

- Buchan would like to acknowledge and Torres Strait Islander people as Traditional Custodians of the land we live and work.

We pay our respects to Elders.

Buchan is committed to ensuring and respecting Australian Aboriginal and Torres Strait Islander peoples history and to recognise their continuing connection to their waters and communities.

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## The Artist and the Artwork

Buchan engaged Theresa Bower of Burrundi Design Studio to assist us in telling our RAP story in artistic form.

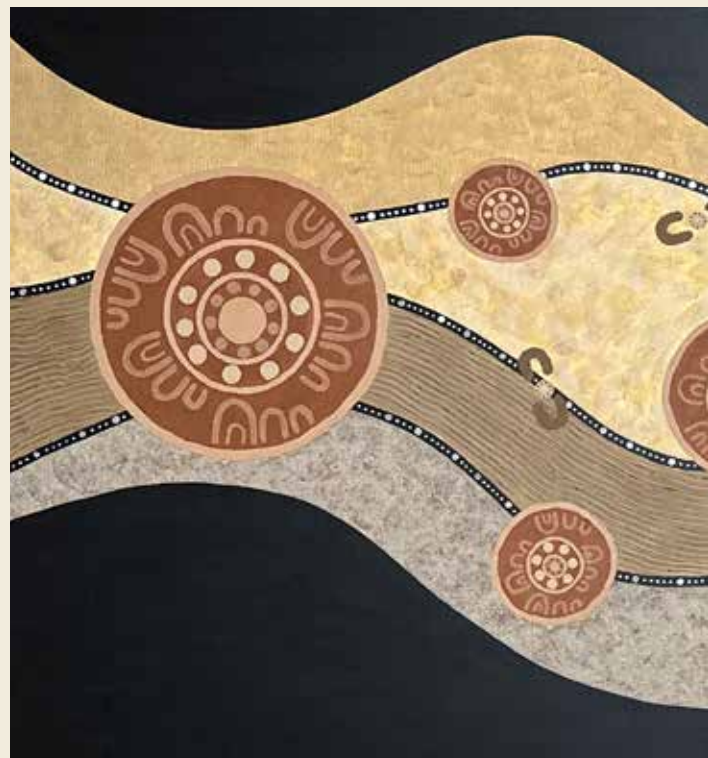


I am a Wiradjuri woman, from the people of the three Rivers. The Kalare (Lachlan), Wambool (Macquarie), and the Murrumbidgee of Central West New South Wales.

This is a collaborative artwork that explores Buchan's reconciliation journey from now and aspirations into the future.

The story of connecting artworks read as a timeline moving from left to right. The 'journey' begins with the background of Country. The four textured layers represent the Water, the Land, the Flora & Fauna and the Sky. With the dotted pattern weaving through Country, connecting us to the Dreaming, our Ancestors and people.

The six circular icons represent Buchan's six Australian studios and the journey of cultural learning across all levels of business.



The three arches represent knowledge being passed down and the receiving of knowledge. This represents knowledge within Buchan building and growing, as they move towards their first reconciliation action plan.

As you move across the canvas the dotted pattern begins to connect studios with First Nations groups or individuals that have joined Buchan on their journey.

The second canvas speaks to the aspirations for the RAP. The expanding star icon representing education. With the central core being the University and the knowledge that is held within, that is reaching out to connect First Nations people to higher education in the built environment profession.

Moving up to the three tables icons that represent inclusion with Indigenous and non-Indigenous people sitting at the table working together and sharing knowledge.

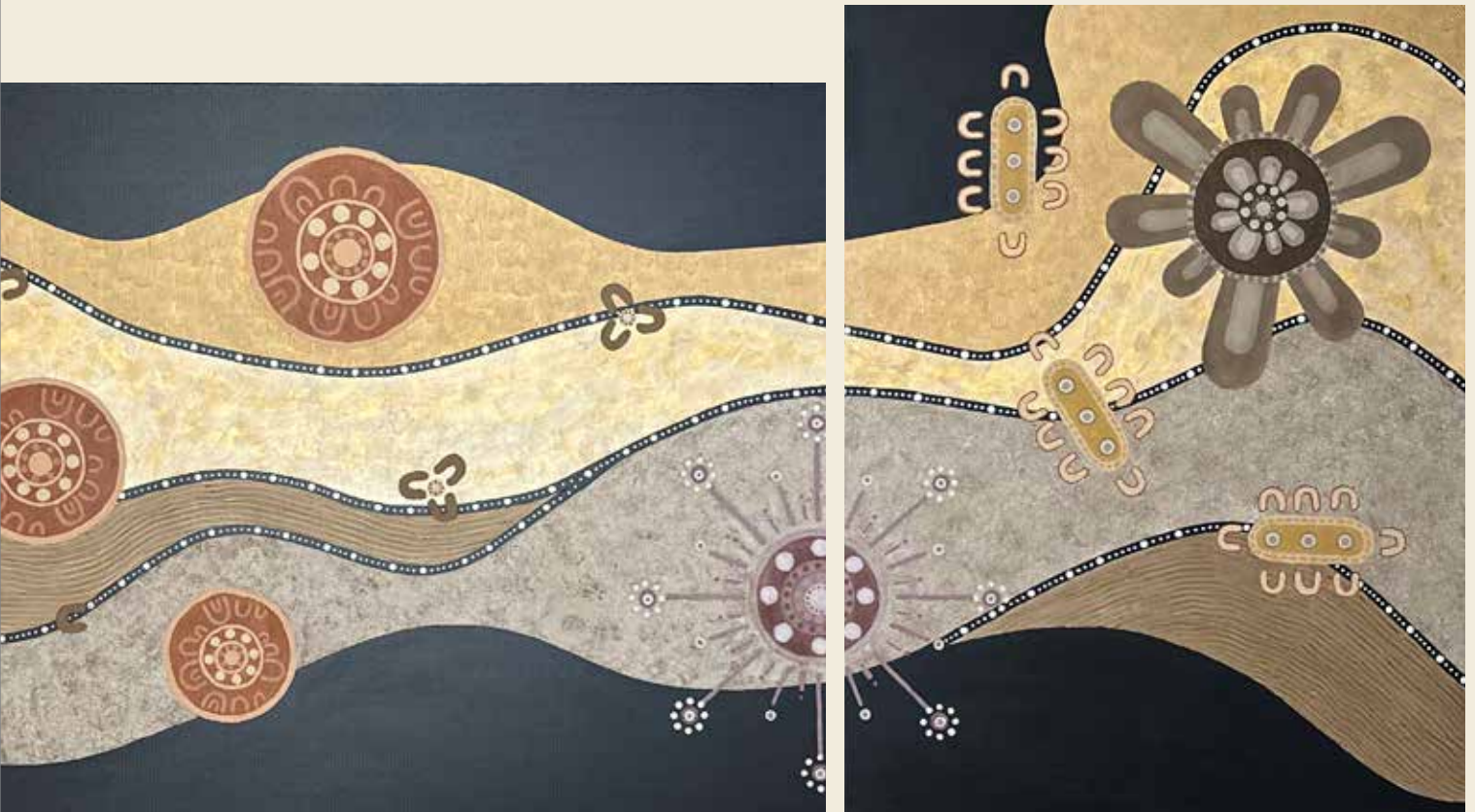
The final icon is Buchan in the future, moving forward radiating the knowledge gained through their journey of reconciliation, reflection and education. To connect people, place, Country and culture in the future.

