture Scholarship**

Recognising the need to have First Nations designers to be part of the change, for a number of years DesignInc actively sought to

employ Aboriginal and/or Torres Strait Islander architects, interior designers, urban designers and landscape architects. Our Directors and HR Manager sent out feelers and explored their networks, but were not successful. Through this process, the DesignInc Sydney management team experienced the extent of under-representation of First Nations communities in our sector - various visible and invisible barriers were preventing equitable representation. Recognising that of the key barriers is education, in 2019 DesignInc Sydney reached out to Western Sydney University to fund the first full privately-funded scholarship for an Aboriginal and/or Torres Strait Islander architecture student, valued at \$150k over five years. In addition to the payment, the scholarship includes mentorship and employment opportunities at DesignInc Sydney for the recipient.

The scholarship was opened in early 2020, but we were disappointed to have no applicants, again

highlighting the small number of First Australians in the design sector. In early 2021, we were thrilled to award the scholarship to the first recipient, who is nearing completion of his first year of undergraduate study in the Bachelor of Architecture degree at the University of Western Sydney.

### **Mentorship and Employment**

In addition to the scholarship, DesignInc Sydney has created mentorship programs and employment opportunities for Aboriginal and Torres Strait Islander peoples within our exciting and supportive work environment that offers collaborative and varied opportunities. The benefit of which becomes a shared understanding of identity and belonging for all our team grounded in the world views of First Australians. The work we produce reflects these qualities as we move to more sustainable environmental and social systems.

## Nguluway DesignInc

**Nguluway DesignInc is a synergistic partnership of two like-minded parties with a shared vision: to help build a prosperous nation that values and embraces culture in our built environment.**

The gestation of Nguluway DesignInc was in late 2019, when architect and proud Wiradjuri man Craig Kerlake approached DesignInc Sydney. Craig wanted to partner with an existing architecture firm to bring First Nations voices into the built environment. He had assessed a number of key Sydney-based architectural firms on criteria such as design approach, areas of expertise and cultural fit, and DesignInc came out at the top of the list. One of the key indicators of a synergy was the Aboriginal Architecture Scholarship that DesignInc had funded at the University of Western Sydney.

DesignInc was thrilled to meet Craig and excited by the opportunity to join together in a joint venture, so in 2020 Nguluway DesignInc was formed, with 51% owned by Craig's company 'Saltwater Studios', and 49% owned by DesignInc Sydney.

Nguluway DesignInc is an affiliate of the First Australians Chamber of Commerce & Industry (FACCI) and the NSW Indigenous Chamber

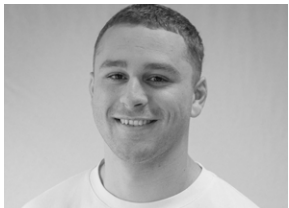
of Commerce (NSWICC), and is a member of Supply Nation.

Nguluway DesignInc is culturally led and inspired. It has its own brand, business structure and projects with a particular focus on integrating First Nations narratives and designing from Country into projects. Operating out of the same premises as the DesignInc Sydney office, the teams work collaboratively, sharing resources and ideas, and coming together regularly for social activities.

Craig is the Managing Director and the Design Director for all Nguluway DesignInc projects. For each project, he leads a unique team that is selected from the pool of over 100 talented architects, urban designers, landscape architects and interior designers at DesignInc Sydney. Sectors include education, transport, residential, health, community and civic. Services include architecture, landscape, urban design, interior design and master planning. Craig's cultural overlays often draw design thinking to the unexpected and

provide positive outcomes focused on concepts of belonging, spatial unity and scales of social engagement.

As a member of our RAP Working Group, Craig is involved in many aspects of our RAP. He brings his cultural heritage, community and knowledge of Country to DesignInc Sydney on a daily basis. Craig is a natural collaborator, and continually contributes to our shared reconciliation journey by generously sharing his knowledge, experience, networks and his personal stories. Craig is also leading the conversation about designing from Country both within our organisation and in the broader build environment industry. As well as engaging with Traditional Custodians and bringing his architectural expertise to the projects he is involved with, he is developing new methodologies and providing guidance for how designing from Country can be integrated into other DesignInc projects.



Proud Kamilaroi man and student of architecture at Western Sydney University, **Liam Khan** (right) was the recipient of the first fully-paid Indigenous architect scholarship funded by DesignInc Sydney.

Liam is one of six Indigenous design and business professionals who make up the core Nguluway DesignInc team (left; top-to-bottom):

Craig Kerslake, Managing Director (Wiradjuri)

Josh Duke, Chairperson (Dunghutti)

Niwili White Forrest, Associate (Ngangiwumerri/ Ngangikurrungurr)

Liam Khan, Graduate Designer (Kamilaroi)

Zoe Borchert-Jonker, Architectural Assistant (Mamu)

Ty Olsen, Architectural Assistant (Biripi)

## Our RAP

# Through our RAP, we're reaffirming our proud commitment to reconciliation. This is our second Innovate Reconciliation Action Plan.