This artwork is a living breathing piece of Country. Constructed using only 5 natural ochre paints, which are layered over the black textured gesso background. Of which the red, brown and yellow ochre were harvested from my property on Kombumerri Country and the white and purple ochre purchased from a gentleman's collection that he had held on Country since 1963.

The ochre was processed in the traditional way by crushing and mixing with rainwater and honey from my hives. The five ochres were then blended and mixed to create different tones and colours increasing the colour palette. A stabiliser was added,

which allowed me to apply multiple layers over each other without them mixing together. This creates the rich depth in colour and texture, with the background and icons having anywhere between 6 to 15 layers of paint.

With the depth of ochre paint across the artwork, will allow the colour to change with the seasons and the moisture in the air.



## A message from Reconciliation Australia

Reconciliation Australia congratulates Buchan Group Australia on continuing its reconciliation journey by formally endorsing your second Reflect Reconciliation Action Plan (RAP).



Through this plan, Buchan Group Australia continues to play an important role in a network of more than 3,000 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 continues the journey and primes 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.

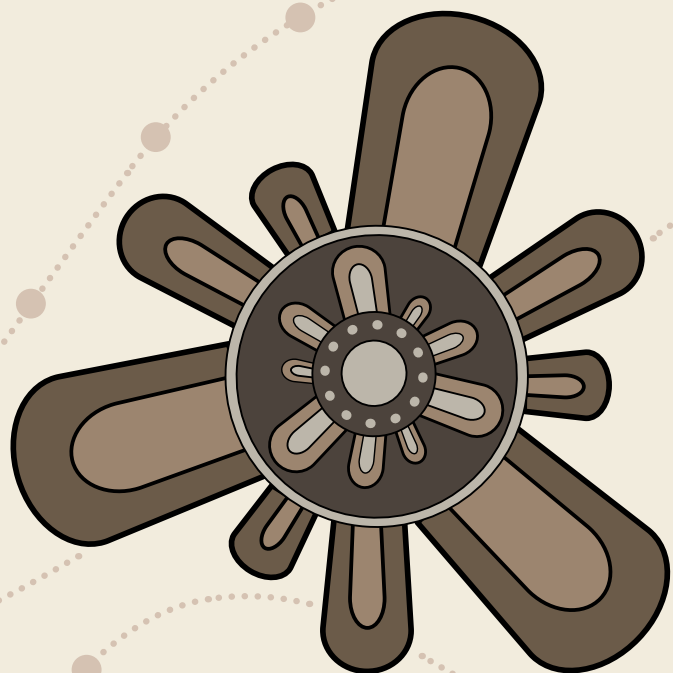
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

This Reflect RAP enables Buchan Group Australia 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Buchan Group Australia on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## A message from our Principal

As designers of the built environment, we hold a unique position to incorporate Aboriginal and Torres Strait Islander Peoples cultures into the world around us, reflecting the deep history of the land, sky and surrounding waters.





By engaging Aboriginal and Torres Strait Islander Peoples in the design process, we ensure our contribution to the built environment provides the opportunity to integrate traditions and cultural aspects from the tens of thousands of years of history of this country.

We recognise the privilege and responsibility we have to learn from, and to be inspired by local Aboriginal and Torres Strait Islander Peoples knowledge to deliver socially and environmentally positive outcomes for contemporary design across our core disciplines of architecture, interior design, experiential design and masterplanning.

At Buchan we are committed to enabling an inclusive and diverse profession. We recognise Aboriginal and Torres Strait Islander communities are severely underrepresented in the built environment. We are committed to actions that support positive and meaningful change in this area and recognise the active role we can play in breaking down barriers to entry through financial and social support. We are also aware of the positive influence we can have through our support of First Nations suppliers on our projects.

Our practice's reconciliation journey has focused on the pillars of education, inclusivity, connection, and the reconciliation pathway forward.

A highlight of Buchan's reconciliation journey to date has been establishing the inaugural Buchan Aboriginal and Torres Strait Islander Architecture Industry Scholarship at The University of Queensland (UQ). We are proud to share Bachelor of Architectural Design student Stacey Edwards will complete her degree in 2024.

Operationally, Buchan has implemented processes to both track and encourage Indigenous engagement at all levels. Internally this focuses on education and sourcing, externally, this is represented in our project work.

Recent exemplar projects include the Australia Pavilion for Expo 2025 in Osaka and Bial-a Armstrong Creek Library & Community Hub. These projects have received far reaching acknowledgment from the design community and on Country within the local communities engaged through the design process.

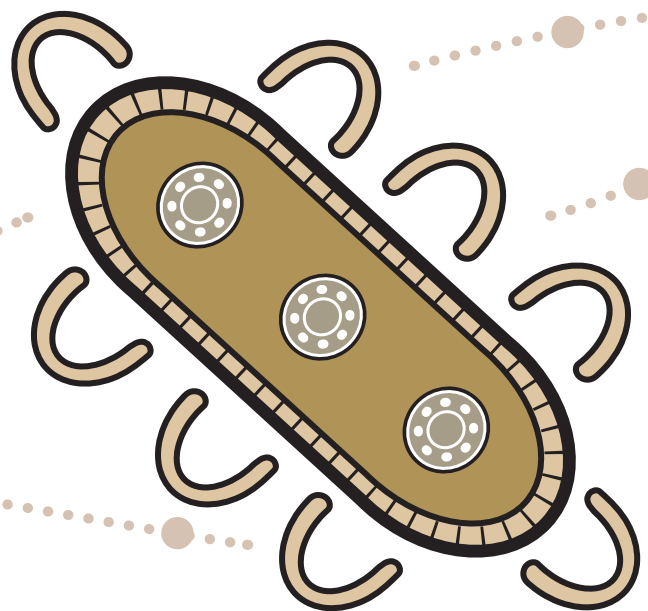
Recognising change only occurs through cultural awareness and understanding, our RWG has led initiatives throughout the year with events, speakers, exhibitions and walks on Country.

I am pleased to present Buchan's 2024-25 Reflect Reconciliation Action Plan (RAP) as our continued commitment to contributing meaningfully towards Australia's reconciliation journey.

I would like to thank all those who contribute to our RAP journey and in particular acknowledge the contribution of our dedicated RWG.

We would also like to thank Reconciliation Australia for their guidance as we move forward together on our reconciliation journey.

**Grant Withers**  
Principal, FAIA



## Our Business

Buchan is an acclaimed global architecture and design studio with distinction in mixed-use, precincts, hotels and hospitality, commercial, and retail sectors.

For more than 130 years, Buchan has created assets of enduring architectural quality and magnitude, worldwide.

From concept through to built form, our projects showcase successful outcomes achieved through good design and effective collaboration. Our work is an expression of our vision to positively influence life in our cities for the benefit of people and the planet.

We are an agile business drawing on both local knowledge and international experience, with our staff sharing expertise across our studios.

We are unaware of any staff who identify as an Aboriginal or Torres Strait Islander person, although we regularly engage with stakeholders of the Built Environment who do identify as Aboriginal or Torres Strait Islander.

Our creative force is bolstered by our ever expanding global presence, with alliances and collaborative partnerships with leading international architecture practices.

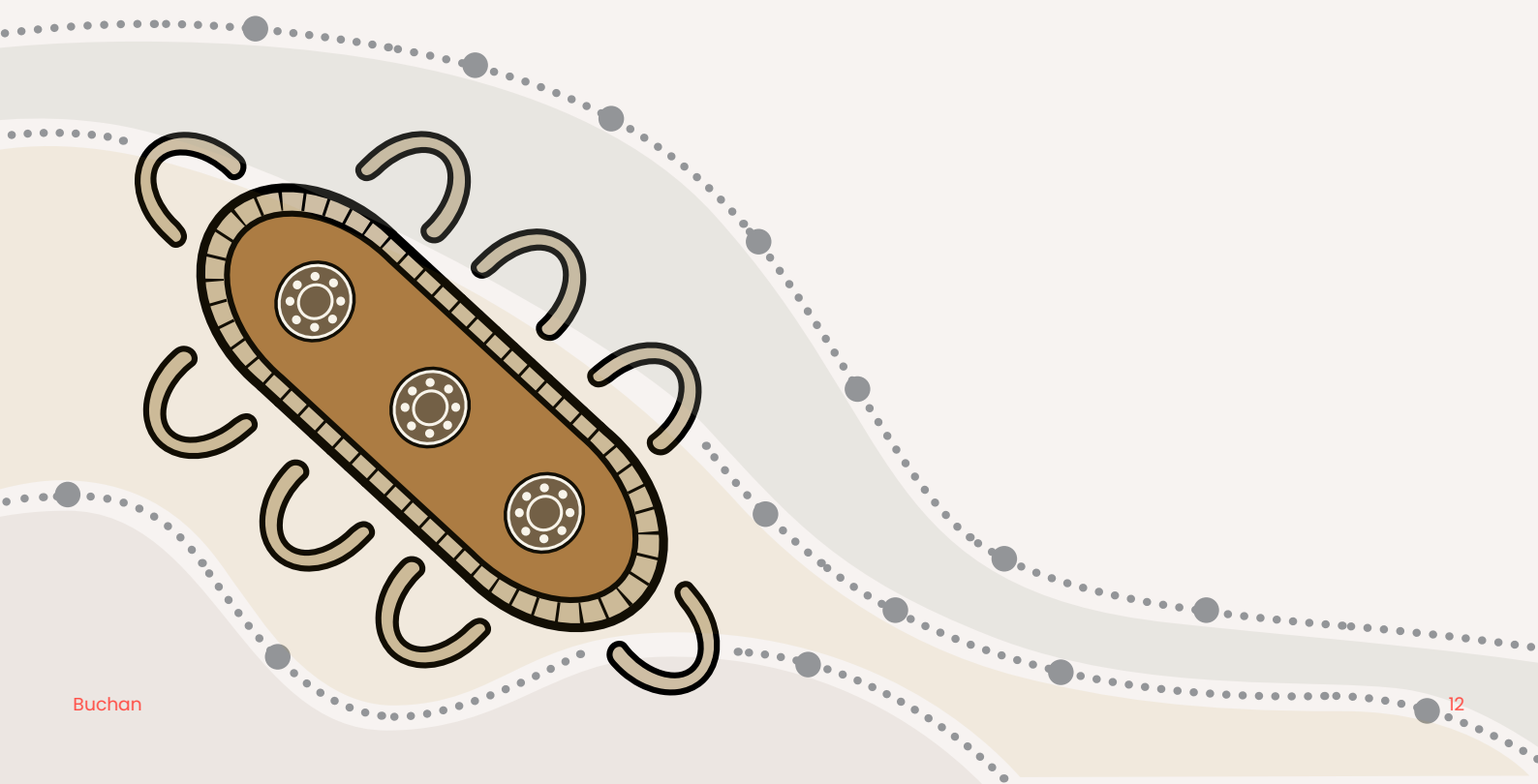
As designers of our built environment our industry has an undeniable impact on the physical, natural and cultural landscapes. As a design firm involved in projects which sit upon lands all across Australia, we see it as our responsibility to recognise the cultural connection and traditions of these lands.



01 Project: Biyal-a Armstrong Creek Town Centre Library and Community Hub  
Engaged: Wadawurrung Traditional Owners Aboriginal Corporation



# Our People



# We are a team of 150 professionals specialising in architecture, masterplanning and interior design.

Inherently creative and curious, we enable collective knowledge and experience to create dynamic places that thrive.

Our design professionals are supported by an exceptional shared services team encompassing finance, legal, IT, people and culture, and marketing professionals.

Buchan's longevity as a design practice and the tenure of our people has enabled us to build client and community relationships over decades, providing continuity to visionary city shaping and community building projects.

Our culture is shaped and led by our people. We empower our people to design a brighter, more sustainable future that influences life in our cities for the benefit of people and the planet.

We foster a vibrant studio culture that encourages and promotes creative expression and collaboration. Our people are central to our continuing evolution as a global design practice.

Driven by our core values, we provide opportunities to push boundaries to realise every individual's full potential. Our leadership and vision gives our people the opportunity to create a positive impact.