DesignInc Sydney entered a joint venture agreement with Wiradjuri man and market-leading architect, Craig Kerslake in 2020—creating an Indigenous-owned architectural practice known as Nguluway DesignInc. Craig's leadership and influence has driven the rapid education and cultural literacy of the firm—so much so that when DesignInc Sydney embarked on their first RAP in 2022, we were able to progress to Innovate stage. Through our partnership Nguluway DesignInc and other initiatives in our RAP in the past two years—including walks on Country with Bush to Bowl, hosting National Reconciliation Week Panels, leading cultural sharing yarns for DesignInc Sydney staff—our team have continued to increase their understanding and mutual respect for First Australian colleagues, communities, collaborators and clients.

We've learned a tremendous amount along the way, and have continued to build our networks

around a mutual commitment to reconciliation. We've implemented a full education grant for one First Nations identified student to attend Western Sydney University, and we've helped that student complete their Bachelors and prepare for a Masters and life as a full-time architect. We've worked on leading projects that reflect Aboriginal and Torres Strait Islander communities across the country, including the Ngurra Cultural Precinct in Canberra and Bundjalung Cultural Centre on NSW's north coast. And we're only just getting started.

Through a second Innovate RAP, DesignInc Sydney continues to contribute to a fairer society, reducing inequality and creating tangible opportunities for First Australians, particularly within the design and construction sector. Our RAP identifies a wide range of strategies and measurable actions that build on our efforts to date.



## RAP Champion

### **Cathryn Drew-Bredin**

Director, DesignInc Sydney

Cathryn has over two decades' experience leading integrated design solutions across transport, aviation and defence portfolios. With a passion for creating vital, coherent and enlivened spaces, she guides highly collaborative design processes, contributing deep insight and understanding of complex user operations and systems.

She joins the RAP Working Group as the RAP Champion in 2025.

RAP Working Group



Cathryn  
Drew-Bredin  
**RAP Champion +  
Director**



Tara  
Keast  
**RWG Chair +  
Head of People & Culture**



Craig  
Kerslake  
**RAP Working Group Consultant +  
Managing Director, Nguluway DesignInc**



Cameron  
Mason  
**RWG Secretary +  
Marketing & Communications Manager**



Paul  
Wallace  
**RWG Member +  
Principal**



Hugh  
Marchant  
**RWG Member +  
Senior Landscape Architect**



Carolina  
Mendez Calzada  
**RWG Member +  
Senior Designer**



Helen  
Chan  
**RWG Member +  
Senior Designer**



Jason  
Wong Sun Wai  
**RWG Member +  
Graduate Interior Designer**



Paras  
Singh  
**RWG Member +  
Project Designer**



Francesca  
Calderazzo  
**RWG Member +  
Graduate Designer**

'Our commitment to reconciliation is embedded within every part DesignInc: through design, through our team culture, and through our business operations. It is who we are to our core.'

—Cathryn Drew-Bredin

## Aboriginal and Torres Strait Islander Current Partnerships

**DesignInc Sydney has a number of active partnerships with First Australians who collaborate with us and advise us in an ongoing capacity. We play a central role in our industry 'RAP RING', a thinktank dedicated to reconciliation within Architecture and Design.**

**Susan Moylan-Coombs**  
Founding Director, The Gaimaragal Group

Susan is the founding partner of The Gaimaragal Group, a company established to create a new story of connection and wellbeing for all Australians. We regularly work with Susan as a consultant both for projects and as part of our internal cultural awareness program.

As part of National Reconciliation Week 2021, Susan facilitated a cultural sharing session and Ochre Ceremony with the DesignInc team at Gubbuh Gubbuh (Middle Head). She also participated in a public panel discussion about 'What does reconciliation look like for First Australians' hosted at the DesignInc Sydney office along with three other First Nations leaders and thinkers.

**33 Creative**

When setting up the Nguluway DesignInc joint venture, we sought advice from First Nations owned and operated marketing agency 33 Creative. Their valuable guidance allowed us to clarify the goals of the joint venture as well as aspects of the marketing strategy (such as market positioning, name, brand, channels and key messages), ensuring the authenticity, legitimacy and transparency of the joint venture was clearly articulated.

**Josh Duke**  
Nguluway DesignInc Chair

Damien is Chair of the Nguluway DesignInc Board. A First Nations Lawyer, a Commercial Manager and an Engineer, Damien brings a wealth of wisdom and experience to Nguluway DesignInc. In addition, Damien has participated in DesignInc events such as the National Reconciliation Week 2021 panel discussion 'What does reconciliation look like for First Australians.'