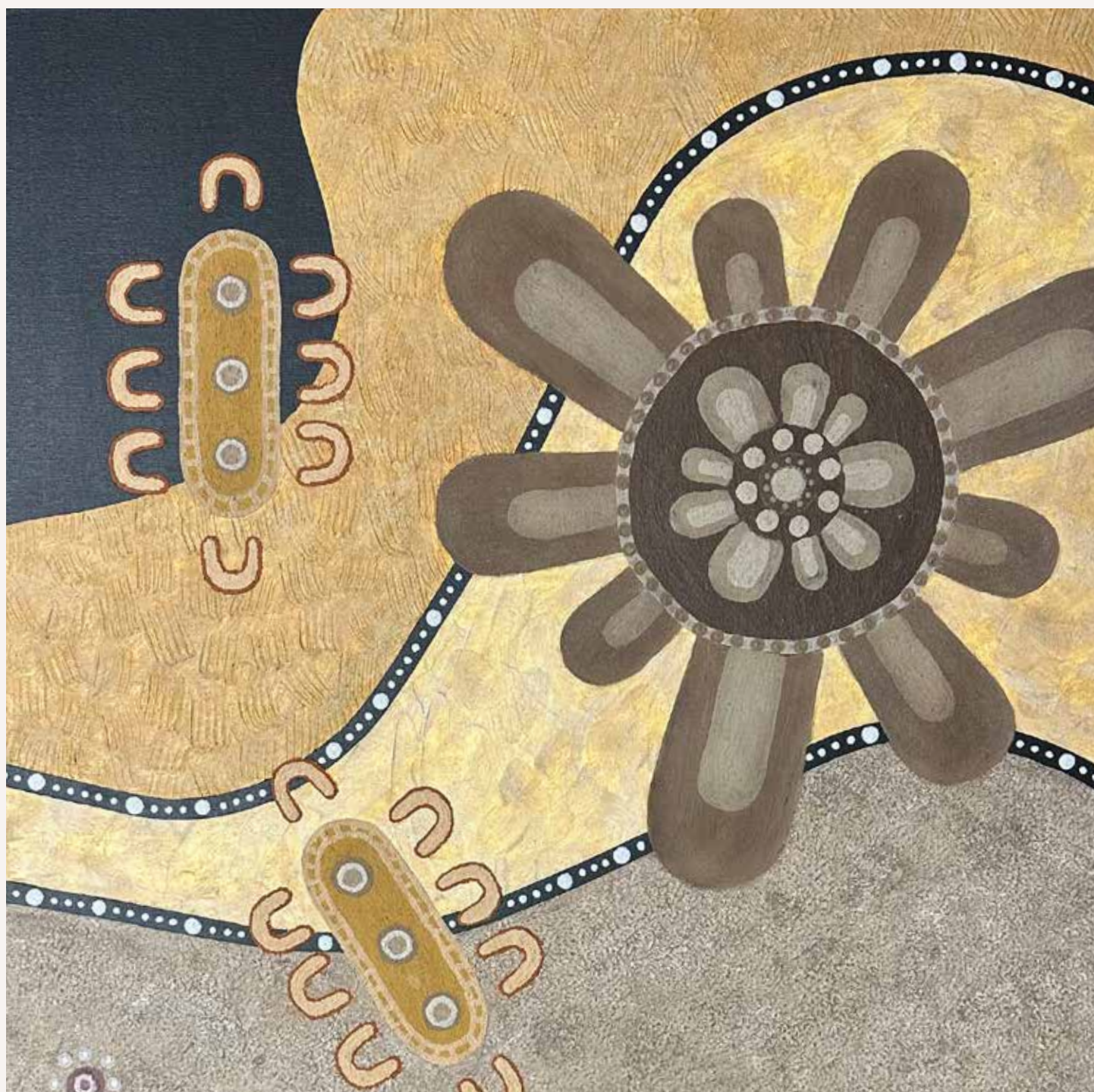
We endeavour to foster strong project team environments that make for a supportive and inclusive place to work, starting from our graduate program. With our focus on collaboration and building connection across our studio we are able to offer our people at all levels of seniority the opportunity to grow both personally and professionally through diversity of both projects and locations.

We are actively involved in the design and development industries, contributing to organisations such as the Institute of Architects, Property Council of Australia, local council and city development committees, Parlour Collective and National Association of Women in Construction among others.

Many of our staff hold teaching positions at universities and other institutions which is encouraged and supported. We also support various charities across our studios including Sleepout for Homelessness, September, various food drives and planting days to name a few.

## Our RAP

At Buchan we understand the importance of reconnecting with Aboriginal and Torres Strait Islander histories and cultures.



As designers of the built environment, we are involved in projects that sit upon lands all across Australia and understand the role we have in recognising the cultural connection and traditions of these lands.

Buchan's RAP reflects our commitment to contributing meaningfully towards Australia's reconciliation journey. It is our guide for how we will contribute to greater cultural awareness and connectedness within our workplace and within the communities where we design, and collaborate.

Committing to our Reflect RAP has enabled Buchan to further explore our relationships with Aboriginal and Torres Strait Islander stakeholders, to better understand the challenges and opportunities faced by Aboriginal and Torres Strait Islander communities in our profession. This has affirmed our vision for reconciliation, which centres around making positive and respectful changes for equal opportunity within the built environment profession, while also promoting equality and reconciliation in the community.

Our RAP is representative of the contribution of all our studios, disciplines and people at all levels of seniority across our practice. It acknowledges the valuable learnings from Aboriginal and Torres Strait Islander communities, consultants and businesses that have contributed to our journey over preceding years.

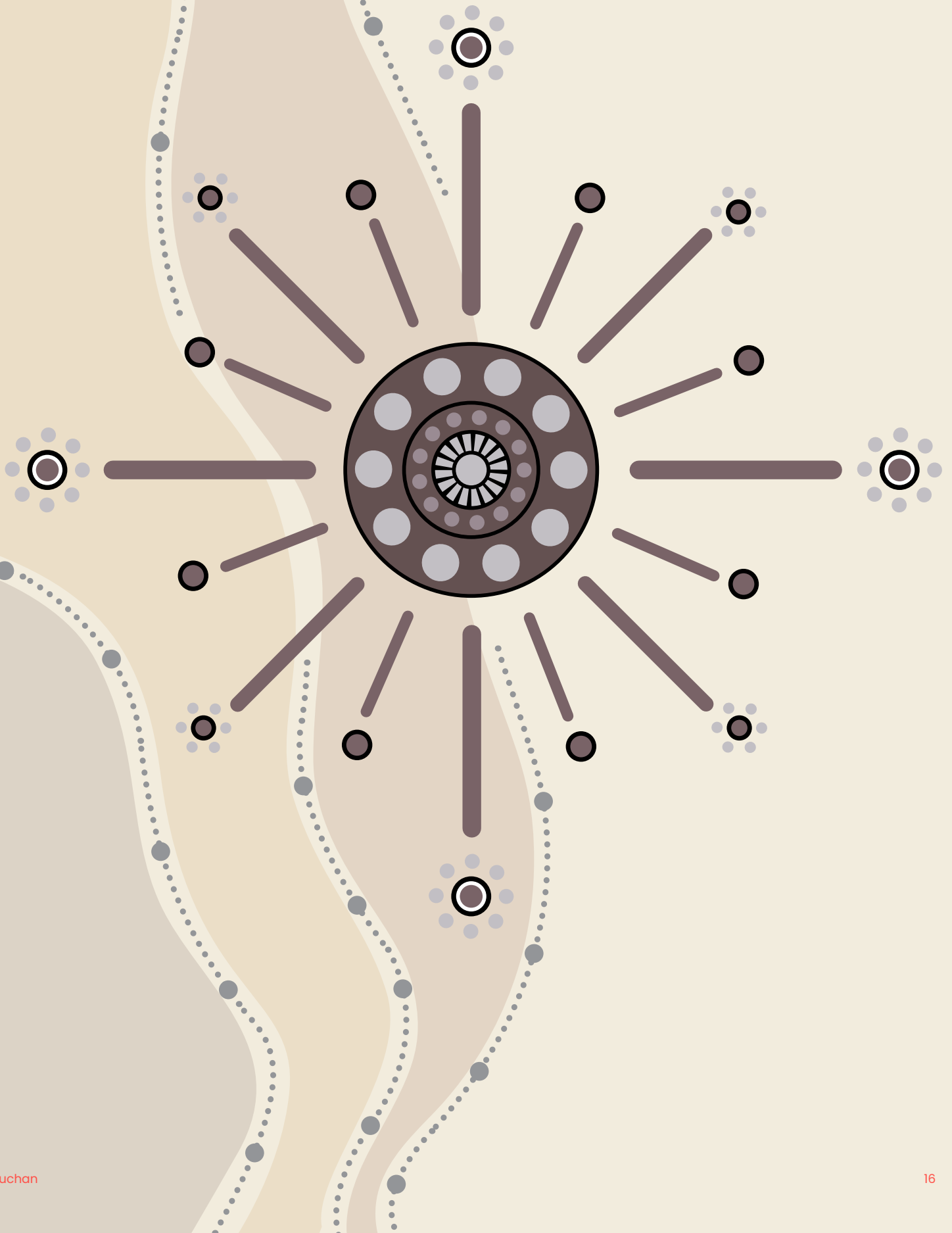
Our RAP team, which is comprised of representatives of each of our studios and RAP Champion, Associate, Hayden Djakic, is responsible for the strategic direction of Buchan's RAP and for fostering engagement with our plan, both within and across our studios, and across our sphere of influence.

Internally, this involves promoting a culturally aware and inclusive workplace that embraces Aboriginal and Torres Strait Islander histories and cultures. Externally, this involves raising awareness with our stakeholders and clients to ensure shared understanding of our RAP.

As we implement our RAP, we are committed to establishing greater cultural connection, respect and understanding through genuine and meaningful relationships with local Aboriginal and Torres Strait Islander communities.

Through our RAP initiatives – focused on inclusivity and diversity in architecture – along with our partnerships, ongoing activities, and support of the Australian Indigenous Design Charter, we are actively driving change, not just talking about it.

# Our Support of an Inclusive and Diverse Profession





# Through our reconciliation journey we have recognised the role we can play in supporting the next generation of Aboriginal and Torres Strait Islander Peoples who are interested in a career in Architecture and Design.

We are proud to have partnered with The University of Queensland (UQ) to establish the inaugural Buchan Aboriginal and Torres Strait Islander Architecture Industry Scholarship. Now in its third year, this three-year scholarship supports a student throughout their undergraduate studies, providing financial assistance for essential campus needs, access to a diverse professional network, and engagement in industry opportunities.

In consultation with UQ, this scholarship was created to level the playing field and help students complete their studies without financial hardship limiting their opportunities, and bridge the gap between education and industry. Importantly, it also enables students to apply their newly acquired skills in supporting development within their own communities. This commitment to knowledge-sharing and community-led progress is fundamental to our RAP.

We also recognise UQ's Endowment Fund commitment, which matches our contribution dollar-for-dollar, supporting an additional Aboriginal and Torres Strait Islander student.

Taking this approach means we are both actively supporting and acting as a catalyst for others to support Aboriginal and Torres Strait Islander Peoples to embark on a career in the built environment.

We would especially like to thank the UQ team who have supported this initiative along with their own generous contribution.

## Our Partnerships and Current Activities

Buchan's reconciliation journey has taken shape in different ways across each of our Australian Studios. We continue to build on our first Reflect RAP, furthering our Aboriginal and Torres Strait Islander connections, sharing key learnings and experiences, and importantly, ensuring alignment with our vision for reconciliation and our pathway forward.

Since 2021 Buchan has formalised the ways we acknowledge Country internally and externally – in our studio meetings and presentations, on our website and our submissions. A Welcome to Country has been introduced for larger external gatherings.

We regularly invite Aboriginal and Torres Strait Islander Peoples into our studios to share their stories and to share insights on how we can meaningfully connect with the lands upon which our designs are situated. Activities centre around National Reconciliation Week and NAIDOC Week each year. More broadly the RWG champions a calendar of regular engagements across all aspects of design, art and the built environment to ensure an ongoing connection with Aboriginal and Torres Strait Islander histories and cultures, and our reconciliation pathway.

We use a central resource to share research, connections with Aboriginal and Torres Strait Islander consultants, stakeholders and suppliers, and projects where First Nations storytelling, artworks and principles have been incorporated into our designs.



We have had the privilege of connecting and engaging with Aboriginal and Torres Strait Islander histories and cultures through our work with First Nations groups on our projects.

Examples of this include the Biyal-a Armstrong Creek Library & Community Hub for the City of Greater Geelong. Buchan had the opportunity to work with the Wadawurrung Traditional Owners Aboriginal Corporation in developing the 'Living Water' narrative to deliver a design for the new library that respects and embraces the area's Wadawurrung living cultural heritage.

Another notable project is our work on the Australia Pavilion at Expo 2025 in Osaka for the Department of Foreign Affairs and Trade. The result of many months of conversations, workshops and design iteration between Buchan and Indigenous cultural advisor Karrda, the Australia Pavilion will be an immersive, sensory journey designed to express a modern, diverse Australia rooted in the sustainable essence of Country.

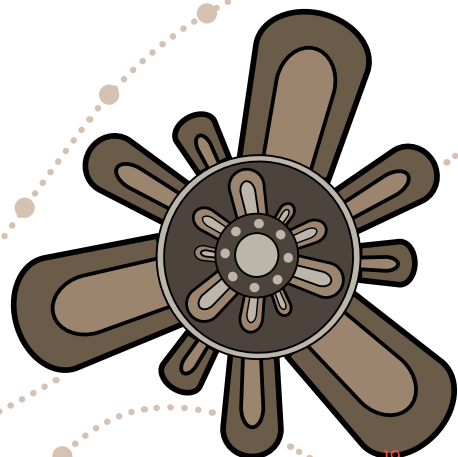
We recognise that change can present challenges. In our previous Reflect Reconciliation Action Plan, we identified two key hurdles along our reconciliation pathway - knowledge gaps and allocation of resources.

To address the knowledge gap, we prioritised company-wide education through engagement with local experts, literature and sharing our project specific experiences. By deepening our collective understanding, we support our design teams to collaborate more effectively with project decision-makers in setting meaningful reconciliation goals.

Resource allocation also posed a challenge. By formalising the process, we demonstrate that time dedicated to RAP initiatives is valued equally alongside our sustainability initiatives and project work, highlighting the importance and impact of our reconciliation journey.