National Reconciliation Week 2025, B2B Event with Bush to Bowl and Investa



## Relationships

We are committed to fostering authentic, long-term relationships with Aboriginal and Torres Strait Islander peoples to ensure we are creating mutually-beneficial outcomes in the communities in which we operate.

DesignInc Sydney embraces cultural diversity and the many benefits that diversity brings to our organisation. We are dedicated to developing and learning from our cultural networks and raising awareness internally on the importance of reconciliation in Australia.

Both DesignInc Sydney and Nguluway DesignInc aspire to increase the number of First Australian professionals in the design industry, as this is greatly lacking.

**Focus Area: Connect with and provide opportunities for Aboriginal and Torres Strait Islander Peoples to thrive in our industry.**

# Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to grow our network of local Aboriginal and Torres Strait Islander stakeholders and organisations and practice guiding principles for future engagement.	October 2025	RAP Champion
	Implement, monitor and evaluate an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	RWG Secretary
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026/27	RWG Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to organise a series of events each year to increase awareness and discussion of reconciliation issues in our community.	May 2026/27	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026/27	RWG Chair
	Organise at least one internal and one public NRW event each year.	27 May - 3 June 2026/27	RWG Chair
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2026/27	RWG Secretary
	Support NRW through our marketing channels, sharing materials from the NRW website as well as our own initiatives.	May 2026/27	Head of Marketing
	Host one National Reconciliation Week Panel event which is open to the public and businesses within our network, in addition to other events specifically for DesignInc Sydney staff.	May 2026/27	RWG Secretary
	Conduct a B2B focussed on Designing from Country and sustainability with another business engaging in their own Reconciliation Action Plan Journey.	May 2026/27	Head of Marketing



# Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Strategies should include workshops, panel discussions, presentations, experiences. Topics include race relations, equality & equity, historical acceptance, institutional integrity and unity.	March 2026/27	P&C Manager Head of Marketing
	Post regular updates on our shared resources platform for communicating reconciliation internally. This includes resources related to reconciliation and stories of First Australians within our team (useful links, events, education resources such as books and films).	October 2025/26	RWG Chair
	Communicate our commitment to reconciliation publicly.	November 2025	Head of Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through projects, B2B opportunities and publications.	November 2025	Head of Marketing
	Collaborate with other like-minded organisations to develop ways to advance reconciliation through industries bodies through conferences, publications, talks.	September 2025	Head of Marketing
	Continue our involvement within the Core Group of the Architecture and Design industry RAP RING, including fulfilling communications role within the Core Group by co-managing the RAP RING Mighty Network	July 2026/27	Head of Marketing
4. Promote positive race relations through anti-discrimination strategies.	Host Architecture and Design RAP RING Event, annually	October 2025, October 2026	RWG Secretary
	Continue critical reviews of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	P&C Manager
	Continue to educate senior leaders on the effects of racism and unconscious bias.	July 2026/27	P&C Manager
	Review, update, and communicate an anti-discrimination policy for our organisation.	March 2026/27	P&C Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2026/27	P&C Manager

Bracelet weaving at DesignInc Sydney, 2023.



## Respect

At DesignInc Sydney we acknowledge the Traditional Custodians of the land on which we work, and of the land on which our projects are located.

We understand that respect is the foundation of long-lasting relationships with Aboriginal and Torres Strait Islander peoples.


We are committed to ensuring that our engagement process is respectful of and appropriately acknowledges Aboriginal and Torres Strait Islander peoples, their histories and cultures.

**Focus Area: Increase cultural literacy and awareness within our team.**

# 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.	Formalise and build on cultural learning programme within our organisation.	March 2026	P&C Manager
	Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2026	RWG Secretary
	Develop, implement and communicate a continuous learning strategy that includes a cultural learning strategy for our staff.	June 2026	P&C Manager
	Provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	September 2026	P&C Manager
	Conduct a review of cultural learning needs within our organisation.	March 2026	P&C Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026	RAP Champion
	Review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2026	RAP Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026	RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, and in all documents such as capability statements and submissions. Train staff in how to adhere to these protocols.	March 2026	P&C Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Ensure RAP Working Group members participate in at least one external NAIDOC Week event per year.	July 2026/27	RWG Secretary
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.	July 2026/27	RWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026/27	P&C Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2026/27	RWG Chair
	Organise at least one internal and one public event each year as part of NAIDOC Week.	July 2026/27	RWG Secretary
	Support NAIDOC Week through our marketing channels, sharing materials from the NAIDOC website as well as our own initiatives.	July 2026/27	RWG Secretary



Bollard artwork designed at community workshops by local Aboriginal children of Redfern for the **Redfern Station TAP Upgrade**. The workshop was facilitated by artists Derick Peachy and Matt Fellingham, Souths Cares and Curio Projects.