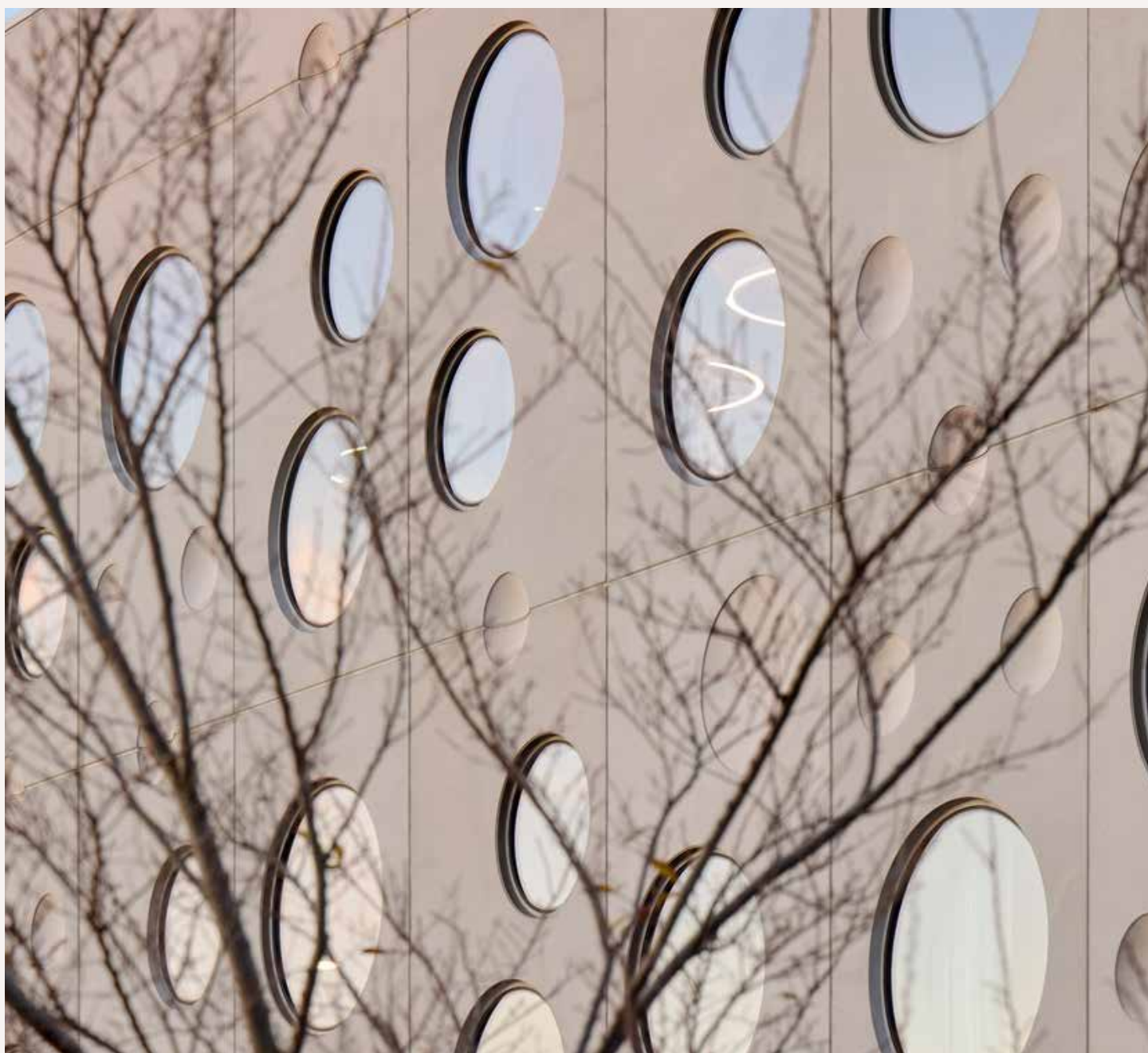
Acknowledging Country involves taking real action to embed the values of inclusion, respect and cultural understanding within our Practice's policies and day-to-day operations.

Through our RAP our intention is to grow these initiatives and partnerships, to create opportunities for deeper understanding and connection through greater collaboration from project concept to completion.



## Our Commitment to the Australian Indigenous Design Charter

Buchan is committed to applying the Australian Indigenous Design Charter in the way we approach design.





Recognising the significance of respectfully representing Aboriginal and Torres Strait Islander cultures, Buchan has actively engaged with Indigenous stakeholders on a number of our current projects, including the Australia Pavilion at Expo 2025 in Osaka for client Department of Foreign Affairs and Trade in collaboration with Karrda, and Bial-a Armstrong Creek Library & Community Hub for client City of Greater Geelong, in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation.

These projects exemplify an appreciation for the diverse cultural protocols of each community involved. Buchan's approach emphasises the value of deep listening and considering the implications of designs, always aiming to be respectful.

As a design practice, we have a genuine desire to further collaboration with Indigenous communities, recognising the importance of seeking insight to enhance project outcomes.

# Biyal-a Armstrong Creek Library & Community Hub Completed June 2024

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Buchan recognises the significance of designing civic buildings, engaging the Wadawurrung Traditional Owners Aboriginal Corporation to inform the concept and cultural overlay for the Biyal-a Armstrong Creek project.





Having started as a practice in Geelong in 1890, Buchan has extensive local heritage experience and understanding of the growth and culture of the region. The library was identified as a key project within the long-term planning for Greater Geelong and the future Armstrong Creek area.

Buchan's brief involved engaging with Wadawurrung and incorporating their values into the design and local placemaking. The discovery process included knowledge-sharing workshops with Buchan, Wadawurrung, and local representatives, reviewing content provided by Wadawurrung, and exploring significant local sites. Through these workshops, the design language was shaped; enriched by a deep understanding of the values presented in the Paleert Tjaara Dja Country Plan.

Insights from Wadawurrung provided valuable context about the Armstrong Creek landscape, including historical journey routes of humans, animals, eels, and birds, and the east-west relationships of water systems and astronomical patterns.

The outcome of these discussions was an enhanced understanding of the land and its people.

The design narrative, themed around 'Living Water,' incorporated Wadawurrung language and respected the valley-scape's Wadawurrung living cultural heritage. The library was envisioned as a gathering place for the community, fostering discussion, sharing, learning, and socialising among residents and First Nations.

The depth of engagement and collaboration on the design narrative was joyfully received by both Wadawurrung and the client working group.

The journey with Wadawurrung emphasised the commitment to craft a place that welcomes new and existing residents, visitors, and First Nations Peoples for Armstrong Creek, celebrating Wadawurrung's living cultural heritage and the spirit of the Country.

The project has been cited by cultural consultant David S Jones (pictured above, centre) in his book 'Planning for Urban Country: Taking First Nations Values into Future Urban Designs' as a successful civic project that focuses on Indigenous engagement and also contributes to a lasting legacy in the wider community.

## Australia Pavilion, Expo 2025, Osaka Scheduled completion April 2025

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The result of many months of conversations, workshops and design iteration between Buchan and indigenous cultural advisor Karrda, the Australia Pavilion will be an immersive, sensory journey for visitors to Osaka for Expo 2025.







For Barbara Bynder, anthropologist, member of the Noongar community and one of the founding members of Karrda, the Australia Pavilion for Australia's Department of Foreign Affairs and Trade (DFAT), provides a canvas for sharing Australian stories and culture and showcasing the country's creativity and ingenuity.

Buchan engaged cultural consultant Karrda during the request for tender stage to ensure the design concept spoke to and respected Indigenous knowledge and culture from the outset.

Given the open tender process, Buchan recognised the importance of early engagement in the design journey to provide authenticity and validity to the representation of all Australians, on an international stage, in our submission.

On day one, the entire team, including all subconsultants, came together in a workshop to simply listen to Barbara and the Karrda team. This workshop provided an opportunity to listen deeply to stories of the past, present and future, without putting pen to paper, or discussing the project.

Regular workshops were built into the tender process to allow for the design team to consider the impact of the design as it progressed. During these workshops, input from Karrda guided the design vision and concept across visual, experiential and emotive touch points.

Following being awarded the project, Buchan developed a clear communication and engagement plan to align all client stakeholders and consultant team.

A key strategic objective, set by DFAT, was to embed First Nations perspectives and experiences across the pavilion design and visitor experience. Every theme and concept has been scrutinised for environmental stewardship, sustainability, and Indigenous knowledge. The main visitor experience is centred around the concept of 'walking through Country,' emphasising our connection to and responsibility for conserving and protecting our natural assets.

As part of the visitor experience, Karrda led many legal and moral discussions around representation of the hundreds of diverse custodians across Indigenous Australia, their languages and cultural practices, with a particular emphasis on the appropriate processes of gaining permissions, and what was deemed respectful practice.

In understanding the diversity of Aboriginal and Torres Strait Islander cultures, there was careful consideration in acknowledging and following regional cultural understanding to not only represent the diversity but also how to achieve such understanding. We were guided by Karrda in understanding how Indigenous languages, music and art could be applied in the most respectful ways.

The visitor experience concept provides a sensory and immersive experience for all visitors to the Australia Pavilion. Respectful representation of Indigenous culture is fundamental to the narrative and to support this, a procurement strategy to engage Indigenous creators. Indigenous artists, creators and businesses have been engaged in content creation, from capturing visual styles, language, smells and sounds to informing landscape and application of stories within the architecture and exhibition experiences.

A cultural and business events program aligned to the Australian Indigenous Design Charter also provides opportunities for education, entertainment, and cultural initiatives, and promoting Indigenous Australian businesses.

## Our Partnerships and Current Activities

| Office        | Project   | Aboriginal & Torres Strait Islander owned businesses regularly engaged with to assist with engagement activities  |
|---------------|---|---|
| International | Australia Pavilion Expo 2025, Osaka                                     | Barbara Bynder and Farley Garlett, Karrda   |
| NSW           | Scarred Tree Canoe Morisset Large Format Retail                         | Matt Fellingham (FCDA)<br>Birabin Aboriginal Land Council (ALC)<br>Tessa Boer-Mah (First Nations between design team)   |
|               | South Eveleigh Locomotive Workshop Precinct Identification              | Yerrabingin, Clarence Slockee - Jiwah   |
|               | HomeCo Leppington   | Yerrabingin   |
|               | Valentine Avenue Tower (Competition)                                    | Aunty Julie-Ann Christian, Baramadagal woman<br>Jayne Christian, Burramattagal woman<br>Aunty Karen Maber, Curator of Darug Keeping Place<br>Kylie Colemane, Wiradjuri and Darug/Burramattagal<br>Aunty Cathy (Catherine) Leane, Knowledge Holder, C<br>Tara Lloy, Burramattagal Wiradjuri woman<br>Kara Brussen, Burramattagal woman |
| QLD           | Sunshine Plaza 'The Bunya Nut' art installation and Southern River Walk | Mirri Mirri<br>The Black Card   |
|               | Qantas Founders Museum Longreach installation work                      | Gilimbaa<br>Theresa Bower (Burrundi Design Studio)  |
|               | Aura Town Centre (Stockland)  | Blaklash  |
| VIC           | Biyal-a Armstrong Creek Library & Community Hub                         | Wadawurrung Traditional Owners Aboriginal Corporation<br>WSP Indigenous Services<br>Rork Projects, John Paul Janke  |
| WA            | Cockburn Gateway  | Barbara Bynder, Karrda  |
|               | The Melbourne Hotel   | Japingka Gallery  |
|               | Curtin University of Technology, Aboriginal Studies Centre              | Ms Pat Dudgeon, Director of Aboriginal Studies, Curtin  |
|               | Aboriginal Health Unit, South West Health Campus, Bunbury               |   |

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01 Project: Sunshine Plaza Shopping Centre, Maroochydore  
Bunya Nut Art Installation

# Relationships

| Item | Action   | Deliverable  | Timeline  |
|------|--|--|---|
| 1    | <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | <p>Review and update our Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</p> <p>Review our internal processes to ensure they support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>  | <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> <p><b>March 2025</b><br/>Follow up June, September, December 2025</p>   |
| 2    | <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>   | <p>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</p> <p>RAP Working Group members to participate in an external NRW event</p> <p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>  | <p><b>May 2025</b><br/>27 May – 3 June 2025</p> <p>27 May – 3 June 2025</p>   |
| 3    | <b>Promote reconciliation through our sphere of influence.</b>   | <p>Provide regular updates to all staff in communicate our commitment to reconciliation.</p> <p>Review external stakeholders that our organisation can engage with on our reconciliation journey and review in quarterly RWG meetings.</p> <p>Review other RAP’s and other like-minded organisations that we could approach to collaborate with on our reconciliation journey and review in quarterly RWG meetings. Continue engagement with external parties for all staff understanding and recognition.</p> | <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> |
| 4    | <b>Promote positive race relations through anti-discrimination strategies.</b>   | <p>Review and implement yearly best practice and policies in areas of race relations and anti-discrimination.</p> <p>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>   | <p><b>September 2025</b></p> <p><b>March 2025</b><br/>Follow up September 2025</p>  |

Responsibility

September,  
Lead: RAP Champion  
Support: Senior management team

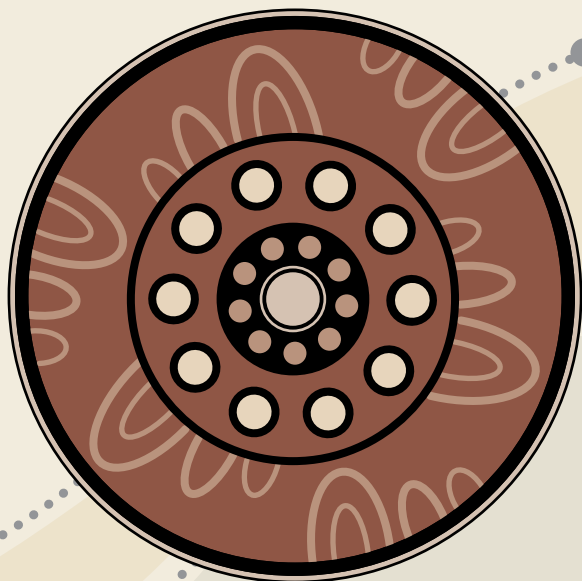
September,  
2025  
2025  
Lead: RAP Champion  
Support: Senior management team