Craig Kerslake and the Blak Hand Collective speaking at Vivid Festival, 2022.



## Opportunities

DesignInc Sydney is committed to contributing to the economic and social wellbeing of Aboriginal and Torres Strait Islander peoples in the communities in which we operate.

We believe it is important to enhance and increase opportunities for Aboriginal and Torres Strait Islander peoples to help improve their quality of life, wellbeing and ability to contribute to their communities.

We are also passionate about building the community of First Australian architects through university scholarships, internships, mentorship and employment opportunities.

**Focus Area: To take a lead in creating new methodologies for embedding stories of Country in the built environment.**

# Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2026	P&C Manager
	Engage with Aboriginal and Torres Strait Islander staff and external stakeholders to consult on our recruitment, retention and professional development strategy.	April 2026	P&C Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2026	P&C Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders by advertising vacancies in Koori Mail and other appropriate platforms.	February 2026	P&C Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2026	P&C Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	September 2027	P&C Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2026	RAP Champion
	Maintain Supply Nation membership.	March 2026	Head of Marketing
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2026	RAP Champion
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026	RAP Champion
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through our projects and business services such as support services, marketing, catering, supplies etc.	May 2026	RAP Champion

# Opportunities



Action	Deliverable	Timeline	Responsibility
10. Strengthen 'Designing for Country' methodologies and incorporate them into our projects.	Develop a range of methodologies / approaches as a guide for how to incorporate 'Designing from Country' into our projects.	August 2026	RWG Member
	Embed processes that scope Designing from Country principles for all projects as part of our standard Project Management Plan.	August 2026	RWG Member
	Update our design Review process to include consideration of Designing from Country.	August 2026	Technical Reviewer
	Train all project managers in how to integrate Designing from Country into projects.	June 2026	Managing Director, Nguluway DesignInc
	Train key staff in how to facilitate Designing from Country methodologies within projects.	June 2026	Managing Director, Nguluway DesignInc
11. Champion and support growth of First Nations Peoples representation in the Architecture industry.	Continue to fund the Aboriginal Architecture Scholarship at Western Sydney University and provide ongoing mentorship and employment opportunities for the recipient.	Monitor and Report in, March 2026, Jul 2026, Dec 2026	P&C Manager
	Connect with high schools and universities to encourage potential First Nations students to pursue a career in the design sector.	April 2026	P&C Manager
	Provide internships, mentorships and work experience opportunities for First Nation students through First Nations-owned internship consultant, Aurora.	June 2026, February 2027	P&C Manager
	Facilitate pathways for Aboriginal or Torres Strait Islander interns at DesignInc Sydney to transition to permanent employment.	September 2026	P&C Manager
	Provide opportunities for emerging Aboriginal or Torres Strait Islander artists to work on DesignInc Sydney projects or on company collateral.	December 2026	Head of Marketing

**National Reconciliation Week,  
2024—'Now More Than Ever'**

Over 180 people from the architecture and design industry (and beyond) joined DesignInc and Nguluway DesignInc for a public panel featuring (left to right):

- + Craig Kerslake (Wiradjuri), Managing Director Nguluway DesignInc
- + Clarence Bruinsma (Yaegl), Bush to Bowl
- + Aunty Barb Simms (Bidjigal), La Perouse Aboriginal Elder
- + Michael Manikas (Biripi, Worimi), DLG SHAPE



Nguluway DesignInc team



## Governance

**Focus Area: Strengthening our internal processes to ensure an effective, authentic delivery of Reconciliation.**

# Governance



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2026	RWG Chair
	Establish and apply a Terms of Reference for the RWG.	March 2026	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	Nov 2025, Feb / May / Aug / Nov 2026, Feb / May / Aug 2027	RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation. Regularly review the resources needed to facilitate the RWG.	Feb / Aug 2026, Feb / Aug 2027	P&C Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2026/27, October 2025/26	RAP Champion
	Maintain an internal RAP Champion from senior management.	September 2026/27	RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2026/27, October 2025/26	RWG Chair RWG Secretary
	Scope potential for establishing an Aboriginal and Torres Strait Island Advisory Group.	April 2026	RWG Chair RWG Secretary
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2026/27	RWG Chair
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	August 2026/27	RAP Chair
	Report RAP progress to all staff and senior leaders quarterly.	Nov 2025, March/July/Sept/ Oct 2026, March/July/Sept 2026	RWG Chair
	Through the use of our communications channels, we will publicly report our RAP achievements, challenges and learnings.	Nov 2025, March/July/Sept/ Oct 2026, March/July/Sept 2026	Head of Marketing
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2027	RWG Member
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026/27	RWG Chair RWG Secretary
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	RWG Chair RWG Secretary
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September 2027	RWG Chair

# DesignInc

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