September,  
RAP Champion

September,

September,

September 2025  
Head of People and Culture



| Item | Action  | Deliverable  | Timeline   |
|------|---|--|--|
| 5    | Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <p>A budget has been implemented and is in place to facilitate increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation .</p> <p>Conduct an annual review and analysis to ensure ongoing support of cultural learning needs within Buchan is met.</p>   | <p><b>March 2025</b></p>   |
| 6    | Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | <p>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.</p> <p>Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.</p>   | <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> <p><b>March 2025</b><br/>Follow up June, September, December 2025</p>        |
| 7    | Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.  | <p>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p> <p>Ensure involvement in NAIDOC Week by promoting external events in each office local area.</p> <p>All members of the RAP Working Group to participate in an external NAIDOC Week event and encourage all staff to do the same.</p>  | <p><b>July 2025</b></p> <p><b>June 2025</b></p> <p><b>First week of July</b></p>   |
| 8    | Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.                        | <p>Continue engagement with UQ for providing financial &amp; industry connection support for the scholarship &amp; future employment opportunities at Buchan.</p> <p>Ensure exploration of opportunities directly on projects for engagement externally on projects both with consultants and directly with Traditional Owners for project specific opportunities.</p>   | <p><b>March 2025</b><br/>Follow up March, June, September, December 2025</p> <p><b>March 2025</b><br/>Follow up June, September, December 2025</p> |
| 9    | Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.   | <p>Continue pursuit of opportunities to engage with procurement from Aboriginal and Torres Strait Islander businesses and ensure this continues to be tracked within our system.</p> <p>Staff to advise RWG of opportunities to work with Indigenous businesses and inform RWG. RWG to provide additional support on request for associated resources to support engagement. Ensure awareness of traditional engagement on projects with Aboriginal and Torres Strait Islander communities and businesses is facilitated as part of project process is understood by clients and consultant team.</p> <p>Re-review Supply Nation membership.</p> | <p><b>March 2025</b><br/>Follow up September, December 2025</p> <p><b>May 2025</b></p>   |

Responsibility

Head of People and Culture



September,  
September,

RAP Champion  
Lead: RAP Champion  
Support: RWG Lead

Lead: RAP Champion,  
Support: Head of People and Culture, and Head of Strategy and Marketing

2025

September 2025  
September,

Lead: RAP Champion,  
Support: Head of People and Culture, and Head of Strategy and Marketing  
RAP Champion

September 2025

Lead: RAP Champion,  
Support: Office Coordinators

RAP Champion

01 Project: Longreach Projections, Qantas Founders Museum Wunala Dreaming livery by Balarinji

| Item | Action   | Deliverable   | Timeline   |
|------|--|---|--|
| 10   | Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.  | <p>Maintain a RWG to govern RAP implementation.</p> <p>Draft a Terms of Reference for the RWG.</p> <p>Establish Aboriginal and Torres Strait Islander representation on the RWG.</p>  | <p><b>March 2025</b><br/>Quarterly follow up<br/>June, September, December</p> <p><b>March 2025</b><br/>Follow up September</p> <p><b>June 2025</b></p>  |
| 11   | Provide appropriate support for effective implementation of RAP commitments.   | <p>Define resource needs for RAP implementation.</p> <p>Engage senior leaders in the delivery of RAP commitments.</p> <p>Review Champion and RWG Leaders appointments as part of succession planning.</p> <p>Define appropriate systems and capability to track, measure and report on RAP commitments.</p> | <p><b>March 2025</b><br/>Quarterly follow up<br/>September, December</p> <p><b>March 2025</b><br/>Quarterly follow up<br/>September, December</p> <p><b>Review March 2025</b></p> <p><b>March 2025</b><br/>Quarterly follow up<br/>September, December</p> |
| 12   | Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <p>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.</p> <p>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p>   | <p><b>June 2025</b></p> <p><b>30 September 2025</b></p>  |
| 13   | Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia's website to begin developing our next RAP.   | <b>July 2025</b>   |



Responsibility

rap meetings  
December 2025

Lead: RAP Champion  
Support: RWG Lead

ber 2025

Lead: RAP Champion  
Support: RWG Lead

Lead: RAP Champion  
Support: Head of People  
and Culture

rap review June,  
ber 2025

Lead: RAP Champion  
Support: RWG Lead and  
Regional Operations  
Leaders

rap review June,  
ber 2025

RAP Champion

Head of Strategy and  
Marketing & current RAP  
Champion

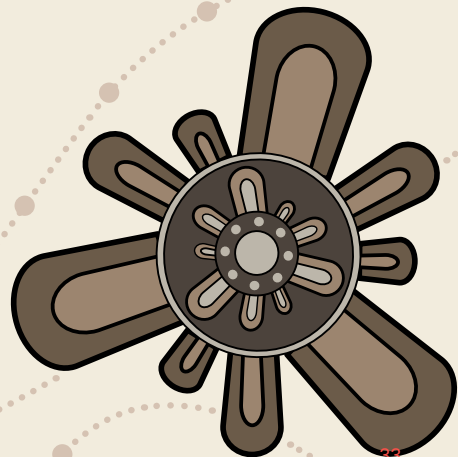
rap review June,  
ber 2025

RAP Champion and RWG  
Lead

RAP Champion

25

RAP Champion



## We would like to acknowledge and thank the members of our Reconciliation Action Plan team.

Our RAP Working Group includes representation from each office, and from all business units and levels of seniority.

The RWG does not currently include internal First Nations representation, however is supported by our external Aboriginal and Torres Strait Islander partners through our operations and project based roles. Our rationale for Buchan's RWG is to promote connection and collaboration – engaging across all levels of the business and our sphere of influence with consultants, stakeholders and the broader community.

Our RAP Champion, Associate Hayden Djakic, is responsible for the strategic direction of the RAP and key focus areas.

The RWG leader, Marketing and Communication Lead Katherine Cammuso, and representatives in each office are responsible for ensuring the targets and outcomes of the RAP are tracked and met.





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Nataly Ernst

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Harriet O'Reilly

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Leanda Chia

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Ashley Sheppard

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Alessandro Paladin

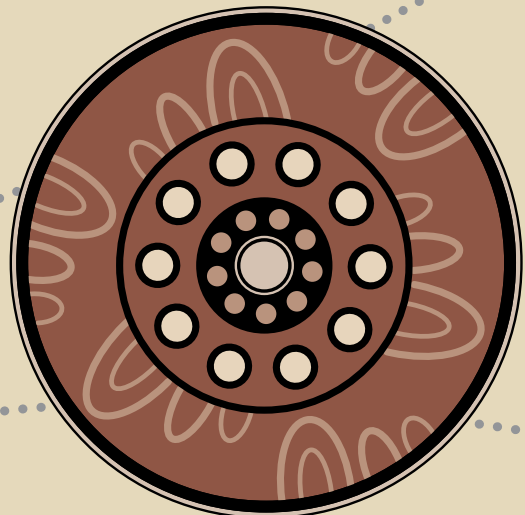
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